

BEYOND DUSTY TUESDAYS **BEYOND** THE PUSSYFOOT
MODE BEYOND THE LOST HARMONY BEYOND
THE TROLL BEYOND THE EXODUS OF YOUTH
BEYOND **CHARM** AND **ISOLATION** BEYOND THE
TIGER'S CAGE BEYOND SMALL BEYOND THE
CHURCH TOWER BEYOND **SEASONALITY** BEYOND
THE INVISIBLE COUNTRYSIDE BEYOND PASSIVITY
BEYOND MISTRUST BEYOND INDIFFERENCE
BEYOND PARTIAL SUCCESSES BEYOND RESIGNATION
BEYOND MENTAL PARALYSIS **BEYOND** THE THIS
IS HOW WE HAVE ALWAYS DONE IT BEYOND THE
HINTERLAND EXPERIENCE BEYOND **HEDONISM**
BEYOND THE CURRENT NARRATIVES BEYOND
PREJUDICE BEYOND TOURISM BEYOND DEFEATISM
BEYOND FESTIVALS BEYOND OUR TRACKS BEYOND
THE BOUNDARIES BEYOND THE BUZZ **TÜLLÉPNI**
SAJÁT MAGUNKON BEYOND QUANTITY BEYOND
THE LOCAL BEYOND **EMPTY VILLAGES** BEYOND
TRADITION BEYOND THE IDENTITY CRISIS BEYOND
THE DRAGONS BEYOND THE BLOCK HOUSES
BEYOND BREXIT BEYOND THE HEADLINES BEYOND
IMAGINATION BEYOND BUDAPEST BEYOND THE
OSTRICH BEYOND **ENVIRONMENTAL DESTRUCTION**
BEYOND GENERATIONS BEYOND THE DARK PAST
OF THE CITY BEYOND FORGOTTEN PLACES BEYOND
THE RURAL BEYOND EMPTY BARNS BEYOND
HASKOVO BEYOND THE BUNKER BEYOND THE FENCE
BEYOND UNSEXINESS BEYOND **THE LAKE** BEYOND
XENOPHOBIA BEYOND THE GAP BEYOND THE
UNIVERSITY WALLS **BEYOND** THE WHITE SPOTS
BEYOND THE ACADEMIC BEYOND THE
MUSEUM CABINETS BEYOND THE
SIT BACK AND STAY SILENT BEYOND
THE BARRIER BEYOND BRAIN DRAIN
BEYOND POLITICS BEYOND THE
USUAL BEYOND OCCUPANCY RATES
BEYOND THE TOWER BEYOND
DISABILITIES **BEYOND** THE **AGEING**
SOCIETY BEYOND THE FOREIGN
BEYOND THE CLICHÉS BEYOND THE LOST SPARK
BEYOND THE CURRENT CAPACITY BEYOND **INDIFFERENCE**







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INTRODUCTION – GENERAL CONSIDERATIONS

Q1

Why the city wishes to take part in the competition for the title of European Capital of Culture

Our programme is a vote for Europe. Veszprém's mission is not to create a European dreamland in Veszprém in 2023 but the reality of a truly European Hungary.

You might be surprised by Veszprém. We have a strange and unique duality: flat-out conservative basis with the splash of an out-of-the-box attitude. A city with rich history, a strong clerical atmosphere – but also with a very hip vibe (on some days... except for dusty Tuesday evenings) and some big-league players of music and contemporary fine arts. At this time the ambivalence is sometimes paralysing. Our mission with Veszprém 2023 is to turn it into an inspiring diversity.

You might be surprised by Balaton. World-class artists hiding in small villages, multicultural atmosphere in the village pubs, award-winning winemakers around the corner. For many, it is a place for inspiration, a place of special synergies. The density of goodness we have here makes the heart run a bit faster – or quite the opposite, when that is what you need.

We used to be the emblematic *meeting point of East and West*, even when the two blocks were otherwise drifting apart. Europe existed here earlier than anywhere else in Hungary. We will reclaim this role of ours as a meeting point – but this time without the limitations, fears, mistrust or secrets of a totalitarian regime. We want to initiate a dialogue of different values here, to invite our people and everyone from Europe to take a step beyond the duality of national and European narratives.

It is not easy to be pioneers in Hungary, but in some ways we already are. We are on our way to become *the first creative rural region in Hungary*, and we want to prove that a small city can offer a life where being a Veszprémer, a Balatoner, and a European citizen are fundamentally intertwined. We want to find Veszprém's regional leading role in the intense cultural cooperation we need to reshape our region. If we expect our people to act "European", we as a city need to learn to do so first. We do not want to be

only a temporary stopping spot for our young people, but a place of real choices and a place where they can flourish. This is the challenge every European small and medium-sized city faces – how to be enough, how to be more.

If you ask us *what we need to learn from Europe?* – we can definitely answer: proactivity and engagement on all levels – and learning to use the tools we need in order to do so. We know that it is an attitude that comes with practice. It requires adaptation and guidance. We need to learn how we can embrace diversity – of people, worldviews, ideas. We need the *hands-on experience* of how we can benefit from exposure to otherness instead of slamming the door because of our insecurity.

Many say, these years will later be remembered as a new golden age of Balaton. Central Europe is discovering our region again. New investments turn up at the marinas, there are more and more options for you to eat good food and drink good wine. Locally produced food is becoming a must, world stars are singing all over the place every weekend. You could ask why we need the title at all. Simple maths:

On the very day we are writing this chapter – an August Saturday – we have counted 35 festivals and major cultural events in the region (not counting standalone concerts, village days and sporting events). On the day you are reading this – on a November afternoon – this number will very likely be zero – despite that 437,000 locals are still here. Right now, culture is considered to be more of a tourism product in the region. Seasonality is overshadowing our cultural life and our local economy as well. We are struggling to transform the cultural excellence present on the summer weekends into a fuel for creativity and a source of inspiration for the locals. We have already proved to ourselves that we can act big on some days. But we need to kill the pussyfoot mode. Now it is time to prove that we can do better every single day.

Q2

Plans to involve the surrounding area

Our programme is carried out jointly – Veszprém and the Balaton region. Our application is led by the City of Veszprém, but extends far beyond our city boundaries to include the Balaton region – its protected and NATURA 2000 areas, its UNESCO Geoparks and cultural landscape as UNESCO World Heritage nominees. All of this environmental abundance plays a crucial role in our programme. The region as a whole has never had the chance to act collectively, mainly due to the inherited structures of the past, even though our everyday life is strongly interlaced.

We offered real joint ownership of our programme to our regional partners. And when we say ownership, we mean the shareholders’ group of the Veszprém – Balaton 2023 Ltd., the already established governing body of ECoC is made up by all major regional stakeholders (from public, civic and private sector as well). Our project management structure mirrors these intentions: a dedicated Regional Coordinator will lead a regional team. All municipalities will maintain ECoC Contact Points that belong to the new Balaton Cultural Council.

Our most important legacy vision is not even about Veszprém: it is rather a new kind of cultural treaty between Veszprém and the region – and also within the region.

We have 3 levels for cooperation – based on

The City of Veszprém (60,000 inhabitants)	Majority of all investments and programmes
The Balaton Uplands and the immediate surroundings of Veszprém (224,000 inhabitants including the population of Veszprém)	Considerable number of our flagship projects will take place at this level, strengthening the position of towns and villages of the area Mutually beneficial, network-based co-operative projects to create links between local communities and the cultural capacities of Veszprém as the regional hub
The Balaton Recreational Area (437,000 inhabitants total)	Various network projects that are in accordance with the regional image we wish to improve Certain key local events that reflect the spirit of our ECoC goals



Q3

Overall cultural profile of the city and region

Veszprém has a surprisingly strong cultural system for a city of its size. We are the 16th biggest city in Hungary and still among the top 5 in terms of cultural impact. When you add the cultural and spiritual impact of Balaton to this, our cultural profile is of real national significance.

But what we think makes Veszprém really special is the entrepreneurial character of many of our leading events, festivals and venues. Veszprém is the city of dreamers – and fortunately of implementers. Our major flagship cultural events and assets were once a dream of men and women who worked hard to make them happen, and those dreams became the glory of a city. This shows that one can have an idea, a dream and passion for culture, and here is a place where the climate encourages and supports you to make it happen. Veszprém proved to be very good at providing the framework and background. We do not take the creators for granted.

Take our **Street Music Festival** that literally brings Veszprém to life for 4 days in mid July every year. 20 years ago, Péter Muraközy started out as a passionate advocate who saw the potential in live music to breathe life into cultural spaces in cities. He led what was in fact a “civil disobedience” movement to spark a debate about whether people wanted a lifeless city or one that young people longed for – one that is vibrantly alive. In 2018 100,000 people came to see the programs it offered: an afternoon talent search and a set of free evening shows set on 14 stages around Veszprém featuring Hungarian and international artists. Local kindergarteners were surveyed what they wanted to be when they grow up, and many replied “I want to be a street musician”.

Entrepreneur and music lover Zoltán Mészáros wanted to bring world-class music to Veszprém. It resulted in launching **Veszprémfest**, essentially built on the European summer jazz and world music scene, bringing the Castle District alive in a magical way with over 30,000 paying guests. The **Auer Violin Festival** was established in a daring adventure to start a world-class violin festival in a Veszprém-sized city. Péter Kovács followed through with his vision paying proper tribute to the Veszprém-born Lipót

Auer, whose teaching methods are still used from New York to Moscow.

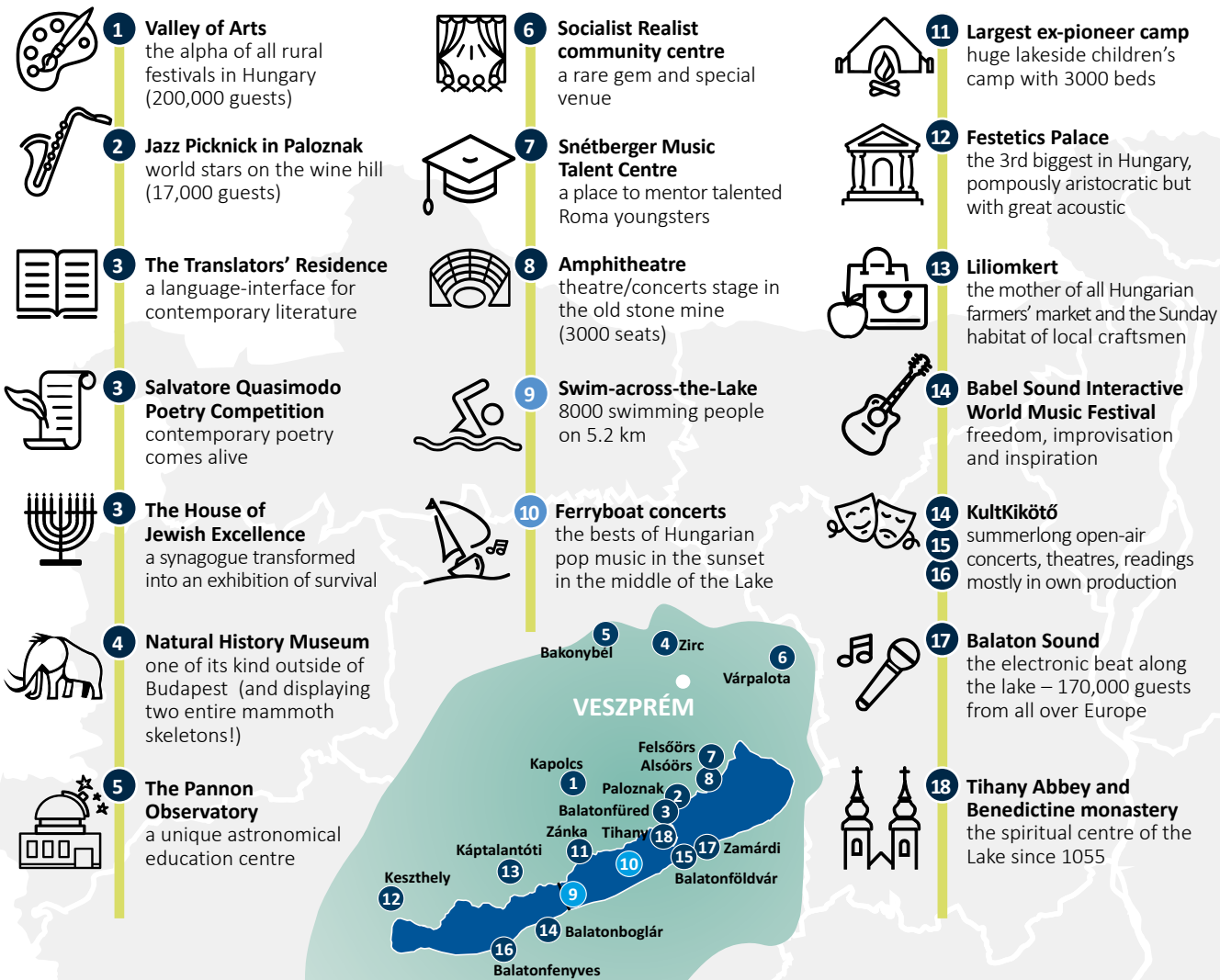
Our most successful indoor cultural venues sprang from a vision of another culture-loving entrepreneur who decided to turn an empty, old cinema in the heart of the city into a special culture-oriented private-public enterprise. The **Hangvilla** (means Tuning Fork and Villa of Sounds at the same time) is the fully-featured home of our orchestras, a theatre, the Veszprém Programme Office (that runs our festivals and events with a small full-time staff). It also hosts conferences, wine tasting events and its basement takes in one of Hungary’s best alternative music clubs.

Veszprém’s two exceptionally high-quality art galleries put the city on the world map of contemporary art: **The Vass Collection** – the love child of the world-famous designer of Vass shoes – dedicated to constructivist art, found its home in our castle area. The **House of Arts** with its constantly changing exhibitions – nowadays displaying the “Irokéz Collection”, masterpieces from the neoavantarde’s TTT-era of the 1980s (Tiltott, Túrt, Támogatott – Forbidden, Tolerated, Supported) – with no surprise, presenting the first two Ts.

And this list could go on. We realize that part of our strategy must be to encourage, inspire and support more dreamers. And to inspire more of that entrepreneurial culture spirit and passion throughout our region.

It is not about cultural elitism in Veszprém. With a strong working class and the agricultural background so close that wouldn’t endure anyway. But fortunately our citizens were open to the cultural adventures on off the beaten tracks that we described above. And now they are simply not satisfied with the mainstream. That’s why though our publicly funded offer is a decent one, we realise that it needs to be boosted with the kind of energy and entrepreneurship that we described above.

The offer includes two theatres and a puppet theatre, an extraordinarily active archives, the Lakkó Dezső Museum... and a fantastic cultural Agora in Haszkovó, Veszprém’s main housing estate (30 per cent of the city lives there). Our plans to take them beyond their current state are included in key parts of this application.



However, the first round described Veszprém's cultural system in more detail. This time we think it is important to present an additional focus on the **cultural profile of the Region**. Even the map above doesn't fully do justice to the diversity and multitude of cultural events the Balaton region delivers every year.

The special atmosphere of Balaton region has always attracted creative people and inspired the establishment of a range of cultural enterprises: design fairs, pop-up galleries, experimental restaurants, spontaneous concerts. The fact that on certain days you can find more things happening in a practically dead-end village than in Veszprém that supposed to be the cultural "big girl", brings an unconscious and unintentional latent rivalry to the region. We want to use this competition between city and region to share expertise and competence – to use it as a fertilizer so that throughout Veszprém and Balaton we may nurture our cultural soil to the advantage of both.

Anyhow, as we had mentioned earlier, we find a strange duality. On the surface there is a sense of cultural richness if we take the regional festivals. Yet in some sense the everyday practice and the local-oriented cultural offer shows a less rosy picture.

The region has suffered from the lack of all kinds of formal cultural administration. We need some kind of governing (or grassroots) body to oversee and develop the organisation and diversity of the region's culture – though we think its nature should mirror the kind of entrepreneurial and responsive model that has served us so well in Veszprém. Our vision is that all municipalities – starting from Veszprém to the smallest villages – will be present at the birth of this truly regional ECoC programme and of the Veszprém-Balaton 2023 Ltd. Finally, we have the chance to be a unitary, coherent, inclusive, and loveable cultural family, planning and delivering our shared future culture.

Q4 Concept of the programme

We do not believe that we will wake up in a new world in 2024 – but we will wake up with a new mindset.

In a way Veszprém as a city has already gone beyond what one might expect from a place of 60,000 inhabitants in Europe. But in a city and region that occupies a special place in the nation's artistic and cultural life and is also of strong European symbolic value, we should, we could and we will do more and better. Through reaching our potential, we want to become discussion leaders – and not just sit in the back row taking notes.

2023 will mark the start of a new era for us. One where we go beyond our provincialism, beyond our defeatism, beyond our indifference.

And that is the title of our concept: **BEYOND**. We will demolish the separation of our city and the region and will dare to be what we are destined for: an exciting new destination and a contiguous European cultural space.

You cannot translate *beyond* into a single word in Hungarian – our language simply does not work that way. *Túllépni saját magunkon* means going, developing beyond our current state. But it also means *Több, mint Veszprém* – which implies how can a city become more when it joins its talents and forces with a region.

We see ECoC as the essential tool we need to stimulate change. We wish to invite our fellow citizens to go beyond, on both a personal and a community level. We want them to shake off their preconceptions and self-imposed limitations and become more involved in the creative, cultural and community activities. And we wish to invite Europe – not only to accompany us on this road, but to discover it together. Bringing genuine European perspectives together is the best starting point to start our own discourse and it gives us the freedom to learn about the different layers of national and European narratives.



CONTRIBUTION TO THE LONG-TERM STRATEGY

Q5 Cultural strategy; cultural and creative sectors; links with economic and social sectors; sustaining cultural activities beyond 2023

Q6 How the European Capital of Culture action is included in this strategy

We have merged these two questions as they are both inseparably linked to our strategic vision.

Veszprém's cultural strategy delivers a complex system of short- and medium-term plans and objectives for the period between 2018 and 2030. The strategy was formally endorsed by the Veszprém City Council in December 2017.

The major challenges we tackle by implementing our strategy are:

- Veszprém's need to cement its role as a cultural engine that drives the entire region.
- Changing our more passive, Soviet-style public cultural establishments into up-to-date,

proactive providers of culture with a European perspective.

- An increasing sense of atomisation and isolation of society that drives a wedge between people and civic and cultural life – our audience development challenge.
- Weaknesses in cultural education for young people in our region.
- Turning the tide against cheap, quantity-based tourism into a quality, sustainable product.

We are passionate about ensuring that the cultural strategy is not simply a document. It is a roadmap for action in delivering the vision we set out below.

Vision

<i>A competitive place to live in</i> – a high-quality cultural 'offer' that attracts people to live here and businesses to invest	<i>Smart heritage protection</i> – cultural preservation and creative arts and industries are working in close synergy
<i>A quality tourism economy</i> – more integrated regional tourism development and a major shift towards quality, year-round cultural tourism	<i>Culture as a tool to build communities</i> – strengthened neighbourhood cohesion and cooperation of communities
<i>A stronger base for creative industry</i> – supporting backgrounds for creative enterprises to flourish and grow	<i>Audience development and artistic education</i> – educational framework for future artists and a new approach to cultural outreach both in Veszprém and the Balaton region.

Design-Driven City Concept

You know how the saying goes: if you want real change, you need to start reframing your mindset first. We realized that our urban challenges exceeded our capacity to tackle them by around a hundred times. We need a new future-making toolkit, a new mindset to reach the goals we set in our strategy – and also in this application. And this tool is *design*: our design-driven city concept is so

fundamental to the changes we need to make that it will be carried out regardless of the outcome of this application. It gave us the freedom while developing the ECoC programme, because we could focus on the real life of our city and do so without rules, procedures and previous decisions limiting our visions. It is not like we need a *tabula rasa* (well, at some points we do) – but clever thinking instead of routines.

How does this help to reach the strategic vision we have mentioned above? Just a few examples. It enables our institutions to find out and act upon the needs of existing and new target groups. Helps eliminate the gaps between the cultural players. Fills the empty places and spaces with creative solutions. Builds channels and the attitude of citizen, business and community involvement.

Our goal is to bring together the city's innovation – and knowledge-based economy and the everyday experiences, local ties and activities of people living here.

Right now we are working on an action plan: a series of pilot projects to be implemented in 2019-2020 and the results and lessons learned will lead us to a clearer long-term strategy. The choice of topics for the pilots is based on several in-depth interviews and the goals and needs of the ECoC programme. Pilots that serve as direct capacity building initiatives for our ECoC programme. A few examples:

- Making place for sports and recreational activities in underutilized urban spaces.
- Filling empty places and spaces with cultural and community activities initiated by the locals.
- Developing a number of solutions for visitors of all kinds: transit passengers, multi-day tourists, freelancers temporarily working here.
- Integration of foreign and Hungarian students into the city's life.
- Converting monitoring into local knowledge.

Until recently it was rather a secret aspiration, but our ECoC preparations gave us a stamp of confidence that we could actually do it. Our work towards becoming part of the UNESCO Creative City network (City of Music) is under way, turning our music city status from an unconscious state of mind into a true development path. We have agreed on an action plan and started making steps.

Our strategy also revealed the need for finding out more about our audience. If we promise a **horizontal audience development, we need to know who our audience is – and who is not (yet)**. That is why we initiated some research projects to gather information – more about this in our Outreach chapter. Until recently, our focus was more on marketing. Our cultural strategy considers inter-institutional and cross-sectoral approaches as tools to reach our goals, introducing

a new approach for the cultural players. We want to close the gap between private and public cultural players in order to be able to address a wider spectrum of audiences. The ECoC audience development strategy is based on the long-term goals of our cultural strategy with the addition of a strong regional approach.

Since Veszprém's cultural strategy cannot raise expectations and designate tasks for other municipalities, the ECoC title will serve (and serves already) as the major catalyst to encourage regional players to have a new kind of "cultural charter" by joining us. A significant step towards **cultural regional cooperation** was the establishment of the Veszprém-Balaton 2023 Ltd.. Whilst right now it is dedicated to our ECoC programme, it will be an important player in developing and maintaining the city-region cultural axis. Complementary to this will be the **Balaton Cultural Council**, which after 2023 will keep the regional cultural networks built during this process alive.

The biggest asset of our strategy is that it steps beyond the standard definition of culture and expands to the real life of the city. Cultural service design, community-building, integration of problematic or forgotten social groups, offering new career paths for the young and old, etc. have now become part of the puzzle of cultural thinking. It does sound a bit overwhelming, doesn't it? But it is much more about the shift in our general approach than solving all our problems and redesigning our city completely.

It is without doubt that the crucial city-wide objectives in our cultural strategy can be addressed and developed faster by using the additional momentum provided by the ECoC title. At the same time we consider our strategy to deliver a clear framework for the kind of cultural, economic and social change that will give us the cultural capacity to deliver a successful 2023 ECoC.

Our ECoC application also broadens our vision and perspective. It adds a European perspective when we look for solutions and connections with partners who have similar issues or relevant experiences. It gives a pressing timeframe that forces us to be more results-focused and decisive. Our candidacy also draws attention to Veszprém, including that of investors and economic and cultural partners as well.

Urban development

Our cultural strategy is supported by our urban development plans. Veszprém’s major cultural infrastructure projects for the coming years will trigger significant shifts in the city’s profile, especially for the creative industries. They are strongly intertwined with our cultural strategy (see Q18a and d).

Happily ever after

Our strategic cultural goals do not only focus on 2023. It is a milestone for us, a really big one. We need to push hard to introduce all the new habits and activities we and our citizens dream of. After 2023 our cultural strategy will make the most of the

new synergies and newly established cooperational frameworks. The newly gained European dimension of the cultural activities will be fostered further – thanks to the implementation of the Veszprém 2023 programme these operate on an entirely new level.

A shift towards the better integration of the creative sector into the city’s life will bring a change not only for the economy but for the social dimension as well. Our cultural strategy and our ECoC programme serve not only the general well-being and fulfilling life of the citizens of Veszprém, but were developed with the vision of turning citizens from audience and mere users of a city into pro-active partners, engaged co-creators and confident initiators.

Q7 Long-term cultural, social and economic impact on the city (including urban development)

First, when we tried to map out the possible impacts, a picture of the happiest, smartest and most collaborative city and region emerged. But then we started again, knowing well that the ECoC title is not a magic wand that will instantly solve all our problems. Knowing also that it would not turn us into superheroes overnight either.

So, all the described impacts are from the world of a realistic science-fiction. It helped us form a viable picture of the future, keeping in mind our key ambitions and the reasons why we are doing this.

CULTURAL IMPACTS – Success is: we are a recognized part of the European cultural scene – both as a city and as a region
<i>Leaving our defeatism behind, inspiring our people to think big</i>
Believing and acting upon the fact that we belong to Europe and Europe belongs to us
Increase in proactivity / Empowerment of citizens to turn their plans into actions
Ending Veszprém’s regional isolation
Better articulation of regional interests and overcoming “mind your own business” attitudes
Veszprém and Balaton become a cultural tourism destination
European cooperation will be the norm, not the exception
Increasing cultural consumption – especially among groups that are currently passive

SOCIAL IMPACTS – Success is: not hearing any more “whatevers”
European values get clearer perspectives
Less prejudice in the minds and more curiosity in the hearts
A better articulated local identity – a redefined, shared identity. Local identity gains a European dimension
Public art and co-creational projects will change attitudes of people
Younger generations will be more present in the civic scene
More voluntary work
Local neighbourhoods will be full of life
Access to culture will be essential and not a special add-on
Sharing is caring – the ECoC experience will bring people together
Community building in the villages will pick up speed
Higher estimation of rural life and lifestyle
Rediscovery of nature and the outdoors

ECONOMIC IMPACTS – Success is: less seasonality and more diversified economy
New positioning and brand for Veszprém and Balaton in the national/international economic space
Veszprém will be a new hub for creative industries, addressing seasonality of economy
The region becomes a year-round tourist destination
Cultural entrepreneurship as an attitude and important link between private and public cultural sectors
Pioneer region in Hungary for new work solutions
Emptying rural settlements will start to be filled with life again
Economically more sustainable cultural institutions and organizations

ECOLOGICAL IMPACTS – Success is: sustainable tourism
Solutions for sustainable land use in the region
Higher level of social and environmental awareness
New standards for “green” festivals
URBAN IMPACTS – Success is: vibrant, renewed urban spaces
New generation of citizens demands active participation in decision-making for the city’s future
Transformed use of urban spaces and urban services
Eliminating the isolation of neighbourhoods

And we lived happily ever after. (At least, until we came up with a new big dream.)

Q8 Plans for monitoring and evaluating and for disseminating the results

Beyond Measurement is our concept for a monitoring and evaluation model. We want to present how to measure the impact on a city and region like ours as it reaches beyond its *comfort zone*.

We have tried to define different aspects of success in Q7 and also in the Cultural Strategy objectives in Q5. Most of these impacts can be measured quantitatively, but some of them present a greater challenge. We need to learn from ongoing and former ECoCs and also from other major culture-led programmes that bring about change. We also need to capture the city-region dynamics and share this objective with several other ECoC candidates of like mind.

Our plan when setting up the monitoring system is to provide a framework that delivers three things:

- 1) It keeps us on track – it shows to and shares with people who fund and support us that change is happening and we can measure it as we build the programme
- 2) It measures the things that will actually happen in 2023 – our delivery year – and helps us evaluate whether we managed to attain the objectives we had set
- 3) It will provide a basis for a long-term legacy

BASELINE STUDIES

We have already collected a comprehensive set of baseline information. What we learned in Phase 1 (see e.g. Outreach) has led our work to Phase 2. This baseline information includes:

- general statistics carried out on four different levels: municipality, district, county and Balaton region; measuring demographics, tourism, local economy, education and basic cultural consumption
- in cooperation with the Design Terminal (Budapest) we took a **snapshot of the current situation of the creative industries** in Veszprém and the region in 2017 – a more detailed research continues in 2019 (also contributing to our Golden Valley project)
- an **in-depth survey and research** carried out in 2018 in **Veszprém’s major housing estate, Haszkovó**, which provides insight into the everyday life and cultural consumption habits of almost one-third of the city’s population
- in-house research on **university students’ involvement** in Veszprém’s cultural life
- **audience mapping** in the cultural institutions of Veszprém and the municipality district cities of the region
- **tourism information**

WHAT'S NEXT?

Building on the baseline information described above, we will develop this core information into a comprehensive system of indicators. These will be measured at the very beginning of our preparation

years. Our goal is to make a clear connection between the Cultural Strategy objectives in Q5, the long-term success factors in Q7 and Beyond Measurement, outlined as follows:

Beyond Measurement – Strategic Objectives and Indicators

Strategic Objective	Indicators
Veszprém's growing attractiveness as a place to live or stay at; both for Hungarians and foreigners	Population growth. Less young people leaving. More returning
A cultural system recognized nationally and internationally, and one that is attractive to local citizens as well Contemporary cultural system works side by side with smart heritage protection	Growth in year-round cultural audience, and audience appreciation Increased participation of citizens in creative processes Increased audience for contemporary art, museums and galleries
Turning Veszprém into a major Hungarian creative hub	Growth, profile, networks, willingness of individuals and companies to invest and flourish here Number of creative jobs and more diverse career paths
Strong and sustainable civic life and infrastructure	Growth of audiences in our key target groups Willingness to volunteer and take on community service increases across all groups Improved cultural education Expanded European horizon of the civic sector (increase in bi- and multilateral projects and long-term cooperation)
New horizontal approaches integrated into the cultural operations	Environmentally more sustainable cultural management
More sustainable tourism and improved tourism-related indicators	Cementing the concept of Veszprém and Balaton as cultural tourism destinations in Europe Measured by the rising number of visitors; profitability of local enterprises; growth of "out of season" visitors

While operating the monitoring system, our primary goal is to build on our initial baseline information from our first year as an ECoC. From there we plan to continually monitor how we progress in delivering strategic objectives and meeting our success factors. What we think is fairly new about our approach that we do not look at the region only as a touristic destination but a cultural space as well. This gives us a new perspective. Previously regional statistics have focused mainly on quantitative research (examining the number of nights

spent here by tourists, and hotel beds paid for). From now on both quantitative and qualitative research must be carried out side by side.

What shifts does the ECoC title bring about in our minds? In our vision of the world? And how does it change our habits? A special combination of an *emotional, cultural and spiritual intelligence index* will be created, building on an existing model drawn from the University of Pannonia. We will try to apply some of this measurement to visitors, too.

WHEN?

2019 will see all the baseline studies prepared or updated, and from 2020 we will start running the monitoring system. Each year we will provide an annual progress report. Monitoring "snapshots" will be taken regularly until 2024 and continue during our post ECoC period (until 2028).

Key milestones include:

- 2019 – Finalising the baseline model including the introduction of a regional monitoring model. Establishing our citizen panel (see below).
- 2021 – First comprehensive monitoring progress report including mid-term "perception survey".
- 2023 – Measuring the delivery year with some key results announced as year progresses.
- 2024 – Veszpreme 2023 Evaluation published.

DISSEMINATION

After every "snapshot" stage in the process we will present our findings in a public event where we can discuss emerging conclusions. All reports will be published online: easy-to-process materials for wider communication purposes, and professional materials for ECoC-dissemination purposes.

INNOVATION

We would like to introduce a number of new features to our model.

Keeping in step with technology - Our aim is to use innovative gadgets and solutions (software applications, festival cards, mobile GPS data etc.). The Adjustment Lab (see Organisation), our special team that will explore the latest innovative tools and solutions to plan smarter, act and react faster, with greater flexibility. We will also use social media platforms to understand what our people care about. We will establish an open data framework where ECoC-related data collected before, during and after 2023, will be accessible for reuse, free of charge. Veszprém's design-driven city concept will use and provide open source databases as well.

Veszprém Panel - Starting in 2020 an unvarying group of Veszprémers (representing all social layers of the city) will be involved in the monitoring as a residents' advisory group. Surveying this

focus group will allow us to check the impact of ECoC preparations and implementation on an individual level, get a feedback on communication, project ideas etc.

Beach Panel - From 2020 every summer a group of volunteers will visit certain beaches of Balaton and will collect data about the general opinion on our ECoC activities and on current projects and topics as well.

Regional cultural monitoring - Since it is crucial for the success of our whole programme, in the course of 2020-2022 we will tackle the sensitive and rather intangible issue of regional commitment and cooperation. Based on the experience of the current and future ECoCs we will develop and adapt a methodology for regional cultural impact assessment and a monitoring system to provide all the needed data. In 2019 we plan to set up an international workshop about regional cultural impacts – in close cooperation with Tartu (ECoC candidate for 2024).

WHO?

Through close cooperation with the ECoC team who will be the recipient of the research, a Monitoring and Evaluation Centre (MEC) will be set up to do analysis and research work, and also to coordinate between the various partners during the management process.

Members of the MEC:

- Faculties of the University of Pannonia (Business and Economics, Modern Philology, Social Sciences)
- Focus Group Lab (University of Pannonia)
- A private research company

Monitoring and evaluation processes will be presented regularly to the 2023 Board of Directors. Staff from the Veszprém 2023 team will be responsible for regular liaison with the MEC and ensuring that the necessary programme development information is made available.

EUROPEAN DIMENSION

Q9

Scope and quality of the activities:

- a) Promoting the cultural diversity of Europe, intercultural dialogue and greater mutual understanding between European citizens
- b) Highlighting the common aspects of European cultures, heritage and history, as well as European integration and current European themes

This area has a special role in Europe's recent history as a place where forbidden dialogue was allowed to take place. Lake Balaton was one of those few locations where people from the Eastern and the Western blocs were able to meet prior to 1989. It was a place of reunion – of families, friends and lovers... and a meeting point of differing worldviews. The special place we have in history has been an inspiration for more conventional cultural projects while providing a platform to explore contemporary challenges as well.

In Hungary, a “ferryboat” is a widely used metaphor – a vehicle that is constantly moving back and forth. In this case between East and West. Today everything is different: values are less a matter of physical space and more of the product of a post-modern fuzziness – something that belongs to web crawlers rather than to ferryboats. In a way it is a relief, as not being squeezed in between two territories anymore frees our own 2023 Ferryboat to play a more relevant and positive role.

Major cultural differences are still present around us. Hungary is at the crossroads of many phenomena: a religious junction, a no-man's-land between Slavic and Germanic culture, and nowadays a clash point of different European worldviews. A situation in which our traditional ferryboat needs to be converted into a railroad turntable, a medium that allows the traffic of thoughts and ideas to flow in all directions.

We want Veszprém 2023 to serve as a modern meeting point: being a frontier area of different micro-regions means that our city has considerable experience in playing this exact role – and the task here is to project it onto a European scale. There are many splits within societies, and also within Europe. We do not say our ECoC is the remedy. But it can definitely be the start of new dialogues and discussions, hopefully bringing about relief and understanding.

While developing our 2023 programme we had several questions in mind. How to create a meeting place where we can step beyond the toxic debates that seem to be currently dominating European discussions? How to transform tension into play? How can exploring controversies and conflicts open new perspectives?

In our project series *Republic of Freedom* we try to look for these answers by creating platforms for discussions. We will use the spirit of conciliation, which flows through this exceptional region to create an atmosphere where we can explore and appreciate “Otherness” and the different shades of our European reality. We will initiate these discussions on various levels – for example among the European youth (*Erasmus MeetUp*), or among everyone above drinking age (*Philosophy of Wine*).

Forced and voluntary migration. A challenge all of Europe faces, and one that takes many forms – from war refugees through Central and Eastern European migrant workers in Western countries to retirees choosing to settle in recreational areas such as Balaton. Our Ferryboat project about **in-between-ness** will help to explore and respond better to migration trends. Our project *Among Us* builds on the global phenomenon that sees retirees choosing a warm and/or picturesque place to live at during their golden years.

New roles for rural areas is another pan-European issue that is of particular relevance to the region of Veszprém. A large number of small and shrinking villages. A constant clash between traditional land use – such as viticulture – and an ever-growing demand for new holiday homes. Tension between tourism providers and landscape protection. Our project, *The Sexy Region Toolkit* applies a European perspective, and looks for solutions for the preservation and intelligent development of our cultural landscape.

The appreciation for rural lifestyle – despite some positive trends – is still declining. *Hello, Wood!* and its companion project *Nothing Special* bring about innovation, self-consciousness and confidence. The creation of new meeting places in the region and filling these with community-led content via our *Pimp my Pajta* project will help the challenge of cultural seasonality in small localities.

The identity crisis of European medium-sized cities is also a struggle for us. Cities our size can offer a higher standard of life. We are close to nature, less time is needed for getting from point A to B, have better infrastructure for families. We are often considered to be boring and be lack of diverse career opportunities for ambitious people. Our search to find and share answers is described in our *Playful City* in Veszprém and also in *The Region's Show* projects.

Regional identities are becoming better articulated in Europe. Our Balaton region has exceptional potential (the shared Balaton identity is “owned” by much of our population). Yet we (and other regions like us) still have a lot to learn about using regional identity as a creative force. Until now, we have simply liked the idea of it. During the preparation years we will build up a new platform where this special regional identity can find its future – the *Great Lakes of Europe* will bring together lake-regions and lake-people. It will integrate valuable partners, good practices, lessons learned into projects like *The Sexy Region Toolkit*, the *Monsters and Mermaids Party*.

Integration of the aspects of **environmental sustainability into our cultural operations** can not wait any longer. We have taken upon a strategic partnership with World Wildlife Foundation together with several other European partners. We will work together towards a horizontal capacity building in order to design and test various solutions to reduce the negative environmental impacts of cultural activities, and to mitigate the number of legislative and economic bottlenecks.

Being a bishop's seat for centuries has shaped Veszprém's identity. **Faith, religion and spirituality** can move, inspire or scare. We want to develop programmes that help to gain an understanding of the importance of faith of all kinds, as an essential ingredient in societal cohesion, in a contemporary context. Our *Spiritual Detox* and

Divine Discordance projects will open a space for reflection and religion(s) in our daily lives and our *Responding to the Darkness* project reflects on our Jewish heritage.

Engaging the youth of Europe – a generation that describes itself as a silent generation. Young people have a completely different set of communication skills than the people who define the structures that are supposed to engage them. *Design-Driven City* tries to tackle this controversy by building new platforms to engage young people, and finding new toolkits by having young people work together. Projects like *Generation V*, *Camp Balaton* or *Campus Ambassador* will test them in real life and raise the horizons for young people to a European level through practical exchanges.

Reviving lost heritage assets (and discovering hidden ones) is a topic that is already part of the general European discourse. Several projects are dedicated to this: filling rooftops with new functions and transforming our central 20-storey building will lend a new lease of life in a European context to up-to-now hated social-realist buildings. The *Bunkerculture* project will help to find contemporary functions for abandoned industrial and military sites.

The issue of European-ness. Of course, the programme is being proposed now. Circumstances are bound to change between now and 2023. For example, we had started preparations along with our prospective British “ECoC” twin – and became an “orphan ECoC”, as one of our team members said. It is a sad story – not for us, but for Europe. But a story that warns us about what may lie ahead.

The way the ECoC programme is designed to increase the European citizens' sense of belonging to a common cultural area, we need to address our own flashing, neon-light anomaly of being the black sheep in the European herd. And that is why we focused on programmes that can be used as platforms to discuss the present ambiguities related to the common European-ness. Not only is Hungary much more than how it is characterized in the current rhetoric – but Europe is so much more as well. We need to think of this meta-issue as an overall approach rather than as an actual project – something we want to emphasise in all relevant areas of our overall programme.

Beyond Budapest

This might easily form the basis of a strategy to attract more Europeans and other international guests to any of the Hungarian ECoC candidates. Almost 60% of all foreign overnight stays take place in our capital city. In fact, in the Balaton area we are “the rest’s” most successful region, attracting just under 13% of Hungary’s international guests (almost a third of the non-Budapest international guests). And Hévíz, the well-known spa area in our region is the second biggest individual destination... with 4%.

Beyond Budapest is our **challenge and our opportunity**. Becoming the European Capital of Culture, and our plans to create a high-quality cultural touristic destination – by lengthening our season and developing a wider range of products and programmes – gives not only us, but Hungary as well a huge potential boost in its ability to grow and spread its international tourist base. We therefore plan strong strategic partnerships with both national and regional tourist authorities. The goal is not only to strengthen our regional operations but also to perform better on a national level to encourage visitors who go to Budapest to look beyond the capital.

Beyond the Headlines

Hungary is pretty much in the spotlight of European interest right now. Frankly it doesn’t look like this would change in the years between now and 2023. The scrutiny on Hungary is not always comfortable. But it does create interest. People who are interested in looking beyond politics will be very curious to see how a European Capital of Culture will deal with all of this. It might sound strange to use the current infamy of and preconceptions towards Hungary as an “attraction”. Beyond the political interest, the programme itself will have a **three-pillar structure** that will be visible and attractive to a wider European audience – with an emphasis on **co-creation, co-production and contemporary European topics**. Our programme will be provocative – to us and to outsiders as well. It will serve all of us well.

Beyond Imagination

The programme itself has a surprising number of projects that fall into the “I would travel to see that” category. A temporary bridge on Central Europe’s biggest lake designed by artists like *Ólafur Eliasson*. A workshop – resulting in a new iconic installation – led by *Kengo Kuma*. The *Republic of Freedom* and *Erasmus MeetUp*, which both establish Balaton as the European meeting point once again. The special performance of *.COM.ME.DIA* in the breath-taking backdrop of a former industrial plant by *Recirquel* – a new circus ensemble voted best in Edinburgh’s Fringe festival in 2018. A live debate with *Jordan Peterson*, *Slavoj Žižek* and *László Barabási Albert* as part of our *Balaton Talks*. The *Monsters and Mermaids Party* – a once-in-a-lifetime freakshow uniting myth-lovers from all over Europe. *Jiří Kylián* (Netherlands Dance Theatre), *Jorma Uotinen*, *Ferenc Fehér* – headliners of our *Contemporary Dance Festival*. *The Magnificent Seven*, a play presenting 30,000 people on a quest to slay the seven dragons that threaten Europe. Just a few examples that make us pretty confident would draw the attention of audiences from all over Europe.

We have an underutilized asset: the expats from all over Europe living here – temporarily or permanently. With our programme named *Among Us*, we will engage this culturally active audience. By attracting them we will be able to get to their families and friends all over Europe.

Let the Music Play

We are working towards getting the UNESCO City of Music title. We have already started preparations, and we want to bring the Music City Convention 2020 to Veszprém. Two major music programmes will certainly attract music lovers to Veszprém; **Classical:Next 2022** and **WOMEX 2023**. When talking to the international performers to book them to play at our Street Music Festival, they were not quite sure where the place was – but now they are absolutely sure that they want to come back.

European Capital of Culture 2023 will be the attraction that properly puts us on the map of Europe. The rest is up to us.

We built good relations with some of the UK candidates of 2023 during Phase 1. We thought it was important to continue with the projects and relationships we had started to explore with cities from the UK. We invited all of the candidates to Veszprém during the summer and, our two most active partners, **Leeds** and **Milton Keynes**, joined us for a series of workshops. We also have several artists and cultural organisations from the UK working with us on a wide range of projects. Our plan is to invite all candidates of the UK (together with former ECoCs Liverpool and Glasgow) to send bands to play at our Street Music Festival in 2023.

Leeds – many elements of Leeds’ artistic programme did not fade away despite their ban from the race. Their *Incubating the Future* programme will be an important partner in our creative youth talent programmes as it also focuses on strengthening creative entrepreneurship among young people. East Leeds Chapel FM Community radio station, Music Arts Production and Studio 12 will work with us in projects to be carried out in the *House of Music and Noise* and our *Homo Ludens Academy*. A cooperation with the Leeds-based Northern Ballet and its series specialized in teaching people with learning disabilities, will be our partner in the *Just Dance!* project.

Milton Keynes – we had known Milton Keynes before we both began working on our ECoC bids. We will continue with our joint idea, the *Reinventing the Game* project, which connects sports and culture in Milton Keynes and Veszprém, but also in other former and potential future ECoCs. Milton Keynes’ Festival of Creative Urban Living that was launched this year will be our partner in projects aiming at re-thinking the ways we live and how we use our urban landscape – like *Generation V* or *Playful City*. We also count on them when implementing our design-driven city concept and improving the sustainability of cultural operations.

We will work with the **previous ECoCs** as key advisors when it comes to our capacity building. We have already forged some links, e.g. with **Essen/RUHR.2010** – since our twin city, Bottrop was

part of its programme; and with **Liverpool 2008** where they focused on outreach and community building programmes, and on the impact of culture on city development. We are also keen to share their experience as a UNESCO City of Music. We got in touch with **Maribor 2012** through our important partner city, Ptuj that was a venue for their ECoC year, but more importantly some of the professional leaders of the Slovenian ECoC year are currently working on shaping Ptuj’s cultural profile. In Phase 2 we learned a lot from their experience, especially regarding the aspects of legacy. And of course Pécs will be an important ally as well. Pécs 2010 had a somewhat controversial reception in Hungary, and we believe it was assessed unfairly in many respects. We plan to evoke some of the highlights of Pécs 2010 and its legacy in Veszprém.

Gastronomy is an important aspect of our bid and we will make special contact with ECoCs that have also hosted the **European Region of Gastronomy** programme – such as **Aarhus 2017**, **Sibiu** (ECoC in 2007, ERoG in 2019) and **Galway** (ECoC in 2020, ERoG in 2018) – we will invite them to participate in our *Garden without a Fence* projects.

Starting from 2019 we will integrate the cooperation with the current ECoCs into our capacity building programmes. We will provide our staff and experts study tours, job exchanges, etc. with the ECoC title holder of the actual year, so that they can bring some valuable experience home. In exchange, we will provide the same opportunity to other ECoCs as well.

Rijeka 2020, Novi Sad 2021 and Timișoara 2021 should be highlighted here, as all three cities are fairly close to us and are on the mental map of Hungarians. We will build on this, raising awareness of our upcoming ECoC year, through active partnerships regarding certain projects, and also by providing them space in our already open ECoC centre.

We want to incorporate the ideas from medium-size cities like **Matera 2019, Galway 2020 and Elefsina 2021**, since they have a similar background. **Kaunas 2022** is focusing in many of its programmes

on modernist architecture – our planned strategic partner *Translation of Modernism Collective* is already working on various projects in Kaunas and ideas are taking shape on how to link the built heritage of our city in future projects.

Tartu is our twin city and an ECoC aspirant for 2024. In our ongoing Enrich project we are trying to find new ways to involve young people in the preservation and propagation of cultural heritage. A by-product of our capacity building programme, to encourage young people to take the initiative in civic organizations, will definitely benefit from Tartu's (and in general, the Estonian) example. We will participate in their Containers of Art project (along with Kaunas, Riga, Leeuwarden, Dornbirn, Bodø, Turku, Tampere), which will also be a great marketing platform in 2023. Our *Hello, Wood!* project will have an afterlife in Tartu 2024; and the developments, methodologies of our *The Sexy Region Toolkit* project will be hopefully a useful feed for Tartu's *Superurban Renitents* project. The *Great Lakes of Europe network* will welcome Lake Peipus among its members (also Salzkammergut, the 2024

candidate from the Austrian lakes). Thanks to this new partnership we, lake people, will bring a new perspective to cultural cooperation.

Dornbirn, an Austrian candidate for 2024 shares the goals of our *The Sexy Region Toolkit* project; and they told us that the renovation plans of our traditional houses will be a model for their project with the traditional Bregenzerwald houses.

As for the 2025 candidates, we have invited Magdeburg to our international brainstorming meeting during the Street Music Festival. Although their programme is only starting to take shape, we instantly found possible joint projects like re-thinking the modernist architecture. And Magdeburg's planned focus on freedom of speech relates e.g. to our *Republic of Freedom* project.

Lendava, a Slovenian candidate for 2025 is only 70 km from the Western border of our involved region. Since theirs is a regional bid too, we will be able to help each other to implement and maintain a new level of regional cultural cooperation – starting with monitoring and subsidiarity solutions.

CULTURAL AND ARTISTIC CONTENT

Q12 Artistic vision and strategy for the cultural programme of 2023

The Veszprém 2023 Artistic Programme *is set firmly in future tense*. It is about investing in communities, building new structures to frame our vision to become a new cultural meeting point. Both for our own region and for Europe.

Our vision translates into a challenging yet welcoming programme of events, exhibitions and activities. It stretches us far beyond a current cultural system which, despite its huge strengths, is neither ambitious enough nor truly international. Our programme spearheads our goal to introduce a new European cultural region. To establish and maintain a new cultural identity around Balaton. Where local, regional, national and European roles and features complement one another. Where people and communities are supported and encouraged to define and own culture the way it relates to them.

Some key principles underpin our artistic vision and strategy. They are specifically designed to embrace and address the main cultural strategy goals. In that way Veszprém 2023 will leave a long-standing legacy as well as deliver a breath-taking programme for our European Capital of Culture year. Those principles are:

Fuelled by play – the power of design

Design is our “future-making toolkit” that will create a new frame for cultural operations. No more imperatives in cultural communication – such as “buy your ticket and sit still!”. Instead, we will learn to build culture together, and in the process find out that artistic creation is fun.

Invest in people

We hear lots of talk about people-led processes. Let's turn it into action. In our streets, hometown and in the region. We will not be afraid to add a healthy dose of eccentricity here!

Exposure to Otherness

This may sound like a shock treatment. It is not meant to be that, although in some cases it

needs to be. We expose our region to our hidden diversity; to the different shades of Europe and the world; to being a European and a global citizen. We reveal different worlds, different worldviews to each other – in a constructive, yet challenging way. Our programme builds on many “exposures”: highlighting themes and questions we have never raised before. On gender roles, the presence of faith, xenophobia, the dual identity of the city and many more. Some of these might not seem to be new for big cities, but in (semi-)rural settings most of them are still hot potatoes. Our programme finds ways to enjoy our hot potatoes without burning our lips.

The fight against seasonality

Many of the major projects will focus on the period between September and May, outside of the high-season. As for the summers, our goal is not simply to bring more people here, but to offer a time filled with new experiences and real quality instead.

Developing green capacities

Minimising the negative environmental impacts of our cultural programme is not just about joining current international trends, but more about taking responsibility for our own actions.

Inviting all generations

We need to learn how to reach different target groups. A major challenge for us, where we need to think outside the box is how to make our programmes attractive and accessible to all generations – both for the young and the old.

We genuinely believe that Veszprém 2023 can deliver an experience of a lifetime for everyone. But we will be even prouder if it results in an inspiration and motivation to continue beyond 2023. The impulse to participate will become a habit and our institutions will continue to leave their doors and their minds open. No. Our vision is a New Region, a New Reality.





TRACK CHANGE

Track Change is about creating a **future vision** of the city... our city. Turning vision into reality. Stepping beyond the track the city is on right now means taking steps towards a **new profile** for Veszprém in Europe. We intend to repackage traditional arts and education, create a more recent history of high-end festivals, and launch a new reality of **hip and playful design** initiatives to form a powerful creative-cultural cluster. Creating new directions for our traditional cultural strengths of music and the performing arts, and putting Veszprém firmly on the **European stage**.

EXPOSURE

Allows us to explore and create an atmosphere of **acceptance and openness**. Our projects empower us to step beyond the buzzwords that try to define our current worldview without leaving room for anything else. Exposure starts a **new dialogue**. It uses our unique regional history of being a **meeting point of cultures and ideas** to introduce otherness – the notion of difference, which challenges homogenous regions like us. We will learn how to embrace it and turn it into strength for cultural and spiritual enrichment; and not handle it like it is something to fear. Our artists and our audiences will be **exposed to new ideas**, new spaces, new festivals – all of which will help to discover the talent, the potential, the openness that we have.

Q13 Structure of the cultural programme and main events

The structure of the cultural programme is based on three programme pillars. Each pillar seeks to interpret our concept of BEYOND in ways that address a different aspect of our future vision. We combine a series of major “flagship” projects, which will inspire and encourage active participation as well as delighted audiences; with more specific but no less exciting projects involving national- and international-class performers, creators and innovators.

The programmes and projects presented below offer a taste of Veszprém 2023. But we also left space for new and innovative ideas, which will further enrich our programme.

We also include a major capacity building programme to run throughout our build-up years, so that local creative practitioners, community champions and anyone who wants to play a part can do so, sharing our journey and co-creating our new cultural region. And having lots of fun along the way.

BEYOND CHARM AND ISOLATION

Presents our own reflection on the negative trends of an **emptying countryside**. A common European phenomenon – and its enormous impacts and consequences are just being discovered. This is an issue where we can **learn a lot from Europe**. How investing in gastronomy, outdoor activities and small-scale community-based creative enterprises can become a safety valve for a rural region – not only to survive but to flourish.

We want to shift our mindset **from coexistence to cooperation**. Veszprém has always been a natural meeting point in the cultural crossroads of the Balaton area. It still is. And it isn't. The projects are about creating a stronger regional web, setting common goals and finding collaborative ways to achieve them. Leading us to be the new and **strong cultural destination in Europe** that we seek to become.

TRACK CHANGE

#culturedominatedprofile
#creativeindustries #musiccity
#urbanplacesandspaces
#everybodysinganddance
#nomoredustydays

EXPOSURE

#selfrecognition #minorities
#darkpastofthecity #faith
#queensofveszprém
#Balatonfairytale #savethetiger

BEYOND CHARM AND ISOLATION

#regionalnetworks #heritage
#emptyhouses #forgottenplaces
#gastronomy #wineculture
#rurallife #nature
#creativeadventures

VERANCSICS FAUSTUS CAPACITY BUILDING PROGRAMME

VERANCSICS FAUSTUS Capacity Building Programme

Preparing and implementing an ECoC is a lifetime opportunity for us and everyone working in the cultural sector. We recognize that we are not the finished article in terms of **delivering a programme of this scale**. Many of our projects already contain key elements of learning together and building bridges between local, international artists, designers, architects and people from our different communities. Verancsics Faustus provides a more specific platform to **build expertise and capacity**. Starting with directors of cultural institutions, going all the way to reach the tourism service providers. Strengthening our **civic sector** must be a core element and so is finding new ways to engage **young people** and channeling their creative energy into shaping our region's future by working with us in building Veszprém 2023.

TRACK CHANGE

THE MAGNIFICENT SEVEN

To create the City of the future, we need to defeat the dragons and demons of our past and present. They are some of Europe's dragons, too. The Magnificent Seven (as in the western or the Seven Samurai) slay our demons in a once-in-a-lifetime PLAY. **The entire city becomes our stage and the actors are the locals and our guests.**

Veszprém is built on seven hills – in this play, Veszprém becomes an Avatar Europe where each hill tries to fight off its own dragon – symbolizing seven demons threatening Europe:

Isolation – Migration – Sexism – Ageing Society – AI – Climate change – social gap.

In the play they will of course have more suggestive names like Robo Cydrag for the AI dragon or Géronta Vetuste for the aging society (how come even “old age” sounds sexier in French). It will be a fun project for the citizens to create those names – taking inspiration from different languages.


We follow the adventures of seven friends on their journey – each created after modern archetypes e.g. the creator, the sage, the ruler, the outlaw, the innocent. They move to **seven iconic places** around the city as if they were **travelling through this Avatar Europe**. They try to find answers, remedies to tame these modern demons – to defeat the dragons, or to turn them over to their side. **The play will be written by the citizens themselves.** This will be a series of real-life and online workshops with seven authors. Each author will take one of the sets and school groups, university students, civic organizations will be mobilized throughout 2022 to get involved and create the seven stories together, and to help to design and build the stage scenery. The seven dragons will be sketched in joint workshops as well – then they will design them together with invited artist(s).

30,000 citizens (or hopefully even more) will be the landscapes, the dragons, the counterplayers who the friends meet in the different places, and the shadow personas of the seven friends. Our urban landscape will serve as background, as stage – it makes it possible to travel through time and space together.

The seven friends, our heroes will work through different obstacles and challenges – solving riddles, performing tasks to get to the next step. They will always need the help of the audience to solve it. The play will be performed in different languages and the friends help each other and the audience to understand.

The seven issues – our modern demons – bring to life the discussions and disputes going on right now all over Europe. The preparations involve all generations and will introduce multiple perspectives enabling us to reflect on modern life, on the future of the city and of the place called Europe. The joint efforts to succeed in this huge urban performance underline the role and importance of each of us when it comes to defeating the demons of Europe.

2023 May – with a teaser on the Opening Ceremony in January, ALL E HF

REGIONAL	AGE	ORIGIN	UNDERSTANDING	
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians	TWIN ECOC twin project
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone	
	A Adults	R Citizens of the region		
	S Senior citizens	F Foreign visitors		

THE PICNIC FOR EVERYONE

A picnic for 20,000 people? No picnic to deliver, but we plan to make it happen.

And where better than our largest housing estate – Haszkovó – where 30% of our people live.

Feeding 5,000 was a miracle. **We will feed 20,000 and get them singing and dancing too.** Picnic for Everyone will be a major project working alongside community and youth organisations, bringing them together with some leading European advocates of connecting culture with communities.

Artist groups like *Left Coast (UK)* work closely with housing associations to **engage residents to shape the places they live at** through big cultural events. Like Tim Steiner, whose work in Guimaraes 2012 and in Plovdiv 2019 brings literally hundreds of people together to make music – from top professionals to those who have never played (or sang) a note. *Walk the Plank (UK)* and its School for Spectacle programme is perfect for **bringing creative practitioners and community activists together** to learn how to deliver local outdoor arts projects.

We will turn the Haszkovó Agora cultural centre inside out. We will expand it to brushed up public spaces: community pizza oven in the park, open-air stages, music pavilions and temporary projects. We will bring people together and work hands-on with creative professionals.

The Picnic will be built up over a four-year period, starting from 2019 with “tester events” at least every two years up until 2023. It will allow the development of local capacity and for “Haszkovians” to develop a connection with 2023. We also want to bring Europe to Haszkovó. In 2020/21 **joint cultural projects with neighbourhoods of our twin cities** e.g. Bottrop (DE), Tartu (EST), Rovaniemi (FI), Ptuj (SLO) will form the basis of one of the “tester festivals”. We will also connect with Rijeka's 27 *Neighbourhoods* and *SPOTs* from Košice 2013 to share the lessons learned, and to pass on their legacy.

In September 2023 Haszkovó will host The Picnic for Everyone for over a week to bring our outdoor summer to a close. An event for all audiences – Haszkovians, Veszprémers and foreign guests. Special school classes in the Agora, presentations

of joint projects, cultural encounters, community kitchens. Micro-stages across the estate. Tower block staircases will host personal galleries, there will be rooftop yoga and personal stories will be told.

As we get closer to the weekend **we share the best of Europe in one housing estate.** We will host the best cultural festival of twin cities. *Impuls!* from Passau (DE), *Midnight Sun* from Lapland (FI), *Wine and Poetry* from Ptuj (SLO) and of course the *Chimney Cake Festival* from Sepsiszentgyörgy (Sfântu Gheorghe, RO).

The Picnic finale will take place on Sunday afternoon with **All Singing and Dancing.** A huge celebration created by the people of Haszkovó over the previous year and curated by Left Coast and Tim Steiner will involve between 500 and 1,000 people singing and dancing in a huge outdoor event. It may not be a real picnic, but afterwards Haszkovó will never be the same again. In a good way. Please join us.

Partners: Agora Cultural Centre, Veszprém's twin and partner cities; Left Coast UK, Tim Steiner (UK), Walk the Plank (UK)

September 2023, ALL E HF TWIN



LET'S FACE THE MUSIC AND DANCE

Veszprém is full of great music and dance. Many of our current festivals already represent very high quality and will be augmented in 2023 to form a key part of our programme.

Our strategic partner in the 2023 music programme is *Hangvető*, the major actor on the world music scene in Central Europe. Production and music management agency, festival organiser, operator of various music networks. We are working together to bring the **WOMEX 2023** and the **Classical: Next 2022** to Veszprém. WOMEX Music Capital is going to deliver the best of two decades of WOMEX to Veszprém. Introducing contemporary popular world music of the world to the entire region of Veszprém. It will also involve school students and smaller communities in making music as a community act through a festival and trade fair as well as a regional roadshow.

Veszprém's music and dance infrastructure can still be improved and added to. This suite of projects sets out our plans.

HOUSE OF MUSIC AND NOISE (HoMaN)

Repurposing a mothballed cultural centre in the city centre – “Dimitrov” as it was called back in the days. This becomes the House of Music and Noise (HoMaN): a true HQ for getting in touch with music. A creative space, a recording studio, a creative hideaway for artists as a residence, a record label and the organiser of a concert series. Free to enter, free to try, free to perform in. A place where amateur musicians can test the latest sound/light/AR/VR, or whatever will be invented by 2023; a place where amateurs and professionals can meet. Thanks to cutting edge lighting tech we will be able to make visible on the outside walls what is pulsating inside.

Ready by 2022, ALL E HF

VESZPRÉM MUSIC LAB

Located within the HoMaN, destined to make the city a place that triggers inspiration for musicians from all over Europe. Veszprém Music Lab will host guest artists, providing them with recording facilities as a music residency programme. In exchange they will put a Veszprém label on whatever they create, giving free concerts, and participating in workshops with young local musicians. The residency programme will operate on an open application basis. In 2023 the lab will host a band or artist from each EU member state every fortnight, resulting in 26 residencies.

Curator: Péter Muraközy; Partners: *Hangvető*, *Tallinn Music Week (EST)*, *Waves Vienna (AT)*, *Europavox (FR)*

Ready by 2022, ALL E HF TWIN

SOUNDSCAPE

Defines a place with its sounds. The main resource of this sound collection will be the sounds suggested and recorded by the local community. Just like our favourite songs. Or your most treasured lonesome spot in the woods, your favourite ice-cream maker, the funniest waiter or whatever you feel describes the city and your life in it. The recordings will go to the sound bank, tagged with geographic and descriptive data. In the collection sounds are visualized on a map. Some will come with a video, some can be listened to through headphones.

A different DJ/musician/electronic artist will be commissioned every year to create their own mixes from the millions of sounds of the city. The sounds will be built into the city mobile app, guiding you through the city with music and sounds linked to different points of interest.

In the coming years, soundscapes from other ECOC cities will be created in 10 soundproof spots around Veszprém: temporary cabins where you can soak in the sounds of different cities.

Curator: Balazs Weyer (ethnomusicologist); Partners: Thomas Elmquist (urban soundscape design researcher from Stockholm); Raconteur Sounds (USA), Museum of Ethnography

2020-2023, ALL E HF TWIN



REGIONAL



AGE

- ALL All age groups
- Y Young generations
- A Adults
- S Senior citizens

ORIGIN

- E Everyone
- V Veszprém citizens
- R Citizens of the region
- F Foreign visitors

UNDERSTANDING

- H Enjoyable mainly for Hungarians
- HF Enjoyable for everyone

TWIN ECOC twin project

MUSIC EDUCATION FOR EVERYBODY

Using the HoMaN as a foundation we want Veszprém to become the city in Hungary with the highest proportion of inhabitants actively playing an instrument. Numerous studies explored the benefits of learning to play, and the effects of music on critical thinking and cognitive development. We want to **attract music educators, curricular and extracurricular ways of learning and teaching** to involve as many people as possible in making music. Matchmaking tools will be provided for people to find fellow-musicians with similar tastes and abilities. This also connects with Tim Steiner's work in the *Picnic for Everyone*.

Curators: Balázs Weyer and András Lelkes;
Partners: Music Hungary Conference, Sibelius Academy (FI), World Music School (FI) Tim Steiner (UK)







2020 – 2023 (and beyond),    

JUST DANCE!

(starting in 2021)

Based on the work of the Festival and on Veszprém's Pannon Theatre in cooperation with the Compagnie Pal Frenak, we are building up a multi-annual concept. Compagnie Pal Frenak is a Paris-Budapest based ensemble that, apart from being a regularly awarded participant of the biggest dance festivals across Europe, is developing several integrated dance programs with amateurs, including people with disabilities. The multi-annual concept takes shape along the following programme lines:

- a new base for the productions of Compagnie Pal Frenak – focusing on international cooperative projects – combined with exchange and residency programmes, master classes and workshops during the year
- implementing an audience development programme with the Foundation for Contemporary Dance and Sign Theatre – with special focus on disadvantaged target groups
- cooperation with Pannon University and our capacity building programmes offering special courses for students

2021-2023 (and beyond),  (special emphasis on  and ),   

FESTIVAL OF CONTEMPORARY DANCE THEATRES

Veszprém is already a must for Hungarian professional dancers every May. Inspired by our ECoC aspirations, on its 20th birthday, this festival became truly international. The festival welcomed *Jorma Uotinen* (Artistic Director of Kuopio Dance Festival, Finland) in its jury. Jorma will take part in the curation of the festival in the upcoming years. With this cooperation we opened a door to some of the best of contemporary dance in Europe.

We foresee dance competitions with an international jury combined with real-time creation, dance-photo workshops, exhibitions, professional conferences and debates. Cross-sectoral experimental projects will focus on the combination of digital tools and live performances.

Our vision is to expand it to a Central European level. It also aims to **clearly weave the event into the city's cultural fabric**. During the festival the town will be converted into a network of unusual artistic and performing venues, giving space for different age groups and smaller shows, pop-up dance performances and plenty of free and fringe events.

Curators: György Krámer, László Vándorfi, Jorma Uotinen; **Partners:** Hungarian and European Festival Association; Hungarian Dance Association; National Dance Theatre; Hungarian Dance Academy; Association of Hungarian Choreographers; Jiri Kylian & Netherlands Dance Theatre (NL); Jorma Uotinen (FI), Ferenc Fehér (HU), Compagnie Pal Frenak (France-Hungary)

Continuously in every May,   

2023: WIDE SCREEN



A series of microfestivals, which combine traditional audio-visual platforms with new media.





It is about the process of creation, about discussions – each microfestival, with its choice of theme or format, reflects on and contributes to topics that are important regarding our ECoC programme. 2023: Wide Screen serves both as a great introduction for Veszprém's future new art cinema and also a focus on our open-air Cinema programme. Here we plan to “reinvent” the iconic open-air cinemas of the Balaton shore. Revived barns, rethought railway stations will also serve as easily accessible venues. And 2023: Wide Screen will illustrate throughout the year how we will have started using our empty places and spaces in Veszprém. Just a bit of a teaser from the one-year programme:

Shooting Fairies

Veszprém International Children's Film Festival

– A film festival by kids, for kids (well, only with a bit of help from adults). Categories will be defined by multiple age groups and genres – both live-action and animation –, and the festival will have the usual structure of a film festival combined with a competition. But the real thing will happen in the rows of the audience – the children. A jury of children – mentored by top-notch international and Hungarian film professionals throughout the process – will decide who receives the different awards, including the main trophy, the Golden Roblox, Fluffy Slime, or their popular childwise equivalent-to-be in 2023.

Curator: Géza M.Tóth; **Partners:** University of Theatre and Film Arts (Budapest), KEDD Studio; Zlín Film Festival (CZ); The Biennial of Animation Bratislava (SK); ŠAF International Animated Film Workshop (HR); Croatian Children's Film Festival (HR); International Children's Festival in Šibenik (HR); Cinekid Festival Amsterdam (NL); Monstra Lisbon Animated Film Festival with its special *Mostrinha* programme dedicated to children (PT), *Schlingel – International Film Festival for Children and Young Audience* (DE).

November 2023,  (but hopefully ,  

A Year – Creation of a community documentary about the life of Veszprém and Balaton.

East-West/North-South – Movies and films reflecting how people deal with social challenges – presented in pairs: one showing the Eastern approach, the other displaying how the same topic is dealt with in the West













(curator: Bernd Buder, Cottbus (DE)).

Balaton Retro – A showcase of old foreign and Hungarian movies shot around the lake

(curator: Can Togay).

Soundtrack Microfestival – In co-production with VeszprémFest

(consulting expert: Jan Kaczmarek (PL-USA)).

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	 All age groups	 Everyone	 Enjoyable mainly for Hungarians
	 Young generations	 Veszprém citizens	 Enjoyable for everyone
	 Adults	 Citizens of the region	
	 Senior citizens	 Foreign visitors	 ECoC twin project

REINVENTING THE GAME

Reinventing the Game is a project to explore and maybe to reinvent the culture and nature of sporting allegiance. It connects with our city's love of handball and connects us with other sports loving cities through an exploration of the culture of being a sports fan. Originally a Hungarian-UK joint project to connect sports and culture of Veszprém and Milton Keynes, our closest UK partner. Veszprém will continue with and lead this project.

Here in Veszprém, our handball team regularly makes the final four in the European Champions League, and our fans are famous for their fervour and passion. Where did that come from? Can we transfer that passion to other aspects of city life and culture?

The project will explore the stories by getting to know fans from several partner cities, of how their passion has grown, and give them a chance to share it with other European sports fans.

An audience development project for male sports fans (including "armchair fans") is also a part of this project. We want these guys to make a leap from watching and really follow their city's sporting clubs. The program is also a celebration and

a platform for sharing the culture of sports fans, their passion for sports and its connection to their city.

Our ECoC city partners also have very interesting sporting cultures. In Kaunas, the basketball team has a legendary status. In Rijeka, its 2017 championship winning football team will be part of a major cultural and football initiative in 2020. Novi Sad is famous for its waterpolo team.

In 2022 Hungary and Slovakia will organize the *European Handball Championship* together – with Veszprém as an important venue – and we will use this opportunity to dig deeper into the fan-culture of European countries.

The project will have artists, sociologists, photographers and story tellers explore the culture of sports fans in these cities. A series of exhibitions, debates and events, including fan exchanges, partly funded by Europe for Citizens will bring this project alive in Veszprém and in other cities too, as well as in our original partner from the UK, *Milton Keynes*.

2021-2023, ALL E HF TWIN



PLAYFUL CITY

This suite of projects in Track Change describes how Veszprém becomes the Design-Driven City of our strategic vision. Not just a city design project, but actually incorporating design as a key element in the 2023 Artistic Programme. The city itself becomes a place of PLAY, MOVEMENT and ENERGY.

Rethinking the public areas downtown, re-evaluating buildings that are not popular in the eyes of the public, vesting them with new functions and a new identity... we want to create a city with a lively, playful atmosphere that prompts us to action, but at the same time emphasises and makes us appreciate our unique cityscape and built heritage. Three key elements:

PLAY, MOVEMENT, ENERGY.

A palpable outcome of our design-driven strategy – half urban development project, half participation-based, community-led project, and the "third half" is about **putting innovation and creativity into action when it comes to our public places.**

How can we design a bench that is ideal for stretching after a run, suitable for parking a bicycle and that looks like a climbing wall to a 4-year-old? How can our city become a playground for sport, place for recreation and how can we transform public places in order to foster and create new communities?

With the help of our pilot projects of our design-driven strategy we will **rediscover and redesign our public places.** For the residents we will host co-designer sessions, public talks, invite community mediators, make open calls for citizens

and professionals. Expert groups (e. g. the design studio, *Daily tous les jours*) and students will be invited to a summer academy to get inspired by the city, and to design and create new meeting points.

What will 2023 bring about?

- **No More Dusty Tuesdays** (*you remember our phrase – "no more dusty Tuesday evenings"*) Each Tuesday in 2023 Veszprém will become our meeting point. An assisted exercise session using the steps and streets of the city, an open gym next to the playground, a pop-up concert of the band recording in the Veszprém Music Lab.
- Inviting travelling projects of international designers (like the musical swings); making an open call to create a hi-tech artwork – dedicated to Veszprém – based on sustainable technologies, powered by wind, water, sun or human energy.

This is a **playful invitation – to develop new habits** about how to live our city, how to connect with each other and with our environment.

Partners: Golden Valley Creative Hub and the participating universities and their partners, House of Arts, Centre of Contemporary Architecture, Eutropien (AT); Festival of Creative Urban Living (Milton Keynes, UK), and our design-driven city partners: Maryland Institute College of Art Center for Social Design (USA, Baltimore); Willem de Kooning Academy – Social Practices faculty (NL, Rotterdam); Design District Helsinki (Minna Sarela), Stimuleringsfund (NL), Dutch Design Week (NL, Eindhoven), Embassy of the Netherlands in Hungary

2020-2023, ALL E HF TWIN

THE CITY OF CHILDREN – re-designing Veszprém on a children's scale

A complementary project sees us working with local children to re-design Veszprém for them. With our partner *Demo Wood* we organize joint on-site visits with 6-16 years olds in the historic and modern districts of Veszprém, near the housing estates, the suburbs and in search for loveable,

occupiable places together. Together we design and develop new community places, decorating them with symbolic installations and public playgrounds. These new places and creations will form the basis of a new children-map for Veszprém and open up places where they can play and simply hang out, which were forgotten for long time.

Partners: Demo Wood; The School of Architecture/Arhitektuurikool (EST)

2020-2023 Y V

GENERATION V

A long-term programme lasting from 2019 to 2023 (and beyond), where secondary school students and young adults will be invited to take a full role in city design. Groups of students will be assigned a location, a topic and a specific problem to be solved. Each group will have one full year to work. The first months will be spent on research and setting a goal. Afterwards each group will go on a European study tour, learn about new ideas and approaches, seek inspiration. After coming back home the real preparation and design work will begin. We will provide support by inviting architects, designers, experts and craftsmen to participate, but after all that couple of dozen square meters assigned to them in our city will effectively display their worldview.

Partners: Centre of Contemporary Architecture, Eutropien (AT); Festival of Creative Urban Living (Milton Keynes, UK), Association of European Cities network; Veszprém's and the regional towns' twin and partner cities; Rotary Club, Charity Service of the Order of Malta

2019-2023, Y V R HR TWIN

TRAVELLING START-UPS

Creative young people from all over Europe will be invited to spend time with us during the summers of 2021–2023. Or to make it clearer, they will be offered holiday homes and wine cellars as temporary creative squats for a series of decentralized workshops. Each year 12 projects will be developed and tested throughout our festival season. In 2023 – following the great example of the POC21 – we will bring together 100 young innovators from all over Europe to live and create together for a month. Focusing on eliminating negative environmental impacts of cultural activities, developing zero-emission and finding resource-efficient solutions for various levels of our operations. Our goal is to place Veszprém and the region on the mental map of the creative youth, the digital nomads of Europe. We also hope, some of them will stay with us even after summer ended.

Partners: Ouishare (FR, tbc.); Action Academy (UK); Moholy-Nagy University for Design and Fine Arts; Metropolitan University (HU); Pannon University; Chamber of Commerce.

2021-2023 Summer, ALL E HF

VIRTUAL CITY

In the 1960s and 1970s the former marketplace and the streets of the craftsmen (in fact, the whole city centre) were destroyed, and a new district was built in its place. A product of ill-conceived urban planning and a forced expansion of the population.

Virtual reality solutions, buildings (or empty spaces) painted with light, visualized former realities or possible futures will give a new identity to our streets and (in)famous buildings. Every day another space will be brought to life, but every second Tuesday evening we will invite locals and visitors to a walk through the manifestations of the city.

A major installation that recreates lost city heritage will be the task of the Virtual City Gallery. This installation will be on the top level of the downtown twenty-storey high-rise. It will set up a 360° 8K projector, presenting earlier stages of the city's life all around us, an interactive timelapse on the city's evolution.

The Gallery will allow us to invite fellow cities with similarly radical reconstructions in their not very distant past.

Partners: Edgite, Medialab Katowice (PL), Hack The Senses (UK), Translation of Modernism Collective (CZ, PL, HU)

2023 all year, ALL E HF TWIN

SYNAGOGUE-PEELING

By some way the most interesting building in the current town centre is the former center of the Mining Company that nowadays looks much like a rundown office block. Although in fact this is the only building that survived the creation of the modernist downtown. Unrecognisable under its outer shell it still houses traces of Veszprém's past: the old synagogue, and the Jewish ghetto of WW2. Multimedia artists who deal with architectural sites – like the international group *Corpora Insi(gh)te* will explore and virtually „peel” the Veszprém Synagogue.

Consultant, possible curator: Ákos Maróy, Zürich-Budapest

2023 February– June, ALL E HF

LENSES AND SENSES

With the curation of the Robert Capa Contemporary Photography Center an alternative urban heritage atlas will be put together: the photographs of high school and university students – with the professional guidance of photo artists – will reframe the perception of our built heritage, our own city landscape.

2022 Autumn – 2023 Spring, Y V HF



THE CUBE

INTERACTIVE IT KNOWLEDGE CENTRE AND EXHIBITION SPACE

The Cube will be a temporary structure in the city centre, equipped with cutting-edge technology. In the mornings it will be a place for teaching older people how new IT devices can improve their quality of life. In the afternoons, kids can get creative here by using the best equipment available; providing them with valuable knowledge and experience that no school can offer. The Cube will be open for everyone – students on field trips, families, visitors – they will all be invited to create their own digital memory.

It will be a real hub for creation and exploration of the new dimensions offered by the latest

technologies. Drawing an animation of the dragons of our *Magnificent Seven* project, editing the photographs of the *Lenses and Senses* projects, planning and printing in 3D a new street furniture design – dreamt by children in the City of Children project.

Partners: apart from the University of Pannonia (where ITC is the strongest faculty) and the schools and colleges, we envisage partnerships with market participants that are important players in the experimental and e-learning development space, such as Samsung and Telekom.

2023, ALL E HF

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	
	S Senior citizens	F Foreign visitors	TWIN ECO2 twin project

THE METAMORPHOSIS OF A TROLL

One of Veszprém's more controversial icons, the twenty-storey high-rise apartment block is like a big, sole, stationary troll standing in the heart of the city. Simply impossible to miss or ignore. It dominates the skyline from all directions, and no one really likes it. But it is still home to more than 500 people. That is why we want to rethink it in and out.

From the outside, the block is about to be symbolically reborn. Its striped pattern will be redesigned every month by architects commissioned for 2023, either with projectors or banners. In December 2023, its environment will dress up in the block's pattern as a counter-gesture.

From the inside, the focus is on the inhabitants. Right now the block does not really offer any possibilities to host a functioning micro-community. A few flats that are waiting for new tenants will act as a special "tower block agora". We will use them as pop-up community centres with cohesive workshops, socially engaged art projects, places for mediation etc. In order to ensure a proper amount of artistic exposure, some of **these flats will serve as artists' residencies:** artists from all over Europe who address their own tower block challenges will share their ideas with us.

And finally, **we will reclaim the top floor.** It was originally a pub, then a radio station – now it will be an open office and an exhibition hall for the artists' residencies. After 2023 our Troll will continue its career as a community hub for the building and the city as well.

Curator: Paradigma Ariadne Architect;

Partners: Eutopian, Bence Pálinkás, Living Architectures (FR/IT), Assemble (UK); and our partners in the planned Central and Eastern European Architecture Centre: Hungarian Contemporary Architecture Centre, AEDES (DE), 4AM Forum for Architecture and Media (CZ), Architektur im Magazin (AT), Galerie VI PER (CZ), Wrocław Architecture Museum (PL), ReSITE (CZ); Translations of Modernism (CZ, SK, PL, HU)

2020-2023, ALL E, but mainly V HR



EXPOSURE

FERRYBOAT – A FESTIVAL OF SOMEWHERE IN BETWEEN

The Ferryboat project builds on water, as the symbol of constantly moving and moving on. Using ferryboats (small and large, symbolic and real) and the water as a stage, we foresee **10 days of performances** as a result of an international artistic collaboration, with **MIGRATION, TRAVELLING and MOVING (ON)** as the key themes.

The ferryboat is used as a symbolic vehicle to build new relationships, bringing news and helping the free movement of thoughts, ideas and people. Lately the boat on the water has taken on a more painful connotation in Europe as well: the boats coming across the Mediterranean overflowing with refugees, or the rescue boats waiting to be admitted to European harbours. The travelling from East to West, South to North in the physical space, symbolizing the direction of the dominant migration trends, connects various points of Balaton in this project.

Floating stages wander around the lake, from beach to beach, sometimes meeting in the middle. The constantly changing, developing story is the result of the coproduction of international performing artists led by the *Recirquel New Circus Company* – contemporary dancers from Russian and Chinese-style ballet dancers to acrobats, aerial circus artists, musicians and singers.

When the stages reach the shoreline, apart from the next chapter of the story, a large-scale street festival completes the performance, which can be enjoyed not only from the coast, boats, sailing boats and water bikes might offer a different perspective as well.

As part of our concept, these day-to-day harbours come to life as a symbol of the meeting of East and West, South and North by creating **intercultural villages** with temporary installations for smaller performances, complementing programs during the day. The “life” in these intercultural beach villages puts the cultural heritage of Europe, the countries affected by emigration and the interaction between the two (or many) into a different perspective – by creating conflict kitchens, photo exhibitions, telling personal stories etc.

The culmination of the Ferryboat is an international cross-genre production taking place on Europe’s largest inland water surface. Performers from all over Europe together with swimmers and divers from around the lake participate in a large-scale spectacle. It includes a performance of Recirquel telling the story of migration, hopes, rescue and rejection – but also of safety and peace. The action takes place on water stages as well as suspended on cranes high above the lake. A water and sky ballet, juxtaposed with images projected on screens from below the water level.

The finale explores the **possibility of communication when language is off limits**. When bodies, signs and expressions become the way. Is there a universal language we can all understand and share? The Ferryboat provides a metaphor for communicating with each other in a world where borders and culture are as fluid as the water on which it sails.

2023 Summer, ALL E HF



MONSTERS AND MERMAIDS PARTY

The summer-launch for our *Camp Balaton* project, brings magical shows to Lake Balaton that combine puppetry, virtual reality tools, light and water effects, human performances, plus a public viewing with monster-spotting fever!

Between 2019 and 2022, joint international projects will be implemented with a thematic focus on the **mythical water creatures of Europe**, partly incorporated into other programmes (e.g. the *Camp Balaton*), and partly as stand-alone projects. The results will be new stories, street theatre shows and puppet theatre performances, comics and books, albums and exhibitions. In 2023 we will challenge not only ourselves but also other “lake people” in Europe to bring their songs, their stories here, and the waters will come alive for one week. We invite the mythical water creatures of Europe to bring their stories and share them with us, and to finally meet each other: the Brosno Dragon (who scared off Batukhan and also swallowed German planes during WWII), the monsters of the lochs of Scotland, and the serpents and worms of the fjords, the Beast of Kaunas, and of course, our very own Balaton fairies.

During the last week of school summer term, everything around the lake will be about **monster-spotting, storytelling and travelling in time and space**. Also the first ever presentation of a new water-based fairy tale performed on the water, woven from the stories our partners from all over Europe will bring here. We plan to present the main performance, as a travelling theatre, at other lakes around Europe.

Partners: Kabóca Puppet Theatre; civic and artistic organisations from the different lakes – our partners from the Great Lakes of Europe network, ethnographic museums, national archives, etc.; Ormston House - Museum of Mythological Water Beasts (IRL); But we will also involve e.g. street/open-air theatre ensembles, such as La Fura dels Baus (ES), Theater Titanick (DE), Transe Express (FR), Grupo Puja (ES), Fuerza Bruta (ARG), Commandos Percu (FR), Wired Aerial Theatre (UK), and street-art and land-art artists such as Gábor Miklós Szőke.

2023 June (last week of summer term), ALL E HF TWIN

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	TWIN ECO2 twin project
	S Senior citizens	F Foreign visitors	

CAMP BALATON

From May until the end of August tens of thousands of children spend their holidays in the countless children's camps dotted around the lake – they are from all over the Carpathian Basin. We want to bring quality time and meaningful cultural activities into these camps. And we want to develop talent management programmes for young people .

An “art tank” , developed in cooperation with the artists of the region will tour the youth camp. The art tanks will integrate children into the projects, e.g. creating billboard monsters that will be displayed on the beach during the *Monsters and Mermaids Party* project, being an experimental audience during the *No Barrier Theatre Festival*, or cooking a community dinner in one of the refurbished holiday homes. Camp Balaton provides an entry point to our ECOC programmes for children between 8-18 from all over Hungary and the Carpathian Basin.

In cooperation with the *Kapolcska Initiative* (situated in the Valley of Arts) we will launch a special mix of artistic camps for talented 9-16 years old students that peaks – after one week of joint practice, creation, singing and playing – in a family festival. 10-13 artistic sections – led by different artists every year – will provide platforms for individual development, for creating joint projects and cross-genre performances and for practicing cultural leadership.

And to save some of these summer vibes for later, we will fuel some off-season creativity as well: involving the cultural centres and civic organisations working with children, we will develop programmes and pass on methods and experiences that can be effective in nurturing children's creativity.

Curator: István Márta; Partners: Hello Wood, Demo Wood, various local and regional youth and/or artistic associations, NMI Cultural Institute and its folk high schools

2023 all year, Y E H

FLOATING ISLAND

Led by our partner *Demo Wood*, an entire playful new universe will be brought to life on the Balaton: the island will be developed together with children. Wooden toys, playful installations, water-operated creations will demonstrate how the presence of water and its energy expands the possible prospects of design. 2022- 2023 Summer, Y E HF



BEYOND THE TIGER'S CAGE

The Zoo is currently the city's biggest attraction with its yearly 400,000+ visitors. This is a huge captive audience (the people and not the animals!). Here is a chance to build and create a “cultural safari” – a special experience for families where humans meet the natural world. At the same time allowing us to connect to a massive family audience.

A temporary in and outdoor place in the Zoo itself, *School for Planet* will be dedicated to the very complicated relationship of humans and the ecosystem. Exploring climate change, extinction of species, pollution – and the way every person can make a difference. All presented in an interactive, understandable and fun way for everyone from 0 to 99, but especially for the main target group of the Zoo, the children.

During the nights, our Zoo changes its demeanor. Night walks when we can hear through our

headphones what animals dream of – dubbed by actors and actresses. Live improvisations, galant shows present the *Secret Life of the Zoo*. A zoo-based theatre performance starring *Pablo the Rhinoceros*, the most popular inhabitant of the zoo and his unique friendship with an autistic boy. Biologists, zoologists, ethologists, zoo-keepers and artists will work together on various researches and experimental projects, resulting in thought-provoking, educational or heart-warming in-zoo performances. Also, pop-up projects will appear all over the city and the region (what happens when the tiger escapes and vanishes in the dark forests of the Bakony...).

Partners: European Association of Zoos and Aquaria, Hungarian Association of Zoos, World Wildlife Foundation, Pannon Theatre

2023 all year, ALL E HF



REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	
	S Senior citizens	F Foreign visitors	TWIN ECOC twin project

KORA, DJEMBE AND THE ELEPHANT'S TRUMPET – The African Instrument Collection

Music and the zoo? Admittedly, this is an unusual combination.

This project brings a collection of African musical instruments for the very first time in a major exhibition – honoring music and the great explorers. The main feature of this exhibition will be to connect it in an innovative way to the other “African” attraction we have in our city and the region: the nation-wide famous zoo and the Africa Museum in a small village at Balaton, founded by Endre Nagy, a Hungarian pioneer of game reserves in Tanzania.

The most significant part of the collection is donated by Emil Torday, a Hungarian collector who worked in the Congo – the largest part of which is at the British Museum. A significant section is however in the possession of the Museum of Ethnography in Budapest – stored in the cellars nowadays. Veszprém now has the chance to provide exhibition space for a permanent exhibition of these treasures.

The balafon, the kora, the djembe, the ngoni, the jeli and the griot will enrich our music landscape with their presence. *What could be more fitting than the Balafon at Balaton!* But the exhibited instruments will not only hang on the walls. The tours in the Collection will include four elements: **guided exhibition, moderated workshops, discussion forums** about the experience and finally, **audio-visual demonstrations from great artists** of our era, such as Mory Kante or Salif Keita. Besides the instruments, collected music

from the archives of Alan Lomax, Hugh Tracey and their peers will be exhibited and we can follow the journey of instruments and sounds from Sunjata Keita’s royal court through the slave trade to blues and contemporary pop.

Interactive stations connect the instruments with related animal voices and animal materials used in the craft. The museum will provide an atmosphere that creates an environment in which the instruments developed come to life – their sound and the visuals as well. Additionally, the Museum of African Instruments will host chamber concerts, music and popular science classes, and movie screenings. Parallel to the Zoo people can rent audio-guides that will make the collected archived music of the displayed instruments audible as a kind of sound track to the savannah section.

We will invite contemporary African instrument builders to hold workshops at the Agora in Haszkovó and at the Zoo. Participants of all ages can make their own simple instruments from local materials and explore how the displayed instruments were used as means of communication, of storytelling and of community building.


Curator: Krisztina Pálóczy, Head of the Instrument collection at the Museum of Ethnography (Budapest); Partners: Museum of Ethnography; Hangvető; British Museum (UK); Association for Cultural Equity (USA; was founded by Alan Lomax to explore and preserve the world’s expressive traditions); Smithsonian Institute (USA)

2022-2023, ALL E HF



REPUBLIC OF FREEDOM THE MEETING POINT

 The Balaton region is a magical place. It creates a special feeling for everybody who gets in touch with its unusual density of goodness. It has been an important and legendary meeting point for the forcibly divided East and West during the Cold War. A place where people fell in love across the borders of a divided world. A place where a presentiment of freedom and of a reunited Europe was first present in Hungary. A place that was a point of departure for those who wanted to leave the Eastern Bloc. A place that will be a meeting point for Europe again. Republic of Freedom is a project platform for multiple artistic expressions and languages throughout 2023.

 *Curator: Can Togay*

A few elements of this programme:


The Hot Summers of the Cold War

Balaton was the reflection of the split Europe, but meanwhile these summers forecasted the historical change of 1989-90. Our ECoC programme serves as a great opportunity to initiate a collection of these “East meets West” private memories – photos,

Super 8 films, slides, memorabilia. A very special kind of collection – much more than a database –, the very personal story of Central Europe. Balaton was the most emblematic meeting point, but not the only one – Bulgaria, Romania, Czech Republic and Slovakia also have stories to tell. We will invite various artists to bring this new database alive – exhibitions, installations will bring back countless personal memories, reinterpreting the films, the novels, the visual art of the era.

This collection will enable us to tell our story to a much wider audience as well: based on a software solution the combination of photos and processed oral history will lead to the creation of several video clips, short movies – to be presented in places where these memories take us back: the waiting hall of a railway station, the beaches, unions’ holiday homes...

Curators and consultants: Péter Forgács (media artist), Krisztina Slachta and Anikó Boros (historians), Anna-Lena Nowiczki (cultural manager, Berlin), Margarita Dorovska (art historian, Bulgaria), Petőfi Museum of Literature; Partners: Super8.hu, Fortepan 2023- with some summer highlights, ALL E HF

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	
	S Senior citizens	F Foreign visitors	

twm ECoC twin project

“The-Guy-With-A-Wartburg” monument

Currently there is no place or monument that reminds locals and visitors of the role the Balaton played during the cold war. We love to make monuments in Hungary, but since this is not exactly a guy-on-a-horse-motive we have not done it yet. In the framework of the Republic of Freedom we will launch an open call for a different kind of monument. It has to contain (visibly or invisibly) some of the items people will bring as memorabilia of that time, or symbols they find for their story (not necessarily a Wartburg, we simply use it as an example).

The monument has to have a dimension that can only be experienced through virtual reality technology – e.g. making the symbols hidden inside the structure visible. It shall also have one more sensual dimension – either a sound when you come closer or a tactile or olfactory quality.

We will select five monuments, build a temporary model of them and place them around the lake in 2023. Locals and visitors can then give their vote on which one they want to keep permanently, and which is their favourite place for it.

2022-2023, ALL E HF

Balaton Talks

In this programme, we consider the Balaton region to be an agora, a platform for discussion: a space to offer to Europe as a place for self-reflection.

Balaton Talks invites important public intellectuals, thinkers, specialists, artists, writers etc. to clash their opinions on the most important topics of the past, present and our future, and to involve the audience in an active exchange.

Curator: Michael Knoll (Hertie Foundation (DE)).

Partners: Aspen Institute (USA, tbc), Hertie Foundation (DE), Aurea Foundation (CAN), Republikon Institute, Századvég Institute. Consultants: Iepe Rubing (media artist, NL), Joachim Sauter (media expert, Berlin), György Csepeli (sociologist)

2022-2023, ALL E HF

Erasmus MeetUp


(as a special edition of Balaton Talks): By the end of the summer semester 2023 we will invite the Erasmus students attending Hungarian and other universities nearby to meet at Balaton. A truly European meeting – complemented with the Stipendium Hungaricum students (mainly from developing countries outside of the EU). The core of this meeting will be a **series of historical, political simulation games** – about Europe’s current hot potatoes, political strategies, social challenges. It is bit of a twisted process: no student can represent his/her original point of view but needs to place her/himself into the position of another party. The Students’ Opinion Festival planned in Tartu 2024 (ECoC candidate EST) and the Green Valley Declaration project planned in Dornbirn 2024 (ECoC candidate AT) can act as follow-up meetings and expand our network.

Additional curator: Björn Warkalla (Planpolitik Berlin)

2023 June, Y E HF TWIN



.COM.ME.DIA


 This is Dante’s Divina Commedia in a completely new setting, performed in three 60-metres high cooling towers. The stars of the performances will be these surreal silos/towers of the abandoned power plant in Inota – an inherited infrastructure of Socialist industrial architecture. The inner and outer spaces of the towers will serve as a venue for an entirely new interpretation of the literary masterpiece.

.COM = the symbol of all knowledge, ME = me and myself, DIA = going through are the basis for a storyline that combines our contemporary digital world with references to the major traumas of the 700 years that has passed since Dante’s era, effectively holding up a mirror to see the history of Europe.

It is not a theatre performance – or not exclusively. The audience will have to walk through the scenes: in, on, under and above the reconstructed cooling towers, experiencing a special mix of theatre performance, concerts of different genres, visual effects, virtual reality and more.

Directors: László Vándorfi and Péter Novák; Scenario: Ádám Nádasdy (translator of Divina Commedia who is open to rethink and rewrite the storyline); Music: Marcell Likó, László Dés, Ferenc Snétberger; Choreography: Recirquel New Circus Company, Compagnie Pal Frenak; stage designer: Csörsz Khehl

2023 May – September, A S E HF

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	TWIN ECoC twin project
	S Senior citizens	F Foreign visitors	

BUNKERCULTURE

There is a long list of abandoned infrastructure inherited from the Socialist-style industry, like the abandoned power plant in Inota, the empty underground labyrinth in Balatonfűzfő – and various now empty but once prestigious industrial or military complexes around the region.

The cooling towers of the abandoned power plant in Inota (around 20 min east of Veszprém) are pretty surreal installations by themselves, and also excellent locations for theatrical plays, concerts or exhibitions. Preparing for 2023, our goal is to make them suitable for such purposes, with the minimal amount of reconstruction, respecting the industrial heritage status the towers bear. The three towers will have their specific role in 2023, hosting the .COM.ME.DIA – but also hosting smaller performances, exhibitions presented in this gigantic space, various interactive climbable installations.

We will partner with institutes like the Narrative Environment and Architecture programme of Central St. Martins in London, featuring a training that combines architecture, theatre, design and management, and that is specifically designed to transform spaces like Inota and fill them with culture and entertainment services.



The Outsiders of the Underground

Where better to host the geekiest subculture activities than in a subterranean power plant? It used to provide electricity for the gunpowder mill of Balatonfűzfő, around 15 km south-east of Veszprém. A super weird place by all standards. A mystical catacomb interjected by cathedral-like spaces and coloured by leftover machines serving unknown purposes.

We will take the opportunity to invite gamers, steampunks, cybers, comic fans, apocalyptic riders, fantasy fandom crowds, and self-proclaimed nerds to populate this underground space with underground culture. Together with our partners we plan to organize an international convention of subcultures. It is difficult to say what will be considered to be subculture in 2023 – but there will surely be interesting people who might be interested in exploring this truly hidden place.

Partners: Mondocon, Hungarocon, Playit, Stuart Brown - AHOY

Digital Art Exhibition Place

We will use the vast spaces of the buildings of this Bunkerculture network, and filling them with a changing variety of classic and contemporary fine art. As the result of a teamwork of art historians, curators, multimedia and mapping artists, motion and sound designers, our spaces can become a living canvas, multiplying the dimensions of the originals.

The spectacular, sophisticated, immersive audiovisual installations featuring sound, music, and 3D spaces in a dramatic performance will bring multiple art periods and movements to life for a large audience: for example classical Hungarian painters, such as Csontváry, Rippl-Rónai, Egry, the works of European Art Nouveau artists, or in other cases, modern and postmodern artists starting from Moholy-Nagy to the contemporary ones.

Partners: Lime Light Projection, Glowing Bulbs, House of Arts

2023 all year, ALL E HF

DIVINE DISCORDANCE INTERNATIONAL FESTIVAL OF RELIGIOUS MUSIC

Between the actual astronomical date (21th June) and Midsummer Night (23/24th June), we will try to address the psyche of the city and our visitors themselves. The event will be brought about by a diverse set of concerts ranging from interactive chamber music through performances on sacred settings to major, highlighted concert events. Coverage of styles and religions will be similarly wide, including Catholic and Lutheran a capella, Eastern Orthodox polyphony, American gospel,

syncretistic Brazilian Camdomblé, Sufi whirling dervishes, Bangladesh Qawwali, shamanistic Tuvan throat singing, Korean Gagok, Rastafarian reggae and Sephardic performances, just to name some of those that we are looking forward to invite.

Partners: Hangvető; Warsaw Sacred Music Festival (PL), Patmos Sacred Music Festival (GR), Jerusalem Sacred Music Festival (ISR), Fes Festival of World Sacred Music (MOR) 2023 (and hopefully beyond), June, ALL E HF

SPIRITUAL DETOX WEEK

Starting in 2020, the first week of March there will be one week each year for silence, for mental and spiritual recovery from the hectic weeks of a busy year – a week spent with meditation, quiet conversation and silent walks. A week only for us, for our family, for our community – and of course everyone who wants to share this time with us. One day during this week will be the “Offline Day”, when people will be encouraged to take a voluntary break from all their gadgets and instead, to share their thoughts and experiences through genuine, face-to-face conversations.

2023 March, ALL V R H

NO BARRIER THEATRE FESTIVAL

A new performing arts festival that involves professional and non-professional, and a mix of disabled and able bodied performers. For the audience and participants it will help recognize the quality and relevance of performers with physical and mental disabilities.

At the same time, the festival will provide a testing ground for making live performances truly accessible. We will experiment together with the audience and participants. Not just quickly ticking off the box.

In fact we want to make all projects of Veszprém 2023 as accessible as possible. Not only thinking about elevators, ramps, Braille-signs but also take the time to think about each project. How can it be enjoyed in a wheelchair, with vision impairment, with different mental health issues? And to learn and implement what would truly make a difference. Expanding the notion of wide accessibility of the entire region, regardless of the ECoC participation is also a strong element of broader audience development.

Partners: Orlai Production Agency and the Szentendrei Teátrum, Central Theatre, National Dance Theatre, Central European Dance Theatre, Kava Cultural Workshop, Kata Juhász Ensemble, Tünet Ensemble, Baltazár Theatre, Rolling Danceclub, Deafinitely Theatre (UK), Graeae Theatre Company (UK), THE.AM.A. - Theatre for People with Disabilities (GR), Moomsteatern (SE), Compagnie de L'Oiseau Mouche (FR), Mind the Gap and DadaFest (UK)

2021-2023, April, ALL E HF



REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	
	S Senior citizens	F Foreign visitors	
			TWIN ECoC twin project

PURPLE FASHION

If the devil wears Prada, what do God's representatives on Earth wear? For many people fashion is a religion, and fashion forms the basis for a major international exhibition that demonstrates a **unique dialogue between fashion and clerical art**. How have religious artefacts, clothing and religious practices of the past centuries influenced the work of contemporary designers? Examining both extremes and the vast area in-between – haute-couture to fast fashion.

Placed in the unique atmosphere of our Castle Hill, combining both secular and religious venues we will present these **parallel but intersecting worlds**: artefacts and attires of Roman and Greek Catholic priests, monks, nuns and the special ornaments reserved to wear by ecclesiastical superiors, Jewish prayer clothing... and the evidence of the inspiration they represented for many generations of fashion designers, highlighting everyday items of our wardrobe, the ones we never thought were having religious roots.

The exhibition will show how the elaborate techniques to prepare sophisticated ornaments, for spinning, weaving and embroidery influenced fashion throughout history – and how come they are still applied in the 21st century. We will link the exhibition with the professional work happening in the talent development programme and craft workshops in our *An Introduction to Fashion* project of Balatonfüred.

Apart from the major exhibition in the Castle Hill we will take some temporary installations to the empty synagogues of the Balaton Uplands, to the monastery ruins hidden in our forests... and imagine 100 nuns presenting the diverse clothing of different orders and parts from Europe – guarding the path along the creek all the way to the ruins of Saint Catherina Nunnery, at the feet of the Castle.

Curators: *Katalin Zoób, Dr. Soraya von Stubenberg (Sotheby's, UK), Agnes Husslein-Arco (Leopold Museum, AT)*

2023 Autumn, ALL E HF

RESPONDING TO THE DARKNESS

There is a special place in Balatonfüred. The oldest building of the city was a Catholic, later a Calvinist church. In 1855 it became a synagogue and after WW2 it suffered the typical fate of sacred places at the time, with no surviving community: it served as storage, as a restaurant and stood there empty for a long time. Since 2017 it has been home to the *House of Jewish Excellence*.

The House breaks with the conventional approach to the Jewish history of the 20th century: its stories begin in 1945 and show how survival and the will to live helped make the world a better place. Needless to say, it is an inspiring place. Its concept of focusing on renewal and resumption matches our approach and it will be an important hub for several projects until and in 2023. One example:

Network of Fates – Whilst there is no significant Jewish community left in the region, we want to explore how the handful of survivors made thousands of people connected to our region – defining it as the homeland of their ancestors. It is not a unique story, it is a story of Europe. We want to show how a tattered headstone of one of the many Jewish cemeteries can be linked to a housewife in Minnesota, a businessman in London or a young student in Tel Aviv. The Jewish history of rural Hungary officially ends in 1945 – but we see it as **our history happening somewhere else**. Through open calls we will choose stories, oral documents and explore time and space between the headstone and the living descendant – and present it in exhibitions, multimedia projects, installations, online projects around the region's many Jewish heritage sites – in cemeteries, synagogues, memorials.

2023 all year, ALL E HF

QUEENSLAND

The Hungarian Queens have always started their upward careers in Veszprém where they were crowned. But what about the rest of us? The rural areas in Europe often present an obstacle to women's careers. Until very recently farming and wine-making was a male domain. Things are changing and we are eager to take a closer look. A number of **women in our region** are successfully **taking a stance in the world of entrepreneurship** – whether in traditional businesses or creative industries. We want to make these stories visible. A series of performances, talks, workshops and events will be hosted by artists who transform the stories of entrepreneurial women from here and elsewhere into travelling exhibitions and installations.

We will also join the project iFEMPOWER, an EU-funded joint international initiative of several universities and research institutes, empowering women to get engaged in self-employment and entrepreneurship especially in SMEs. The special curriculum and mentoring programme in this

multilateral concept will be adopted beyond the EU-project's life cycle. Following the identification and selection of successful women entrepreneurs (here and in our partner countries), we will provide professional mentorship and internship opportunities. Women's entrepreneurship support points will help to develop business ideas, give assistance to link young entrepreneurs with potential investors, business angels and will also serve as a networking platform to joint further initiatives.

Partners: *Katti Zoób; Women for Veszprém Association; Chamber of Commerce; Corvinus University Budapest; Hétfa Research Institute; Sapientia University (RO); Sigmund Freud Private University (AT), Bifröst University (IS); Sociedade Portuguesa de Inovacao (PT); Steinbeis GMBH für Technologietransfer (DE); Oneco Consulting (ES) Andaluca Emprende Fondation Publica Andaluza (ES)*

2019-2023, ALL E HF

AMONG US

The Balaton region is a popular destination for retirees from countries such as Germany, the Netherlands and Finland to settle for their senior years. They usually bring a very different lifestyle with them, and also ways of thinking to villages that are otherwise ethnically and culturally monolithic. This constantly growing group is in an unconventional situation – they are not tourists, they are locals whilst the local cultural services are hardly accessible for them (because of language barriers and/or the lack of information). And yet it is a kind of **“silver multiculturalism”**.

The goal of Among Us is to foster these micro-communities and enable them to get in touch with and build up productive relationships with the Hungarian communities. The new network of barns

to be established in the *Pimp my Pajta* project will act as a meeting place. As a first step, we will invite every community to share their own definition of home through food. Communities finding shared culture and interests thanks to these gastronomic encounters will be encouraged to develop further micro-projects – supported by our White Spots block grant programme. In 2023 at least once every month, the barns will fill with multilingual chatter, concerts, discussion – nothing huge, but open and accessible for everyone, with a special focus on “expats culture”. The plan is to maintain these activities long after 2023 and creating a genuine multicultural community... a kind of long-term silver lining.

2023, ALL V R H

REGIONAL	AGE	ORIGIN	UNDERSTANDING	
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians	TWIN ECOC twin project
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone	
	A Adults	R Citizens of the region		
	S Senior citizens	F Foreign visitors		

BEYOND CHARM AND ISOLATION

PIMP MY PAJTA

Empty barns (“pajta” in Hungarian) meet the demand for proper space for community life. That is the one thing that communities and villages in our region consistently tell us they miss the most. The places to meet at, to go for a dance, to have a good time together – even in the winter time. This project is about responding to that demand and building new pajtas – vibrant community hubs of different sizes.

Ten venues are planned – either empty barns to be refurbished or new ones to be built. We will start with the design of the future alliances rather than with the design of the actual building. Sustainability is key. Each pajta will be a masterpiece in itself – designed by invited architect studios, merging contemporary with traditional, providing a reflection of our past and a vision of our future.

For smaller and more remote settlements we will also create several “rolling barns”. Those will host otherwise unavailable performances and exhibitions, and provide pop-up community spaces. The rolling barns will be pieces of

contemporary applied art in themselves, following the model set by the permanent barns, just on a bit different scale.

When all the work is done we will rediscover the joy of playing music and dancing together while it is freezing outside: with all the major ensembles and folk musicians of the Carpathian-Basin during a 10-days-long festival of Scuffle + Twang (2023 February).

Partners: Hello Wood, Paradigma Ariadné, Renzo Piano Building Workshop (IT, FR, USA), Studio Frank Havermans (NL), Kosmos (Basel-Moscow-Bangkok), Sou Fujimoto Architects (JP), Tezuka Architects (JP); CODA Architects (IRL); Fonó Budai Music House Nonprofit Ltd., Living Source Association, Hungarian Heritage Foundation, Hungarian Association of Folkfestivals, Heritage – Folkart for Children Association, György Martin Folkdance Association, Hungarian Heritage House, Association of Folk Art Clubs, Folk Art Association of Veszprém County.

2021-2023, ALL V R H



HELLO, WOOD!

WE BUILD TO STEP BEYOND

At first glance an international building festival may not sound like the most cultural or cool event. But that is what this is, and we know it will surprise and delight a lot of people.

The Hello Wood Campus of Csórómfölde – a global hub for architects, designers and woodworkers looking for new ways of sharing and producing knowledge. It is a place for creative architecture and design, an educational platform for architectural dialogue and experimentation. Practicing architects and students from Hungary and abroad move out there every summer to create innovative and diverse installations, gags, tools, structures and buildings – all from pure timber.

After eight years of steadily growing operation, the time has come to step beyond the fences of the ranch. Starting in 2020 and building up gradually towards 2023 the existing summer academy turns into an international summer festival driven by innovation, social responsibility and an unwavering passion for great design – bringing the most recognized builders to Veszprém and the region. Workshops, exhibitions and lectures held and created by and together with the architectural groups e.g. SpaceSaloon (US), Mood for Wood, RaumLaborBerlin (DE) will take place during

the summertime not only at the Csórómfölde Campus but in the villages of the Balaton Uplands – and every year the highlights and creations (that are not only artistic, but eco-friendly, socially relevant pieces as well) will be presented in parallel exhibitions in Veszprém and on the Campus. The creative processes in the villages will involve the locals – as an inspiration but also as co-creators – to make our vision of 21st century villages come through.

In 2023 the centre of the festival moves to Veszprém – complemented by the work on the Campus – where the workshops led by our partners, like London School of Architecture (UK), Rural Studio (US), Kosmos (Basel-Moscow-Bangkok), Kengo Kuma (JP) or Toyo Ito (JP) will not only act as once-in-a-lifetime professional encounters for builders but will result in iconic signs/installations all over the city.

Curator: Team of Hello Wood creative studio; Further partners: H3T architekti (CZ), frundgallina (CH), ZarCola (IT), PUP Architects (UK), Architecture Uncomfortable Workshop, all Hungarian universities with architecture faculties

2020-2023 – with some 2023 highlight events, ALL but mainly Y and A E HF TWIN

NOTHING SPECIAL

In our project, mixed groups of university students and professionals move into villages for a three-week period. Designers, gastronomy experts, ethnologists, architects, historians, filmmakers – both Hungarians and foreigners. They initiate a dialogue with the villagers: making interviews, starting discussions with different generations, exploring the role of manual labour, of nature, of art, of the presence or lack of traditions. They come without instructions – every village is a different inspiration. Everybody knows these places where locals say “there is nothing special here”. And it is never true.

Our explorers’ group will prove it: they discover and present what is truly unique in a place.

Their work culminates in a final event – an exhibition, an installation, a live event. The project is about strengthening the cultural capacity of the villages. All micro-projects developed and implemented by these groups intended to feed further, more complex projects. The experiment itself is special enough to present it in print/online format and to be documented by photographers and filmmakers.

Partners and consulting partners: Bálint Liptay (Zürich-Budapest, designer), Zukunftakademie Rätikon Verein (CH), Attila Horányi (MOME), Pannon University, Hello Wood

2023, ALL R F HF

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	ALL All age groups	E Everyone	H Enjoyable mainly for Hungarians
	Y Young generations	V Veszprém citizens	HF Enjoyable for everyone
	A Adults	R Citizens of the region	
	S Senior citizens	F Foreign visitors	TWIN ECO2 twin project

THE SEXY REGION TOOLKIT

By 2023 we intend to achieve a regional consensus on how to preserve and develop reasonably the unique cultural landscape around us.

In effect, we mean “prefabricated” solution packages for solving various development dilemmas, including recommendations, voluntary compliance guidelines and similar products that will serve the wholesomeness of our regional wisdom and sustainability.

Architecture, especially its duality of traditional and functional approaches, has a special role, and is highlighted in the Sexy Region Toolkit. Our goal is the creation of a built environment that unites the harmony of individual interests, community interest and the environment.

To make it happen in a fun and interactive way, we will refurbish, revitalise ca. 50 holiday homes and wine cellars in the region in collaboration with their owners, NGOs and private investors – turning them into galleries, creative mini-hubs, museums, apartment restaurants, wine tasting and concert venues and the like. As a mobile counterpart, small lodging cabins with contemporary design – but reflecting the regional characteristics – will be set up all over the region – a capacity development plan, which is to highly benefit from this intricate and well-grounded toolkit. Several other projects of our program will directly benefit from the *Sexy Region Toolkit* as well – primarily the *Pimp my Pajta* and *Hello, Wood!*

The development of the Toolkit will consist of two major work packages – one is the first ever Hungarian land research. The main research will be supervised by the Moholy-Nagy University of Art and Design as a “lab” running variedly themed semesters that involve students and cooperation partners from the market and from the local governing bodies in the detailed study processes.

The other work package – to be run simultaneously – is a cluster of international workshops, pilot projects, and various stakeholder meetings that will channel architects, landscape designers, artists, designers, manufacturers, craftsmen, local authorities and the inhabitants of the land itself into a common platform of planning.

Partners: Tokaj Region and Lake Fertő National Park as comparable Hungarian regions with similar assets and problems; Hello Wood, Paradigma Ariadne, Moholy-Nagy University for Design and Fine Arts, Association for Village Development (esp. their “My Granddad’s House” project series that encourages young people to learn and use the old building methods in onsite pilot projects); Neusiedler See National Park and UNESCO Heritage Secretary (AT); Bodensee Stiftung (CH), Dornbirn 2024 (AT) Candidate City, Wachau Region (AT), Balaton Circle, Chamber of Hungarian Architects; our partners from Great Lakes of Europe network.

2021-2023, ALL V R HF

THE REGION’S SHOW

Each town of the region will be involved in creating its own mini cultural festival. Although we emphasise the importance of cross-regionally based projects to our overall vision, each town needs to have a chance to celebrate its own cultural identity. Not serving as supplementary venues but as exciting additions. We have started developing improved cultural capacity throughout the region’s municipal districts: Balatonfüred, Tapolca, Zirc, Ajka, Keszthely, Siófok, Várpalota. Since we could fill another bidbook with these programme ideas from these towns, we only introduce just one by way of example:

Balatonfüred – An Introduction to Fashion

Haute couture is not a common feature in every town of Hungary. Currently it is very much confined to a few salons in Budapest. One notable exception is the lakeside town of Balatonfüred where high fashion has started to build into an important local flagship for modern creative businesses. Our plan is to catalyse the efforts of the ambitious local enterprises with a bit of a popular recruitment story. Put the historical fashion collection of leading Hungarian fashion designer Katti Zoób up for display and pair it with an inclusive dissemination and talent development programme.

It would work a bit like a fancy mouse trap, made from corsets and shawls: lure a wide audience in with the exhibition and then involve those who are interested in the creative process. Luckily, the town of Balatonfüred and the creative business related already have suitable buildings for both activities.

2021-2023, ALL E HF



REGIONAL



AGE

- ALL All age groups
- Y Young generations
- A Adults
- S Senior citizens

ORIGIN


- E Everyone
- V Veszprém citizens
- R Citizens of the region
- F Foreign visitors

UNDERSTANDING

- H Enjoyable mainly for Hungarians
- HF Enjoyable for everyone

TWIN ECOC twin project

GARDEN WITHOUT A FENCE

 Regional food culture is a fundamental part of our identity. When food is on the agenda, everyone around Balaton comes out to play. We propose a number of fun, sensual, enjoyable food events for locals and visitors – to highlight the community aspects of eating together, the importance of local food and also to develop our regional gastronomic identity while integrating a European approach.

Tasteful Explosion

Not only Hungary has experienced a gastronomic revolution – several Central and Eastern European countries and regions saw a shift in quality and approach – both on the supply and the demand side. Until now they have all failed to become integral parts of the classical European gastronomy scene. During the wintertime we want to explore where else in Europe is this the case, and invite chefs and restaurants to come: for example a restaurant from Warsaw pairing up new wave Polish food with Balaton wines – involving local restaurants as well to create menu lines, coached by invited chefs who work together with wineries around Lake Balaton.

Rooftop Potlucks (watching the Troll emerge)

Every 12 month our Troll, the 20-storey building gets new „clothes“. On the days of the revelation of a new one, we will initiate potluck brunch/dinner parties all over the rooftops of surrounding buildings. Each time with a different theme – linked to the new outfit. These will be cross-sensory events, with a splash of culture on the horizon.

Food Utopy

What are we going to eat in 30 years? During the winter of 2022-2023 we will carry out a research with research institutes on food in 30 years, with the help of chef-students, apprentices and restaurants of the region. Based on the forecasts on climate change, transformed mobility and transportation options we might have a completely different pantry.

European Beachfood Championship

– the first and only. In May, just before the beach season starts in Europe, we will invite Europe’s best beachfoods here – and also call our local food entrepreneurs to re-create or re-think our own. We are not sure it is good to call it a championship, since you cannot really compare fresh Sicilian arancini, Hungarian lángos and Finnish sauna gastronomy. But we will enjoy the fun and the food anyway.

(We can not wait.)




Curator: Balázs Csapody; Partners: Pannon Gastronomic Academy; Consorzio Friuli Venezia Giulia Via dei Saponi (IT), Pannon Gastronomic Academy; Taubenkobel – Lake Neusiedl (Walter Eselböck - AT); Garda Lake Consortium (I), members of our Great Lakes of Europe cultural network

2023,    




ERASMUNCH




As we have said before, food is the most basic language of cultural diplomacy. And as we have said before, until now we have only had limited opportunities of real encounters with foreign dishes. Normally, the most “exotic food” you can find here is gyros or pizza – usually served by a resourceful local anyway. But this is about to change – from 2021 twice every year a truly international street kitchen will pop up in Veszprém. We will use food to gather people together, start new conversations, invite everyone to show their own definition of home through food – we will establish a completely new connection between personal histories and cultures. Foreign students of Veszprém will open stalls in downtown, serving the food of their homes, telling the stories of the recipes, holding cooking workshops.

2021-2023,   


BALATON WINE EDUCATIONAL CENTRE

 What we are lack of is a professional education for winemakers and winelovers in the region. The Centre will be established within the framework of ECoC but soon after it will begin its own life. We foresee intensive partnership with the Viticulture and Wine Research Institute of Badacsony, the Pannon University and all important quality winemakers of the wine region. Its mission is not only to safeguard the professional aspects and to build up related national and international networks that provide mutual learning possibilities, but also to make wine-related education accessible. It is a big gap in the Hungarian countryside, to be able to learn about wine in its own environment.

Partners: Corvinus University, University of Pécs, Austrian Wine Academy, University of Torino (IT), University of Palermo (IT); University of Gothenburg (SE), University College for Tourism and Ecology (PL); European Ecocycles Society PIWI International (DE, IT, FR); Freiburger Research Institute (DE)

2021-2023,   

THE PHILOSOPHY OF WINE

 Talking and thinking about wine, its deep connection to our identity, is a popular pastime on our wine hills during a boiling hot summer afternoon, with a Riesling in our hands.












Inviting philosophers like Cain Todd, Michel Onfray, Csaba Olay, writers like Roger Scruton, László Földényi F. or winemakers like Olivier Humbrecht and Paul Draper will enable us to attract foreign audiences as well.


Combined with performances – readings, discussions, poetry performances – for small audiences, in the wine cellars of the Balaton Uplands with its Mediterranean scenery as background. Also installations, exhibitions, creative projects – from posters to stickers, from Instagram posts to reciting poems in train loudspeakers...

The invited thinkers, writers, poets will be chosen by a small international jury every year. During Spring, a translators’ workshop will take place in cooperation with the Translators’ House in Balatonfüred – where not only the works of internationally renowned thinkers and poets will be interpreted in another language, but young talents will have a chance to step on the international stage as well.

Partners: Translators’ House, Salvatore Quasimodo International Poetry Competition, Hungarian Writers’ Association, Moholy-Nagy University for Fine Arts and Design, Pannon University, various contemporary literature magazines


2023 September,    

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	 All age groups	 Everyone	 Enjoyable mainly for Hungarians
	 Young generations	 Veszprém citizens	 Enjoyable for everyone
	 Adults	 Citizens of the region	
	 Senior citizens	 Foreign visitors	

 ECoC twin project



BAKONY EXPRESS

 A couple of years after we saved the picturesque railway line connecting Győr and Veszprém from closing down, we want to give it new purpose. The line has always been legendary in the eyes of nature enthusiasts and even today it attracts many weekend hikers to the forests, canyons and meadows of the Bakony Hills. But what if the railway carriages would come to life? And what if the stops transformed into real places of encounters? How could we find a better venue for raising awareness about environmental protection, natural habitat, endangered species than a cabin actually travelling through the wilderness? Railway carriages that operate as micro-galleries, lecture venues, information distribution centres, bicycle rental points and so on. It will be a really special gateway to Veszprém and an attraction in itself.


In the course of 2022 and 2023 we will invite Hungarian and international artists to turn our railway line into a showcase of ecological arts: creations reflecting on restoring the harmony with nature, on human habitat, human interventions and their interaction with nature, new perceptions on nature, landscape etc. In addition, we will initiate

community-based restorative art actions together with the locals in/around the railway stations, where we will invite local civic organisations working with local heritage, traditional crafts and keeping the memories of the golden age of outdoors alive. The project will draw our attention to the negative changes caused by human influence both locally and globally, and also to how our changing environment can be linked to social tensions. We want to inspire an attitude of caring and respect, and start-off a dialogue.




Curators: Reuben Fowkes and Maja Fowkes (UK and HU); Nina Czeglédy (CAN); Andrea Bordács, Artistic partners: Viola Boros, Imre Bukta, Ágnes Deli, István Erőss, Róza El Hassan, Nemere Kerezsi, Endre Koroncz, Zsolt Molnár, Bence Pálincás – Kitti Gosztola, Ágnes Szabics, Eszter Ágnes Szabó, Zsófia Szemző; students of III. Béla High School and Art Institute (Zirc) Partners: World Wildlife Foundation, CEEweb for Biodiversity Network, BABAKO (Bakony-Balaton Environmental Educational Centre), Bakony Forest and Verga Forest Ltd., Hungarian State Railways













2023,   

SECRET CONCERTS


 One band, one secret location – only the date is known. Organised cycling and hiking tours lead people there from all over the region and the entrance ticket is that everyone gets there in a non-motorised way. A special edition of these is **The Big Calm** – when there is no wind at all, spontaneous concerts (in cooperation with the bands using our Veszprém Music Lab) on one of our transformed ferryboats where the spectators arrive by kayaks, SUPs, sailing boats, water bicycles etc.

Curator: Péter Muraközy; Partners: Balaton Rescue Service; sailing clubs and other water sport clubs

2023 Spring – Autumn,    

REGIONAL	AGE	ORIGIN	UNDERSTANDING
	 All age groups	 Everyone	 Enjoyable mainly for Hungarians
	 Young generations	 Veszprém citizens	 Enjoyable for everyone
	 Adults	 Citizens of the region	
	 Senior citizens	 Foreign visitors	 ECOC twin project

ADVENTure

 Our response to the high season in the summer is to create a **symbolic winter season**. In the course of December, slowly approaching to the end of our ECoC year, we will create a vision for the cold months.

Our very own fairy tale, in which **contemporary art meets classical Christmas tradition**, where a range of small and major performances, concerts and exhibitions will lure people outside. In the very last week of the year, we will transform downtown Veszprém into a winter wonderland (with a sledge slope on the main street) and invite everyone to celebrate our successful year with us.

The beaches around the lake will be filled with life: travelling Advent fairs, Christmas carols arriving on ferryboats, ice skating rinks, fixed and mobile saunas. **An alternative approach to beachlife**. We have the summertime competition of the beachfood of the year. Now we will have its winter version as well. Local communities will find their own place in this winter story: garage sales, opening community kitchens, introducing grandma's best Christmas cake to the public – and so on. With all the mobile infrastructure we use during our ECoC year, we can easily fill the beaches and main squares, and make these individual projects happen.

And a great way to hand over to those other winter strong ECoCs for 2024 from Austria and Estonia.





As a real once-in-a-lifetime experience for everyone – **we will walk on water: with a temporary pontoon bridge between the two shores** – a linear installation with artistic Christmas stations alongside. Definitely the best Christmas present we could ever surprise ourselves with, and we are confident that it will put us on the top of the Christmas market-tourism lists in 2023. The very presence of a bridge on Balaton will be spectacular for every Hungarian, with the addition that we will invite internationally renowned artists (Ólafur Elíasson for instance) to dream and create

its stations, will definitely call the attention of the European audience as well. And once winter is over, these floating stations can be moved to various beaches and serve as permanent attractions (or, waiting for the next winter to unite again as a bridge in the middle of the water)

Since we are really fond of linear attractions/experiences – the railway line around the Lake, and the one connecting us with Budapest will turn into a special winter experience – and maybe this will be the first time we do not want to get off a Hungarian train as soon as possible...

Curator of honour: Joulupukki (since he spends his summer holidays at the Lake every year...)

Partners: Pannon Gastronomic Academy; Great Lakes of Europe network, Moholy-Nagy University for Fine Arts and Design, Balaton Circle





2023 December,    







REGIONAL





AGE


-  All age groups
-  Young generations
-  Adults
-  Senior citizens

ORIGIN

-  Everyone
-  Veszprém citizens
-  Citizens of the region
-  Foreign visitors

UNDERSTANDING

-  Enjoyable mainly for Hungarians
-  Enjoyable for everyone

 ECoC twin project

VERANCSICS FAUSTUS PROGRAMME

We named our capacity building programme after the Croatia-born polyhistor who, while serving as the Castle Captain of Veszprém was experimenting with several inventions – the Leonardo da Vinci of Central Europe.

In our programme we address the identified weaknesses on several levels:

FOSTERING OUR CULTURAL CAPACITIES

With *Out of the Blue Creative School* an entirely new platform will be created that will function as a training and networking centre between 2019 and 2022. Then in 2023 – in a more smaller version – it will continue as an advisory body for the independent implementers. The School will be the *place for international meetings, local and regional networking events and interdisciplinary and intergenerational cooperation*. It will also be a place for learning about funding methods, about marketing channels, innovative solutions etc. It will serve as a distributive channel for our horizontal capacity building projects (like environmentally sustainable events). We will invite various international, national and local experts to lead the training sessions and workshops.

One of the most important activities of the School will be *enabling institutions, organisations to cooperate internationally* – joining networks, finding funding channels, connecting with potential project partners.

The School will have its centre in Veszprém but will deliver sessions in the regional ECoC Centres, and will also be combined with several projects focusing on rural community development and capacity building – like *Pimp my Pajta*.

During the preparation of our bid we identified several areas that need to be addressed in our capacity building programme but where training and providing expertise is simply not enough; first we need to find new ways to come up with solutions – a few examples are these topics:

- how to make civic organisations more popular among young people? A new civic development programme will be launched to find new ways of making civic activities attractive for youngsters,

developing new models and more successful communication channels. We have started to build up a wider partnership for an EU-project and our ongoing multilateral projects are working for finding solutions as well.

- Making each element of our programme really child-friendly will be a serious learning process for us. In 2019 we will start a European cooperation involving older and new partners to develop, test various methods and approaches together.
- We need to prevent any academic research and practical work happening at the university from staying unnoticed or leaving our city without any impact. We will involve students and university lecturers to develop platforms and communication channels.

Main partners: Pannon University, Moholy-Nagy University for Fine Arts and Design, Metropolitan University

In many cases the obstacle for building up more international working relations was/is the lack of good command of English. Starting right away, in 2019 a major part of our capacity programme will focus on **enhancing the language skills of the cultural staff**.

Since our programme provides many opportunities for locals to interact with visitors, we will develop micro-language courses “**The 500 words you need to know**” – available for everyone with special editions focusing on service providers, like taxi drivers, innkeepers.

Homo Ludens Academy

A new cultural hub for young people who are mainly between 7 and 18 (but also extending to the university age group) where in-school and extra-curricular artistic activities can be combined in a creative way. Rehearsal rooms, photo-labs, film-labs, studios and ateliers; various courses,

lectures and mentoring services... a place for individual creation and joint projects. Mobilising the local community of artists to get involved, and establishing long-term cooperation arrangements with other European creative communities and schools.



FOSTERING ENVIRONMENTAL SUSTAINABILITY

Every summer we experience the negative impacts of big events, the mass of summer visitors and we must not forget that we do not operate in a metropolitan environment, but in a rural setting with a more sensitive balance.

Our partner in those ambitions is the World Wildlife Foundation (WWF). WWF is a strategic partner of the Paris 2024 Olympic and Paralympic Games and in our joint operation we will utilize their expertise on the topic. Together we will

- find and recruit the best Green Coordinator for our team and serve him/her as an advisory body in the background
- develop new projects
- introduce ex-ante environmental impact assessment on both programme and project level, and include this methodology into our delivery programme
- developing a standard for environmentally sustainable cultural events (e.g. how to choose venues by keeping conserving and showcasing biodiversity a priority; travel policies to ensure the lowest CO₂ emission possible; sharing of successes, failures and results of impact assessments)

Introducing “green” solutions on all levels is the long-term goal:

- tackling legislative bottlenecks (e.g. our tax law is unclear on deposits for reusable glasses)
- mobile infrastructure that can be shared (e.g. mobile bicycle storage, waste sorting mobile, mobile infrastructure to minimize noise pollution)
- starting some pioneering innovative projects e.g. minimizing “unwanted noise”
- development and field-testing innovative solutions on festivals (based on the good practice of Leeuwarden 2018 in cooperation with Innofest)

Partners: Climate KIC Alumni Association, Urban Mobility KIC, CEEweb for Biodiversity Network, Nagyon Balaton festivals, Balaton Circle and Pannon Academy for Gastronomy, Association for Liveable Balaton Uplands, Hello Wood, Moholy-Nagy University of Art and Design, Pannon University, Balaton Uplands National Park, Hungarian Cyclists' Association, Hungarian Cyclists and Tourism Association. And we also foresee cooperation with various private sector actors, like HUKE Group, EcoCatering, Zöldre Pohár (Green ReGlass), E-On, Bakony Forest and Verga Forest Ltd.



FINANCIAL PLAN FOR THE ARTISTIC PROGRAMME AND THE CAPACITY BUILDING

	TRACK CHANGE	EXPOSURE	BEYOND CHARM AND ISOLATION
	(in Euros)		
Flagship projects	3,525,000	3,280,500	3,182,500
Complementing projects	2,355,000	1,925,000	1,803,000
White Spots Programme		1,400,000	
Capacity building initiatives		2,500,000	
Total		19,971,000	

Q14 Choosing the events and activities for the cultural programme

The content of this bidbook is based on dozens of forums, interviews, thematic conferences, open calls, numerous thematic researches and of course on the work of our Veszprém 2023 Arts Council where all municipal cultural institutions are represented. For the selection phase we also had artists and activists contracted from different cultural areas to develop our bidbook projects, and connect to international partners.

We really want to avoid the "leave it to the experts" mentality kicking in – especially since one of our major goals is to discover and empower our creative people and also to enhance participation in decision-making. Veszprém 2023 will remain an open forum: we will maintain and broaden the channels where opinions, criticism and ideas can be expressed until the end of our programme. And also our dynamic monitoring system will help us to make adjustments in our programme.

The artistic programme presented is open for further projects. Things change quickly, and **we do not want to set a deadline for inspiration – new project ideas are welcome until the very end**, since some projects may be timely to be carried out after 2023. The Artistic Directors and the Programming Team will start new dialogues and take the lead on further elaboration of the programme. The preparatory years will not only focus on audience development and community building, but also on establishing new platforms for co-creation, co-design, co-production and European alliances.

The configuration and selection of projects will be based on some of the following criteria. Of course these will be translated into more practical criteria, and if there is a great idea that does not reach the requisite level, our capacity building programmes will help to improve.

European dimension	Artistic excellence – originality and/or quality	Public engagement
Interdisciplinarity and intersectoral approach	Grassroot nature and/or support of the community	Inclusive effect
Educational component	Innovative approach and content	Involvement of special target groups

White Spots Programme – We propose a block grant for grassroots initiatives, micro-events and individual projects. The ECoC title will inspire everyone, therefore we will set aside a certain budget for small calls for proposals, starting in 2021.

Most of these ideas are destined to remain small and may also be one-time events (and there is no problem with that), but some of them have the potential to grow into something bigger and maybe more permanent – these could potentially land in any of the above mentioned categories and could be turned into major ECoC projects or programmes.

Q15 Combining local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions

Several of our projects focus on the approach to combine past and present, to identify the bridge between traditional and contemporary and to use the latest technical solutions in unexpected places and ways.

Making our past contemporary – In projects like the *The Sexy Region Toolkit* or *Nothing Special* we are seeking to find answers to how our cultural landscape and its crucial element, our viticulture heritage have evolved, and more importantly, how we can describe its future. Holiday homes and building plots will be turned into experimental sites, and whole vineyard sections will disappear for moments to demonstrate – using the tools of virtual reality – what it would be like if...

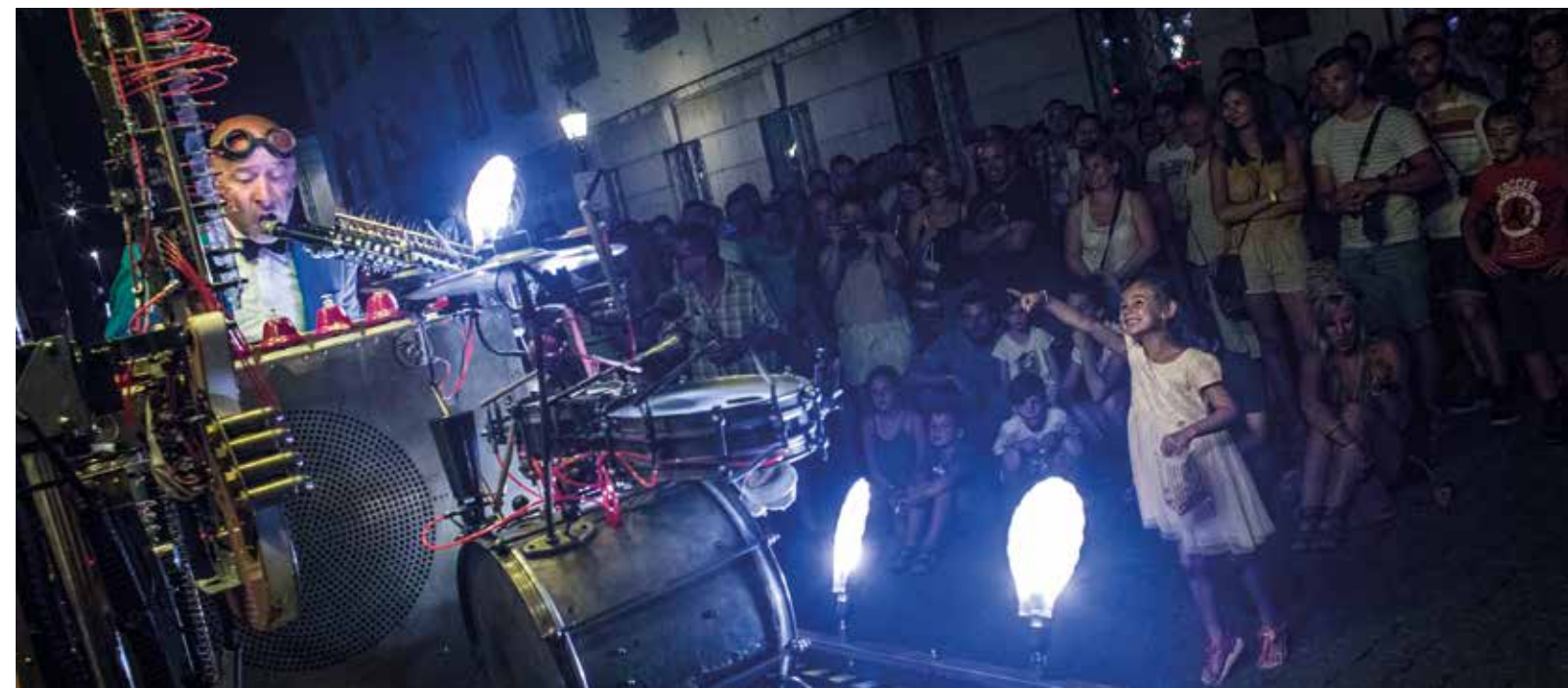
Our *Virtual City* project transforms the city with the power of lights and virtual reality into a living open-air museum for a couple of hours – we can actually spend these hours in our past and also in a past that never happened (*what could be more innovative than time travel?*).

Moving from the stage – the *.COM.ME.DIA* and the *Ferryboat* project are only some examples for performing arts reaching a new level: horizontal becomes vertical, optical illusions overtake our brains; our ferries, ships and boats will turn into micro-stages. We bring the latest technical staging solutions and techniques to the most unusual places, such as to the village churchyard or the lookout tower on the hilltop.

No more museum cabinets – Our planned exhibitions, like the *African Instrument Collection* will break with the traditional approaches of museums and offer on-hand experience and learning for the audience. *House of Music and Noise* will provide an unlimited platform for innovative solutions of recording and music technology. Thanks to the latest light technology, the now grey building will reveal what is happening inside – music will be translated into colours and visual effects on the walls.

No more „sit back and stay silent“ – we break up with the approach that culture is something delivered only by cultural institutions: showing a completely different picture for the concept of culture brings out the experimenting side of our citizens. Our *Soundscape* project is the best example – an innovative way to involve everyone and turn the pieces of our everyday life into art.

We have even dedicated an entire unit in our ECoC team to handle this question. **The Adjustment Lab**, a young team of creative minds will help us find the best solutions, turn our heads towards innovation and integrate it into our projects. Project managers and theme directors will probably be very busy preparing and implementing events, and will not always have the time to notice that the world has moved on since their original plans had been outlined.



Involvement of local artists and cultural organisations in the conception and implementation of the cultural programme

The Veszprém 2023 Arts Council have played a major role in drawing up the concepts for our artistic programme. All of its members are representatives from the local cultural and artistic fields, who have dedicated their free time and effort to our goals. We will count on their work in the future, should we get the chance to implement our plans.

And what will happen in 2023?

Some examples to how our institutions and organizations will strengthen our ECoC programme:

Agora Cultural Centre – located in the middle of our housing estates, will serve as an excellent base for the neighbourhood and community-building projects. The centre will be the driving force behind *The Picnic for Everyone*, not only bringing an international dimension to the life of the least culturally active segment of the city's population, but creating a new identity for the district together with its residents.

Kabóca Puppet Theatre – the best base for building and hosting the Small Size Big Citizen programme (aimed at the audience development of the youngest generation), and also for hosting the Small Size House and related events. The *Monsters and Mermaids Party*, the *Magnificent Seven*, the *Camp Balaton*, *The City of Children projects* will also provide a great platform for creativity.

Family Support Centre – this will be about so much more than just families: it will be for people struggling with addiction, or those living with disabilities or other health conditions, for disadvantaged families and individuals, for lonely seniors and so on. An important role is designated for the centre to implement our outreach programmes, but also to make our horizontal principles a reality.

Veszprém County Archives – the best resource for our *Virtual City* and *Responding to Darkness* projects – with – with enthusiastic experts who know everything about our city's past.

Our **theatres** led by directors **Pál Oberfrank** and **László Vándorfi** will be the chief contributors not only to our theatre projects, but also in terms of bringing performing arts to unusual places. *.COM.ME.DIA*, the *No Barrier Theatre Festival*, *Festival of Contemporary*

Dance Theatres, *The Magnificent Seven* are all projects that will build on the professional excellence and extended network of the theatres.

The poet and literary historian **István Ladányi** is a key person to develop literary background for various projects. **Zoltán Mészáros** and **Péter Muraközy**, two of our most renowned music festival managers will be responsible for forging the national and international networks for our major music projects, and will also invite bands here. **László Hegyeshalmi**, director of **House of Arts**, will help us realize our dream of turning Veszprém's Castle Hill into a contemporary hub for the arts.

Balaton Circle – our strategic partner when it comes to gastronomy and viticulture. Gathering all major private actors of this field who are active in the region, they support and will take part in our efforts to open up new seasons in refreshed and fun ways (like our *ADVENTure* winter season project) around the lake, filling the events and venues with local food and wine.

Two examples how ECoC can and will transform the future of our already existing festivals:

Auer Violin Festival – The classical music brand of Veszprém, founded by our resident, the famous violinist **Péter Kováts**, will help us take a step towards a new direction. In 2023 the Festival will reflect on the career of its godfather, Leopold Auer, the Veszprémer violinist phenomenon whose heritage is upheld from St. Petersburg to New York, influencing numerous world-class violinists. The *Summer Academy* will strengthen its connection to the Veszprém violinist society by inviting well-renowned violin teachers, professors, students and young artists to workshops, courses and meetups – in this way helping violinists in the entire CEE region to liaise with one another.

Establishing an *Auer Institute* is also planned, working as an education centre providing organising and training capacities all year round with a focus on new and innovative ways of distance learning in musical education.

Partners in these efforts are: Liszt Ferenc Academy for Music, Juilliard School (US), Rimsky-Korsakov State Conservatory (RU), Curtis Institute (US)

Serious Music – Classics at the Lake – The festival is trying to bring a remedy to the fundamental alienation of people from classical music since 2014: both old-school and interactive concerts in various sub-genres, a wide variety of instruments and frequent kids' activities – series of low-threshold, mostly free events where people can meet classical music performances, learn and get a more insightful view of them. For the upcoming years, the plan is to widen this offer, from tiny village garden concerts to major symphonic orchestra events, from dancing classes to summer music camps and music therapy for the disabled. The events also include villages of the hinterland and coastal resorts near Balaton featuring the ever growing partnerships of the festival e.g.: *National Philharmonic, Bruno Walter Symphonieorchester (AT-SK), Lutoslawski Quartet (PL), Quatuor Hermès (FR) and numerous Hungarian musicians and conductors*

During the preparation years (2019-2022) our work with local artists and cultural organisations will concentrate on two main areas:

- **Building** international collaborative projects: during the four years of preparation we will broaden our national and international networks, and prepare the building blocks for the programme including pilots. This will be a form of capacity building in itself, but at the same time we need to provide genuine professional support.

- For **capacity building** we will create an entirely new platform, the **Out of the Blue Creative School** that will function as a training and networking centre between 2019 and 2022, and in 2023 – a smaller version of it – as an advisory body for the independent implementers.

CAPACITY TO DELIVER

Confirming broad and strong political support and sustainable commitment from the public authorities

Local support

Members of the City Council voted unanimously in May 2017 for the initiative to bid for the ECoC 2023 title. In October 2018, they expressed their support again when all the details were elaborated and agreed on regarding the future financial support of the ECoC programme. The local political scene collectively agree that a regional network based on reciprocity and mutual understanding is essential for a successful programme.

With the foundation of an organising body called Veszprém-Balaton 2023 Ltd. the political governance has established a company that will guarantee the continuity of the process in the transition between the bidding phase and preparation, if the title is awarded to us. It also prevents the process from being disrupted by any political changes in local government after the next elections.

Regional support

We are sure that a successful Veszprém can only exist in a successful region: if we want to win and take full advantage of the ECoC, then we must build stronger ties between the city and its surroundings.

The ownership structure of Veszprém-Balaton 2023 Ltd. proves its regionality: all the major regional and micro-regional network organisations (like Lake Balaton Alliance, Balaton Circle) and the significant municipalities have their actual share in our governance structure – and it is far more than formal memorandums, it is an actual commitment made by the representatives of all regional stakeholders. In September 2018, the Lake Balaton Alliance that comprises all municipalities of the Balaton region, is open to the idea to make a general contribution of 1 Euro per inhabitant per year to the ECoC budget (between 2019 and 2023). The remaining regional contribution will be defined according to the nature of the actual projects. Additionally, all three county councils involved (Veszprém, Zala and Somogy County) voted in support of our bid.

National support

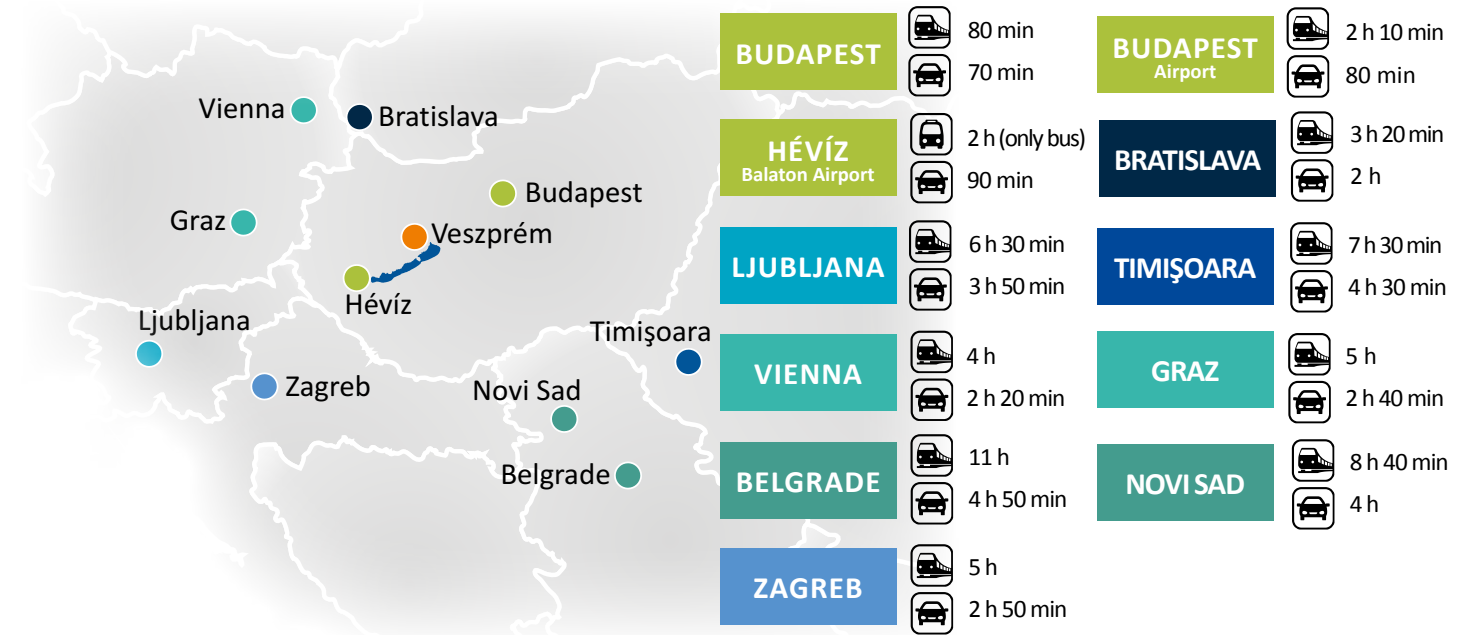
During the second phase of the application the Hungarian Government did not make any decisions on its financial contribution. This decision will be made – according to our latest information – in November 2018.

Adequate and viable infrastructure to host the title

- a) Making use of and develop the city’s cultural infrastructure
- d) Projects of cultural, urban and tourism infrastructure (including renovation projects)

	Venue	What happens?	How will it be used?	Timing
In the pipeline	Cultural district and the Petőfi Theatre	Major reconstruction and creation of a coherent cultural space inside and outside.	The renewed Theatre Garden becomes a park and a meeting place, a venue well suitable for outdoor performances, exhibitions and a pop-up movie theatre	2018-2021
	Golden Valley Creative Hub	Create a new cluster of creative industries – investment and capacity building	The new regional hub for creative industries based on the co-operation of three universities, the city and private actors. It will play a major role in our design-driven urban concept – as a think tank, as developer and implementer. This new creative hub will work on redefining crafts in contemporary, progressive and marketable ways.	2019-2021
	Kittenberger Kálmán Zoo	Investment for off-season services and to establish cultural services complementing the traditional zoo-role	New cultural capacities in the Zoo – special venue and complementary attraction for various ECoC projects e.g. the African Instrument Collection, Beyond the Tiger’s Cage	half-way done, otherwise 2020-2022
Revitalized and rethought existing venues	Agora Cultural Centre Community-operated cultural hub	Capacity building (in the middle of the housing estates)	Community-operated cultural hub: the crib for community building, neighbourhood projects situated right the heart of the Haszkovo housing estate – e.g. The Picnic for Everyone	2019-2023
	Hangvilla – “Tuning Fork” Centre (multifunctional venue)	Introducing new functions	Cultural hotspot, multi-functional community space, venue for concerts, performances, conferences, meetings and rehearsals Turning the lobby area into a lively cultural meeting point with a café, co-working space, experimental kitchen and food court	continuous, new additions finished by 2021
	Laczkó Dezső Museum (museum for local history and art)	Capacity building	The Museum’s six exhibition places all over the city will turn into venues e.g. the Castle prison into a set for micro venues of constantly changing contemporary content. In-depth capacity building programme combined with participatory museum-building aspects	2019- 2023
	House of Arts	Capacity building	The HQ for turning Castle Hill into a contemporary art hub – serving as exhibition place and also as engine for international cooperation, residencies, museum pedagogy projects and will serve as an intermediary between private actors of the contemporary fine art scene to create sustainable links with our city	2019- 2023
New investments in direct relation to the ECoC programme	Castle Hill	Revitalisation – filled with new functions	Lively centre of contemporary arts, using the House of Arts as an epicentre – exhibition places, permanent and pop-up venues, hospitality services, residency apartments, open ateliers, galleries, event centres, craftsmen’s and designers’ shops and workshops	2019-2021
	Old Cultural Centre “Dimitrov”	New function in the currently empty building	House of Music and Noise along with the Veszprém Music Lab and a 550 seat hall as venue; Homo Ludens Academy; community-operated artistic centre for the creative youth	2020-2023
	Kabóca Puppet Theatre	A proper new venue for the theatre and an audience development hub	New centrum for puppet theatre and audience development centre for the youngest generations (Small Size House)	2022
	ECoC Reception Centre	Next to the central bus station and the former furniture factory	Welcome location for visitors of Veszprém in 2023; volunteer centre and community hub for locals – complemented with a perfectly located open-air venue	2021-2022
	Veszprém’s streets & squares	A wide range of refurbishment actions and re-contextualising unpopular landmarks	Rewrapped Twenty-Storey as an ECoC symbol, accessible rooftops, symbolic revitalized places and important space for participatory projects (like V Generation; the Playful city)	2020-2023
	Zero Footprint Zone of the Veszprém ForestAir Performance Venue	A proper sized concert & performance venue for the region	A new open-air venue for large-scale events – developed with sustainability as an absolute priority	2020-2022

b) City’s assets in terms of accessibility



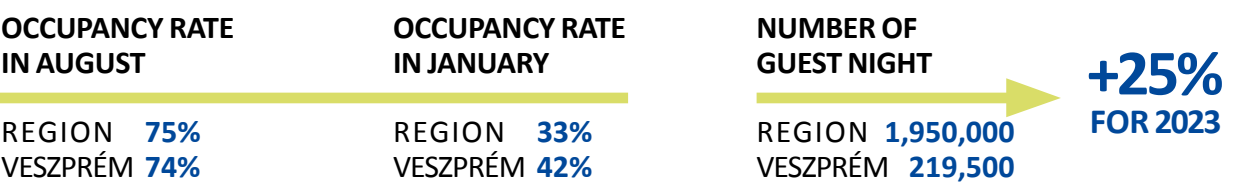
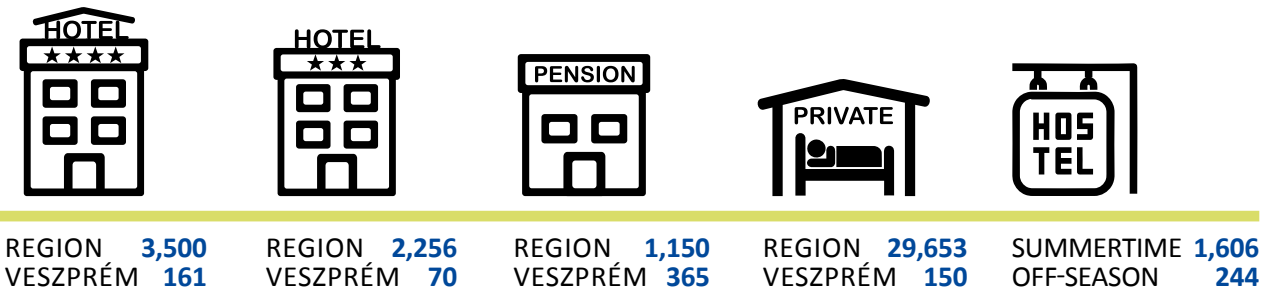
When it comes to local and regional accessibility we need to mention that by 2019 Veszprém’s bus service will be taken over by the municipality – it does not only mean a significant amount of modernisation, but also opens doors to expand local public transportation in the region. By 2023, there is a good chance that a unified, dense and frequent network will have been formed, which will easily deal with the task to connect Veszprém ECoC venues and lakeside accommodation capacities. Since we plan an environmentally sustainable programme, we want to guarantee that all events will be accessible by public transport and active transportation modes. The vision described above serves our plans and so does the upcoming major development of cycling infrastructure (most of them are already in the pipeline): reconstruction of the around-

Balaton cycling path, connecting Veszprém and other district centres with nearby villages and attractions, development of a community (e-) bike system covering Veszprém and the Balaton Uplands. The Hungarian Tourism Agency together with Lake Balaton Boating Ltd. also plans to start a fleet of e-boats as an addition to our regular transport system on Balaton. There are already regular shuttle buses from Budapest’s international airport to the sites of our major festivals, and their service will be extended in 2023. Balaton has its own airport – however it is on the Western side of the lake, but already provides charter and regular services to/from several European countries (incl. Turkey) and is an important hub for festival performers.

c) City's absorption capacity in terms of tourists' accommodation

NUMBER OF BEDS

REGION **56,300** + 5000 under development
 VESZPRÉM **1,650** + 250 under development



Region: 45 min travelling time radius

We will put great emphasis on the introduction of new and old shared economy solutions in the tourism and transportation sector. These are quite controversial and often burdened by legal uncertainties in Hungary, and therefore as preparation for our rather busy ECoC year, we will try to clarify the picture and provide some useful guidance. Hopefully we will be able to provide these unique additional capacities to our citizens and visitors as well. There is more to it as we will come up with new solutions as well: sharing a meal, sharing an apartment, sharing an adventure are the best ways to build personal connections with foreign cultures (exposure to otherness!) – and also to provide our visitors a deep insight, a truly personal experience.

And that is why we will build these up among other things:

- a network of families willing to host young people for youth mobility projects and launching an open exchange platform
- a platform for offering services by locals – inspired by the Leeuwarden 2018's "Rent-a-Frisian" initiative – for home-made goulash, a café ride, special guided tours, exploring excursions etc.
- shared mobility initiatives – with the coproduction of major service providers and with the help of locals, when circumstances demand it (bike rental, carpooling – and also guided "cultural commute" on foot/by bike to events in the region)



OUTREACH

Q19

Involvement of the local population and civil society in the application and implementation Overall strategy for audience development

We decided to answer this question in a slightly different way, merging the involvement of our local population with our audience development strategy and approach, as we believe they are intrinsically connected. Q21 now focuses exclusively on young people and schools.

We realise that we needed to learn quite a lot about audience development and we are still learning. For us this was, until very recently, commonly mistaken for marketing activity and often led only by the instincts of artistic and/or cultural managers.

That's why we made a huge effort to map cultural awareness and demands in our area. We needed to know who exactly our current audience is – and who is not, who we want to involve and what their needs and interests are. This work partly resulted in shaping our outreach activity, especially regarding those groups or parts of our region who are more difficult to connect with. It also helped to direct us in how to widen the circle of our broader audience, or to increase attendances in some specific parts of our cultural offer.

Our goal is to make culture and contemporary art available even in the smallest villages – an audience development programme combined with small-scale investments to have a compact, jointly usable, mobile infrastructure (picture a large set of beanbag chairs and pillows, a cinema-van, maybe some portable heaters for the cooler nights at the clearing by the ruins of the Pauline Order's monastery, or in a residential parking lot in Veszprém).

It is also a challenge for our cultural strategy to have real and dynamic audience development. On one hand our institutions need to invest more energy in this area, on the other hand we also need to develop a more horizontal approach where institutions and private operators can foster each other's efforts.

“Otherness”

In our artistic programme a particular feature includes a number of projects that offer the opportunity for all Veszprémers to be exposed to new experiences, new impulses, and to a larger diversity of the world around us. Our approach to outreach is not simply to connect and work with our communities – important as it is.

Fundamentally, our aim is to take our city and region *beyond*. To challenge people to come to terms with notions of “otherness”, something that is often absent in smaller, more homogeneously populated places like ours. We have therefore tried to come up with ways to support people from our region to gain a deeper and wider understanding of culture, community... and otherness too. As we have mentioned earlier, a hot potato in Europe.

We have tried to develop a deeper understanding about the lives, interests and needs existent in Veszprém and in Balaton region overall. This has led us to create projects and community activities, which address our specific – and at the same time universal – challenges in new ways, keeping universal (or at least European) expansibility in mind.

Audience analysis and consultation

We gathered a lot of information about Veszprém's socio-demographical attributes and cultural life through both discussions with local people and also some specific pieces of targeted research.

This included **open calls** for programme content: from individuals, associations and institutions, where everyone was invited to send to us or explain their idea(s) in person.

A series of **forums**: throughout 2017 and 2018 we held regular meetings, discussions and workshops with the local and regional civic sector, cultural and social institutions, sports associations and business leaders

Meetings like the one with a team of middle school graduates, which gave us well-sketched ideas for audience and community development addressing the youth, especially in the form of “musts” that we

ought to keep in mind when linking projects that transform public spaces keeping in mind the needs of community life.

A series of **pop-up conferences** also addressed some key questions of our bid, including keeping our youth here, the future of villages, quality v. quantity in tourism, making liveable cities etc.

In this second phase of the application we have especially focussed on **less-visible subgroups, forgotten neighbourhoods and connecting with people in the rural part of our region.**

By the end of September 2018 we concluded four further ECoC-specific **surveys**

- Youth survey: mapping their likes and dislikes, their personal urban vision. This identified a scarcity of youth programmes and vivid clubs
- General survey: mapping the preferences and needs of Veszprémers regarding local and regional culture and community life
- Haszkovó survey: focusing specifically on the residents of Haszkovó housing estate (see below)
- University survey: exploring the Veszprém-vision and the cultural vision of the Hungarian and foreign students of Pannon University, trying to increase involvement in the city's life.



How we used our consultations

These consultations directly drove our programme development as it will be described in Q20. And to accomplish our future audience development strategy we identified 4 "places" where fundamentally new approaches were needed. Or in some cases, any approach was needed, because we did not think we needed one until now.

In all cases, we will establish local action groups that will work as mediators, or focus on inclusion and triggering genuine, long-term local impacts. Our goal is to make these "places" become permanently occupied by project designers of Veszprém, to enable us to define and implement projects reaching all of the city. This will, together with our work with schools and young people, help us build our broader audience development strategy in the run up to 2023.

Our 4 target areas are:

The Housing Estate – the city's Haszkovó neighbourhood is home to a high proportion of Veszprémers (nearly 30% of our citizens live here). And yet it is still a black hole in most people's mental maps, a place where there is nothing special to find, a place that doesn't offer any sense of locality or anything its inhabitants could be proud of. We have put a great emphasis on groundwork in the last two years, exploring how to raise the neighbourhood to the same level of virtual urban pride where all other parts of the town belong for a long time.

In **Haszkovó**, there is a superb Agora Cultural Centre. It works well enough, but maybe too much for the "usual suspects". We want to develop Haszkovó Agora to become a strong community base to energize and draw in the entire district. Design interventions will make the Agora more accessible and appealing – becoming an attractive and inspiring place for the local residents. Complemented by in-depth capacity building this process will lead to several co-designed projects in Haszkovó, with the Agora providing the interface between ECoC projects and local people. Projects like *Virtual City* all count on the active involvement from people living in Haszkovó. In Autumn 2023 we will put on *The Picnic for Everyone* – the first ever festival solely dedicated to the area, and a big one too. This will be a huge collaboration between major European community artists and local amateur groups, and activity in the build-up years will help the district to be ready.

The Place of Greatest Disadvantage – The Tower.

A ten-storey building formerly used as workers' accommodation on the edge of the town has been referred to by locals as "The Tower from Hell" since its 170 units were turned into tiny rental flats, and so-called "problematic families" from other neighbourhoods were moved there. A long-term project led by the Charity Service of the Order of Malta and the City Council managed to turn the building into a kind of rehabilitation centre. Even so, the building is still a centre – and symbol – of poverty, ethnic (Roma) segregation and social exclusion in Veszprém. We plan projects in/around the Tower that create an atmosphere of security but also open up opportunities for co-creating and implementing – helping to build the capacity and resilience of people in the Tower. Starting from 2021 we will launch a *special matchmaking process to build up links between the inhabitants of the Tower and the city's cultural stakeholders*: a joint project with the theatre, music workshop with our chamber orchestra, puppet-making sessions and writing and staging a new work with our puppet theatre. But also some less obviously cultural programmes, thanks to our sponsors: factory visits combined with workshops, joint DIY sessions led by professionals and so on.

Rural communities – And what will happen with those – otherwise charming – **villages** that can best be characterised as lovely holiday spots? It is unlikely that all emptying or abandoned villages can be turned into open-air folk museums.

We have already launched a **pilot project** where in the **three villages** chosen for their different characteristics (size, location and civic activity) **we have tested the methods of community-based programme building**. This has led to two approaches in our programming: first, the encouragement of discussions regarding the future of these regions, and introduction of new practices into this cultural revitalisation effort. Second, we want to offer the opportunity to locals of meeting more realities than what is usually available on spot. Gastronomy and viticulture are good paths for survival and several projects aim to ensure sustainability in these areas – both *Garden Without a Fence* project series and *Sexy Regional Toolkit* reflect on this topic – from different angles. Besides, new places are needed, and this need is answered by our *Pimp my Pajta* project – to offer home for community-building but also for more tourism-

oriented projects and events to mitigate the negative effects of seasonality. *Among us* and *ErasMunch* projects will create new multinational links between small settlements, bringing about new visions and worldviews.

The University Campus – it might sound strange, but the University of Pannonia – although situated in the very centre of Veszprém – is a world which is closed unto itself. On a formal level it has great connections with the City Hall and they implement many joint projects. But when it comes to cultural life, the only existent links are weak ones. This needs to change. Up to and during 2023, we intend to make the mechanisms for inclusion automatic: part-time jobs in the ECoC teams, combining mentoring schemes with actual ECoC projects, the Campus Ambassador scheme in our marketing concept, projects that channel cultural excellence (and potential) into the life of the city.

On the other and, many of the academic excellence leave our city almost unnoticed: we want to use ECoC as a showcase for the theoretical and practical researches – and we would also like to build on the various new and old international connections our university has all over the world. The process to deepen and create new connections between the students of the university and the city has already started: in October 2018 we had the pilot version of our larger *ErasMunch* project. The University will have an own *ECoC Contact Point*, to facilitate involvement but also to start student-led initiatives. **Integration of foreign and Hungarian students into the city's life** is an important goal of our Design-Driven City Concept as well. This is among the pilot projects we are currently implementing: the mapping of unfulfilled needs of and unutilized opportunities regarding the students, and searching for viable links between them and the city.

Q20 Creating new and sustainable opportunities for a wide range of citizens to attend or participate in cultural activities

Let's start with volunteering.

The best way to mobilise people is through their active, and even better if it is pro-active involvement. Volunteering is the tool to join the flow – provides a framework for participation. Channelling volunteering activities into our bid is not as easy as you would think: related routines, organisations, practices are scarce – that is why we make volunteering a key theme of civic involvement. We have a clear idea of how to do this and have developed a five-step strategy, which involves:

1. Creating a volunteer centre where people can connect to other people and to projects
2. Reaching out for those who are already willing to join (and there is always someone)
3. Counting on the isolated ones (senior citizens not getting involved is more often than not a result of a feeling of being overlooked and thus resulting in self-exclusion)
4. Exploiting the system (all secondary school students have to fulfill at least 50 hours of community work to be allowed to graduate – it is nicknamed "mandatory volunteering")
5. Creating incentives – especially for those adult target groups who have little time because of work and families

Involving ethnic minorities

Veszprém and the region is extremely homogenous. Because of multiple sad historical turns, we are surrounded rather by memories of other ethnic groups than their members themselves. Small fragments of non-majority ethnic groups are present in today's Veszprém – found mostly at the university or as expats living in the region – but they do not form any notable and formalized clusters. Their presence is a challenge and gives us an opportunity to bring a foreign spice into our programme and helps us challenge our people – with exposure to otherness. *Among Us* or *ErasMunch* will start this long process in a – literally – digestible way. Commemorative projects about the contributions of minority culture are important in our **Exposure** programme pillar.

People with disabilities

No Barrier Theatre is a project where we will experiment with making live performances with disabled and non-disabled people. But since all the relevant players are going to be involved in this project, we will also make it a priority to set up all the projects of this bidbook to be as accessible as possible. Expanding this kind of thinking to the entire region, regardless of ECoC participation, is a strong element of broader audience development. Encourage everyone to create accessible routes, accessible buildings, accessible communication etc. – it is rather a horizontal audience building initiative than an artistic project.

Our four target areas

Fundamentally, all four target areas face the same issue – the challenge of meeting and relating to **otherness**. A tendency to cluster around a known set of traditional (cultural) practices, which can turn otherness into some kind of external threat rather than an opportunity to be seized. Even at universities that could be huge assets for their cities, but at times the students remain in their own academic and cultural bubble, which feels like a constantly missed opportunity. Projects for the four target areas are described in Q19.

Q21 Involving and creating links with young people and schools (Audience development please see Q19)





Bringing a family audience to enjoy culture is an important long-term strategic goal. Therefore we will make as many programmes fully accessible to families as realistically possible, and besides that deliver a number of specific child-friendly projects – like *Monsters and Mermaids Party*, *Shooting Fairies (2023: Wide Screen)* or *Beyond the Tiger's Cage*.




In fact Veszprém is destined to be chosen as the “children friendly tourism destination” pilot city for a new project launched by the Hungarian Tourism Agency. This will provide us with the basic horizontal requirements (starting with baby’s high chairs in restaurants and other improved accessibilities) letting us focus fully on the content. Our audience development programme is also devoted to engage the 0–6 age group, which is often forgotten in art education. The challenge is to find new ways to translate cultural projects into the language children speak and understand. They will get their own version of the *Republic of Freedom* and the *Ferryboat* project series, and also of the exhibitions linked to gender-related questions.

A new concept in the diffusion of arts for children between 0-6 years of age, represented by the international initiative **Small Size Big Citizen** was brought to Veszprém by the pioneering work of the Kabóca Puppet Theatre. Here, children will be looked at as spectators of today and not only of tomorrow.

Along with our ECoC work, we will broaden the spectrum of this approach and will also turn the puppet theatre into a community place, a serious professional hub. It will become a Small Size House, and will host various programmes. This will include the building of joint cross-cultural projects (with the Small Size Week every January – joining a European-wide series) complemented by professional events for joint capacity development in this field.

Finally, the diagram below presents the **cornerstones of our audience development strategy for young people**. The younger a person is, the more likely he or she attends an institution where he or she is easily accessible for audience development programmes. On the other hand the fact that most schools are centrally managed and need to follow strict protocols, leaves not too much space (and time) for creativity. That is why we follow these approaches:

PROJECTS FOR SCHOOLS AND YOUNG PEOPLE			
Who	Contact points	Goals	Project examples
 Early age (below 6)	Health visitors, Family Aid Centres, Crèches and Kindergartens	Unfolding creativity and exposure for a wide range of artistic activities	Small Size Big Citizen, Monsters and Mermaids Party
 Elementary school (age 6–14)	School and teachers’ teams	Amalgamation of artistic education and participative programmes Reaching out to involve entire families Discovering talents Giving a taste of creativity	The Cube, Camp Balaton, Playful City, Shooting Fairies (2023: Wide Screen), The City of Children
 Secondary school (age 14-18)	School and teachers’ teams	Encouraging individual and team projects Interesting and attractive volunteering activities	The Cube, Camp Balaton, Generation V, Lenses and Senses
 University students (age 18-23)	Multiple university bodies Formal and informal students’ associations, clubs	Joint design and implementation of projects Enforcing pro-active and more conscious attitude among students Facilitating private-public links	Erasmus MeetUp, ErasMunch, Generation V

NEW PLACES			
 Small Size House	Children under 6	Dedicated audience development + professional capacity building	
 Homo Ludens Academy	12-23 years	A new, community-led base for extracurricular cultural activities	
 ECoC Contact Point at the University	18-23 years	Entry point for volunteering, birthplace of joint projects	



MANAGEMENT

FINANCE

City budget for culture

Q22 Annual budget for culture in the city over the last 5 years (excluding expenditures for the present ECoC application)?

SUM AND PERCENTAGE OF CULTURAL FUNDING FROM TOTAL MUNICIPAL EXPENDITURE (IN EUROS)					
2012	2013	2014	2015	2016	2017
3,400,529	2,797,265	4,737,181	4,886,031	4,704,581	6,912,192
6.0%	6.4%	9.0%	10.9%	12.0%	15.6%

Q23 What has been the annual budget for culture in the city over the last 5 years (excluding expenditures for the present ECoC application)?

The annual budget described above is for the city’s permanent cultural activities – that will, of course, have a bearing on the ECoC year, but is not part of its finances. ECoC-specific activities will have their own budget.

Q24 Overall annual budget the city intends to spend for culture after 2023

Our goal is to maintain the gradual growth in funding for culture (which has been growing since 2013) until 2023, with a target value of at least 7,500,000 Euros per year. Its share of the total budget depends on many unrelated factors, such as tax revenues or changes in mandatory municipal duties, but assuming a ceteris paribus permanence in the current finances of the city, we would put the bar at 15%. After 2023, we would like to see those increased numbers maintained.

Since we consider ECoC and our cultural strategy as a transforming force for our cultural life, financing and decision-making mechanisms ought to be transformed as well. Our institutions will integrate new fields and new target groups into their activities.

New players will be given permanent roles in shaping the life of our city and the region. A more pro-active civic scene will provide more effective implementers – each of this requires a new approach:

- Widening the scope of our local/regional financing mechanism: including niche areas that currently find it hard to obtain external financing.
- Professional support for cultural players in order to get external financial support – introducing EU-aided bi/multilateral cooperation programmes, enabling new organisations to act as successful partners and providing help to cover financial self-contribution and/or HR support to ensure capacity to deliver.

- Putting more emphasis on international cooperation – encouraging and (co-)financing residencies, study tours, professional exchanges (both outgoing and incoming cultural mobility), co-designed projects – for sustaining international presence even after 2023 in the everyday cultural life. That is also why we want to turn the **Melina Mercouri Prize into a scholarship fund** – to promote and foster European collaboration on an individual level.

But it does not only mean that we will spend more money on culture. The new approach does not only apply for the keeper of the purse and therefore the important legacy of our ECoC year will be:

- introducing and fostering the concept of cultural entrepreneurship
- a more business-oriented approach towards communication, and the marketing of our cultural offer
- more consciously built and maintained sponsorship relations
- underlining a measure of compatibility between commercial and artistic perspectives

Income to cover operating expenditure

Q25 Overall operating budget (funds that are specifically set aside to cover operational expenditure)

Total income to cover operating expenditure (in Euros)	From the public sector (in Euros)	From the public sector (in %)	From the private sector (in Euros)	From the private sector (in %)
31,700,000	27,900,000	88%	3,800,000	12%

Income from the public sector

Q26 Breakdown of the income to be received from the public sector to cover operating expenditure

Income from the public sector to cover operating expenditure	in Euros	in %
National Government	12,700,000	45.52%
City	11,160,000	40%
Other municipalities of the region*	2,790,000	10%
EU (with the exception of the Melina Mercouri Prize)	1,250,000	4.48%
Total	27,900,000	100%

*Regarding the regional contribution we have proposed a general contribution for all municipalities: 1 Euro per inhabitant per year (between 2019 and 2023) amounting to 1.9 m Euros.

Municipalities that will implement standalone projects or cohost network projects will make detailed financial commitments in the next stage of programme development.

Q27

Public finance authorities' vote or financial commitment to cover operating expenditure

Veszprém's City Council voted positively on our original budget, and on this second, slightly modified budget too – the latter took place in October 2018. Since our region does not exist as an administrative unit, regional commitment happens to be a slightly more complex deal: the municipalities of the region are counted upon a contribution of 1 Euro per year per inhabitant, amounting to 1.9 million Euros between 2019 and

2023. The general contribution will be set apart mainly for marketing and management costs.

The Hungarian Government did not make any decisions regarding the national contribution to the ECoC budget. According to our information this decision is expected to be made in November 2018.

Q28

Fund-raising strategy to seek financial support from Union funds to cover operating expenditure

We are aware of the fact that the most influential Union programmes available in Hungary – the Operational Programmes and the funds supporting them – are very difficult to predict as a new financial framework will be launched in 2021 at the earliest.

We have therefore planned prudently and only assume **modest funding from EU programmes**. This mostly focuses on more specific and Union-wide sources including Creative Europe, Eurimages, Europe for Citizens, European Youth Foundation, Interreg funds, URBACT, Erasmus+, and Horizon2020.

Since the Veszprém-Balaton 2023 Ltd. has been launched in the meantime, we will establish our own, absolutely ECoC-specific tender team applying for all calls that are relevant to our programme. To help all of our partners to be able to receive

EU funds too, we will gradually turn our tendering activities into a **European Funding Team** (with help from independent experts and the national advisory service). This team will be at the service of all regional partner municipalities and independent contributors.

Recently, the city was successful in applying for European funds in preparation for projects for a possible ECoC implementation. The Erasmus+ KA3 project "Intergenerational Debate on Sport Specific Utilization of Urban Spaces" (HU, PL, SLO, SRB, SK, DE) serves as a kind of pilot for our *Generation V* project and as an important input for our *Playful City* project.

The Europe for Citizens project "Your European Heritage" (HU, FR, SLO, EST, AT) helps us discover how we can involve young people to become guardians, communicators and creative users of our heritage.

Q29

Timetable for the income to cover operating expenditure

Source of income for operating expenditure (in Euros)	2019	2020	2021	2022	2023	After 2023
EU	150,000	160,000	160,000	235,000	445,000	100,000
City	1,090,000	1,290,000	1,490,000	3,300,000	3,290,000	700,000
National Government	1,000,000	1,800,000	3,000,000	3,500,000	3,200,000	200,000
Other municipalities of the region	270,000	320,000	410,000	820,000	770,000	200,000
Private sponsors	380,000	500,000	600,000	1,000,000	1,100,000	220,000
Total	2,890,000	4,070,000	5,660,000	8,855,000	8,805,000	1,420,000



Income from the private sector

Q30

Fund-raising strategy and involvement of private sponsors

Although on the face of it, a smaller city like Veszprém would not have a strong group of major private companies, some national and international players have already made serious commitments.

- We are negotiating with several multinational companies in our region, like *E.On* and we are confident that in case of winning the ECoC title they will become major donors of our cultural programme (*E.On* already sponsors *VeszprémFest*).
- *JCDecaux*, operating numerous bus shelters, citylights etc. in Veszprém has offered a space in its display portfolio with a particular focus on including innovative, interactive content – and we will integrate its numerous innovative artistic initiatives into our programme development as well as programme marketing.
- Hungary's largest multinational corporation, oil and gas producer *MOL* through its Balaton event sponsorship network *Nagyon Balaton* ("Much Balaton") is a major marketing partner and programme contributor to the application – their current sponsorship portfolio ranges from music festivals to ferryboat concerts, most of them highly ECoC-compatible.
- Balaton-based *Creative Language*, a company that developed a language learning method that has proven itself worldwide, has agreed to become a major partner of our capacity building programme.
- The *Hello, Wood!* and other similar projects that involve work with a hammer and wood are supported by various sponsors (through our strategic partnership with the *Hello Wood* initiative), like *JAF Holz*, *Remmers Magyarország*, *Makita*, *Rothoblast*, *Fundermax*, *Lafarge Cement*, *Leier*, *Layher*, *Egger*.

However, the traditional forms of fundraising that are relatively widespread in Northern and Western Europe, and that would be the first you think of are not well rooted in the region. They are not currently viewed as part of our financial culture. We have to construct a **hybrid model**, one that is inspired by

attractive and well-known systems of fundraising events, local CSR partnerships, but **that resonates more with the financial culture of our target group**. Which is, of course, **far from being homogenous**: it consists of medium-sized local enterprises, local subsidiaries of international corporations, SMEs of all sorts; but also large, nationwide-active businesses that are likely to sponsor any city that ultimately wins the title. For that reason, we believe in a wide spectrum approach:

An important segment is to **persuade significant local businesses and local plants of multinational corporations to buy into customised, tailor-made deals** that suit their capabilities and willingness to sponsor – ranging from in-kind support to general financial support, for the sponsorship (or implementation) of certain ECoC projects.

For crowdfunding we focus on the many fun products that are produced in the region. We will issue a call for designers to create and develop products, ranging from pendants picturing the Twenty-Storey Building to hake fish sweatshirts, and give all proper ones our ECoC seal. You know – the hit-of-the-summer kind of stuff that everyone likes but it is still cool to have it. Our share from the profit would be considered to be crowdfunding income – backed up with a transparent spending system.

We do not really believe that a general, voluntary "ECoC contribution" would work here – we could say that we will build up the needed trustful environment for our ECoC to make it work, but overcoming the general mistrust of Hungarian people would simply not happen in a couple of years. That is why we will start with small steps – **a project-based voluntary ECoC contribution looks more viable, works as a combination** of crowdsourcing and private sponsorship. And we will not ask only for money, but also for in-kind contribution – many companies (and also households) have forgotten stocks but are more willing to donate when it comes to "their stuff".

We will set up an online inventory of needs – linked to our marketing and communication channels that serve as a network platform for us with future sponsors/donators, and also for all of our ECoC partners. This is just one side of our new model of CSR, where “C” does not stand for “corporate”, but for “community”. This will also serve as a specific tool for addressing the problem of gaps; e.g. renovating neglected public objects, making a new church bell, providing technical back-up for projects of disadvantaged villages, turning a company’s outing into a shared experience while doing something useful.

We also have a secret weapon: the value of living in an extremely charming and attractive region. To maximise the use it we will negotiate with many international corporations that have Veszprém and/or regional presence (like Continental, Valeo Group, Haribo, E-On etc.) to include our ECoC bid in their own marketing strategies. Such partnerships are expected to be mutually beneficial – giving positive publicity to both parties.

Operating expenditure

Q31 Breakdown of the operating expenditure

Programme expenditure (in Euros)	Programme expenditure (in %)	Promotion and marketing (in Euros)	Promotion and marketing (in %)	Wages, overheads and inistration (in Euros)	Wages, overheads and inistration (in %)	Total of the operating expenditure (in Euros)
19,971,000	63%	6,340,000	20%	5,389,000	17%	31,700,000

Contingency budget is already integrated into the actual budget categories.

Q32 Planned timetable for spending operating expenditure

Timetable for spending	Programme expenditure (in Euros)	Programme expenditure (in %)	Promotion and marketing (in Euros)	Promotion and marketing (in %)	Wages, overheads and inistration (in Euros)	Wages, overheads and inistration (in %)	Total (in Euros)
2019	1,820,000	5.74%	478,000	1.51%	491,300	1.55%	2,790,000
2020	2,564,100	8.09%	614,000	1.94%	691,900	2.19%	3,870,000
2021	3,565,800	11.25%	932,000	2.94%	962,200	3.04%	5,460,000
2022	5,578,650	17.60%	1,971,000	6.22%	1,505,350	4.75%	9,055,000
2023	5,547,150	17.50%	2,061,000	6.50%	1,469,850	4.72%	9,105,000
2024	630,000	1.99%	200,000	0.63%	170,000	0.54%	1,000,000
Later	264,600	0.83%	84,000	0.26%	71,400	0.23%	420,000
Total	19,971,000	63.00%	6,340,000	20.00%	5,389,000	17.00%	31,700,000

Budget for capital expenditure

Q33 Breakdown of income to be received from the public sector to provide capital expenditure in connection with 2023

Income from the public sector to cover capital expenditure	in Euros	in %
National Government	42,261,800	70%
City of Veszprém	12,557,792	21%
Other municipalities of the region	3,139,448	5%
EU (with exception of the Melina Mercouri Prize)	–	–
Other contributors	2,414,960	4%
Total	60,374,000	100%

Q34 Public financing authorities vote or financial commitments to cover capital expenditure

Veszprém’s City Council, the National Government and other contributors have voted positively about most of the infrastructure projects included in the budgets indicated in Q33. A few projects have not been voted on yet and will be dependent on whether we will be designated as European Capital of Culture for 2023 or not.

Q35 Fund-raising strategy from Union funds to cover capital expenditure

Income that might qualify as EU funds contributing to our ECoC capital expenditure all belong to (capital) investments that would be made without us even bidding for the title, and therefore are not relevant as ECoC-specific expenditures.

Q36

Timetable for the income to cover capital expenditure

Source of income for capital expenditure (in Euros)	2019	2020	2021	2022	2023	Total
EU	—	—	—	—	—	—
City	1,255,779	1,255,779	3,767,338	5,023,117	1,255,779	12,557,792
National Government	4,226,180	4,226,180	12,678,540	16,904,720	4,226,180	42,261,800
Other municipalities of the region	313,945	313,945	941,834	1,255,779	313,945	3,139,448
Private actors	241,496	241,496	724,488	965,984	241,496	2,414,960
Total	6,037,400	6,037,400	18,112,200	24,149,600	6,037,400	60,374,000

Q37

New cultural infrastructure to be used in the framework of Veszprém 2023

As ECoC years and title holders pass by, it becomes more and more apparent that one has to be rather cautious with new capacities, as these often tend to be unsustainable once the ECoC year is over. For that reason, we focus much more on refurbishing

existing buildings and capacities, filling our empty or underutilized places and spaces with new functions and services rather than building new infrastructure projects. The main ones are:

Project	Planned finish	Estimated cost in Euros	Owner
Golden Valley Creative Hub	2020-2021	14,500,000	City of Veszprém, various universities, private investors
Zero Footprint Zone of the Veszprém ForestAir Performance Venue	2021-2022	6,500,000	City of Veszprém, private investors

Organisational structure

Q38

Governance and delivery structure for the implementation of the European Capital of Culture 2023

We know from experience that building a new framework is a long process, therefore we started building our ECoC structure in 2018 and we have already been operating using this structure for our bidding team. If we are designated as ECoC, we have constancy and a legal and administrative foundation

to continue working. (If we fail, at least we have a good excuse to continue our work towards a functional regional cultural platform) We established the **Veszprém-Balaton 2023 Private Limited Company** and its ownership structure truly represents the regional approach of our bid.

Shareholders	Share (in %)
Veszprém	70%
Major municipalities from the region (Balatonfüred, Siófok, Keszthely)	15% (5% each)
Lake Balaton Alliance (association of all municipalities of the Balaton region)	3%
Balaton Circle (association of entrepreneurs – predominantly active in winemaking and gastronomy)	3%
Bakony and Balaton Regional Tourism Nonprofit Ltd.	3%
Rural development associations of the region (members are municipalities, private and civic sector entities)	6%
TOTAL	100%

The organisational structure is partially defined by the Hungarian company law (the following 4 posts/organs are must-haves according to our legal system):

- **General Assembly:** is the assembly of the owners of the Ltd., approves strategic budgets and organisational plans, meets (at least) once a year. Only the General Assembly can hire or dismiss the General Director.
- **Supervisory Board:** is a regulating body that supervises the work of the Board of Directors and ensures that the interests of the owners (General Assembly) are maintained. Focuses on the control of legal and financial operations but has no decision-making function – meets twice a year, members are selected by the General Assembly.
- **Board of Directors:** consists of at least three people (we envisage a maximum of five) appointed by the General Assembly, one of whom is the General Director. The Board of Directors prepares the

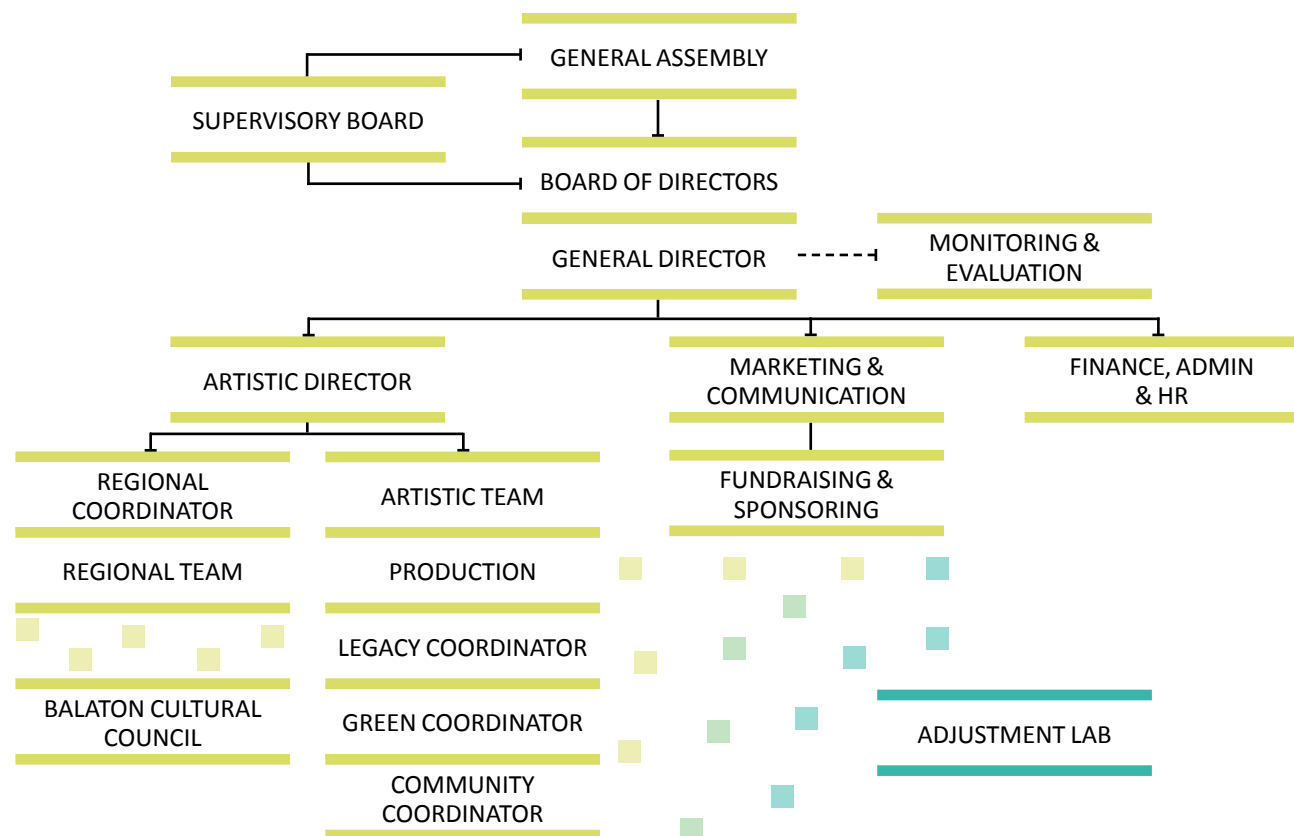
management reports for the General Assembly. Decision-making requires a simple majority and the BoD meets every three months.

- **General Director:** as part of the Board of Directors, the General Director takes overall responsibility for the global leadership of the company, has final decision-making responsibility for the ECoC operations, and is also responsible for relationships with authorities. All other directors report to the General Director, he/she is responsible for all operative activities, recruitment, contracting and negotiating with local (and regional) partners, contributors and sponsors.

But when it comes to the real ECoC work, we tried to put together an organisation where all relevant aspects are considered (like our regional approach) and all fields are matched with clear responsibilities.

Q39 Organisation at management level. Person(s) having the final responsibility for global leadership of the project

As stated in the previous answer the General Director has final responsibility for the global leadership of the project. Our organisational chart may look a bit complicated, but it really is not. The operative decisions are made by the General Director independently.



The Board of Directors controls and supervises the timely implementation of the programme on a shorter-term basis, accepts the monitoring and evaluation reports and calls for action if necessary. The members represent Veszprém, the region, and the civic sector.

The Artistic Director has full responsibility for the artistic programme and reports directly to the General Director who has final decision-making powers. Since we want to focus on creating a sustainable structure and maintaining a regional cultural cooperation, we thought in the pre-selection phase that we should have an extra Artistic Director for this purpose. However, to

simplify our structure, we have decided to have only one Artistic Director and have a Regional Coordinator reporting to the Artistic Director.

The Director of Communication and Marketing is responsible for regional, national and international communication, media relations and the overall promotion of Veszprém 2023. Fundraising & Sponsoring are under his/her control as well, nevertheless this requires very close connection to the General Director.

The Director of Finance, Administration and HR provides the supporting framework for the delivery of the programme.

We have created three positions for the artistic team, because we find it necessary to focus on essential areas of our programme, even after 2023. The **Legacy Coordinator** will work on maximising the medium and long term potentials and will start to build up the framework necessary to have our desired social, cultural and urban impacts. Our **Green Coordinator** will be responsible to translate and introduce the rather abstract environmental issues to the actual programme level, and ensure that our programme stays as environmentally friendly as possible. The **Community Coordinator** will be responsible not only for the implementation of the participatory aspects of our programme in general, but will also design, advise and lead community-building projects, in cooperation with the regional team.

As an innovative feature of our organisation we will create an **Adjustment Lab**. Its primary purpose is to help to adapt all the new and innovative solutions invented and disseminated during the period of preparation. The world is changing so fast that we cannot know for sure what the best communication platform in 2022 or 2023 will be, or the best method to get people involved, the best gadgets, IT solutions etc. to continue to build our projects. The Lab will assist the artistic director and the coordinators in integrating these novel features into the projects. It really would be something for a smaller city like ours to be at the heart of a new interface between people, art and technology.

The Regional Team
Given our very diverse region containing 200+ proud municipalities, the regional programme development and implementation must respond to our region. We plan to establish 12 ECoC Centres in the district seats that already operate as cultural centres in the rural areas. But we need at least one person, or more ideally one organisation, even in the tiniest village serving as a contracted ECoC Contact Point. Both will be led professionally by the Regional Coordinator. The ECoC Centres are more like information and connection points accessible for citizens and groups whilst the Contact Points are organisations or individual people who implement projects with the help of the Regional Coordinator, the Artistic and the Production Team.

The **Balaton Cultural Council** does not exist yet – it will start to operate in 2019 as an assembly of the ECoC Centres and Contact Points in the region. It will not be part of the ECoC hierarchy but will have a legal status therefore can act as an independent project partner if necessary. Its members come together on a regular basis to share their views and feedback, get updates and help the Regional Coordinator adjust the course of action. We consider the BCC to be a long-term player in the regional cultural cooperation, as a legacy of our ECoC year.

Q40 Recruiting staff with the appropriate skills and experience to plan, manage and deliver the cultural programme for 2023

During the preparation of the application there was a huge interest in becoming a member of the team, therefore we assume that people will be interested in working for the already established Ltd. if we are awarded the title. We consider our future ECoC team to be a small knowledge hub: multicultural, multisectoral, including a great variety of people with different insights. It is a challenge to build up a fully operational company where the deadlines are tight – there is not too much time for mistakes or experimenting with different work and time management models. The bigger part of the ECoC team will continue to work elsewhere after

2023, but ECoC could be a huge springboard for everyone. Although we are a smallish city located in a rural region, we still have several directions in mind to recruit staff with appropriate skills:

- First of all, cooperating with people who are already here; most of them are already engaged in the process to a certain degree. They will be either full-time ECoC team members or, when it comes to the cultural managers of our institutions (who had a major role in the bidding process), we will use their dual position to introduce ECoC tools and goals at the institutional level.

- There are many high-profile culture experts who live in various parts of Hungary and the world, but who are from Veszprém (thanks to our top of the national league secondary school) or have some special bonds with our city, or the Balaton region. Many of these people have already been involved in the planning phase, they are potential future implementers.
- Our pro-active recruiting programme will put several open calls on the national and international job market. We can be quite confident about this: we will have interesting and rewarding projects, prominent professional leaders, great working environment combined with a great city, and the Balaton-feeling to offer. The recent shift to freelancing and portfolio-driven careers definitely serve our case.
- We also hustle to have as many locals in our team as possible – as fulltime, part-time or associated team members. We have smart and dedicated people at our doors, and we can offer them project-based ECoC careers starting with learning new skills. That is why our future HR department will work side by side with our capacity building programmes.
- We will launch capacity building and educational programmes on different levels: from weekend classes for adults to an ECoC-related bachelor's degree. A reasonable scholarship system will be included.

In general, a great emphasis will be put on the involvement of student-force – using the well-known channels and creating new ones as well:

- ECoC-focused semesters and courses on the cultural manager, marketing, tourism and hospitality faculties, offering internship positions afterwards
- staff exchanges between ECoCs
- targeted Erasmus, EVS and Stipendium Hungaricum programmes (scholarships to non-EU countries with a special focus on developing Asian and African countries)
- internship programmes both on national and international level - special internships for e.g. seniors, expats, gap-year students, professionals being on sabbatical etc.

Partners: Moholy-Nagy University of Art and Design, University of Pannonia, University of Theatre and Film Arts, Tempus Public Foundation, EVS centres, international students' organisations, local and regional cultural institutions and private companies, national artistic centres (like Robert Capa Centre) etc.

Q41 Ensuring appropriate cooperation between the local authorities and organisation structure including the artistic team

There will be monthly meetings with the **Head of the Cultural Department** of the City Hall to mediate between the city's cultural institutions and the ECoC Programme. The **School District Office** and the **Pannon University** will also be part of these meetings.

For effective communication we will ask each of the **12 municipality district seats** to appoint an **official contact person** to their **City Halls** who

will have direct contact with the Mayor, with the cultural actors of the district, and the designated local ECoC Centre as well.

The **ECoC Contact Points** in each municipality will be chosen in agreement with the local mayor and the ECoC Regional Coordinator to ensure competence, credibility and local ingrainedness – they make up the Balaton Cultural Council.

Q42

Criteria and arrangements to choose the general director and the artistic director; their respective profiles; when they will take up the appointment; what their respective fields of action will be

The **General Director** of Veszprém-Balaton 2023 Ltd. is Zoltán Mészáros who, in case we are designated as ECoC is open to staying in this position. We have set up a comprehensive requirement matrix for the future General Director and we were fortunate that an ideal candidate has been present from the very beginning who fulfills the criteria described below:

- Strong engagement in the Veszprém, Balaton and overall Hungarian cultural scene
- Familiarity with local and regional civic and political life
- Substantial experience with international cultural/artistic events
- Good understanding of administrative and financial tasks
- Innovative mindset, an inspiring, integrating personality, an excellent mediator and negotiator
- Significant experience in planning and managing complex projects
- The ability to personally cooperate with the Artistic Director (tbc).
- Hungarian and English language skills

During the second phase of the bid we have been working with Can Togay, an award-winning Hungarian film director, screenwriter, actor, poet, producer, visual artist and cultural manager with international experience and networks. Mr Togay has indicated that he would be interested to formally apply for the position of **Artistic Director** should our application succeed.

Criteria for selection:

- Extensive experience in the European artistic and cultural field, with an emphasis on culture management and high-level international cooperation
- Good political and practical understanding of the European Union and its various initiatives and programmes
- Large network of personal relations with significant artistic players and cultural managers at a European, international and preferably, national level as well
- Experience in audience development, community involvement, participatory culture and in capacity building projects
- Strategic thinker, with a strong vision for Veszprém and its place in the European cultural life
- Comprehensive vision for the long-term cultural development of the region and ability and willingness to work with its diverse stakeholder groups
- Excellent mediator and negotiator
- Willingness to adapt to the concept and programme in the application
- Knowledge or willingness to learn about the local and regional cultural scene and the ability to propose and implement innovative reforms if necessary
- Good command of English and willingness to learn (some) Hungarian

Contingency planning

Q43
Q44
Q45

Risk assessment exercise

Main strengths and weaknesses of project

Plan to overcome weaknesses / mitigation tools

	Strengths – highlighting the things we are particularly proud of	and because there is always a BUT – our weaknesses
General	Good physical infrastructure – i.e. no need for major infrastructural investments and therefore little risk of having building sites as 2023 draws closer	We still need to learn from the rest of Europe how to use our places and spaces in a more efficient and creative way
	Major symbolic value – the region was a meeting point of East and West during the Cold War and is still the symbol of freedom for all generations	We lost our spark – we settle for too little in a Europe that needs us as a meeting point. Mass tourism dominates and puts our local economic balance in danger every year
Regional co-operation	The vision of a cooperating cultural region has true grassroots nature and is not the invention of politicians or interest groups – but is supported in politics	Subsidiarity – putting roles and authorities on a level where they can be the most efficient is still a hard lesson to learn
	Veszprém and the Balaton have huge potential as a joint region	Inherited rivalry between the cities and towns of the region
Arts&crafts	A budding creative industry is just awaiting a trigger to blossom	Braindrain effect and underdeveloped infrastructure for talent incubation
	An important artistic hotspot in Hungary, large number of artists	The creative work produced here often leaves the region without a trace
	High-profile festivals, contemporary art venues, serious cultural infrastructure developments in the near future. Audiences open for cultural off-the-beaten track adventures	Strong seasonality in culture – culture is considered to be a touristic product
Capacities	Easily accessible from abroad and within Hungary	Travel infrastructure is an endless field for further development all over Hungary
	Unique mix of nature, urban spaces, classical and modernist architecture	Our built heritage is often considered to be an obstacle of development and not as an asset of huge potential
	Wide support for ECoC and enthusiastic partners for implementation	Lack of appropriate toolkits and resources block creativity
Community	True LOVE of the inhabitants for their city and the region	This love makes it sometimes difficult to go <i>beyond</i> and deal with weaknesses
	Long history of multiculturalism	A hidden multiculturalism without interaction between the different mindsets. Prevention needed to avoid xenophobia
	Wide inclusion of citizens and key target groups (e.g. schoolchildren, civic communities) in ECoC development	Participation is still not standard practice and people are not used to it
	Strong commitment to the development of civic and community culture and diversity	We are still learning and developing/testing appropriate tools

Many of the above-mentioned weaknesses are directly linked to the impacts we are expecting to happen as a result of the ECoC process. The indicators in our evaluation and monitoring plans are bound to measure whether we will successfully overcome these weaknesses and reach the set-out impacts.

Risks and mitigation plans are:

Risks – that require Plan B	Plan B/Mitigation measures			
Unexpected political change	The ECoC Team and the directors will operate highly independently from any particular political bodies			
Lack of intersectoral cooperation within the city government	Strong local political support demanding more comprehensive cooperation			
Lack of sufficient touristical capacities in Veszprém	Involvement of a surrounding region with vast capacities; exploiting the marketing value of our ECoC title to invite investors to Veszprém; backing up capacities with shared economy solutions			
Failing to provide the planned budget	Prioritisation. Keeping projects that are essential for having long-term impacts and leaving a legacy. Keeping up stakeholder buy-in to get (additional) financial/in-kind support if needed.			
Budget cuts or financial liquidity problems				
Lack of culture-related CSR traditions, and therefore lack of private resources	Building a strong ECoC brand and content; finding alternative resources			
Risks – that require conscious planning, monitoring and an adaptive system	Mitigation measures			
Low level of regional engagement	Intense fieldwork, smartly planned preparation years, in order to have genuine joint projects; good internal communication between ECoC centres, ECoC Contact Points/Balaton Cultural Council			
Absence of good practices regarding intraregional cooperation				
Lack of proper cultural expertise needed for all new duties	Capacity building programmes; using the knowledge of staffs from ECoCs like Leeuwarden, Aarhus etc.; staff exchange/internships with e.g. Kaunas; international advisors			
Lack of practical management skills amongst present culture specialists				
Insufficient links to the European/international artistic scene	Emphasis on looking for experts and leaders who have a European perspective; using the preparatory years to build international partnerships; strengthening the foreign language skills of our staff			
Lack of engagement of local population/young people	Mapping; targeted audience-development strategies; volunteering; participatory projects; local marketing			
Exclusion of people with limited social, cultural, physical etc. resources	Inclusion and empowerment of the elderly, people living in poverty, with disabilities, or in segregated neighbourhoods; experimental project(s) to enhance accessibility and avoiding uniform solutions			
Absence of volunteering traditions	Nurturing a new tradition of volunteering; building a new civic engagement model to mobilise young people; building an ECoC brand that is cool enough for wanting to be part of it			
	<table border="1"> <tr> <td>LOW</td> <td>MEDIUM</td> <td>MEDIUM-HIGH</td> </tr> </table>	LOW	MEDIUM	MEDIUM-HIGH
LOW	MEDIUM	MEDIUM-HIGH		

MARKETING AND COMMUNICATION

Q46 Slogan summing up the programme

The slogan that sums up our artistic programme is closely related to our concept of BEYOND. “Take that step beyond” is an invitation to embark on the journey beyond, with Veszprém 2023.

It means all the “beyonds” when anyone can make a step and overcome limitations. It addresses the creativity to find your own path to go beyond.

Q47 Intended marketing and communication strategy for the European Capital of Culture

Q48 Mobilising citizens as communicators of the year to the outside world

We are planning to make a big step beyond regarding our communication. Beyond the seasonality, beyond the city marketing, beyond the usual clichés – the City of Queens, the Hungarian Sea.

If we want to leave a legacy with our communication, our task is to promote our programme as well as the “new creative region in Europe”. The challenge is to present Veszprém and Balaton in new and innovative ways.

We will work with two main target groups. For Veszprém and the region the goal is to involve people – as audience, as creators, as co-creators, as sponsors, as initiators. Regarding Hungary as a whole and our international visitors, our communication will be successful if nobody arrives here without knowing that they have the chance to experience the European Capital of Culture, and nobody leaves without having a meaningful encounter with our artistic programme.

Getting people on board

The best communication agency has always been your neighbour, your best friend, your aunt, your schoolmate, your colleague. And nowadays your phone as well, where you follow “friends” you have never met. What we trust the most, however, is the personal experience.

With having Balaton here, we do not have “only” 437,000 locals to mobilize, but almost a whole

country. Everyone is ready to share his/her love for Balaton. And it is almost the same with Veszprém – with her 60,000 proud residents, the long-gone but always-a-Veszprémer-at-heart personalities that represent the city’s cultural excellence on an (inter)national level.

SLD Light - Sodalitas Litteraria Danubiana was the elite club of scientists, artists and humanists of the Danube region in the 15th and 16th century who organised open meetings to discuss the big questions of life, art and science – while eating a great dinner. Bringing this tradition to life we will tour the whole Carpathian Basin with a special combo of stand-up comedy, slam poetry and contemporary literature representing our ECoC programme. This will be our invitation, delivered in person.

Teasers – In cooperation with the festivals of MOL Nagyon Balaton (that covers almost all bigger festivals in the region and various others in Hungary) we will be present with ECoC programme teasers at several festivals that have an international audience.

Cool stuff – Next to the products we have described in our Q30 as crowdfunding basis we also have one of the biggest Haribo factories situated just outside of Veszprém. Starting in 2022, we will launch a limited edition Haribo jelly series dedicated to the Veszprém (and Balaton) ECoC year, a product that

will be available all over Europe. How about some jelly Riesling grapes or jelly walleye?

Brand development

Tourism stakeholders – One of the first regional activities is to gather all players around one table. We need to clarify with the local and micro-regional tourism destination agencies, the tour operators and meta-businesses involved in tourism offers that we need their support and a joint approach of their tourism marketing and our programme. The new synergies initiated by various ECoC projects (like the Camp Balaton or Pimp my Pajta) will require a new way of thinking and intersectoral cooperation that will result in a new array of tourism services and products.

Building up the Veszprém 2023 brand for Hungary and our neighbouring countries as well as for Europe and internationally. We can build on the fame of Balaton regarding the Central European audience – however, it is not known specifically as a cultural destination. In close cooperation with the Hungarian Tourism Agency we will develop and reposition our destination brand with emphasis on freedom, creativity and sustainability as a new meeting point for Europe.

Reaching out to European audiences

Major entry points – We want people to simply stumble upon Veszprém 2023. The railway station of Veszprém and two international airports (Hévíz-Balaton Airport and Liszt Ferenc Budapest International Airport) will be turned into ECoC greeting points. The centrally located bus station in Veszprém and its surroundings will be transformed – while maintaining its original function – into the Veszprém 2023 Information Point. It will be the front door to our programme – not only for visitors, but locals as well. We will create an open atmosphere where people are happy to be, a place where visitors can meet locals, connect and get informed, a community space, a meeting area, a volunteer hub, a walk-through – a new “meet me at the clock” place (which refers to an ugly clock next to the main post office, a major current meeting point).

In 2022 Hungary and Slovakia host the European Handball Championship and Veszprém will be an important venue. We will use this occasion to

promote our upcoming ECoC year and with the help of our *Reinventing the Game* project we will involve a wide audience. We are counting on our Europe-renowned handball team not only during this event but in general – they will feature Veszprém 2023 on their kits both at home and away games, making our bid visible through broadcasting.

Blind Dates – We will organise one-day excursions for visitors arriving to Budapest, a popular city-break destination. We will create surprise-destination packages as appetizers for the ECoC year, with off-the-beaten-track attractions, and unexpected cultural experiences, giving a foretaste of Veszprém 2023.

Blue Zones (=regions for good life) – In 2023 our wandering ECoC embassy will be established in 12 European cities with large Hungarian expat communities (like Graz, London, Berlin) – every month a different city. Using high-tech solutions, we will be able to organise cross-border events without being in the same country. We will invite Hungarian expats to be ambassadors of the Hungarian programme. In collaboration with a network of Collegium Hungaricum, embassies, consulates and international partners we will be able to persuade a wide range of participants to get involved.

Campus Ambassadors – There are students from out of the country who attend Veszprém universities and ones who are from here and attend other universities in Europe and beyond. This title, the *Campus Ambassador*, would be given to students who organise awareness campaigns on their respective universities or their social media channels about Veszprém 2023.

Digital and media

Veszprém 2023 mobile application – with tailor-made structures and contents for citizens, day trippers, returning visitors etc. It will be the digital platform where tickets can be bought, with an interactive map that shows all the important and fun places to go to. We also plan to integrate shared economy solutions, from Airbnb to bikesharing, dinnersharing etc. options – fancy a home-made meal before the concert? Someone’s bound to be cooking goulash for dinner and would be happy to have you over!

Cultural Tinder – Complementing the ECOC app we will enable cultural matchmaking for visitors and locals. The goal is to enable that similar minded people find each other and visit or initiate programs together. For solo travellers to get engaged in local activities, for a group of youngsters to find new friends and use discounts when buying group tickets, for local seniors to find companion for the concert in the evening.

Children’s Guide to the ECoC Galaxy – A really special guidebook will be put together with the participation of kindergartens, elementary schools – both offline and online. During 2023 the online platform will be regularly updated by children’s recommendations and feedbacks.

General media presence – we will build on the already existing and well-functioning media channels in the local, national, and international media. We will initiate a long-term partnership with the Hungarian National Radio and Television, with a special focus on Duna TV and Duna World, two popular channels in the diaspora.

Our Celebrity Ambassadors—twelve ambassadors have already been appointed: highly regarded artists, athletes and scholars who have strong ties to Veszprém, publicly backing our bid and giving their faces to it. They will primarily address Hungarians – a function that will become even more important after the final decision.

Influencers, unite! – using influencers for marketing purposes has been the privilege of commercial brands in Hungary, mostly working with social media “celebrities”. In our programme we will develop a more sophisticated aspect and will involve credible and creative people – a mix of Hungarians and foreigners – to talk about us and about our projects on different platforms. In 2022 we will invite influencers active in different fields from all over Europe – not only to introduce them to our plans and our region, but to start thinking together on a closer collaboration. On the other hand, we will encourage locals to join this team and with the help of our capacity building programme we will assist a bunch of locals to develop their skills and become trusted reporters of our programme in 2023.

Q49 Highlighting that the European Capital of Culture is an action of the European Union

As we stated in the first chapters of our bidbook, we want to make people realise that we are on the same stage with everyone else in Europe; and as rightful members, each of us is invited to make contributions according to our abilities and potential. That’s why the best tool to highlight the fact that the ECoC is an EU initiative is not distributing EU stickers but implementing a programme that will teach us how we can act, think and create within a shared European cultural space.

We want to show that our work is an integral part of the European cultural flow and is not a self-standing undertaking. Some of our ideas:

- We have some special plans with the **Melina Mercouri Prize** (if we receive it). We do not simply want to put it in the big ECoC purse but to establish a European scholarship fund in 2023, starting with this 1,500,000 €. It will finance educational tours

all over Europe, courses and internships for our young talents from Veszprém and the region, in connection with our main artistic themes. If they continue to work with culture professionals that would be the true legacy of Veszprém 2023 and would make continuity and sustainability possible.

- Our project, the *Erasmus MeetUp* builds on the EU’s most successful initiative and brings together a truly representative group of young students – to talk about the European hot potatoes, future scenarios. But as we had promised, we will use this unique opportunity to raise discussions to an “officially” European level, by inviting the representatives of the European Commission to join the debate.

- Our **European Funding Team** will encourage and assist our partners to build up or join European partnerships and apply for funding for project implementation. The various opportunities regarding cultural funding and the benefits of these partnerships are not widely known yet.

In our opinion, these long-lasting cooperations and newly discovered channels will be a real legacy and will draw the light on the EU’s cultural policy.

- The 2022 ECoC cities of Kaunas and Esch-sur-Alzette and the 2024 ECoC cities from Estonia and Austria will be invited to the **big opening and closing ceremonies** – representatives and artistic teams as well. A handing-over of the title will be an important part of these events. We will also invite the representatives of European institutions to participate in our **major events**.

- With the creation of a detailed image manual for the ECoC programmes, platforms etc. we will make sure that every citizen and participant is aware of the nature of the ECoC initiative. The logo of the EU, the visual reference to being part of the ECoC will be present on all communication materials and platforms.

- We will emphasise programmes and events on **Europe Day, European Heritage Days, European Development Days and European Music Day**. We will use these events to create new mental links at a pan-European level, to make us realise how much EU-encouraged collaborations contribute to our life.

- To reach a wider social spectrum, we are planning to create an **action group**, whose task will be to promote the ECoC and the EU in different ways to elementary and high school students.

ADDITIONAL INFORMATION

Q50 What makes our application so special compared to others

In Hungarian we use the very same word for holiday and freedom. Before 1989, Balaton offered the *illusion of freedom* for tens of thousands of people from Eastern and Western Europe *during their holiday*. Now, with our programme for Veszprém 2023 we offer a new kind of freedom for Europeans.

Our region has already proved that it can be “that place beyond”, now we will take the people beyond the dividing headlines currently dominating our minds. Right now, when the word *Europe* is associated rather with limitations, we will evoke the original idea where freedom meant creativity, tolerance and borderless friendships.



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