

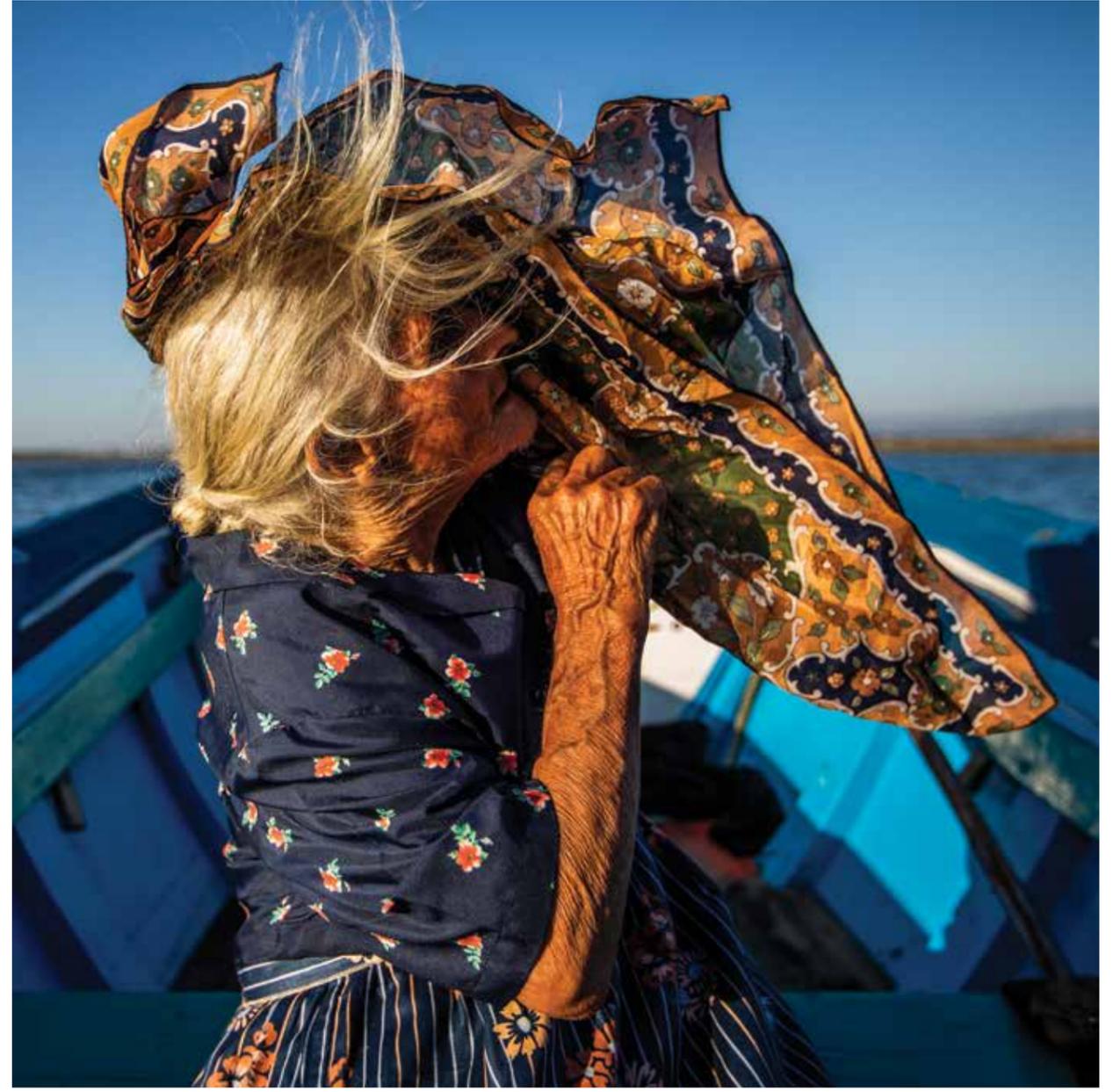
THE FIFTH



ELEMENT

Candidate City
European Capital of Culture

AVEIR 2027
AND THIS CHANGES
EVERYTHING



AIR



EARTH



WATER



FIRE



Aveirenses have, over the centuries, made and re-made 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 means that **the four elements Earth, Water, Air and Fire have shaped Aveiro's existence.**

The city was "lurching" between periods of peace, prosperity and demographic growth and critical moments that threatened its existence and the well-being of its population. These cycles were deeply intertwined with the geographical transformation of this territory, in particular, with the formation of

the coastal lagoon, today known as Ria de Aveiro. The increasing events impeding Aveiro's access to the sea since the Middle Ages, culminated in the insalubrity of the lagoon, thus affecting salt production, agriculture, fishing, trade and the health of the population. In the wake-up of the nineteenth century, the scenario was chaotic. It was just in 1807 that the long-awaited reestablishment of the connection between Aveiro and the Sea was carried out, thanks to international engineering and the reuse of the city's old medieval wall stones. **That moment changed everything.** It stands as a symbol of Aveiro's resilience and Aveirenses' openness to the world. This is what we want to celebrate 220 years later, in 2027. □

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**AVEIRO 2027
EUROPEAN CAPITAL OF CULTURE
CANDIDATE CITY
BID BOOK, OCTOBER 2022**

THE APPLICANT
Municipality of Aveiro in partnership with Aveiro Intermunicipal Committee (CIRA); University of Aveiro (UA); Aveiro Chamber of Commerce and Industry (AIDA).
Special thanks to all the people and institutions who supported our bid over the last three years and gave their best to support this application.

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, Gisela Leal, Hélder Sousa, Isabel Reis, João Rosa, Lea Prisca Lopez, Mariana Roque, Martim Sousa Tavares, Sérgio Costa and Zane Estere Gruntmane

EDITORIAL CONCEPT AND COORDINATION
FCB Lisboa Lda

DESIGN
Sónia Matos

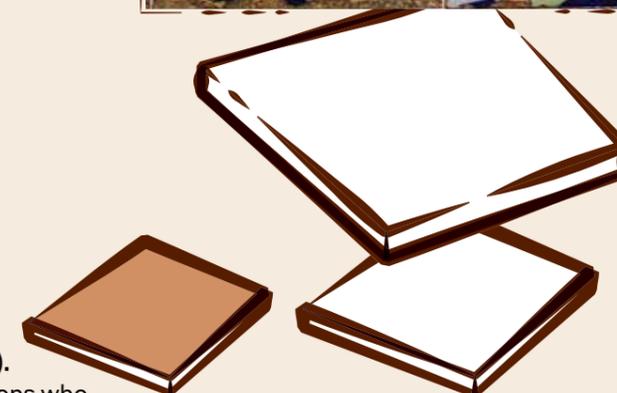
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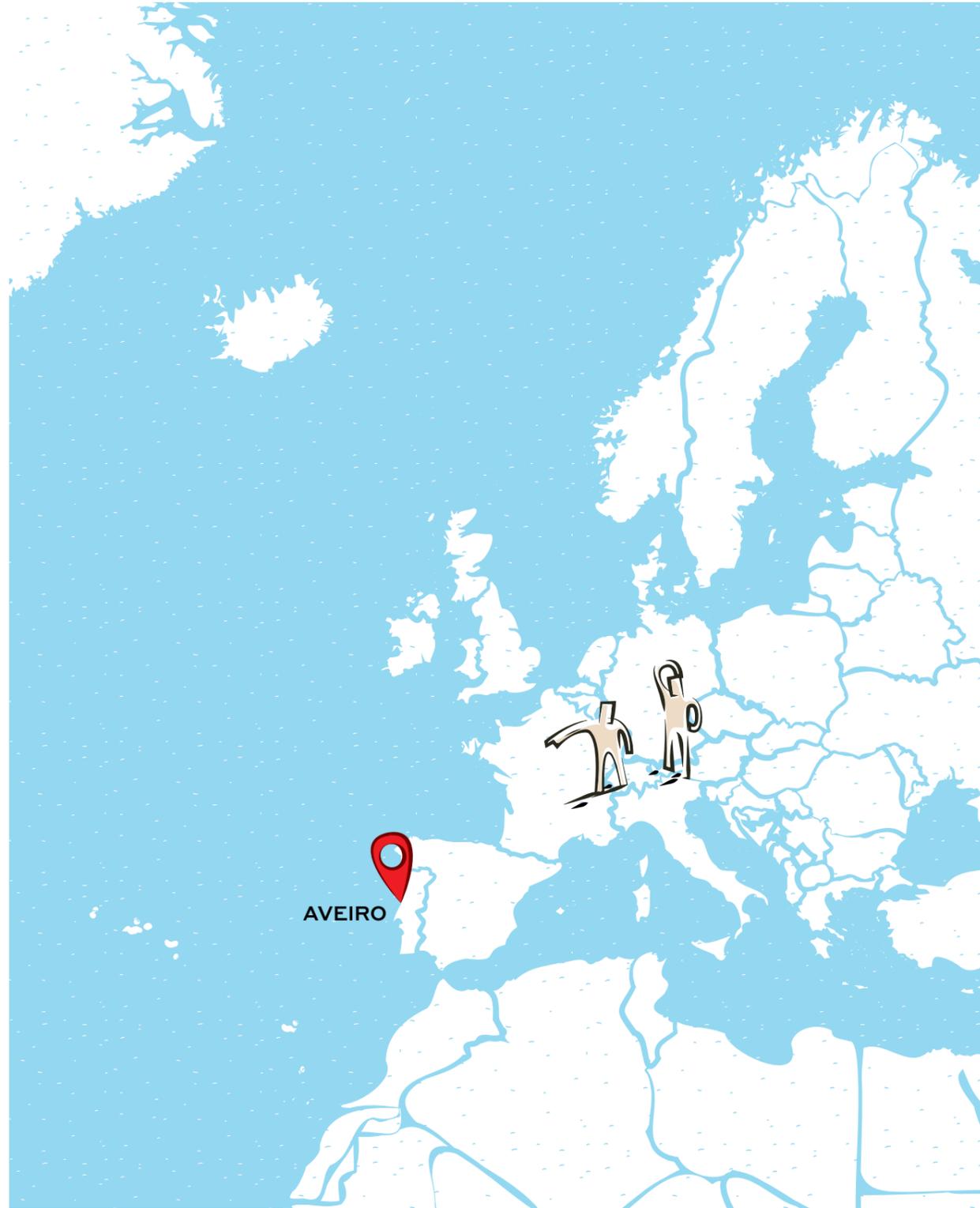


AVEIRO



**AVEIRO IS AT THE
EDGE OF EUROPE**

It is on the Atlantic border
with the hinterland of Europe,
where the exchange with
America, Africa and Asia has
been taking place for centuries.
Our European dimension
is the Atlantic dimension.



They say, "if it ain't broke, don't fix it". We don't think our concept, **THE FIFTH ELEMENT**, is broken. But it does feel like the world is broken... or at least breaking.

And in that context, we plan to stick to The Fifth Element, but to explain its deep relevance to the world better as it is now. Of course, to Aveiro 2027, too. Our European Capital of Culture may not be able to fix the world, but we believe that Aveiro 2027 can offer a contribution to the challenges that face us all now and

in coming years that is both thoughtful and dynamic. We believe that when different visions, ideas, cultures, and talents come together in one place and time, they can make a difference and cause a positive impact, not just locally but on a European and global scale.

We realise that the **four key elements of air, earth, water, and fire** apply universally. But in Aveiro, they frame our city's very existence in a literal sense. The breeze and fresh **air** recall the maritime and entre-



FIFTH ELEMENT &	ECOC GOALS	TOOLS FOR TRANSFORMATION	PROGRAMME LINES
AIR	BUILDING A COHESIVE, OPEN, PROUDLY DIVERSE, AND INCLUSIVE COMMUNITY	COMMUNITY CULTURE CLUB A driver for bringing people together and engaging them to act and participate in the city's culture and future making	WALKING ON AIR Addresses Aveiro's social fabric, and how its collective identity and sense of belonging are transforming. It acts upon guiding principles for a cohesive, equitable, and inclusive society
EARTH	TACKLING CLIMATE CHANGE AND BUILDING A SUSTAINABLE AND CARBON-NEUTRAL CITY	LIVING PLACES LAB An experimental platform for environmental research and education, bringing civil society to think and act on much-needed solutions	HEALING THE EARTH Focuses on the creation of more sustainable and resilient habitats, improving well-being by deepening the knowledge of Aveiro's unique ecosystem and complex landscape, unlocking solutions to climate change, and engaging everyone along the way
WATER	BUILDING COMMUNITIES OF CHANGE, ENGAGED IN CREATIVE AND DEMOCRATIC PLACEMAKING	CREATIVE CHANGE ACADEMY A think tank and a driver for collective and global action, aiming to empower individuals and collectives from European and Atlantic countries to engage in creative and democratic placemaking	LIVING AS WATER The city's motto to create a sense of togetherness in the global community, restore cultural relations and promote respect for human rights, cultural diversity, and democratic values
FIRE	CREATING AN ECOSYSTEM FOR RESILIENCE, ENHANCING INNOVATION AND CAPACITY BUILDING	ARTISTIC INTELLIGENCE FACTORY A future-driven place to build capacity, attracting talent and building a resilient and creative ecosystem bringing together art, science and tech.	PLAYING WITH FIRE Enables skills and knowledge enhancements, cultivation of imagination, resilience and audacity that spurs radical innovation and experimentation to face whatever the unknown futures bring

preneurial identity of the place, while the wind stands for an unsettled, resilient, and cooperative way of life. **Earth** holds a delicate, dynamic, and biodiverse ecosystem with a unique landscape between Aveiro's lagoon and "Salgado Aveirense" (salt pans). A place which is almost half **water**, with amphibious geography, located on the western border of Europe: an open port to the Atlantic Ocean. And **fire**, the light and the heat that fuels our talent and creativity in ceramics, traditional industries, and a transition to cutting-edge technology and innovation.

But in the Europe of today, the Elements are out of alignment. We lurch from one crisis to the next. Threats like the pandemic, climate change, the war in Ukraine, and the resulting energetic and financial crises ahead of us are spreading globally, testing Europe's solidarity, cohesion, and resilience and exacerbating the need for international cooperation. At the same time, they are becoming more real, closer, and more impactful in our everyday lives. It feels like the four horsemen of the apocalypse are riding toward us. Of course, the reality is that in many ways, lots of us are healthier, safer, wealthier, and even happier than at any time in history. But it doesn't feel that way. And that's where The Fifth Element comes in.

Culture - our Fifth Element - is not just about going to the theatre, to the museum or the festival - great though that is. It is - or can be - the elemental force which connects us. In good times and bad. Sharing our histories, our stories, our spaces. Our hopes and fears. Culture creates understanding. Especially of the perspectives which are different from our own - whether they be in countries or continents. Or in communities and cafes.

In our work on this application, we have been inspired by the willingness of our communities to use culture to work together solving some of the biggest challenges they face in their neighbourhoods in our Outreach programme. We have been inspired by our schoolchildren's willingness to learn about their hometown's history and to plan for its future in our exciting STEAM programme. And we have been humbled by the interest from other cities and partners in both ECoC and international networks in our projects and our tools for transformation.

So, whilst we have kept our original concept, we have transformed some of the features we developed in the Preliminary application. The Dreambox provided a nice package for our Artistic Programme, but we have recycled that package in favour of something even better. Though we have retained and developed each of the four tools which have become those **Tools for Transformation** we mentioned earlier. They are four things in one time: a capacity building programme, new pieces of cultural infrastructure, a knowledge resource and an audience engagement driver.

Together with our local contributors and international partners, we have realised that the key to being a place that thrives and not just survives is **resilience**. Creating places that are sustainable both in natural and human terms. It's our vision for Aveiro, and it's a vision for Europe, too. What we call a **future-proof city**. Preparing

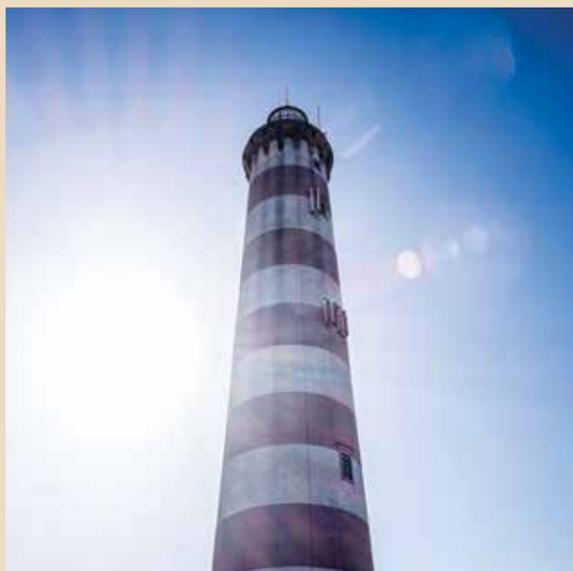


the city for the next generations and preparing the next generation for the unknown futures ahead. Replacing **vulnerability and uncertainty** with **hope and positivity**. Able to deal with whatever is thrown at us.

Our Tools for Transformation will help us to create the blueprint for a future-proof city. Driving capacity building, knowledge sharing and the engagement of both local people and European partners in creative placemaking. The Tools for Transformation connect with an exciting **Cultural Programme** and mix the four elements plus our Fifth Element together to deliver Aveiro 2027's main goals. We know that we are not there yet in terms of finalising each and every element of our model. But we have made a strong start and are genuinely excited about the possibilities. And being excited about possibilities is quite a rare commodity in Europe just now.

We believe the ECoC is the perfect opportunity for Aveiro to step up on a European scale and build an international ecosystem that enables artists, designers, engineers, scientists, entrepreneurs, and decision-makers to work together and address existing and future challenges. A testbed for cities like ours and where international partners can **collaborate, cooperate and co-create**. Building a future full of hope and optimism. □





Q2

LONG-TERM STRATEGY CHANGES?

The City Council unanimously approved **Aveiro's Cultural Strategy** on June 13th, 2019. On June 21st, 2021, our friends and colleagues in Aveiro Region approved **a Regional Cultural Pact - Alliance for Culture 2030**. Those documents gave a strategic underpinning to the ECoC programme. We believe that those strategies are still relevant, and they remain unchanged. However, we are deepening the work at the regional level. The Region is in the process of developing its new **Strategy for Territorial Development** which fully embeds Aveiro 2027 as one of its main strategic priorities. So, The Fifth Element is alive and well in its influence on economic, urban, and social as well as cultural development across the Aveiro region.

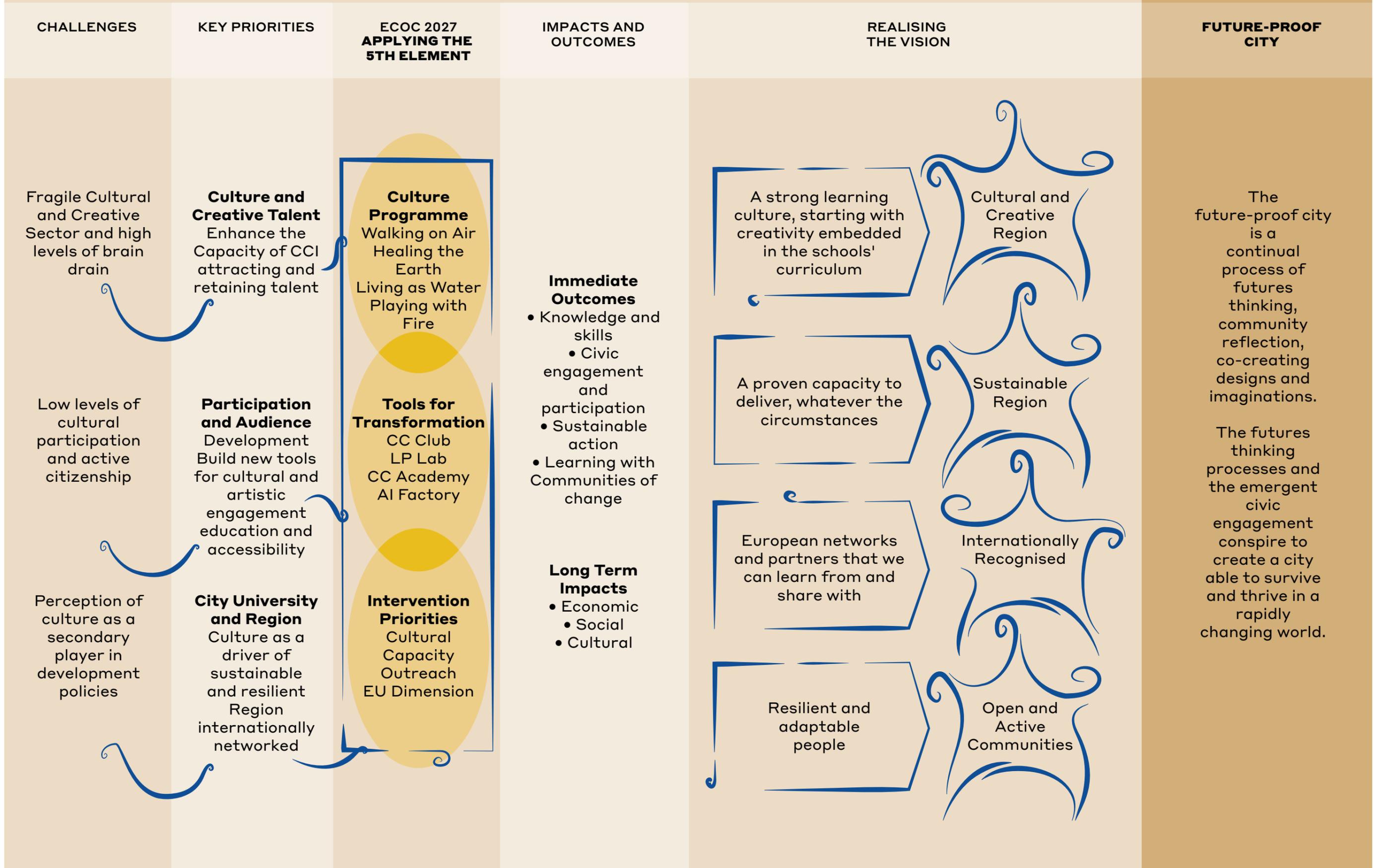
But if we give the impression that we have rested on our strategic laurels since March, that would be wrong. As we described in Q1, we have worked to shape up and clarify the way that The Fifth Element will be instrumental in reshaping our strategic outcomes. We have done this by building a more joined-up Theory of Change model (see page 12). The model brings together the three major challenges set out in the Cultural Strategy and applies to them our four Tools for Transformation and our Programme Lines (each activating one of the core elements) which are described in the Cultural and Artistic Programme section. This model brings us relatively “quick wins” or immediate outcomes in the form of greater civic engagement and increased knowledge and skills on the part of Aveiro’s creative and cultural sector. At the same time, it also drives specific longer-term outcomes – described in Q3. And the three main challenges set out on the left of the model become resolved as we deliver the three main goals we set out in our strategy.

Aveiro will become a **creative and cultural city**, championing in attracting, retaining and training talent; **open and inclusive**, with active and engaged communities; **sustainable and resilient; internationally recognised** in connecting art, science and tech for ecosystem living. Moreover, the investments in cultural education (through our STEAM projects or Artistic Intelligence Factory, for example), cultural capacity building (Creative Change Academy and Living Places Lab) and innovative community development (Community Culture Club) will embed the kind of resilience, adaptability, and creativity in the people who live here – ensuring that our Tools for Transformation also become tools for sustainability and for a future-proof city.

The following table provides specific detail on how the most pressing challenges and the objectives of the Cultural Strategy will be translated into the longer-term outcomes which are described in Q3. □

AVEIRO CULTURE STRATEGY 2030		
CHALLENGES	OBJECTIVES	OUTCOMES
<p>Fragile Cultural and Creative Sector and high levels of brain drain</p> <ul style="list-style-type: none"> Scale and consistency of Aveiro’s cultural and creative sector need to be enhanced Communication and dissemination mechanisms for culture needs improvement Lack of cultural networking incentives and too many disconnected silos within and around the cultural system Economic sustainability of the Cultural and Creative Sector needs to be fostered; the need for Creative Economy incentives Potential relationships of culture with the industrial, technological, and scientific sectors of the region are underutilized 	<p>Enhance the capacity of the Cultural and Creative Sector, attracting, training and retaining talent</p> <ul style="list-style-type: none"> Qualify and empower Aveiro’s cultural and creative sector Equip cultural players with digital skills Create conditions for the retention and attraction of creative talent Create efficient and effective platforms for cultural communication Renew, equip and update cultural infrastructure with adequate conditions for creative and cultural needs 	<p>[ongoing Capacity Building]</p> <p>Cultural and Creative ecosystem has become more skilled, collaborative, and attractive</p> <ul style="list-style-type: none"> Skilled cultural and creative professionals, organisations, and businesses thanks to ART and four Tools for Transformation Better tools to work in the hybrid world Our vibrant and open (intersectoral) cultural ecosystem attracted young and international talents to study, work, and live in Aveiro Hybrid platforms and adapted communication activities improved cultural communication Sustainable and adequate cultural infrastructure (tools, etc.)
<p>Low levels of cultural participation and active citizenship</p> <ul style="list-style-type: none"> Lack of approaches towards new audience generation for culture and cultural participation 	<p>Build new tools for cultural and artistic engagement, education and accessibility</p> <ul style="list-style-type: none"> Invest in artistic education (ex. STEAM) Adjust sector practices to new participation models in order to reach new audiences Reinforce the quality, and diversity and offer cultural mediation processes 	<p>[ongoing Participation]</p> <p>Open and Active Community, more participative and engaged in cultural, artistic practices</p> <ul style="list-style-type: none"> Artistic and cultural content is embedded in the educational curricula Our Participation and Volunteering programme enabled an increase in cultural participation and active citizenship Cultural and mediation offering is more accessible, inclusive, attractive to a broader audience thanks to IDEA
<p>Perception of Culture as a secondary player in city development policies</p> <ul style="list-style-type: none"> Too little familiarity with the identity, history and heritage of Aveiro region and its communities Need for cultural responses to the new challenges of sustainable and post-covid tourism Lack of measurement systems of the impact of culture and creativity on other areas of city’s development Need for international affirmation and recognition of Aveiro as a city of culture 	<p>Culture as a driver for sustainable and resilient region, internationally networked</p> <ul style="list-style-type: none"> Value local heritage, biographies and stories Integrate culture into sustainable development policies across the region Adapt Aveiro’s cultural governance model to new strategic challenges Internationalise processes for artistic production and creation 	<p>[ECoC Bid + Programme]</p> <p>Culture has become a priority in public policies for sustainable development</p> <ul style="list-style-type: none"> The public perception of culture was enhanced thanks to ECoC implementation and its impacts The ECoC allowed us to test models of change through culture, and culture has a stronger presence in city development Increased participation in international networks An international model for a resilient and future-proof city





LONG-TERM
IMPACTS OF
AVEIRO 2027

Q3



As we described in Q1 and Q2, our strategic goals have remained consistent, but we have clarified the connections between them and how Aveiro 2027 can contribute to making them happen.

However, we have also given much thought not just to what our long-term goals for Aveiro are but also to how we can ensure that the city responds to the inevitable challenges which lie around the corner. If the continuous crises that have hit us over recent years have shown us anything, it is that we need to be resilient and smart in the way we react to what the future throws at us. And for us, that means investing in a sustainable ecosystem approach where individuals, communities and enterprises have the flexibility and resilience to adapt and innovate. A successful European Capital of Culture will therefore involve significant long-term changes in the way

Aveirenses relate to their city and surrounding natural landscape. It will have a profound impact on the processes, feelings, and ideas citizens have about the ways cities are made. Aveirenses will become better equipped with tools that will allow us to integrate sustainability into daily life, aware of our diversity and different needs—democratically engaged as Europeans, building bridges with the world. We strongly believe that Aveiro 2027 will provide evidence of the building blocks of a **future-proof city**.

And that brings us back to The Fifth Element. Creativity is fundamental to people-centred change, not least because it helps to embed the very things that technology can't replace: **connectivity, emotion, feeling, teamwork... and love. People who love their city, their communities, their jobs and their colleagues. And who feel loved in return.**

We strongly believe that the driver of change is creativity. To become a **Cohesive, Sustainable, Democratic, and Resilient City**, our urban strategy relies on Culture as the special ingredient. An ambition that goes beyond 2027.

But this isn't a fuzzy and soft way of imagining the future. It's very real. Resilience in the face of unknown challenges requires paradigmatic changes in how our cities are planned, built, and lived. We strongly believe that **a city is a consequence and not just a given fact**. You need to work hard to develop cities which attract and retain talented and creative people. And where well-being and quality of life are intertwined with full-fledged environmental sustainability. That is our long-term vision for Aveiro.

In our Theory of Change model, we have set out how to deliver it. We are ready to build the future with joined-up and creativity-based Tools for Transformation. As the model shows, delivering:

- A strong learning culture, starting with creativity embedded in the schools' curriculum
- A proven capacity to deliver, whatever the circumstances
- European networks and partners that we can learn from and share with
- Resilient, adaptable people and communities.

The future-proof city also requires refreshed democratic and ownership structures of governance, where citizens freely express their identities, explore their individual and collective potential and reinforce their sense of belonging. Having the kind of "grown-up conversations" that have contributed so much to this bid book. With our communities, our cultural and creative people and with our businesses.

So that is our long-term vision. But in practical terms, what does it look like? Aveiro 2027 will help in setting the required Tools for Transformation into a future-proof city, enabling:

- **Accessibility and cohesion principles** are at the core of public policies, aspiring to be an open, accessible, and proudly diverse city
- **Embedded sustainability**, aiming at being a climate-neutral city by 2040, prototyping other European city paths and anticipating the EU's goal by a decade
- **Democratic and integrated governance**, with all citizens able to be genuinely engaged city makers
- **An ecosystem for resilience**, enabling Aveiro Region to become an internationally recognised open lab for innovation and capacity building.

These long-term impacts for 2030 are presented below and framed into a core set of KPIs (each KPI indicates whether its impact is economic, social or cultural):

COHESIVE CITY

- the majority of citizens perceive Aveiro as a city for all – widening social and cultural access and participation of diverse groups [social impact]
- 100% of the agents of the cultural sector adopt IDEA accessibility principles in all cultural activities [cultural impact]

- 50% of cultural activities occur outside the city centre [cultural impact]

SUSTAINABLE CITY

- City planning and management set sustainability as the main goal in every policy [economic impact]
- All new tourism activities are labelled as eco-friendly [economic impact]
- 100% of the agents of the cultural sector adopt principles of sustainable management [cultural impact]

DEMOCRATIC CITY

- more than 80% of Aveiro citizens show a positive attitude, knowledge and curiosity towards Europe and European cultures [social impact]
- more than 30% of Aveirenses are actively involved in some form of city-related civic engagement activity and volunteering [social impact]
- participation in cultural activities has increased by 30% in more than one artistic/cultural area (per citizen) [cultural impact]
- 80% of Aveiro 2027 projects have significant international cooperation [cultural impact]

RESILIENT CITY

- there is a positive net migration of young adults to the Aveiro Region [economic impact]
- 100% of Aveiro's under 18 students went through a STEAM-specific course/training [social impact]
- Aveiro's international profile has evolved from a reasonably well-regarded tourism and technology destination to a recognisable future-proof city living lab [economic impact]
- the majority of the agents of the cultural and creative sector perceive closer regional cooperation as relevant [cultural impact]
- 50% of Aveiro 2027 projects combine art and technology [cultural impact]
- Aveiro's model for creative education has been recognised as a best practice model in the creation of resilient and adaptable young people [economic impact] [social impact]. □





That is why our monitoring and evaluation model is absolutely crucial to us.

WHO?

The University of Aveiro will take lead responsibility for implementing the monitoring and evaluation plan, together with developing what we believe will be innovative and experimental monitoring tools, especially on the long-term impacts. We plan to establish a special unit within the University of Aveiro to do this. We will bring together well-established experience from research centres on public policies, urban governance, design, economics, and environmental sciences. Additionally, a MAD Lab (Monitoring and Assessment Design Lab) will be implemented and will engage with international experts.

Exploring the known limitations of evidence-based impacts of ECoCs, the lab will actively seek complementary and innovative monitoring approaches that can enrich the available portfolio being used at the European level. We will explore new data sources, data analysis tools, reporting methods, and feedback looping with governance by engaging citizens, social innovation designers, activists, and artists in developing new monitoring and evaluation approaches.

The University of Aveiro has already been engaged in implementing the 2021 “Baseline Study of Cultural Habits and of the Cultural 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, and (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. A second baseline study will be carried out in early 2024 and will include respondents from all 11 municipalities of the Aveiro Region. This will be carried out by a consortium led by the University of Aveiro, together with a private company (the call for tender will be opened if and after we are designated as ECoC). It will deal mainly with the data gathering and analysis related to audiences, cultural access, cultural sector profiles, and economic impacts of Aveiro 2027. Capturing the nuts and bolts of the ECoC.

OUR APPROACH AND DATA COLLECTION METHODS
Our approach relies, therefore, on two key blocks of measurement:

1. Meeting our long-term goals. As set out at the end of Q3, we have identified a small number of key measurable, comparable, and relevant key performance indicators which indicate how effective we are in reaching long-term goals. These KPIs will be permanently monitored and measure the general long-term economic, social, and cultural impacts of Aveiro 2027 in the city and its Region. The data for these KPIs will be gathered through distinct sources: perception surveys, statistics, policy evidence, media monitoring and focus groups.

2. The “specifics” of Aveiro 2027. A second category of indicators relates to measuring the reach and impact of the specific activities, events, and projects of Aveiro 2027, the “nuts and bolts” described in the previous section. This will be carried out through yearly data collection and reporting related to five cross-thematic dimensions of monitoring: the cultural and creative sector capacity, social transformation, economic and urban development, governance capacity, and experimentation:

- **Aveiro’s cultural and creative capacity** will assess the investment in cultural infrastructure and facilities, the quality of programmes to support professional development and creative industries, and the number of cross-sectoral and international collaborations.

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

- **Economic and urban development** will focus on tourism impact, the city’s 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 capacity.

Additionally, a number of quantitative data (as suggested in the “Guidelines for the cities’ evaluations of the results of their ECoC”, EC, Brussels, 2018) will be collected to provide relevant information. However, as several of our foreseen impacts and monitoring dimensions relate to behavioural and institutional changes, as they address aspects of inclusion, innovation, and wellbeing, longitudinal qualitative studies are crucial to complement our monitoring strategy. Focus groups, storytelling, and case-studies are some of the foreseen activities to be implemented.

EVALUATION PRINCIPLES

We also intend to follow three key evaluation principles to help us and our partners to develop a correct and consistent approach to building the most appropriate set of impact and results indicators, together with their relevant data.

1. Monitoring and Evaluation will incorporate **innovative practices and experimental data** collection mechanisms. This means that creativity will be used to develop such tools: activist monitoring, storytelling, and peer reviews are some examples we intend to explore. In addition, an “SDG metre” will be developed by the University of Aveiro and implemented to permanently assess and communicate how Aveiro 2027 is addressing and contributing to the Sustainable Development Goals.

2. We see Comparability as a vital aspect of our wider contribution, 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 allow for European comparability according to customary standards.

3. Transferability and embeddedness are particular concerns that we will take into consideration. Regarding **transferability**, we will encourage, help design and disseminate case-study reports on the Aveiro 2027 initiative, both on the efficiency of our processes of city change (regarding our city goals) and the learning outcomes of our Monitoring and Evaluation strategy. **Embeddedness** translates our commitment to an innovative and valuable monitoring strategy that should be closely related to the Aveiro 2027 programme and result from regular dialogue with its different initiatives.

TIMELINE AND DISSEMINATION

Each of the five monitoring dimensions will have a specific and widely disseminated report every two years (2024, 2026) 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 monitoring system will last beyond 2030 and integrate into the city’s governance.

Additionally, the monitoring strategy will include an annual report on the 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 will be in place by the end of the first semester of 2023, including processes related to ECoC governance.

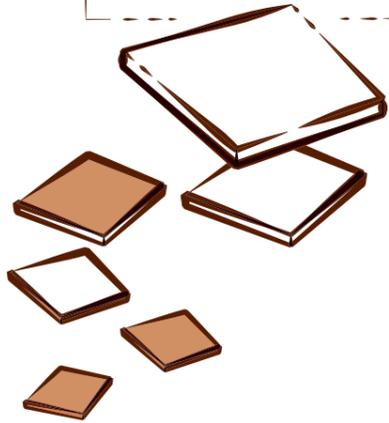
We are absolutely committed to ensuring the transparency of the relevant, useful, and accessible information resulting from the Monitoring and Evaluation deliverables. Therefore, permanent communication with citizens and dissemination mechanisms will be put in place. To do this, we will establish an accessible digital platform for transparency and engagement with citizens.

Both the monitoring and evaluation plan and the overall activities and impacts of Aveiro 2027 will be considered under the dissemination approach. An international conference on **Evidence-based Culture and Creativity in Urban Policies** will be organised together with the University of Aveiro in 2025, and an international event on **Future-proof Cities** will be prepared for the post-2027 period.

Together with an open-data policy and transparency in providing accessible and comparable information resulting from the monitoring plan and reports available through the digital platform, other dissemination activities will include research showcases, academic publications, podcasts, social media, and traditional media. □

Q4

PLANS FOR MONITORING AND EVALUATION



As we set out in the previous questions and our Theory of Change model, our vision for a successful Aveiro 2027 is translated into its long-term vision, where the city, the region, and its citizens are better equipped to integrate sustainability into their daily life. They are aware of their diversity and different needs, and democratically engaged, as Europeans, building bridges with Atlantic connections and the world. It is clearly an ambitious goal to lay the foundations of a future-proof city through a purposeful investment in culture and creativity, placing them at the core of urban policies. If Aveiro 2027 succeeds in setting this example and providing evidence of this pathway, our results will undoubtedly find an engaged audience.



Q5



ARTISTIC VISION AND STRATEGY FOR THE CULTURAL PROGRAMME

WHAT'S NEW

In the following pages, you will find a cultural programme that reflects the role of a European city against a backdrop of larger contemporary challenges. Issues that are local to our city have been shown to go hand in hand with the most pressing ones on a global scale. And because Aveiro's answer to these questions should come as a leading example for Europe, we took the call and turned this programme into an uncompromising commitment to the present and future of our city, and hence, the world.

For this to be possible, Aveiro's vision was streamlined into what is now a path towards something we like to call a future-proof city. This means our city is ready and eager to put its cultural programme to use as leverage that will turn vulnerability into sustainability, uncertainty into resilience, and threats into hope. The Fifth Element plays a central role in this endeavour, and the success of our legacy is deeply

connected with it, be it in what kind of city we wish to bestow upon the next generations or in how incoming Aveirenses may be better equipped for the challenging and uncharted futures lying ahead.

We haven't picked anything up where we left it. Instead, work on our programme hasn't stopped for a moment since bid book one. What we did was taking what was best in the original concept and delving deeper into it. The Dreambox served its purpose and is now gone since we have something better that came from it: The four tools. These are projects that run for longer than the ECoC year and have deep, far-reaching objectives. These tools now go by the designation of **Tools for Transformation** and represent the means through which we will mix the Fifth Element with Aveiro's DNA elements of air, earth, water, and fire, resulting in powerful drivers for change that accompany our exciting cultural programme.

Another meaningful improvement is the regional commitment, which is now reflected in the involvement of all 11 municipalities of the Aveiro region, which have joined our city in making this an ecosystemic initiative based on shared responsibilities and momentum between all local and regional partners. Cooperation will mainly focus on capacity building, outreach, and international networking, as well as artistic and cultural projects in our programme that have a regional or inter-municipal scope and level of participation. Each of the region partner cities will be the "guest municipality" one month of the year, pairing with a previous ECoC city.

WHAT 2027 WILL LOOK LIKE

The programme for the ECoC year has been organised along the following four lines:

Walking on Air addresses the many ways of cohesion and reflects on who we are through an array of themes that stem from Aveiro's community, heritage, identity, and sense of belonging.

Healing the Earth works around the urgent and unavoidable need for sustainability by questioning how we can go on living on this city and planet from this point on.

Living as Water focuses on democracy and fosters cultural diversity, tolerance and respect because we believe it's time to stop living to gather and start living together.

Playing with Fire sparks innovation, ignites resilience, and serves as a launchpad for our wildest, most daring ideas. This is where we imagine the places we'll go and how much better we can still be.

Our programme comes with **two flagships** and **four highlights** in each line, plus many other **projects** of varying scales. While some topics, like local heritage or collective memory, might be explored along their specific programme lines, there are underlying principles that pervade the whole programme. An important aspect is how **cultural capacity** and **digital engagement** (further explained in Q6) are transversal to everything we propose. These will ensure that we can deliver projects that combine excellence with excitement while engaging with ever wider scopes of users in new and innovative manners.

We want a diverse, inviting and engaging programme, and that is why **international cooperation, participation and accessibility** are paramount to us. These aspects have been accounted for with countless occasions for networking, co-creation and community engagement, as well as the implementation of **IDEA principles**, which apply to every project listed (see Q14/15 for more information).

Not less important, we like to think of our city as an enabler of **co-creation** and **teamwork** across borders and boundaries. In these fields, we have ensured that each project presented has produced at least one local or regional partnership, as well as an international one.

As far as the planet is concerned, Aveiro wishes to become a green destination, proposing a **sustainable** and **carbon neutral** programme, currently undergoing a process of knowledge exchange with other ECoC partners and their successful past experiences (like Oulou 2026 - *The Most Sustainable European Capital of Culture* project, Bodo 2024 - *Ecological economy* or Tartu 2024 - *Guidelines for Organising Environmentally Friendly Events*).

WHAT'S GOING TO STICK

Deep down, we know Aveiro is a keeper and this programme is designed to have a **meaningful** and **lasting legacy**. We are well aware that challenges won't be over by the end of the ECoC year and that they will affect more than just one generation. Because of that, we have paid the utmost attention to three operational dimensions when building this programme: **space, time and budget**.

The first deals with what **infrastructures and urban dynamics** will remain after 2027 and how they will make life in Aveiro more sustainable, resilient, creative, and enjoyable. Not only through the Tools for Transformation to be built in the city, but also with the deeper engagement of the region.

As far as **timeframe** is concerned, our programme won't be completed until 2030 and has three key moments: In 2025, we will organise a big-scale event to test the levels of preparation and capacity of our teams and learn from it to deliver a fulfilling ECoC year. In 2029 Aveiro will organise the first edition of the **Fifth Element Biennial**, the city's main legacy project, which will be completed in 2030 with the assessment of the ECoC impacts. Aveiro's Tools for Transformation and the Fifth Element Biennial will be just that: a way for us to prove that an ECoC isn't just a one-time thing but, in fact, is a precious opportunity to come together and remain together, both for future Aveirenses as well as Europeans.

And finally comes the **budget**. We have considered an estimated budget that comprises all activities from 2023 through 2030 across two dimensions:

- a) Transversal programmes:
 - 1m € per Tool for Transformation only for artistic and cultural content development
 - 1.35m € for the digital programme
 - 950k € for capacity building
 - 2.45m € for outreach, including budgets for community-based open calls

- 2,75m € for regional programme involving the other 10 municipalities

b) Projects within each programme line:

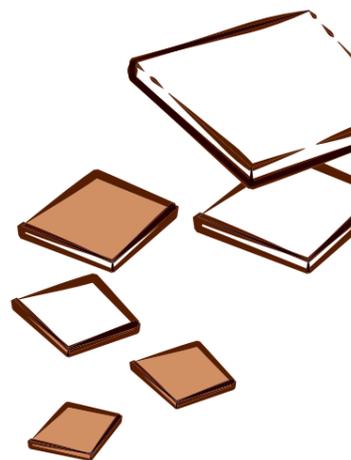
- Flagship programme ≈ 750k € each
- Highlights ≈ 500k € each
- Other main projects ≈ 250k € each

WHY YOU SHOULD COME

At this point, it could seem we have worked hard to weave our programme into an understanding of reality and come up with a handful of attempts at making something better of it.

With our Tools for Transformation, we imagine **Aveiro as a Club, as a Lab, as an Academy and as a Factory**. However, in this process of transformation, in 2027 we'll live **Aveiro as a Stage**, with a fun and engaging programme occupying every square, every park, every building and every corner of the city. It will worth your trip from wherever you might be.

We know that an effective ECoC means coming together and **celebrating big time**. That's why this programme goes from one-time events that promise to fill up the streets and make the big numbers, like the Opening Event, Open City and Festival do Canais, to smaller, **fun and laid-back moments** like We Dance and Salicórnica, which will invite visitors and locals, young and elderly, and everyone in between, for a dance in Aveiro's beautiful beaches and scenery shores. Or you might **take a break** and find us having a bite at Refeitório or at the multiple delicious food festivals in the Region, where we hope to bring everyone around a table in a celebration of life through its countless flavours, food and wine cultures! □

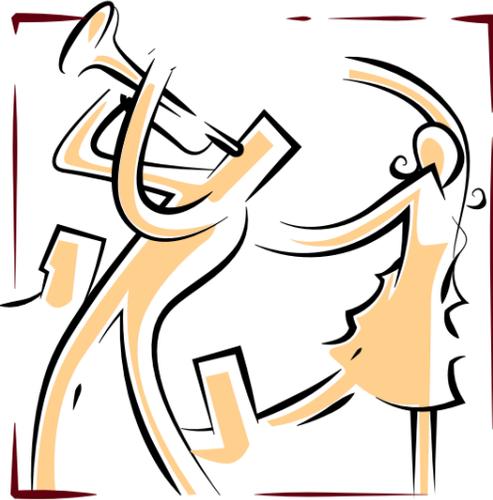


Q6

CULTURAL
AND ARTISTIC
PROGRAMME
STRUCTURE



WHO ARE WE?

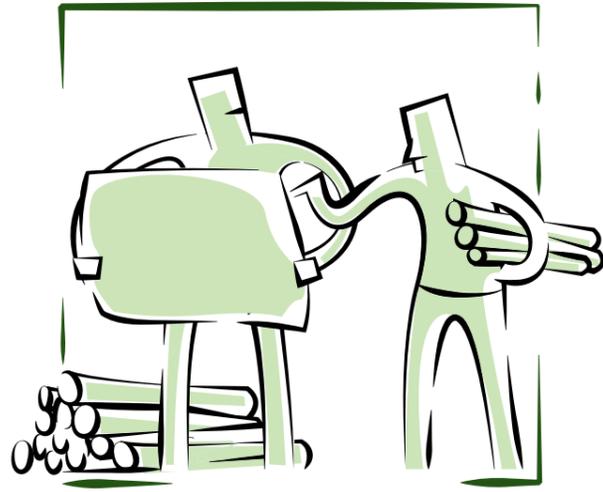


WALKING ON AIR

- ▣ **BREAKING WALLS**
- ▣ **SAL TERRÆ**
- ▣ MUSEUM OF US
- ▣ OPEN CITY
- ▣ AVEIRO FILM coMISSION
- ▣ AZULEJO: THE STORYTILING
- BASED ON A TRUE STORY
- MOLICEIRO
- WHO WE ARE: A PHOTOGRAPHIC RESEARCH
- AVEIRO > NEW YORK
- OH MY COD!
- MOVING ON
- WE DANCE!
- FIRST IMPRESSIONS
- TUTTINOPOLIS
- THE HAPPY CIRCUIT

COMMUNITY CULTURE CLUB

WHERE DO WE LIVE?



HEALING THE EARTH

- ▣ **ONE OCEAN**
- ▣ **REFEITÓRIO**
- ▣ BIKE CULTURE
- ▣ ARCHITECTURE AND THE PEOPLE
- ▣ NO ISLAND IS AN ISLAND
- ▣ AMPHIBIOUS
- GREATER GREEN
- OUT OF THE BLUE
- RAMAL: ON THE RAILS
- EXODUS WEEK
- SET IS COMING
- IT'S OH SO QUIET
- NOVA ARTE NOVA
- ESTALEIRO
- CHAPEL OF THE BLESSED EARTH
- DIGGING TUNNELS

LIVING PLACES LAB

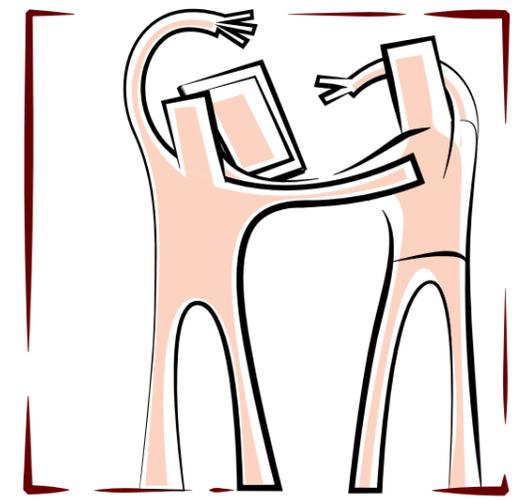
HOW DO WE LIVE TOGETHER? WHAT WILL WE BECOME?



LIVING AS WATER

- ▣ **BAIRRO EUROPA**
- ▣ **ACT NOW!**
- ▣ OPEN PORT
- ▣ FESTIVAL DOS CANAIS
- ▣ CRITICAL CITIES
- ▣ FILMS TO POSTPONE THE END OF THE WORLD
- AORTA - CircusNAVIGATION
- ATLANTIC POETICS
- EUROPEAN CROSSROADS
- NAVIO DE ESPELHOS
- FLAVOURS OF COMPASSION
- FAIRZINE
- INVISIBLE BIOGRAPHIES
- NEW DEAL OF ARTS AND POLITICS
- SMALL WORLD BIG STORIES
- MARIMBA

CREATIVE CHANGE ACADEMY



PLAYING WITH FIRE

- ▣ **BEETCOIN**
- ▣ **AVEIRO ATM**
- ▣ MTF LABS
- ▣ DESIGN FUTURES
- ▣ IN SPACE WE TRUST
- ▣ SOUND SYSTEM
- PRIMA_CRAFT
- ARTISTIC CERAMICS BIENNIAL
- DEMOS
- AUGMENTED CULTURE
- GAME CHANGER
- MATTER, MUTABILITY AND ALGORITHMS
- PERIPHERAL OPERA
- PARALLEL
- SALICÓRNIA
- PRISMA: LIGHT FESTIVAL

ARTISTIC INTELLIGENCE FACTORY

OPENING EVENT THE MATCHMAKER CULTURE CAPACITY AND INNOVATION

DIGITAL PROGRAMME CULTURE24.ONLINE AVEIRO REGION PROGRAMME

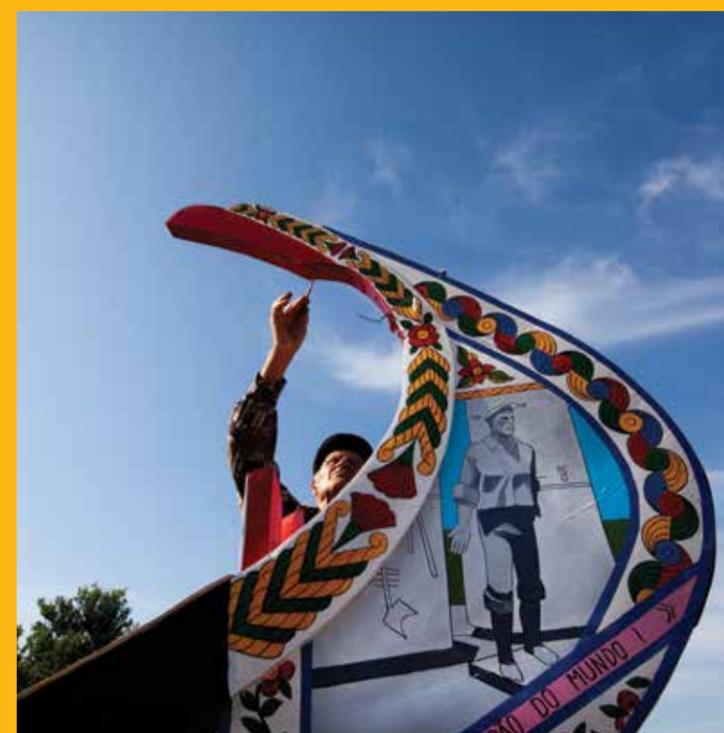
▣ FLAGSHIP ▣ HIGHLIGHT ■ PROJECT



WALKING ON AIR

You can ask anyone around: Aveiro is known for its unique ocean cool and distinctive fresh air, while another trait of character of our city is its expression of multiculturalism and cultural richness of our communities. These features could not go unnoticed; in 2027, they become the reason why we feel we are walking on air. During the ECoC year, the city will harness these promising features and match them with memory and creativity, unleashing a celebration of art projects that help build a more cohesive and inclusive city, taking root in its sense of community, self-representation, critical thinking and human proximity. For this to be true, this line of our programme takes co-creation and collective engagement very seriously, both in designing and running projects that challenge our roots and beliefs, but also in how they are aimed at all.

Because **walking on air** is a great thing that everyone should try out, all projects under this title are developed by leading and promising local and international artists but also through working in close collaboration with our Community Culture Club team. This programme line expresses Aveiro's belief that identity is a dynamic process and cohesion cannot exist without an engaged community. You can read more about how we got everyone on board in the Outreach section..



COMMUNITY CULTURE CLUB

LOCAL, PARTICIPATIVE, INCLUSIVE AND SELF-MANAGED CULTURAL AND SOCIAL CLUBS

Community Culture Club (CCC) is the device to increase cultural capital in our community. It's about proximity and autonomy, it's about identity and personal expression.

CCC is a network of spaces spread throughout the region, in every neighbourhood, public library, school or other community "meeting point". Being 100% informal and accessible, one Culture Club can be easily created by any group of people who find a common cultural interest and want to explore it.

CCC network will be the main tool for our outreach programme, and our capacity-building platform for individuals and NGOs. It will be the stage for participative cultural events and projects, in particular Breaking Walls' activities and community-focused artistic projects.

Community Culture Club will bring communities, individuals, creatives and artists together to co-design and co-create cultural experiences and collective solutions with **open, participatory, inclusive and bottom-up principles**. Already on the field, initiatives are based on cultural needs and shared interests and will challenge our communities to address **local and European identity, accessibility and inclusion as key values**. Special attention will be given to the participative work for communities with any kind of accessibility constraints to artistic and cultural events: seniors, immigrants, rural areas communities, youth, or people with disabilities.

Community Culture Club is being developed in cooperation with Aveiro Region Municipalities, cultural institutions, and local, national and international NGOs.

CO-PROMOTERS CIRA, Aveiro Municipalities, 4iS PARTNERS Off the Radar/Tandem Regions: COMM'ON (GR), Creative Scene (UK), Leeuwarden Fryslan 2028 (NL), and Museum Pfyn (CH), Time's Up (AT), Aveiro Region Public Libraries



□ MUSEUM OF US

Museum of Us will be a museum for unknown people, unknown collections, and non-historical events. The memory of all (of us) is an urgent issue when we are on the verge of dealing with extreme climate change conditions. In Aveiro we can witness the water rising and, like in the past, transformations in the ecosystem will have a mobility effect on people. Houses, habits, and physical and **intangible memories** may be lost if we don't act for their **preservation**.

This Museum is a platform for engaging different generations of Aveirenses, drawn together through collectively harvested memories, private collections, research, enquiries, and public archives. The city's archive and museum will start a collection of **objects, facts and memories** forgotten in houses and trunks, hidden but still a central part of people and city history: an essential process to understand **who we are** and whom we want to become.

In parallel, a group of specialists led by Susana Sardo (University of Aveiro) will research and collect **personal sound and voice testimonies**, a starting point for a European voice and language repository, launching a digital archive with boundless interest in fields as sociology, linguistics, anthropology, history, and humanities in general. The collected material will feed new digital archive, co-creation of new exhibitions, such as Invisible Biographies.

CURATOR Susana Sardo **PROMOTERS** Municipalities of Aveiro Region; CIRA – Aveiro's Intermunicipal Committee **CO-PROMOTER** University of Aveiro (INET-md, ID+; DIGIMedia; CESAM) **PARTNERS** Aveiro Schools; Local NGO's; Local Parishes; Civic movements: Regional, National, International (Archives Portal Europa; European UNESCO Multimedia Archive) and Private Archives

□ OPEN CITY

When Aveiro 2027 team launched the first open call for projects in 2021, a significant number of the proposals that came in belonged to local artists who were eager to showcase their talent. Now, Open City **will be a platform to empower local and regional artists, showcasing their work** to a wide range of audiences, running as a permanent open call. Special support will be given to young talents and creatives who dare to try and present out-of-box formats and languages, changing the current local creative paradigm.

An **Open City Weekend** will happen in July, transforming Aveiro into an open stage for artists and creatives, with performances, art installations, concerts, talks, food experiences, secret stories, audio walks, crafts and other initiatives that we can't even imagine yet taking over the city.

PROMOTER Aveiro 2027 **CO-PROMOTION** Municipalities of Aveiro Region **PARTNERS** National and international cultural networks which focus on the representation of emerging artists, guest international cultural curators and programmers + Regional Art Schools

□ AVEIRO FILM COMISSION

Starting in 2025, **Aveiro Film coMission** will put together an ambitious programme of film production in Aveiro, placing Ria de Aveiro and the region as an international cinematic scenery and as an inspiration for **cinema, new media and the documentary film industry**. The programme is designed through three main levels of action:

Film Commissions: Together with local agents we will promote the region as a location for international film production, inviting artists and filmmakers like **Apichatpong Weerasethakul (Thailand); Jia Zhangke (China); Lily Amirpour (Iran); Mati Diop (Senegal); Yorgos Lanthimos (Greece)** to film and bring contemporary views over the local history, landscape and local myths.

First Film Grants: The biggest challenge for all filmmakers is the first story, the first production and... the first budget. We will create a grant programme to support the first works of young directors or producers that are willing to start their careers in Aveiro. In 2027 we will present the results.

Animation: We will build a unique production frame for animation and digital media films in collaboration with **Cinanima Espinho** and **Avanca Film Festival** (regional film festivals), increasing the region's significance in this sector. The characters of Gonçalo M. Tavares' books (see also Bairro Europa) and stories will inspire 13 directors to make 13 animation movies.

A capacity-building programme will support animation and new media sector productions.

CURATOR Rodrigo Areias **PROMOTER** Aveiro 2027 **PARTNERS** National Television RTP, Cinemateca Portuguesa; The Portuguese Institute of Cinema, Centro de Portugal Film Commission, Eurimages Cinema Network, film festivals, Bando à Parte

□ AZULEJO: THE STORYTILING

The neighbour cities of Ovar and Aveiro have one of the most important **azulejo (ceramic tiles) heritage** in the country. More than 1.000 buildings with azulejo-covered facades, mainly from the XIX and XX centuries, made this Region known as the **Live Museum of Azulejo**.

Aware of the importance of this legacy, the region has been carrying out cultural and urban development programmes for preserving and promoting the ceramic tiles facades, namely through the creation of ACRA, an atelier for the preservation and restoration of Azulejo. This project aims to continue this story, with educational and leisure activities involving creating azulejo routes in the city and the region, as well as the establishment of Azulejo Street, where you can walk on an Azulejo tapestry while connecting to some of the city's most important areas.

The contemporary Portuguese artist **Miguel Januário** will work for two years with local communities to co-create **Who Are You, Aveiro?** a project for several participative public-space installations mixing azulejos, local identities and storytelling.



□ BREAKING WALLS

Breaking Walls will integrate both the process and the result of our work with the communities, the non-professional cultural and creative sector of the region and amateurs, unleashing the potential of people, places and organisations often invisible in the public space.

Drawing inspiration from the moment when, at the beginning of the nineteenth century, Aveiro brought down its fortified walls to build the canal that allowed the city to reconnect with the ocean, **Breaking Walls** is the bridge between institutions, communities and artists. It will connect everyone's knowledge, strength, and creative capacity. The project will involve participative art and co-creation practices developed by local organisations in the **Community Culture Club**, together with professional approaches to **accessibility and inclusion, art and well-being**.

Parts of the Breaking Walls project that were developed as pilots during the bidding phase are the **Adults Free** programme (a laboratory co-designed by young people, in articulation with Aveiro high schools, emerged as a platform to envisage, question and try out projects that are entirely run by the pre-adult community), the **Art Therapy** project (designed by the city's cultural institutions together with hospital

and health professionals), or the **Functional Diversity** programme developed with CERCIAV, an NGO dedicated to the education and inclusion of people with disabilities, based on the *Individuals with Disabilities Education Act*. They are examples of ongoing processes of co-creation resulting in community-based events, performances and public installations that will reach everyone. But mostly they will create open spaces to build bridges between reality and dream through art, and to engage participants, artists and audience in the process of imagining new ways of living together, despite individual differences and, often, our limitations or prejudices.

By 2027, more collaborations and activities will be included as a result of **Cultural Open Forum**, an initiative that counts on the participation of local and regional institutions and informal collectives and projects, e.g., inclusive dance and community theatre projects, LGBTQI+ programmes for schools, elderly artistic labs, and industry workers' art projects.

Breaking Walls will celebrate diversity and the freedom to dream with all the beautiful things we can (and we must) build together as a society for a better, more diverse, more inclusive and more participative city.

PROMOTER Aveiro 2027 **PARTNERS** Calouste Gulbenkian Aveiro Music Conservatory, CERCIAV, Sotão do Vizinho Association, Inclusion Network, Rouen 2028, Cluj Culture Centre RO



Azulejo: The Storytelling will also begin a process of research and artistic creation to be presented in the **new Azulejo Museum**, to open in Ovar in 2027 in partnership with the National Museum of Azulejo.

PROMOTER Cities of Aveiro and Ovar, Ovar Museum of Azulejo **PARTNERS** National Museum of Azulejo (Museu Nacional do Azulejo), The Portuguese Network of Museums (RPM), European Route of Ceramics, APtCVC, ACRA (Atelier of Conservation and Restoration of Azulejo/Tiles), AIC, University of Aveiro, Reims 2028

■ BASED ON A TRUE STORY

The most important ground for fully developing **who we are** is our **physical, mental, social and spiritual well-being**. And most of the time they are intertwined. The direct connection with the environment, with what surrounds us and what permeates us, may well be what allows us to transform ourselves and evolve. We believe that Culture has that power: the power to transcend physical limitations and mental barriers; the power to improve everybody's lives.

In Aveiro, we wish to involve the main health institutions, the Aveiro Hospital, the University, researchers, artists and cultural institutions. With the support of national and international partners such as **Manicómió** (PT) and **Cluj Cultural Centre** (RO), to develop a **Thought and Research Programme on Culture, Art Fruition and Well-being**, between 2023 and 2026, that will result in actual cultural proposals for 2027 onwards involving the senior, teenagers and other specific population groups who struggle with health issues. Together they will develop a big scale light installation to be presented in our closing event, within the framework of Prisma Festival.

PROMOTER Aveiro 2027 **PARTNERS** University of Aveiro, Aveiro Hospital, Cluj Cultural Centre (RO), Triage Live Art Collective (AT)

■ MOLICEIRO

Aveiro's canals are among the most flowering natural passages in Europe, punctuated by the colourful sight of the Moliceiro boat. During the 19th century, they were used in seaweed harvesting, then used as a fertiliser in the sandy soils which belonged to farmers in the area. Today the boats are the city's main tourist attraction.

In 2019, the Region started an application to list our traditional boats as **UNESCO Intangible World Heritage**. The aesthetics of the decorations made them a landmark; the visual messages they carry are historically referenced but they remind us of contemporary issues; they are moved by natural elements, but they also depend on the rising waters to be part of a future mobility solution.

The project will **bring artists, researchers and the community together around this buoyant symbol**. Artists will be invited to draw **new creations** through participative processes resulting in an interpretative **exhibition** with historical photographs, images and

stories collected from city archives, private collections and other, encouraging local organisations to join the celebration of Moliceiro as UNESCO World Heritage.

PROMOTER CIRA – Aveiro Region Intermunicipal Committee **PARTNERS** Teatro Aveirense (Festival dos Canais), University of Aveiro, Kompinchas; Associação dos Amigos da Ria e do Barco Moliceiro, Murtosa Municipality and other local organisations

■ WHO WE ARE: A PHOTOGRAPHIC RESEARCH

Based on the past and the present of the territory, as well as on the future projection of a more inclusive identity, this project will have three levels of action allowing us to build together a shared understanding of who we are. Firstly, we will approach the **memory** of people living in the region through an open call for personal archives and photo albums of families and individuals, to build **a digital shared platform** and invite contemporary artists, like **Susana Sousa Dias**, to explore the collected material. It will incorporate the collection of the new Museum of Us.

Looking into the **present**, we will identify relevant and unknown places, moments and landscapes, to connect locals with a portrait of the territory and its inhabitants. The result will be presented in small venues in the region, making a widespread reach out and connecting the result with the people and places. In addition a **free publication** will be created and distributed.

Guest curators from **India, Italy and Brasil** will look into **the future** to discover young photographers, working with festival Circulation(s) to co-create a big exhibition showing worldwide photographic research on future identities and challenges for the Aveiro region.

CURATORS Pablo Berástegui (ES) with Lola McDougall (IN), Arianna Rinaldo (IT) and Thyago Nogueira (BR) **PROMOTER** Galeria Salut au Monde (PT) **PARTNERS** International photography and art festivals: Goa Photo, Photo Jaipur (IN); Cortona on the move and PhEST (IT), Circulation(s) (FR), Cerezales Antonino and Cinia Foundation (ES); Instituto Moreira Salles (BR)

■ AVEIRO > NEW YORK

Legend says that if you climb Barra Lighthouse and look straight West on a day of bright light and clear sky, you will see the top of the Statue of Liberty on the horizon. We didn't have as much luck ourselves, but why not? Liberty Island and Farol da Barra are located on the very same 40.6° Northern parallel.

Aveiro > New York is a project that artistically explores the Aveiro diaspora phenomena across the Atlantic and emigration movements that started one century ago to Newfoundland with long-distance (cod) fishing activities and that still have a significant presence in the New York area.

We will invite young american artists, descendants from Aveiro emigrants in USA, to co-create musical



CITY OF AVEIRO ARCHIVE



■ SAL TERRÆ

The Atlantic coast of the Iberian Peninsula has long been known for salt production due to geographical and climatic conditions: strong and warm winds during part of the year, and high and constant temperatures in the summer. The first references to the lands of *Alavarium* (the ancient Latin name of Aveiro), as a suitable place for the salt culture, are back in the origins of Portugal (959).

Salgado de Aveiro, corresponding to the area of Aveiro Lagoon occupied by *marinhas* (salt pans), is the keystone to understanding this city and region, its past and present, its economy, geography and society. Salt harvesting in the Aveiro lagoon shaped the landscape and aveirenses soul. It's the city's main symbolic and physical heritage.

Due to climate, social and economic changes, this activity has been growingly abandoned. In 1956 there were almost 270 active *marinhas*. Today only 7 remain, due to the lack of maintenance and the strong currents that erode their protective walls.

Aveiro 2027 will address this challenge and fight against *marinhas* progressive degradation through educational and artistic initiatives, under three main agendas of our **Salt Terræ cultural movement: To**

Know, to Protect, and to Give Value.

Furthermore, the project will shed a light on the **innovation** that salt production brought to our culture: an essential historical contribution to the region's economic and social fabric that might be one of the answers to our future food autonomy (see also Refeitório).

An **educational programme** will be developed - taking visions, ideas and the dreams a step further into Salgado de Aveiro's "real spaces" to make them experiential. These walk-through experiences of possible futures for the salt pans and the lagoon, with acoustic, olfactory, physical and visual presence, will help participants to think about a possible future in more detail.

In the first weekend of July 2027, a big community event - **Botadela Festival** - will invite the city, region and all international visitors to join together in a collective moment of celebration and environmental interventions to save this extraordinary heritage.

By convoking schools, architects, biologists and other researchers, we will draw a map of possible futures for this unique ecosystem, kicking off the process that will allow us to apply for **Salgado de Aveiro as World Heritage of UNESCO**.

PROMOTER Aveiro 2027, Aveiro City Museum **PARTNERS** University of Aveiro, Troncalhada Marine Ecomuseum, CMIA, CIRA, Salzkammergut 2024, Marzia Burno





performances, films and exhibitions that reflect on the motto "what's beyond the horizon?".

PROMOTER Aveiro 2027, Murtosa Municipality

PARTNERS Portuguese Community organisations in USA, Newark City Council, Portuguese Embassies, local organisations (Echo Collective, Associação Estação Viva)

■ OH MY COD!

Bacalhau (Cod) is the most main popular gastronomic element in Portugal, and Portuguese people know that there are more than 1000 ways to cook it. But not so many people know that the history of bacalhau in Portugal has its roots in Aveiro.

In Aveiro, the epic legends of Portuguese fishing campaigns to the Newfoundland and are still alive in popular culture and the memories of living generations. Likewise, the imprints of the fishing industry production and manufacturing are still visible in the **coastal landscape and material heritage**.

In fact, artefacts and objects associated with cod fishing were in the foundation of the **Ílhavo Maritime Museum** which, apart from having a mission to **preserve the memory of the work at sea and the Portuguese maritime identity**, hosts the Codfish Aquarium and the Santo André Museum-Ship - a former cod trawler. Together with Bodø 2024, this project will invite visual artists and storytellers to sail in a renovated Santo André Museum-Ship from Aveiro to Norway.

The works produced will be presented in both cities. In Aveiro, this exhibition will take place in Ílhavo Maritime Museum, creating a new dialogue with its incomparable collection that was built for the last 85 years to preserve the importance of the codfish in Aveiro.

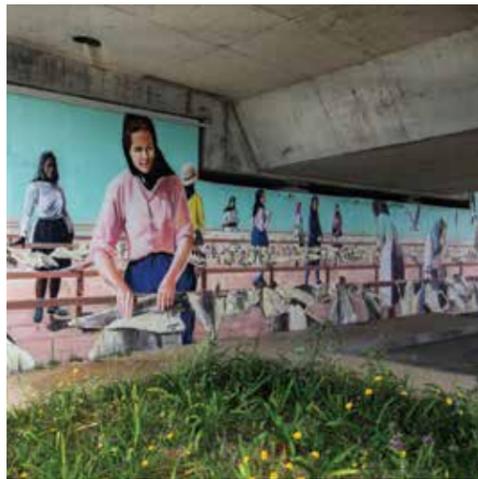
PROMOTER Ílhavo Maritime Museum CO-PROMOTER Ílhavo Municipality, Bodø 2024 PARTNERS MIAH Partners; Museum Nord, Røst Municipality (NO), CERS Italy (IT)

■ MOVING ON

Aveiro is a city of sports enthusiasts, with enough infrastructure 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, get the ball rolling on the pitch or even for some most popular outdoor sports, like sailing or surfing, already part of Aveiro's identity.

Moving On will enhance all the good values of inclusion, belonging, cooperation, fair play and positive competition that sports activities bring to the community. Aveiro 2027 will advocate **sports accessibility for all** as a collective cultural change mission.

Together with Portuguese Paralympic Committee, and inspired by IPC's "I'mPossible" project, we'll launch an inclusive sports programme, focused on adapted sports, hosting in Aveiro an education and **training programme for Paris Olympics**. With Sport Clube de Aveiro and local nautical organizations will



lead a water sports project for visitors, local inhabitants, young and senior people.

As another example, Anadia Municipality will promote accessible activities following our IDEA – inclusion, diversity, equity and accessibility – guidelines and in articulation with Community Culture Club, empowering everyone who wishes to participate in sports activities. Cycling will also be highlighted not just as a sport, but also as an alternative mobility solution of the future.

PROMOTER Sporting Clube de Aveiro and local and regional sports organisations CO-PROMOTERS Anadia Municipality, Paralympic Committee of Portugal, Portuguese Cycling Federation PARTNERS Bodø 2024, Liberec 2028

■ WE DANCE!

We Dance! will be a wide range programme celebrating and promoting all forms of expression through moving bodies, focusing on **local dance organisations**, and promoting the **inclusion of dance practitioners, students and dance studios across the city**.

We Dance! will commission new co-creations based on community projects and will invite **national and international dance companies and choreographers** becoming a meeting point for **audience members and professionals** working with dance inclusion. By collaborating with the Culture Club communities, we will enhance health and well-being, namely by encouraging elders to lead the audiences in our We Dance! community ball. We will all dance together in summer weekends.

CURATORS Lara Pereira and Victor Hugo Pontes PROMOTER Teatro Aveirense PARTNERS local organizations, networks of IETM, EFA, Baltic Dance Platform, The internationale tanzmesse nrw (DE), SÍN Arts Centre (HU)

■ FIRST IMPRESSIONS

One of the earliest Aveiro ECoC projects, First Impressions was launched in 2020 and was originally designed to provide the city with fresh, unbiased takes on itself. This ongoing project will, by 2027, comprise the output of countless **artists who have stayed in Aveiro for the first time and produced documental and interpretative work in many formats**. The richness and validity of the art produced, and a **growing sense of legacy** have led us to organise a yearly "First Impressions Session", which will happen from 2023 onward and showcase some of the best work produced over the last year of artistic residencies. These sessions will re-invite the artists back to Aveiro so they can present their own work, participate in roundtables, and offer workshops with local artists and students.

CURATOR Martim Sousa Tavares PROMOTER Aveiro 2027 PARTNERS Association for the Study of the Arts of the Present (ASAP), Salzkammergut 2024 (Salt |Lake | City residencies), Rouen 2028

■ TUTTINOPOLIS

Aveiro-based experimental Companhia de Música Teatral presents a four-year project, from 2025 through 2028, **involving Aveiro's university, students, people at risk of exclusion, local communities, visitors and tourists**.

Tuttinopolis is a metaphor for the city of the futures, completely re-imagined through music, art and performance and where all citizens have a role to play. A city open to the world, connected through a piece of art in action.

Four years, four acts: firstly focused on capacity building and communication with the different groups of participants; then working with **music and sound research**, bringing together experiences from overseas and Aveiro artistic field; approaching schools with activities for teachers and students looking for new futures through art and performance; and finally a collaborative and **interactive art instrument** will be built in the city to perform the ideas learnt and tested over the development years. This **global art installation** will be a symbol and a memory for the future city.

CURATOR Paulo Maria Rodrigues PROMOTER Companhia de Música Teatral PARTNERS University of Aveiro, Casa da Música (Porto), Teatro Aveirense, Fábrica Centro Ciência Viva de Aveiro, Vista Alegre, Bodø 2024

■ THE HAPPY CIRCUIT

Red Cloud Teatro Marionetas is a local puppet theatre company that develops its contemporary language in between tradition and modernity, fulfilling the mission of preserving the popular Portuguese puppet tradition. Starting in 2023, Red Cloud will develop a **cycle of shapes theatre shows** and workshops for local communities using proximity spaces like locations nursing homes, health centres, day care units, retirement and foster homes, parishes, schools, Culture Clubs, among others.

The Happy Circuit performances will result from artistic residencies for local and guest artists (e.g. Velta Emilija Platupe) who will **combine local tradition and oral heritage with newer artistic expressions**, and active engagement of people with disabilities, seniors and other vulnerable groups. Social workers and organisations will become essential partners for the project.

CURATOR AND PROMOTER Red Cloud Teatro de Marionetas PARTNERS Local parishes; social institutions, services and organisations from Aveiro region, Liepāja Puppet theatre (LV), Liberec 2028



HEALING THE EARTH

If things don't change quickly enough, Aveiro might partly be going underwater by the time it is due to deliver this ECoC in 2027. We hear the planet calling loud and clear every time a canal overfills, sandbanks recess, and lagoons and their precious ecosystems are under threat and flooded with seawater. Climate change poses pressing threats that are urban and environmental but also economical and cultural, endangering important and delicate fields of trade and growth like salt or fishing. Sustainability is perhaps the single most critical challenge Aveiro and the world will face over the next decade, and that is why **healing the earth** is something so dear to us.

We know Aveiro needs to come up with answers that guarantee its sustainability, proving that cities can thrive without being a threat to natural and human life and the ecosystem living model we ambition. Projects answering this call deal with widening the understanding of Aveiro's bio and geodiversity, rethinking food supply and demand chains, exploring silence and light as natural resources and artforms, debating and researching the Ocean that unites us globally and the global threats it faces, and leveraging cultural experiences that can foster cohesion and sustainability and put artistic creativity at the service of the planet. The goal is to explore alternative scenarios, have fun and learn while changing paradigms in awareness and action around sustainability, ecosystem living, efficiency, resourcefulness, and well-being.



CITY OF AVEIRO ARCHIVE



LIVING PLACES LAB

AN INNOVATIVE LAB FOR LANDSCAPE, OCEAN AND SUSTAINABLE DEVELOPMENT STUDIES

Antiga Lota, a privileged but neglected lagoon location – that once hosted an old fish market – will be transformed into a testbed for the **New European Bauhaus** and the **European Green Deal** agendas, involving a process of civic engagement and consultation.

The Ocean as a priority for a sustainable future will lead the Living Places Lab (LPL) action, being the motto for new approaches to environmental challenges, solutions and possibilities, considering Aveiro's Manifesto for Ecosystem Living (see Q11).

This Aveiro 2027 Tool for Transformation will also be a legacy project, a platform for **education and experimentation**, bringing together areas of knowledge – from policymakers to architects, designers and artists, from fishermen and farmers to industrial food producers, from scientists to civic organisations and individual activists. LPL will be a research centre about the **urban and natural ecosystems** in and around Aveiro and the link between knowledge and action-driven into a future-proof city and a sustainable territory.

Living Places Lab will host an **Art, Science and Sustainability** programme led by the bio-artist Marta de Menezes and will cross visual arts, science and technology with the local ecosystems, establishing Aveiro as an **international reference centre for contemporary artistic creation** in this field.

Regional and international synergies will be developed, providing interaction between creatives, companies, the university, the communities and the region's natural ecosystems.

Living Places Lab will be supported by an innovative infrastructure containing: a **contact area** (a repository of works, specimens, materials; workshops; classes); **technical spaces** for supporting research and production (bio lab, electronics, audiovisual studio, manufacture – 3D print, laser cutting, workshop – woods and metal); **the nucleus** – interaction area for residents; **exhibition room** (especially for prototype presentations).

PROMOTER Aveiro 2027; Aveiro Municipality PARTNERS University of Aveiro, Sustainable Habitat Cluster - Aveiro, Raíz - Forest and Paper Research Institute, New European Bauhaus Goes South, Delta Lab (Rijeka 2020), Bodø 2024, Vinnova (SE), other partners [see Q11 c) d)]



□ BIKE CULTURE

Bicycle manufacturing is an essential part of the economic fabric of the region. Home of historical brands and, recently, of the most innovative experiences of bike production, Aveiro is also recognised as the most bike-friendly Portuguese city and home of the first public bike-sharing system in the country.

Bike Culture is curated by Ciclaveiro, a local NGO, in a partnership with Anadia, Águeda and Aveiro municipalities.

Starting in 2025, a **Bike Culture Festival** will bring together cyclists, artists and activists to celebrate around the Grande Rota da Ria (more than 130 km of cycling paths around the lagoon), and the World Bike Day (June 3th), hosting activities like:

- **An artistic programme** curated each year by a different artist and cycling lover, inspired by David Byrne's *Bicycle Diaries*
- Showcasing **bike-friendly cities'** good practices
- **Film screenings**, in partnership with Brazilian collective **AroMeiaZero**
- **A sustainable bike market for designers and industry**, allowing small business owners to promote their bike-related products and activities
- A digital platform for cyclists around the world to share their **travel experiences, stories** and visions of **biking futures** – part of our **Culture24.online** project

In 2023, an open call will be launched for manufacturers and designers to conceive an original, eco-friendly and "future-proof" bicycle. It will become the "**Aveiro 2027 official vehicle**" and can be used by artists, production teams and audiences for going to every venue of Aveiro 2027, using our newest bike corridors.

PROMOTER CiclaAveiro **CO-PROMOTER** Aveiro, Águeda and Anadia Municipalities **PARTNERS** University of Aveiro, Region of Aveiro, Aromeiazero Institute (BR); ESAD Design and Arts School, (PT), Centro de Alto Rendimento da Anadia (PT), KultúrAktív (HU), Liepāja 2027 (Skill Exchange Market)

□ ARCHITECTURE AND THE PEOPLE

A piece of land that the sea forgot to swallow, it's how Aveirenses refer to the territory where the land is the liquid ground, and the sea becomes sand walls.

This programme acknowledges the relevance of architecture, the building techniques (vernacular and contemporary) and the people of Aveiro.

It has **three main streams**, each one with an independent curator:

Raw-Materials. Four residencies for architects, designers and artists selected through an open call to be launched in 2025 will create a work and research platform based on the principle of four other elements: Adobe, Cal (Lime), Egg and Salt: typical from Aveiro region.

We'll always have Aveiro. 11 exhibitions in the 11 municipalities of the region will show architectural projects, practices of vernacular construction and urban design, addressing contemporary and signature schemes,

border projects (harbours, hangars, etc.), high technology, industrial architecture and family houses.

Gafanha archi-camp. An international summer school has as a case study the Colónia Agrícola da Gafanha to redesign more ecological and responsible urban uses. This was a pilot project for urban design and development linked with the Portuguese colonisation campaigns in the 1930s.

CURATOR Talkie-Walkie (PT) **PARTNERS** CIRA, ARX Portugal, collective os Espacialistas (PT), University of Aveiro (Department of Social, Political and Territorial Sciences (DCSPT); FAUP - Porto School of Architecture (PT); Porto Academy Summer School (PT); Casa da Arquitectura (PT), ArchiSummit Portugal, Open Design School - Matera 2019 (IT)

□ NO ISLAND IS AN ISLAND

The 12 islands of the Aveiro's lagoon are a unique phenomenon created by centuries of a three-part interdependency: the ocean, rivers and humans. As the sea conquered the land, the people from the coast protected it by building moles, while the rivers brought sediments along their courses. The islands represent the idea of Ria de Aveiro's mutable geography.

Today these unique islands - which have been the place for agriculture, salt production and even housing (permanent and summer residences) – need to be protected and looked at from a new perspective, considering the current environmental and social-economic challenges. This approach will begin with critical and place-oriented contemporary art interventions, with a curated group of 12 land artworks, permanent or ephemeral, resulting from artistic residencies to be held in each of the islands.

We will have a partnership with **Serralves Foundation – Museum of Contemporary Art**, which worked recently with artists such as Olafur Eliasson, who has been focusing on the relations with the landscape, sustainability and the phenomena of physics and Earth resilience in his work.

To get to know all the 12 works, one will have to jump on a solar panel electric boat tour and have the chance to discover the islands through the lens of artists and biologists specialising in the Ria ecosystem.

This project is an original idea of **Maria José Santana**, Aveiro's journalist and activist.

CURATORS Serralves Foundation - Contemporary Art Museum; **Maria José Santana** **CO-PROMOTER** Aveiro Municipality, CIRA, University of Aveiro **PARTNERS** České Budějovice 2028, Rouen 2028

□ AMPHIBIOUS

Amphibious will be an international biennial where art and landscape meet with people's cultures.

In Aveiro, **our landscape is an amphibious one.**

Amphibious will help us to understand the historical and contemporary relationship between culture and place, inviting young international artists to explore this specific mix of sea, lagoon, agriculture, fishing,



□ ONE OCEAN

Planet Earth's surface is mainly made by oceans, yet we only know a small part of it. Since United Nations announced the **Decade of Ocean Science for Sustainable Development (2021-2030)**, the world, and Europe in particular, has been paying more attention to this resource of infinite value: a guarantee of life and biodiversity, a climate driver, an essential source of food, a relevant provider of green energy alternatives, and a significant asset for global economic activities. However, the Ocean is facing urgent challenges and threats, like global warming, rising sea levels, loss of biodiversity, and pollution.

Given Aveiro's privileged position at the Atlantic border and the leading role of our University in the Ocean Science field, it is our goal to reposition the Ocean in the social, economic and cultural agendas, leading scientific research and political decisions towards its protection and sustainability.

Historically, the Ocean was our main gate to other cultures, the door for trading, travelling, exploring and connecting with the world, not always in the friendliest way.

Looking broadly to the Ocean as a complex territory of connections, metamorphoses and poetics, artists and activists will be invited to think, produce, document and act about the rising issues and challenges.

One Ocean is thus a year-long art, research and education programme linked to Living Places Lab that will approach the United Nations agenda and



bring Aveiro to the focus of this discussion.

Firstly, to debate the challenges and the opportunities that might arise from the Ocean with a new **think tank** led by Luís Menezes Pinheiro (Physical Oceanography & Marine Geology professor, Chairman of the Portuguese Committee for the UNESCO Intergovernmental Oceanographic Commission), with environmental and ocean scientists, artists and researchers from different fields (biology, economics, physics, green energies, activists) and policymakers.

An **international conference** will also bring Aveiro the leading expertise in Ocean Sciences in 2027. Throughout the year, several **workgroups, school programmes, and seminars** will debate, analyse and propose new solutions, connecting experts, citizens, artists and decision-makers.

During all the year 2027, a former codfish ship, Santa Maria Manuela will be our main stage for discovering all the richness and challenges of the ocean, but will also offer Ocean sailing baptism to ECoC visitors in a permanent education programme.

The co-production of **Women from the Sea**, a documentary series about the Portuguese women who made their life on sea activities, and a cinema cycle looking deeply into the ocean are some planned activities. This year-long project will have specific digital content productions - podcasts, documentaries and a digital exhibition – to be part of our digital platform, *Culture24.Online*.

PROMOTER Aveiro 2027 **SCIENTIFIC COORDINATOR** Luís Menezes Pinheiro **CO-PROMOTER** University of Aveiro **PARTNERS** HELP IMAGES (PT); Women's Ocean League, Brazilian artist and activist Barbara Veiga, Naturalist Science & Tourism (PT), National Ministry of the Sea, BlueBio Alliance network, Bodø 2024, Liepāja 2027, Pontevedra City (ES)



sand, ceramic, industry, people and culture. And try to explore new dialogues with other places in Europe and the World to understand how cultural diversity relates to geographic diversity.

Starting in 2025, the project will invite artists like Marjetica Potrc (Slovenia), Ibrahim Mahama (Ghana), Janet Echenman (USA), Chris Dhury (UK), and Patrick Hubman (Austria), among others, selected through an international open call, in collaboration with the European platform Magic Carpets. Artists will work with local communities proposing new cartographies artistic interventions to be discovered in the territory.

PROMOTER Ideias Emergentes (PT) **PARTNERS** University and Museums of Aveiro, Port of Aveiro, FCUP – Faculty of Sciences of the University of Porto (PT), Institute for Public Art (Kaunas, LT), Folkestone Fringe (UK), ITEH – Trans Euro Halles

■ GREATER GREEN

“Think like a gardener, not an architect: design beginnings, not endings.” This is one of Brian Eno’s Design Principles for Streets that clearly states how we wish to reinterpret the city, better yet, to give artists, collectives and citizens tools to perform an urban transformation that will go far beyond 2027.

We want to give back the city to its citizens, to invite local communities to take ownership of their streets and neighbourhoods, resulting in the One-Minute City project. On the whole, Greater Green re-frames the role and purpose of the city as one of culture, liveability, and sustainability, not efficiency.

The involvement of communities through **artistic, architectural, social or other types of interventions in their living public shared space** will be made in close relation with the local specialist partners, such as the University of Aveiro (the Design course, researching, developing and adapting new sustainable design and materials), and local cultural and environmental organisations.

We plan to tackle demanding urban planning situations and explore industrious collective proposals: to instigate new utopian cities to come out of the doors and minds of those who inhabit the Aveiro region.

PROMOTER Aveiro 2027 **PARTNERS** MUDA’TE Jobra Performing Arts Company, Association Estação Viva, Association Sótão do Vizinho, Echo Colectivo, Innovation agency Vinnova (SE), Design Academy Eindhoven (NL), Placemaking Europe Network, Leeuwarden-Friesland 2018, Rijeka 2020, České Budějovice 2028, Rouen 2028

■ OUT OF THE BLUE

Out of the Blue urges creative, empathetic dialogue to increase a sense of responsible actions toward re-using waste materials and relations between marine inhabitants and humans, production and consumption. A thought-provoking programme closely related to the One Ocean project will unite artists, scientists and environmentalists to investigate countless pollution causes in the Ocean and intensify the under-

standing of what lies at the heart of the disaster under the blue surface today.

With the first presentation that will remark World Ocean Day (June 8th), **five large-scale sculptures** of the Ocean’s most endangered species will permanently inhabit the beach shore. Marine figures will be, built with trash gathered on beaches and co-designed by the artistic collective **Skeleton Sea**, Oceanic diaries will be co-created by Norwegian dramaturg, director **Bente S. Andersen** and six generations of Europeans.

After the European expedition in 2026, **Plastic Workshop Wheel** will return to Aveiro with a truck full of expertise regarding the upcoming design trends of reused waste in European communities and will meet a mobile interactive exhibition curated by Austrian designer **Irena Übler**.

PROMOTER Aveiro 2027 **PARTNERS** Precious Plastic Portugal / Opolab, University of Aveiro, CESAM Aveiro, Oceano Azul Foundation, Agora Aveiro, The Samovar Theatre (NO), Scottish Marine Animal Stranding Scheme (UK), Norwegian Polar Institute, Fab Lab Barcelona (ES), BioSense Institute (Novi Sad), NGO Jūrmala Youth Centre (LV), NGO Radi Vidi Pats (Liepāja), Re-innovasjon (NO), IETM, Bodø 2024, Tartu 2024, Nova Gorica-Gorizia 2025, Oulu 2026

■ RAMAL: ON THE RAIL

What was once a bustling means of connecting people, goods and territories across the Aveiro region is nowadays a derelict, albeit historical web of more than 90 km (Vouga Line) of the railway and countless stations. Ramal, the name for a railway crossing, is taking up these sites and converting them into a co-creative space to regenerate this significant public space.

The **identity and memory** of these places will be activated through **walking and cycling tours**, where a set of auscultation processes will take place, **mediated by artists and local agents**: using the old stations as meeting places, citizens will be called to share ideas and proposals about the desired future for these infrastructures.

The abandoned **Vouga railway** will also become the scenario for artistic interventions commissioned to local collectives and international artists in the process of artistic residencies, co-creation and pop-up interventions to build a creative path along the rail.

Through the capacity-building programme with local organisations and informal art collectives working already in the field, new projects will be rooted in the territory until 2027 and beyond, leading to an on-the-rails showcase of cultural activities and artistic projects proposing new uses for obsolete railway heritage, giving a kick-off for new touristic activities in the territory, like a **Vouga Rail Artistic Route**.

PROMOTER 4iS **PARTNERS** Amarelo Silvestre (PT), Association Estação Viva, Museu Nacional Ferroviário (Railway Museum), “Back on Track” with Erasmus+, Tandem network, Bosch Alumni network partners

REFEITÓRIO

Refeitório will be the kitchen and the dining room of this common house we call Aveiro 2027. The meeting point for curious eaters, food producers, artists, researchers and journalists, and for everyone who loves food and food stories, the stories we will build and share around the table.

In 2027 it will be an ongoing laboratory for looking into the future of food sovereignty and sustainability; a committed restaurant, where tasting food is a political act; a venue for food events and artistic and ecological interventions about food policies; the place to showcase all our gastronomy related projects, food tech, 0km and circular economy, slow food projects and the future of ocean food.

From plants to animals, cereals to algae, the ocean can be our food pantry for the next generations. Aveiro is committed to this challenge and wants to discuss questions like “How to deal with the environmental constraints of the increasing demand for food?”, “How to feed the human population and abandon our intensive agriculture methods?”, “How can seafood address food insecurity and scarcity?” or “How to use seaweed in the human diet and decrease carbon footprint?”. It’s not just about science or tech. It’s about a cultural shift we have in front of us.

It will start in 2022/2023 with Tomorrow’s Everydayness in Atlantic Gastronomy (a partnership project with Bodø 2024).

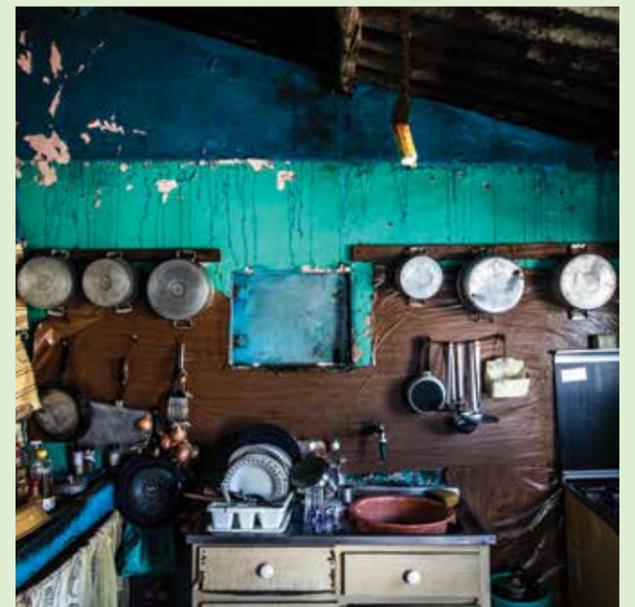
In this way, Aveiro will become the place for the research and discussion about the future of new sea farming, recovering old traditions of salt harvesting local food chains and artisanal production techniques, side by side with cutting edge chefs and winemakers.

An international summit with the motto *sea and food sovereignty*, happening in the spring of 2027, will also explore the ocean and maritime ecosystems, looking into the future of food. This summit will be a stage for chefs, nutritionists, food and sea scientists, ecologists and policymakers to dialogue with disruptive artists and work on food policy related topics.

Starting in 2025, pre-actions will be held with local producers and invited chefs (such as Ricardo Costa, Ángel León, and Ēriks Dreibants) to explore the region and conduct a survey on local food systems and producers, proposing new and more sustainable uses of the existing resources.

In 2027, Refeitório will open a **cultural canteen** that will become the hub for the programme, as well as

CURATOR Rafael Tonon (BR) **CO-CURATORS** Helena Abreu (ALGApplus, expert biologist, PT), chefs Ricardo Costa (PT), Ángel León (ES), Ēriks Dreibants (LV), Celine Cousteau (filmmaker, US/FR), Chris Armstrong (A Blue New Deal, author and professor, US) **CO-PROMOTER** Aveiro Municipality, CIRA, Aveiro Municipalities **PARTNERS** Agrovouga; Aveiro Food Festivals [Festival do Bacalhau (Codfish festival, Ilhavo); Festival da Sardinha e do Marisco da Costa Nova (sardine and seafood festival, Ílhavo); Vagos Sensation Gourmet (Vagos); Feira Nacional do Mirtilo (Blueberry National Fair, Sever do Vouga); Festival Gastronómico da Lampreia e da Enguia (Lamprey and Eel Gastronomy Festival, Murto); Festival da Vinha e do Vinho (Wine Festival, Anadia)], Pavāru māja Līgatnē (LV), Bodø 2024 [Mousse the Moose, The Flying Stockfish Festival, Artistic Food Festival (ArktiskMat), HØST, Liepāja 2027 Home of Happiness project, Rouen 2028, Reims 2028



for delicious food and wine tastings. Pairing food with Bairrada (our world-famous sparkling wine) will be one of the highlights.

A capacity-building programme based on talks, workshops, experiments and food production coaching for local producers and small crafts will help to build new ways of using local ingredients, techniques, and recipes.

At the end of the year we will launch the book “Around The Table”, a collection of ideas, discussions and possible futures we will continue to develop after 2027.



■ EXODUS WEEK

Exodus Week will be an **international photography and video event** based on an existing festival that the local organisation **Gravity Motion** brings to Aveiro annually, the **Aveiro Exodus Fest**. To promote awareness of social, cultural, humanitarian and environmental pressing issues through image, the Festival brings together international photojournalists, visual artists, explorers and ecological activists around **talks, round tables, exhibitions, visual conferences, master classes, guided visits and publications**. It also has the exciting particularity of allowing new talents not only to share their work on this international stage but to learn first-hand from the experiences of world renown and influential photographers and activists like Annie Griffiths, one of the first women working in National Geographic, or Paula Kahumbu, who is known as one of the most important conservationists in Africa and executive director of WildlifeDirect.

In 2027, Exodus Week will have the chance to expand its scope: bringing the **exhibitions to the streets**; widening the extension of its action and **crossing programming experience with other audiences**, e.g. of cinema and other artforms.

CURATOR Bernardo Conde **PROMOTER** Gravity Motion **PARTNERS** Banff Centre Mountain Film and Book Festival (PT), Regional Tourism Agency (ERTCP), APEC - Association for the Promotion of Education of the Blind, LensCulture - contemporary photography network (NL), FotoEvidence Foundation (Marseille, FR)

■ SET IS COMING

Ever since the first evidence of people riding waves in Portugal as far back as 1926, surfing has become an ex-libris of the Portuguese maritime landscape and one of the strengths of the green economy in the region.

By chasing the culture waves, the project will delve into how surfers perceive the world and its migratory motion through weekly analytical discussions **“Forecast”** between surfers and non-surfers and how practice in the ocean changes social, political, philosophical and psychological experiences. **“Sandbanks”**, as an inclusive **playground for artistic creation**, will engage with music, photography, filmmaking, fashion design, surf-crafting and storytelling, led by artists-surfers. We will invite contemporary artists and Erasmus students to participate in the Surf Arts Festival in summer 2027 at Costa Nova Beach exhibition in 2027. This project connects with One Ocean, Out of the Blue and Moving On.

PROMOTER Aveiro 2027 **PARTNERS** Portuguese Surf Federation, World Surf League in Europe, Surfriider Foundation Europe, association Surf Social Wave (PT), Centro de Alto Rendimento de Surf de São Jacinto **GUESTS** Pedro Martins de Lima (first Portuguese surfer), Teresa Ayala (Woman Surfer Pioneer), Nuno Vitorino (wheelchair surfer), Frederico Martins (photographer), Miguel Rocha (bodysurf champion), João Valente (Director of the former Surf Portugal

Magazine), Eurico Gonçalves (Gliding Barnacles), Lisa Marques – LIZZY and João Reis (artists)

■ IT'S OH SO QUIET

Silence can only be perceivable, recognisable by the opposition, about an environment of sounds. And silence is, in fact, part of the language (Le Breton), music (Cage), and noise itself. Is it part of the city where we want to live in? Or can we experience it only by great pauses in the urban quotidian? Do we need to go elsewhere, abandon the cities, and enjoy silence? Or should we consider sound **pollution-fighting policies** as part of the European Green Deal? Should the need for silence be addressed as a central mental health issue in the contemporary city?

Taking the Living Places Lab as the basis for the project, we will gather architects, artists and designers to **design acoustically engineered spaces** through the city and the region that will host **talks, exhibitions, concerts, films, masterclasses and meditation studios** with free group sessions. We also aim to connect with the sign language communities and artists.

CURATOR Gisela Leal **PROMOTER** Aveiro 2027 **PARTNERS** Binaural!Nodar, University of Aveiro, local parishes and chapels, European Festival Association, IETM

■ NOVA ARTE NOVA

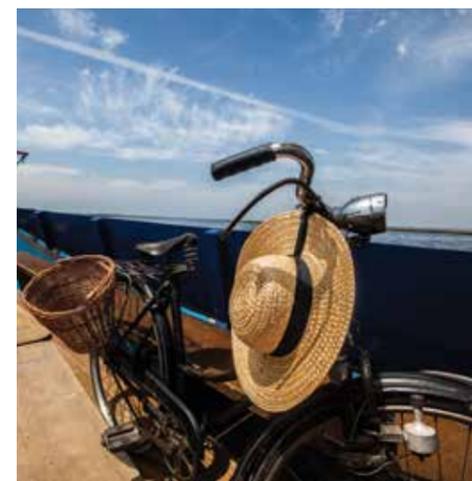
Baroque and Art Nouveau are two of the most visible icons of Aveiro's architectural treasures, and both these aesthetic currents drew inspiration from nature as a source and inventive solution.

As the only portuguese member of the **Réseau Art Nouveau Network**, Aveiro has already started to promote its Art Nouveau heritage internationally. However, Nova Arte Nova will be an opportunity to create a new, think tank, run by Aveiro's Art Nouveau Museum, for **sharing and disseminating thought, practices and innovation**. In 2027, all the partner cities of the network will be invited to come to Aveiro to participate in a programme with **round tables, conferences, an international exhibition, and a publication**. A collaboration with **Liepāja 2027 design and architecture** days “Urban Dreams Liepāja” is also planned.

PROMOTER Aveiro Art Nouveau and Santa Joana Museums **CO-PROMOTER** Aveiro Municipality, CIRA, **PARTNERS** Art Réseau Art Nouveau Network, Cultural Route of the Council of Europe, Ruta del Modernismo

■ ESTALEIRO: ARTE URBANA

Urban art is one of the most effective ways of relating artists with communities in urban space. It provides a space for transformation and discussion about the city. Estaleiro wants to **boost the urban art experience** developed in Estarreja (ESTAU – Estarreja Arte Urbana Festival) in the last decade and spread through Aveiro with **art interventions on industrial heritage, peripheral public spaces and out-of-use facilities**. Artists will be invited to approach the challenges of



sustainable living and human relations and bring new occupations to empty, abandoned or degraded spaces.

During the year, international artists will join the existing urban art community (Zooter, Kest, or Ratu are some of the most active local artists) to create a map and surprising new paths inside the (un)known city.

CURATOR Lara Seixo Rodrigues **PROMOTER** Mistaker Maker **PARTNERS** Associação Estação Viva, Estarreja Municipality, CIRA, URBANI SEPARE (Rijeka, HR)

■ CHAPEL OF THE BLESSED EARTH

John Luther Adams is one of a kind. Pulitzer and Grammy prize winner, the composer, sound artist, and die-hard ecological activist is the world's leading figure when it comes to merging landscapes with music. In the baroque Chapel of São João Evangelista, Adams proposes to create the Chapel of the Blessed Earth in response to the unique resonances of this particular city poised on the edge of the rising sea. This project will re-consecrate a sacred space where people of all faiths, or none, may come to meditate, pray, listen and reflect on the miraculous beauty of the earth and the precarious future of humanity. The listener will be immersed in an ever-changing sea of sound. There may be waves of coloured noise echoing the tides, small bells chiming by heat rising from candles, water running or dripping in the area, high tones produced by solar cells installed on the roof. The possibilities are symphonic.

CURATOR John Luther Adams (US) **PROMOTER** Aveiro 2027 **PARTNERS** University of Aveiro, IPMA - The Portuguese Institute for Sea and Atmosphere, University of Alaska Fairbanks (US)

■ DIGGING TUNNELS

Digging Tunnels adopts the metaphor of cultural tunnels to promote an idea of more profound, lasting and sustainable relationships between individuals, collectives, projects, communities and territories.

Based on a preliminary moment of research and cultural mapping, this project proposes to carry out a series of **bilateral exchange actions between Aveiro and other European coastal cities that share the risks and challenges associated with rising sea levels**, as in the case of Missolonghi (Greece), Valletta (Malta), Rijeka (Croatia), Liepāja (Latvia) and Kökar (Finland).

Through exchange actions that will **match artists, curators and cultural managers with partners and local structures from both territories**, the aim is to achieve the maximum participation of citizens, civil society and organisations, promoting the development of **site-specific projects that consider the unique characteristics of each territory**, in a more sustained, reflected and shared intercultural dialogue.

CURATOR Hugo Branco **PROMOTER** Navalha Cultural Association/Aveiro Arts House **PARTNERS** Valletta Contemporary, META Foundation Spazju Kreattiv, Fondazzjoni Kreattività (MT), Blitz Cultural Association, Arija, Messolonghi By Locals (GR), Messolonghi-Aitoliko Lagoon Management Agency (GR), Bosh Alumni Foundation



LIVING AS WATER

One-third of Aveiro is water. That's how much of our territory is made of canals, wetlands, and coastline, and why Aveiro has always been a fluid city, an open port for arrivals, departures and encounters between different people, each carrying their own special and unique culture and life story. Aveiro is thus home to Europe, Africa, America and the Atlantic Ocean, and if a city knows what it's like to be living as water, that city is Aveiro. However, Aveiro has for centuries lived face to face with the constant threat posed by the salty seascape that surrounds it, having had to learn how to turn a challenge into an opportunity. This same water that brought our city its particular relevance, threats and safety is now called upon to bring democracy.

The history of the city is intertwined with the struggle of aveirenses for freedom and democracy. Democracy is the idea upon which modern European thought was built. More than ever, it needs to be defended from within, being a city the perfect place to exercise and reinforce the democratic spirit. The projects in this line reconnect Aveiro with its past, present and future communities, explore relationships between Europe and the rest of the world, dwell into collective memories and disappearing knowledge, countercultures, activism, interventive art, urban and social peripheries and much more. The idea behind living as water is to wash away the immobility and replace it with a sense of citizenship and belonging, embedding our locals, partners and visitors with a feeling of urgent love for democracy as a European destiny and getting to understand and live with one another.



CREATIVE CHANGE ACADEMY

AN INFORMAL ACADEMY FOR INTERCULTURAL THOUGHT AND SKILLS DEVELOPMENT THROUGH ARTS AND CULTURE

A former educational centre for childcare and reintegration (Colégio Alberto Souto) is being turned into a new creation centre and a hub for artists, activists, thinkers, educators, public institutions and local NGOs. It will prioritise artistic partnerships between Europe, South America and Brazil, giving voice to the ones far from mainstream media and international cultural circuits.

Residency spaces, rehearsal rooms, ateliers, black boxes, media studios and other facilities will be available to host actions on research, education and skills development around European and Atlantic cultures, intercultural and diversity values, democratic activism and active citizenship. It will support projects like Aorta - CircusNavigation, Open Port, Bairro da Europa or Atlantic Poetics.

Using art as language, CCA encompasses an active multidisciplinary programme to think about the futures of democracies and intercultural relationships. This will be a place to act upon today's complex and vivid societal frameworks, highlighting the role of young creatives, artistic citizenship, tolerance and community engagement in social change. For dealing with education thought arts, integration and accessibility, cultural research and new generation political challenges, CCA will work with the platform *co.liga*, a project by Fundação Roberto Marinho (Brazil) in developing an open academy and free access to studying/training programme with a focus on culture, youth and future: a tool to empower young people with new knowledge to address the political, ecological and digital challenges.

Creative Change Academy will be an infrastructure to create, think and act politically, using our most dear Fifth Element- Culture, the one that connects and changes everything, to reflect and strengthen the way we live together.

PROMOTER Aveiro Municipality
PARTNERS University of Aveiro, UAL
Decolonising Arts Institute (UK), Museum of Black Civilisations (SN); Museu Afro Brasil (BR), Bosch Alumni Network, Atelier 231/In Situ Network, European Festival Association, Festival Academy, A Soul for Europe, other partners [see Q11 c) d)]

□ OPEN PORT

Connecting ports from Europe and projects from geographies like Marseille, Napoli, Barcelona, Bordeaux, Strasbourg, Brussels, Oslo or Liepāja, but also Mindelo (Cabo Verde), Maputo (Mozambique), Rio de Janeiro or New York, we will present new productions and co-productions bringing together local, national and international artists and companies.

We aim to enhance **the role of the Theatre as a place of encounter** bringing together local, national and international theatre communities to draw an exciting theatre programme, running all year and for everyone: from the theatre experts and enthusiasts to families and children, the elderly, students and teenagers. Contemporary artists like Severine Chavrier, Marlene Monteiro Freitas, Anne Théron, Susanne Kennedy, Michael de Cock and many more will work on Theatre for the Futures programme.

The Creative Change Academy will anchor a residency and capacity-building programme on theatre creation and management, providing tools to informal collectives and young professionals in the region and settling the ground for a **new professional theatre company** - Companhia Internacional de Teatro da Região de Aveiro (CITA).

From 2025, CITA will stage two new productions each year: one for children and young audiences and the other based on contemporary approaches to universal dramaturgy. In the ECoC title year, a third production will be developed, gathering an international team with artists and institutions from Africa, South America and Europe.

CURATORS Nuno Cardoso **PROMOTER** Aveiro 2027 / Teatro Aveirense **PARTNERS** Teatro Nacional São João (Porto), Municipal Theatres Network of Aveiro Region, GrETUA, Red Cloud (local theatre companies), European Theatre Union, IETM, Theatre National Bordeaux-Aquitaine (FR), Theatre National da Catalunya (ES), Hungarian Theatre of Cluj (RO), Instituto Franco Moçambicano, KVS (BE)

□ FESTIVAL DOS CANAIS

Festival dos Canais is a milestone in Aveiro's calendar: a multidisciplinary event that takes the public space as a stage to offer new relations between audiences and heritage, storytelling, landscape and city public spaces.

In the coming years, Festival dos Canais will become more ambitious and will reinforce its position as a space to reflect on the contemporary agendas (climate change, social representation, equality, freedom of expression and civic participation) using **art in public space** as a tool for thought and action.

The festival will be extended to other Municipalities of Aveiro region, and the local cultural creative sector will be invited to collaborate with international companies in co-creation processes.

Atelier 231 (France) will be a strategic partner, given its vast experience developing creative centres, particularly in France, UK and Africa.

Together with Viva Cité and Rouen 2028 (France),

we will create a large scale outdoor co-production for 2027.

What we are pursuing with Festival dos Canais for 2027 is to develop co-creation projects with international partners and the local creative sector based on the Aveiro's specificities, combining historical and heritage research with contemporary artistic visions.

CURATOR José Pina **PROMOTER** Teatro Aveirense, Aveiro Municipality **PARTNERS** AgitLab (Águeda), IN SITU (European Platform for Artistic creation in Public Space), Atelier 231 (FR), Malmö City Theatre (SE), Lieux Publics Creation Center (FR); The Festival Academy; EFA, IETM, Greenwich+Docklands International Festival (UK), Valmiera Summer Theatre Festival (LV), WALZZ festival, Oulu 2026, Liepāja 2027, Rouen 2028, Liberec 2028, Timisoara 2023 (RO) e Skopje 2028 (MK)

□ CRITICAL CITIES

How do cities shape subjectivity?

Critical Cities is an ongoing forum of thought and call-for-action on fostering change in public spaces, creating new paths of political engagement and promoting an open, diverse, and inclusive future-proof city.

It will address multiple aspects of democracy, city life and identity, becoming an international hub for urban thinking and action. Critical Cities will explore Aveiro's geographical and historical settings to discuss European cities' current and future challenges critically. Led by University of Aveiro, the programme will start in 2023 with a world-reaching **"Critical Cities Essays Collection"** and multimedia editorial initiative, expecting to publish at least two essays per year. A **thought-in-residence** will invite world-leading urban thinkers, activists, city innovation designers and academics such as Saskia Sassen, Daniel Innerarity, Carol Coletta, Enrique Peñalosa, artists like Kalaf Epalanga or the Nigerian writer Chimamanda Adichie for **short-term residencies, talks, conferences, courses and publications**. There will also be advanced **courses on Democratic and Sustainable Cities** (2025 and 2026) and half-day events throughout the year with national and international guest speakers.

These initiatives will feed and lead to a final international **Critical Cities Global Conference in 2027**, where we will propose and talk about governance alternatives for more sustainable, inclusive and democratic cities.

CURATOR Filipe Teles, **President of the European Urban Research Association** **PROMOTER** University of Aveiro **PARTNERS** European Urban Research Association, Common Home of Humanity (PT), Centro para las Ciudades de Latinoamérica

□ FILMS TO POSTPONE THE END OF THE WORLD

Films to Postpone the End of the World is challenging the local stakeholders to create an innovative programme of film exhibitions. **Ecology and oceans,**



□ BAIRRO EUROPA EIROPAS APKAIME BARRIO EUROPA QUARTIER EUROPE

Bairro Europa is a large-scale project reflecting on European identity, memory and future that will increase our knowledge and conscience about European countries and cultures. Like the overall ECoC programme, it aims to celebrate the cultural features Europeans share and highlight the richness and diversity of cultures in Europe. It will be an extensive **programme of exhibitions, public space interventions, documentary film productions and events** that will bring artists, historians, anthropologists, scientists and writers from the EU 27 member countries to Aveiro, inviting them to transform our city's public spaces. Each of the 27 European countries (with a particular highlight on Latvia) will be offered a piece of Aveiro land to build a temporary multidisciplinary cultural embassy. In

CURATORS Gonçalo M. Tavares; Marco Martins; Paulo Mendes **CO-PROMOTERS** Aveiro 2027, Aveiro Municipality **PARTNERS** Culture Next Network, Bodø 2024, Salzkammergut 2024, Oulu 2026, Liepāja 2027, Literature and Music Museum in Latvia, Rouen 2028, Reims 2028

**WITHOUT MEMORY,
THERE WILL BE NO
FUTURE. MEMORY IS
THE BEDROCK OF EUROPE;
IT IS WHAT SUSTAINS
AND HELP US TO HAVE
A BETTER TOMORROW**
GONÇALO M. TAVARES

2027 visiting Aveiro means getting immersed in the richness and diversity of European cultures.

The interventions will be coordinated by the collective of Portuguese architects, **Os Espacialistas** [The Spacialists], who have a very particular utopian vision of art and architecture involving happenings, installation, photography, and video.

A digital and analogue repository of knowledge, the **Artistic and Cultural Atlas of Europe**, with editorial curation by the internationally acclaimed writer **Gonçalo M. Tavares**, will be published and maintained beyond 2027. 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: a process under constant updating, just like an encyclopaedia, to be followed online. The research has already begun in 2022, as well as a first presentation, in Aveiro, of a photography work in progress with seniors and young people.

The award-winning filmmaker **Marco Martins** and European filmmakers will produce a **documentary** based on European memory, reflecting upon the democratisation of the image, European demographic shifts, relations between north and south and new contemporary concepts of image. **Memory Future** will be based on European public TV audio-visual archives and research.

Contemporary art will approach the memory of European civilisation at the hands of the artist-curator **Paulo Mendes**, who will gather a team of international artists and curators to establish a dialogue with works of art, objects, memorabilia, and heritage elements of European iconography, to create the exhibition **Satellite Europa**.

Bairro da Europa will become a stage for our ECoC partner cities, allowing us, as Europeans, to continuously share, learn and inspire one another. It will be an ongoing project showing how understanding Europe as a neighbourhood can change how citizens feel, live and engage with our common political project. Its main legacy will be the new **"Museum of Europe"** (physical and digital), to be open in 2027, after collecting and curating the cultural content this project will create.



future worlds and contemporary challenges, peripheral languages and minorities, political activists, and digital and new media are the themes at the core of this programme. The region of Aveiro has a significant concentration of small film festivals and cine-clubbing activities, even without a strong and regular cinema programme in the city. The small town of Avanca, e.g. made history with an independent contemporary film festival in recent decades. Ovar is a meeting point for the Shortcutz network. Espinho is the hub for animation cinema in Portugal, and Bairrada Cineclub brings cinema to the vineyards, connecting movies, ecology, wine and gastronomy.

The film screenings will start in 2025, in collaboration with local cinema organisations, and film festivals. This project will occupy the former cinemas Oita and Avenida, closed since the nineties, place where Aveirenses had the first contact with film.

Also, summer open-air sessions, and educational activities, including discussions and workshops.

Films to Postpone the End of the World will host the premieres of our project Aveiro Film coMission and will look with particular attention to new digital media and young directors' works, offering our Culture24.online as a platform for streaming.

CURATORS Dario Oliveira, Rita Capucho **PROMOTER** Aveiro 2027 **PARTNERS** Porto Post Doc, Cinanima, Porto Femme Film Festival, Espinho Fest, Festival Luso Brasileiro de Santa Maria da Feira, Cine-Clube de Avanca, Cine-Clube da Bairrada, Festa do Cinema Italiano, Festa do Cinema Francês, Institut Français networks Shortcutz and Eurimages, Reims 2028

■ AORTA: CIRCUSNAVIGATION

Circus is an old art form that blends different disciplines to create a unique way of storytelling. Aorta: CircusNavigation will take circus art as a language to embrace several traditional artistic expressions from countries and cultures that share the ocean as a landscape and a route to meet the world.

A big top will be the platform of encounter; a boat will be our transport and our home through the journey, the Atlantic Ocean will be our road and the arts the common ground to work our diversity, to explore new paths and ways to relate with the other, and to face the challenges in uncertain times.

Aorta: CircusNavigation will engage young artists from different latitudes, continents and countries in new artistic and creative experiences. Together they will sail the Atlantic, from Aveiro to Rio de Janeiro, then to Luanda (Angola) and Cabo Verde in a three-month circus co-creation and performances.

The long journey will allow them to understand and learn about the artistic practices of Atlantic countries while exploring the ocean and its history as a place of life and peril; the ocean as a living body that needs to be listened to better understand the world as a typical home of the ancestral future, a residence for all living beings, in Milton Krenek's words referring to the indigenous cosmos-vision.

During this journey throughout the Atlantic, a doc-

umentary film will be made to share how the journey's encounters and achievements contribute to a new ethical and aesthetically paradigm.

ARTISTIC DIRECTION Ana Morais, Jorge Rui Martins **PROMOTOR** Ideias Peregrinas - Produção Cultural **ARTISTIC ADVISORS** Claudine Dussolier (FR); Chloe de Buyl Pisco (The Oxytocin Project, SE/IE/AU); Roberto Magro, Ermínia Silva (BR); Mário Lúcio Sousa (Cabo Verde); Mira Dobrkovic (SE); Jenny Sealey (UK); Goro Osojnik (SL); Karim Troussi (Morocco); Brent van Rensburg (ZA) **PARTNERS** Center for the Development of Circus Arts, Cirkoneo (Novi Sad, Serbia); Graeae Theater Company (UK); Ana Monro Theater (SI); Crescer - Circus School (BR); Zip Zap Circus School (Cape Town, ZA); Karacena Biennale (Rabat, MA); Rouen 2028; Malmö 2029

■ ATLANTIC POETICS

A study programme curated by Claudia Leitão and Camille Girouard (Brazil) will gather experts and researchers from Portuguese-speaking countries and Ibero-Americas in a creative academy providing **free courses for creative and cultural operators** of the Portuguese Speaking Countries Community (CPLP).

Aiming to create a more democratic, inclusive and socially sustainable creative sector in the Atlantic countries, using cultural assets to better understand and face the challenges of the next generations, the project will offer **creative labs, short-period artistic residencies conferences and workshops** to support the development of artistic ideas with social and economic outcomes.

Working closely with Creative Change Academy, Atlantic Poetics will contribute to empowering young and future artists in Africa and Brazil, building a cultural bridge that will remain after 2027.

CURATORS Claudia Leitão (BR), Camille Girouard (BR) **PROMOTER** Tempo de Hermes **PARTNERS** Fundação Roberto Marinho (BR), Bag Factory Artist's Studios (ZA), KISMIF Conference (PT); LABCC Plataform - Critic and Curatorship Laboratory (AO); Fortaleza Youth Secretary (BR), Creative Territories (BR), CPLP, Organización de Estados Iberoamericanos

■ EUROPEAN CROSSROADS

Filarmonia das Beiras Orchestra and Arte no Tempo are two landmark organisations of our city's classical and contemporary music scene. Together with more than a dozen wind bands and choirs from the Aveiro region, whose work extends deep into communities and gathers hundreds of amateur musicians from all ages and backgrounds, we will host visiting European musicians with whom will produce collaborative results, **music pieces, performances and concerts**.

Rich Ukrainian choral singing finds its space next to golden-era French piano music or shimmering Albanian fanfares for wind instruments, ready to take any crowd over in an outdoor space.

European Crossroads proposes a journey across Europe through music, presented not just in concert



CITY OF AVEIRO ARCHIVE



CITY OF AVEIRO ARCHIVE

□ ACT NOW! MUSIC, SPOKEN WORD AND POLITICS

Aveirenses keep very present in their memories a dramatic moment in April 1973, one year before 1974's Portuguese democratic revolution - the Democratic Opposition Congress. It was a turning point in Portuguese politics, uniting the various ideological, political and democratic currents. In parallel, a peaceful demonstration took place towards the grave of the writer Mário Sacramento. The anti-riot police charged the demonstrators, causing several injuries.

This democratic blood also flew in one of Aveiro's main artistic legends - José ("Zeca") Afonso (1929-1987).

Born in Aveiro, he became, during Portugal's repressive dictatorship and after the revolution, the most significant, symbolic and interventive songwriter. His voice is the voice of Portuguese democracy.

When civic engagement is crucial for the preservation of democracies, Aveiro 2027 will celebrate his example and legacy as a poet and songwriter, bringing together the voices that worldwide keep singing against any form of repression and despotism.

With its first edition taking place on April 25th, 2025 - the Portuguese revolution 50th anniversary -, **Act Now!** will be a project that will lead from sheer protest to positive intervention, presenting in Aveiro the

most important international artists of **music and the spoken word** like **Koo Kumi**, poetry performers such as **Kalaf** and music activists such as **Laurie Andersson** or **Capicua**. Performances, public lectures, conferences, speaker corner pop-ups, meetings and other activities where the word, spoken, sung, shouted or silent, are still powerful weapons to be used against threats and injustices.

We want **Act Now!** to become a matchmaking platform for artists, projects and initiatives around critical thought and visual and performing arts that use words to seek alternative ways to engage with audiences and whose message resonates with today's democracies' most pressing challenges.

Act Now! is a project curated by **Vasco Sacramento**, director of the music agency Sons em Trânsito (Aveiro) and promoter of festivals and events on a national and international scale. His work in the last 15 years has been deeply connected with the promotion of Portuguese and world music, working with international artists like **Gilberto Gil** e **Tim Bernardes** (Brazil), **Luaty Beirão** (Angola), **Mayra Andrade** (Cuba/Cabo Verde), **Vieux Farka Touré** (Mali), **Corey Harris** (US), **Faiz Ali Faiz** (Pakistan), **Egshiglen** (Mongolia) among many others.

CURATOR Vasco Sacramento **PROMOTER** Sons em Trânsito **CO-PROMOTER** City Museum, University of Aveiro **PARTNERS** Local NGOs like CLAIM; Student organisations (ERASMUS); Music schools, and academies from Aveiro Region



halls but also local parishes, educational institutions, post-industrial venues, and the many coretos (bandstands) around the region.

PROMOTER Orquestra Filarmonia das Beiras, **Arte no Tempo CO-PROMOTER CIRA PARTNERS** Bodø 2024 (Nordland Music Festival), Sansusī (Liepāja 2027/Salmo Watch Nights project), European Music Council, WOMEX

■ NAVIO DE ESPELHOS

Navio de Espelhos (Ship of Mirrors) consists of two **immersive multidisciplinary performative journeys, which will occupy Aveiro's Central City Park**. The first will deal with European heritage and past. The second will grasp the subjects of European borders and the future, projecting a collection of countless different perspectives and voices around these topics. In collaboration with historians, political scientists, and local communities, it will transform research into a visual and interactive performative journey in two chapters, ending with the installation of interactive totems across the park with recordings, testimonies and interpretations. This project is an example of what our programme is about: thinking about the world from our city park while empowering local agents and creating a legacy for the future. **CURATOR** Bruno dos Reis and Luís Araújo **PROMOTER** GrETUA **PARTNERS** CITA; Aveiro Regional Theatre Network, Teatro Aveirense, Portuguese university theatre companies; University of Aveiro

■ FLAVOURS OF COMPASSION

A place for cultural awareness, traditions and knowledge exchange based on **gastro diplomacy and food culture**. Flavours of Compassion, curated by the food designer Francisca Tan, will develop sustainable and **local food experiences** putting side by side local and migrant cultures and food traditions, claiming a common ground to share what history and nature put together.

We will design a transformative programme with local food artisans, foreign communities, designers and crafters to bring to life old traditions in food culture. Together (2025/26), they will co-design products, experiences, and events to be shared in the Refeitório.

The result (2027) is a programme with community dinners, lectures, around-the-table events and residencies, where food products and flavours created by the participants.

CURATOR Francisca Tan (food designer, AT); Urska Golob (artist, SL), Rebeca Moradalizadeh (performer, UK) **PROMOTER** Aveiro 2027 **PARTNERS** Koch.Campus Austria (WKO Aussenwirtschaft - Community for Culinary Heritage), Bodø 2024, Liepāja 2027, Reims 2028

■ FAIRZINE

The world of publishing has in the fanzines an extraordinary place: that of independent self-publishing. In the pre-digital era, they were vital for disseminating artistic work and circulating underground

social-cultural trends. In the digital age brought new possibilities to fanzine publishing.

Not many people know about this, but Aveiro is home to some of the most active fanzines in Portugal.

In 2027, Aveiro will stand up to its underworld and become a regular host to the most excellent yearly **European fest for alternative and DIY culture**, establishing the city as a global reference point for independent publishing.

Fairzine offers many formats to celebrate these cultural phenomena, such as exhibitions, unpublished private fanzine collections, workshops and lectures, and parallel events.

CURATOR Miguel Correia **PROMOTER** Ultra Violenta **PARTNERS** Fanzineist Vienna (AT), Riga Zine Fest (LV), KISMIF Conference (PT), independent artists and small pressed-independent publishers

■ INVISIBLE BIOGRAPHIES

This initiative will bring artists and communities together in a process that aims at leveraging wishes and aspirations of underrepresented communities - like migrants, minorities, communities living in peripheral urban areas, diaspora or older adults - while illustrating their view of the world through contemporary documentation.

Video interviews for recollecting testimonies, stories and documents about these individuals will be collected to feed a dramaturgical encyclopaedia of invisible bodies and biographies. Theatre makers, authors, and filmmakers, among other artists (João Doce, Sara Barros Leitão, André Amálio, Xan Colman (AUS) or Martha Balthazar (BE), will be invited to work on those materials featuring persons, stories, and memories of this encyclopedia of empathy.

CURATOR Hélder Sousa **PROMOTER**: Aveiro 2027, Teatro Aveirense **PARTNERS** Jobra, MUDA'TE, Echo Collective, Aveiro City Archive, University of Aveiro, Ancas/CineClube Bairrada

■ NEW DEAL OF ARTS AND POLITICS: CULTURAL DEMOCRACY FEST

Art is a complex human achievement expressing human creativity. Democracy is an equally difficult achievement expressing a human need for fairness and representation.

The New Deal of Arts & Politics will outline new actions for establishing a European Cultural Democracy Fest exploring social, artistic, political and economic arrangements with artists, audiences and policymakers in a fertile exchange. A four-year creative laboratory of investigation and data evaluation (2023-2026) will invent a place for public dialogue and change-making discussions. Through cultural and creative engagements, artistic interventions, performances and shared experiences, the festival will promote cultural awareness of Europeans about what it means to think and act politically today.

A week-long festival (in Spring) will take on the balance between aesthetically focused and politically



engaged artistic works to nurture critical thinking.

PROMOTERS Teatro Aveirense, Sarajevo Fest Arts and Politic (BIH), East-West Centre (NGO) **PARTNERS** European Festival Association, A Soul of Europe, IETM network, Central European Forum, Bodø 2024, Liepāja 2027

■ SMALL WORLD BIG STORIES BOOK FESTIVAL

Inspired by the book *Pequenos Mundos Velhas Civilizações* (Small World Old Civilizations) by Ferreira de Castro, author from Aveiro, Small World Big Stories will be an international **book festival** and a **literature** programme designed with and for local libraries and Community Culture Club.

The book festival will be an international gathering with authors and works from different geographies and cultures that will help us understand how liter-

ature, poetry, book publishing and design are still relevant tools to reinvent the world.

Indigenous ancient and contemporary literature, from South America to the Lapland, will tell us about how to deal with our common ground; opening the doors to the **climate fiction literature** will prepare us for the next generation's challenges; European glocal literature will allow us to meet our neighbour, that often looks pretty distant; the **new publishing and digital culture** will make us believe that literature is not dead and printed words can be indeed reinvented to give us new and more powerful meanings.

Pursuing the long Aveiro tradition in literature and illustration for young readers, a particular focus will be made on **children and youth literature**.

Another layer of this project will be a European Meeting of European writers who best make us feel like travelling across the continent, underlining the uniqueness of such a diverse continent. A guide to the glocal literature that makes us European. It will encompass the commission of unpublished texts, a cycle of conferences and a spoken word performance.

CURATOR AND PROMOTER Tito Couto - Agência de Promoção Cultural **PARTNERS** Aveiro Municipality; Public libraries network of the Region, local, national and international book fairs, collaborations to be further developed with ECoC cities

■ MARIMBA

Marimba will promote European awareness of African countries' musical heritage on several levels. A unique archive will be created with research, pre-existing collections (particularly between 1945 and 1986) and field recordings. Then the digitalisation process will support the promotion and international distribution of unknown musical heritage. The project will promote the **contemporary artistic creation** of young musicians from the participating countries (Angola, Guinea-Bissau, Mozambique and Timor-Leste), contributing to rescuing cultural identities, empowering their work and artistic internationalisation. Special attention will be paid to young women's access to professionalisation in creative musical sectors.

The programme covers all levels of the **music sector and market**, with dedicated activities such as a training programme, a guide for musicians' activity, contests for young musicians and music artists, a new music label, incentives for music startups and a professional showcase looking for the future sustainability of music professionals.

SCIENTIFIC COORDINATION Fernando Sousa (Casa da Música, PT), Marílio Wabe (MZ), Odete Macedo e Juca Delgado (GNB), Ros Dunlop (Universidade de Sidney/TL) **PROMOTER** SoundsGood (PT) **PARTNERS** The Afrika Festival Hertme (NL), SIM Festival (São Paulo, BR), SummerStage NYC (US), Festival MED (PT); Cultural Centre Netos de Bandim (GNB), Audiovisual Center Max Stahl (TL), Institute for Sociocultural Research_ Ministry of Culture of Mozambique (MZ); Mozambique Music Meeting (MZ); Museu do Dundo (AO), CEART_ School of Arts (AO)



PLAYING WITH FIRE

To prevent Aveiro of becoming another boring tech city we will cultivate pleasure in playing with fire. Curiosity and audacity are traits our city developed to survive. Being home to a great university and a handful of leading IT companies, Aveiro is ready to become a stage for experimentation, innovation and cross-contamination in fields such as technological dreamwork and artistic excellency. Thus, Aveiro showcases numerous projects that cross the arts with tech and age-old savoir-faire.

However, the question of “What will we become?” can receive no definitive answer, for the future is always unwritten. Perhaps more interesting is the question “How do we want to live in our city?” with its implied questions of choice and agency, of living together, aware of social, technological and ecological factors. Being able to think out loud about possible futures makes this possible. Given possibilities, we can determine preferences, choosing to work towards preferred futures and away from threatening ones. In a series of futuring exercises, designed in close collaboration with the communities, we will undertake forms of social dreaming, developing imaginations of possible futures. So, what if a city reinvented money, turning it into a sustainable and fair currency of goods and services? What if the most conservative art form became the most daring stage of creativity? What if gaming was a way to express one’s imagination? What if culture was just the key we’ve been looking for to achieve well-being? What if our cultural awareness expanded beyond this planet?

“What if, what if...”. Futuring and disquieting questions like these find their place within a vibrant array of projects celebrating the spirit of playing with fire.



CITY OF AVEIRO ARCHIVE



A HUB FOR KNOWLEDGE, SCIENCE, TECHNOLOGY, NEW MEDIA AND ART RESEARCH

A shared space bringing together technology, art and science researchers, artificial intelligence experts, spatial scientists and explorers, new media and digital experimental scientific or artistic projects. The rehabilitated industrial space next to the Aveiro Factory – Live Science Centre will be transformed into **Artistic Intelligence Factory**, providing new means, tools and resources for supporting innovation and digital transition among scientific, cultural and contemporary researchers and practitioners. It will be a platform to boost interdisciplinary work for shared social and economic value while exploring possible futures and the concerns of a post-human society.

AIF will be a member of the European Platform for Digital Humanism, focused on the human relationship with the technologies.

European and transatlantic collaboration will strengthen AIF's international and contemporary relevance as we will learn in practice with similar projects like D10 United in Liepāja and Austrian-based organisation Time's Up for supporting art-based research processes and art-thinking to contexts from employment and work to education, developing co-authored experiences and understandings of possible futures.

With media, video and music studios, digital labs for media arts and other resources for intersecting tech, art and digital disciplines, this is a legacy infrastructure hosting also the unique media project Culture24.online.

All of these activities and more will help create an ecosystem of resilience, developing skills and networks for imaginative and audacious developments to face whatever the unknown future brings.

PROMOTERS University of Aveiro, Aveiro Municipality **PARTNERS** AIDA-CCI, TICE.PT (Aveiro's ICT Cluster), Circus of Knowledge (AT), FABlabs Association, PCI – Aveiro, Time's Up (AT), Porto Digital (BR)

AI - ARTISTIC INTELLIGENCE FACTORY



□ MTF LABS

MTF Labs Aveiro is an innovative project already rooted in Aveiro Tech Week. A project with strategic partnerships, providing bridges for broad transnational creative perspectives that connect an international and interdisciplinary community of more than 8000 creative innovators. Aveiro is at the centre of this 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 and in simultaneous remote collaborations.

By locating the labs physically in the rich ecosystem of the Aveiro lagoon, the experts found connections between each other's knowledge and experience, the unique character of the city, the people and the species whose daily lived experience is that of the physical place and its relationship to the water. This direct experience informed and improved the projects, strengthening the collaborations and improving the likelihood of ongoing projects.

This is the path MTF Labs will do with the **MTF Provocateurs** (hands-on experimentation and brainstorming), **MTF Exclusives** (talks, performances and presentations), **MTF Satellite** open call (universities around the world were invited to participate remotely via an open call for submissions) and other initiatives.

MTF Labs Aveiro is curated and led by Michela Magas, a member of President von der Leyen's New European Bauhaus High Level Round Table.

The theme of the event, its challenges and ambitions are aligned with the ethos of the New European Bauhaus.

CURATOR Michaela Magas **PROMOTER** Teatro Aveirense, University of Aveiro **PARTNERS** University of the Arts in London, York University in Toronto, Illinois Institute of Technology in Chicago, the Arte + Ciencia and Bioscénica interdisciplinary research group at the Universidad Nacional Autónoma de México (UNAM) in Mexico City

□ DESIGN FUTURES

Design Futures aims at enhancing the role of design as a mediator for innovative and sustainable tools, methodologies and products, serving as a base for leveraging Aveiro's bid for **UNESCO Creative City of Design**. Aveiro will turn into a big experimental and international field for designers to develop and implement sustainable and zero-impact design methods, bringing together designers from diverse backgrounds (ceramics, textile, cork, graphic, but also multimedia or local industries product designers) and activating the local design "capital" and expertise. Most of the industrial and historical activities will take advantage of the knowledge produced in this project, but also the inter-social and economic ecosystem of innovation. The programme will work in connection with a number of other Aveiro 2027 projects, namely the Biennial of Ceramic Art and Artistic Intelligence Factory and develop exhibitions in spaces

like the new Art and Convention Centre.

CURATOR Francisco Providência **PROMOTER** DECA - University of Aveiro **PARTNERS** CIRA, University of Aveiro, PCI – Creative Science Park, AIDA – CCI, local industry

□ IN SPACE WE TRUST!

Focused on the idea of a **Outer Space for a sustainable Earth** and on the interdependence among **Ocean, Outer Space and Nature**, as approached in the 57th New Space Atlantic Summit (Aveiro, 2022), we will issue new challenges to think about the future's space ethical and political governance.

Space is crucial to our everyday lives. It is central to the well-being of our societies to provide new and exciting opportunities for various sectors of our economy, mostly for emerging green technologies. Intelligent mobility, traffic-reducing technologies, and monitoring systems for protecting ecosystems and biodiversity are some of the fields where space data is crucial to help face some of the most urgent global challenges.

The University of Aveiro is becoming a relevant player in this field and can become a place to develop the knowledge needed to help build a self-sustainable spatial ecosystem, contributing to a New Space environmental agenda. At the same time, we want to go further and look into the space also as an open field for **artistic thought and creation**. That's why, together with Artistic Intelligence Factory, a programme of **conferences and summits** will happen throughout the year bringing together the cutting-edge ideas that can help us design and imagine a sustainable strategy connecting nature, technology and human creativity about known and unknown universes: **a spaceship filled with scientists and artists to imagine a future-proof spatial era**.

PROMOTER Aveiro 2027 **PARTNERS** University of Aveiro: Electronics and ICT Department (DETI), Physics Department (DFis) ICT and Electronics Engineering Department; Materials Institute (CICECO), Association of Space Explorers

□ SOUND SYSTEM

Music has been the most active expression of contemporary culture in the city and is just natural that Aveiro grows as a city of music. That's why we are applying for the membership of **Music Cities Network**: giving artists, venues, promoters, festivals and music schools the spotlight they deserve.

We want to create in Aveiro a music ecosystem able to answer the demands of a growing sector, friendly to emerging artists and new music formats, but also aware of the musical heritage as a strong asset for a sustainable sector. Some of the actions taking place until 2027 and beyond include **Music Camps** and **training residencies**, closely connected with the capacity-building programme: from songwriting to recording and post-production, from marketing to technical support and career management, a full range programme will be designed to help future mu-



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**ANY USEFUL
IDEA ABOUT
THE FUTURE
SHOULD
APPEAR
TO BE
RIDICULOUS**
JIM DATOR

□ BEETCOIN

When the present around us is so crazy, sometimes we have to get even crazier if we want to make it any better. That's why while preparing Beetcoin we told ourselves: "Dare to think the unthinkable". The result is a project whose wild ambitions might come near the very limits of impracticality, which is precisely the reason why it's so important, not just for Aveiro but for the world.

Beetcoin consists in a think tank hosting **mixed-media artistic interventions, forums, lectures, public discussions, publications and civic initiatives**, including contributions from local and international participants, all dealing with inventive ideas to postpone the end of the world through culture. Don't be surprised if Aveiro comes forward with an alternative model of economy where citizens can exchange goods - like beets - or actions - like filling out a musician's taxes - for cultural experiences curated by artists, such as attending an end-of-the-day rehearsal, with a glass of red wine included.

Guest lecturers will be encouraged to think aloud

about why silence is the new gold and how it can become as valuable a resource as oil or gas. Artists may experiment with your street so that you are compelled to get out there and know your neighbours. Installations across the city will make sure you keep the lights out and look for stars at night from your balcony. Pamphlets you will come across on your daily commute may add just that bit of poetry that your routine was missing, and you didn't know. All that and much more, curated by a team of artists, students, researchers and engaged citizens from Aveiro.

To make this happen, we will work together with the group Time's Up, drawing from their experience of over twenty years of European cultural collaboration from Finland to Romania, Malta to the Netherlands. Their work revolves around imagining and experiencing possible futures, in workshops, futuring exercises and immersive experiential future physical narratives. With experiential futures, thoughts about the future emerge more naturally.

PROMOTERS Aveiro 2027 **CO-PROMOTERS** Aveiro Municipality **PARTNERS** Time's Up (AT), VIC Arts House, Navalha Associação Cultural, local NGOs



music professionals in their career. In October 2027, all the participant musicians will **transform the city in a huge SoundSystem**, playing in private and public places, from people's houses to the main squares.

Sound System is based on sustainable music sector principles and is inspired by the work of the Center for Music Ecosystems, with whom we are networking.

CURATOR Nuno Saraiva **PROMOTER** Aveiro 2027 **PARTNERS** University of Aveiro; Sound Diplomacy (UK); Center for Music Ecosystems (US/Europe); AMAEI - Association of Independent Artists (PT); Music Cities Network; European Folk Network; EU cooperation consortium Europe in Synch and Musika Peripherik; SCI Agency; City of Malmö, Reims 2028

■ PRIMA_CRAFT

Craftsmanship is considered to be the knowledge of the artisan, transmitted intergenerationally, including its product and the services associated with it. Empowering this knowledge leads not only to a rebalancing of the global ecosystem, but also to the construction of renewed identities of territories in a globalized world.

Craft – as a micro-economy activity to be supported as a form of entrepreneurship – can generate transformative heritage and promote sustainable development. **And Design** – as a meta-discipline, with a transdisciplinary ability to manage the complexity of contexts and stakeholders – can be a useful instrument for the creation and promotion of new practices.

Doing justice to the vital and historical links between design and crafts, this project will approach the territories of the region, aiming to contribute to the re-signification and for social and economic regeneration of the territory through craft including an exhibition and a training programme for small businesses and entrepreneurs.

COORDINATION Claudia Albino / University of Aveiro **PROMOTER** Aveiro 2027 **PARTNERS** Local Factories and Businesses (Costa Nova, Vista Alegre), AIDA, artisans associations, Off the Radar network, Salzkammergut 2024 (Art&Craft Schools, Gmundner Ceramic)

■ ARTISTIC CERAMICS BIENNIAL

Aveiro International Artistic Ceramics Biennial is one of the most internationally relevant cultural events within the scope of artistic ceramic production.

During the last years, it has been making an essential contribution to the production of contemporary ceramic pieces, boosting experimentation and creativity, and bringing to Aveiro a dynamic pole of new trends in ceramics creation and training.

In 2027 we will enhance the role of the Biennial as an engine for contemporary artistic approaches to a millennial tradition, and we will invite Joana Vasconcelos, the well-known Portuguese artist, to develop a collaborative piece of art, a large-scale sculpture re-using old and out of use ceramic pieces found inside the community or within industrial old facilities. More-

over, the Biennial will have its own museum in Aveiro, an infrastructure to preserve, archive and show its legacy.

PROMOTER Aveiro Museums, Aveiro Municipality **PARTNERS** Latvia International Ceramics Biennial (Daugavpils Mark Rothko Art Centre, LV), Salzkammergut 2024 (Ceramic Symposium, project International Ceramic Prize), AIC, ERC, APtCVC, University of Aveiro

■ DEMOS

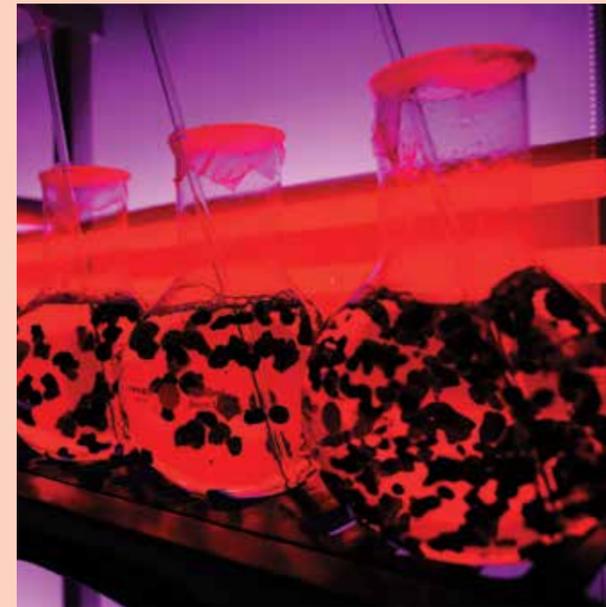
Demos is born out of the complexity and impact of the online and digital worlds in our societies. It aims at promoting **digital literacy and awareness**, as well as questioning the greatest threats to democracy and societal well-being posed by technology and digital information. This project brings 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 and co-creation. 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 special emphasis on the youngest generations and the mentorship of participating students, done in collaboration with AI Factory.

CURATOR Bruno dos Reis **PROMOTER** GrETUA **PARTNERS** University of Aveiro (DECA); TICE.PT, EUniverCities Network

■ AUGMENTED CULTURE

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 (RE)S+T+ARTS project promoted by Art Share, and the project will focus 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, creating new tools for artistic creations and interpretation. Augmented Culture will benefit from AI Factory as a platform for showcasing and further development.

CURATOR Luis Girão **PROMOTER** Art Share **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)), Liepāja 2027, České Budějovice 2028



CITY OF AVEIRO ARCHIVE

□ AVEIRO ATM ART TECH AND MEDIA

Aveiro ATM is the new annual Art Tech and Media event, that will empower cross-disciplinary contemporary artistic practices on the intersection between art, science, technology and local heritage, gathering several projects with the same aim: exploring digital creative practices to find solutions for a better and sustainable future.

It is ATM's spirit to **expand the synergies between local tech creativity and capacity and international state-of-the-art media art practices**, that have been created for years now with projects and activities like Criatech Festival and artistic events and experiences held during Aveiro Tech Week,

Until 2027, ATM will direct its focus on tightening international partnerships, in particular between Aveiro University's Media Arts Department and the Digital Art Department of the University of Applied Arts of Vienna, Austria.

The goal is to invite a different international European partner every year to contribute to the yearly thematic local discussion, either by exchanging artists and artworks, or as punctual curatorial interventions, artists in residency, and other formats of knowledge exchange that art and technology, and society in a critical approach to the problems of the future, might entail.

CURATOR Ruth Schnell (AT), Patrícia J. Reis **PROMOTER** Teatro Aveirense, Aveiro 2027 **PARTNERS** Peter Weibel (European Media Art Festival, DE), Alfred Rotert (House of Arts, GR), Sabine Himmelsbach (CATCH - Center for art design and technology, CH), Majken Overgaard (Ars Electronica, AT), Gottfried Haider (Animafest Zagreb, HR), Karin Ohlenschläger (LABoral Centro de Arte y Creación Industrial, ES), Klub Solitaire and Pochen Multimedia Biennial (Chemnitz, DE), University of Applied Arts Vienna and its Media Arts department (AT), Oulu 2026, Liepāja 2027, České Budějovice 2028 **PARTNER CITIES** Osnabrück (DE), Basel (CH), Elsinore (DK), Linz (AT); Zagreb (HR), Magdeburg (DE)

Over the next five years the programme will look critically at the different dimensions in which technology may be an asset or a liability to environmental issues, sustainability of future leaving, and social inclusion, tolerance and justice towards humans and non-humans:

2023: Expanded identity debating how Artificial intelligence and Deep Fake are affecting our everyday lives and decision making

2024: Creative Making and DIY for peace highlighting open accessible practices and strategies to prevent conflicts.

2025: Repairing the future will discuss how science and technology can contribute to repair effects of climate change

2026: Why multispecies? will focus on human-non-human-machine interactions

2027: Caring and sharing will focus on how we can envision strategies of caring for the others and the environment while sharing and disseminate its open knowledge

In 2027, a summit will bring together experts and politicians to reflect about the role of digital and media art in the implementation of **New European Bauhaus agenda**, putting Aveiro in the upfront discussion of sustainability and digital development.





■ GAME CHANGER

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 Changer 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 different generations. Gaming culture is a lot about ethics and politics, if we think about the way we connect anonymously to share emotions while exploring fictional and imagined universes. In 2027, this project will result in a **gaming summit** and practical **workshops**, where new trends in utility gaming will be discussed and reflected on. But the immense creative talents and fanatics of gaming will not be set aside, as this project will create **network meetings and gaming hekatons** among other activities.

CURATOR Nelson Zagalo **PROMOTER** University of Aveiro **PARTNERS** TICE.PT Cluster (PT), Atragames (BR); SBGames (BR); DiGRA (EU); Centre of Excellence in Game Culture Studies (FI), Gamehabitat, Game Assembly (SE), City of Malmö, Rouen 2028, Liepāja 2027

■ MATTER, MUTABILITY AND ALGORITHMS: CERAMICS AND DIGITAL MEDIA

A project that brings together two main artistic fields of research — media art and ceramics — as a contribution to innovative knowledge in the trans-disciplinary field of technology, science and artistic research. A **multimedia site-specific installation** will be the result of a collaborative process with the local **ceramic manufacturers**, the University of Aveiro and the University of Applied Arts of Vienna, taking advantage of the singular research context offered by both Universities.

The project will investigate the specific material conditions of porcelain as a potential strategy for the expansion of new politics of ecology and media. The artistic concept will be developed along with the specific conditions of space and time observed and experienced by the artists-researchers.

CURATOR Ruth Schnell (AT) and Patrícia J. Reis **PROMOTER** Aveiro Municipality, Teatro Aveirense **PARTNERS** Digital Arts Department of the University of Applied Arts, Vienna (Austria), University of Aveiro

■ PERIPHERAL OPERA

Opera, as it is today, represents the most conservative and predictable artistic ecosystem in the world. However, it's not opera's fault, but the system's. 75% of all opera performances around the world come

from the work of four composers alone: Mozart, Verdi, Wagner and Puccini. They'd probably be flattered but also a bit mad to know that, centuries past, we keep listening to the same and nothing but the same.

Peripheral Opera exists to **prove that what has nowadays become the most conservative art form can turn into the most exciting and innovative of all**. Taking Wagner's idea of Gesamtkunstwerk seriously, Aveiro proposes opera that goes digital, queer, post-industrial, pop, electronic, shocking, social media-based, easy listening and much more. This project aims at reinventing the business of opera by bringing together creators from the most diverse fields and presenting operas that make you feel like this art is alive again, taking place in unexpected locations, tackling the most surprising topics of contemporary life.

CURATOR Martim Sousa Tavares **PROMOTER** Orquestra Sem Fronteiras **PARTNERS** SAMP_Pousos Artistic and Musical Society (PT); ENOA_European Network of Opera Academies; RESEO_European Network for Music and Dance Education

■ PARALLEL

Parallel is a European platform to promote new names and languages in photography, which are "parallel" to the established and consecrated circles of legitimisation. In 2027, Aveiro will host an exhibition based on these principles, involving a great diversity of international creatives, and promoting a horizontal and **close connection between artists and curators**. There will be a showcase of what is being created within this platform, for expanding photography beyond the renowned museums, art centres and galleries, testing new ways how images shape next generation's lives and imagination.

CURATOR Nuno Ricou Salgado **PROMOTER** Parallel – EU consortium **PARTNERS** Fondazione Modena Arti Visive (IT); FORMAT International Photography Festival – Derby Quad (UK); Foundation of Visual Education – Photo Festival (PL); Galleri Image (DK); ISSP Riga (LV); Kaunas Photography Gallery (LT), Landskrona Foto (SE), Le Château d'Eau (FR), Organ Vida (HR); Odesa Photo Days (UA), Photolreland (IE); Robert Capa Contemporary Center (HU); The Finnish Museum of Photography (FI); The Eyes Publishing (FR); UGM – Maribor Art Gallery (SL), YET Magazine (CH)

■ SALICÓRNIA

Promoted by Faina, local music collective from Aveiro clubbing scene, Salicórnica will be a festival where artists from the **electronic and dance field will meet, play and party** like there is no tomorrow.

From deep house to techno or experimental music, this festival will be the salty-spicy ingredient from our programme like salicórnica, the wild halophilic plant that grows in the salt pans (marinhas) of Ria de Aveiro and which is well known for its salty-juicy flavour much appreciated in contemporary cuisine.

During a long weekend, several stages on Costa Nova beach – and some secret spots in the city – will

mix sounding names from the dance music panorama with international musicians, producers and DJs like Dan Ghenacia (FR), Traumer (FR), Ion Ludwig (GR), Whitenoise (IT), and local and Portuguese talents like Lazer MikeFragoso, Dave, Andy Book, Dirty Flav or António Bastos. Salicórnica will work to be a zero-carbon emissions festival, an accessible and inclusive event, safe and free of all kinds of misogyny, homophobic, transphobic or racism.

CURATOR Faina: **Intense Electronic Experience** **PROMOTER** Faina **PARTNERS** Aveiro Municipality; CIRA

■ PRISMA: LIGHT FESTIVAL

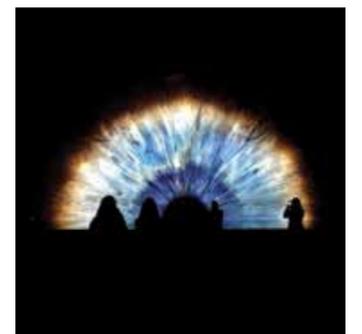
Prisma is a unique light festival held in Aveiro since 2018 with several successful international collaborations such as the ones with DEPOT 2015, the city of Pilsen and with Lumo Light Festival (Oulu).

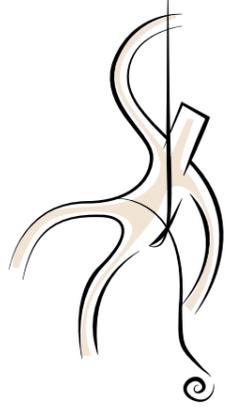
Prisma turns the city into an open gallery, where the audience can move freely, admire or interact with light design installations. The 2022 edition, under the ironic theme Fortress Europe, brought to the city artists like Luca Pulvirenti (It), Yasuhiro Chida (JP) or Pavla Beranová (CZ) to question the danger paradox of borders: Europe is still the major keeper of democracy but when in the face of a war, a crisis or an enemy, we keep arguing about rules of migration or how to save energy resources for ourselves. Prisma, as a public space art event, cannot escape reality. The 2023 and 2025 editions will look carefully into metaphorical and physical borders between cultures and people, giving the light a chance to break down the new walls growing in Europe.

In 2027, Prisma will be pushing its limits and, under the theme of **Celebration of Creativity**, will be the main closing week event of Aveiro 2027.

Guest artists, relying on the knowledge that the School of Videomapping brought over the years, will present several art installations based on work with the local communities, gathering thousands of Aveirenses around a **Chain of Light events**.

CURATOR DEPOT 2015/ArtShifters **PROMOTER** Teatro Aveirense, Aveiro Municipality **PARTNERS** University of Aveiro, Lumo Light Festival (Oulu), Oulu 2026, Liepāja 2027, EFA





OPENING EVENT

The opening ceremony of Aveiro 2027 will have the blessing of **São Gonçálinho**, Aveirenses “dear child” and a mythological character that is not exempt from controversy. São Gonçálinho is known as **the matchmaker**, a popular symbol in the Beira Mar genuine neighbourhood, both for his religiosity and his pagan playfulness spirit.

Aveiro celebrates his cherished saint São Gonçálinho (side-by-side with Santa Joana) with one of the most unusual traditions in Europe: throwing the giant pastries “cavacas” from the top of São Gonçálinho chapel to people while playing popular music, dancing inimitable rhythms and singing unusual songs in a communion ritual involving young people, elderlies and families. São Gonçálinho’s collective ownership has been at the heart of this community for centuries. Every year, from January 7th to the 11th, devotees celebrate and come to terms with life by sharing the sorrows and joys that “our little saint” also had to endure.

Nevertheless, the identity and origin of Saint Gonçálinho are subject to debate. Some maintain that he is the blessed Saint Gonçalo Garcia, born in India, son of a Portuguese father and Indian mother, who was the protector of the Brazilian *Pardo* (or mulato, descendent of Portuguese African people), and celebrated since 1745 in the festival *Redenção dos Pardos* in his honour in Recife, Brazil.

São Gonçálinho is, therefore, an inaugural character for the **miscegenation of cultures and people** from three continents and both Atlantic and Indian Oceans.

We intend to put forward some thoughts about the Saint Gonçálinho festivities and contribute towards unravelling the enigma of the identity and origin of our “dear child or little saint”.

São Gonçálinho will follow us all year round. We want

to keep it alive as a supportive observer and a tricky and naughty partner, always ready to participate and to surprise us with extraordinary interventions, mystic signs or just childish provocations.

A group of international and local artists will bring to life those dreams inspired by **São Gonçálinho** in a collective performance that will be the hotspot of the celebrations and give the kickoff to the amazing year ahead. The opening event of Aveiro 2027 will highlight a journey that will bring to life ideas that we didn't dare to think of before ECoC. Starting on 14 January 2027, we will transform the city for a few days into a huge contemporary **Open Gallery** that will gather all the eleven municipalities of Aveiro region, with ongoing events that will already be the result of the creative and collaborative work we will begin in 2025.

At the end of the week, we will see the result of the **Aveiro Connections** platform, a project starting in 2025 that will allow **matchmaking** people worldwide and voluntary collect **their memories** (photos and short stories), making them **co-creators and participants** of the opening event **Aveiro Live**.

Aveiro Live will happen on the night of 16th January: a large-scale video mapping and media show, virtually engaging people around the world that have been gathered via the **Aveiro Connections** platform, will support a digital and performative set up allowing direct communication with the audience, exploring the image and mythology of beloved São Gonçálinho and **introducing the five elements that inspired the city into the future**.

We will evoke local references and traditions (like the “World Craziest Boat Racing in Ria de Aveiro” that gathers DIY boat experiments). Still, we will also bring artistic content from past and present ECoC cities (like Latvian singing tradition), sister cities of Aveiro around Europe, and the Atlantic relations with Africa, Asia, and Brazil.

OPENING EVENT São Gonçálinho – The Matchmaker Aveiro Live | Aveiro Connections | Open Gallery
PROMOTER Aveiro 2027 VIDEO DIRECTOR Jérémie Bellot [AV-Extended], France **MUSIC COMPOSER AND COORDINATOR** Ena Eno [AV-Extended], France **SCRIPT AND PRODUCTION** Jiri Suchanek [artshifters.eu], Czech Republic **TECHNICAL MANAGER** Miguel Craveiro [Teatro Aveirense]



CULTURAL CAPACITY AND INNOVATION

The city of Aveiro will **strengthen capacity and supercharge the confidence, visibility and voice of the cultural and creative sectors**. We will continue to nurture an enabling environment where artists flourish, cultural organisations show resilience and innovation, and creative enterprises build sustainable and inclusive activities. Our aim is to **encourage a sense of creative imagination** in how the city 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, not to the few.

We are **artist-centred**, recognising that it is through a diversity of cultural expressions that an impactful cultural sector can thrive.

Plus, we are motivated by **unlocking the power of collaboration** – between individual artists and cultur-

al organisations, community practice and enterprise, and culture and education.

To achieve this aspiration, we need to sensitively **nurture and connect the assets and qualities** of our cultural and creative talent base, providing pathways for entry for people of all communities and facilitating a dynamic community of creative practice and participation. Put simply, we need to **raise our game to ensure a cultural and creative future**.

Our cultural and creative sector is fragile and lacks supporting mechanisms to promote its sustainability and growth. For our artists and cultural organisations, their existence is precarious. There is work to be done to **build effective models for audience development, partnership, investment, governance and innovation**.

But we are proactive in our approach to this reality, with an ambition to establish a **resilient and sustainable ecosystem** that can drive value and deliver impact across the city and its region. Our **Cultural Capacity and Innovation** programme, based on the idea of **Attract Retain Train (ART)**, co-designed with the sector, University of Aveiro and regional and international partners, will provide the catalyst for **long-term culture-led city-making**.

ART will promote several training and learning programmes for cultural and public organisations, services and professionals, international mobility programmes, development of new technologies and support services and offices, and an incentive programme which will co-fund up to 150 new artistic productions by 2030. It will focus on three dimensions - **training, incentives, and spaces**:

TRAINING	INCENTIVES	SPACES
<ul style="list-style-type: none"> Develop training programmes for the entire value chain of the CCI Sector in areas such as production, management, marketing, digital content, social impact and engagement Empower local agents with new skills to tackle fresh cultural challenges: wellbeing, gender balance, climate change, ethical practice and more Develop international mobility programmes which attend to global challenges and mobilise pan-European collaboration Create traineeship programmes, internships, and residencies for young creatives in local businesses and organisations across all sectors 	<ul style="list-style-type: none"> Promote access to funding, fair remuneration and inter-sectorial cooperation and ideation Ensure an attractive grant and voucher system to fund career progression, incentivise re-skilling, and support – economic instability Develop “Urban Challenges” open calls for young artists Support social entrepreneurship programmes for young CCI agents with specific incentives for collaborative practice and artistic production 	<ul style="list-style-type: none"> Develop working spaces for creative agents, in our “Tools for Transformation”: Community Culture Club, Living Places Lab, Creative Change Academy and Artistic Intelligence Factory Promote collaborative, bottom-up and multidisciplinary activities – within spaces operating as culture-led impact hubs Promote cultural activities within public spaces, connecting the city centre to neighbourhoods and catalysing cultural practice in harder to reach communities Develop a digitalisation programme for cultural organisations – leveraging expertise in extended reality (VR, AR etc.) – to pioneer new approaches to immersive and multi-sensory culture

THE MATCHMAKER



Catalysed from the previous activities, the Cultural Capacity process is embedded across the overall artistic programme:

PROGRAMME LINE	CULTURAL CAPACITY ACTIVITIES	PROJECTS WITH SPECIFIC CAPACITY-BUILDING ACTIVITIES
WALKING ON AIR	<ul style="list-style-type: none"> ■ Social and empowerment actions: local NGOs, communities, associations ■ Accessibility and inclusion pathfinders ■ Audience development interventions ■ Artistic and cultural coaching: for local NGOs working in art and culture and working with communities 	<ul style="list-style-type: none"> ■ Breaking Walls ■ Open City ■ Film coMission ■ Based on a True Story ■ Moving On ■ We Dance ■ The Happy Circuit
HEALING THE EARTH	<ul style="list-style-type: none"> ■ Sustainability, Science and technology learning and exchange for students, researchers and artists ■ Carbon footprint ■ Food and Circular Economy ■ Art, Science and the Ocean: culture and the blue economy ■ Landscape and architecture ■ Sustainable design 	<ul style="list-style-type: none"> ■ One Ocean ■ Refeitório ■ Bike Culture ■ Amphibious ■ Architecture and The People ■ Out of the Blue ■ Greater Green
LIVING AS WATER	<ul style="list-style-type: none"> ■ Artistic and cultural practices: performing arts (music, dance, theatre, circus) ■ Specific training on general art and culture areas: management, communication, educative services, technical, artistic, and curatorial fields (for professionals and non-professionals local agents) ■ Professional training and actions for young artists professionals ■ Political, social and contemporary culture issues 	<ul style="list-style-type: none"> ■ Bairro Europa ■ Open Port ■ Festival dos Canais ■ Critical Cities ■ Aorta ■ Atlantic Poetics ■ Flavours of Compassion ■ Marimba
PLAYING WITH FIRE	<ul style="list-style-type: none"> ■ Art, media, digital, science and technology: for students, researchers and artists ■ STEAM Education ■ Music and new digital markets ■ New media ■ Design and craft ■ Future scenarios design 	<ul style="list-style-type: none"> ■ Aveiro ATM ■ MTFLabs ■ Sound System ■ Prima_Craft ■ Demos ■ Prisma – Videomapping School

CULTURE24.ONLINE DIGITAL CULTURAL PROGRAMME

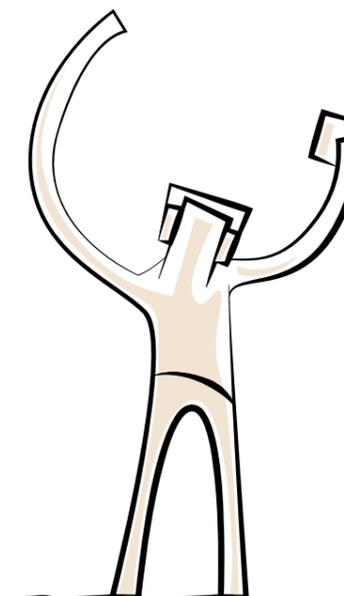
We see the *European Capital of Culture* as a dynamic programme. It transforms and recreates itself, triggering more and more communities that go beyond the usual dynamics of events concentrated in time and place. With all the possibilities the digital brings, time expands, creating new opportunities to offer cultural experiences that can go beyond traditional frames. If we add the digital layer to the physical one, and design exciting online content, an ECoC day quickly becomes 36 hours of touching stories, ideas, images, sounds and emotions.

Our **Culture24.online** is the platform where artists and audiences will engage before, during, after and beyond the physical Aveiro 2027 cultural programme.

This is not just a streaming service for live events. It's our take on the infinite possibilities the digital creates to developing new artistic content and experiences, from digital radio to podcasts or videocasts, from making-of documentaries to online talks and interviews, from video classes to virtual exhibitions, from storytelling literacy to Do It Yourself creative content, from artistic commissions to digital culture clubs (each one with its own cable TV channel).

Built with the active collaboration of our artistic programme team, it's an innovative device for creatives but also a powerful outreach tool and a solid legacy project since all this content will remain available after 2027. With our two main partners, **Altice Labs** (the R&D department of the Portuguese major telecom company) and **Canal 180** (the only Portuguese cultural TV Channel), we'll develop a powerful and versatile digital platform able to be shared with other ECoCs like Liepaja 2027, who already confirmed interest in co-own the platform.

Culture24.online is an opportunity to expand, deep-



en and diversify our cultural programme, but also to offer everyone the chance to customise his/her own Aveiro 2027 experience as a visitor, a creator, a participant or a volunteer. This platform will connect with existing infrastructures such as Discord, Clubhouse or Kahoot and follow references like NTS (an innovative digital radio service) or *Serving the People* (a decentralised platform providing an interaction hub for artists to meet their peers). The project will have its own capacity-building approach in partnership with the University of Aveiro, engaging students and researchers in creating digital content and linking with new trends like blockchain or NFTs.

Culture24.online will have an **app version** which will allow users to

- Create a tailor-made ECoC experience (calendar, directions, ticket booking, volunteering registration)
- Interact with events (sharing, commenting, creating communities of interest)
- Benefit from loyalty schemes (discounts, merchandising, private access to meet the artists)
- Take part in gamification experiences.

Finally, **Culture24.online** will support our interactive **Aveiro 24 Virtual Windows**, a network of screens with cultural content available 24 hours in public buildings and transport, neighbourhood centres, etc., in Aveiro or any part of the world.

AVEIRO REGION LET'S GO TOGETHER!

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. With a diversity of initiatives, genres and expressions these events will offer a stage for intergenerational and intercultural dialogues, taking the engagement of the Region in Aveiro's Cultural Programme even further. With CIRA and all the 11 municipalities as main promoters, some of these events will be fun and exciting experiences for everyone. These are: the **Carnivals** of Ovar, Estarreja and Oliveira do Bairro; traditional festivities and fairs like **Feira de Março** (Aveiro) and **São Paio** (Murtosa); urban, creativity and arts festivals like **AgitÁgueda** (Águeda), **Estau** (Estarreja), **Rádio Faneca** and **Leme** (Ílhavo), **Festim** (intermunicipal world music festival), **MOB – Festa da Música e dos Músicos** (Oliveira do Bairro) and **Maio do Azulejo** (Ovar). Also, a great reason to explore the Region is Aveiro's unique flavours are the many wine, gastronomy and food festivals and events, like **Gastronomia de Bordo** (Onboard Gastronomy festivals in Ílhavo and Murtosa), **Feira Nacional do Mirtilo** (blueberry fair, Sever do Vouga), **Vagos Sensation Gourmet** (Vagos), **Aqui na Bairrada – Beber e Saborear** (wine and food festival, Anadia) and **Festival Pão de Portugal** (bread festival, Albergaria-a-Velha). **PARTNERS CIRA and the 11 municipalities, twin and ECoC cities.**



Q7

PROCESS FOR CHOOSING EVENTS

The projects in this programme are just like the city's surrounding reality, in constant evolution and addition. Being aware of more than a collection of self-contained initiatives, Aveiro has wished to establish paths for thoughtful and continued creation and experimentation. Should the city get the ECoC title, it is very likely that more ideas will add to these, while pre-existing projects will see further development and internationalisation.

Aveiro wants many more people to get involved in creating and enjoying its cultural offer and benefiting from an environment of curiosity and endeavour. For that reason our Programme Director and Artistic Team will lead the development of the projects and the process of choosing events, advised by experts from different backgrounds and fields within the Advisory Board.

The main goal of this team is to guarantee that every project connects with Aveiro's artistic vision and matches the desired standards of artistic excellence and conceptual meaningfulness. At the same time, it attends to several entry gates for incoming projects, having established links and a working basis within the cultural ecosystem and with national and international artists, organisations, and institutions.

From the get-go of our application, we have built this cultural programme based on processes of **co-creation** and **co-approach**. This will continue to be our guiding principle for adding and selecting projects, involving different people in shaping and designing activities through:

- **Individual conversations and invitations** to local, national and international artists, curators and culture agents for artistic commissions, residencies, and other forms of participation and project design. Our flagship Bairro Europa or Digging Tunnels, are examples of projects that came up from the direct involvement of different kinds of professional agents.

- **Co-approach with international partners**, which is inspired by our matchmaking São Gonçálio for matching initiatives of international partners (e.g. other ECoC cities with the ones of Aveiro 2027, and vice-versa), as well as for co-designing and developing projects with an international scope. This type of cooperation enables a deeper connection between partners, as they are gatekeepers of their own culture networks.

- **Co-creation with local communities**, especially with our Community Culture Club tool set out in our Programme (Q6) and Outreach. In short, we will continue holding meetings, discussions and workshops for

auscultation, ideation and co-creation with organised groups (e.g. a school, a senior association or other NGOs) but also incentivise communities with shared interests to collaborate and propose projects as well.

- **Open calls, forums and meetings** are examples of transversal mechanisms for bringing fresh ideas and partners to our programme, e.g. in the Regional Culture Forum held in July 2022, culture agents based in the Aveiro Region were able to manifest interest in collaborating with existing projects or proposing their own ideas. We also plan to open thematic calls for project ideas, residencies and other types of collaboration under specific (e.g. Prisma) and community-based projects, like the flagship Breaking Walls.

The Programme team ultimately curates the role of Aveiro as a hub for dialogue and participation and guarantees that any person or organisation wishing to get involved is shown an open door. At the same time, all of these people (professional or not) have to comply with programme criteria for ensuring the quality, diversity, coherence and relevance of each project, like:

- **Relationship and relevance for the Programme's concept** – The Fifth Element – **and themes** of each programme line.

- Contribute to the **international dimension**, meaning addressing common European themes, involving European communities, partnerships, networks, collaborations, and attracting European audiences.

- Include **artistic and cultural diversity, experimentation, or innovation**, as well as hybrid formats of creation and communication, e.g. combining local traditions/cultures and contemporary artistic practices/ new formats

- Plans for **audience development and participation**, considering measures to promote inclusion, diversity, equity and accessibility (IDEA).

- Consider the active participation of local, regional and national structures, professional or non-professionals, individual or collective, expanding the **geographical and disciplinary scope**.

- Plans for ensuring **sustainability**, reducing the project footprint, eco-design, etc. □

Q8

COMBINING CULTURAL HERITAGE AND NEW, INNOVATIVE AND EXPERIMENTAL CULTURAL EXPRESSIONS

This bid book is built on the ideas and values presented in the pre-selection phase while incorporating the idea that cultural heritage is not just physical but also intangible. There is generational heritage in the form of knowledge and tradition that vanishes as the elders disappear, and Aveiro is unwilling to let that go. Projects **Memória.Futuro** (included in Bairro Europa)

and **Museum of Us** are examples of Aveiro's commitment to linking its past with its future. Aveiro's distinctive Art Nouveau style is also looked at anew and crossed with New European Bauhaus principles in our project **Nova Arte Nova**.

Salgado de Aveiro (Aveiro lagoon salt pans landscape) is bidding to become a UNESCO world heritage. The decision taken by the Municipality of Aveiro in the framework of this bid represents the awareness that this unique and centuries-old trait of Aveiro is severely endangered. The salt pans have always been a natural landmark and economic driver of Aveiro, and while in the early 20th century, there were over 300 active salt pans, nowadays, they are down to a mere seven. The interpretation and creative revaluation of traditional processes and products resulting from harvesting sea salt are reflected in the **Salt Terræ** project.

The city is also taking measures to ensure that the diversity of its cultural ecosystem is preserved, an example being the project **PRIMA_Craft**, which combines artisanal practices present in the Ria de Aveiro with new techniques and innovative aesthetics, materials and design, considering new ethical and sustainable principles and uses. Likewise, the **Artistic Ceramics Biennial and Azulejo: The Storytelling** intend to boost experimentation and creativity with the production of contemporary ceramic pieces, forging new trends in ceramics creation, education, and training, and promoting ceramic art installations in urban scenarios, made by well-known artists like Joana Vasconcelos and Miguel Januário. And taking ceramics even further, **Matter, Mutability, and Algorithms: ceramics and digital media** will involve a research process for creating a multimedia site-specific installation in collaboration with the local ceramic manufacturers and the University of Aveiro.

A historical landmark deconsecrated Capela de São João Evangelista, a staple of Portuguese baroque architecture finds a second life as it becomes the scenic home of a sound installation driven by rising sea waters in the **Chapel of the Blessed Earth**. Actually, combining historical and heritage public spaces and futuristic art installations based on new technologies (AR or video mapping e.g.) is the main life purpose of **Aveiro ATM** (Criatech) and **Prisma Light Festival**. The development of innovative and technological tools to enable the recreation and re-interpretation of historical figures, lost buildings and heritage places and objects connected to Aveiro is one of the goals of **Augmented Culture**, is designed to foster creative and artistic new pathways in the fields of AI, augmented reality as well as digital ethics. And **Culture24.Online** will become an important platform to ensure that every project in our programme can use digital technology to create or disseminate cultural and artistic content.

The project **Peripheral Opera** will reinvent the genre of opera shifting this artform into an exciting and innovative expression by going digital, queer, post-industrial, pop, electronic, shocking, social media-based, easy listening and much more, taking place in unexpected locations. □

Q9|10

INVOLVEMENT OF LOCAL ARTISTS AND CULTURAL ORGANISATIONS

EXAMPLES OF PLANNED COOPERATION WITH LOCAL ARTISTS AND ORGANISATIONS

Aveiro has taken decisive steps to achieve an all-inclusive cultural programme, designed not only to welcome all, but also to be implemented by participants and partners at local and regional levels. Aveiro's Long Term Strategy foresees the engagement of its local communities but also, not less important, its regional counterparts, and actually resulted from several discussions and focus groups with these actors.

Likewise, the strategy to deliver the ECoC programme includes the local and regional while connecting it to the international and bringing the two levels into fruitful interaction. In order to get everyone tagging along with us, Aveiro devised projects that leverage and harvest creativity at a local level.

As mentioned in the Outreach section, under the bidding process we developed an auscultation and participation process involving civic groups and local organisations. One of these was a Culture Group with more than 150 local cultural agents from and/or operating in Aveiro, which became our **Culture Collaborative Network**. Its goal is to bring together local agents to develop ideas and co-design collaborative projects with their peers. As we held meetings and workshops, local agents became a central part of our programme's DNA, inspiring projects like **Ramal**, promoted by **4iS**, a social innovation organisation that will lead a participative project and artistic interventions connected with Aveiro's old railway, Linha do Vouga, and **Bike Culture**, promoted by **Ciclaveiro**, which will bring us a multidisciplinary programme of activities having as main protagonist our favourite sustainable transportation: the bicycle!

In parallel, we've also invited established arts and culture organisations and local professional artists such as **Sons em Trânsito**, a music production agency with a relevant international portfolio which will further curate **Act Now!** project. **Navalha- Associação Cultural** (local cultural organisation) and artist/curator **Hugo Branco** will explore urban and contemporary cultures in partnership with cities facing rising sea levels in **Digging Tunnels**; Theatre company **GrETUA** and its artistic director **Bruno dos Reis** will reflect on European democracies through performance and theatre productions – **Navio de Espelhos** project.

Out of the more than 100 proposals received in our open call for artistic projects, around 60 were submitted by local or regional agents and resulted in pro-



grammes like **Sound System**, which will develop the local music ecosystem sustainably and innovatively. The same project will connect and showcase the work of a handful of local musicians, for e.g. the aveirense-Venezuelan musician **Johnathan Silva**, who participated in our open call. In fact, there are a lot of musicians, music schools and music businesses in Aveiro that showed up and reconfirmed interest to participate in Aveiro 2027 in our Regional Cultural Forum, an event organised in July 2022 to strengthen the involvement of regional culture agents and organisations.

The Forum was attended by one hundred cultural agents of all municipalities of the region and several projects were proposed, partnerships established and joint objectives were drawn. An example is a lecture-concert by two young musicians living in Aveiro, **Vasyl Tsanko** and **Samuel Marques**, called "The War through the Eyes of Music", to be connected to **European Crossroads** programme. Special attention was also given by participating artists to inclusion and accessibility, and that's why many had shown interest in collaborating in projects like **Moving On (Jobra/Albergaria a Velha)** or **Breaking Walls (Clube de Ancas/ Bairrada Cine Clube, Anadia)**, bringing their own talents, ideas and skills to improve each programme.

The flagship project **Breaking Walls** goes hand-in-hand with **Community Culture Club**, assuming everyone can play a relevant role in our artistic programme. There are projects already emerging from them, such as **Adults Free** and **Functional Diversity**, detailed in the Outreach section.

Moreover, each of the 11 municipalities of the region will be Aveiro 2027' guest city during one month in 2027, with featured projects happening in every city during the ECoC year. Besides this, relations of cooperation and institutional ties can be seen in the participation of cultural organisations of the region across this programme. **Libraries, museums, theaters** and other cultural institutions will host ECoC projects like CCCs and **Refeitório** (linked with gastronomy and food production) or more specific ones like **Oh My Cod!** (with Ílhavo Municipality and its **Maritime Museum**) and **Azulejo: The Storytelling** (with Ovar Municipality).

Other few examples illustrating the diversity of partnerships established and challenges assumed by Aveiro and its counterparts are represented in projects like **■ No Island is an Island** that combines the expertise and research of local journalist **Maria José Santana** with the resources and networking capacities of **Museu de Serralves** (a distinguished contemporary art museum located in Porto, of which Aveiro is a co-founder) in a cross-relationship between the creative inputs of an individual with the curatorial power of a world-class institution.

■ Open Port will present an extensive theatre programme involving not only **Teatro Aveirense** but also **eight other theatres from the region**, in serving as hosts for visiting creators and productions co-productions. Its aim is to establish the framework for a newly-formed resident theatre company (CITA), with a network of partnerships with some of the most exciting theatre institutions across Portugal and Europe. □

EUROPEAN DIMENSION



Q11

ELABORATE ON THE SCOPE AND QUALITY OF THE ACTIVITIES:

- A) PROMOTING CULTURAL DIVERSITY OF EUROPE AND INTERCULTURAL DIALOGUE.**
- B) HIGHLIGHTING COMMON ASPECTS OF EUROPEAN CULTURES, HERITAGE AND HISTORY, AND EUROPEAN THEMES**

Our time feels like a ticking bomb. Our World seems full of complexity. We mean this not just as a diffuse feeling – but as a very concrete, close to home, close to the skin experience that affects our daily lives and our minds. The 21st century has pulled us into numerous challenges like climate change, experiences and traumas of Covid-19. This year has made it even more intensified with the geopolitical escalation in Ukraine, we are witnessing the return of tragedy on European soil, and a tragedy of consequences for the poorest on the African continent and beyond. **Our Atlantic and European dimension shows to be something much more crucial and relevant this time around.**

Whilst we feel the Atlantic as a strong part of our European dimension, these days, we do look East with solidarity towards our Latvian and Baltic friends where the Eastern borders continue to be in (un) rest. We stand in solidarity with Ukraine, Moldova, Bosnia Herzegovina and other candidates who see their future as a part of the European Project. The Atlantic relations to Africa and South America move our community's roots, the UK connection is still rele-

vant to us as Europeans. With that said, Aveiro wants to emphasize the importance of this time to unite as one world on planet Earth and think globally and collaboratively for its survival.

We believe that Culture as **The Fifth Element** anticipates a roadmap in thinking "out of the box" on how the whole elements of relations interconnect and **make future-cities (2030)** and the **Next-generation World (2050)** work. We want to ask the right questions and generate a free-flowing space to imagine and feel how to unlock and transform our elements into contemporary versions. To make this city and other cities like ours more resilient, cohesive, democratic, and sustainable for the future.

THE FIFTH ELEMENT AND AIR = COHESIVE CITY

A lack of cohesion among people and groups is what we share with many cities in Europe. It takes a cohesive society to face the challenges we have in front of us and to build a future-proof city. What better place than Europe, with its long-standing tradition of striving for social cohesion to push the agenda?

For Aveiro, a mix of tools for co-creating, producing, and leveraging culture and arts will foster active participation and contemporary perspectives of our diverse cultural heritage. Cultural expressions are essential for creating a sense of community, yet they appear to be vanishing from the stage of social relations. By protecting and promoting the **richness of creation, multicultural expression and participation in cultural life**, we wish to empower local communities to envisage whom we can become as the **next generation of society**. We must set free paralysis to imagine the future and open the horizon with the right questions that will colour our **social imaginary** where a cultural deficit-shift to a **sense of belonging** is being nurtured. One of the most moving outcomes of the ECoC development process is the flagship project **Breaking Walls**. It aims to leverage results from **Community Culture Club** and creates a space for interaction amongst people from all backgrounds, especially those with disabilities or other limitations, to trigger a shared feeling of community through cultural co-creation.

We strongly believe Aveiro's bid for the **UNESCO World heritage** with Salgado Aveirense and the Molliceiro boat is a first step to protecting and promoting the richness of the ecosystem that has survived for several centuries and defines Aveiro's cultural heritage and identity with its four elements. This will be the main mission of the flagship **Sal Terræ**, which will also highlight the impact of salt on European cultures. **Aveiro Film coMission** responds to our need to document our intangible heritage. In a partnership with the Centro Portugal Film Commission and intersected with our capacity-building tools, **Community Culture Club** and **Artistic Intelligence Factory**, we will open a cluster for producing and promoting films where local and international cinematic sceneries, artists, filmmakers, and people of Ria de Aveiro will come together to learn, stage and turn stories in-



to movies. By addressing Culture as a global public good, we want to ensure that the 2005 Convention is present in our creative economy. Projects like **Moving On** and **Based on a True Story** will demonstrate how culture and health come together and are a powerful tool for improving the quality of living and well-being of citizens, as well as for breaking both mental and physical barriers.

THE FIFTH ELEMENT AND EARTH = SUSTAINABLE CITY

All life on Earth is made by **one Ocean** and unites us all as **one Humanity**. And for Aveiro specifically, the Atlantic dimension not only comprises what lies overseas – but also the element that lies between. The ocean. Our world's oceans produce oxygen, regulate climate, provide food and much more – 3 billion people across the world rely on the ocean for their livelihoods. In Europe, 40% of neighbourhoods source their cultural, aesthetic and recreational values from this global element – present from the North to the South.

Our duty is to heal the Earth by creating a sustainable future with collective and accelerated effort, and the **United Nations Decade of Ocean Science for Sustainable Development 2021-2030** is a closely related mission and a shared responsibility. **One Ocean flagship project** will put the region at the forefront of this global agenda by working internationally beyond Europe and the Atlantic. Our cultural tool **Living Places Lab** will be a platform to unite people, places and species, building capacity towards thinking and acting globally and collectively in the local field.

With the first conference of the **New European Bauhaus Goes South** that took place on 13th October 2022, we have joined southern nations to embrace geographical commons and cultural legacies by signing **Aveiro's Manifesto "Ecosystem living in Europe Aveiro 2030"** together with members of the Culture Next, EIT Culture & Creativity, MTF Labs, NEB Goes South pursuing the **European Green Deal** pathway (with city projects Green Labs bidding for EU Horizon funds and the already existent Aveiro Sustainable Habitat).

As a European Union and community, it is our shared responsibility to make sure there is well-being and health for the next generation of living species to come. Our project, **Architecture and the People**, will underline the importance of natural resources and habitat adaptations developed over generations in the Aveiro region landscapes. Today is our turn to stand up against careless attitudes and help prevent Ria from disappearing in a few decades. In partnership with Serralves Museum of Contemporary Arts, the **No Island Is an Island** project will allow everyone to immerse themselves into Ria de Aveiro and its 12 distinctive islands through land art installations created by international artists. The project **Amphibious** will present us with emerging ideas of transitional (natural and human-made) fluid ecosystems between land and water.

The increasing number of climate events in the Global South, like rising temperatures, heat waves, desertification, and drought, demand a joint effort to strengthen our ability to cope with threats and take care of geographical and cultural legacies. **Out of the Blue** will intensify our understanding of Ocean marine life in the era of overwhelming **man-made pollution**. The project **Digging Tunnels** will deepen mutual awareness of the **rising sea level**. The ocean is, in fact, our main asset in making a dialogue between places, people and food. **Refeitório** will invite people to gather around the table and engage everyone through a revolution of future food. We must break down the complexity behind the sustainable use of resources in a playful, inspiring and multisensory way that embeds gastronomy culture from farm to fork.

THE FIFTH ELEMENT AND WATER = DEMOCRATIC CITY

Cultural diversity gives us an insight into the inner landscapes of how other people around Europe and the world live their lives and how they experience and dream of their world.

Learning through culture and art is a gradual, mutual, and **dialogic process**. The latest International Cultural Relations report (Voices of Culture) has highlighted that the practices and the very paradigm of **global international cultural relations** (ICR) must be constantly evaluated with four considerations – equity, space, access and time. To enhance them as **guiding principles for a diverse, equitable and inclusive society**.

To create a sense of togetherness in the global community, we need storytelling of a kind that amplifies community responses and more stories that actually make a story about the future – beyond the horror scenarios circulating in the media.

One of our most ambitious flagship projects, **Bairro Europa**, aims to exponentially increase the knowledge among the 27 countries of Europe with a one-year programme of public space interventions inviting European artists and communities to take over the main neighbourhoods of the Aveiro region.

The flagship **Act Now!** and the democracy festival **New Deal of Arts and Politics** will critically interact with the cultural awareness of Europeans of what it means to think and act politically today. These projects will invite exploration and invent new arrangements arising from creative engagement with arts, politics, and activism. **Critical Cities** is a project on the contemporary debate about democracy and policy-making and how civilizational challenges such as decolonisation and gender equality impact urban transformation.

The Atlantic dimension will be explored by **Aorta: CircusNavigation**. The experimental platform for circus, performative, and indigenous arts, will aim to amplify the knowledge and stories of peoples and cultures of the Atlantic and the Lusophony. **Open Port** includes a network of theatre companies throughout Europe and the world to forge col-

laborative theatre and dramaturgical productions about contemporary challenges while also building a brand-new theatre company in Aveiro with an international dimension.

THE FIFTH ELEMENT AND FIRE = RESILIENT CITY

According to the OECD's "Culture Fix" (2022), almost 40% of people with cultural and creative jobs are employed outside the CCI sectors, highlighting the value of creative skills for the whole economy. Cultural and Creative sectors provide innovation in a broad range of processes. Workers in these sectors are generally highly skilled and their **jobs** are more **future-proof** (only 10% of these jobs are at high risk of automation compared to 14% in the general labour market). We are keen on building a capacity that boosts interdisciplinary work and extension of the STEAM education methodology and actively uses digital and scientific resources in the **Artistic Intelligence Factory**.

In our Aveiro Tech Week in October 2022, we welcomed the representatives of the European Institute of Innovation and Technology (EIT) Culture & Creativity and built contacts that will facilitate our involvement in the transformation of Europe's CCI sectors towards resilient futures. Hence, the flagship **Aveiro ATM** will create a space where art, technology, and digital innovation will take the city towards becoming a springboard on Europe's map. At the same time, **Beetcoin** will serve as a testbed for crazy and daring ideas around dystopian futures. Transnational creative perspectives will meet at the **MTF Labs, Design Futures** and **Prima_Craft** as mediators for innovative and sustainable tools, methodologies and products, serving as a base for leveraging Aveiro's bid for the **UNESCO Creative City of Design**. To amplify the **Sound System** from Aveiro across Europe and welcome outer space explorations **In Space We Trust!**

C)/D) FEATURING EUROPEAN ARTISTS, COOPERATION WITH OPERATORS AND CITIES, AND TRANSNATIONAL PARTNERSHIPS, AND TYPES OF EXCHANGES IN QUESTION

Aveiro – at the very edge of Europe and with the vastness of the Atlantic Ocean constituting and threatening our very existence at the same time. This might be the reason why we feel the urge and acuteness to form connections and partnerships in all directions. These days we find a lot of cities, initiatives, and organisations reaching out to us as much as we to them.

To capture this sense of mutual sharing and learning we decided to bring Europe and some of its key networks to Aveiro, during the very week in which our application was being finalised. Bringing our European partners to support us at this key moment in the process. But also, stress-testing Aveiro's ability

to cope with a big influx of eager and demanding visitors. This has given our application preparation a fitting finale, with Aveiro immersed in European and international discourse from cultural to technological, from entrepreneurial to educational.

The **Culture Next** network with representatives from 20 European cities met in Aveiro to discuss the impacts of culture on social development, specifically the improvement of the levels of health and well-being of the populations.

The European MESOC consortium, researching in this field, was also present at this meeting, representing international partners like eConcult (ES), KEA European Affairs (BE), DASTU - Politecnico di Milano (IT), University of Barcelona - School of Economics and Business (ES), Relais Culture Europe (FR), City of Rijeka (HR), City of Athens - DAEM (GR), City of Cluj Napoca - Cluj Cultural Center (RO), Worldcunch (FR), University of Rijeka (HR).

At the same time the city of Aveiro hosted one of the most important design laboratories of the **New European Bauhaus** – the NEB Goes South focusing on climate change and its impacts on Southern European countries. The newly formed CCI section of the European Institute of Innovation and Technology (EIT) that will go by the name **EIT Culture & Creativity** has held its very first meeting in Aveiro, bringing together 50 partners from 20 countries across Europe.

Also, the **1st International Meeting Tandem Regions/Off the Radar** took place in Aveiro by that time, promoted by 4iS social innovation in partnership with the Aveiro 2027, presenting methodologies and tools to enhance the cultural fabric within the framework of EU centred values. The promoters of these workshops are the international partners like COMM'ON (Greece), Creative Scene (UK), ARCADIA - Leeuwarden Fryslan 2028 (Netherlands) and TM@P -The Transitory Museum Pfyn (Switzerland).

Last, but not least, the European **network of STEAM education cities** also felt that Aveiro was the right place at the right time.

We feel these activities and connections to be pivotal to Aveiro's wish to become an international ecosystem and springboard where European cities, international artists, thinkers, and creative workers can come together to boost solution-driven innovation to current challenges. The aim is nothing less than to build future-proof cities for a future-proof Europe based on arts and culture, technology, creative economy, entrepreneurship, and innovation.

This is a process of increasing and continuous engagement and, since the beginning of our bid, Aveiro has started a lot of new partnerships inside and outside Aveiro 2027. A recent example is a partnership with Porto Digital de Recife in Brazil, who now aims to create an outpost of their organisation in Aveiro. In the following table, we highlight some of our most significant international partners, as well as international artists, operators and cities involved in our programme. However, many more are included in the project descriptions in Q6. □



THE ELEMENTAL PARTNERS THAT SUPPORT OUR TOOLS OF TRANSFORMATION

TOOL **COMMUNITY CULTURE CLUB** **Mapping Communities:** Off the Radar project partners, in collaboration with Tandem Regions: COMM'ON (GR), Creative Scene (UK), Leeuwarden Fryslan 2028 (NL), and Museum Pfy (CH)

TOOL **LIVING PLACES LAB** **Methodologies, expertise and strategic advice for sustainable placemaking:** Vinnova Sweden, Design Academy Eindhoven (NL), Placemaking Europe Network, Delta Lab (Rijeka Museum Quarter, HR), Bosch Alumni Network and International Alumni Center (GE), Organization of Ibero-American States, The Intergovernmental Oceanographic Commission of UNESCO, New European Bauhaus Goes South, Aveiro's partners of Green-Labs Project (Albanian and Spanish public organisations working on low carbon and climate resilient cities).

Safeguarding culture, nature and resources: ZEN (NO), Arcadia (NL), Oerol Festival (NL), Open Design School - Matera (IT)

TOOL **CREATIVE CHANGE ACADEMY** **Mapping glocal contexts and exchanging artistic and social matters in (decolonising) historic heritage:** Decolonising Arts Institute (UK), Museum of Black Civilisations (SN), CENDANA Malaysia; Museu Afro Brasil (BR), African Centre for Cities (ZA), Instituto Nacional das Industrias Culturais e Criativas (BR), Instituto de Investigação Sociocultural Mozambique (MZ)

Developing Sustainable Cultural and Creative Territories: Universidade Federal do Pará (BR); Regional Cariri University (BR); FIEC; FECOMERCIO (BR); CPLP, Atelier 231/ In Situ Network, European Festival Association, Festival Academy, A Soul for Europe

TOOL **ARTISTIC INTELLIGENCE FACTORY** **Cross Sectoral and Cross Disciplinary Innovation:** Bombina Bombast, WISDOME Malmo, STPLN (SE), The Circus of Knowledge/ Ars Electronica Center (AT); PortoDigital (BR), Fundación Colección Thyssen-Bornemisza (ES), Fábrica do Futuro (BR), STEAM in Oulu network (FI), Maribor University (SVN)

Futuring exercises: Time's Up! (AT)

NETWORKING PARTNERS FOR CULTURAL AND ARTISTIC PROGRAMME

EUROPEAN AND GLOBAL NETWORKS (TRANSVERSAL) **International mobility and intercultural dialogue:** European Festival Association, Réseau Art Nouveau Network, IAC - International Academy of Ceramics, European Route of Ceramics, AEuCC - European Grouping of Territorial Cooperation "Cities of Ceramics", CreArt, IETM, A Soul for Europe, Networks Shortcutz and Eurimages, Community of Portuguese Language Countries (CPLP), alumni networks of OECD, Global Cultural Relations, Festival Academy

Interdisciplinary communication: UIA - Urban Innovative Actions, EUniverCities Network, Network of partners of S+T+Arts

EFFE Seal: Aveiro has just been joined the EFFE Seal for Festival Cities and Regions, a proposal developed within the Creative Europe project Europe for Festivals, Festivals for Europe by seven cities and their festival communities: Belgrade, Bergen, Edinburgh, Ghent, Krakow, Leeuwarden, and Ljubljana followed by the cities of Yerevan, Birgu, Cividale del Friuli.

CO-APPROACH (CO-CREATION, CO-DESIGN AND CO-CURATION)

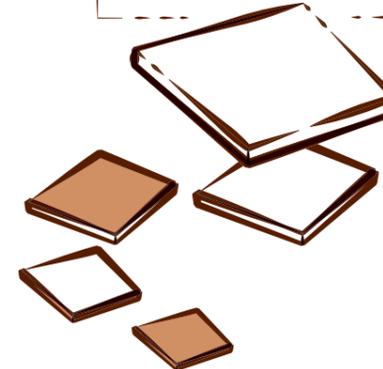
Artistic co-creation with community involvement: Project **Out of the Blue** counts on the collaboration of **The Samovar Theatre (NO)** and the dramaturg and director **Bent S. Andersen** and the collective **Skeleton Sea** (Xandi Kreuzeder, Germany) to co-design large-scale permanent sculptures. Austrian designer **Irena Übler** will bring the **Precious Plastic Network** and experience as New European Bauhaus Prize winner 2022 to run recycling material workshops for a mobile interactive exhibition. **Flavours of Compassion** connects to an international curatorial team led by Austrian-based food experience designer **Fransisca Tan. Amphibious** will involve artists in a collaboration with European platform working with emerging artists **MagiC Carpets**

Co-creation for scaling up the cultural content and experiences: **Aveiro ATM** (Criatech) and **Matter Mutability and Algorithms** are co-curated by **Ruth Schnell** and **Patricia Reis** from the Digital Arts Department of the University of Applied Arts in Vienna. **PRISMA** connects to the partners **Depo 2015 (CZ)** and Oulu **Lumu Light Festival (FI)** for programming and artistic creation activities. Project **Based on a True Story** will be co-developed with expertise of the **Cluj Culture Center (RO)**. **New Deal of Arts and Politics** is co-curated by **Haris Pašcović**, East West Center Sarajevo (BIH).



Q12

OUR STRATEGY TO ATTRACT THE INTEREST OF THE EUROPEAN AND INTERNATIONAL PUBLIC



The European Commission has announced that the reopening of international tourism contributes to the projection of a 5.8% growth in Portugal's GDP this year, which is the highest in the European Union. The previous decade has shown how much interest in Portugal is growing among travel enthusiasts. Over visitors' numbers, we want to draw focus to the diversity of tourists and the quality of their time spent in our city.

Our strategy is to place Aveiro on the radar of a European audience as a city exploring the path to becoming a future-proof city. We will create meaningful interactions that will entice visitors to settle here for a while and are confident that we will enrich us all.

JUST ONE MORE MINUTE...

Aveiro wants to win the hearts of its visitors with energy that moves and inspires them to say: "Just one more minute... let's stay here a little longer". We plan to **embed a cultural dimension in promoting responsible and sustainable tourism** that will combine creative dynamics with balanced mobility. We will build strong partnerships and synergies between cultural initiatives, tourism, business and innovation agencies locally, nationally and internationally. The years leading up to the ECoC will serve as our testing ground for prototyping and presenting potential creative ideas for **environmentally friendly tourist routes** that soften carbon footprint and are more inclusive and **accessible**, while taking advantage of **digital technology**. It will also be time for us to transform the way we produce cultural and tourism events. By 2027 proven and cutting-edge technologies combined with smart communication will **trigger all five senses** and allow visitors to sense how The Fifth Element changes their personal travel experiences. How cultural tourism broadens our trajectories (physically and mentally) and stimulates new choices and habits towards a sustainable future for all. Imagine a voyage that keeps the balance between the **cultural and natural ecosystems** while exploring the dynamical flows that the fluid city of Aveiro and its region can offer.

...TO FEEL THE SPIRIT OF MATCHMAKING

Our cultural programme aims to be **accessible, sustainable and digital** and to be presented to the public in an easy, simple and constant way, allowing people to immerse the Culture element that binds us together. The Grand Opening Week with legendary São Gonçalo is going to be one of those exciting moments for deepening dialogue and getting involved with The Fifth Element whether through **sharing memories** on the projects' Aveiro Connection platform or attending the Aveiro Live event. We want to **lift up a spirit** of matchmaking to anyone from the Silent to Alpha generations, regions, religions and even continents. It is a micro-segmentation tool that we have created that will include uncommon to common interests, aesthetic sympathies, and culturally appealing practices that will pique the **curiosity of visitors**.

...TO SOUND THE STORIES OF DIVERSITY

By spurring curiosity about each other, we intend to **cultivate empathy** that favours a genuine interaction between guests and hosts. Our programme encompasses **diversity** through various cultural expressions and landscape aesthetics. Invisible Biographies will open the stage to underrepresented communities. The Museum of Us will engage with rich materials of **memories and oral heritage** of Aveirenses living here and around the World. Tuttinopolis, as a co-creation process, will also involve visitors and tourists in contributing to the city of the future where music, arts and performance will be orchestrated. Even more exciting is the Fairzine, which will become a European fest for **alternative and DIY culture**. So that visitors and temporary residents discover the qualities of



people and places along whichever road they want to go before coming across the Reserva Natural das Dunas de São Jacinto.

...TO LOOK AND DIVE INTO AN AMPHIBIOUS LANDSCAPE

Streams of cultural encounters will flow closer to guests, widening their experiential and intellectual trajectories regarding **cultural ecosystems, history and futuring**. We want to take care that visitors, too, have a sense of place to become co-creators of the green pathways in One-Minute-City Greater Green and keep a watchful eye on **ecological transformation** in the project Amphibious. Through micro-cycle programming of **contemporary circus and outdoor arts** in the Festival dos Canais, we will sow new, **environmentally focused festival** vibes allowing visitors to **discover the Ria riverside** in the region. Sound System, Marimba, and Salicórnica will assist enthusiasts, and **people moved by music** to gain or expand awareness of the **diversity of music genres** and the production variety of local and worldwide sounds. It's Oh So Quiet will be the door to peacefully feel how sound surrounds and affects us through the **acoustic installations**. And to not remain indifferent when it comes to our shared **societal dilemmas** - climate in One Ocean, democracy in New Deals of Arts and Politics and impact of digital worlds in Demos.

...TO TASTE THE ATLANTIC CITY!

Our programme will become even more compelling for international audiences with its essential element – the Atlantic dimension – that expands Europe's global presence and vice versa. It embraces how we relate and favours awareness of a more reassuring **sense of community**. Cultural routes of Salt will come across Sal Terrae while Ceramic will fire up contemporaneity in Aveiro's Ceramic Biennial, Azulejos: StoryTiling and Nova Arte Nova. Matter, Mutability, and Algorithms: Ceramics and Digital Media will be an opportunity to look into the innovation of knowledge production in the transdisciplinary way of research. The famous bacalhau will have its say in Oh my Cod!

We will travel **through Europe and the Atlantic through flavours and foods** in Refeitório, Flavours of Compassion and with the many food and wine festivals of the Region in Let's Go together. New Atlantic Poetics is how we in Europe will come together with South America and Africa sailing further as creative and sustainable territories and sense ourselves as a **multicultural community**. In Space We Trust! is something we all shall explore from the earth. This is the way we envision Culture knocking on our doors, and our goal is to inspire our new residents to stay longer as true neighbours would do.

...TO GET IMMERSSED INTO DIGITAL WANDERINGS

Technological and creative capacities of Aveiro today, including 5G which will further open the capability of the **digital ECoC platform** for Culture24.online around the clock. Created in close collaboration with Liepāja 2027, it will offer the **digital cultural content**

(documentaries, podcasts, live streamings, MOOCs) from both programmes. It will be the next step in making **the ECoC programme accessible to much bigger audiences locally and internationally**. Also, this platform will act as our legacy and a transition bridge connecting designated ECoC cities to come. Additionally, this site will serve as an **archive of cutting-edge, cross-cultural encounters and new artistic expressions** developed for digital means within the context of this European initiative. Likewise, Augmented Culture will combine with **artificial intelligence**, because **re-mixing realities in new combinations** are our tools to provide the setting for visitors to wander longer.

... TO EXPLORE GREEN MOBILITY

We will expand mobility networks for people to feel that whether major metropolitans or silent countryside, seaside for surfing or mountains for hiking are just a one-minute scenic drive away. We will actually have a **special Aveiro 2027 bike**, an idea resulting from Aveiro's bike-business industries. Bicycle lanes wind through the city and surrounding areas, direct train lines to the north and south of Portugal, buses that take passengers to the beach or mountains, ferries and solar-powered boats that travel the waterways, and nautical stations will serve as another gateway to The Fifth Element. Meanwhile, the nearby sea or airports will be creative terminals for travellers to become participants of Aveiro 2027 cultural initiatives. We will encourage them to act responsibly, e.g. by leaving their plastic waste at departure to a special Aveiro 2027 collection point and becoming a part of a recycled art installation.

Audiences will be able to experience how various movements can widen their perceptions when it comes to practising **inclusive dance** (We Dance), **adapted nautic and water sports** (Moving On), or creating new **cultural movements as surfing** does with the project Set is Coming. They will come closer to the uniqueness of contrasts in the city as our **cycling** project Bike Culture will reveal **new narratives** of the flat topography whilst our urban art project Estaleiro will invite **creative observations around urban experiences**. No Island in an Island land **art installations** will be explored on research **guided boat tours** to learn in-depth about the Ria ecosystem and how this place inspires international artists. Ramal: On the Rail will cross the meaningful sites of the Vouga Railway, which is one of a kind in all of Portugal.

And this way, everyone can discover that Aveiro is the place to **create memories that last longer** while enjoying camping and spa harmony, the vibrancy of the university, and the energy of the co-creation places. We also have considered providing guests with the local's toolkit for temporary living that will make their own hearts beat as one of the Aveirenses'. In 2023 Aveiro will be a national destination focus for the International Tourism Fair in Portugal. It is an excellent start to opening **new cultural tourism offerings** that link the city with the North and the South of Europe. □



CITY OF AVEIRO ARCHIVE

Q13

LINKS TO OTHER EUROPEAN CAPITALS OF CULTURE AND CANDIDATE CITIES

Since we have been sailing across Europe, our dialogue with ECoC cities has never stopped. Yet more, we have heard how each and everyone is filled with the will to learn and lead the change. During this time, we have deepened dialogue with our partners on how to build capacity and transmit knowledge and experiences (Latvia ECoC finalists, **Tartu 2024**). How to promote new sustainable models for international artist residencies (**Chemnitz 2025**-based Klub Soltitaer) and, also how can we sustainably reclaim abandoned areas (**Veszprém 2023, Rijeka 2020**). Most importantly, we ask how culture shall take the lead in this change?

We have successfully carried out the first collaborations with **Pilsen 2015, Kaunas 2022, Veszprém 2023, and Oulu 2026**. Bilateral cooperation with **Bodø 2024** for an innovation-oriented mobility programme is about to begin (EEA Grant), and the Creative Europe collaborations (in a frame of their projects Via Querisima: experience and gastronomy, Connecting Waste: recycling waste materials) are being worked on. We are pleased to host insight study visits for candidate cities such as **Rouen 2028 and Malmö 2029**. The most recent Culture Next Conference was held in Aveiro (October 2022) and brought together founding, new and upcoming members for a dynamic networking and knowledge exchange and changing moment for the network. Most of our partner cities were presented as well as Leeds, Belfast, Leeuwarden-Friesland,

Leuven, Debrecen, Elefsina, Tartu and Portuguese former **ECoC Guimarães** and recent candidate cities (Faro, Oeiras, Ponta Delgada) too. It was a great chance to introduce and test cultural dynamics and practices, exchange strategic considerations, and, together, explore possible future collaborations as ECoC candidates and culture-driven cities.

EUROPEAN FRIENDSHIP IS UNDERWAY...

Ports have the charm of acting as gathering places where intercultural exchange forges new friendships. As it is for Aveiro and **Liepāja 2027**. Through comprehensive capacity-building, know-how exchange for programme and infrastructure projects development (Liepāja's D10 and our Artistic Intelligence Factory), our shared mission is to lead a course tackling the global challenge of the Water Mission in the **One Ocean** and how it shapes our cultural awareness and contributes to the transformation into the blue economy. Also, to innovate in Arts and Culture with Tech, New Media, Light Arts and STEAM methodology and launch a digital platform Culture24.online. We will build it together with international partners and ECoC cities who will also share their expertise, knowledge and resources. We will both stress the importance of culture as a key component of interaction with European **communities** to strengthen democratic participation by intersecting Liepāja's Agora of Values with Bairro Europa and the New Deals of Arts and Politics.

We will strengthen our established connection with other former Latvian EcoC candidates and work together on projects in areas of performing arts (Valmiera Summer Theatre Festival), infrastructure development (Contemporary art space Kurtuve, **Valmiera**), Artistic Ceramics Biennial (**Daugavpils** Mark Rothko Centre), youth involvement in plastic recycling (**Jūrmala** city Youth Centre).

ECOSYSTEM LIVING IN EUROPEAN CULTURE CITIES...

We have learned from other cities that ECoC can be a powerful change-maker to achieve the city's long-term visions. There are a number of cities with whom it feels natural to collaborate on creating a cultural ecosystem living as a European city.

With **Oulu 2026**, we want to change the cultural climate as Tech-cities with future skills, education, and talents development for **next-generation**, by bridging the audience to learn and discuss (Oulu Light Seminar 2026) and the creative sector to collaborate (Go with the STREAM). In 2027 co-curated and co-commissioned programme of PRISMA and Oulu LUMU Light Festivals will scale up both events to present a new balance between low and high technologies.

With **Bodø 2024**, we address our shared responsibility - the legacy of Atlantic culture, cuisine, and marine heritage and the values of a multicultural society. We intend to broaden the European narrative with democracy and freedom of expression at its heart by empowering artists from the City of Refuge (2024) to have a voice in European dialogue. We will take creative and responsible actions, co-opting with the cross-border Galician port city - Pontevedra - to reduce ocean pol-



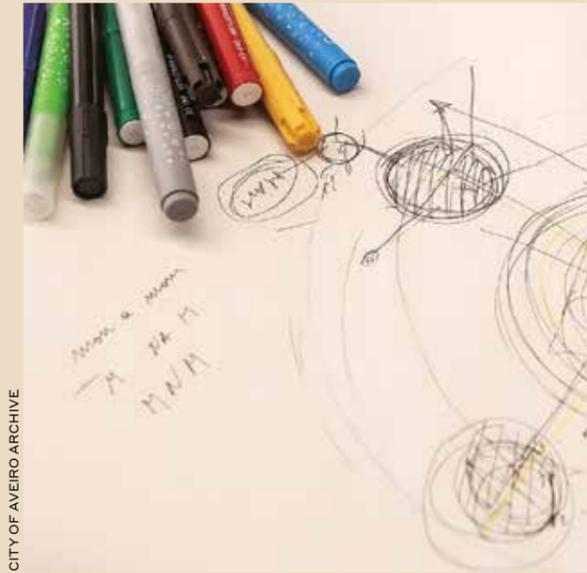
lution by building the capacity for a more sustainable and democratic city. With the collaborative know-how of **Malmö** (the European Green Capital 2012/2013, one of the 100 Net Zero Cities), we will fuel this goal even more. Together we will begin to focus on access to culture through social inclusion of detached communities and creative education that fosters the social imagination of children and youth through the contemporary circus. Malmö's expertise in gaming, music industries, cultural innovation, and STEAM methodology will be a valuable contribution to the projects Aveiro ATM, Game Changer, and Sound System.

When it comes to salt production, ceramics, and art & craft and artistic residencies in salt and water regions (Salt | Lake | City and our First Impressions), **Salzkammergut 2024** is an essential partner in projects such as Salt Terrae and Collaborative Ceramic Work. We both admit that today the importance of sustainability and finding a local focal point for the New European Bauhaus has become even more relevant. Their legacy project School of Arts, an institute for ceramics, will be an invaluable resource for learning how bottom-up governance models can strengthen multi-municipal collaborations.

Thanks to CreArt Network, Aveiro cooperates with French candidates **Clermont-Ferrand 2028** and **Rouen 2028**. With Rouen, we have signed a memorandum that is our commitment to jointly work with each city's cultural development through international collaborations while ensuring opportunities for knowledge exchange, skills development and intercultural encounters between both communities. With **Reims 2028** we will be blending dialogue of culture in gastronomy and sports, ceramics in digital innovation and work with capacity development and retain talents in the music ecosystem. And **Bourges 2028** is a twin city of Aveiro. We share a mutual interest in developing a robust cultural life away from the biggest cities and in sustainable regions. We also have explored common areas of collaboration in the field of education, science and research artistic interventions in landscape public spaces and neighbourhoods with Czech candidate **České Budějovice 2028**. Social inclusion and acceptance, migration and adaptation through cultural movements and sport are major themes we share with **Liberec 2028**.

Our focal points are also to look for partnerships that favour a process of internationalisation and guarantee a balance for horizontal collaboration: inhabiting places (DeltaLab, LugoMare Art, Rijeka 2020), researching bio-waste (**Novi Sad 2022**-based Biosense Institute), and establishing social ties with protected territories and active audiences (**Leeuwarden-Friesland 2018** based Oerol festival) while boosting presence on a bottom-up approach, emerging ideas and creative collaborations (see projects: Parallel, Aveiro ATM, Amphibious).

Data from the Trans-European Transport Network shows that Aveiro is the most extreme point at the core continent mobility veins. Regardless of being so peripheral, we still feel we have friends and partners and are deeply immersed in European discussions, debates and the process of strengthening EUnity. □



CITY OF AVEIRO ARCHIVE

OUTREACH

Q14 | 15

INVOLVEMENT OF LOCAL POPULATION AND CIVIL SOCIETY. REACHING AND ENGAGING MARGINALISED AND DISADVANTAGED GROUPS

It is absolutely true that the Fifth Element narrative, as well as the main lines of our Cultural Programme, result from the ideas and thoughts shared with us by local communities during our bid. So, it's as natural as our lagoon that participation and active involvement of citizens and communities in Aveiro's life and culture are major pillars of the Aveiro 2027 candidacy and the city's Strategic Planning framework. As we showed in our Theory of Change model, we can build a more open, cohesive, and democratic society by thinking, caring and acting collectively, which constitutes the foundations of the future-proof city. We aim to engage agents and communities in change, strengthening a feeling of togetherness among the people of Aveiro through applying the Fifth Element. That's why our Outreach slogan is **Vamos Juntos! (Let's Go Together)**.

We actively listened to and involved, with great care, **local and regional populations, organisations, and many different social groups** in the application process. **Civil society and cultural agents**, organised in thematic groups by different sectors, are part of the Strategic Council of the bid and were consulted and involved through 10 thematic focus groups and seven idea labs.

Local communities participated in 14 community groups, and we plan to develop our "Neighbourhood Communities" further in 2023-2027 if our application succeeds. **Minorities and vulnerable groups** (LGBTQI+, people with functional diversity and disabilities, Roma communities, elderly, youth, migrants, unemployed and religious communities) were involved in our **Community Culture Club** (CCC). We also reached out to the "**general population**" thanks to communication plans and our presence in various cultural events in the Region.

Cultural agents, amateurs and volunteers have been and will be working on programme development, training, monitoring and capacity building activities. Off the Radar network - created under the European programme Tandem Regions of Solidarity - will help us map and engage less visible cultural and community players from the region's periphery, while CCC Collaborative Network will bring these agents to work and create together with the communities. There are also the already active community mediators (working in social organisations or with key groups - e.g. schools, vulnerable people) who will be involved in CCCs' training activities to support and mediate the Clubs and their implementation. We see our outreach

process as one of **increasing engagement**, a "snowball" constantly growing. Our strategy has been to find 'key' individuals, agents or collectives connected to local communities that can trigger other perspectives and connections. For this reason, we will keep discovering more and enriching our knowledge of the territory and its communities, engaging everyone in an inclusive way.

IDEA PRINCIPLES

We also aim to create opportunities and encourage the participation of all citizens in Aveiro 2027, fairly and equitably, based on the IDEA principles: inclusion, diversity, equity and accessibility (Aveiro 2027's own take on DEIA principles), which translate into:

INCLUSION

It is fundamental that each person feels Aveiro 2027 as theirs, 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. Our goal is to guarantee true equal access and opportunities for full participation. **Concrete measures** will be taken on management and operational levels, such as establishing **clear procedures and training programmes** for listening and dealing with possible discomfort, discrimination and harassment, assuring **everyone has space and is safe** in expressing their views and ways of being. It also implies **including different people's contributions** to our programme (with Breaking Walls, e.g.), designing accessible and inclusive infrastructure, and communicating in an inclusive, respectful, and engaging way (e.g. by adopting the ColorADD system, which is an inclusive and non-discriminative language designed for colour-blind people).

DIVERSITY

To our understanding, people are different in many ways but equal in principle, both individually and collectively. And the more diverse they are, the richer and stronger our communities are. The level of diversity among participants of Aveiro 2027 will be sought and promoted as a cornerstone of its success. Our programme was inevitably conceived through a diversity lens, including **cultural and artistic content that represents different voices and values** from Aveiro, Europe and Atlantic, and also minority cultures. Projects like Flavours of Compassion will focus on creating a space of cultural awareness, traditions, and knowledge exchange, based on gastro diplomacy and diverse food cultures.

In addition, a campaign will be specifically developed to **raise awareness** among the inhabitants of Aveiro regarding why they should care about this kind of "diversity" as much as they've learned about environmental biodiversity. From an organisational and management point of view, we will comply with **European diversity directives** and run specific training activities for hospitality agents.



EQUITY

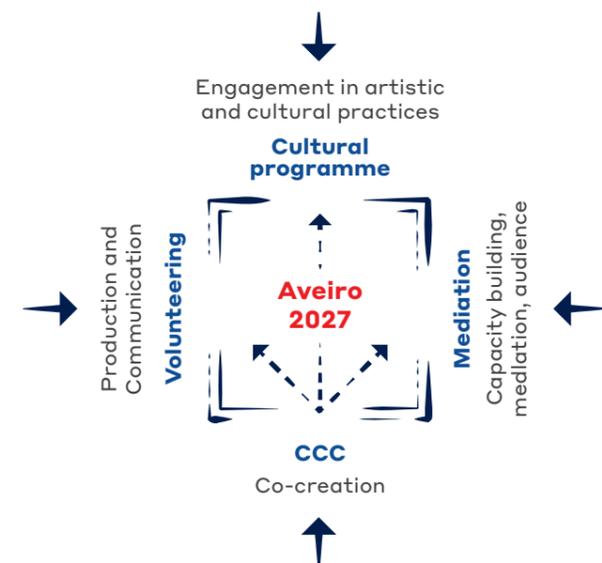
We have moved past the concept of equality as an optimal system for individual and plural representation in favour of an idea of equity. Fair and just treatment of all is the basis for activities and thought behind our programme. It is about **getting to know and acknowledge different realities** of Aveiro's and Europe's communities, especially vulnerable groups (Invisible Biographies), rethinking and designing **public policies** (Critical Cities), and creating **new arenas of representation and dialogue** (Bairro Europa and Moving On) that we will foster open and equitable access for everyone and enable a **culture of trust, care, solidarity, and mutual support**. Aveiro 2027 will also create shared physical spaces and a digital platform (Community Culture Club) to make sure people have what they need to develop their full potential and express themselves, sharing time, knowledge, and other resources collectively.

ACCESSIBILITY

This principle ensures true access to everyone along the continuum of human capacity and experience. Different ways of access address different needs and are meant to render participation as direct, permanent, immediate and autonomous as possible for all. The challenges faced by accessibility are understood by Aveiro 2027 not to be related to physical barriers only, but also social, economic, and others. Also, re-investing in the public and shared space. It's time to **make access to everyone's business**. And for that, we established Accessibility as a transversal principle of our programme, meaning every project, infrastructure, and communication should meet an **accessibility checklist/guideline** that will be developed by 2023. The **IDEA Team** will also have a role in evaluating activities on Aveiro 2027 programme and helping all creative agents involved in integrating accessibility.

Our objective is to ensure the general understanding of these guiding principles, find ways to share them with the community, but also to implement them in an effective, continuous, and transversal way.

COMMUNITY CULTURE CLUB



The **Community Culture Club (CCC)** is the tool and main gateway for any citizen who wishes to be part of Aveiro 2027. Here everyone has the opportunity to be a creator, co-creator, or participate in the ECoC through the **projects in the Cultural Programme**, where the community is an actor. The **Mediation programmes** of Culture spaces and programmes where the community is the audience. And the **Volunteering Programme**, which speaks for itself. As explained in the diagram, these doors can also be accessed independently.

CCC is, in fact, Aveiro's permanent platform where the IDEA principles will be mainly highlighted, applied and adjusted. The different spaces in the Region's neighbourhoods, close to the communities and open to groups with shared interests, will become places for sharing knowledge and resources, enabling artistic and cultural diversity to grow and become visible.

After the pre-selection phase, we had the opportunity to develop the pilot CCCs where **training tools** were presented. The possibility of **mixing communities (CCC), partnerships with local or regional agents** and discovering Aveiro's cultural spaces and events were also encouraged. Thus, they allowed for the activation, involvement and participation of communities in Aveiro 2027, establishing participation cycles to stimulate the **connection** with culture and the arts, **creating dialogues** with other communities and even being able to carry out projects or programmes in co-creation. These actions all have in common a mediation **methodology** based on mutual trust through a transparent speech and attitude on the part of the various actors. **It is important to share genuine love with people, to be honest, and direct, this way, we learn together, and that makes all the difference.**

However, we intend to avoid developing "special projects" or "groups" with the motto of "bringing culture to these people" but rather to promote real participation and inclusion. **We see communities as the ones who share the same values or interests, not those with similar conditions.** If we succeed in our application, we'll stimulate the creation of more clubs, disseminate the CCC programme and train local and regional agents and NGOs. The network of CCC spaces will be essential for involving vulnerable communities and will be the basis for mediators and community managers. CCC will be expanded to more local and regional communities until 2027, hoping to create a routine of participation and put it into practice so that after 2027, they continue autonomously. This process will also be connected to the Breaking Walls flagship since it will be Aveiro 2027 main platform for implementing CCC results.

OPPORTUNITIES TO GET INVOLVED

Having shared our building process, our IDEA principles, and the framework for our Community Clubs, let's make it happen! **Vamos Juntos. Let's Go Together!** We want to promote the range of traditions, cultures and stories that, despite coexisting in this same territory, are not as known or recognised as Aveiro's main icons and, consequently, are not valued

nor part of the dominant narrative of the community.

ECoC will enable Aveirenses to discover what is unknown, showing curiosity and openness to embrace it and not seeing it as a threat. These efforts to develop a **collective culture of openness, trust and care** in the city will have a lasting effect beyond 2027. Here's how.

SENIOR COMMUNITIES

The CCC Aveiro Active Agers+++ brought together a group of elderly people from Senior Academies in the Aveiro Region. This group highlighted values of empathy, creativity, solidarity, and intergeneration, among others. The main access challenges were mobility, programming schedules, communication, and the elitism of existing cultural offer. As a result of this experience, two mechanisms were created: **Tracking and Checking** as a way for seniors to participate in the organisation of regional programming and create accessible opportunities for the senior population (implementing IDEA), and the creation of a monthly edition **Aveiro 2027 Participation Newsletter**. And projects like Memory Future (included in **Bairro Europa**) which also began in 2022, or **Museum of Us**, will engage senior Aveirenses in the ECoC programme by connecting with younger generations, sharing and co-creating around their memories and representing personal stories.

PEOPLE WITH DISABILITIES/FUNCTIONAL DIVERSITY

"We are going to design a cultural programme for everyone, inclusive because we have to be for each other, and we have to give the most opportunities to the vulnerable to be part of the Aveiro 2027 programme. For that, we have to create a community with a humble purpose but serious, which will allow us to feel together and less alone and where we can share and take care of our mental health so that one day we won't dance alone and live in harmony in a city where friendship and love are breathed."

The collective vision created by the CCC - Functional Diversity participants

This pilot Community Club involved a group of participants from a local NGO (CERCIIV - Cooperative for Education, Rehabilitation, Training and Inclusion of Aveiro) in cocreating an outdoor **cultural programme** that was shared and tested with members of the Aveiro community, including young fellows of **CCC Adults Free**. We gave wings to the imagination, got to know the jobs and processes of cultural creation, and thus a project was born and included in the flagship **Breaking Walls**. This programme was designed during four face-to-face sessions involving 26 people aged between 15 and 66 years. Aveiro 2027 programme will also create other opportunities, like outdoor exhibitions (**No Island is an Island**) and adapted sports activities (**Moving On** and **Set is Coming**), among many other projects.

YOUNG PEOPLE

Since 2020, young people (12-18 years) have played a significant role in building Aveiro 2027 through **CCC**

Adults Free. This group has taken the lead in co-implementing the IDEA principles and participated in the **CCC Functional Diversity**, where they got to know vulnerable people and co-designed joint cultural actions. The next step involves disseminating our campaign to raise awareness among the inhabitants of Aveiro about why they should care about "diversity". University students and young people (18 - 35) and organisations are also crucial targets for bringing a boost to the **CCC collaborative network** and **CCC DIY**. They will also have opportunities to participate as music or content creators in Sound System and leading actors and thinkers on Critical Cities. However, it is in the **STEAM** and **Ceramics** areas where the main opportunities arise for young people, as elaborated in Q16.

CHILDREN AND FAMILIES

The **CCC Cool Kids** arises from existing connections between Aveiro 2027 and Veszprém-Balaton 2023. This took a group of young creative Aveirenses to Veszprém in May 2022 to participate in a co-creation project. As a result, three families (5 children and six adults) and an artist came together to launch a CCC focused on children and families. The group aims to co-create a programme to transform Aveiro into a **Children and Family-friendly City**, full of play activities in public spaces and open-air programmes. The CCC Cool Kids will continue to evolve in 2022-23, and new families from different communities will be invited to join. An international workshop is planned for 2023 and will bring together several European families to continue the work started in 2022.

ROMA COMMUNITY

During the selection phase, we had the opportunity to connect with our Roma community, specifically with an educational community in the parish of Esgueira. We plan to involve and train teachers as cultural mediators and invite families to participate together (parents and children) in developing intercultural and participation projects. We expect to launch this club in 2023-27.

VOLUNTEERING

A major volunteering programme led by the NGO Agora Aveiro will start in 2023 and will 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 a wide diversity of people, especially young and senior citizens and migrant communities. Volunteers will have the chance to engage on different levels and positions depending on their skills, availability, possible contributions, learning needs, and expectations. In order to promote 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 (Bodø, Chemnitz, Zilina, Oulu) and networks (Erasmus +, ECoC Volunteer Coordinators Network, etc.), to develop training programmes and create opportunities for different levels of local involvement. □





Q16

AUDIENCE DEVELOPMENT LINKS TO EDUCATION AND SCHOOLS' PARTICIPATION

As already described in Q14 and Q15, we have listened to many people and their thoughts about culture, especially the ones with fewer opportunities or less engagement in Aveiro's cultural life. We learned that the people of Aveiro have a great interest in getting more involved in cultural and creative activities, but that is not always reflected in participation numbers. Accessibility, lack of time, ineffective communication by cultural operators, and a preconceived perception of the cultural offer were appointed as some of the main reasons.

AUDIENCE DEVELOPMENT STRATEGY

In Aveiro, we understand Culture in the broader sense, that isn't limited to formal creation, cultural practices, and consumption. Instead, it is an expression of life, present in daily lives and gestures, their routines, and moments of celebration. Everyone is or can be a cultural maker, everywhere, every day.

So, **our audience development approach is to acknowledge that everyone can be, make and share Culture**. By articulating this strategy together with the IDEA Principles, we will ensure that participation and engagement are everyone's business. And **Community Culture Club** is the tool to make it happen. Our plan includes five main priorities:

■ **Universal Access** goes hand in hand with our IDEA principles and plans (explained in Q14/15) and means

breaking down physical, social, economic, and intellectual barriers. Cultural programming and infrastructure developments should comply with an **Accessibility Checklist**. The **AcessTur** project in Aveiro Museums is just an example of how we address accessibility among visitors and local residents. CCC participants will be able to give regular feedback on content, scheduling, affordability, and mobility issues to frame planning and programming activities. Inclusive and accessible communication will be ensured by our **Language Workgroup** and with initiatives like **ColorADD**.

■ **Community Co-creation** encourages collaboration among locals and provides shared spaces, resources, and opportunities for more engagement in culture and civil society. This is also a chance to generate intercultural and intergenerational dialogues, reinforcing a sense of togetherness and belonging in the community. Our **Breaking Walls** flagship is an example of how Aveiro 2027 will integrate co-creation results - for example, the ones developed in CCC Clubs like **Adults Free and Functional Diversity Lab** - and create a more appealing and diverse programme that actually meets people's interests. We also plan to run **regular open calls for community-based projects** between 2025 and 2027.

■ **Breaking Formalities** by including more casual encounters that help break preconceived ideas about arts and culture, especially among the most vulnerable. At the same time, including practices or themes less associated with culture but more related to urban and daily living experiences, such as mobility (like the **Bike Culture** project) or sports (like **Moving On**). New and experimental participation activities should also help to break the ice with formal cultural institutions, as seen with 2022 pilot projects involving senior communities and local museums (**Aveiro Active Agers** +++ and **Memória-Futuro/ Bairro Europa**).

■ **Culture Near People** means more cultural activities and cultural places closer to people's daily lives. Infrastructure like the **CCC spaces network** and **Creative Change Academy** will increase the cultural dynamics outside the city centre and within neighbourhoods. When it comes to activities, our programme has many examples to enable people to explore public spaces and unusual locations, from streets to churches, from workspaces to public transport, like **Greater Green**, **Salicórnia**, and **Open City**. Let's not forget the use of digital technology and communications. Projects like **Culture24.Online** platform and **Augmented Culture** contribute to new audience generation by making cultural events more accessible with streaming and allowing hybrid creations to come to life, e.g. by reconstructing heritage figures or interactive artworks with augmented reality.

■ **Cooperation with institutions and organisations** will be essential to implementing our strategy effectively. Aveiro 2027 will facilitate sharing expertise and knowledge exchange to highlight good audience development examples. On an international level, we count on partnerships with Tandem Regions, Bosch Alumni Network and International Alumni Center, among others. Net-

works like **Off the Radar** and **Aveiro Culture Collaborative Network** will ensure that formal and informal agents, institutions, and organisations from Aveiro will be involved and active in audience development.

CULTURAL EDUCATION, SCHOOLS AND CHILDREN

Involving children and teenagers in Aveiro 2027, especially when discussing a future-proof city and preparing the next generation, seems to us like an obvious decision. Overall, we aim to highlight culture's importance among children, teenagers, and young people as a way to develop critical thinking and explore the potential of the links between creative and artistic practices and formal education, creating opportunities for them to become creators, producers, and careful spectators — **Future-proofing in action**.

Since day one of Aveiro's bid, we have started to involve education and school communities, students, teachers, parents, and other educational professionals. We have listened and learned that the demands of the current school curricula challenge students' participation in cultural activities. Thus, our strategy to engage local and regional school communities underpins the need to bring culture and creativity to school spaces and strengthen the relationship between Aveiro students and their city's culture. Here is our plan to do it:

PAEMA & AVEIRO 2027

PAEMA stands for Programme for Educative Action of the Municipality of Aveiro. This is a unique municipal instrument that guides Aveiro's educative action and results from the collaboration between local Education partners, like schools, students, teachers, parents, and civic, health, and security public organisations. Its main feature is a one-year plan of activities for educational communities in areas such as culture, environmental and STEAM education, and entrepreneurship, among others. **In simple terms, the school's curriculum explores the significant topical issues in Aveiro.**

Under the Aveiro 2027 framework, PAEMA will be a **brilliant tool** not only for communicating ECoC activities and engaging students but also for promoting the objectives, principles, and themes of Aveiro 2027. And European themes and values, of course. **Our goal for 2027 is to inspire and prepare the next generations for the future, and PAEMA will be an important piece of this strategy.** We will build and implement a PAEMA dedicated to the Fifth Element and on a regional level, connecting school communities of the eleven municipalities around Aveiro 2027 and linking educational activities to the Aveiro 2027 Programme. Some examples are:

■ With **Walking on Air**, kids will have the opportunity to connect with Aveiro museums and heritage and participate in inter-generational dialogues, building a sense of belonging to a larger community. These activities will involve, particularly, **preschool and first-grade children** in learning, creating, and experimenting with local narratives and memories (with **Museum of Us**) and heritage (**Moliceiro** and **Nova**

Arte Nova), culminating in exhibitions and actively showing their talents and creativity in **Open City**.

■ Gen Z is the most worried and proactive generation about climate change. That's why **Healing the Earth** and projects like **Out of the Blue** and **One Ocean** will count on students' participation, especially **teenagers and young people**, to be part of the change. Activities within these projects will involve workshops for getting to know Aveiro's biodiversity and how to preserve it better; artistic pieces co-creation with waste reuse; space for debates and digital activism; tools to talk and raise awareness on climate issues. Other activities for a broader audience like **Bike Culture' Safe Route to Schools** will ensure that all students are safe to choose sustainable transportation.

■ Educational Activities related to **Living as Water** will focus on European cultural diversity and democracy education and literacy. Starting in 2023, an entire educational programme under **Bairro Europa** will build an Atlas of Europe, making its content available online and offline and adapting it for schools and students. At the same time, the book festival **Small World Big Stories and Films to Postpone the End of the World** will have special sessions for children and young people, where connections between literature, illustration and animated movies and democracy, politics, and civic engagement will be learned and explored.

■ **Playing With Fire** will bring opportunities for transforming digital and artistic education in Aveiro Region and preparing the next generation for the future. **STEAM education** and the **Ceramics Biennial goes to Schools** are the major and transversal programmes where students will be able to discover and learn how to use digital competencies and production skills in an efficient, critical and responsible way. Programmes like **PRISMA Light Festival** and **Aveiro ATM Machine** - which includes Criatech and **Tech Week** - and the **Ceramics Biennial** will open opportunities for showcasing the resulting creations and productions. We explain these programmes in detail in the following paragraphs.

STEAM EDUCATION

STEAM has already been relatively successful in Aveiro. In recent years, 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 local students (digital natives), this has been an opportunity to develop other digital skills and competencies related to critical analyses, self-learning, and interdisciplinary and collaborative work. However, **arts and creativity have been a bit left behind** against science, technology, engineering, and mathematics.

Aveiro's 2027 goal is to contribute to **reinforcing artistic and creative expertise and content** in Aveiro STEAM City while involving more schools and students from the city and region, from preschool children to teenagers and young students (3-18 years). Here's how: ■ **Art & Tech Labs** are experimentation spaces where students can collaborate in problem-solving by in-



teracting with electronics, robotics, tools, diverse machinery, 3D printers, and Arts. Specific **training programmes for teachers and artists** will enable them to tutor and guide students in learning with the STEAM Art Lab. The plan also involves **developing artistic residencies in schools** allowing students to learn and develop skills around artistic creation and production. Our **exchange programme** for students of the STEAM Cities Network will enhance collaboration and exchange between local and international educational communities of Europe. And finally, we intend to **create connections outside the school space** by developing specific activities in collaboration with the ECoC and the region's cultural organisations (museums, theatres, heritage sites). Activities should involve running calls for temporary art installations, presentations and projects and showing results in Aveiro 2027 events like Criatech, Prisma, etc.

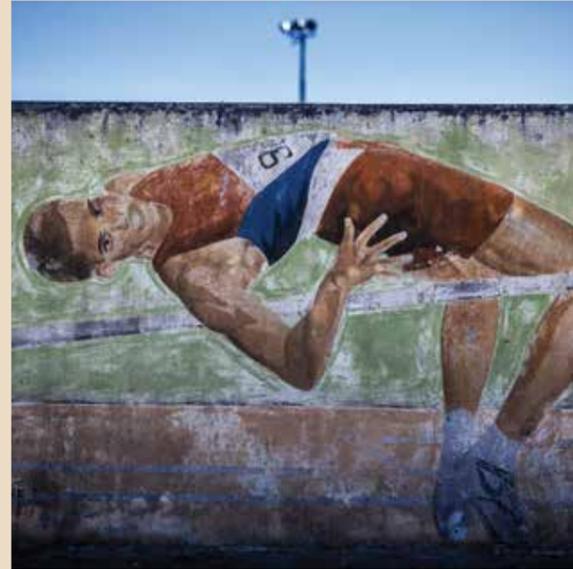
■ **UBBU** is an online and educational platform supporting basic knowledge in STEAM areas through computational sciences, coding activities, games, and digital challenges. In Aveiro, we already had the opportunity to design specific content around local collective memory and heritage, including themes and educational content about local Museums such as *Art Nouveau*, local traditions and festivities like *São Gonçalves*, or environmental issues related to *Salgado Aveirense* landscape and the Ecomuseum. For the next stage, we will invite artists and curators participating in Aveiro 2027 to support content development and to run activities and workshops connected to our Programme, where young people can share, create and experiment.

CERAMICS BIENNIAL GOES TO SCHOOL

The long tradition of ceramic production in Aveiro and how it impacted the local economy, culture, and community made this artistic-industrial expression one of the most iconic in the region and the whole country. That's why within the framework of **Aveiro's International Biennial of Artistic Ceramics**, the region has prepared an extensive ceramics education programme for school with two different strands:

■ **Learn to create!** Developed by the Museum's network mediation services, it aims at promoting knowledge of ceramic materials and techniques in **pre and elementary schools**. In short, activities involve training sessions for teachers, the distribution of ceramic kits for students and doing workshops where they can learn more about Aveiro ceramics history and experiment with this artform;

■ **Shaping Poetry.** Students of all ages are invited to create poems, texts, and drawings around a specific theme, to be used by ceramic artists in residence for their creations and presented in a final exhibition. In 2021, 26 elementary schools from the Aveiro region had been involved in imagining the texts that were later given to an artist with mental health problems, reinforcing and raising awareness on this issue. The goal is to continue involving students from elementary to secondary schools and run an open call for senior universities in the Region. □



Q17

TOTAL OPERATING BUDGET

Total income to cover operating expenditure	56 062 500€	
From the public sector	53 562 500€	95,5%
From the private sector	2 500 000€	4,5%

Q18

INCOME FROM THE PUBLIC SECTOR

INCOME FROM PUBLIC SECTOR TO COVER OPERATING EXPENDITURE (2023-2030)

Aveiro City Council	17 750 000€	33,14%
Region of Aveiro	5 062 500€	9,45%
National Government (Ministry of Culture)	15 000 000€	28,00%
National Government (National Tourism Agency)	4 000 000€	7,47%
EU - ERDF Programme	10 000 000€	18,67%
EU - Other funds (except the Melina Mercouri Prize)	1 750 000€	3,27%
TOTAL	53 562 500€	

Regarding the previous bid book, the public sector investment was increased (from 47,500,000 € to 53,562,500 €), by over 6 m euros. This reinforced investment capacity comes from a more significant regional financial contribution (2,062,500 € more than in the first bid book) and from the National Tourism agency investment (4 m euros).

There's also a clarification from the national government about its overall financial engagement in the ECoC programme:

- 15 m euros from the Ministry of Culture budget
- 10 m euros through the Regional Development Funding programmes (ERDF) within the framework of the 2021-2027 European funding
- 4 m euros from the national tourism agency (Turismo de Portugal)

The city council is the leading public investor with 17.75 m euros.

Q19

FINANCIAL COMMITMENTS TO COVER OPERATING EXPENDITURE

CITY OF AVEIRO

After the local elections of September 2021, the new City Council unanimously confirmed the endorsement of the Aveiro 2027 application and the estimated municipal investment. The approved pluriannual budget from the City of Aveiro allocates 17.75 m euros for 2023-2030 if Aveiro receives the title (formal approval was on December 14th, 2021).

REGION OF AVEIRO

Since the beginning of the bidding process, the region of Aveiro has been deeply engaged with the Aveiro 2027 bid as a co-promoter and supporting the process technically and financially.

The Region of Aveiro's commitment to co-investment increased from 3 m euros in the first bid book to 5,062,500 € for the period 2023-2029, reinforcing the regional dimension of the project as formally decided unanimously in the regional council that took place on September 21st, 2022.

This amount represents an investment of 13.5 € per capita, co-funded by all the 11 municipalities of the Aveiro Region.

NATIONAL GOVERNMENT AND EUROPEAN REGIONAL FUNDS

The contribution of 29 m euros by the Portuguese government will be allocated in three parts, using the national government budget and European Regional Funds agreed by the Portuguese government with the European Commission, as detailed previously in Q18. This commitment was confirmed on September 16th, 2022, through formal communication sent to the candidate cities by the Minister of Culture, Dr Pedro Adão e Silva. □



Q20

FINANCIAL SUPPORT FROM UNION PROGRAMMES TO COVER OPERATING EXPENDITURE

The partnership agreement between Portugal and the European Union regarding the EU funding period 2021-2027 was signed on July 14th, 2022. This programme - Portugal 2030 - will be the instrument to finance part of the support from the National Government - 10 m euros (from the ERDF programme).

Apart from Portugal 2030, our fundraising strategy to seek financial support from European Union programmes is a very realistic approach with an amount of predicted approved funds of 1.75 m euros.

Aveiro has an excellent track record in securing funds from European Union programmes managed at the national and European levels. At a European level, Aveiro had projects approved under different programmes, such as Urban Innovative Actions (Aveiro STEAM City), EEA Grants (Tomorrow's Everydayness in Atlantic Gastronomy), Creative Europe (CreArt), Urbact (Card4all) or Horizon 2020 (Ride2Autonomy), among others. From 2016 to 2021, Aveiro had over 2.6m euros of funds directly from European programmes.

Despite the support and expertise from the Structural funds unit from the City Council, already in 2023, a dedicated European funds project manager will be appointed to work closely with the CEO on the different applications to be prepared.

Creative Europe, Erasmus+ and The European Urban Initiative might be the most significant opportunities. Still, Horizon Europe, European Social Funds Plus, EIT Culture and Creativity, New European Bauhaus, STARTS, EEA and Norway Grants or European Solidarity Corps should also be considered.

The Aveiro 2027 organisation's legal body will qualify as a beneficiary of funds on its own or in partnership with our local, regional, and European partners. Nevertheless, support services will also be given in cases where the organisations leading the projects in the artistic programme can apply for EU funding themselves. To this extent, and to build the capacity of cultural organisations and the creative sector, from 2023 on, training courses will be provided.

Our programme lines are aligned with EU funding policy objectives established in the 2021-2027 EU cohesion policy.

Here are some examples of projects from our programme that, due to their scope and European dimension, are partly applied already through our project partners to European funding Programmes:

EU POLICY	PROGRAMME LINE
A more competitive and smarter Europe	PLAYING WITH FIRE RESILIENT CITY
A greener, low carbon transitioning towards a net zero carbon economy	HEALING THE EARTH SUSTAINABLE CITY
A more social and inclusive Europe	LIVING AS WATER DEMOCRATIC CITY
Europe closer to citizens by fostering the sustainable and integrated development	WALKING ON AIR COHESIVE CITY

CREATIVE EUROPE

Ramal is a part of a more comprehensive European network promoted by 4iS called Back on Track. It will evolve into a co-creative lab to regenerate public space with partners of the Tandem network and Bosch Alumni network, and the European Cultural Foundation.

Festival dos Canais is part of the European cooperation bid Delta Life - Waterways as Roads for Culture led by Oulu August Festival in partnership with Oulu 2026 and Tartu 2024 - to make art by the river through artistic residencies-workshops with local communities. The project is part of the Oulu 2026 programme. Application in 2022.

Festival dos Canais and Aveiro ATM EU Creative Europe cooperation project "Stories of Change" led by the Festival Academy had a high score but didn't succeed. However, our partners will try to bid again with a new concept.

Refeitório The Creative Europe bid led by Røst Municipality (NO) including Aveiro 2027 co-curated activities in Bodø 2024 project Via Querissima was unfortunately unsuccessful this year. But the consortium has agreed to bid again in 2023. **EEA bilateral cooperation with Bodø 2024** is a networking building between food producers and cultural agents in gastronomy to innovate sustainable solutions in the food value-chain with Norwegian partners Mousse the Moose, The Flying Stockfish Festival, Artistic Food Festival (ArktiskMat), HØST.

Project **New Deal of Arts and Politics** is part of the Pan-European Civil society engagement grant - European Elections 2024 - an event series "Europe Bottom Up!", a consortium led by A Soul for Europe. Results by the end of 2022.

HORIZON EUROPE

The New Deal of Arts & Politics will become a case study for research in the Horizon Europe 2023 consortium that will measure the results of "implicit citizenship education" led by Steve Austen (NL) with partners EFA Network, Romania (Cluj Cultural Centre), Germany (Humboldt Forum), and the Netherlands (Pakhuis de Zwijger).

The project development is also part of the pan-Eu-

ropean network A Soul for Europe's bid for the European Engagement Fund with the event series Stand Up for Europe!
In the light of the partnerships and networking ac-

tivities we have done so far, we are convinced that, if we are selected, the projects' further development will reveal more opportunities to apply to European funding schemes. □

Q21

TIMETABLE FOR INCOME TO COVER OPERATING EXPENDITURE

Sources of income to cover operating expenditure	2023	2024	2025	2026	2027	2028	2029	2030	TOTAL
Aveiro City Council	1 500 000€	1 750 000€	2 000 000€	2 750 000€	3 500 000€	2 500 000€	2 250 000€	1 500 000€	17 750 000€
Region of Aveiro	375 000€	750 000€	750 000€	850 000€	1 025 000€	750 000€	562 500€		5 062 500€
National Government (Ministry of Culture)		1 350 000€	2 750 000€	4 000 000€	5 000 000€	1 150 000€	750 000€		15 000 000€
National Government (Nat. Tourism Agency)				2 000 000€	2 000 000€				4 000 000€
EU - ERDF Programme	500 000€	750 000€	2 300 000€	3 000 000€	3 000 000€	350 000€	100 000€		10 000 000€
EU - Other funds			250 000€	500 000€	1 000 000€				1 750 000€
Sponsors			250 000€	500 000€	1 200 000€	450 000€	100 000€		2 500 000€
TOTAL	2 375 000€	4 600 000€	8 300 000€	13 600 000€	16 725 000€	5 200 000€	3 762 500€	1 500 000€	56 062 500€

Q22

FUND-RAISING STRATEGY TO SEEK SUPPORT FROM PRIVATE SPONSORS

PARTNERSHIP VS SPONSORSHIP

In Aveiro 2027, we believe social and cultural transformation will only be feasible and sustainable through positive impact and collective engagement. We understand that private businesses and individuals are fundamental agents of the transformation that Aveiro and Europe need. We don't see them as sponsors but as potential engaged partners, making a differ-

ence together. This will be done by partnership-based cooperation.

There is a robust entrepreneurial spirit in Aveiro, and private companies have a solid commitment to local challenges and cultural organisations and events. It explains the active participation of AIDA-CCI - Chamber of Commerce of Aveiro as one of the co-promoters of the Aveiro 2027 bid. During

the ECoC application process, the engagement from our private sector has been increasing, not only with the participation in the meetings/labs to create new ideas and projects for the Cultural programme but also with the financial support for projects.

That will be developed through four possible dimensions:

Thematic partnership: We see our cultural programme lines as the platform that can feature customised actions for our partners, engaging their audiences in our four societal transformation objectives: cohesion, sustainability, democracy, and resilience.

For example, the Aveiro Tech Week initiative, which integrates the festivals PRISMA and CRIATECH (developed through Aveiro 2027 bidding process), has the ICT company Altice Labs as the primary sponsor, and counts with the support from other companies such as Bosch, Wavecom, and Ubiwhere. Our ICT sector is willing to **Play with Fire** in Aveiro 2027.

Project partnership: One partner / one project is the approach we envision to link specific partners to specific projects. For example, our digital content platform, **Culture24.online**, will have as its leading partner the Portuguese cable and mobile communication leader company Altice, providing 24 hours online access to our Cultural programme anywhere in the world. Other companies like OLI, Love Tiles, the Navigator Company, CIVILRIA or INDASA are just a few more examples that have shown their availability to support and sponsor different projects of the Aveiro 2027 Cultural programme.

Patronage partnership: With a subscription-style payment model, fans can pay their favourite artists and content creators a monthly amount of their choice in exchange for exclusive access, extra content, or a closer look into their creative process.

Crowdfunding: We've agreed with the platform Gooders (www.gooders.com.br) to support our volunteering work. Through the platform, we will reward (Gooders Points) all the volunteering work with a crowdsourced approach involving citizens, local retail, and tourists. In addition, companies can engage their employees using exclusive corporate volunteering programmes. This model will allow Aveiro 2027 to involve citizens and tourists in environmental awareness, encouraging local culture and local traditional shopping.

We aim to raise 2,500,000 € in private sponsorship for Aveiro 2027. We have revised our initial plan based on the interest demonstrated by our entrepreneurial ecosystem, and we are now considering:

- 1. Main Sponsors** | Three Main Sponsors | 600k revenue (200k/each from 2025 to 2029 | 50k/year)
- 2. Projects Sponsorship** | 10 Sponsors involved in

Projects within the Social Responsibility Policies | 1m Revenue (100k/each from 2025 to 2029 | 20k/year)

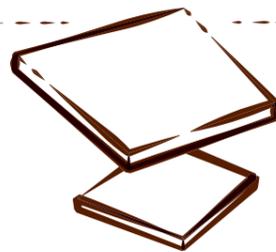
3. Community Culture Clubs Sponsorship | 15 Sponsors involved in the activities developed under the Community Culture Clubs | 450k Revenue (30k/each for each Community Culture Club | 6k/year)

4. Brand Partners | Public call to select up to three companies to design, produce and sell Aveiro 2027 merchandising | 450k Revenue (150k/each)

In this strategy, we are not considering the in-kind support of goods and services or the income from patronage and Crowdfunding. A dedicated Sponsorship project manager will be appointed to implement this strategy and secure the necessary engagement and support from our business system. We expect most of the private sponsorship income will occur from 2025 to 2029, with a special impact in 2027 due to the public interest and media attention. □

Q23

DISTRIBUTION OF THE OPERATING EXPENDITURE



We have updated the breakdown of the operating expenditure reducing the amount predicted for contingency and increased 5.75 m euros in the Cultural Programme and 2.425 m in the Promotion and Marketing budget.

OPERATING COSTS

Wages, Overheads & Administ.	8 505 000€	15,2%
Cultural Programme	37 000 000€	66%
Promotion and Marketing	9 550 000€	17%
Contingency	1 007 500€	1,8%
TOTAL	56 062 500€	

Q24

TIMETABLE FOR OPERATING EXPENDITURE

	Wages, Overheads & Administration		Cultural Programme		Promotion and Marketing		Contingency		TOTAL
2023	483 000€	5,7%	1 500 000€	4,1%	350 000€	3,7%	42 000€	4,2%	2 375 000€
2024	1 162 000€	13,7%	2 750 000€	7,4%	600 000€	6,3%	88 000€	8,7%	4 600 000€
2025	1 246 000€	14,7%	5 450 000€	14,7%	1 450 000€	15,2%	154 000€	15,3%	8 300 000€
2026	1 498 000€	17,6%	9 350 000€	25,3%	2 500 000€	26,2%	252 000€	25,0%	13 600 000€
2027	1 722 000€	20,2%	11 400 000€	30,8%	3 300 000€	34,6%	303 000€	30,1%	16 725 000€
2028	1 211 000€	14,2%	3 350 000€	9,1%	550 000€	5,8%	89 000€	8,8%	5 200 000€
2029	854 000€	10,0%	2 300 000€	6,2%	550 000€	5,8%	58 500€	5,8%	3 762 500€
2030	329 000€	3,9%	900 000€	2,4%	250 000€	2,6%	21 000€	2,1%	1 500 000€
TOTAL	8 505 000€	15,2%	37 000 000€	66%	9 550 000€	17%	1 007 500€	1,8%	56 062 500€



Q25

INCOME FROM THE PUBLIC SECTOR TO COVER CAPITAL EXPENDITURE

INCOME FROM PUBLIC SECTOR TO COVER CAPITAL EXPENDITURE		
Aveiro City Council	42 200 000€	54,10%
Region of Aveiro	2 400 000€	3,08%
National Government	-	-
EU	31 800 000€	40,77%
University and Public Foundations	1 600 000€	2,05%
TOTAL	78 000 000€	

Q26|29

FINANCIAL COMMITMENTS TO COVER CAPITAL EXPENDITURE AND AMOUNTS SPENT FOR NEW CULTURAL INFRASTRUCTURE FOR ECoC



In the last years, Aveiro has already had the opportunity to upgrade some existing infrastructure to be used by Aveiro 2027 under the Europe 2020 funding Programme framework. 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.

However, we foresee **a continuity of these investments to enhance and improve the current capacity and quality of infrastructure** used in 2027, including creating new cultural spaces by **renovating underused and abandoned buildings** to support the culture and creative sectors. This capital investment represents an **estimated total value of 80.5 m euros, of which 78 m euros come from public funding and 2.5 m euros from a public-private partnership** to renovate a former salt production factory (Vitasal) into a new hotel and Aveiro's Contemporary Art Centre.

After the local elections in October 2021, the **City** included most of the foreseen projects detailed in Q43 – like Creative Change Academy, Living Places Lab, Community Culture Club spaces network, Biennial of Ceramics Museum, and Museu da Terra - in the **pluriannual budget of the City of Aveiro, approved on December 14th, 2021 and PEDUCA – the local strategic plan for urban development**. Some of the procedures for these projects were already initiated. For, e.g. in July 2022, the public call for architecture projects for Creative Change Academy was already launched, as well as an open call for ideas for the urban area comprising Living Places Lab, regarding a sustainable approach in line with the New European Bauhaus initiative.

The investment of the Municipality also includes an estimated amount of 10 m euros on complementary urban infrastructure to support soft mobility not only in the city centre but also in the periphery and to enhance the network of cultural venues with walkable and cycling accesses.

Other specific projects are still being planned. For instance, we anticipate public funding support of 1.6 m euros from the **University of Aveiro** for the Artistic Intelligence Factory and the same amount from Aveiro City Council.

2.4 m euros will be supported by the **City of Ovar** (Region of Aveiro) for the regional Ceramic Tile Museum.

The Events Arena is the only new building specially planned for Aveiro 2027 with an estimated total budget of 25 m euros, to be negotiated and discussed by public authorities after the nomination of Aveiro as ECoC 2027.

The refurbishment of “Fábrica Jerónimo Pereira Campos” into a renewed Congress and Exhibition Centre also depends on the title. □

Q27

EU SUPPORT FOR CAPITAL EXPENDITURE

The City of Aveiro has extensive experience setting up European funding solutions for capital investment. Over the last five years, the City has invested over 25 m in urban rehabilitation, soft mobility, and cultural venue refurbishment, with 10 m supported by ERDF funds.

Now that the Cohesion Policy 2021-2027 funding period is starting to be implemented and Portugal 2030 programme lines have been presented, it's confirmed that Aveiro 2027' major infrastructure investments are eligible for funding under the Operational Programme of the Central Portugal Region. Considering Aveiro's excellent track record and the work we already started with the managing authority and our partners in the Region, we anticipate an EU support of 31.8 m euros, i.e. 60% of eligible public investments.

Within the ITI Urban Networks, the Portugal 2030 programme will provision the renovation of buildings and collective equipment that support territory valorisation, heritage and cultural resources and the attraction and retention of talent.

The AI-Artistic Intelligence Factory, the Creative Change Academy, the Aveiro Biennial of Ceramics Museum, the Art & Convention Centre, the Exhibition Centre (former Vitasal factory) or the Ceramic Tiles Museum fall into these criteria and have already been presented to the Managing Authority's Executive Board, who have shown the support for the funding of those investments.

Regarding urban regeneration and soft mobility, the supporting funds will be secured under the Development and Territorial Cohesion Partnerships. Aveiro is leading the development of this contract, and we have integrated the necessary investments that are an extension of the urban regeneration process that was started in 2016 (PEDUCA) and for the Living Places Lab project. □

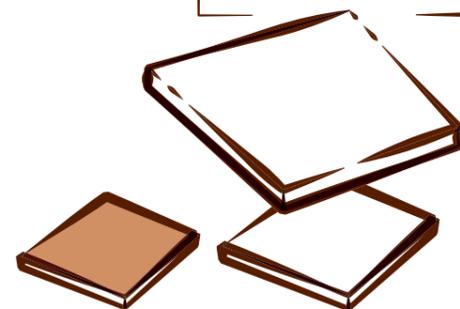
Q28

TIMETABLE OF INCOME TO COVER CAPITAL EXPENDITURE

Sources of income to cover capital expenditure	2023	2024	2025	2026	2027	TOTAL
Aveiro City Council	4 220 000€	10 550 000€	10 550 000€	10 550 000€	6 330 000€	42 200 000€
Region of Aveiro	240 000€	600 000€	600 000€	600 000€	360 000€	2 400 000€
National Government	0€	0€	0€	0€	0€	0€
EU	3 180 000€	7 950 000€	7 950 000€	7 950 000€	4 770 000€	31 800 000€
University and Public Foundations	160 000€	400 000€	400 000€	400 000€	240 000€	1 600 000€
Private Investment	250 000€	625 000€	625 000€	625 000€	375 000€	2 500 000€
TOTAL	8 050 000€	20 125 000€	20 125 000€	20 125 000€	12 075 000€	80 500 000€

Q30

GOVERNANCE AND DELIVERY STRUCTURE



If Aveiro succeeds in its ambition to become a European Cultural Capital in 2027, for the delivering body of Aveiro 2027, we are considering an evolution of the current organisation model that we set up for the bidding rounds, assuring the continuity of the already created synergies.

In 2019 Aveiro established a governance model for the pre-selection application 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, representing the**

11 municipalities of the region, 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 up (chaired by the former EU Commissioner Carlos Moedas) and 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 organisation model. The co-promoters will establish a new legal framework and team organisation to ensure the necessary mechanisms for effective programme delivery.

If Aveiro is designated a Municipal Public Company will be established (under Portuguese Law 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 and AIDA-CCI** to become shareholders. We also intend to maintain the Honorary Committee as well as an Advisory Board with representatives from Aveiro's civil society.

We've already developed all the legal procedures that will allow this organisation to take office in January 2023 if our bid succeeds. □



Q31|34

MANAGEMENT, CEO AND PROGRAMME DIRECTORS

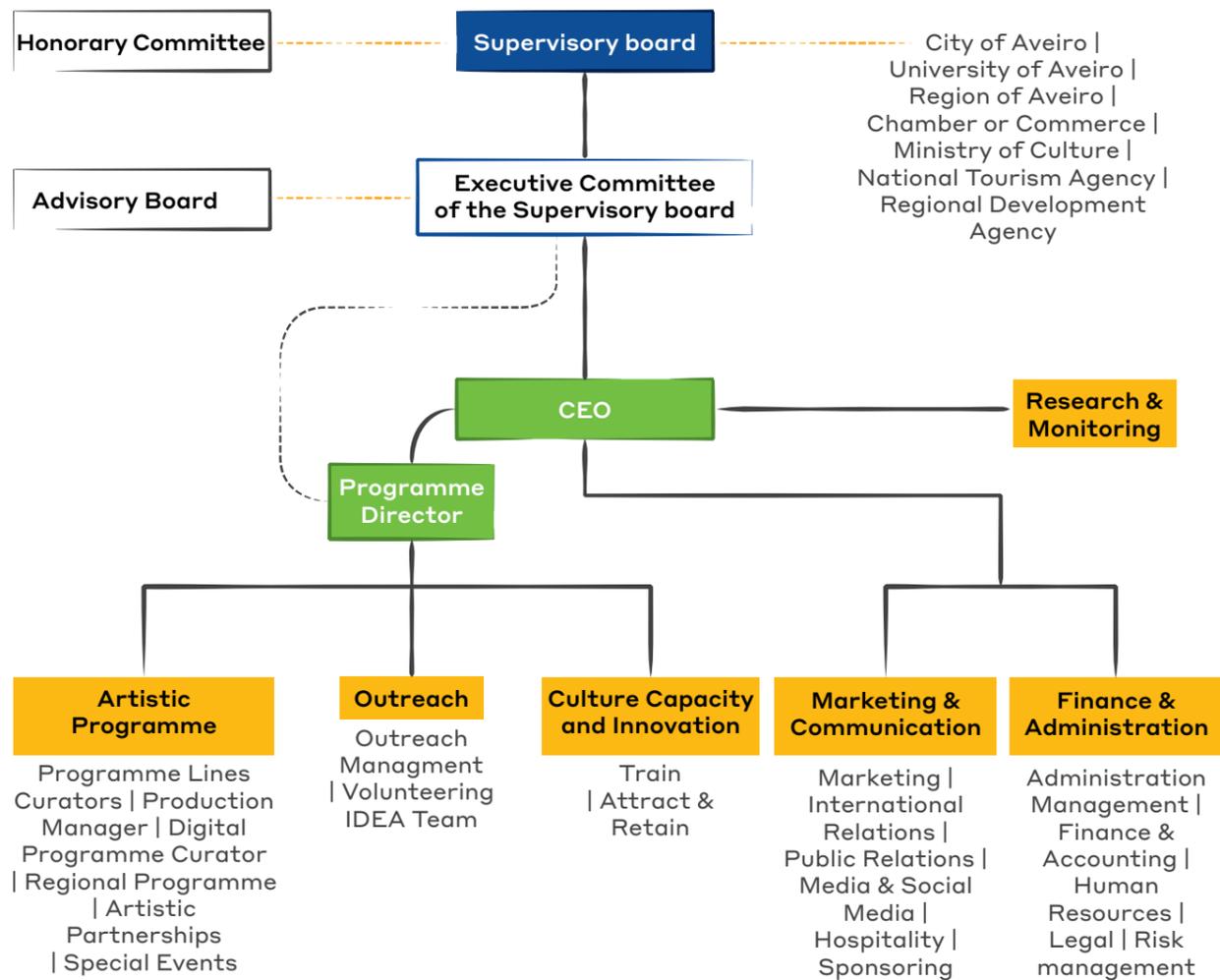
Since the first bid round we have refined our Governance Model, making clearer the decision-making process and also the core teams, on both, operational and strategic levels. Already in our bidding team during the pre-selection phase we contacted experienced people who know the huge task that delivering a major event like an ECoC is. We believe the structure of Aveiro Public Company will be flexible and resilient enough to go through all the processes until the legacy years.

GOVERNANCE STRUCTURE

The **Supervisory Board** is where the four shareholders of the Company - The Mayor of Aveiro (chair),

Dean of the University of Aveiro, the Chairman of CIRA and the President of AIDA-CCI - have a seat, and also three representatives of the regional and national authorities, specifically the Ministry of Culture; Regional Coordination and Development Agency (CCDR), and the National Tourism Agency (Turismo de Portugal). The Supervisory Board is the highest decision-making body and will take office immediately following the title nomination. It is responsible for approving the organisation's strategy, action plan and budget and supervise the organisation's performance objectives. The four shareholders of the Supervisory Board will appoint seven representatives for the Executive Committee of the Supervisory Board (or, in short, the Executive Committee).

The **Executive Committee** reports to the Supervisory Board. It is responsible for the ECoC general coordination, management and delivery according to Aveiro 2027 artistic vision and values and financial goals. It's also responsible for meeting the expectations of the region, key stakeholders, and local citizens that are represented on the Advisory Board. The Executive Board meets every week and oversees ECoC activities in articulation with directors and department managers. It is also responsible for appointing the **Chief Executive Officer (CEO)** and



Programme Director, both selected through international **open calls at the beginning of 2023**.

Concerning the **operational layer**, there are two main areas of responsibility for managing day-to-day activities:

EXECUTIVE OPERATIONS

The **CEO** is responsible for the ECoC project operations and reports to the Executive Committee. His/her role is to manage general financial, administrative and logistic issues and resources. We expect him/her to demonstrate a connection to the city, the application, and its values. We also require proven leadership and management skills, the capacity to publicly represent the organization and oversee cooperation partnerships, and experience in communicating and managing events with international visibility.

The **CEO** will lead the **Marketing & Communications** and **Finance & Administration** managers and teams and will work closely with a **Research and Monitoring** responsible who will be the point of contact between the ECoC team and the Mad Lab, providing all the information needed. The **Marketing & Communications Manager** is responsible for planning and overseeing all communication strategies and activities, from public relations and media partnerships to marketing, sponsoring and hospitality. The **Finance & Administration Manager** coordinates all financial and legal tasks, obligations and needs connected to resource and people management.

CULTURAL PROGRAMME

Artistic integrity lies with the **Programme Director** who reports to the CEO. He/she will be responsible for planning, coordinating, and implementing the artistic vision and programme set out in the bid, in articulation with the Cultural Programme curators, producers and the Advisory Board. The Programme Director will be selected through an international call, and we expect her/him to have proven experience in organizing and delivering large-scale and international cultural projects and events.

The Programme Director will be responsible to coordinate the Artistic, Outreach and Cultural Capacity teams. He/She will be working closely with the CEO, Finance and Communications managers to ensure successful and integrated project preparation, development and implementation. **The Programme Director depends on CEO decisions regarding the project resources** (financial, technical and human) for the programme development, **while maintaining independence to fulfill the artistic vision**. The Executive Committee is responsible to take decisions in case of severe disagreements and the Supervisory Board stands as the ultimate instance of decision.

The **Artistic Team** is in charge of the artistic and cultural content development and integrates four curators responsible for each programme line and respective tool, assisted by programme line producers to support the production of activities of the events promoted in-house (by Aveiro 2027). Also, special events, cultural and artistic partnerships,

and regional and digital programmes will also have a leading curator/manager. The **Outreach Team** is responsible for keeping the engagement of local citizens, communities and NGOs, and volunteers in our project, as well as monitoring and helping to implement our IDEA principles: inclusion, diversity, equity and accessibility. The **Cultural Capacity Manager** will design and develop our Capacity Building programmes in close articulation with artistic, outreach and production teams.

Additionally, we also have an **Advisory Board**, which is a committee of local, national and international experts and organisations from different fields of knowledge. It will integrate cultural and art experts for supporting the Programme Director in cultural and artistic content development. This Advisory Board also ensures that the local organisations, citizens and communities of Aveiro will be represented and have the opportunity to have a say or participate in the project's development, in articulation with the Executive Committee. □

Q32

ENSURING THE CAPACITY OF STAFF TO PLAN, MANAGE AND DELIVER ECoC

One of the main priorities of Aveiro is to attract and retain creative talent. Projects like the ECoC appear to be once in a lifetime opportunity, not only as a catalyst of our capacity-building plans, but also because of the jobs it creates and the experienced professionals it attracts. This is another great chance to make the Fifth Element really work and to effectively build a creative and vibrant ecosystem in Aveiro.

During the pre-selection, we had the opportunity to work with a unique group of creative and highly skilled individuals, with a keen and genuine curiosity about how an ECoC works. We also met other ECoC cities and candidate teams, as well as people who have proven experience with such projects and we feel well informed of the necessary skills and experience needed for Aveiro 2027 team.

Since a new management organization will enter the scene, we will grow our team and staff gradually from 2023 on as explained in the following table. We foresee that some of the people already involved in the application will be part of Aveiro 2027 staff, but we also plan to recruit other skilled and experienced professionals via national and international calls. To ensure effective implementation of the programme from day one, a continuous engagement of people

during this transition period will be secured. Immediate priority will be given to CEO, Programme Director, Outreach, Communication and Finance staff recruitment already in 2023. On the other hand, the team will decrease in number but keep operating until 2030, ensuring proper legacy delivery in a sustainable way.

We decided to create a large-scale event in 2025 that will help us to test Aveiro's management structure, capacity to deliver and programme developments. Likewise, to consolidate the work and results of the ECoC year and avoid an unpleasant "hungover" effect, we are planning a legacy event with a first edition in 2029 - Aveiro's Fifth Element Biennial pro-

gramme, which the main goal is to leave conditions that can guarantee the continuity of the project and its legacy.

When selecting staff candidates, we will pay special attention to previous experience, but also to diversity, equity, openness, and tolerance. After all, it is also here that we should apply our IDEA Principles. We will also offer flexible work opportunities, such as home or hybrid working environments, create specific hospitality packages for supporting temporary residents/workers and have opportunities like internship programmes for youngest professionals or recently graduated in articulation with University of Aveiro. □

Number of employees per year	2023	2024	2025	2026	2027	2028	2029	2030
Directors (Programme and CEO)	2	2	2	2	2	2	2	1
Artistic Programme team	4	18	21	25	28	19	11	1
Marketing & Communication	3	7	8	10	15	7	5	3
Finance & Administration	2	7	7	10	11	9	7	4
TOTAL	11	34	38	47	56	37	25	9



Overall, cooperation will be key since our bid's vision is a city vision: to become future-proof by using the Fifth Element addressing four dimensions: Cohesion, Sustainability, Democracy and Resilience. And the work we have begun with the bidding process is helping us to bring everyone on board, making us confident that we will be capable of delivering a successful and effective project. As already explained above, Aveiro 2027 bid is co-promoted by the main local authorities from the city and region of Aveiro, namely the City of Aveiro, the University of Aveiro, CIRA – Aveiro Intermunicipal Committee, and AIDA-CCI – Commercial and Industrial Chamber of Aveiro.

Beyond this, many of the other administrative departments and teams – e.g. the Municipality's Culture and Tourism Departments, Education, City Development, City Planning and Entrepreneurship, among others – were directly involved in our bid since 2019. Likewise, cultural, social and economic organisations and institutions participated in the Strategic Council's Sectorial Groups and were consulted for specific activities connected to the project development. All of the different authorities were informed about the progress of our bid through our Jornal do Amanhã newsletter and were invited to participate in presentations, meetings and forums.

As mentioned in Q31/34, the new Aveiro 2027 organisational structure will ensure the continuous and active involvement, engagement and cooperation of local and regional political and decision-making authorities and organisations. □

Q33

COOPERATION BETWEEN THE LOCAL AUTHORITIES AND AVEIRO 2027 TEAM

Q35|36

RISK ASSESSMENT AND MITIGATING MEASURES

RISKS	PROBABILITY	LEVEL OF CONSEQUENCE	MITIGATING SCENARIOS
PARTICIPATION AND ACCESSIBILITY			
Need to engage and encourage local people who feel not enough involved in ECoC preparation	Medium	High	<ul style="list-style-type: none"> Engagement of the citizens in the core of the Aveiro 2027 project, which delivers a variety of exciting ways and projects to attract and simulate them to co-own the programme, for e.g. Community Culture Club Communication and outreach strategies will ensure interactive dialogue and regular mediation with communities, while the ambassador's programme will provide direct human interaction to participation Inclusion, Diversity, Equity and Accessibility (IDEA) principles and strategies as cornerstones of participation Launching open calls, focus groups and workshops with specific groups
Insufficient participation and engagement of cultural and creative sector in Aveiro 2027 project development	Medium	High	Frequent networking and training opportunities for cultural and creative agents in order to ensure ongoing dialogue, such as Cultural Collaborative Network; Off the Radar Network; Capacity building Programme, in particular regarding the IDEA principles
Insufficient cooperation and articulation between management team and creative and cultural sector to accomplish proposed projects	Low	Medium	<ul style="list-style-type: none"> Development of a specific inclusion and mediation programme for local creatives Participatory process designed for all productions Holding open calls, focus groups and thematic groups such as Culture Clubs (as has happened with the application process)
Sectors of society in the region with low levels of participation	High	Medium	<ul style="list-style-type: none"> Creating focus groups with the participation of opinion leaders, civic movements and leaders of marginalized groups Create a training and capacity-building programme for the cultural and artistic sector Potentiate exchanges and experiences with international creators Inclusion, Diversity, Equity and Accessibility (IDEA) principles and strategies as cornerstones of participation
Weak engagement by key stakeholder groups and target audiences	Medium	Medium	<ul style="list-style-type: none"> Holding open calls, focus groups and thematic groups such as Culture Clubs. It is important to stress that we have already made an Open Call for Cultural projects with more than 100 proposals being presented
Difficulty to attract volunteers	Medium	Low	<ul style="list-style-type: none"> We will launch a volunteer programme already in 2023, taking advantage of the experience of a local NGO in that area. Capacity Building Programmes 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 Mentoring programmes and internships with focus to improve the overall knowledge and performance of volunteers, insuring opportunities that allows to develop skill for future employment/professional growth Promote digital volunteering engagement for digital space



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	High	<ul style="list-style-type: none"> Programmes for cultural participation, capacity building and internationalization 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 (2023) Hiring of cultural managers for the Aveiro 2027 team with wide experience in cultural mediation and management of cultural projects In collaboration with the University of Aveiro, in the context of our capacity building programme, we will develop training and higher education courses in cultural management and artistic creation for cultural creators and managers
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Disagreements on Aveiro 2027 bidding vision and implementation in the artistic programme	Medium	High	<ul style="list-style-type: none"> Close collaboration and sufficient exchange with the Executive Board of Aveiro 2027 bidding process in order to ensure the correct transmission of the project vision Ongoing and transversal capacity and team-building activities will intensify the gradual professional growth for project implementers. Sequential "Reality-check" encounters in order to foresee progress, development and quality, to proactively mitigate obstacles on the way of implementation
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GOVERNANCE, MANAGEMENT AND CAPACITY TO DELIVER

Failure to secure the required budget (e.g due to an economic crisis affecting public and private funding)	High	High	<ul style="list-style-type: none"> Celebration of association and long-term partnership contracts between Aveiro 2027 project and private entities and companies. Budget allocation at the municipal level in the major multiannual budget options and municipal financing (4-year mandates)
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Insufficient political and administrative support	Medium	High	<ul style="list-style-type: none"> Continuous municipal and regional participation in the management bodies of Aveiro 2027 (the Mayor is the president of the Aveiro 2027 strategic council) and constant dialogue with policy makers Strengthen the Ecoc project in long-term documents as a priority and strategic project regardless of the political situation, like already happened with the Regional Development Strategy EIDT The approval of Aveiro's application to become the European Capital of Culture was made in the framework of the Cultural Strategy of Aveiro 2019-2030 and the Regional Pact for Culture 2030
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Political pressure on the management or content	Low	High	<ul style="list-style-type: none"> Enhance Aveiro 2027 independence with external financial resources and close cooperation with cultural organisations across the region. The Governance Model for the ECoC2027 is designed to ensure artistic freedom and bottom up decision making and consultive processes, including representatives from civic society and independent voices from external consultants.
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Budget cuts or financial liquidity problems	Medium	High	<ul style="list-style-type: none"> Prioritisation on projects that are essential for having long-term impact and leaving a legacy
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Failure to secure EU funding delete to the process	Low	High	<ul style="list-style-type: none"> The overall EU Funding proposed to the ECoC process is relatively low. We believe that the overall funding will be higher. Nevertheless, if EU Funding is lower, the City will reinforce its contribution
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Cultural infrastructure developments delay significantly	Low	High	<ul style="list-style-type: none"> Cultural programme not dependent on one single building; flexibility
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Management Changes and Recruitment Process	Medium	Medium	<ul style="list-style-type: none"> 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
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SUDDEN CHANGES

Economic or financial crisis during 2023-2027	Medium	High	<ul style="list-style-type: none"> 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
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Unexpected and sudden changes and risks. For e.g. extreme weather conditions, Health Global Crises, etc.	High	Medium	<ul style="list-style-type: none"> All the projects will be designed to be implemented in a Hybrid Model and be included in Culture24.Online digital platform. In the event of a new Global Pandemic, each cultural project must have defined a "plan B" approach that takes into consideration these constraints eg. health measures, digitalisation and virtual presentation
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Cyber security breaches or attacks	High	High	<ul style="list-style-type: none"> Ensure enough resources, knowledge and expertise to build secure networks, information and data and backup systems; Create security policies and train and educate teams and staff
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COMMUNICATION AND MARKETING

Bad publicity: negative media attention, negative comments	Low	High	<ul style="list-style-type: none"> Building a communication and mediation programme, a marketing and PR programme with all local and regional stakeholders, local and national media and based on a transparent approach Good expectation management from Day 1
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Inability to reach international audiences	Low	High	<ul style="list-style-type: none"> 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.
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EUROPEAN DIMENSION

International collaborations and partnerships not carried out as planned	Low	Medium	<ul style="list-style-type: none"> 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 analyzing the opportunities that complement Aveiro 2027 programme/projects international qualities
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ENVIRONMENTAL SUSTAINABILITY

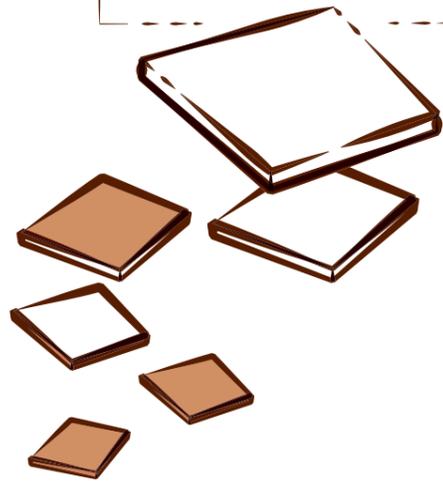
Difficulty in ensuring sustainable processes in the delivery of the programme	Medium	Medium	<ul style="list-style-type: none"> Environmental responsibility set as key indicator in the work of the Aveiro 2027 programme All decisions and projects based on sustainable choices: sustainable travel modes; materials; application of circular economy principles; co2 offset programme; digital working methods where feasible
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Q37

COULD YOUR ARTISTIC PROGRAMME BE SUMMED UP BY A SLOGAN?



AVEIRO 2027 ... AND THIS CHANGES EVERYTHING

The communication strategy of Aveiro 2027 bid is expressed through the slogan "... and this changes everything".

It has the power to generate curiosity and engage the audience, as it points out the purpose of this project: transformation through culture.

Understanding Aveiro is to understand the same elements that were once used to explain the world and life's essence: Air, Earth, Water and Fire.

But there's another element, **The Fifth Element**, that has always been the glue that connects the other four. **It is Culture**. The one that gives people a sense of meaning and belonging. It has the capacity to mix, transform, and recreate. And this changes everything, every place and every person. An aspirational approach that triggers the emotion of Aveiro's citizens and international audiences.

This slogan, released at the beginning of our bid, connects to a quartet of hashtags to guide our approach:

**#THISCHANGSEVERYTHING #AVEIRO2027
#WEGOTOGETHER #ONEPERSONATATIME**

Q38 | 40

MARKETING AND COMMUNICATION STRATEGY

MOBILISING OUR CITIZENS AS COMMUNICATORS

With Aveiro 2027, we are challenging ourselves to become a more cohesive, sustainable, democratic and resilient city. What it takes to achieve this is an engagement of many, co-creation and a sense of belonging. But change is very hard for humans. We do so hold dear to our status quo. And communicating the need for change is a tough thing to do - especially in a beautiful place like ours. Hence, our marketing and communication strategy is not embodied in the "traditional" notion of attracting audiences but rather a process of **increasing engagement** and creating a **movement for change**. Collaboration and specific segmentation targeting considering individual attention to each person will be our drivers of change. Aveiro's communication initiatives so far illustrate how we are planning to achieve our main goals:

BRANDING AVEIRO AS A REGION OF CULTURE

Aveiro 2027 brand will enable us to unite our regional cultural communication efforts towards recognising Aveiro as a Region of Culture on national and international levels. Our current brand was designed to launch our Cultural Strategy and has been used in all communication materials and actions of the ECoC as well as by public cultural venues and events. So, it needs some adaptation to incorporate the Fifth

Element concept better. As soon as it's finished, we will have a fun and adaptable **Fifth Element brand toolkit** available on our website so that everyone can print and stick Aveiro 2027 on a window, a t-shirt, or a tote bag and automatically become an Aveiro 2027 ambassador. At the same time, cultural and other organisations involved will have the opportunity to improve communication skills through our capacity-building programme, overcoming the communication challenges identified in Aveiro's Cultural Strategy and by local audiences. They will also be given materials to promote co-productions through their platforms so that Aveiro 2027's communication becomes visible and coherent without overshadowing individualities.

ENGAGING AVEIRENSES ON THE ECOC JOURNEY

As we introduced in Outreach, our participation slogan is "Vamos juntos/Let's go together". We believe that by promoting meaningful participation and collective engagement in our programme, Aveirenses will be more willing to spread the word about it. This is the first step - having a mostly participatory programme like Aveiro 2027 - but we have planned many different ways to mobilise the Aveirenses living in Aveiro or across the world (diaspora) as communicators of our bid. During the application, we developed two marketing campaigns, on digital platforms and outdoors, to inspire, engage and share the stories of Aveirenses. For the first, culture was presented through poetic images and the voices of the local community already engaged in the programme. The second resulted from a collaboration with the local street artist Zooter, allying her playful characters with the "superpowers" that the Fifth Element can give us: wings, roots, horizons, dreams, and a future. We will continue to communicate regionally, e.g. through a series of campaigns, podcasts and visits with local partners, and, with projects connected to the **Walking on Air** programme line, there will not be a shortage of exciting content.

ENGAGING NATIONAL AND INTERNATIONAL AUDIENCES

Aveiro wants to become a testbed for Europe and an international ecosystem for finding solutions to societal and other complex challenges. A place to live and work and a city that sparks curiosity across the Atlantic. Thanks to international networking, such as Culture Next, New European Bauhaus or STEAM Network, and cooperation activities with our ECoC friends, Aveiro is becoming more and more visible on European radars. The international meetings and events held here in 2021 and 2022 are just some examples. Our partners are key to engaging other organisations, institutions, professionals, or even smaller communities in our programme. Likewise, our international ambassador's programme will make every Portuguese embassy a point of contact between Aveiro 2027, international partners, institutions and diaspora communities. Additionally, becoming associated with UNESCO (with the po-



tential classification of moliceiro boat and Salgado Aveirense) and enhancing Aveiro as an international tourism destination will enable us to engage with more significant audiences.

These are just some examples already planned or in place. Until 2027, we will further deepen the engagement with people around us, on a local and international level, through participative communication tools and methodologies. We look forward to **smart, accessible, truthful, and responsible communication**.

SMART / #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 whom we are talking to and craft the most effective message to each group. We will create a **Language Workgroup** to successfully and respectfully communicate within diverse communities. The group will merge our communication and marketing teams with target group mediators and both teams and partners involved in Aveiro 2027 programme, e.g. connected to Community Culture Club, Creative Change Academy, or programmes like Open Port and Atlantic Poetics for a co-learning process involving communities.

With a human-centred approach sustained on active participation by target group mediators, we will be testing and refining ways to interact better, bringing playful and inclusive methods to spread the word locally, nationally and internationally. To overcome distances with the European and international public, we will adjust our key messages to specific target groups (microtargeting) through our **Digital Marketing strategy**. We will focus on common concerns (sustainable life, democratic values, cohesive society and resilient cultural and creative systems), link international creatives and communities (Bairro da Europa, Aorta, and Marimba), develop a tailored language (Language Workgroup) and co-create digital communication tools together with our European and international partners (Culture24.Online). They will also be spreaders of our messages into the epicentre of their communities. By building this solid network of closeness, we will add to our communication the strong sense of neighbourliness characteristic in Aveiro. And all the events will be accompanied by the **Aveiro Hospitality Van**, providing information and creating a good atmosphere with music and cookies (not the digital ones, but rather the ones that taste good) from all the EU countries.

As a great host, Aveiro will run **training programmes** for ECoC teams, volunteers, and local ambassadors, since all of these will be key messengers and will be given materials regularly with updated info. The same with hospitality agents and professionals (such as tourism operators, hotel and restaurant workers, taxi and bus drivers, tourist guides and shop staff) in partnership with the significant hospitality business association AHRESP. To maximise the experience of those visiting us, Aveiro is working with

tourism agents to create **attractive and immersive products** tailored to the ECoC.

ACCESSIBLE / #WEGOTOGETHER

Just like the wind blowing in Aveiro, communication will be constant, accessible and embracing to keep audiences committed throughout the process. To reach that commitment, we will use a tailored language and co-design innovative, open and user-friendly communication strategies, tools and products through a **Neighbourhood Crew**.

Together with our **IDEA Team**, we will identify our audiences' singularities, challenges, and interests and make sure that every step of the Aveiro 2027 experience is accessible, inclusive, understandable, and attractive for the many and not only a few. E.g., in one of the first results of the Community Culture Club's Aveiro Active Agers +++, a group of seniors already identified accessibility challenges and created a newsletter specially designed to promote Aveiro 2027's events and opportunities for participation of older people. And, of course, CCC participants are our primary ambassadors of the ECoC, who will share their experiences with their families, friends, and colleagues.

To develop a tailored and compelling message, we will use different languages for communicating information beyond Portuguese and English. Let's not forget that spoken language is not the only barrier, especially among the most vulnerable groups. Our communication and content should be **inclusive, perceptible and transparent** for all by using accessible language and colour-blind codes (ColorAdd), among other adapted and accessible technologies and languages.

TRUTHFUL / #ITCHANGESEVERYTHING

Clear as water and eye-catching as our salt crystals, this is how the information will be for a change. Until today we released the **"Digital Activist"** initiative to involve our social network followers, especially the youngest and the diaspora, to become active "ambassadors" in spreading Aveiro 2027's messages. A Digital Activist toolkit is available on Aveiro's website, guiding everyone through the process, and will be given to the University of Aveiro students.

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 and engaged in building a more sustainable, democratic, resilient and cohesive future. Together, we will co-design maps of threats related to the SDGs and key European themes, opening canals to connect people and communities of Aveiro, Europe and the Atlantic. Groups of experts, for instance, the ones participating in Critical Cities, will be part of this collective, crucial to ensuring data authenticity, fighting misinformation, and designing awareness-raising activities. One example is some of the activities of **One Ocean**, like the Workshop *Local Reporter* and *ILove2Help*, which aim to promote social awareness among communities and schools through



CITY OF AVEIRO ARCHIVE



CITY OF AVEIRO ARCHIVE

dedicated media content and media-activism workshops for students.

To link its activities to the ECoC programme, this "activism squad" will take part in the four **Tools for Transformation**: *Community Culture Club*, to stimulate cultural participation and community engagement; *Living Places Lab*, for promoting civic involvement in urban and sustainable development; *Creative Change Academy*, for civic engagement and promotion of democratic activism, inclusion, diversity, and interculturalism; and *Artistic Intelligence Factory*, to empower independent creatives and artists and boost interdisciplinary work for shared social and economic value.

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, encourage engagement, and release impacts, connecting NGOs, civic movements, grassroots organisations, and activists with everyone who embraces the initiative. Overall, the Squad will promote **concerted action** among local civic and activist movements by creating monthly programmes and joint initiatives around activism. On an international level, an Activism Forum and two major climate marches on Earth and Ocean days (April 22nd and June 8th) are on the agenda.

RESPONSIBLE / #AVEIRO2027

The sky's 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 and 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 intelligent, accessible, truthful and conscious approach, our communication will be anchored on a **digital lab** behind our digital platform *Culture 24. Online*. 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 digital projects and content streaming. We will take advantage of the already active channels, platforms and instruments for spreading information through our social networks and website. This will be further explained in Q39.

On the physical level, projects like *PRIMA* and *Out of the Blue* will merge into **merchandising and communication 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, plastic waste re-design and less environmentally impactful techniques, like craft and handmade. Tailored campaigns, supported by the Activism Squad, 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. □



Q39

PLANNED MEDIA PARTNERSHIPS



CITY OF AVEIRO ARCHIVE

Our media strategy will embody the Fifth Element concept for bringing media partners into Aveiro's journey of becoming a future-proof city. They will help us to spread Aveiro 2027's stories around towns like ours, in Portugal, around Europe or in any other part of the world, and hopefully awaken the curiosity of people and visitors to participate or engage in our quest. After all, we know that fighting our current challenges just makes sense if we are in this together. Our media strategy relies on three dimensions: forging **solid partnerships** with regional, national, and international media; production of **captivating content and storytelling**; effective and **creative use of digital media**.

REGIONAL, NATIONAL AND INTERNATIONAL MEDIA

By the end of 2022, Aveiro will host the Aveiro Media Competence Center (AMCC), a platform to support and promote the European Union (EU) media sector

in implementing digital transition projects and managing their sustainable future in a digital context. The University promotes this project to the Portuguese Press Association and the PCI - Science and Innovation Park of Aveiro Region and involves several public and private partners, such as Google. Also, in Aveiro, the SkyPortugal hub is mainly responsible for developing SkyShowtime, a media platform in 20 European countries.

Having close contact with such organisations already increases our probability of establishing powerful national and international media partnerships and enhancing our own media capacity in Aveiro. And here's where we will start. Our Marketing and PR department will work with our International Relations Manager to develop partnerships in a meaningful way.

To **reach international audiences**, we will also consider the existing relationships with our ECoC part-

ners and their countries, from Europe - Latvia, Finland, Austria, and France, e.g., towards the Americas - the USA, Canada. We are also planning to focus the promotion among the 300 million people that live in Community of Portuguese Language Countries for projects like *Aorta*, *Marimba* and *Atlantic Poetics*.

Our international communication partnerships will also be supported through collaboration with **tourism agents and operators**. E.g. with the precious help of the Regional Tourism Agency, Aveiro will be, in 2023, the guest destination of BTL, the biggest international tourism fair in Portugal and one of the biggest in Europe. This will be a major opportunity to launch Aveiro 2027 among **national and international media**, operators and visitors. If we are designated as ECoC, the national tourism agency, Turismo de Portugal, will reinforce our communication capacity with an investment of 4m EUR to cover international media visits and marketing activities. Some examples of this are special visits for journalists to Aveiro and relational marketing activities such as bringing our special sunlight of Aveiro to cities like Reykjavik.

On a national level, Aveiro is recognised as a city of cultural tourism but not so much as a city of contemporary culture and arts. Therefore, **regional and Portuguese media** will be essential to shift this perception and engage regional and national audiences in the Aveiro 2027 artistic programme. During the application, we had a partnership with TSF - a radio belonging to Global Media Group - for broadcasting "Noites da Ria" with interviews with several guests who participated in our bid. We intend to continue and expand this partnership to the two national newspapers of this same group, *Jornal de Notícias* and *Diário the Notícias*, as well as to other media groups and platforms such as Altice, CNN and Porto Digital. Special cooperation with national public television (RTP) and radio (RDP) will be developed to cover and broadcast our major events. These partnerships will go beyond traditional communication forms since we are planning to invite the media and journalism agents to actively participate, as moderators and guest speakers, in programmes such as *Critical Cities*, and *New Deal of Arts and Politics*, among others.

However, beyond partnerships with newspapers, radio and television, other media agencies, digital media platforms, freelancers, etc., we will partner up with **specialised media** in niches and themes connected to our programmes narrative, particularly in the culture and arts fields. Some examples are Google Arts and Culture and Canal180, a media platform for artists and creatives, a partner of We Are Europe and has been collaborating with platforms such as Pitchfork (US) or national contemporary art foundations (e.g. Serralves).

OUR OWN AVEIRO 2027 MEDIA

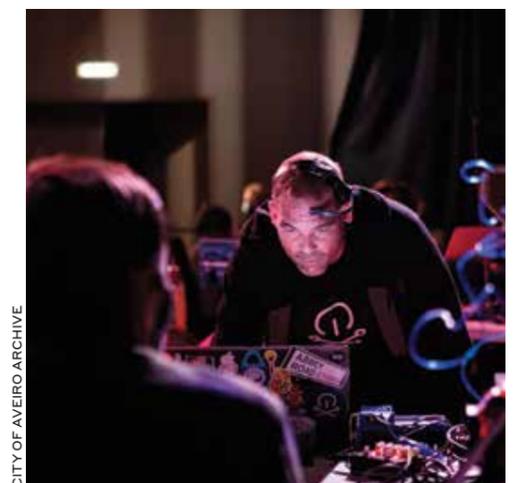
We will continue to be media ourselves, using the Fifth Element to tell our stories, telling the story of the Fifth Element, keeping the audiences updated, and awakening the curiosity of potential visitors. **Our strategy is almost entirely digital**, articulating different platforms and instruments that will enable us to target

different audiences through micro-segmentation.

Aveiro 2027 **website** is the main source of practical information about our project, our programme and hospitality in Aveiro, presenting it in a very clear, simple, and accessible way. Our **social media** strategy will rely upon compelling images, videos and storytelling that result from projects like *First Impressions* or *Museum of Us*, enabling us to interact more directly with followers and convey the look and feel of the city and the artistic programme. At the same time, we will bring together young people to raise awareness around common causes and societal challenges through our **Digital Activist** initiative, helping them spread and share the word across digital platforms in a thoughtful and informed way. Social media advertising and influencer marketing are also opportunities to reach wider national and international audiences, either for promoting artistic events, cultural tourism, or ECoC initiatives (e.g. open calls).

However, **Culture24. Online** will be Aveiro's main feature to produce and disseminate our projects' digital and hybrid artistic and cultural content internationally. This is a pioneering platform and app resulting from a collaboration with other ECoC cities, international partners, and a local ICT company's lab for innovation that will offer open access to instruments for **hybrid creation, literacy, and education** content (e.g. connected to projects like *Bairro da Europa*, *One Ocean*, or *Game Changer*) and streaming artistic and cultural content and events (live or recorded) such as the results of Aveiro Film coMission, simultaneously, to the ECoCs of that respective year. In addition, a series of podcasts, youtube series, mix-tapes and other original digital media content will be available on this platform.

We haven't forget some more **traditional forms of communication**. We will keep doing our newsletter (*Jornal do Amanhã/ Tomorrow Journal*), which is digital, printed, and distributed in every mailbox in Aveiro. Every physical support and merchandising will be produced most sustainably and ecologically possible. □

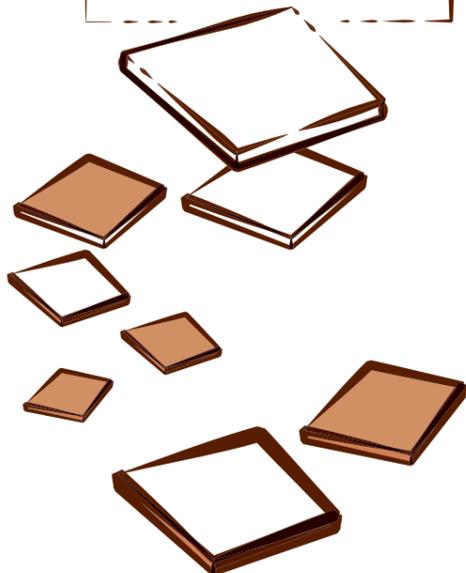


CITY OF AVEIRO ARCHIVE



Q41

HOW DOES THE CITY PLAN TO HIGHLIGHT THAT THE EUROPEAN CAPITAL OF CULTURE IS AN ACTION OF THE EUROPEAN UNION?



As detailed in our programme, Aveiro wants to become the springboard for Europe and cities like ours, where international partners can collaborate and co-create.

Highlighting and encouraging the European feeling is 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, European institutions and networks to be active partners.

Bairro Europa integrates an ambitious large-scale project reflecting European identity, memory and future. 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. Or the **New European Bauhaus Goes South** conference will invite different European Partners and representatives to sign up a joint manifesto for leveraging art and science for ecosystem living across Europe.

Since we are "borrowing" a brand created and fostered by the European Union, next to placing key elements of the EU visual identity in every means of communication, online and offline - we also feel a certain responsibility to strengthen the brand by what we do and keep it an attractive action to apply for Representatives of EU institutions and other ECoC projects will be invited to main events. □

CAPACITY TO DELIVER

Q42

CONTINUOUS POLITICAL SUPPORT AND COMMITMENT FROM THE RELEVANT AUTHORITIES

The political support for Aveiro's application process remains transparent and unanimous. It has been included in all the most important short-term and long-term strategies for developing and planning the city and region.

Aveiro's City Council decided to launch and support the bid for ECoC on the same day **Aveiro Cultural Strategy 2030** was approved, on June 13th, 2019. A year later, in 2020, the city voted on the bid's organisational structure (October 15th) and appointed the executive team (November 12th).

After the local elections that took place in 2021, the municipality decided to renew its support by **unanimously approving the application** process on November 5th, and in the same year, on December 14th, the respective financial commitments.

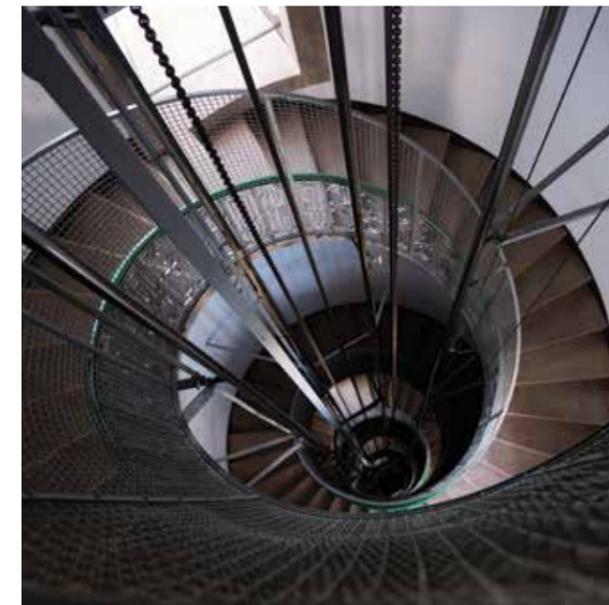
Likewise, the municipalities of the Aveiro Region also joined our journey by formally approving the **Regional Cultural Pact – Alliance for Culture 2030** on June 21st 2021. The pact is aligned with the Strategy for Territorial Development of the Aveiro Region (EIDT-RA 2030), in which the ECoC is one of the main strategic projects.

The continuous work with the municipalities of the Aveiro Region – including individual meetings with all of the ten neighbours - enabled us to strengthen our collaboration, leading to the approval of a cooperation **agreement for the implementation model of ECoC projects** on August 29th 2022, followed by financing commitments on September 21st.

Beyond the Municipality and Region of Aveiro, both University of Aveiro and AIDA-CCI – Commercial and Industrial Chamber of Aveiro took the driver's seat in developing Aveiro's 2027 bid. Several representatives of these organisations took part in the Strategic Board and Executive Team of the Governance Structure for the application process.

In addition, after the preselection phase, Aveiro City Council has promoted a meeting on July 8th with the most relevant authorities and national representatives from the Centro Region, ensuring everyone is aligned and on board, namely the Regional Coordination and Development Commission of Centro, the Centro Regional Directorate of Culture and the Regional Tourism Agency.

Also, several meetings were developed with all the Portuguese candidates and the Ministry of Culture, which has made official the national financial commitments for the ECoC winner on September 16th 2022. □



Q43

INFRASTRUCTURE PROJECTS, INCLUDING THE PLANNED TIMETABLE AND LINKS WITH AVEIRO 2027

The following table shows our plans for infrastructure developments connected to the ECoC programme. Overall, interventions to be carried out aim at **improving existing cultural spaces and conditions** for the local and regional cultural sectors in terms of capacity, accessibility and equipment.

At the same time, a significant part of our programme will focus on the transformation and revitalisation of a few urban areas and vacated, underused or abandoned buildings, especially in the development of our **Tools for Transformation**:

Community Culture Club, which involves a network of small venues and community spaces across the region's neighbourhoods, helping us to decentralise the cultural offer and expand opportunities for cultural participation and engagement;

Living Places Lab, an urban intervention implying the renovation of the old fish trade market area (Antiga Lota de Aveiro) into a creative and vibrant coastal dock, and also an Art, Science and Sustainability Lab;

Creative Change Academy, converting a currently abandoned education centre (former Alberto Souto school) for children and young people at risk of exclusion, into the Municipal Archive and artistic creation center in the fields of heritage and performative arts; **Artistic Intelligence Factory** that will transform the silos of the former Companhia Aveirense de Mo-



agens Factory, which already hosts Fábrica Centro Ciência Viva (Life Science Factory), into a new centre for creative entrepreneurship, STEAM, and hybrid co-creation and production in arts.

Additionally, the foreseen **urban developments** and interventions will upgrade and renovate outdoor venues to other public spaces like **gardens, streets, avenues, waterfronts** and **brownfields** that will be rehabilitated and linked walking and cycling paths, creating new links to the outskirts of the City. This involves creating spaces resilient to climate change, mitigating flood risks, increasing the use of soft modes in commuting, and renovating sports, recreational, and leisure spaces in local neighbourhoods. The construction procedures of our most demanding projects, like urban interventions and the tools Creative Change Academy and Living Places Lab, were

already launched to avoid impacts on our programme, as explained in Q25. In case of delays, we have a Plan B regarding venues and infrastructure.

Through the process, we reevaluated the construction works and costs needed, which impacted the estimated budget presented in the first bid book. Also, two new projects came up thanks to our fruitful collaborations, enhancing cultural venue capacity.

The first one is a National Tile Museum outpost to be built in the municipality of Ovar (known as the city of tiles), resulting from a negotiation with the National Tile Museum in Lisbon. The second one is the renovation of the former Vitasal Factory and conversion into a new building complex, integrating a luxury hotel and Aveiro's new Contemporary Art Centre, which will be part of the National Network of Contemporary Art. □

Sources of income to cover capital expenditure	Budget	Calendar	Connection with Aveiro 2027 programme
Artistic Intelligence Factory (Fábrica Centro Ciência Viva)	8 000 000€	2022-2026	Playing With Fire programme line; Other Projects: Capacity Building; Augmented Culture; Culture 24.Online; Sound System
Creative Change Academy (Alberto Souto Education Centre)	7 000 000€	2022-2026	Living as Water programme line; Other Projects: Open Port; Aorta; Museum of Us; Atlantic Poetics
Living Places Lab (Old Fish Market)	7 500 000€	2022-2026	Healing the Earth programme line; Other Projects: Art, Science and Sustainability Lab; One Ocean; It's Oh So Quiet; Out of the Blue
Community Culture Club (Neighbourhood's spaces network)	3 000 000€	2022-2026	Walking on Air programme line; Other Projects: Breaking Walls; Small World Big Stories: book festival; Bike Culture; Ramal
Aveiro Biennial of Ceramics Museum	3 000 000€	2022-2024	Artistic Ceramics Biennial; Design Futures; PRIMA
Art & Convention Centre (Former Jerónimo Pereira Campos factory)	6 500 000€	2023-2026	Design Futures; Bairro Europa; Critical Cities
Events Arena	25 000 000€	2023-2027	Act Now!; Opening Event: São Gonçálinho; Open City; Game Changer
Contemporary Art Centre (Former Vitasal Factory)	2 500 000€	2023-2025	Parallel; Exodus Week; Bairro Europa
Museu da Terra	2 000 000€	2023-2024	Architecture and The People; PRIMA; Amphibious
Sustainable Urban Regeneration and Soft Mobility (paths, etc.)	10 000 000€	2022-2027	Bike Culture; Greater Green; Ramal; Community Culture Club; Salicórnia
National Tile Museum [City of Ovar/regional]	6.000.000 €	2022-2026	Azulejo: The Storytilling; Artistic Ceramics Biennial
TOTAL	80 500 000€		

Q44

I HEAR FUTURES
AND I FORGET.
I SEE FUTURES
AND I REMEMBER.
I DO FUTURES
AND I UNDERSTAND.



WALKING ON AIR

HEALING THE EARTH

LIVING AS WATER

PLAYING WITH FIRE

ARTISTIC INTELLIGENCE FACTORY

CREATIVE CHANGE ACADEMY

MORE RESILIENT CITY

MORE DEMOCRATIC CITY

LIVING PLACES LAB

MORE SUSTAINABLE CITY

COMMUNITY CULTURE CLUB

MORE COHESIVE CITY

A FUTURE-PROOF
AVEIRO



Candidate City
European Capital of Culture
AVEIRO 2027
AND THIS CHANGES
EVERYTHING