

Second edition
2017

Aarhus Sustainability Model



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“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

Preface: TBA

ASM version 2.0

Dear reader
Welcome to Aarhus Sustainability Model 2.0.

This version could also be called ECoC Sustainability Model because in this version we try to bring sustainability into a European context and address cultural sustainability. We take a look at the potential for looking at other cultures and letting the various capitals of culture inspire each other.

Our starting point will still be the same practical approach that we described in detail in Version 1 but this time we are adding an extra layer by including the UN's sustainable development goals as indicators. This enables us to talk about social structures and issues on a more general level.

In this version, you can read about ten of the ASM projects that have used the ASM process during 2017. Gain knowledge and inspiration from the Danish cultural projects' work with sustainability; what sustainable steps have they taken, and what were their experiences of working with the process? This is meant as inspiration to get started with strategy and implementation.

Sustainability is still a tool in innovation and here in Version 2 we use sustainability as a way of understanding society as well as the world. A societal view that spans across European cultures as well as international differences. We use a holistic approach that takes both the social, the environmental, the economic and not least the cultural dimension

into consideration. The cultural dimension includes descriptions of how to build our world in a way that does not negatively affect future generations. Culture, as a country's unwritten rules as well as its more formal rituals and truths, is the perfect way to advance sustainability as a solution to many of the greatest challenges we face. Culture can also act as a source of inspiration beyond borders, gender, age and religion.

Our task is to use cultural sustainability as a medium and a tool to understand each other. We want to map out the innovation taking place in different countries. By describing the various possibilities in and efforts made by these countries we can identify sources of inspiration and platforms for

innovation where citizens can meet each other and develop sustainable solutions and ideas. It's about acting locally in a globalised world. We shouldn't view sustainable solutions as being country specific. We need to present these solutions in a way that promotes innovative adaptation within the new country's cultural framework.

One of our main tasks is dealing with the dominant discourse of sustainable solutions. We need to take each other's solutions and adapt them to our context. Using these solutions in the context of our own lives will give rise to whole new solutions that others can incorporate into theirs. We will look closer at this discourse and way of thinking in the Aarhus Sustainability Model!

Culture is a means for us to understand each other across Europe and culture can also be the means by which we make ourselves understood. Culture, and more specifically cultural sustainability, can give us the language to create global solutions. Solutions that can be "translated" into all languages and cultures through cultural modification and understanding.

In this Version 2.0 of the Aarhus Sustainability Model you will find examples from the next two cultural capitals, Leeuwarden 2018 and Matera 2019. We have included these two capitals here to inspire us with their projects, approaches and methods. We do this in order to prepare ASM for the next capital of culture in 2018. Leeuwarden will produce

the next publication in 2018 with even more examples of their cultural projects which we in Aarhus can read about and be inspired by. In 2019, Matera is ready to take the baton and use the ASM once again, adding yet another cultural layer to the story of sustainability in cultural projects and cultural organisations.

Let us inspire each other, from country to country, capital of culture to capital of culture, cultural project to cultural project and from individual to individual.

Enjoy!

Developing ASM

Here in Version 2.0 of the Aarhus Sustainability Model (ASM) we have tried to further develop Version 1 with a view to including larger parts of Europe. On the next page, you can read the UN's Sustainable Development Goals (SDG), which provide another way of viewing cultural differences.

You could say that the very practical approach used in ASM Version 1 is receiving another layer of detail superimposed. You can still use the four sections from Version 1 and the bullet points included here as a way of initiating work with sustainability.

ASM still provides a way of getting started and getting the creative juices flowing within your organisation or project but

the introduction of the SDGs gives you the tools to measure the effects of your efforts. By combining both these tools you can incorporate practical initiatives whilst maintaining an understanding of the cultural context and broader implications of working with sustainability. It is towards this wider understanding that the SDGs can help.

In Version 1 we defined the terms and concepts and opened up a world of sustainable solutions. Now these solutions need to be integrated into a greater whole – cultural sustainability. We need to use a hands-on approach to focus on our overall goal, namely that of showing society how sustainable solutions and development can have a positive impact both nationally and internationally.

Sustainable Development Goals

Why SDG?

The 17 SDGs are the international community's toolbox for working with sustainability. It provides a different way of viewing sustainability than ASM. They allow you to measure the impact of sustainable initiatives, which makes analysis much easier and more precise. It also makes it possible to see development over time.

What

Each of the 17 global goals has their own set of targets and specific indicators which make the initiatives tangible and easy to measure. Overall you can use the SDGs in a similar way to ASM – as a way of getting started.

Connection to ASM

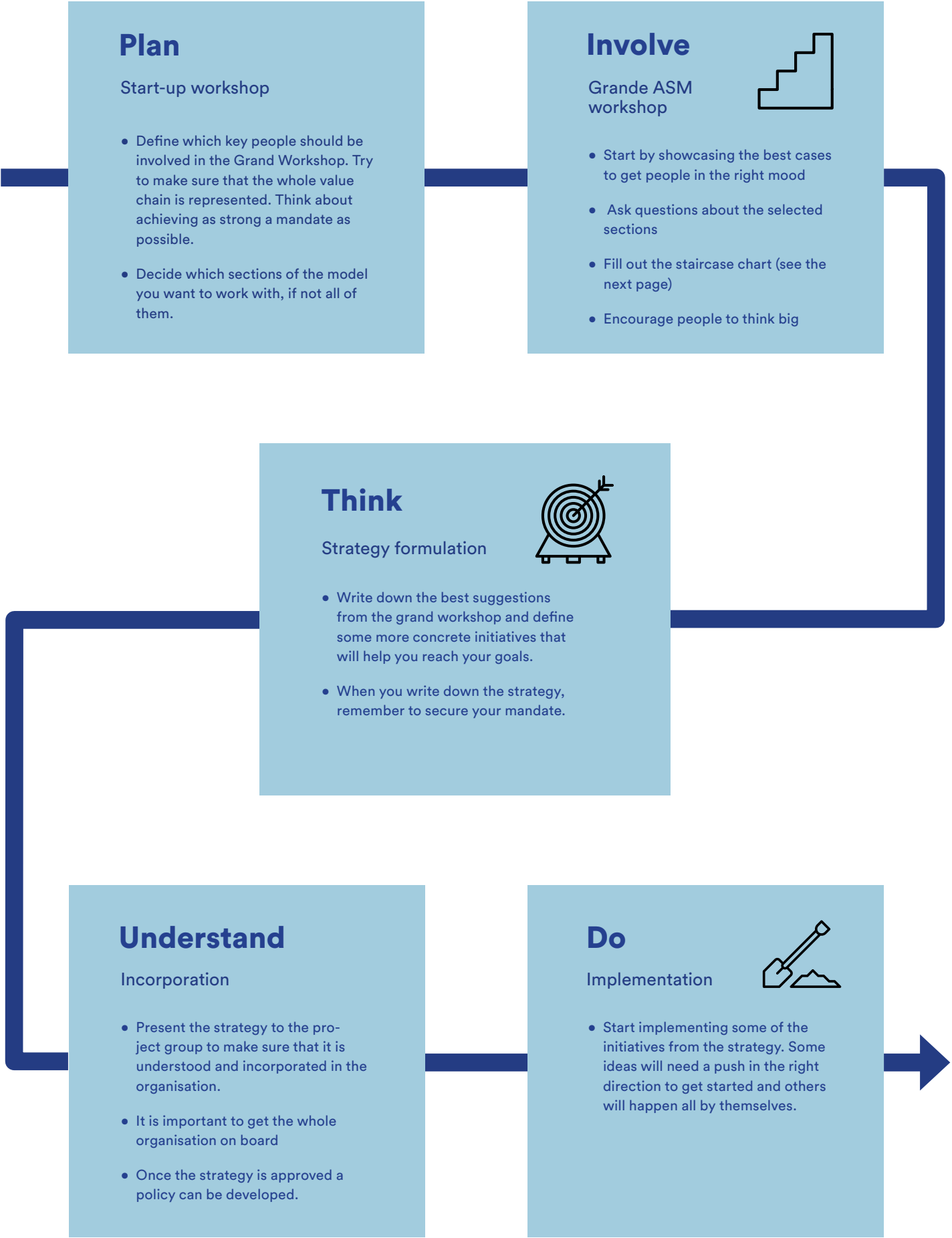
Under each case we have written which SDGs are relevant. The cases have not been structured to fit the SDG-principles but by including them we aim to support the use of these goals as a natural element of working with development, also within the cultural sphere.



The Aarhus Process

This model shows the general process used in Aarhus which the ten ASM-projects have been through. It is now up to the coming capitals of culture to adapt the model to fit their specific culture and needs.

The model's four sections must be adapted to fit the local context. The scope of the process must also be defined and it is up to the future capitals of culture to identify relevant players to manage the work with the model.



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 look at all four focus areas and maybe even discover other areas that are appropriate to your project. The strategy is 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.

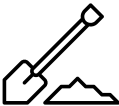


2. Policy

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 Communication strategy

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.

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.

Third year

- Food & Beverages 1st initiative
- Food & Beverages 2nd initiative
- Food & Beverages 3rd initiative
- Food & Beverages 4th initiative

Second year

- Food & Beverages 1st initiative
- Food & Beverages 2nd initiative
- Food & Beverages 3rd initiative
- Daily Operations 1st initiative
- Daily Operations 2nd initiative
- Daily Operations 3rd initiative
- Daily Operations 4th initiative

First year

- Food & Beverages 1st initiative
- Food & Beverages 2nd initiative
- Daily Operations 1st initiative
- Daily Operations 2nd initiative
- Communication 1st initiative
- Communication 2nd initiative
- Communication 3rd initiative
- Communication 4th initiative

Start up

- Food & Beverages 1st initiative
- Daily Operations 1st initiative
- Communication 1st initiative
- Architecture 1st initiative
- Communication 1st initiative
- Communication 2nd initiative
- Architecture 1st initiative
- Architecture 2nd initiative
- Architecture 3rd initiative
- Architecture 4th initiative

Lokation: Aarhus, Danmark

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.

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

Foto
Simone Nygaard Maden



Foto
Bea Brix

2016



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 Fødevarebanken [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

2015



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

2014



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 + 2013



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 process of ASM is divided up into four areas. In reality these four areas are fairly interconnected but it is easier to tackle them one by one. These areas have been developed for a Danish context so they will have to be adapted to local conditions in order to be used in the next capitals of culture.

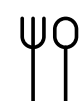
Together these areas address all 360 degrees of a project.

The four areas are not described exhaustively but the areas and the ASM model outline a certain way of thinking and it is then up to the user to make it their own.

We have included several bullet points under each of the areas but in practice each of the areas is developed by the user as they go along. To find more specific information about the four areas please take a look at version 1 that illustrates relevant cases from across the globe.

In version 2 we focus on the work that has been done with ASM under the banner of Aarhus Capital of Culture 2017 so all the cases included here have been part of the ASM process.

In the following pages you will learn more about what ASM has to offer.



Food & Beverages

This section focuses on organic food, local production, seasonality, packaging and tableware, less meat, 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 policies, 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. godt.



Daily Operations & Mobility

Waste management
Purchasing policy
Transport
Sharing policy
Accommodation
Social responsibility



Architecture & Physical Framework

Building materials
Energy
Water
Interiors



Food & Beverages

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



Communication & Behaviour

Positive communication
Behaviour change
Nudging
Inspiration
Ambassadors
Materials and printing

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



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: **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

Daily Operations & Mobility

Waste management
Purchasing policy
Transport
Sharing policy
Accommodation
Social responsibility

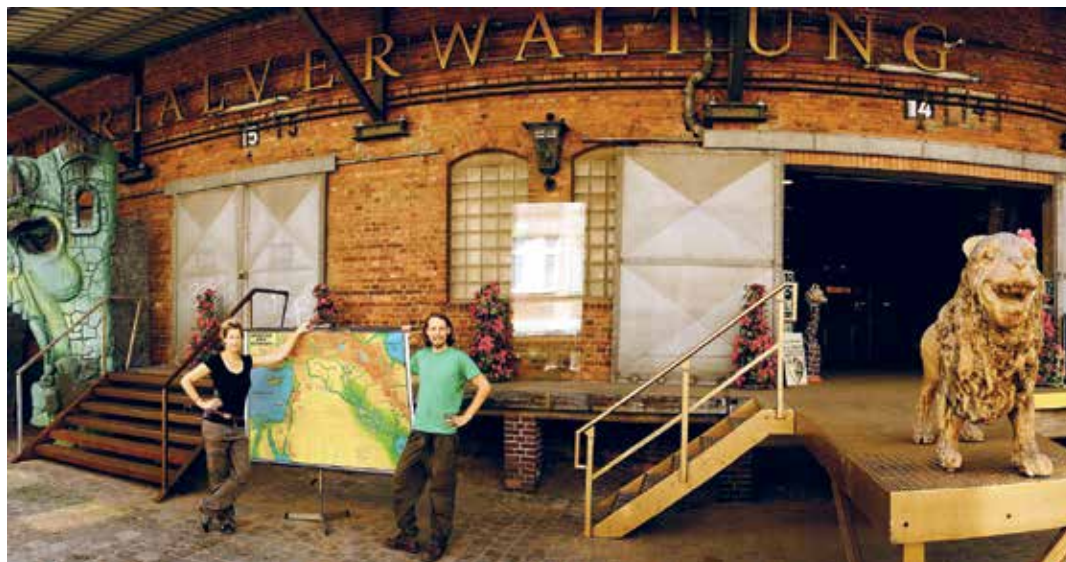
Made of:
Beetroot, paper, dry ice, water,
spirulina and vinegar.

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-material-verwaltung.de



Photos
Hanseatische-materialverwaltung

R 1 3 5
4 6
2 4 6

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: **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



Photos
Clémentine Schneidermann



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

R 1 3 5
4 6
2 4 6

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



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.



Location: **Holland**

Smog free tower

The Smog Free Tower is an idea developed by Daan Rosse-gaard 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.studioroosegaarde.net



Photos
Studio Roosegaard

R 1 3 5
4 2 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**

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

Communication & Behaviour

Positive communication

Behaviour change

Nudging

Inspiration

Ambassadors

Materials and printing



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



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: 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

On this regional map of where the Capital of Culture 2017 took place we have marked the 10 projects which have been selected to work with the Aarhus Sustainability Model in conjunction with WorldPerfect.

The 10 projects, which are spread across the whole region, have gone through the process presented on page 10. The important thing here is to illustrate the diversity of the projects and the diversity with which they have worked with the ASM.



Selected projects

Odin teatret, Nordisk teaterlaboratorium
Holstebro

Gentænk sommerhuset
Ringkøbing m.fl.

Kulturprinsen
Viborg

Fængslet
Horsens

Kunsthal Aarhus
Aarhus

Kulbroen
Aarhus

Watermusic
Randers

Off Road
Herning m.fl.

Cyklo
Aarhus

Aarhus2017 sekretariatet
Aarhus

Samsø Award
Samsø

On the following pages, you can read about who they are and how they are incorporating sustainability in their work as a cultural organisation, cultural project or just as an interesting cultural individual. Dive into their work and get inspired...

Windcapital of the World

- 87% of Denmark's total revenue from wind power is generated by businesses in the region



Location: **Herning, Denmark**

Off Road opening



Photo
Samantha Fox



The central and western Denmark’s cultural festival Off Road 2017 will take place from the 11th of April – 6th of May 2017. The opening ceremony will be held in Herning on the 11th of April and will kick start a whole range of cultural activities and events in the area until the festival culminates in Skive on the 6th of May. It is the opening ceremony that was the main focus for the sustainability model.

The festival will open with an exciting celebration of the many beacons of culture in the area, the area’s diverse cultural life and of course music.

The opening ceremony has been given the subheading “Close To The Magic” because the ceremony aims to bring the audience closer to the art and transform them into participants. This, with

a view to opening up the magical world and power of culture. Close To The Magic will take place in the centre of Herning. The high street will become magical with an abundance of culture and art for everyone. Music will be honoured with an innovative rhythmic concert lasting many hours taking place in the main square in Herning, which will be transformed into a magical covered arena for the occasion.

Some of central and western Denmark’s many art and cultural institutions wish to welcome visitors to discover different places to those they perhaps are used to. Many open activities will be held and the festival has also booked workshops, artists and musicians to attend. The festival will offer ice art, live performances, workshops, art, dance, song writing, fire shows, sound installations, songs, flash mobs, music, street food festival and much much more.

Sustainable event

The Off Road opening ceremony is a starting point to introduce more sustainability to events in Herning Municipality. The municipality wants to inspire and facilitate event managers in choosing the most sustainable options. Collaborating with the organisers of the Off Road opening ceremony was a way to try out various green initiatives.

Waste management
With the new “Herning Event Boxes” the audience will be able to sort plastic bottles, cans and mixed waste. Stalls and stands can sort metal, cans, hard and soft plastic, paper, cardboard and organic waste. At the same time volunteer “Trash Talkers” will hand out pocket ash trays and help the audience and vendors to sort waste correctly. After the Off Road opening ceremony the whole ‘sorting kit’ can be ordered and used by other event organisers.

Food and drink
– **local products, organic and environmentally-friendly food**
At the Off Road opening ceremony there will be a lot of street food – a large part from local producers. Both stalls and cafés and restaurants in the city will receive inspiration and encouragement to think in terms of eco-friendly, local and organic ingredients and reducing food waste. Volunteers and VIPs will receive organic and environmentally friendly catering and there will be mobile water fountains and distribution/sales of water bottles.

“Volunteer green”, bicycle inspiration and recycled furniture
Being “volunteer green” at the Off Road opening ceremony means that you come with ideas, help out and spread word of the green initiatives. Inspiring and nudging residents to use their bikes is also part of the opening ceremony as is the recycled furniture placed around the city, which is designed by the design school, Via Design.

“Green GO”
Green GO is a new certificate that the municipality is launching with Off Road for stalls and organisations that work in a green way. If you live up to four of the ten criteria, you get a Green GO certificate, which gives you visibility and publicity.

www.Googreen.event
Googreen.event is a new website offering easy to use green shortcuts and options for event managers and organisations. Here you can find distributors, advice and step-by-step guides as well as case studies and inspiration and you can also sign up for the “Green GO” diploma. The website will be tested in conjunction with the Off Road opening ceremony and will be used as inspiration for all future events in Herning Municipality that wish to incorporate sustainability.

2018

2017

2016

- Food & Drink**
→ agreements made for water fountains
- Daily Operations & Mobility**
→ preparations for waste management
- Architecture & Physical Framework**
→ use of recycled materials
- Communication & Behaviour**
→ developed a green certification

- Food & Drink**
→ water fountains set up
→ using local food stalls
- Daily Operations & Mobility**
→ developing waste management backstage and front stage
→ using our new waste system
- Architecture & Physical Framework**
→ furniture made of recycled materials
- Communication & Behaviour**
→ awarding Go Green certificates
→ developing website that supports Go Green

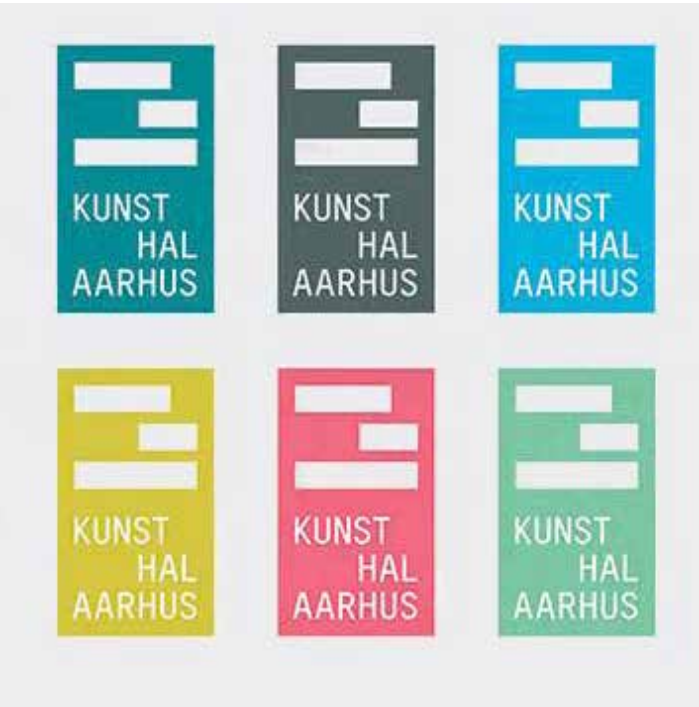
- Food & Drink**
→ fixed agreements for water fountains
→ more local producers
→ more organic food stalls
- Daily Operations & Mobility**
→ permanently implementing waste sorting in the city centre
→ develop the event box system with further initiatives
- Architecture & Physical Framework**
→ furniture made of recycled materials
- Communication & Behaviour**
→ many sign up for GoGreen
→ further develop website to include businesses

SDGer in focus



Location: Aarhus, Denmark

Kunsthal Aarhus



Kunsthal Aarhus is a modern exhibition space for contemporary art in the centre of Aarhus. As an institution it commissions new pieces and produces and exhibits arts on an international level aimed at both a local, regional and international audience. Kunsthal's artistic profile is one of exploration, critical reflection and participation. Their programme is varied and consists of both solo and group exhibitions, online projects, cross-disciplinary events with performances, concerts, film screenings. As an institution it strives to showcase and debate societal issues and contemporary art through tours, workshops, seminars and lectures. Entrance is free in Kunsthal Aarhus.

kunsthalaarhus.dk



Steps to sustainability

After holding workshops with WorldPerfect, we at Kunsthal have started analysing areas where we could step up our work with sustainability, such as procedures, products and activities.

Areas that we focus on in terms of sustainability:

Materials
– Before and after
The whole process surrounding material usage must be rethought to include the recycling mind set from the outset. If the materials are unable to be reused in-house then they should be sold or offered to local projects and individuals via posts on our Facebook page. In this way, we stop wasting materials and we are in fact able to give materials a new function which is a good idea, both economically and environmentally.

PR initiatives
– Banners = tote bags
At Kunsthal Aarhus we have many old banners from exhibitions which no longer have any use for. We decided to try to rethink them and came up with the idea of tote bags. By reusing materials that were otherwise just lying around we can create some unique PR items in the form of Kunsthal Aarhus tote bags. These bags can be bought in the café.

Another PR initiative that we have introduced to deal with sustainability is free entrance. Everyone should be able to enjoy the art at Kunsthal Aarhus – rich and poor, well-educated and unskilled, young as well as old.

Café
– Organic, less meat, climate-friendly
We try to use as many organic and seasonal ingredients in the café as possible and aim to always provide vegetarian options.

Exhibitions
Kunsthal Aarhus is an exhibition space where artists work with and articulate societal issues, including sustainability. As an art institution, we have the capacity to encourage and promote debate and dialogue and put focus on these issues.

2016

- Food & Beverages**
 - High percentage of organic produce sold in café
 - Limited use of plastic
 - Using only seasonal produce
- Daily Operations & Mobility**
 - Greater focus on cycling
- Architecture and Physical Framework**
 - Reusing old materials as tote bags
- Communication & Behaviour**
 - Exhibitions focusing on climate and environmental issues

2017

- Food & Beverages**
 - 90% organic produce sold in café
 - Limited use of plastic
 - Using only seasonal produce
 - Vegetarian options
- Daily Operations & Mobility**
 - Greater focus on cycling
- Architecture and Physical Framework**
 - Reusing old materials as tote bags
- Communication & Behaviour**
 - Exhibitions focusing on climate and environmental issues

2018

- Food & Beverages**
 - 90% organic produce sold in café
 - Limited use of plastic
 - Using only seasonal produce
 - Vegetarian options
- Daily Operations & Mobility**
 - Greater focus on cycling
- Architecture and Physical Framework**
 - Reusing old materials as tote bags
 - Take a look at initiatives involving renewable energy
- Communication & Behaviour**
 - Exhibitions focusing on climate and environmental issues

SDGer in focus



 Location: Aarhus, Danmark

Kulbroen

At the south harbour, towering eight metres above the harbour front, stands a 160m long coal transporter. This is the coal bridge, which was used for transporting coal via crane to the city's gas power plant during Aarhus' industrial past. The coal bridge hasn't been used for many years and the remaining section of the bridge is one of the last relics of the south harbour's coal industry.

In 2014 the organisation, Friends of The Coal Bridge proposed establishing a green walkway on the old coal bridge drawing inspiration from the disused railway bridge High Line in New York. From that point on things have progressed fast with the development of The Coal Bridge.

The Coal Bridge project encompasses the 160m long bridge as well as the surrounding south harbour neighbourhood. The main idea with the coal bridge itself is to establish an active and attractive oasis for art, culture and innovation in the area.

The Coal Bridge should be a place for conversation and sharing ideas, where important issues can be discussed. At the same time, it is very important for the founders of the project that the coal bridge remains loyal to the area's cultural history. A more long-term vision for the project is to transform the south harbour into a business hub that moves in tune with the days and weeks. When businesses check out for the day, culture takes over so that there is life in the area at all hours of the day.

In the summer of 2017, the Coal Bridge Lab became a reality and the newly developed building has been erected directly beneath the Coal Bridge itself. Amongst other things, the Lab will facilitate meetings and discussions about the future of the Coal Bridge and the south harbour area. In short, the general vision for the Coal Bridge Lab is to ensure that different models for the south harbour's future are tried out in practise.



Steps to sustainability

The Coal Bridge has set itself the goal of taking the lead in sustainable development of the south harbour area and has therefore made sustainability one of the parameters in its processes and projects. This decision will be reflected in their choice of materials, the visual identity as well as the recreational functions and physical connections to the surrounding nature.

The establishment of Coal Bridge Lab has been supported by Underværker/RealDania, Superwood, Frøslev, FSC and Buus. Coal Bridge Lab will be built using FSC-certified wood and parks and other green areas will be planted around the house to provide a beautiful light environment and integrate nature into the current industrial aesthetic of the south harbour.

The overall goal is to make everything as self-sufficient with energy as possible.

The Friends of The Coal Bridge emphasise respect for the area's history in the regeneration of the coal bridge and so the current industrial look of the bridge will be kept and only appropriate materials will be used. The coal bridge must remain an area with respect for the (cultural) history of the neighbourhood. History has given the south harbour a soul that we can't achieve through building and so it is imperative that we protect and pass on this soul. For this reason, Friends of The Coal Bridge are focusing on keeping large parts of the existing buildings and adding to them, rather than tearing them down and building something new.

As well as working with The Coal Bridge and Coal Bridge Lab, Friends of The Coal Bridge have also decided to actively participate in the local area. In the years since the project was started up, they have held several open events for residents of the city. These events have brought many thousands of people to the south harbour – an area that has not previously been used for social activities. Initiatives such as these, as well as the work done by Friends of The Coal Bridge, have generated a lot of interest and attention in the south harbour, which is one of the reasons why the current vision for the area is very different from previous ones.

It is also important to mention that throughout the last three years of working with local planning, Friends of The Coal Bridge have pushed for a local area plan that preserves space for the various vulnerable groups that use the area.





Location: **Samsø, Danmark**

Samsø Award



Inspiration to develop a sustainability award came from the island of Samsø, a community which shifted from conventional energy sources to entirely renewable over the course of ten years. Since then the island has developed into an internationally renowned knowledge and inspiration hub for green transition and active citizenship.

The Samsø Award was set up by Samsø Energy Academy in co-operation with various European partners and was awarded for the first time in 2015.

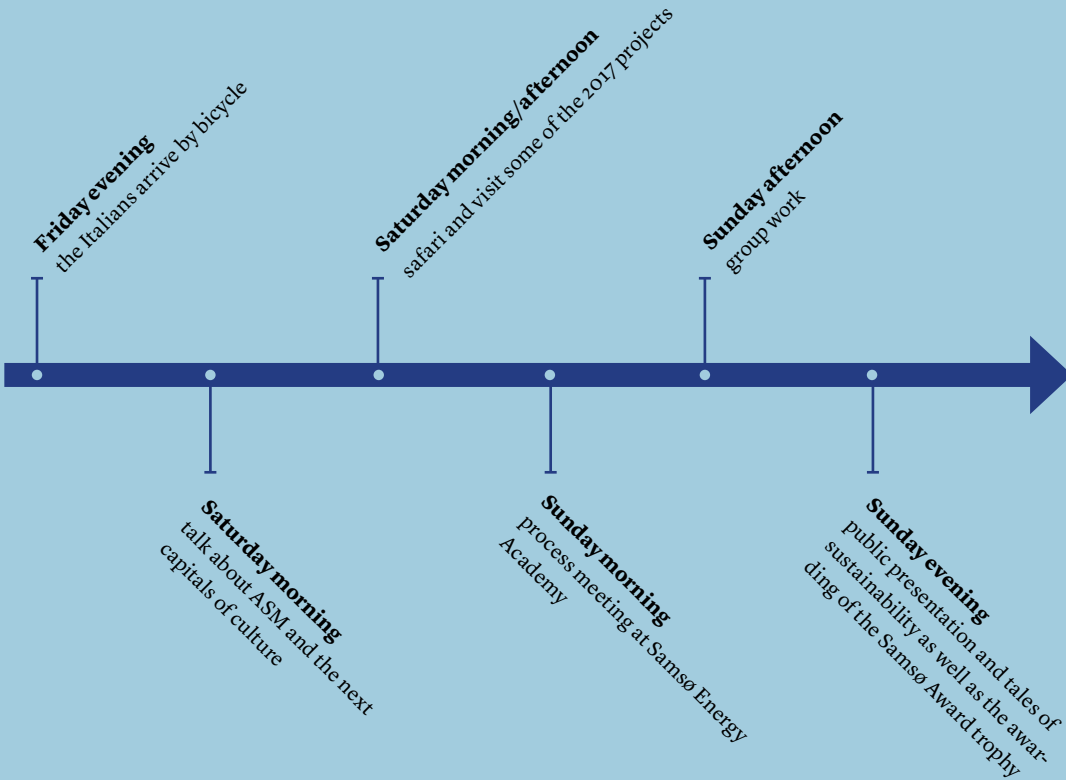
The Samsø Award celebrates projects that promote and highlight sustainability. Activities and a sense of ownership are increasingly seen as crucial elements in effecting genuine sustainable de-

velopment. This award therefore focuses on identifying examples of activities and projects that produce environmental, social and economic benefits to society across national borders.

It is an award where everyone is a winner and there are no losers. Where network building and partnerships are in focus.

The Samsø Award was most recently held in June 2017 where are a number of international environmental and cultural projects participated.

The award has proved itself to be an effective means of putting sustainability on the agenda and contributes to increasing public awareness and debate.



SDGer in focus





Location: Samsø, Danmark

Samsø Award

Samsø Award weekend in pictures

On this page we illustrate the process in pictures, which was explained on the previous page in words. The process and inspiration that take place in such a vibrant international setting are very important, which is why we have decided to include so many pictures of these meetings here.

On the left side are pictures from Friday and Saturday's programme in Aarhus and on the right side are the pictures from Sunday on Samsø



The MAST guys arrive at Godsbanen in Aarhus and Rumi shows himself for the first time in his tree costume.



Saturday's talk at Worldperfect's office about continuing the work of ASM in Leeuwarden in 2018 and Matera in 2019.



Martin Thim tells about The Coal Bridge project, which is about transforming an old industrial construction into a green walkway and recreational area.



Sunday morning and the motley crew are working together to find shared areas of interest and sustainable approaches.



One of the groups working. This is the economy group.



Emanuel and Rocco perform their song that they wrote on the way to Aarhus.



Four of the overall topics were selected after the morning's discussion. Everyone present joined one of the work groups to continue talking.



Here is the whole team from the Samsø Award, that worked together at the Energy Academy, gathered together.



On Sunday there was time to talk about the collaboration between the capitals of culture.

The European dimension

The international dimension is very important for ASM. Our ambition is reach much further than the Danish border.

The Danish ideas, businesses and solutions must be shared with Europe – both to inspire and to be inspired. ASM will go on an innovative expedition to show the world what the central Danish region can achieve, and with it, bring new knowledge and ideas back home.

It is a global plan that starts locally. In Aarhus' year as capital of culture, 2017, we need people to turn up, experience, laugh and share experiences across the region. For this reason, we have decided to start a network of capitals of culture both future and past. On this map, you can see the next three years of capitals of culture.

2017



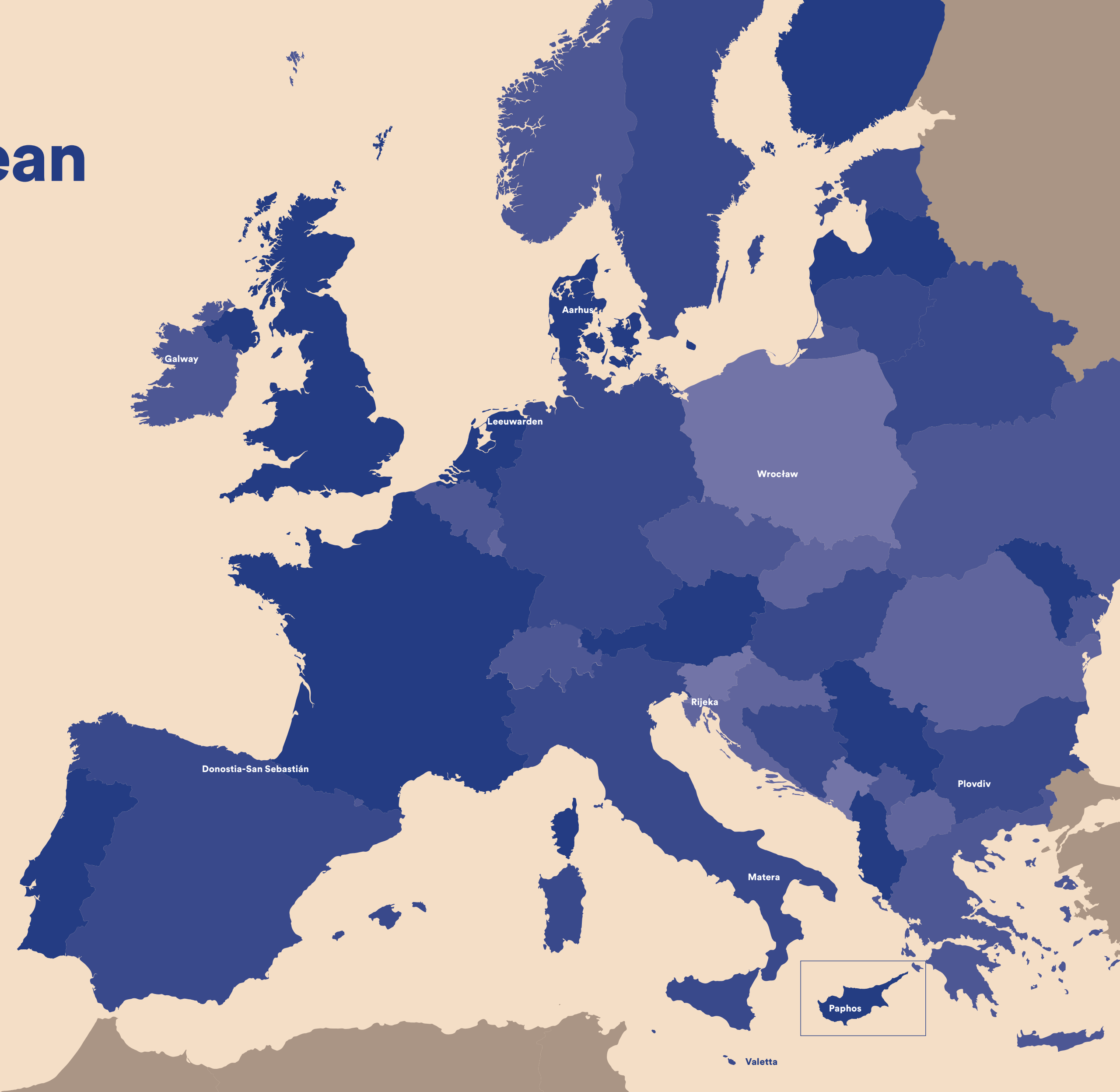
2018



2019



2020



 Location: **Leeuwarden, Netherlands**

Welcome to the village

For a grand total of three days, Welcome to The Village will be the most beautiful little village of the Netherlands. A Village that we create together, and where we think a good music programme with international talent, delicious and logical food and innovative art and design are important. The festival is organised by a big group of young freelancers, lots of friends and more than five hundred volunteers.

In short the festival can be described as a transient free state where there's room for trying out experiments, initiatives and products for a sustainable society. This is the place where you can enjoy excellent new music, but also partake in the various experiments being carried out by our knowledge partners.



Sustainable actions



Food & Beverages

- Local food
- Focusing on animal welfare
- They only serve meat from male animals because male animals often are byproducts of our food industry and thereby thrown away.
- Created a local food chain where farmers, chefs, caterers and customers work together and exchanging know-how
- The festival demands the caterers on the festival organic food and that they can tell where their products come from.
- Serve their own homemade beer which is brewed in a local brewery



Daily Operations & Mobility

- Over five hundred volunteers.



Architecture & Physical Framework

- Construct the festival by hand and use homemade props
- Workshops in the festival program where people can try to make things out of trash. For example swings out of old soda bottles.
- Various groups are creating the festival together. Young people from special education institutions, older people and students among other things.



Communication & Behaviour

- Welcome to The Village does not end after the 3 days festival. The organisation operates all year long and works in partnerships with dozens of communities, knowledge institutions, companies and volunteers in order to realize their objectives.

SDG in focus



 Location: **Matera, Italy, Aarhus, Denmark**

MAST

MAST 2019 is a project which started in 2017 when two men from Carnevale di Satriano decided to go by bike to a sustainability festival in Aarhus and Samsoe. The decision was made because they think it will be wrong to take the airplane to a festival about sustainability. Therefore they biked all the way from Matera to Aarhus which is around 2500 km.

The trip was organised in 19 stages - some of the stages were: Chieti, Forli, Mantova, Trento, Linz, Pilsen and Berlin. The fundamental concept for this trip was to tell what sustainable culture were for the Europeans they met throughout their trip to Aarhus.

The project is not just a one-time event. The idea is to do it again next year and this time the trip will go to Leeuwarden Friesland which is one of the Cultural Capitals in 2018. This time they hope more people will join the trip and help spread the message about sustainable living.



Sustainable actions (text coming)



Food & Beverages



Daily Operations & Mobility



Architecture & Physical Framework



Communication & Behaviour

SDG in focus





Location: **Friesland, Netherlands**

Fossiel vrij Friesland

Fossielvrij Friesland is a network comprised of a big group of companies, students, schools, villages, governments and other types of organizations work together to achieve a Fossil Free Friesland. The idea for the network is not just to talk about how to create a fossil free transition - it is also important to create ambitious projects that contribute to the specific transition of Friesland. Fossielvrij Friesland prioritise knowledge sharing between their members (they call them Freon which means friends) and at the same time create concrete action.



Sustainable actions



Food & Beverages

→



Daily Operations & Mobility

- In 2018 at least 100 companies, organisations or shops fossil free
- In 2018 is the goal that around 5.000 housing is using solar energy



Architecture & Physical Framework

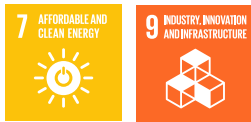
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Communication & Behaviour

- Engages pupil in sustainability, energy and technology through a school program in 2018
- The project Elfwegentocht in 2018 have the purpose to create two weeks where fossil fuel are abandoned

SDGer in focus



Location: **Satriano di Lucania, Italy**

Carnevale di Satriano / Rumit

Carnevale di Satriano is a carnival which take place from the 10 to the 11 of February 2018 in Satriano di Lucania inside the Lucano Apennine National Park. The carnival is an old tradition where people dress up as rumit (the hermit). This disguise is considered to be an arboreal ritual which represents a man or woman fully covered in heather leaves. Traditionally at dawn these walking bushes come out of the forest and reach the village streets and starts to knock on every door in town. The tradition says that those who receive a visit from the walking bushes have to respect his or her silence and offer him or her some food and money.

The rumit today are used by the new generations to leave a universal message regard changing the existing values and restoring a more authentic and almost ancient relationship with the Earth to respect mankind. The Carnevale di Satriano in 2018 wants to gather lots of people dressed up as a rumit to create a walking forest in the city center.



Sustainable actions



Food & Beverages

- They serve local seasonal food
- Local beer and wine



Architecture & Physical Framework

- Trees will be planted by the Association in collaboration with the students from surrounding villages to compensate the CO2 emissions.



Daily Operations & Mobility

- Carnevale di Satriano collaborate with Eventigreen.it to make their daily operations sustainable
- Disposable plastic cups were banned,
- All sales material is printed on FSC-certified paper
- A car-pooling service are provided by IgoOn platform
- The vision is to reach the highest level in recycling



Communication & Behaviour

- The walking forest is used as a way to spread the message that we have to give back to nature what human has taken from it.
- The event wants to create an awareness on the global warming and that human actions has a huge impact on the development.

SDGer in focus



Aarhus Sustainability Model
Aarhus 2017[illegible]

The publikation

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.

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**WORLD
PERFECT**

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.

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**/\RHUS
–2017–**

The Aarhus Sustainability Model (ASM) is designed for those working with culture and cultural projects. ASM helps with starting up, developing and implementing sustainable initiatives. The model consists of three tools: a strategy, a policy and a plan of action, that each make the main challenge of getting started, easier.

Version 2 looks towards Europe and cultural sustainability by sharing ideas from other European Capitals of Culture (ECoC).

The Aarhus Sustainability Model has become ECoC Sustainability Model.