

First edition
2015

Aarhus Sustainability Model



**From the old world
comes the new.**

Colophon

Text and concept:

Worldperfect and
Samsø Energiakademi

Design and layout:

Worldperfect and Hele Vejen

Theme photos:

Worldperfect, Hele Vejen and
Nina Wasland

Translation:

Hester Callaghan

Aarhus 2017

DOKK 1,
Hack Kampmanns Plads 2,2
8000 Aarhus C
malene.andersen@aarhus2017.dk

Contents

| | |
|--|-----------|
| Preface | 2 |
| Aarhus Sustainability Model | 4 |
| Model & toolkit | 6 |
| Case study: NorthSide | 8 |
| 10 The four sections | 10 |
| 12 Food & Beverages | 12 |
| Guide | 14 |
| Cases | 16 |
| Daily Operations & Mobility | 20 |
| Guide | 22 |
| Cases | 24 |
| Architecture & Physical Framework | 28 |
| Guide | 30 |
| Cases | 32 |
| Communication & Behaviour | 36 |
| Guide | 38 |
| Cases | 40 |
| Regional map | 44 |
| 2017 and sustainability | |
| The European dimension | 46 |
| Walking the Walk | 48 |
| What does 2017 do itself? | |
| Natural colours | 50 |
| Publication | 52 |

“Art and culture can act as catalysts for sustainable development by bringing people together around big and small experiences alike, encouraging dialogue and demonstrating examples of intelligent, fun and alternative solutions to the challenges of tomorrow.

We live in a world where the future is, as it always has been, uncertain. Complexity calls for new answers and this is where art and culture can deliver a blow to our conscience, encourage reflection over humanity’s relationship with nature, and provide inspiration for how we can live more sustainably. An art project that cleans the air in a park over Beijing can provoke a civil reaction demanding clean air and initiate political action. A plant wall can lead to a green movement within the city.

Art and culture give us new eyes to see new opportunities.”

- Aarhus 2017

Sustainability is a core value of Aarhus 2017. Aarhus and the region will be a laboratory, a platform, and a showcase for sustainable solutions. We will use art and culture to find and communicate the answers to common everyday challenges of tomorrow, and we will ask: How do we create a better future?

One of our special focuses is to assist cultural institutions, big and small, to think sustainable. We have created a tool kit with our partners Worldperfect and Samsø Energy Academy to help any and everyone who wants to rethink ways to work and play sustainably, in 2017 - and beyond.

We encourage all of our partners to engage in the Aarhus Sustainability Model.

The key message is: Everyone can take part in creating a sustainable future. So please welcome the very first Aarhus Sustainability Model!

**Juliana Engberg
Programme Director
Aarhus 2017**



Aarhus Sustainability Model

Aarhus Sustainability Model (ASM) is meant as a tool for those working with culture and cultural projects. ASM aims to facilitate the start-up, development and implementation of sustainable initiatives.

The model consists of three tools: a strategy, a policy and a plan of action, which each make the main challenge of projects – getting a project started – more manageable.

In addition to this the model works with four focus areas that each demonstrate a practical approach to working with sustainable initiatives. Each section concludes with a number of case studies carefully selected from around the world.

Use the tools that are the best fit for your process and use the cases for inspiration.

ASM encourages a whole new mind-set, a new way of thinking. The model does not offer a step-by-step guide to making your project more sustainable but it does show numerous possible ways of taking larger or smaller steps towards sustainability within your project.

For Aarhus 2017, sustainability is a tool for innovation. It's about adding things and not about taking them away. It's about doing more good, rather than doing less bad.

Last but not least, ASM has an international scope. We want to inspire, and be inspired, by the whole world. ASM is our local contribution to a global debate.

With ASM as your compass, explore this new world of opportunities as well as pave the way for others to follow suit.

Enjoy reading – and welcome on board.

Aarhus 2017, Samsø Energiakademi and Worldperfect

“If Danish cultural agents integrated sustainability into their work more decisively, they would strengthen Denmark’s ability to set the agenda in the future. This could also give Denmark a competitive advantage in business.

This is part of a long-term focus on attitude and quality, which is connected to our desire to spread values such as responsibility, respect and personal development and the use of culture in proliferating these values”.

- Ministry of Culture

The model's three tools; a strategy, a policy and a plan of action, ensure a thorough and manageable process with some clear objectives and a well-considered route towards achieving them.

The model's four sections; Food and Beverages, Daily Operations and Mobility, Architecture and Physical Framework and Communication and Behaviour are good places to implement the first initiatives.

Documentation and communication are crucial to making the development seem clear and thought through.

The staircase illustrates the entire process from the initial steps to the full-blown implemented sustainability strategy.



1. Strategy

A sustainability strategy sets the goals for the project. For example you can decide that in the Food and Beverages section you want to make 50% of all food and drink organic and for this percentage to rise year by year. The strategy could also include measures to reduce food waste etc.

The strategy is an internal tool, which helps you illuminate the project in detail. This is the part where you do the legwork that enables a successful policy and plan of action.

For inspiration, case studies have been included in the descriptions of the focus areas later on in this guide.



2. Policy

A sustainability policy evolves from the strategy. For example if the strategy expresses a goal of 50% organic food, the purchasing policy will include this. The purchasing policy thereby becomes a tool you refer to and relate to on a daily basis. Energy policies, communication policies and transport policies will also arise directly out of goals mentioned in the strategy. The sustainability policy outlines the practical consequences of the sustainability strategy.

The sustainability policy can be used as an internal indicator but can also be used advantageously in external communication, so it is a good idea to formulate the policy in a way that also makes sense to the general public.



3. Plan of action

Based on your sustainability policy you can formulate a plan of action, which acts as a supplement and a tool to help you achieve your goals. The plan of action includes:

- Detailed time scale with short term and long term goals
- Plan of operation detailing who will do what, when, to reach the goals
- Potential collaborating partners for the various initiatives
- Involvement of staff and volunteers

Documentation

Document your progress both internally and externally. Make a plan for how to document what steps you have taken. Are we using less electricity now? How much less? How much of our waste are we recycling? Have plastic bottles been phased out? What percentage of our food is organic? And so on.

We recommend publishing an annual report outlining your goals and what progress has been achieved in reaching them. This can be an important tool in your project communication.

Communication strategy

It is important to share your experiences but it has to be done right. Transparency is core element of sustainability. It is therefore important to think about both internal and external communication.



→ Take a look at the Northside case study on the next page



Location: Aarhus, Denmark

Case study: NorthSide



NorthSide is a relatively new festival in Aarhus, Denmark, which has grown over just a few years to 35,000 guests. In 2014 NorthSide became the first festival in Denmark to receive the international prize "A Greener Festival".

Worldperfect has been NorthSide's partner from the very beginning and together we have developed a model for working with sustainability, which in some ways has inspired the creation of the Aarhus Sustainability Model.

NorthSide aims to create Denmark's most innovative music event for guests, artists and collaborators. Music is naturally the focus as this is what defines the festival, but NorthSide wishes to add a new dimension to the traditional concept of a festival. Sustainability has therefore become one of the core values of NorthSide's vision.

Photo
Katrine Valentin

Four years ago this led to NorthSide inviting 60 individuals from widely different backgrounds, from students to musicians to sustainability experts, to participate in a process to develop ideas for how to create a sustainable festival. This process laid the foundation for many of the initiatives that NorthSide has introduced over the last few years. This established the strategy, which in turn led NorthSide to create a sustainability policy. This strategy has since infiltrated nearly every aspect of the festival and is actively referred to in the annual report where goals and progress lead to an updating of the festival's sustainability policy.

This focus sets the scene for all of the festival's work on-site, which can be seen in their waste management policy. In addition to this, NorthSide wants the public to leave the festival with a greater understanding of recycling, energy consumption and organic food. Their greater goal is thus to be pioneers challenging existing norms in society.

www.northside.dk



Photo
Soren Stochholm

2015



Food & Beverages

- Averaged more than 70% organic
- Tuborg Rå makes up an even greater percentage of sold draft beer
- Deposits on 19 types of waste
- Fewer plastic bottled water
All volunteers are given a refillable water bottle and water fountains are set up in the volunteer areas
- Food waste: collaboration with Fødevarerbanken [food bank] who collect surplus food and distribute it to those in need



Daily Operations & Mobility

- Waste: 53% sorted for recycling
- Sorting done by twelve types of waste
- Transport: parking spaces for cars abolished. Official bicycle parking introduced. Over 10,000 bikes
- 47% arrived by foot
- 34% arrived by bike
- Purchasing policy introduced for building materials
- Building materials that can be reused are given away to nearby allotments
- Development of a catalogue of sustainable tableware, which supports the waste management system Rebox. This makes it easier for food vendors to order sustainable alternatives



Communication & Behaviour

- Volunteers: Now over 120 Trash Talkers who are a visible presence at NS who are now divided into various sub-groups with each their own special area of expertise
- 95% of guests associate NS with sustainability
- Sustainability policy: Policy introduced with eight focus areas. Everyone involved in the organisation must be made aware of this policy

2014



Food & Beverages

- Averaged more than 50% organic
- Tuborg Rå draft beer is introduced and gets sold out
- Cup deposit scheme: In 2014 NS launched the most ambitious deposit scheme yet, which had a clear and visible effect
- Deposits used in 15 types of waste



Daily Operations & Mobility

- Waste: 40% sorted for recycling
- Sorting done by seven types of waste
- Transport: parking spaces for cars abolished. Official bicycle parking introduced. Over 8000 bikes
- 44% arrived on foot
- 29% arrived by bicycle
- Purchasing policy introduced for building materials
- Building materials that can be reused are given away to nearby allotments



Communication & Behaviour

- Volunteers: Now over 120 Trash Talkers who are a visible presence at NS
- 87% of guests associate NS with sustainability
- Sustainability policy: Policy introduced with eight focus areas. Everyone involved in the organisation must be made aware of this policy

2013



Food & Beverages

- Averaged more than 30% organic
- Cup deposit scheme: deposits used in 8 types of waste



Daily Operations & Mobility

- Waste: 27% sorted for recycling
- Sorting done by seven types of waste
- Transport: parking spaces for cars abolished. Official bicycle parking introduced. Over 7000 bikes
- Purchasing policy introduced for building materials



Communication & Behaviour

- Volunteers: Trash Talker teams grows in number and popularity

2012



Food & Beverages

- Averaged more than xx% organic food
- Cup deposit scheme: deposits used in 5 types of waste



Daily Operations & Mobility

- Waste: no results for waste management
- Sorting done by seven types of waste
- Transport: parking spaces for cars abolished. Official bicycle parking introduced



Communication & Behaviour

- Volunteers: Introduction of the Trash Talker team

The four sections

The Aarhus Sustainability Model is divided into four sections. In reality all of these focus areas are closely related but it is easier to tackle them and work with them individually.

Together these sections form a whole, which encompasses an entire event or project.

The model is not exhaustive and each section will continue to be developed by users so that ASM 2.0 is even better.

In the following pages there will be a chapter introducing each of these four focus areas. Each section is written as a guide to the various options available within a project and thereby demonstrates a new way of thinking. The cases offer a more tangible example of how others have incorporated these focus areas in their work.



Food & Beverages

This section focuses on organic food, local production, seasonality, packaging and tableware, reducing food waste and Fairtrade.

The most important general guideline is that it should taste good – ideally better than before.



Daily Operations & Mobility

This section focuses on logistics. Waste management, transport, purchasing policy, sharing policies, accommodation and social responsibility.

The most important general guideline is that it should work – ideally better than before.



Architecture & Physical Framework

This section focuses on the physical framework surrounding a project. Water, energy, buildings and interiors.

The most important general guideline is that it should look good – ideally better than before.



Communication & Behaviour

The combination of action and communication strengthens your brand and affects the general public's behaviour. This section explains how to spread your message in a way that catches attention and engages as many as possible.

The most important general guideline is that it should look inviting and sound great.

ARoS Art Museum has opened a new in house restaurant that goes under the name of Food Hall. The idea behind the restaurant is to use a high proportion of organic, local and seasonal ingredients to create a culinary experience for its guests. 90% of the meat the restaurant uses is supplied by the organic family-run farm Troldgården and ARoS aims to be self-sufficient in herbs, which are grown on the roof of the museum, which is also home to bees and wild flowers. The rooftop herb garden is decorative and is incorporated into the museum experience.

Food & Beverages

Organic
 Local production
 Seasonality
 Packaging and tableware
 Less meat
 Reduce food waste
 Fairtrade



Made of:
 Spirulina, parsnip, candy stripe beetroot,
 sweet potato, red onion, rice cakes, apple, pear,
 watermelon and aubergine

This section focuses on organic food, local production, seasonality, packaging and tableware, eating less meat, reducing food waste and Fairtrade.

1

Organic

Organic food is healthier for everybody and biodynamic food is even healthier. A good and easy place to start is to increase your consumption of these products. There are many great opportunities to choose organic food over conventional so get going! Choose MSC certified fish to support sustainable fishing.

More info:
→ [Okologi.dk](#)
→ [Demeter.dk](#)
→ [Msc.org](#)

2

Local production

Remember to think local. Local production means less transport. Less transport results in less pollution and often protects taste. It can also increase awareness of what the local area has to offer, which can help bring the local community together in a way that benefits everyone.

Remember that it is also possible to grow lots of great stuff yourself. It makes you feel good to be a little bit self-sufficient.

More info:
→ [Voresmad.dk](#)
→ [Byhøst.dk](#)

3

Seasonality

It is also important to think about what is in season when you buy food. By choosing seasonal fruit and vegetables you can find fresh local ingredients every time.

More info:
→ [Altomkost.dk](#)
→ [Saeson.dk](#)
→ [Aarstiderne.dk](#)

4

Packaging and tableware

Avoid water in plastic bottles. There are many good alternatives such as tap water or old school reusable drinking bottles if a bottle is necessary. There are also many alternatives to disposable plates and cutlery made of plastic. Challenge your supplier to provide sustainable alternatives or maybe try to find a new supplier. Be aware that “biodegradable” doesn’t necessarily mean “directly compostable”.

Packaging and tableware are important especially because they are literally in the hands of people everyday. They symbolise the physical interaction between product and consumer and therefore function as a very effective means of communicating sustainability.

More info:
→ [Papcorn.dk](#)
→ [Ecostepz.dk](#)

5

Less meat

Introducing a meat-free day a week is a good place to start as Meat-Free-Monday suggests [[kødfrimandag.dk](#)]. There are many more nuances of taste available in the plant kingdom than in the “meat kingdom”. This could also be phrased “eat more plants”. They are healthier, cheaper and better.

Remember that poultry and pork are a more environmentally friendly choice than beef. Fish and shellfish are also good choice; remember to look out for MSC certification.

More info:
→ [Kødfrimandag.dk](#)
→ [Msc.org](#)
→ [Vegetarkontakt.dk](#)

6

Reduce food waste

Reducing food waste is first and foremost about planning and creativity. Use appropriate portion sizes or use other tactics to avoid people overfilling their plates. Use surplus food in new dishes. Give any leftover food to homeless centres or similar.

More info:
→ [Mindremadspild.dk](#)
→ [Stopmadspild.dk](#)

7

Fairtrade

If you want to include the whole story you have to also consider the working conditions for those producing food. A good place to start is the Fairtrade mark, which is already found on lots of products in the supermarket on goods such as coffee, bananas and chocolate. A Fairtrade product guarantees a decent standard of working conditions for producers. The social aspect can also be brought closer to home. For example, employing vulnerable individuals in your project via their drop-in centres can be a mutually beneficial arrangement.

More info:
→ [Fairtrade-maerket.dk](#)



Location: France

Inglorious Fruits and Vegetables

Inglorious Fruits and Vegetables is a campaign run by the French supermarket chain, Intermarché, to deal with food waste associated with cosmetic problems. The idea behind the campaign is to sell odd looking fruits and vegetables that otherwise would have been discarded due to their appearance 30% cheaper than their “beautiful” counterparts. The Inglorious Fruits and Vegetables campaign encourages consumers to purchase these special looking foods, which taste perfectly fine and whose only fault is that they do not live up to supermarkets’ high cosmetic standards.

This campaign utilises an innovative new strategy to reduce food waste as well as giving consumers of limited means a greater opportunity to buy the recommended daily amount of fruit and veg.

www.itm.marcelww.com/inglorious/



Photo
Inglorious Fruits and Vegetables



Food & Beverages

- Reduces food wasted due to cosmetic standards
- Offers a financial incentive to purchase odd looking fruits and vegetables



Daily Operations and Mobility

- Social: gives less well off consumers a greater opportunity to buy the recommended daily amount of fruit and vegetables



Communication & Behaviour

- Attempts to change current consumer behaviour that focuses on aesthetically pleasing products
- Humorous communication whereby the “ugly” fruits and vegetables are given a unique personality



Location: Berlin, Germany

Original Unverpackt

Original Unverpackt is a packaging-free supermarket located in Berlin where customers bring their own Tupperware, bottles, bags etc. in which they take home unpackaged groceries. Customers weigh their containers before filling and then again after re-filling them with groceries in order to pay by weight. The idea behind the supermarket is to reduce the huge amount of packaging that ends up as waste after food has been consumed. Their mission is to think ahead and encourage a “pre-cycling” mentality where waste is eliminated before it has even been produced.

www.original-unverpackt.de



Food & Beverages

- Packaging-free products
- Enables purchasing groceries by weight, which reduces food waste



Communication & Behaviour

- They have close contact to residents in the local area and try to meet their needs and requirements



Photo
Katharina Massmann / Original Unverpackt



Location: Copenhagen, Denmark

Noma

Noma is re-opening as a new innovative and sustainable restaurant. The restaurant is moving and being set up close to a lake near Christianshavn. Noma is also changing shape and will run according to a strict set of rules with its own small farm employing a full-time farmer, a greenhouse on the roof and a raft to enable food cultivation on the lake amongst other things.

The restaurant will run with seasonal menus, probably on a month-by-month basis. This means that fish and seafood will be served in the early spring; purely vegetarian food will be served in late spring, summer and early autumn and in the winter months meat will take centre stage. All the seasonal menus are designed to be deliciously avant-garde, which is precisely what makes Noma so famous. When Noma serves vegetarian food they choose to do so because it reflects the most delicious thing nature has to offer at that time of year. New Noma will demonstrate that sustainability doesn't have to be a set of limiting rules but a set of beliefs that promote innovation and superb taste.

www.noma.dk



Food & Beverages

- The food is organic and not only locally grown, but home grown.
- The food is not just seasonally inspired, but seasonally determined



Daily Operations & Mobility

- Noma eliminates the whole idea of a procurement policy as they will not buy anything but rather produce everything themselves



Architecture & Physical Framework

- The restaurant will be established in an abandoned skate park



Photo
Mikkel Heriba



Photo
Peter Brinch



Location: Copenhagen, Denmark

Stop Wasting Food

Stop Wasting Food is Denmark's largest voluntary organisation working to prevent food waste. This consumer movement was started by Selina Juul in 2008 and is now supported by over 40,000 Danes. Stop Wasting Food aims to create a larger and more permanent focus on food waste and give Danes the necessary tools to fight food waste themselves.

Stop Wasting Food uses many different methods to change consumer behaviour. One example is a collaboration with the Danish Union of Teachers where they started a nationwide campaign for schools supplying them with educational films, flyers, website etc. Along with Unilever Food Solution they have also developed doggy bag system for restaurants, cafés and canteens around the country to allow customers to bring their leftovers home.

www.stopspildafmad.dk



Food & Beverages

- Working with Rema1000 they have stopped buy-one-get-one free offers and other quantity discounts in their supermarkets



Daily Operations & Mobility

- Non-profit organisation
- Run by volunteers



Communication & Behaviour

- Campaigns and events with people working in the food industry
- Make educational and information materials about food waste
- Brings attention to the issue of food waste by encouraging behaviour change. During the last 5 years Denmark has reduced its food waste by 25%



Photo
Thomas Pape



Photo
Andreas Mikkel Hansen

Daily Operations & Mobility

Waste management
Purchasing policy
Transport
Sharing policy
Accommodation
Social responsibility

Made of:
Beetroot, paper, dry ice, water,
spirulina and vinegar.

Daily operations and mobility includes all logistics: waste management, transport, purchasing policies, sharing policies and accommodation.

1 2 3 4 5 6

Waste

Waste is a resource and so it makes financial sense to sort and manage these resources correctly. Some things can be reused and others can be sold. You can keep costs down by making the right decision. The first point in your Plan of Action for Waste should be to arrange a meeting with a waste consultant. Another important thing is to try to think in terms of minimising waste whilst planning your project. Thoroughly plan the building up of your project, purchase with care, reuse materials and objects. Remember to try to engage your audience and colleagues with waste management during the whole project as well as in the day to day running of your operation.

More info:
→ [Mtas.dk](#)
→ [Rebox-event.dk](#)
→ [Kendditaffald.dk](#)

Transport

Cycling is good for you. Encourage people in and around your project to cycle, use public transport or at least lift share. By giving people a little nudge in the right direction, and providing them with an alternative, you can help people get going. Have a talk with Go-More or with another lift-sharing organisation or get rid of the free parking spaces or introduce good bicycle parking facilities. Make the journey to your site (or part of it) an experience in itself. Northside (check out the case study earlier in this guide) did just this, which nudged people towards walking or cycling. Transport is an important area if your focus is on reducing CO₂ emissions. Remember to compensate for CO₂ emissions from flying or other CO₂ costly ways of travelling.

More info:
→ [Midttrafik.dk](#)
→ [Gomore.dk](#)
→ [Plant-et-trae.dk](#)

Purchasing

A sustainable purchasing policy is a simple and effective tool that acts as a checklist for all staff working with suppliers and purchasing. Purchasing is closely related to the other focus areas of this model so collate a list of good suppliers. Suppliers often have to be pushed a bit to increase the number of sustainable products they offer, if they don't live up to your expectations you can consider changing supplier. Take a look at their business - do they have an environmental policy? If they do then they also know how to manage and deal with sustainability. The purchasing policy must be written down and shared and discussed within the organisation so that everyone involved understands its purpose and principles. It can be beneficial to ask others who have experience in this area.

More info:
→ [FSC.org](#)
→ [Vuggetilvugge.dk](#)
→ [Økologi.dk](#)
→ [Ansvarligeindkøb.dk](#)

Sharing

An active sharing policy aims to make people reconsider what is necessary to own and what could just as easily be borrowed. In addition to this, a sharing policy outlines what items the organisation or project itself would like to rent out and share. The average drill is used for just 15 minutes in its entire lifetime. We can do this better and an active sharing policy is a good step in the right direction.

More info:
→ [By-del.dk](#)
→ [Denlilletjeneste.dk](#)

Accommodation

Let your guests, partners and visitors sleep sustainably. The easiest piece of advice to give is to put them up yourself or at someone else's house or book them into Nordic Ecolabel [Svanemærket] or organic hotels. AirBnB and Couchsurfing are other alternatives.

More info:
→ [Svanemærket.dk](#)
→ [Airbnb.dk](#)
→ [Couchsurfing.com](#)

The social aspect

It is important to keep a focus on the people in your organisation. Remember to provide good working conditions for your volunteers and your ambassadors, as they are the backbone of your organisation. Reward them for their work. Create a good atmosphere through humour and enthusiasm. Take the time to use people with functional difficulties for different manageable tasks. A diverse staff will often strengthen an organisation as through them you will experience the world from many different angles and thereby discover new possibilities and perspectives.

More info:
→ [Csr.dk](#)
→ [Kooperationen.dk](#)
→ [Sagerdersamler.dk](#)

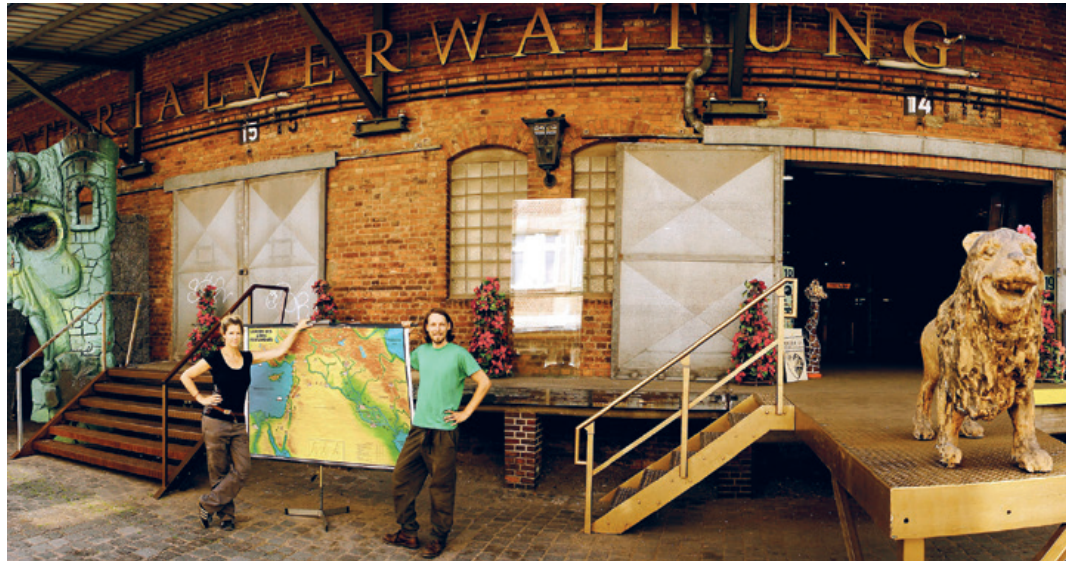


Location: Hamburg, Germany

Hanseatische Materialverwaltung

Hanseatische Materialverwaltung is a company based in Hamburg. The company's goal is to collect discarded props from the film, TV and theatre industries. These industries throw away a lot of useable materials when they no longer need them, which is not good for the environment. Hanseatische Materialverwaltung stores these props in a large warehouse and allows others to rent or purchase them for a small amount for use in other creative productions such as school plays. The organisation has existed since 2012 and more than 3800 customers in the local area have benefitted from the organisation's efforts.

www.hanseatische-materialverwaltung.de



Photos
Hanseatische-materialverwaltung

R 135
4
246

Daily Operations & Mobility

- Hanseatische Materialverwaltung is a non-profit foundation
- Crowd-funding and sponsorship agreements enabled its establishment
- The company is partly run by volunteers
- Discarded props are repaired to improve their lifespan
- The initiative gives small companies and projects the opportunity to tackle big production by increasing the availability of props and theatrical materials
- The price for renting or purchasing props depends on what they will be used for



Location: Oslo, Norway

Øya Festival

Øya Festival's goal is to become one of the world's most environmentally friendly festivals, which they strive to achieve through their efforts with waste management, food, transport, energy, communications materials etc. Running the festival sustainably is a big part of the music festival as it is important for Øya to constantly discover and develop new sustainable solutions better than those used the year before. The festival's ideology directs their efforts to give the audience the opportunity to act in an environmentally friendly manner during the festival. But the festival also wants to inspire festival-goers, volunteers, collaborators, artists and other involved parties to live sustainably outside the festival season as well as during.

www.oyafestivalen.com



Photo
Amanda Orlich / Øya festival



Food & Beverages

- Øya purchases as much organic food as possible – 96% organic food at the festival
- They purchase nearly all ingredients directly from farmers (48 tonnes of food)
- They use exclusively sustainable products
- They provide vegan and vegetarian options

R 135
4
246

Daily Operations & Mobility

- Checks eco-certifications and quality controls purchased products
- Favours products that can be repaired easily
- Ensures the possibility of returning surplus stock
- Uses local producers and suppliers
- Reduces the number of deliveries and encourages lift-sharing
- Uses hybrid or electric cars for internal use
- 98% of guests cycled, walked or took public transport to the festival
- Strives to reduce energy consumption at the office and at the festival site
- Uses LED-lighting on site and on stage



Communication & Behaviour

- Øya holds talks and workshops and participates in debates to share their acquired knowledge
- Øya participates in global events about the environment to increase knowledge of the subject
- Øya views the festival site as an arena that can communicate eco-friendly ideas to the general public, which they can adopt into their own lives
- Recycles into 15 categories. In 2014 72% of waste was recycled, which meant that the festival saved CO2 emissions equal to 13,000 cars for a year.
- Limits non-recycled rubbish to 13,000kg
- Runs a bottle-deposit system
- They only use direct current on the festival site. They have built a direct current infrastructure in the park where the festival is held
- They have forbidden the use of diesel generators
- The festival is working alongside Oslo Municipality to prohibit diesel generators at all outdoors arrangements
- Has developed an internal eco-guide



Location: Aarhus, Denmark

Scandic

Scandic Aarhus City opened on the 1st of June 2012 in the heart of Aarhus. The new hotel was built around one of the city's oldest and best-kept facades, and is designed in a way that takes the city's history into consideration. The hotel has incorporated many sustainable measures that reduce the hotel's impact on the environment to a minimum. One of these measures is the placing of solar panels on top of the building, which generates enough electricity to cover 90% of the energy consumption from the hotel rooms.

www.scandichotels.dk/Hotels/Danmark/Aarhus/Arhus-City/

Photo
Scandic

Food & Beverages

- Beehives on the roof produce honey for the hotel kitchen
- Organic and UTZ-certified coffee is used
- Scandic's own tap water is given to guests in reusable glass bottles
- Sustainably caught fish is used by the hotel kitchen



Daily Operations & Mobility

- Has solar panels on the roof
- Offers the guests the opportunity to borrow bicycles
- Is Nordic Ecolabel certified [Svanemærket]
- Uses water-saving toilets and showers
- Utilises chemical-free cleaning methods
- Follows up on suppliers to ensure that they, too, live up to the hotel's sustainable standards
- Recycles discarded materials

Social responsibility

- It is Denmark's most accessible hotel and has 22 hotel rooms with wheelchair access
- It donates unwanted furniture to charities and sports clubs



Architecture & Physical Framework

- Environmentally-friendly materials



Communication & Behaviour

- Electronic monitors registering how many kilowatts of electricity the solar panels are producing are displayed



Location: Silkeborg, Denmark

The Independent AIR

The Independent AIR is a residency and network set up by young artists. It is an independent platform where it is possible to meet others from various artistic and cultural backgrounds and challenge, rethink and develop the roles of photography and lens based art as well as conceptualise the permanent exchange between the image and the viewer.

The Independent AIR also invites recognised international guest artists to give talks and enter into a dialogue with young aspiring artists. The project, which started

in Denmark, has spread further afield into Europe and is built on active involvement, idealism and the power of change.

The Independent AIR integrates sustainability and the environment into its projects. They aim to reflect upon and consider all aspects when it comes to their use of transport, consumption and CO₂. Another of the project's goals is to inspire others to incorporate sustainability into their cultural projects and events.

www.theindependentair.com



Food & Beverages

- In connection with residencies and events: Organic and environmentally friendly food
- No meat; local and seasonal products where possible; 90% organic food and an absolute minimum of food waste



Daily Operations & Mobility

- Minimum use of polluting transport and they promote the use of bicycles
- They coordinate transport when shopping, picking up things etc.
- They encourage the use of public transport as much as possible
- They provide bikes to participants of the residency (for example by borrowing neighbours' bikes in exchange for an art print)
- The Independent AIR prioritises second hand and eco-certified products; over 75% of the furniture, crockery, cutlery etc. is second hand
- They have introduced compensation for CO₂ emissions of flights by planting roughly 2 hectares of forest – The Independent Forest
- Comprehensive waste management. Cardboard, paper, hard and soft plastic, metal, glass and toxic waste area sorted
- Organic food waste is composted

Photos
Clémentine Schneidermann

Architecture & Physical Framework

- Renewable energy and low energy consumption
- Installation of solar panels at the art residency accommodation
- Limited supply of hot water reduces usage during the residency



Communication & Behaviour

- They inspire residency participants to think green by encouraging them to reflect on every day scenarios as well as introducing them to sustainable initiatives, offering them recipes etc.
- They "train" staff about what constitutes a sensible use of resources whilst cleaning, remind them to turn off the lights etc.

Architecture & Physical Framework



Building materials
Energy
Water
Interiors

Made of:
Sweet potato, rice cakes, gelatine,
cork mat, recycled tyre, dry ice and vinegar.

This section focuses on the physical aspects of a project. Building materials, energy, water and interiors.

1

Building materials

Everyone needs a physical space to inhabit, exhibit, set up, put things or just be and so there are many things to take into consideration when deciding to build and there is also a lot of money to be saved by doing the right thing from the start. A good place to start is using DGNB's criteria for sustainable building, which also provides lots of information on building generally. You can also check out the various certifications available for building materials such as FSC, C2C, Nordic Ecolabel etc.

Always plan the purchasing of your building materials thoroughly to minimise waste. If you are really into it, you can do life cycle analyses to limit your waste. It is also possible to use recycled materials and reuse pieces from other building projects. It is often cheaper, better and more beautiful to use old materials.

Making something new out of something old also provides your project with a good story. Far too many things are thrown away – old bannisters, old windows, old doors, old boards, old roofs, old bricks, old tiles. If you don't have any old materials to reuse yourself, have a look at genbyg.dk or get inspiration from The Energy Town Skive's website.

Remember that your construction has more than one function. Your roof can be a water collector, a habitat for flora and fauna or generate energy using solar panels.

More info:
→ FSC.org
→ Svanemarket.dk
(Nordic Ecolabel)
→ Energibyenskive.dk
→ Vuggetilvugge.dk (c2c)
→ Genbyg.dk
→ Dk-gbc.dk (DGNB)

2

Energy

Energy improvements are easy to make. There are already many pieces of energy saving advice out there – follow them. The website, Vedvarende Energi [Renewable Energy] has some tips. There are often small changes that you can make, like replacing your lightbulbs with LEDs, avoiding having your electronics on standby, buying A+++ certified products etc. But there are also bigger savings and investments to make by setting up solar panels, or even finding space for a windmill, which are now available in many sizes. The most important thing is to use energy from renewable sources.

Many electricity companies offer electricity generated by renewable sources. Although the quota system is still the most common meaning you can't be sure that the electricity you actually use is renewable, choosing a sustainable supplier supports the general development towards renewable energy. Home-grown electricity is also an option if you use solar panels.

More info:
→ Ve.dk (Vedvarende energi)
→ DanSolar.dk
→ Energiakademiet.dk

3

Water

Water use is very easy to measure – everyone gets a water bill and everyone pays a water discharge fee. These bills can act as a motivational tool for reducing water usage. You can utilise rainwater. Buy a water butt, which you can find at any builder's merchants. Rainwater can be used to water flowers or, for the more ambitious handyman, can be used to flush the toilet. New buildings can be fitted to be as water-saving as possible and rainwater utilisation can be fitted as standard. This also helps in terms of climate adaptation. When thinking of climate adaptation the key thing is to have as few surfaces that the rainwater will flow off as possible and as many things that can delay, or completely halt (collect) the flow of water. One thing is important: Use drinking water with care. From a global perspective drinking water is a precious resource.

More info:
→ Aarhusvand.dk
→ Dk-gbc.dk (DGNB)

4

Interiors

There are often many chemical toxins in our indoor environments. Use sustainable materials inside to avoid these chemical nasties. Buy Nordic Ecolabel certified furniture or C2C-certified carpets. There are also C2C certified sound-insulating panelling and indoor plant walls available. There is a huge market of used interior materials and furniture. There are so many possibilities to create a pleasant and positive environment without chemicals.

More info:
→ Vuggetilvugge.dk (c2c)
→ Svanemarket.dk
(Nordic Ecolabel)



Location: Hillerød, Denmark

Klaverfabrikken

In 2011, Klaverfabrikken [The Piano Factory] became the world's first CO2 neutral venue after installing solar panels on the roof. This generated international interest in the venue's work, which looks into establishing a balance between socially responsible culture and their sustainable ambitions. In addition to their focus on becoming CO2 neutral they also work with various other aspects of sustainability. For example, a recycling mentality takes pride of place in the organisation and determines the way that they save and reuse props and materials from previous performances as well as collect discarded materials from other organisations.

Even though Klaverfabrikken has already achieved one of their goals, namely that of become the first CO2 neutral venue in the world, they want to continue developing and become even more green in the future. It is already starting to take new steps such as changing all of the light bulbs to LEDs, introducing organic drinks in the bar, which can be enjoyed in recycled glasses and finally, establishing a 100% CO2 neutral acoustic stage on the roof.

www.klaverfabrikkenlive.dk

R 1 3 5
H
2 4 6

Daily Operations & Mobility

- "Climate concerts" are held where the profits go to improving the sustainability of the venue
- Klaverfabrikken's clubs are set up and run by volunteers, which means that volunteers are at the heart of the organisation
- The solar panels were financed through a combination of guest donations at concerts, bake sales and other refreshments, sponsorships, municipal grants and EU support
- Programmes are printed on stone paper



Architecture & Physical Framework

- All stage lighting is LED
- Solar panels on the roof



Photo
Thomas Nørgaard Elvius



Location: Aarhus, Denmark

Rethink Urban Habitats

Rethink Urban Habitats' vision is a more alive and vibrant city. A city that offers the same feeling as the first day of spring; where nature is alive and we are a part of it! The project has the simple goal of increasing biodiversity in the city.

The project is about rethinking the city as a natural habitat – not just for humans but also for animals and plants. For biodiversity!

The motivation for this project is the fact that the majority of European citizens now live in cities, which are fast becoming the places where most people interact with nature, whether that be by a bird table, a park or by the waterfront. This so-called "everyday nature" hasn't received much attention in recent years despite international studies indicating that cities have a huge amount of unrealised potential when it comes to housing species that otherwise are under threat.

Rethink Urban Habitats is a demonstration project based in Aarhus and other cities in the Central Danish Region, which aims to provide visible examples of how to promote biodiversity in an urban context, as well as increasing the quality of life for people living in the city. In the future, we should be able to enjoy the nature that we have all around us in the city.

www.naturhistoriskmuseum.dk



Architecture & Physical Framework

- Provides easy to understand instructions on how to support and increase biodiversity
- Demonstrates tangible green projects under the umbrella Green City Life Mejlgade [Grønt Byliv Mejlgade]
- Utilises a "Do It Yourself" approach



Communication & Behaviour

- Full of inspiring and easily understandable messages and stories
- Has a strong impact and a good ability to mobilise citizens



Photo
Rethink Urban Habitats

Location: **Holland**

Smog free tower

The Smog Free Tower is an idea developed by Daan Rossengaard and his team of experts. The idea behind the project is to design the world's biggest "smog vacuum cleaner", which will improve the quality of air in Rotterdam. The Smog Free Tower uses minimal amounts of energy and the small amount of energy it does consume is supplied by renewable sources. In addition to this, it is also a design project strongly inspired by the idea of a society that doesn't generate waste. For this reason the Smog Free Tower collects the filtered smog particles and compresses them to create "diamonds" which are sold as rings and cufflinks.

The designers' intention is not for the Smog Free Tower to stay permanently in Rotterdam but for it to move around and agreements have already been made for the tower to visit Beijing and Mumbai. In the future, the creators of the Smog Free Tower wish to start up a Smog Free Movement where people from across the globe can cooperate to tackle the issue of pollution.

www.studioroosegaard.net



Photos
Studio Roosegaard

R 1 3 5
4
2 4 6



Daily Operations & Mobility

- When you purchase Smog Free jewellery you donate 1000m³ of clean air to the city
- Crowdfunding was used to finance the project

Architecture & Physical Framework

- Powered by 1400 watts of renewable energy
- Cleans the air of smog (filters 30,000 m³ of smog per hour)

Location: **Aarhus, Denmark**

The Coal Bridge

The Coal Bridge project interacts with Aarhus' urban environment via a 6-metre high coal bridge, which hasn't been used for many years. In its heyday a crane ran back and forth on the bridge transporting coal to the surrounding area. Now the bridge and its neighbourhood have become a shady part of town, no longer involved in city life. The overall vision for this project is thus to bring the bridge and its neighbourhood to life again and create a new, iconic landmark in the city. The Coal Bridge project does this by creating events that bring people to the area, giving life to the neighbourhood. An example of this was a couple of food fairs held at the Coal Bridge; one held in collaboration with local food producers and purveyors and another held in collaboration with Kødbyen [the meat-packing district in Copenhagen]. The Coal Bridge also holds exhibitions so people can stay in tune with project's development in the area.

www.kulbroen.dk



Photos
Kulbroen



Food & Beverages

- A large percentage of the food served at the project's events will be organic
- The Coal Bridge Food Team uses around 70% organic food
- Local and seasonal produce is favoured
- Plastic bottled water is never used

R 1 3 5
4
2 4 6

Daily Operations & Mobility

- Everything will be built with FSC certified and recycled wood
- They use eco paint
- The project team has entered into a dialogue with the local area to ensure that the vulnerable people in the area will be consulted and included in the local area rejuvenation
- During the phases of building work, a solid daily communication with users of the area will be established
- A young man from Fundamentet (a socioeconomic company working with vulnerable young people) has been employed by the project



Architecture & Physical Framework

- Reuse of old industrial infrastructure
- One of the project's goals is for the bridge to be self-sufficient in energy using solar panels and battery storage systems
- Another of the project's goals is to supply the public toilets with rainwater, which will be collected from the bridge
- Some recycled stadium seating from NorthSide will be used



Communication & Behaviour

- The presence of people due to the project has already changed people's attitudes towards, and behaviour around, the bridge
- The milieu around the bridge has been improved and made more attractive, which has led to more and more people choosing to spend time there
- The project has contributed to the area becoming cleaner and more inviting
- Simple measures have been taken to improve bicycle and pedestrian connections to the area
- The Coal Bridge has become "a place to be" in Aarhus, which was not the case before this project was set up

Communication & Behaviour

Positive communication
Behaviour change
Nudging
Inspiration
Ambassadors
Materials and printing



Made of:
Turmeric, a jam jar, beetroot juice,
vinegar and baking powder.

The combination of action and good communication strengthens a project's brand and affects the audience's behaviour. This section explains how to spread your message in a way that catches attention and engages as many as possible.

1

Communicating with the audience

By using the right communication it is possible to change people's habits and behaviour. If a cultural project introduces people to the possibility for more sustainable behaviour many will grasp the opportunity and act accordingly. Many are willing to go the extra mile if they know that it can make a positive and sustainable difference. For example, if you want people to sort their rubbish for recycling it has to be explained very clearly so that they feel that it is something they can manage.

Call it nudging, call it changing behaviour. It's just common sense.

More info:
→ Worldperfect.dk

2

Simple, positive communication

Tell positive stories that engage people and make them feel good. Negative communication can have the opposite effect of alienating people from your message. Outline opportunities rather than problems. People are tired of seeing polar bears sinking on ice floes. Keep your message as simple as possible. Be aware of who your target audience is. You target audience is probably not interested in reading a lot of technical jargon; complicated explanations often lead to the reader giving up. It is easier to understand a shorter piece of text and people that are genuinely interested can gather more information elsewhere..

More info:
→ Worldperfect.dk

3

Behaviour renewal, behaviour changes and nudging

It often comes down to a question of habits so it is important to think about and incorporate behaviour into your communication. Colleagues, readers and others have to make an effort to learn new habits and if the changes are too large, it can lead them to throw in the towel. Nudging can be used as a tool to point people in the right direction.

More info:
→ Inudgeyou.com
→ Thenudgingcompany.com
→ Worldperfect.dk

4

Provide a better alternative and show them the way

The general public are also creatures of habit. If they discover that the healthy option is also the tastiest, they will choose the healthy option. It's about providing people with alternatives. You can also be an early adopter and lead the way for others to follow and provide inspiration and motivation. This also works internally within an organisation, for example by sorting recycling backstage it encourages the audience to also do their part "frontstage".

More info:
→ NorthSide.dk

5

Create interest groups and ambassadors

Find people that can help spread your good intentions. This applies to both members of the general public who support what you're doing but also to colleagues and volunteers who can be your best ambassadors outside the project. This is why it is important to provide good conditions for volunteers. Interest groups can initiate collaborations with companies who can help resolve any challenges you face with sustainable solutions. It's about finding synergies that work for all parties.

More info:
→ Clean.com
→ Tagdel.dk

6

Materials and printing

Produce your communications materials sustainably. There are many alternatives out there and it is now possible to print everything C2C-certified (Cradle To Cradle). Natural options include printing using beetroot juice, squid ink etc. Remember to print on recycled, Ecolabel or FSC-certified paper. Remember simple steps such as setting all printers to print on both sides of the paper as standard.

More info:
→ KLS.dk
→ Arcticpaper.dk



Location: Aarhus, Denmark

Swapping market

The swapping market is a phenomenon that started in Aarhus through collaboration between The Environmental Protection Agency, Worldperfect and the Danish Fashion Institute. The concept is simple – swap things that you brought from home that you no longer want with things that other people have brought along that they no longer want. The Swapping Market sets up the venue so that rather than swaps occurring face-to-face, everyone hands over their items to volunteers who distribute them around the market area.

The Swapping Market phenomenon has since been further developed by Worldperfect and the Danish Fashion Institute into the concept Global Fashion Exchange, which has been held in New York, Los Angeles, Milan and Paris.

Photo
Byttemarked

Food & Beverages

→ The food and drink served at swapping markets are sustainably sourced



Daily Operations & Mobility

→ Any surplus clothes that don't find a new home are given to charity



Architecture & Physical Framework

→ A swapping market is by definition flexible – it can be held in almost any location imaginable.



Communication & Behaviour

→ Swapping markets can change people's behaviour and understanding of waste as a resource



Location: Samsø, Denmark

Samsø

Samsø Energy Academy is, as the name suggests, located on the island of Samsø. The Energy Academy works with the island's sustainable transition in close cooperation with the local community and Samsø Municipality. Samsø is 100% self-sufficient with renewable energy, which has been achieved in just 10 years.

The island is known as an "energy island", which was cemented when the director of the Samsø Energy Academy, Søren Hermansen, was named as a "Hero of the Environment" by TIME magazine in 2008.

Samsø strives to continue developing in a sustainable direction so they are now working with a goal to make the island fossil-free by 2030. As well as phasing out the use of fossil fuels, Samsø is also demonstrating how energy efficient solutions can be introduced into society. The Energy Academy believes strongly that the transition must occur with the support and cooperation of the island's residents so that they develop a sense of ownership.

www.energiakademiet.dk

Photo
Franseska Mortensen

Communication & Behaviour

- Impressive ability to involve and activate citizens
- Success with arranging events for both business tourists and regular tourists alike
- Inspiring and readily understandable story with universally useful messages to take home
- Encourage knowledge exchange by holding talks, workshops and conferences.



Daily Operations & Mobility

- Community and local ownership involvement strategies
- Engagement of residents
- International network



Architecture & Physical Framework

- Wind turbines across the whole island
- Solar panels on the roof of the energy academy

Photo
Franseska Mortensen



Location: London, England

The Rising Tide



Jason de Caires Taylor's piece, "The Rising Tide" is located in the middle of the Thames in the centre of London. The piece consists of four sculptures of riders; two businessmen and two children sitting on horses. The horses' heads are formed as "horsehead pumps" which refer to oil drilling, whilst the choice of riders reflects contemporary citizens whose current control of resources affects children, whose future is at stake. The piece uses aesthetic expression to encourage viewers to reflect over society's current use of fossil fuels.

Part of the strength and intrigue of the piece is its location under the surface of the river, which means that the riders are only visible when the tide recedes twice a day. This detail increases the attractiveness of the work and strengthens its message.

www.underwatersculpture.com

Photo
The Rising Tide



Photo
The Rising Tide



Architecture & Physical Framework

→ Challenges the current limitations of art



Communication & Behaviour

→ The piece's aesthetic expression indirectly affects viewers' decision-making and encourages them to consider and relate to society's challenges



Location: Aarhus, Denmark

ReUse

ReUse is a recycling centre in the middle of Aarhus whose main goal is to change people's attitudes towards waste and inspire people to recycle and reuse discarded materials and items. On top of this ReUse strives to heighten consumer's sustainable awareness by involving them in workshops at the centre. ReUse functions as a exchange central for discarded household items. Citizens can either drop off their unwanted items at ReUse or request that they get picked up by the municipal refuse collection and taken to ReUse.

The recycling centre attempts to place the discarded items in their natural habitat so that each container has its own theme. For example in the kitchen container you find a fully equipped kitchen where all the unwanted bits and bobs are where you would normally expect them to be in a kitchen.

www.reuseaarhus.dk



Food & Beverages

→ ReUse grows edible plants such as carrots and peas around its centre



Daily Operations & Mobility

→ At ReUse it is possible to borrow a cargo bike free of charge to take your goods home
→ The area is closed off for cars but open for people
→ The existing large household refuse collection routes have been kept but the final destination has been moved from the incineration plant to ReUse
→ They encourage sharing so when people have finished reading a book that they borrowed from ReUse, it is considered the done thing to return the book so that others can enjoy it too
→ You can borrow a "party supplies kit" where people can borrow tableware and cutlery for 30 people, which makes holding parties and big events easier



Architecture & Physical Framework

→ ReUse is for the most part made out of recycled materials and reclaimed building supplies
→ Old shipping containers are used to make up the different rooms in the centre



Communication & Behaviour

→ ReUse posts new deliveries to the centre on Facebook
→ Their visual identity works with graphical elements and simple colours that help guide the user
→ ReUse has a well thought out communicational strategy consisting of catchy statements like "one man's blender, another man's milkshake"

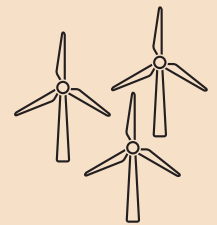
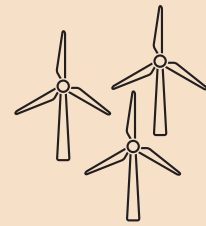




Photo
ReUse

2017 and Sustainability

Over the next two years many cultural agents will use and develop the Aarhus Sustainability Model. Our ambition is for around 100 projects to work with the model in one way or another. 15 projects have already achieved a great deal and many others are well on the way. Their work will continue for many years to come and ASM will continue to inspire more and more to work with green solutions. Businesses will take up a very natural place in this value chain.

Businesses will acquire a valuable showcase to display their green solutions to the whole of Europe. Our ambition is for the Capital of Culture 2017 to show the way for other capitals of culture in the future so we will see more people and projects using their own local sustainable values, businesses and cultural capital to solve the challenges of tomorrow.



 Goal for 2017
 Selected projects



Selected projects

Rethink Urban Habitats
Aarhus

Gentænk sommerhuset
Ringkøbing m.fl.

Gentænk landsbyen
Hinnerup m.fl.

Kulbroen
Aarhus

The Independent Air
Silkeborg

365Tekster
Aarhus

Kulturprinsen
Viborg

Kulturringsløbet
Skanderborg m.fl.

Urban Lab
Horsens

Rethink Theatre
Holstebro

Water Music
Randers

Smart Sustainable Valley
Aarhus

INDEX
Region

Remisen Brande
Brande

Skjulte Steder
Aarhus

KRAFT
Ringkøbing

2017 Safari
Samsø

Sustainability Festival
Samsø

Fængslet
Horsens

Den Nye MaltFabrik
Ebeltoft

ReUse
Aarhus

Aros
Aarhus

Northside
Aarhus

Aarhus Kunsthall
Aarhus

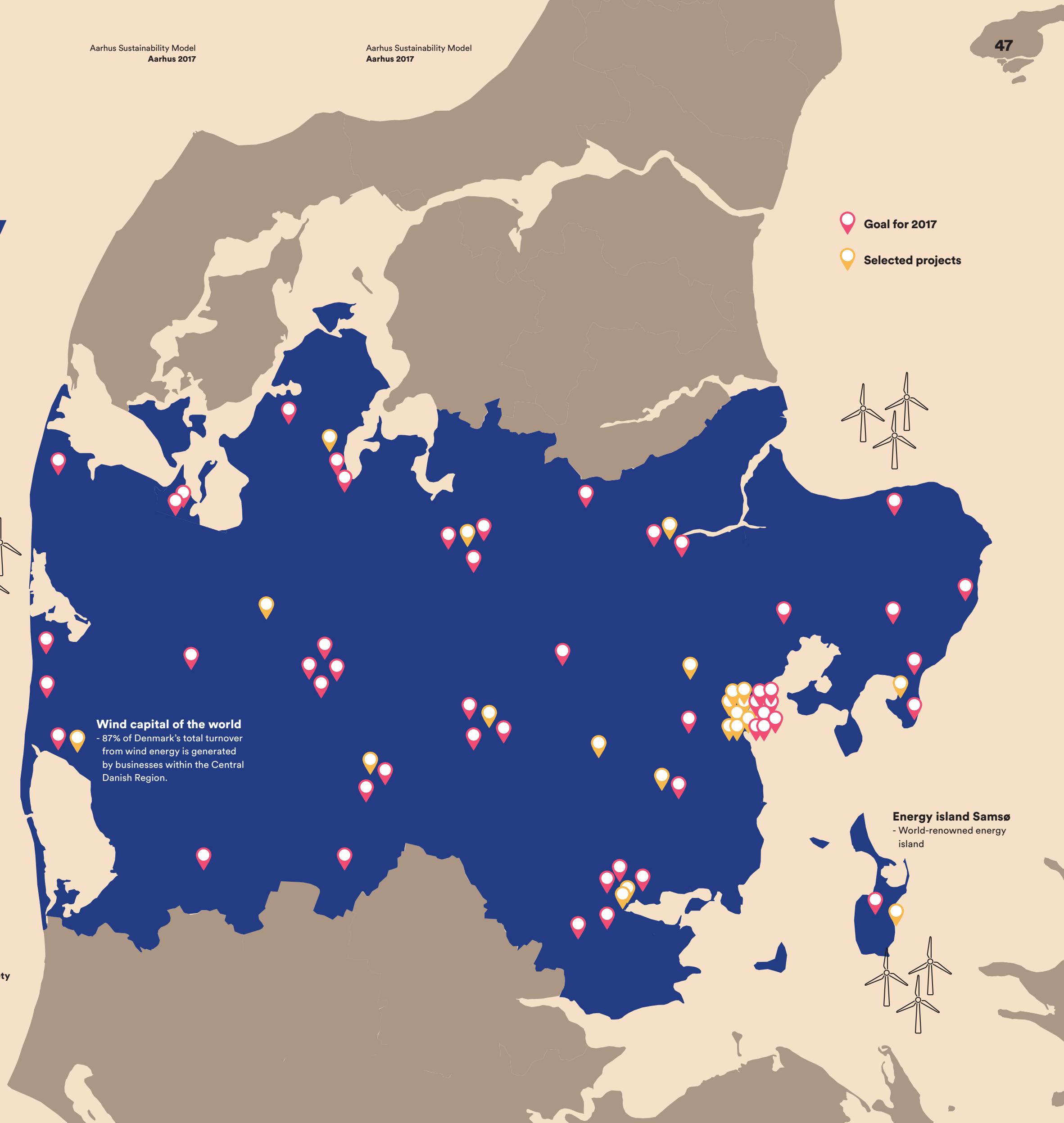
2017 Academy
Aarhus

Rethink Sustainable Society
Aarhus

Voxhall
Aarhus

Wind capital of the world
- 87% of Denmark's total turnover from wind energy is generated by businesses within the Central Danish Region.

Energy island Samsø
- World-renowned energy island



The European Dimension

The international aspect is very important for ASM. Our ambition is to reach beyond our own national borders.

Danish ideas, businesses and solutions must be exported to Europe both to inspire and be inspired.

ASM must embark on a innovation expedition to show the world what the Central Danish Region can do and bring new knowledge and know-how back with it.

A global effort starts locally. In 2017 we need people to turn up, experience, laugh and share knowledge across the whole region.

It therefore makes sense to initiate a network of future (and past) capitals of culture. The capitals of culture for the next three years are shown on the map.

2016



DONOSTIA / SAN SEBASTIÁN 2016
EUROPEAN CAPITAL OF CULTURE
DSS2016.EU

2017



PAFOS2017
EUROPEAN CAPITAL OF CULTURE

2018

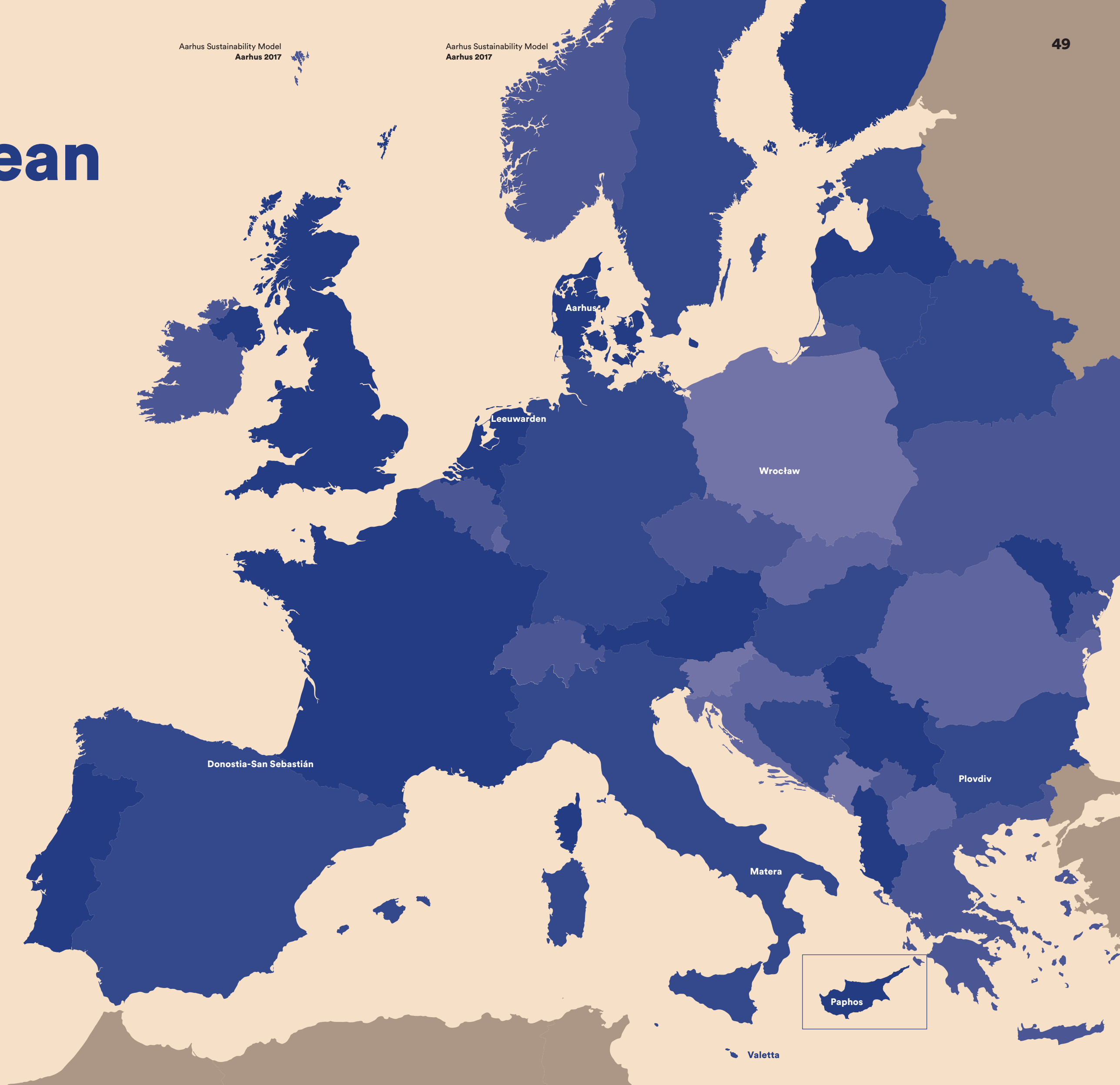


Leeuwarden
2018
European
Capital of
Culture

2019



IO SOSTENGO
MATERA 2019
CAPITALE EUROPEA DELLA CULTURA





Walking the Walk

Here at the 2017 office we have started implementing a number of small measures, which we hope will one day develop into a cohesive and attractive sustainability strategy. These are the goals that we have achieved in 2015 and you can read more about our plans for the future at 2017.dk.



Food & Beverages

- To the extent that it is possible we do not use bottled water. Instead we aim to serve tap water to our staff and at our meetings
- We have given all our employees a sustainable BPA-free water bottle, which they can fill up themselves with water from the tap. This saves drinking glasses and therefore also saves on the washing up. As an added bonus, it also encourages people to drink more water as they have a half litre bottle rather than a small glass to drink from
- At large meetings and events on site, we use DOKK1's catering manager, Fazer Food Services Danmark A/SM, which uses between 30 and 60% organic produce
- Instead of throwing surplus food away we offer it to our staff



Daily Operations & Mobility

- We save as many of our materials from large events as possible and try to reuse them in other situations
- We use a wide range of volunteers and provide them with the opportunity to use their work experience with us to apply for jobs in the future
- We employ a number of people with different functional difficulties on a part-time basis.
- All our printers print on both sides of the paper as standard
- We purchase and print on FSC-certified paper as much as possible
- We cycle to and from work when the distance allows us
- We cycle to and from meetings when the distance allows us
- We collaborate with various local projects who are working with new sustainable initiatives and solutions



Architecture & Physical Framework

- We have our offices at DOKK1 – a new low-energy building from 2015 constructed using robust, natural, environmentally-friendly and re-usable materials such as concrete, glass, steel and aluminium without the use of dangerous chemicals
- We use electricity generated by the 2431m² of solar panels located on the roof of DOKK1, which reduces our overall energy consumption
- We hold our offices at a constant temperature, using seawater-cooling systems amongst other methods, which reduces our energy consumption significantly
- Both indoors and outdoors the building strives to reduce energy consumption as much as possible. LED lights, and other technology, are used to achieve this
- The lighting automatically turns off after a certain period of time where the offices have stood empty



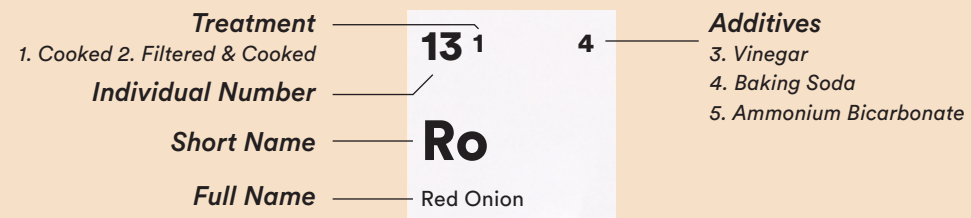
Communication & Behaviour

- We encourage each other to take the small steps towards sustainability that we have implemented as an organisation
- We try to take our sustainable behaviour home with us and improve our habits at home as well as at work
- We encourage staff to take notes on a computer or tablet during meetings
- In the future we will encourage all our project partners to use the Aarhus Sustainability Model in their work



Photo
Andreas Hvid

Naturfarver



| | | | | | | | | | | | | | |
|------------------------------------|--|---------------------------------------|--------------------------------------|---------------------------------------|--|--|--|--|--|--|--|---------------------------------------|---|
| 1 K Kale | | | | | | | | | | 2 Tu Turmeric | | | |
| 3 Pa Parsnip | 4² Ro Red Onion | | | 5 B Basil | | | | 6 Gr Grapes | 7 Rm Ramson | 8 Ra Radish | | | |
| 9 Rb Raspberry | 10 ⁴ Ro Red Onion | 11 Rc Red Cabbage | | 12 Rp Red Pepper | 13 Ro Red Onion | | | 14 R Rocket | 15² Yo Yellow onion | 16 Sq Squash | 17 ³ Rc Red Cabbage | | |
| 18 P Parsley | 19 ⁵ Rc Red Cabbage | 20 Gi Ginger | 21 St Strawberry | 22 H Hokkaido | 23 ⁴ Rc Red Cabbage | | | 24 Yo Yellow Onion | 25 Sa Spirulina | 26 Bb Blackberry | 27 C Cabbage | 28 Br Beetroot | 29 ⁴ Br Beetroot |
| 30 Kr Kohlrabi | 31 Sw Sweet Potato | 32 Sp Spinach | 33 Au Aubergine | 34 Rc Red Cabbage | 35 Eb Elderberry | | | 36 Le Leek | 37 Ch Chili | 38 Bo Blood Orange | 39¹ Br Beetroot | 40 Re Red Currant | 41 Sb Sea Buckthorn |

Ingrediensliste

| | | | |
|---|---|--|---|
| Sa Background colour: Spirulina. | Food & Beverages Parsnip, beetroot, candy-stripe beetroot, sweet potato, red onion, rice cake, apple, pear, watermelon and aubergine. | Sw Background colour: Sweet potato. | Architecture & Physical Framework Rice cakes, gelatine, cork mat, recycled tyres and dry ice. |
| Br Background colour: Beetroot. | Daily Operations & Mobility Paper, dry ice, water and spirulina. | Tu Background colour: Turmeric. | Communication & Behaviour Jam jar, beetroot juice, vinegar and baking powder. |

The publication

Worldperfect

Worldperfect was set up in 2010 as Denmark's first sustainability bureau. The company has been a pioneer since the beginning and has fought to get sustainability into the corridors of power of businesses and political parties alike.

Using sustainability as a dogma for innovation and a positive approach towards behavioural change, Worldperfect has accrued a portfolio including (amongst many others) a strategic collaboration with NorthSide since 2011, a key position in the swapping market movement, the creation of ReUse – a new kind of recycling centre – and Rebox (a new waste sorting system for large events). It was also Worldperfect behind GoGreenAarhus (a cool designer city map covering the sustainable places and experiences on offer in Aarhus) and they also introduced stone paper (paper made of stone) to Denmark.

Worldperfect is a sustainable operator in Aarhus 2017 and took the initiative to develop the Aarhus Sustainability Model, which you are sitting with right now.

Worldperfect
Jægergårdsgade 154, 1. sal
8000 Aarhus
info@worldperfect.dk

**WORLD
PERFECT**

Samsø Energy Academy

Every year thousands of industry specialists, politicians, civil servants and opinion formers from across the globe visit Samsø. They go to hear and experience the story of how a small island community has radically transformed their energy supply over the last 10 years. How could it be done?

The story of Samsø is one of straw-based district heating systems, wind turbines and solar energy, but also, just as importantly, it is one of people and processes and what makes people in a community take ownership of a project.

There are many lessons to be learned from Samsø, which is what Samsø Energy Academy hopes to facilitate through its operational role in Aarhus 2017.

Samsø Energiakademi
Strandengen 1
8305 Samsø
pc@energiakademiet.dk

**ENERGI
AKADEMIET**

Aarhus 2017

Aarhus 2017 has hired Worldperfect and Samsø Energy Academy to act as sustainable officers.

This guide is one part of our work as it should help project leaders and volunteers in their efforts towards sustainability.

Fonden Aarhus 2017
DOKK 1,
Hack Kampmanns Plads 2,2
8000 Aarhus
info@aarhus2017.dk

AARHUS
—2017—

Published in collaboration with KLS and Arctic Paper

This booklet has been printed in collaboration with KLS and Arctic Paper who have provided us with a super sustainable publication.

KLS Graphical House is the greenest printing company in northern Europe. KLS design and produce printed products, print in large format as well as develop showcase systems and dealing with direct emails and distribution.

KLS is the second printing company in the world to introduce 100% biodegradable printing, which is free from chemicals and heavy metals. This printing is certified by the world's strictest environmental certification, Cradle2Cradle. The energy used in printing comes from wind power and the production is CO2 neutral. As well as Cradle2Cradle products, KLS also supplies Eco-label, FSC and Climate certified products.

www.kls.dk
www.pureprint.dk



Arctic Paper has supplied the paper for this guide. It is printed on Munken Pure paper, which is made by Arctic Paper Munkedals who have Europe's lowest water consumption.

Munkedal uses 3-4 litres where others use 10-15 litres in producing 1kg of paper.

Arctic Paper can supply types of paper that are FSC, PEFC, Nordic Ecolabel and Ecolabel certified.

www.articpaper.com



Aarhus Sustainability Model (ASM) is meant as a tool for those working with culture and cultural projects. ASM aims to facilitate the start-up, development and implementation of sustainable initiatives.

The model consists of three tools: a strategy, a policy and a plan of action, which each make the main challenge of projects – getting started – more manageable.