

DEBRECEN

2023 • • • •

EUROPEAN CAPITAL
OF CULTURE

—
CANDIDATE CITY

SENIOR
STATION

2023



Q/O1

WHY DOES YOUR CITY WISH TO TAKE PART IN THE COMPETITION FOR THE TITLE OF EUROPEAN CAPITAL OF CULTURE?

As Europeans, we are happy to share different experiences, stories and perspectives among Europeans.

Debrecen indisputably has ambitions - but people are working hard to fulfil them. The city has formulated a cultural strategy for the years up to 2030, and a long-term development vision is also shaping up. Our city is in the middle of a **radical transformation process**, turning into a major conurbation through dynamic economic growth and supported by big infrastructure investments. As a result, it is undergoing rapid multicultural change, spurred by the expanding numbers of foreign students and international investors establishing themselves in the city every year.

WHAT WE NEED

...is balance. A business centre, international investments, intensive growth, the biggest university in Hungary, a developing international airport and a cross-border regional role - these are the commercial and educational assets on one side of the scales.

We want to become European Capital of Culture to put **culture and European collaboration** into the other weighing pan.

Why culture?

Because otherwise we will face serious tensions within the city and between the city and its surroundings:

Ø1. Debrecen's somewhat inward-looking, rather homogenous and culturally conservative community will stand in marked contrast to the rapid modernisation and changes in the economy, business and university, with these developments seeming to be artificial and forced in the eyes of many citizens.

Ø2. The dynamic development of the city is still an isolated phenomenon - the direct surroundings of the city benefit little from the growth. In the narrow region of Debrecen a significant part of the inhabitants live in deep poverty.

Culture, culture-based development, debates and self-reflection have the potential to offer proposals, concepts or sometimes even solutions to reduce these tensions and to balance the conflicts.

To achieve its potential, the cultural life of Debrecen has to become more connected (both internally and externally) and international. We need more interaction, cooperation, integration and adoption of best practices. The European dimension of our ECoC bid is fundamental to the entire project, as the internationalisation and professionalisation of the cultural scene of Debrecen is one of the main local expectations of our bid.

With the ECoC title Debrecen would receive a **"European scholarship"**, a moral recognition to learn more and work in a very focused manner to achieve the above mentioned goals.

Why? We know that the new balance of the city - as outlined above - would bring a better quality of life, pro-active communities, more European cooperation, a more innovative cultural offering, and overall a colourful and attractive Debrecen becoming an acknowledged member of the family of European cities.

As Hungary's second city and a regional centre, Debrecen's ECoC achievements would have an impact on the whole county and the cross border region. This would be a truly valuable contribution to all Europe.

WHAT WE STAND FOR

Our programme is focused on developing **European and local values** through cultural interaction. The emerging significance and responsibility of cities for the future of Europe corresponds with the new role of Debrecen for its region - and Europe. We wish to develop future visions for Europe. Living together in harmony and more interaction with other cultures is the biggest issue in today's Europe - and Debrecen is a living laboratory of an advancing multicultural, more inclusive society. Sustainability in all fields of life is the most important issue in tomorrow's Europe. At the city level, Debrecen is committed to these principles when planning its future, particularly in terms of culture.

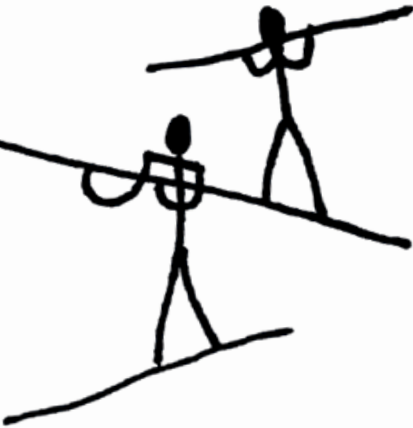
We aim at transporting these European themes systematically to our citizens and the visitors of the ECoC programme. A lot to discuss about and work on with our European friends. They are all welcome!

WHAT WE AIM AT

Put succinctly - is a valuable, sustainable legacy. Apart from artistic cooperation and hospitality during the year of ECoC, our longer-term aim is to create a serious ECoC-legacy and a system of long-term mutual learning through new European partnerships and networks. This is our challenge.

In our dreams we are in the year 2030. We see an average Debrecen couple waiting with bated breath for the next edition of the Horizon Festival in the summer with an array international artists and performances on the bill. They love this extraordinary cavalcade of art, nature and celebration of sustainable lifestyle. Their daughter, a contemporary designer, is renting a studio at the hub of the Creative and Cultural Development Agency, her art-pieces are selling well. She travels regularly and has been invited to design weeks throughout Europe already. Their son is operating a Cool School Container with his schoolmates - they form an experimental music band. They both intend to stay in the city as cultural life and the whole creative sector is full of new possibilities and perspectives.

Walking along the huge flower and plant installations in the public space of the city, our couple is passing by the b24 art centre, where currently residential artists from several countries are debating culture with local colleagues on the terrace. Then our imaginary couple returns to Tócsóskert where they live. What a colourful housing estate nowadays! They will go to the Exchanger community art centre this afternoon, as recently they have initiated a local tango group for seniors. In the evening they have to do some shopping in the city centre - they would never miss a coffee on the rooftop of the Forum Mall: what a fantastic place to enjoy the sunset on the horizon!



Q/O2

DOES YOUR CITY PLAN TO INVOLVE ITS SURROUNDING AREA? EXPLAIN THIS CHOICE.

The host of this bid is emphatically the city of Debrecen. However, our programme shares activities both with **the immediate surroundings and the wider region**, including cities in north-east Hungary and cross-border cooperation with cities in four countries. (This cross-border city cooperation network is linked to the existing Carpathian Euroregion and hence subject of **Q09**.)

Building regional partnerships through the ECoC is in line with the long-term plans of the city to develop its **regional centre role** within eastern Hungary (in terms of economy, education, health services, traffic, tourism and culture) and its (cross-border) **regional network-building** role. In the cultural sector these efforts are equally supported by the city cultural strategy (the development of festivals, the role of institutions) and the ECoC programme (projects for, in, and with the region).

NEIGHBOURHOOD RESPONSIBLE CITY

Debrecen’s role as a regional centre role is inherent, originating from its economic, environmental and social **responsibility** for the region.

Hence, project-based cooperation with the settlements and communities within a range of 30 to 40 km will have an important role in the programme. We have involved them to respond to a variety of challenges:

- In terms of ecology and environmental sustainability, Debrecen feels responsible for the neighbouring Hortobágy National Park, a UNESCO World Heritage site famous for its landscape, unique biodiversity and low e-light pollution. With the ECoC programme, a completely new horizon will be opened for the Hortobágy region. The **Horizon Festival** (see P. 32) will stand for a new model of environmental sustainability and ecotourism, cooperating with partners from the region including villages and the

towns Hortobágy and Tiszafüred, as well as professionals from the Hortobágy National Park and an international partner for environmental sustainable culture issues: Julie’s Bicycle - Sustaining Creativity (UK).

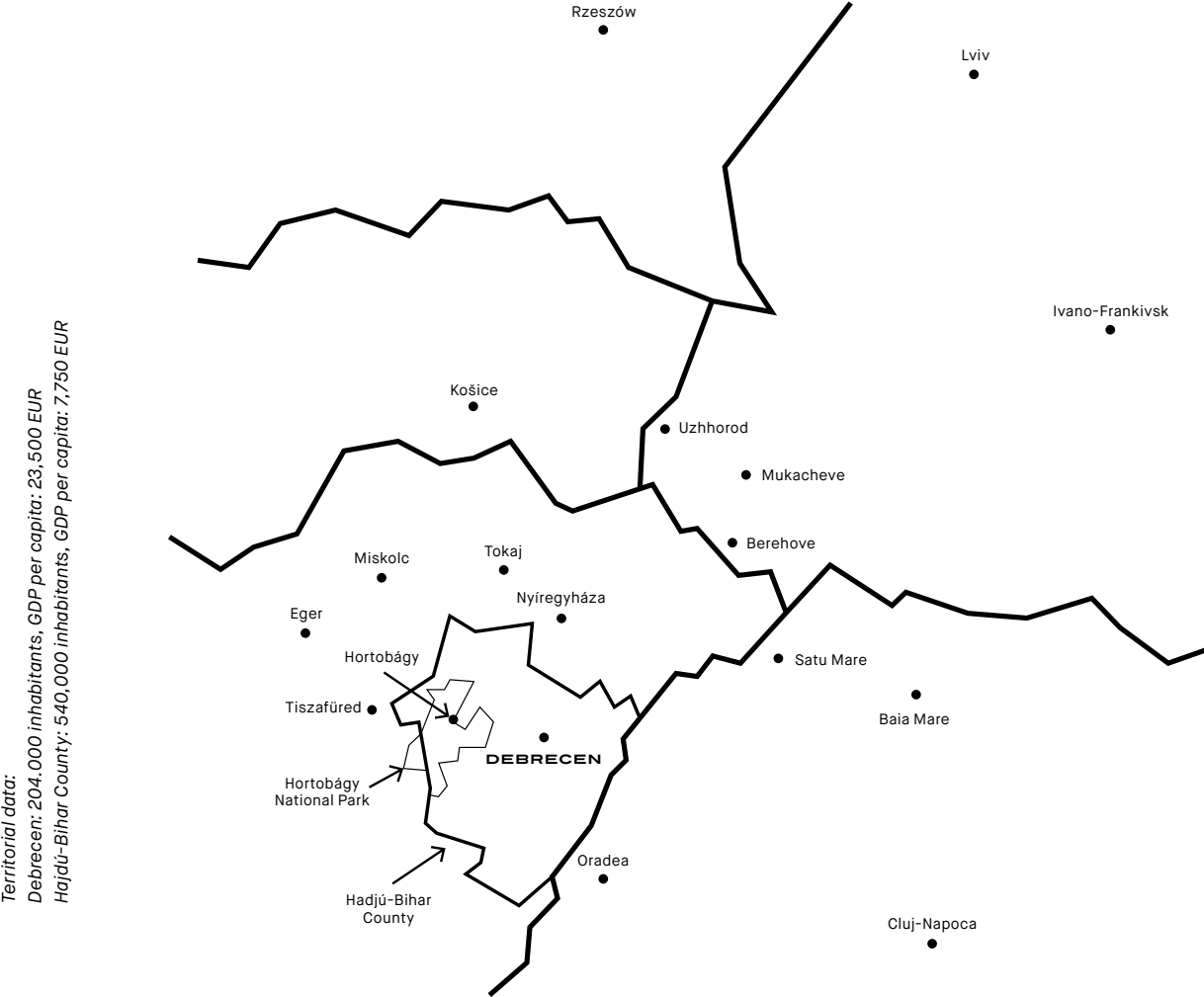
- In terms of social-cultural development, Debrecen feels responsible for the people in the communities and villages around the city who do not benefit from the economic development of Debrecen directly. Their living standards, social status and incomes are very often far below those in the city. These imbalances cannot be solved by the ECoC alone, but our programme presents examples of how culture-driven activities can certainly reduce the differences and open new horizons for future generations. For example, the **Craft for Life** (see P. 42) project will support young, talented artisans from Roma communities to develop their own arts and crafts traditions. Furthermore, we have extended the scope of the **Cool School Containers** (see P. 47) project to the high schools of Hajdú-Bihar county to bring this community-building tool to a wider range of young people in the region. Some mobility and grant schemes for small NGOs and initiatives will also be open to the region (see **Q20**).

ECOC PARTNER CITIES IN NORTH-EAST HUNGARY

North-east Hungary is part of the cross-border regional cooperation network of the Debrecen bid. Our aim is to negotiate cooperation agreements with the cities of this region to spread the impact of ECoC.

- **Nyíregyháza** institutions and organizations will be involved into the **Soul Leaders** project and **The Memory Gap Museum**. Nyíregyháza city council will support Debrecen to involve the Nyíregyháza-based LEGO factory as a partners of the programme series **Show your Spices**. The city has also expressed an interest to join the **Exchangers** project, considering to open similar community art centres.
- **Eger** is one of the former Hungarian ECoC candidates for 2023. Debrecen appreciates the ECoC-efforts of Eger when approaching the city for cooperation. Eger has officially expressed its interest to participate in the **Horizon Festival** and in the **Celebrate Letters, Imaginary Spaces, Soul Leaders** and **The Memory Gap Museum** projects.

- The municipality of **Miskolc** has expressed an interest to join the **Exchangers** project, and also plans to open community art centres in its housing estates. The two cities will work together on knowledge sharing and adopting European best practices. In a happy coincidence, the National Theatre of Miskolc will celebrate its 200th anniversary in 2023, and plans to cooperate in ECoC theatre projects (**e.g. Trans/Missions 2023**). **Cine Special Fest 2023 International Film Festival:** Miskolc CineFest International Film Festival and Debrecen 2023 have already agreed to jointly organise a special programme of the annual film festival (Cine Special Fest 2023). For 2023, the 10-day event, scheduled for September, will screen European movies related to the themes of the Debrecen 2023 programme.
- Debrecen was delighted to invite **Tokaj** to join the key area #LANDSCAPE (key areas see in **Q04**) with artistic events in the natural environment.
- **Tiszafüred**, located at Lake Tisza on the Western edge of the Hortobágy National Park, has officially expressed its interest in the key area #LANDSCAPE (key areas see in **Q04**) and the **Horizon Festival**.



Q/O3

EXPLAIN BRIEFLY THE OVERALL CULTURAL PROFILE OF YOUR CITY

If we just take a snapshot, culturally Debrecen shows several **contradictory faces** simultaneously. For example, a well-structured institutional background versus the lack of a strong creative sector; a significant European role in the historical legacy versus a sometimes provincial cultural record; an existing pride and patriotism versus a disastrous brain drain effect - contrasts that show signs of a sometimes Janus-faced human settlement that is able to evoke totally conflicting opinions of different people.

The domestic visibility of Debrecen on the cultural map of Hungary is unquestionable, as it is historically recorded as one of the few important hubs outside Budapest. Certainly, the cultural influence of the city can be felt beyond its actual borders, attracting attention from neighbouring counties and sometimes the entire country. However, from a European point of view, Debrecen is rather **undetectable**.

The Municipality maintains a system of cultural, artistic and public institutions appropriate to the city's importance and population. Some of these have national prestige in addition to their regional significance. The **MODEM Modern and Contemporary Art Centre** features the largest exhibition space in Hungary outside Budapest. MODEM's artistic programmes include both classical modern blockbusters and experimental contemporary exhibitions. It also runs two smaller studio galleries for emerging artists and community space for local youngsters. The **Déri Museum** is recognised as the second most important ethnographic museum of Hungary, due to its prominent collection and its archaeological and scientific activities that are significant also at European level. The **Csokonai National Theatre** is the largest theatre of the region: it enjoys "national theatre" status and is a first-class venue for staging contemporary Hungarian drama. The **Vojtina Puppet Theatre** is the only official puppet theatre of the immediate region, and has a distinguished status.

As for music, the **Kodály Philharmonic Orchestra** is a national category symphonic orchestra performing regularly in Budapest and undertaking concert tours across Europe, while the associated **Kodály Choir** is the only professional mixed choir outside the capital.

The **Kölcsey Convention Centre**, run by the official event management company ("Főnix") of the city, is a venue for several cultural events besides conferences, while the **Agóra Science Centre** is the only institution of its kind in the whole of Eastern Hungary. **Méliusz Library** and the **Debrecen Community Arts and Crafts Centre** have affiliated units in the city's suburbs. The city does not officially have any cultural institutions in the surrounding region (county), but makes efforts to cooperate with neighbouring disadvantaged communities when appropriate.

Debrecen has a strategic development plan called the "New Phoenix Plan". This includes significant developments that will enhance the cultural infrastructure. (The most important cultural elements are described in the fourth chapter of the answer to **Q18**.)

Both the denominations and the university shape the cultural profile of the city. Religion and education have played major roles in creating Debrecen's cultural heritage. Indeed, the city dubbed the "**Calvinist Rome**" in the 18th and 19th centuries, boasts numerous institutions as testament to this. One of the most notable is the **Great Library of the Reformed College**, the very first public literary collection of the city. The local printing house, in operation since the 16th century, and the diverse relationship network of the college, have been instrumental in compiling a truly exquisite and lavish collection of books, codices, and old manuscripts.

The **Roman Catholic and Greek Catholic Churches**, have also added to the unique cultural mix, while the synagogue of the **Jewish community** imparts its own very special ambience in its neighbourhood.

The **University of Debrecen** is almost a city within the city. Its 30,000 students (about one fifth of whom come from abroad) and 5,000 employees make a vital contribution to the cultural life of the city in the form of concerts, theatre and community activities.

More problematic is the situation of the cultural and creative enterprises and the presence of non-governmental

organizations. The municipal government of Debrecen has official connections with as many as **400 NGOs**, half of which pursue cultural activities. However, while some are respected and established players in the cultural life of the city (including folk dance, music, and handicraft associations) lots of civil initiatives typically have short lifespans. The causes are various, but include the lack of long-term financial support and population movements - specifically the most creative and proactive young people increasingly move elsewhere to live and work. It is also notable that only 2.6 per cent of the annual cultural budget is spent through NGO activities - and this budget is rather for one-off project financing and not for strengthening the sector long-term. **Enterprises in the cultural and creative sectors**, aside from a very few exceptions, are small and have little real chance of establishing a sound economic basis.

We might conclude that Debrecen has solid institutional and infrastructural foundations for its cultural institutions, maintaining and developing them from a stable, ever expanding cultural budget - all of which should result in a vivacious and up-to-date cultural environment. However this is not always the case, and in many ways the city remains rather provincial in terms of culture, and thus the focus of development has been mostly on infrastructural investments rather than the quality of **cultural content**.

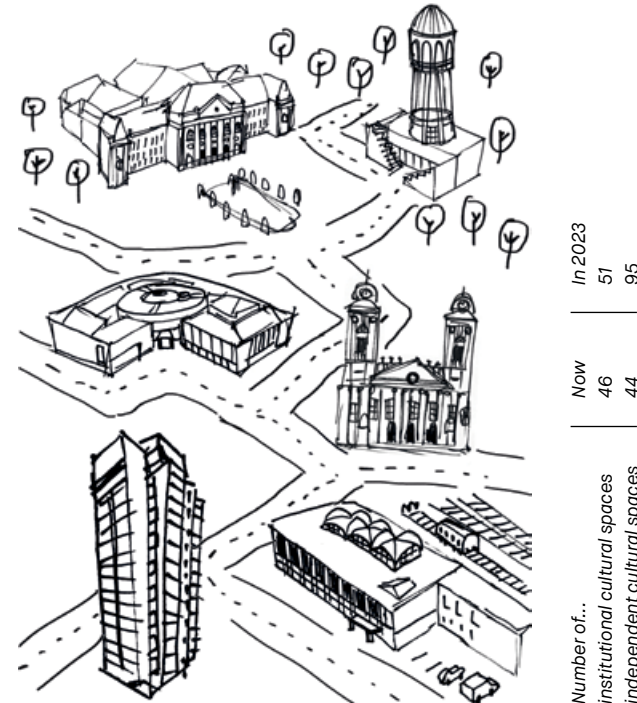
Indeed, the attitude towards culture in the city is fundamentally conservative, with progressive and contemporary artistic projects typically attracting only few hundred people at best. While the previously mentioned **MODEM**, with its outstanding performances, would be a flagship event in most European cities, it attracts comparatively few visitors. From an economic point of view, Debrecen has the potential to become a regional metropolis. However, as regards culture, it displays the features of a small town, lacking the necessary knowledge to scale up its activities. The presence of international experience, real and tangible **European cooperation is the exception** rather than day-by-day practice. Crucially, the city appears unable to retain the really talented, young creative experts and artists, primarily because the cultural environment fails to provide an attractive critical mass.

The lack of strategic audience development is an important issue, despite the presence of some good practices in art pedagogy. The level of involvement and participation demands significant efforts to increase. Even though municipal leaders and several NGOs say they are **devoted to cultural modernisation**, changing attitudes is a hard and frustrating process. The city has become comfortable with its regional leadership role and for many, just the idea of a change sounds difficult, painful and pointless.

Visual culture can hardly be noticed in the streets, neither is it consciously incorporated in urban development. The city's values and heritage barely feature in any branding or marketing projects. It is remarkable that a community space belonging to the university - the **Great Forest Water Tower** - can attract far more young inhabitants annually than municipal institutions. This is perhaps the only example in Debrecen of the successful cultural utilisation of a former piece of industrial real estate. The city hosts several major cultural events, but only two have any national (or cross-border) visibility: the **Debrecen Flower Carnival** has a long history and it remains a significant attraction despite its slight post-socialist feeling. The **Campus Festival** (run by a university affiliate) is a huge open-air series of popular music concerts (along with some other performing arts) that has attracted audiences in excess of 100,000, but it competes in a highly saturated market.

The city centre shows some good examples of the progressive gastronomy scene, accompanied by changing lifestyle trends that include more frequent dining out than in the past - but sometimes at the expense of visits to cultural institutions.

Considering that Debrecen is a "**slow city**" compared to some leading cultural hubs in Europe with **all of the advantages and drawbacks** of this label, where time used to pass in a different way already in the socialist era, the ECoC Programme is a real wake-up call. The frames are given in the city's development vision and the cultural sector has to find its role in the process of inevitable and irreversible modernisation.



Q/O4

EXPLAIN THE CONCEPT OF THE PROGRAMME WHICH WOULD BE LAUNCHED IF THE CITY IS DESIGNATED AS EUROPEAN CAPITAL OF CULTURE.

SHARING HORIZONS

encapsulates the concept of our programme, which stands for active cooperation with Europe. It is a strong metaphor for freedom, open-mindedness and interaction. By using the plural, we want to indicate different layers of interpretation, while at the same time it stands for the pluralism of our bid. The Debrecen 2023 artistic and cultural programme will be a vehicle for our journey to new European horizons.

The narrative of the programme originates from the fact that Debrecen is located in the middle of the Great Hungarian Plain, in some countries also known as the puszta.

Indeed, not even a tree interrupts the landscape until the end of the horizon. A **perfect space to exchange thoughts** with neighbours, to reach out to the unknown, to look forward and to find your way unobstructed by any obstacle. The Hortobágy National Park, the most preserved natural area of the Great Plain, stands for exceptional biodiversity that serves as a metaphor for European cultural diversity – as aimed for by this bid.

However, the location of the city evokes frustrating connotations as well. Both in English and Hungarian the attribute **‘flat’** figuratively means boring, which used to be a widely held opinion about the city. Another determining dimension of location here is being on the periphery. Being “flat” and on the margin often results in frustration. But our programme stands for proactivity, openness and new European connections. ECoC is a tool for this sought-after change. As a reference, history, recent developments and future perspectives of Debrecen form a basis for the **concept of horizons**. The heritage and the spirit of the Reformed College build a good starting point for our new regional and European dialogue. Recently, new horizons have been opened to the city by a growing economy, increased airport traffic and expanding higher education. The international communities that have resulted from these developments, have a growing long-term relevance for Debrecen as a

major city and regional centre, and stand for successful cooperation. Debrecen’s expanding science and technological research developments represent another horizon of the future, while in culture the city’s many artistic and community-based initiatives are worthy of a far wider, more international audience.

However, during the bidding process we have experienced that there is a **rising demand for change**. Despite the varied natural environment, the growing economy and the expanding higher education, the city is a somewhat culturally closed and conservative community. We need new impetus to extend our mental boundaries, and an essential part of this mindshift will be to interlink Debrecen with the many cultures of Europe.

SHARING HORIZONS

is therefore not just a nice metaphor, but rather a **clear invitation to open up for a step-by-step collective paradigm shift**. A process of thinking and discovering. It only works through a two – or rather multiple – way **dialogue**. For us: with the support of Europe, for Europeans: by discovering us. The two basic dimensions of horizon are set by the universe and our life on earth: We live in **SPACE** and **TIME**. The SPACE dimension offers us a physical horizon given by the landscape and invites us to explore new territories. The TIME line represents a horizon between the past and the future inviting us to be rooted in our past but future looking. Being conscious and able to think, only human beings perceive the development of **MIND** that is the third basic dimension of horizon. The MIND as a horizon refers to the line between the “known” and the “unknown”, but also between conscience and sub-conscience. It is the metaphysical interpretation of “horizon” meaning to open up our minds. We are able to widen our MIND like the horizon to acquire more knowledge, empathy and in the end more opportunities. Related to these three dimensions of the horizon we have identified programme areas in which we initiate a collective opening: a **mindshift**. We named them key areas:

SPACE:

#LANDSCAPE

points at rural and urban space. We raise the sense of responsibility for a balanced and sustainable relation of human and living environment.

#MOBILITY

covers real and figurative motion. Our aim is to reduce the physical and mental distance between Debrecen and Europe, and among Europeans.

MIND:

#KNOWLEDGE & KNOW-HOW

reflects 21st century knowledge society. We learn how to use tradition for invention, and share skills and knowledge as public goods.

#COMMUNITIES

focuses on local social groups. We strengthen the city’s decentralisation, the cultural interactions and the responsibility to increase solidarity, diversity and inclusion.

TIME:

#PAST

promotes historical awareness and heritage. We activate self-reflection and offer different perspectives on the past strengthening empathy among Europeans.

#FUTURE

investigates future scenarios. We seek for visions and strategies for Europe and explore scientific and technological development in a cultural-human interaction.

“It is not the big nothing but the chance for anything!” (an art school director from Japan visiting the Hortobágy)

puszta (NOUN) – In Hungary: a large plain, a steppe; a flat treeless region. – Origin: Mid 19th century; earliest use found in Emmeline Stuart Wortley (1806–1855), poet and travel writer. From Hungarian puszta plain, steppe, waste (probably from a Slavonic language). – Pronunciation: puszta /ˈpʊstə/ [Oxford Living Dictionaries]

Q/O5



DESCRIBE THE CULTURAL STRATEGY THAT IS IN PLACE IN YOUR CITY AT THE TIME OF THE APPLICATION, AS WELL AS THE CITY’S PLANS TO STRENGTHEN THE CAPACITY OF THE CULTURAL AND CREATIVE SECTORS, INCLUDING THROUGH THE DEVELOPMENT OF LONG-TERM LINKS BETWEEN THESE SECTORS AND THE ECONOMIC AND SOCIAL SECTORS IN YOUR CITY. WHAT ARE THE PLANS FOR SUSTAINING THE CULTURAL ACTIVITIES BEYOND THE YEAR OF THE TITLE?

THE CULTURAL STRATEGY 2017-2030

Having a cultural strategy means that a city has both a **vision** and an **action plan** concerning its cultural life for at least the next decade. Debrecen has not had a cultural strategy previously, but the decision to apply for the ECoC title was a strong catalyst towards creating one, although by far not the only factor. A city approaching such a change cannot develop in a balanced way without recognising that the cultural system also has to respond the challenges generated by the fast transformation. Culture also has to be one of the factors to relieve any social tensions and possible harmful effects of the social changes taking place in society. The recognition of this responsibility led to the birth of our cultural strategy.

The process to create a cultural strategy started in 2016 with three representative public opinion polls designed to analyse the cultural needs and customs of Debrecen’s inhabitants. These were followed by a professional cultural audit and a great many interviews with local stakeholders. **The Cultural Strategy of Debrecen for 2018-2030** was then voted upon by the General Assembly of the city on 14 December 2017. Since then, the strategy has been developed in line with the bid book and under a strictly monitored process.

The strategy is based on a clutch of general **principles**, including, for example the constitutional right to education and culture, social cohesion and equal opportunities, the importance of cultural diversity and European dialogue, organic development, responsibility for the environment, and a central role for strengthening cultural identity. The strategy is also a key element in the city’s **long-term vision**, which envisages Debrecen as a completely different city in the future. It was designed in harmony with the city’s economic, tourism and overall modernisation plans. Debrecen will maintain its regional leadership role by dint of its dynamic economic growth and geo-political situation, and thus the strategy seeks to find solutions for the challenges that the city is expected to face.

The main challenges include the impact of digitalisation; enlarging the role of innovation; the changes in cultural expectations and consumer habits of the internet generation; the relativity of canonical knowledge and values; the availability and free access to knowledge, free contents (and the fact that there’s no more exclusive information); the problem of the two existing cultural poles in Debrecen; the desired development of private (for-profit) cultural operators; the lack of human resources and capacity; the closed system of culture financing based on public resources and the knowledge-based economy.

Analysing all these challenges helped us to set up the **goals of the cultural strategy** as follows:

- Reaching the status of a regional leader in the field of culture by 2030
- Being one of the most significant cities in Hungary in the context of culture (as regarding population)
- Refreshing the cultural identity of Debrecen and making its traditions dynamic
- Increasing the presence and value of the creative industries in the life of the city
- Democratic culture – ensuring a wide range of access and availability in the field of cultural goods and services
- Decentralised culture – providing equal opportunity for access to culture everywhere in the city
- Building the image of the city consciously through culture
- Strengthening European ties and connections
- Achieving international visibility for our cultural values
- Transforming our various old and new festivals into strong, international brands
- Developing the toolbox and infrastructure for competitiveness
- Establishing organisational models supporting project-based operation in accordance with the performance of public duties

The cultural strategy defines **three key tools**, which also highlight the parallels with the ECoC bid book. The key tools are:

Tool #1: Capacity building and human resources development	The lack of proper capacity and human resources - primarily caused by the continuous brain drain - can only be overcome through a highly conscious, well structured and comprehensive cultural capacity programme.
Tool #2: Mindshift	The basic aim is to form a new institutional service provider model, facilitating cultural decentralisation to provide equal opportunities to access culture throughout the city. The inhabitants of Debrecen will become proactive culture makers in the future and the city is going to subsidise grassroots and civilian cultural initiatives and activities, enhancing involvement and participation.
Tool #3: Network building	Although Debrecen has a visible effect on the cultural life of its region, cross-border and transnational cooperation, along with increasing European ties and networking, all have to be raised to a new level. All phases of this process are described in detail in the answer for Q09 .

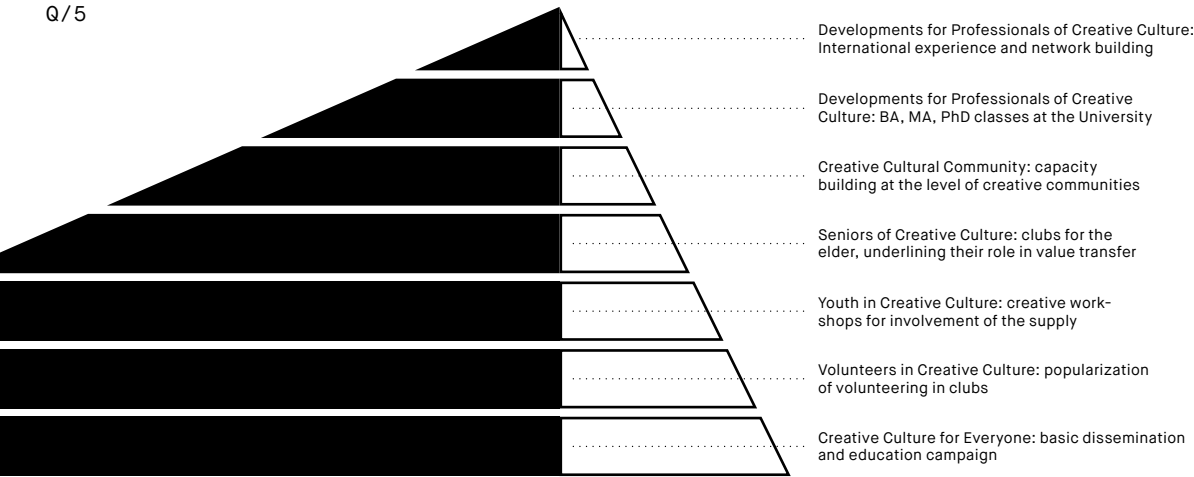
CAPACITY BUILDING IN THE CULTURAL AND CREATIVE SECTOR

There are two main aspects - or phases - regarding this subject: the first is concerned with an intensive broadening of the **knowledge, skills and human resources** that are available for the sector. The second is about how to establish a **business-friendly ecosystem**, which helps **cultural and creative operators** to achieve their aims and create sustainable, viable entities, enterprises and organisations.

The first phase is to establish a multi-level training and educational programme. This was developed mainly with the Department of Cultural Studies at the University of Debrecen and is called the **Creative Cultural Academy**. The whole concept is built on the importance of human capital and resources, based on the traditions of studies in this field - but in a highly dynamic, 21st century way. This department - the predecessor of which was established in 1956 - already runs a bachelor’s degree in community organisation, a master’s in cultural mediation and a combined teacher of community development class.

Along with these capabilities, the cultural strategy itself recognizes the need for more well-educated, creative, internationally experienced professionals who are ready to develop themselves further during their career. According to a study by **Eurocities** (which Debrecen is just about to join, see **Q09**), having **cultural operators prepared for the future** is one of the five key challenges in developing cultural activities. Moreover, it is also necessary to recognise - as the cultural strategy does - that the level of involvement, participation and engagement very much depends on the information and knowledge that reach the general public rather than just professionals. This is why the Creative Cultural Academy in Debrecen is planned as a multi-level programme based on a **pyramid model**, which seeks to address everyone and anyone with an interest, regardless of age from amateur to professional artists and cultural players including volunteers.

The model, along with its classifications, target groups, methodology and indicators, have been carefully assessed, although the full details are outside the remit of this bid book. This pyramid introduces the concept and classifications.



The Creative Cultural Academy will be operational for work from 2021 and run as a **cooperative project** between the University of Debrecen and the ECoC Debrecen 2023 Non-Profit Ltd. It will utilise the experiences of recognised international partners, in particular The Tempo Academy from Kaunas (LT), which is a well developed project in the Kaunas 2022 programme. The uppermost level will also draw on the skills and knowledge of the new TANDEM project to be started with the European Cultural Foundation. (This project is described in more detail in answers to **Q09**.)

If the Debrecen bid is successful, the **Creative Cultural Academy** will have a budget from the programme line of the ECoC operative budget of **EUR 900.000** from 2019 to 2024. (see **Q31**)

The second phase focuses on strengthening the cultural and creative sector from an economic viewpoint. The background for this is the **Creative Industries Development Strategy**, a blueprint for creative development formulated by CreaCity, a subsidiary of internationally acknowledged Design Terminal Budapest. The strategy, drawn up in 2018, is based on a thorough, **qualitative mapping of the creative economy** in Debrecen. The main results of the study reveal the following regarding the city:

- there are positive initiatives and some marketable entrepreneurs
- the players within the sector are open-minded and ready to cooperate
- there are major deficiencies and a lack of platforms in intersectoral communication
- all operators face challenges in marketing and external communication
- local consumers have a less-open attitude towards the products of this sector and adherence to traditions is stronger than appreciation of progression and innovation
- vocational training and educational capacities are weak
- local circumstances lead to the loss of potential newcomers who leave the city or even the country
- the ecosystem is not a helpful when it comes to business development and property management.

- Developments for Professionals of Creative Culture: International experience and network building
- Developments for Professionals of Creative Culture: BA, MA, PhD classes at the University
- Creative Cultural Community: capacity building at the level of creative communities
- Seniors of Creative Culture: clubs for the elder, underlining their role in value transfer
- Youth in Creative Culture: creative work-shops for involvement of the supply
- Volunteers in Creative Culture: popularization of volunteering in clubs
- Creative Culture for Everyone: basic dissemination and education campaign

The conclusions led to the decision that the city must set up a new structure based on the “Design Debrecen” action plan package. This body, to be named the **Creative and Cultural Development Agency (CCDA)**, will be dedicated to nurture and offer professional support and incubation for the creative and cultural industries in the city. The CCDA will base on the model established by the widely acknowledged EDC Debrecen (Economic Development Centre). It will initially operate as a department under the auspices of the ECoC Debrecen 2023 Non-Profit Ltd. before **replacing it as the legacy organisation** from 2025.

The CCDA will operate as a professional creative hub, offering continuous mentoring to both enterprises and NGOs working in the **cultural and creative sectors**. It will also manage the city’s membership in various international cultural and creative networks, and execute key projects from the city’s cultural strategy. From 2025 the CCDA will manage all legacy projects of the European Capital of Culture programme (as described later).

To provide both a high public profile and efficient operations of the Debrecen 2023 Programme, the European Capital of Culture programme management will have its HQ, along with a visitor information centre in an existing building, currently functioning as a Youth Centre, located on the corner of Simonffy and Kápolnási streets. The building will be refurbished to meet CCDA requirements. Until 2024, the functions related to Debrecen 2023 will be more dominant but it will be a good pilot term for the prospective period. The existing useful floor area of the building is 2,440 m2, which is to be extended to around 2,800 m2. It also has an inner courtyard of 580 m2.

If the Debrecen bid is successful, the complete refurbishment and transformation of the building for Debrecen 2023 and CCDA purposes will have a budget of EUR **3.000.000** from the ECoC capital expenditure budget.

LONG-TERM LINKS TO THE ECONOMIC AND SOCIAL SECTOR

The cultural strategy was drawn up while being fully aware that the city is at a turning point. It is clear that Debrecen, with its **rapidly developing economy**, has the opportunity to become a transnational regional centre. Yet within parts of the city and surrounding countryside, there are serious **social disparities**, with complete groups suffering from deeply held prejudices and largely excluded from both cultural and general civil activities. Social responsibility has to play a significant role in avoiding any further increase of differences between the developing city and the seriously underprivileged parts of the county. The city will work closely with the General Assembly of Hajdú-Bihar County to ensure all communities benefit from a successful bid. (In **Q07** we describe the possible long-term economic and social impacts of the European Capital of Culture project, which define the topics for an intersectoral dialogue that is an important element of the action plan in our cultural strategy.)

LEGACY BEYOND 2023

Sustaining a high level of cultural activities beyond the year of the title is always an issue as the European Capital of Culture programme creates such a peak in the cultural life of any city that without an appropriate follow-up plan, a significant decline in the cultural sector is unsurprising. But our aim is to establish a system that ensures that all the positive effects, know-how and enthusiasm created in the title year continues well into the future.

The key to achieving this is the establishment and maintenance of a legacy organisation. As described earlier, a new Creative and Cultural Development Agency (**CCDA**) is to be set up in 2019 under the auspices of the Debrecen 2023 management structure. After the title year, the CCDA will transform its role as the legacy organisation performing functions such as:

- operation of the **HQ and Visitor Centre** of the Debrecen 2023 Programme (transformed into a creative hub);
- operating the network of the new, decentralised community art centres which are to be established as part of the **Exchangers** programme (see P. 46);
- managing the continuation of the Artist in Residency Programme, together with the MODEM Centre for Modern and Contemporary Arts, based in the renewed b24 Artistic Open Space and Residential Centre (**AiR-Port Debrecen**, see P. 38);
- managing the city’s cultural micro-grant and participatory budgeting programme (see **Q20**), a key project in the long-term cultural strategy;

- cooperation and partnerships with future European Capitals of Culture, including implementation of partnership programmes with these cities;
- running those legacy projects which are not delegated to any of the existing cultural institutions.

Legacy programmes have been selected from the bid book on criteria such as

- financial **sustainability** (which generally means a potential for private sector sponsorship, or to include it in the budget of an institution),
- strong **European dimension** (and the capability of attracting a wider European audience),
- having tourism **potential**, and
- the most **optimal utilization** of the infrastructure renewed in frames of the Debrecen 2023 project.

Regarding all these aspects, the following programmes have to be sustained after 2023:

- **Horizon Festival** (see P. 32) is one of the highlights of the programme, with a strong potential of attracting a significant European audience in the future.
- **Soul for Europe Debrecen Forum** (see P. 52) will continue as Debrecen joins the Cities For Europe initiative, and will continue to maintain a platform for European dialogue
- **Mature Plants** (see P. 36) is based on enthusiastic and broad-based participation. It is run by highly engaged NGOs who will ensure its future.
- **Meeting of Redcappers** (see P. 38) is an obvious legacy project for the Vojtina Puppet Theatre, and they are confident in its long-term viability.
- **Show Your Spices** (see P. 39) has an important inter-cultural dimension and should go on as a side project for the International Food Day, run by the Student Council of the University of Debrecen.
- **Trans/Missions** (see P. 41) is based on a long-term partnership between Csokonai National Theatre and its European partners .
- **Craft for Life** (see P. 42) is the most important project concerning social convergence and will be a core responsibility for the future CCDA in terms of regional cultural development.
- **Exchangers** (see P. 46) will operate as decentralised community art centres run by the CCDA, while some elements of **The Panel Project** can also survive through the use of microgrants and participatory budgeting.
- **DRIVE** (see P. 47) shall also be run by CCDA as a solution for using modern design as a tool for social convergence.
- **Cool School Containers** (see P. 47) will be moved forward to other schools and there is a realistic vision that some schools will take it as a pattern and build their own pop-up artistic community space.

- **Imaginary Spaces** (see P. 49) can be perceived as a special thematic addition to the Light Festival in the cultural strategy. Its expected popularity also explains the need of continuation.
- **I have a Story, I Tell it in a Song** (see P. 49) is planned to continue as a festival with European relevance, and to become part of a core event series highlighted in the cultural strategy as “Street Festival”.
- **The Memory Gap Museum** (see P. 51) will add a thematic line that the Déri Museum will continue after 2023.
- **Science behind Culture** (see P. 52) will possibly go on as an interactive exhibition in cooperation with the envisaged Museum of Natural Sciences, which is a mid-future plan of the city.
- **Virtual Carnival** (see P. 53) is a tool to add a new dimension to the traditional Flower Carnival.

Last but not least, possibly the most important things for us that remain after the European Capital of Culture programme would be more smiles on the streets, more patience shown towards each other, more friendships among people of different backgrounds, more communities bringing positive vibes to everyday life, more talented people of different ages – even ones with a very difficult social background – stay on in the city or the region seeing their dreams come true, more communication between stakeholders and those involved, more art in public spaces, more knowledge and global experience in people’s minds – things that all show that the project has been able to open up **new, shared horizons** that result in renewed lives.

Q/O6

HOW IS THE EUROPEAN CAPITAL OF CULTURE ACTION INCLUDED IN THIS STRATEGY?

The European Capital of Culture action acts as **a tool and a catalyst in the cultural strategy**. The core elements of the strategy and first round bid book were formulated simultaneously, resulting in a high level of harmony between the two. The opportunity to win the title will accelerate many of the processes and changes that, we believe, would be implemented over time, albeit more slowly if the bid is unsuccessful. (We sometimes joke about the European Capital of Culture being our “Cultural BMW” – a reference to the recent arrival of the Bavarian automaker to the city, as this will promote and accelerate a broad range of developments across the city and its environs.)

The three key tools to answer the challenges and to reach the goals listed in the cultural strategy are reflecting exactly on **the three main dimensions of the horizon** in the bid book:

- the space dimension of the horizon corresponds to the network building;
- the mind dimension of the horizon corresponds to the mindshift which is inevitable if we want to reach our goals;
- the time dimension of the horizon corresponds to the capacity development which is a key to the future of the city.

In our minds, the ultimate legacy of the European Capital of Culture years will be **a creative and cultural spirit and ecosystem** that will form the bedrock for the long-term success of the cultural strategy.

Q/O7

IF YOUR CITY IS AWARDED THE TITLE OF EUROPEAN CAPITAL OF CULTURE, WHAT DO YOU THINK WOULD BE THE LONG-TERM CULTURAL, SOCIAL AND ECONOMIC IMPACT ON THE CITY (INCLUDING IN TERMS OF URBAN DEVELOPMENT)?

CULTURAL IMPACT	SOCIAL IMPACT	ECONOMIC IMPACT
• The dramatic increase in the city’s international profile, along with the new personal and professional relationships created will prepare the city’s cultural players for untold numbers of long-term future cooperative projects. • Participation, bottom-to-top initiatives and independent cultural activity will become more frequent, which in turn will foster a change in the governance of culture towards a less control-oriented attitude • A higher level of consciousness and civic pride will result in greater sensitivity to the design, treatment and maintenance of public spaces. • Contemporary, progressive artistic achievements will give Debrecen a place at the table of modern European cities. • Self-reflection and self-deprecating humour will become more common in the cultural attitude (as counter-balance to pride in our own heritage).	• A well-designed European Capital of Culture programme helps us to use culture as a tool for fighting social exclusion and economic disparities by offering new opportunities to talented people from disadvantaged backgrounds. • People becoming more proactive, participative and enthusiastic about shaping their cultural environment creates new and vital communities and friendships which are important as they help to reach a feeling of well-being. • The project will assist people to familiarise themselves with the city’s evolving multicultural atmosphere. We believe this will lead to a higher level of acceptance and tolerance. • A more enlightened approach to our environment and future will help to preserve a liveable urban and rural setting for all people • The programme will bring new ideas and horizons to many families, improving their prospects of staying in Debrecen long-term and helping to create a common identity.	• A city with a high quality arts and entertainment industry is an attractive place to live, which in turn proves attractive to investors in commerce and industry. • A more creative ecosystem will stimulate innovation and an entrepreneurial spirit, helping to invigorate the economy. • The expected increase in tourism can be sustained after the project ends, focusing not only on the number of guest nights but also on generating a new, involvement-based approach to cultural activities for visitors • Digitalisation and virtuality will become increasingly popular, which help people adapt to many future economic and social scenarios.

Q/O8



DESCRIBE YOUR PLANS FOR MONITORING AND EVALUATING THE IMPACT OF THE TITLE ON YOUR CITY AND FOR DISSEMINATING THE RESULTS OF THE EVALUATION.

The monitoring process plays a key role and accompanies the Debrecen 2023 ECoC project from the award till the afterlife of the project. The data collected through monitoring will allow us **to evaluate and to guide the programme and influence the decisions** regards how to achieve our goals. In the course of the monitoring the indicators defined are the ones that are capable of measuring the general and specific objectives of the ECoC. They also can serve as the basis of interim evaluations and for allowing comparison with other ECoC projects.

The **core indicators** will be formulated and tested to allow for the tracking of progress of the most important goals of the ECoC. These core indicators are; the **balancing function of culture** within the overall dynamic development of the city, the corresponding need for capacity building and audience development both in the city and the surrounding region, enhancing the quality of life both for individuals and for smaller communities, enhancing creative and innovative capacities in key sectors.

WHO WILL CARRY OUT THE EVALUATION?

The monitoring organization will be **independent from the ECoC project's governance** and delivery structure and consist of a consortium of national and international partners. The technical task of monitoring activity will be charged to this consortium, including the Department of Sociology and Social Policy of the University of Debrecen which has extensive experience in monitoring surveys. The researchers of the university will propose the details of the methodological framework and carry out the data collection required for the monitoring. In order to find a **balance between academic and business approach** a private partner for the University will be chosen via a public procurement process. To form a third pole, international experts will be involved in the work of the consortium to work together in fine-tuning the implementation of mon-

itoring activities. We have already established cooperation with Culture Action Europe concerning the future expert work. The methodology will consist of both qualitative and quantitative measurements and evaluations. The internal monitoring system will be developed in the planning phase to guarantee regular collection of necessary information and provide short, evidence-based inputs and signals to needed interventions. The ECoC project management have the right to determine if a need arises for corrections in the implementation.

WILL CONCRETE OBJECTIVES AND MILESTONES BETWEEN THE DESIGNATION AND THE YEAR OF THE TITLE BE INCLUDED IN YOUR EVALUATION PLAN?

The following **objectives and important milestones** will be the basis of the evaluation plan in the period between the designation of the title and start of the actual year. It is important to emphasize that the overall goals are part of the general cultural development strategy of Debrecen. As a consequence, we undertake to measure these indicators regularly in order to understand and communicate the strengths and weaknesses of the implementation.

01 . Milestone: Situation assessment, benchmarking of initial data establishment survey (2019–2020)

The central objective of this first phase is to achieve a common understanding of the operation of the key performance indicators (KPI). Having a concentrated set of KPI's allows the focus of the project management to track progress towards the most important goals. In this first stage we plan to involve the wider stakeholder community in various settings of indicators and share the initial input values in order to have a common understanding of both the given situation as well realistic goals. We do not have comprehensive representative research data for Debrecen and the surrounding region which could serve as a baseline.

A **larger establishing survey** will act as a primary information source for an evaluation of the start situation and carry out a need assessment among the different social groups and neighbourhoods including the rural region surrounding Debrecen. The survey will cover cultural consumption habits, strength of local identity, cohesiveness of community life, the level of social and cultural capital, volunteering, reflections, empathy and perspectives on European values. Base indicators to operationalize the defined goals described elsewhere as #LANDSCAPE, #MOBILITY, #KNOWLEDGE & KNOWHOW, #COMMUNITIES, #PAST and #FUTURE will be represented by questions related to the use of space, knowledge of the city, smart city functions and their use, the perceived and existing opportunities of those living on the margins of society, different forms of mobility, grassroots cultural initiatives, personal cross-cultural interactions and so on. Smaller qualitative surveys will be conducted with representatives of the scientific and cultural sectors, using focus group discussions and individual interviews. We plan to explore the attitudes and opinion on the quality of cultural institutions and services, the needs and opportunities for cultural consumption as well as about their expectations of the ECoC project.

02 . Milestone: Involvement (2021–2022)

In the involvement phase the most important task is the **analysis, evaluation and publication of the results of the data** of the exploratory research, as well as the elaboration and finalization of the **indicator system** that will serve as the continuing monitoring of the event year and the protocol of event monitoring. We will include the developed indicators into the programme-specific questionnaires that will be used during individual events. The comprehensive indicator and evaluation system will be finalized in this phase. The visual representation of the results of previous data collections will be **shared with the stakeholder community** in very short thematic reports as well a dashboard tracking the goals and the achieved results with the help of Key Performance Indicators. Small scale local community life and community value surveys will help the establishment of audience development and capacity building projects. We will elab rate the methodology of media surveys based on content analysis as well as the analytic method of the national and international media appearances of the ECoC programme. Through media surveys and social media monitoring we will track the level of awareness and the elements of the national image of ECoC.

03 . Milestone: Implementation, event year (2023)

In the year of the implementation **continuous event monitoring** will take place based on the programme-specific indicators. We will organize regular monthly data collections during the events, from which we will produce flash reports on the basis of determined programme packages or periodic scheduling. During the event year, there will be a continuous monitoring of the national and international media and the European image of Debrecen as the ECoC.

04 . Milestone 4: Follow-up (2024-2025)

In the follow-up period we will organize tracking surveys among the citizens and the representatives of scientific and cultural spheres. We plan to repeat a significant part of the quantitative and qualitative research carried out during the establishment survey period. The resulting situation assessment will document the changes and impacts and social outcomes in the dimensions of #LANDSCAPE, #MOBILITY, #KNOWLEDGE & KNOWHOW, #COMMUNITIES, #PAST and #FUTURE imaginations. Besides the comparative analyses of the data and the evaluation studies comparing the initial goals with the achieved results, we plan to update our dashboard and prepare scientific publications based on the impact analyses made. The dissemination of the results also happens in this phase.

WHAT SORT OF INFORMATION WILL YOU TRACK AND MONITOR?

The indicators we develop will be action oriented and serve multiple functions: supporting the programme by giving a quantifiable **assessment of the situation** serving as a benchmark for all the targeted interventions. During the implementation process providing **early warnings and enhancing public awareness** through **the communication and transfer of values and objectives** among the representatives of the target groups and decision-makers. The measurement programme will facilitate the efficiency of the **sustainability objectives**. The elaborated indicators will serve as a reliable basis for appropriately structured professional consultation opportunities between the stakeholder community and the executors during the whole duration of the ECoC programme.

The set of indicators comply fully with the **SMART** criteria and also meet the requirements of specificity, measurability, achievability, relevance and accessibility. Our priority is that our indicators should provide action oriented information, while being sensitive and specific concerning the examined phenomenon. All the evaluation will be based on statistically reliable research, being objective and reliable. The results will be present in an understandable and easily interpretable fashion, internationally comparable, suitable for detailed, program-relevant breakdowns for the targeted social groups and communities as well. In the course of the elaboration of the indicators we will also apply the relevant **quality development and quality assurance principles**. In the course of the implementation of the ECoC programme it is important to us that the indicators with the previously presented characteristics should also comply with the categorization concerning quality assurance. For this purpose mainly the **planning** and the **monitoring** indicators are the most appropriate. The **planning indicators** refer to longer periods, are easily measurable and quantifiable, and serve planning objectives. The **monitoring indicators** are output indicators, but are also extremely suitable for tracking the paths to achieving the set objectives.

THEMATIC INDICATORS BROKEN DOWN BY KEY FIELDS:

Key fields		Indicators	Data collection methods and data sources	Phase
SPACE	LAND-SCAPE	use of space	survey; mental map	Situation assessment / Follow-up
		use of the city	survey; mental map	Situation assessment / Follow-up
		use of community spaces	survey	Situation assessment / Follow-up
		spaces of cultural consumption	survey	Situation assessment / Follow-up
	MOBILITY	openness towards European values	survey – value-attitude-opinion scale	Situation assessment / Follow-up
		labour and free-time relations in national environment, international context	survey	Situation assessment / Follow-up
		language competence, use of language	survey	Situation assessment
		national and international labour mobility	survey	Situation assessment
		international student mobility	survey	Situation assessment
		city's catchment area	survey	Situation assessment / Follow-up
		opinions about the European Union	survey – attitude and opinion scale	Situation assessment / Follow-up
HUMAN CONSCIOUSNESS	THEORETICAL AND PRACTICAL KNOWLEDGE	composition of participants in grassroots cultural initiatives	survey	Situation assessment / Follow-up
		types of grassroots cultural initiatives	survey	Situation assessment / Follow-up
		regularity of grassroots cultural initiatives	survey	Situation assessment / Follow-up
		regularity of cultural consumption	survey	Situation assessment / Follow-up
		forms, types of cultural consumption	survey	Situation assessment / Follow-up
		knowledge of the city	survey	Situation assessment / Follow-up
	COMMUNITIES	satisfaction with the neighbourhood community	survey – satisfaction scale	Situation assessment / Follow-up
		satisfaction with the neighbourhood social life	survey – satisfaction scale	Situation assessment / Follow-up
		exploration of cultural demand, needs	survey	Situation assessment
		level of satisfaction of cultural demand, needs	survey	Follow-up
		voluntary activity	survey	Situation assessment / Follow-up
		social life of secondary school students	focus group interviews	Situation assessment / Follow-up
		community life, community values of local inhabitants	local survey	Involvement
TIME	PAST	national image	media survey	Involvement
		local identity, "Debrecen state of mind"	survey	Situation assessment / Follow-up
		opinions about ethnic, religious, national minorities	survey – attitude and opinion scales	Situation assessment / Follow-up
	FUTURE	knowledge of SMART city functions	survey	Situation assessment / Follow-up
		use of SMART city functions	survey	Situation assessment / Follow-up
		opinions on the virtual interfaces of social media	content analysis	Involvement, Implementation, Follow-up

HORIZONTAL INDICATORS:

	Indicators	Data collection methods and data sources	Phase
HORIZONTAL INDICATORS	Expectations and outcomes of the ECoC programmes among the citizens	survey	Situation assessment Follow-up
	Expectations and outcomes of the ECoC programmes among the participants of scientific life	individual and focus group interviews	Situation assessment Follow-up
	Expectations and outcomes of the ECoC programmes among the participants of cultural life	individual and focus group interviews	Situation assessment Follow-up
	Evaluation of the level of cultural institutions and services among the participants of scientific life	focus group interviews	Situation assessment Follow-up
	Evaluation of cultural consumption possibilities among the participants of scientific life	focus group interviews	Situation assessment Follow-up
	Evaluation of the level of cultural institutions and services among the participants of cultural life	focus group interviews	Situation assessment Follow-up
	Evaluation of cultural consumption possibilities among the participants of cultural life	focus group interviews	Situation assessment Follow-up
	Media appearances of the ECoC	media survey	Involvement, Implementation Follow-up
	Proportion of participants of ECoC events, their social and demographic characteristics, minority status	programme monitoring (event-specific questionnaires)	Implementation
	Number of organizations involved in the implementation of the ECoC (NGOs/institutional sector/enterprises)	statistical aggregation	Implementation
	Number of artistic and cultural collaborations connected to ECoC events (national and international)	statistical aggregation	Situation assessment Implementation
	Number of cultural events in the ECoC year	statistical aggregation	Implementation
	Number of people satisfied with ECoC programmes	programme monitoring (event-specific quality assurance questionnaires)	Implementation
	Number of European visitors	statistical aggregation	Implementation
	Attitudes of the participants in ECoC programmes concerning minority groups	programme monitoring (event-specific questionnaires)	Implementation
	Number of volunteers involved in the implementation of the ECoC	statistical aggregation	Implementation

WHAT BASELINE STUDIES OR SURVEYS - IF ANY - WILL YOU INTEND TO USE?

- “Debrecen 2018” research – database of citizen survey data collection. Department of Sociology and Social Policy of the University of Debrecen, Debrecen, 2018
- Cultural access and participation – report (Special Eurobarometer no. 399, 2013)
- Culture statistics (Eurostat, 2016 edition)
- Cultural Survey Among Citizens in Debrecen and on the Regional and National Level Supporting the Preparation of the Debrecen European Capital of Culture 2023 Bid Book (Real-PR 93., 2016)
- Debrecen cultural audit – report (KPMG, 2017)

- Kovách Imre: Integrational and Disintegrational Processes in the Hungarian Society OTKA (2013–2016) – regional database of national representative data collection (Észak-Alföld region)
- Hungarian Youth Research 2016 – regional datasets of national representative database (Észak-Alföld region)
- Murányi István (2017): Identity or divergence. National Identity and Prejudices of the Youth in Four Cities. Educatio, 26(3), 388-403
- The Cultural and Creative Cities Monitor (European Commission, Joint Research Centre, 2017 edition)

HOW WILL YOU DEFINE "SUCCESS"?

While the overall evaluation program serves the purpose of defining and understanding the individual elements of success there are a few key success criteria that are central to our overall goals.

“Success” ultimately means for us that our project contributes to, and enhances the **overall quality of life and the subjective well-being of the citizens** of Debrecen and the surrounding region. Success is if our stakeholders - who are either directly or indirectly involved in various capacities in the activities - or being just one-time visitors, if they evaluate our efforts as a significant contribution to the life of the community. In more practical terms success means if the evaluation surveys that help us monitor the ongoing changes will indicate a deep, substantial and long-term change of minds, the daily quality of life, the changes in the quality of social interactions and mutual trust among our

citizens. Our measurement instruments will be constructed in a way that allows us to operationalize these success criteria in a way that help to measure changes.

The success criteria in all of the original dimensions of our goals are defined in terms of life situations described in the final section of **Q01**. The evaluation surveys will serve this overall purpose. It means that we feel the change “on our own skin”, in everyday life situations. We will see the life perspectives broadening for significant segments of citizens, particularly those, who are now are not participating fully in the cultural life, will be more actively involved. We will be able to document more lively social connections, a strong loyalty to the community that is also welcoming and open toward the outside world and we will observe a **measurable change in cultural vibrancy** that will be the defining characteristic of Debrecen as a European city that is in close connection with both its rural hinterland as well as with its cross-border partner cities.

In short, the **success can be defined with the measurably reached goals** set in this bid-book, and documenting a **sustained progress in key performance indicators**. As a result, the implementation of our long-term cultural strategy is broken down to clearly communicated and shared indicators that can be followed by all the stakeholders who have participated in the processes of adapting this common goals.

Success is ultimately a **livable and loveable Debrecen in 2030**, where the intensive economic development and the mindshift in culture generated by the ECoC title are balanced and complement each other for a brighter future.

OVER WHAT TIME FRAME AND HOW REGULARLY WILL THE EVALUATION BE CARRIED OUT?

DEBRECEN ECOC 2023								
PHASES	ACTIVITIES	2019	2020	2021	2022	2023	2024	2025
Situation assessment (determination of initial data values)	exploratory representative citizen survey							
	exploratory focus group and individual interviews with representatives of the science sector							
	exploratory focus group and individual interviews with representatives of the cultural sector							
	exploratory focus group and individual interviews with secondary school students							
Involvement (analyses, surveys)	national image survey (media survey)							
	local questionnaire surveys (community life and values of local people)							
	data analyses (survey, focus group interviews, individual interviews)							
	publication of the results of data analyses, dissemination							
	elaboration of the indicator system							
	elaboration and testing of event monitoring							
	social media content analysis							
	media survey							
Implementation (event year)	event monitoring							
	programme-specific questionnaire surveys							
	periodical reports, flash reports							
	media surveys							
	social media content analysis							
Follow-up	tracking representative citizen survey							
	tracking focus group and individual interviews with representatives of the science sector							
	tracking focus group and individual interviews with representatives of the cultural sector							
	tracking focus group and individual interviews with secondary school students							
	preparation of closing students, analyses, monitoring reports							

Q/O9

ELABORATE ON THE SCOPE AND QUALITY OF THE ACTIVITIES:

- Promoting the cultural diversity of Europe, intercultural dialogue and greater mutual understanding between European citizens;
- Highlighting the common aspects of European cultures, heritage and history, as well as European integration and current European themes;
- Featuring European artists, cooperation with operators and cities in different countries, and transnational partnerships. Name some European and international artists, operators and cities with which cooperation is envisaged and specify the type of exchanges in question. Name the transnational partnerships your city has already established or plans to establish.

With new horizons opening through the city’s growing economy and tourism, matched by steady internationalisation of its university and business sector along with continuous improvement to the accessibility of the city – Debrecen is ripe for a complete transformation, and that includes psychological and cultural accessibility. A transformation is impossible to achieve without the introduction of a strong and innovative approach to problem solving through culture. Debrecen is up to the job to become a platform of European dialogue. And here we come to the first part of our slogan: Sharing. This bid is about sharing experiences, practices, opinions, stories and solutions among Europeans and with the help of culture and the arts.

EUROPE MATTERS

Our cultural programme is designed to resonate with **ideas of exchange and dialogue** with European partners, looking into the future without ignoring the past. Highlighting common values, history and heritage while celebrating unique differences in local, regional and continental contexts is woven into each key programme area.

We truly believe that our key themes are raising essential questions (see **Q04, Q12**) of European (or even global) relevance, while they all originate from (or

include) local traditions, circumstances or needs. Some programme areas stand for **fundamental challenges** of the future of Europe. They have a relevance for other communities in Europe.

With the Debrecen 2023 programme we wish to underline European values and introduce models of how to discuss and elaborate them actively:

- To raise the awareness for environmental sustainability in Europe (#LANDSCAPE): We are going to achieve this through projects like our legacy highlight **Horizon Festival**, which defines a new harmony of human and nature through culture, and also promotes biodiversity. The **Travelling Ox** tour through Europe will advocate sustainable agriculture and promote awareness of natural, high quality food.
- To reinterpret European cooperation and integration (#MOBILITY): With **The Missing Twins 2023** we share the ECoC-title with all five former candidate cities from the **UK** - regardless of the impact of **Brexit** by that time. (This might even open up new horizons relating to the interpretation of ECoC-partnership.) We also plan broad cooperation with neighbouring **Ukraine**, which will include artists, organisations and municipalities from at least six cities. All these projects, plus the partnership with organisations from Georgia, Serbia, as well as the 2024 ECoC-candidates from Bosnia and Herzegovina (Banja Luka and Mostar) and Norway (Bodø) will be an explicit vote for an **integrative and holistic view on Europe**. We would like to emphasise that our ECoC plans involve Europe as a whole. If we say ‘we, Europeans’, we certainly mean and need the achievements of Ukrainians, Serbs, Georgians, Bosnians and others - regardless of their official status vis-a-vis membership of the European Union.
- To promote and strengthen tolerance and dialogue between cultures and religions (#MOBILITY, #COMMUNITIES): Through programmes like the **Show Your Spices** series we will bring people together from **very different cultural backgrounds** - in this case using team-cooking as a starting point to promote mutual

- understanding. The **Soul Leaders** project fosters understanding between different religious fellowships, including dialogue with Islam. Without traveling and speaking languages, many groups and communities are lacking direct interaction or dialogue. As part of **The Panel Project**, we plan to support direct visits and meetings between community groups from Debrecen and other European cities to study each other’s associations, outreach methods, event-planning, cultural and social initiatives. This could even lead to bottom-up organised “twin district” partnerships between European cities. A pilot project has already been agreed between the Tócsóskert district of Debrecen and Tenever, a suburb of Bremen, Germany.
- To elaborate new visions for a stronger Europe (#FUTURE): With **A Soul for Europe Debrecen Forum** we aim at developing **future concepts for Europe** by inviting different members of society into the working process. The focus topics of the forum series apply to many European cities, e.g. the responsibility of cities in Europe, the often experienced tension between the urban and regional peripheries and centres, and the global role of Europe. The aim is to create a bottom-up strategy for different levels of decision making/governance, and to focus on **civil engagement within Europe**.

Some programmes raise themes that are on the agenda of European institutions, for example the promotion and awareness of languages. Would you recognise the difference between Slovenian and Slovak texts? Between Estonian and Finnish? With **From Island to Island** we will present a variety of European languages - including lesser-known vernaculars - through poetry and music in traditional wine bars across the city.

On the following link, you can download partnership agreements and letters of intent by our partners: http://bit.ly/debrecen2023_partnership_agreements

COOPERATION, COOPERATION, COOPERATION... CONTRIBUTORS, INSTITUTIONS AND ORGANISATIONS FROM ALL OVER EUROPE

In our first bid book we listed numerous cultural and scientific contacts and cooperation opportunities presented by Debrecen institutions such as MODEM, the Kodály Philharmonic, the university, municipality and others. Of course we can and will use these contacts when developing the future programme. But at this stage of the bidding process, we would like to focus on our new **ECoC-specific partnerships** that we have established during the bidding process and will systematically expand in the coming years.

Having read the panel report and the recommendations from the preselection stage, we felt we had to be better focused on **strategic cooperation and involve significantly more European expertise** in the preparation of some core topics of the bid.

- CCI development: Debrecen’s **Creative Industries Development Strategy** was prepared by CreaCity Budapest, a consultancy specialising in urban development, innovation and enterprise promotion, with a good relationships to a wide international network of cities, organisations and institutions. CreaCity integrated elements of European CCI development practices into the Debrecen strategy, such as Creative Industries Styria, of Graz (AT) or ImpactHub, from Brno (CZ). In addition, they approached universities and organisations in Lviv (UA), Cluj-Napoca and Oradea (RO) and Košice (SK) regarding future CCI-cooperation with Debrecen. During the bidding preparations we have visited Creative Industry Košice (CIKE) to study their operation. These experiences and practices will help us develop the Debrecen Creative and Cultural Development Agency.
- Audience development: The starting point for our **audience development strategy** for the ECoC programme was a workshop with representatives of institutions from Debrecen, Budapest and European best practices: The Gallery of Matica Srpska, of Novi Sad (RS) presented the Creative Europe audience development project “HearMe” and the Künstlerhaus Vienna (AT) introduced its role as a model institution for the audience development study conducted by the European Commission 2017.
- Space - Block - Community: One of our most complex projects is to promote **social, urban, cultural development in the huge, communist-era housing estates** of Debrecen. As this challenge is common to many cities in Europe, we discussed this with domestic and European experts. These included researchers and urban planners from Bern, Prague, Bremen, Linz, Košice and Cluj-Napoca. As a result, we created **The Panel Project** (“panel” is the Hungarian word for pre-fabricated housing blocks seen all over the country).
- Local community activation (in the framework of the municipal EU-project TOP 6.9.2. “Development of Local District Communities”): **community building** workshops, run by our ECoC adviser Christian Potiron and community centre expert Sikko Cleveringa, helped us to formulate the **Exchangers** project.

Several face-to-face meetings and discussions with European experts, institutions and ECoC-partners helped to design our projects and to strengthen the European



Esch-sur-Alzette - ECoC 2022 (LU)
Donostia-San Sebastián - ECoC 2016 (ES)
Galway - ECoC 2020 (IE)
Graz - ECoC 2003 (AT)
Kaunas - ECoC 2022 (LT)
Košice - ECoC 2013 (SK)
Leeuwarden - ECoC 2018 (NL)
Linz - ECoC 2009 (AT)
Mons - ECoC 2015 (BE)
Novi Sad - ECoC 2021 (RS)
Plzeň - ECoC 2015 (CZ)
Pécs - ECoC 2010 (HU)
Riga - ECoC 2014 (LV)
Rijeka - ECoC 2020 (HR)
Tallinn - ECoC 2011 (EE)
Timișoara - ECoC 2021 (RO)
Wrocław - ECoC 2016 (PL)

Banja Luka - ECoC candidate 2024 (BA)
Bodø - ECoC candidate 2024 (NO)
Chemnitz - ECoC candidate 2025 (DE)
Győr - ECoC candidate 2023 (HU)
Magdeburg - ECoC candidate 2025 (DE)
Mostar - ECoC candidate 2024 (BA)
Narva - ECoC candidate 2024 (EE)
Nürnberg - ECoC candidate 2025 (DE)
St. Pölten - ECoC candidate 2024 (AT)
Tartu - ECoC candidate 2024 (EE)
Veszprém - ECoC candidate 2023 (HU)

Almada (PT)
Amsterdam (NL)
Aveiro (PT)
Baia Mare (RO)
Barcelona (ES)
Belfast (UK)
Berehove (UA)
Bergen (NO)
Berlin (DE)
Bern (CH)
Białystok (PL)
Bologna (IT)
Bratislava (SK)
Bremen (DE)
Brno (CZ)
Cetate (RO)
Chotin (SK)
Cluj-Napoca (RO)
Dundee (UK)

Erfurt (DE)
Essen-Steele (DE)
Florence (IT)
Gdynia (PL)
Hamburg (DE)
Ivano-Frankivsk (UA)
Kharkiv (UA)
Kielce (PL)
Kyiv (UA)
Köln (DE)
Leeds (UK)
Leipzig (DE)
Liberec (CZ)
Ljubljana (SI)
London (UK)
Lutsk (UA)
Lviv (UA)
Marsberg (DE)
Milton Keynes (UK)

Mukacheve (UA)
München (DE)
Newcastle upon Tyne (UK)
Nottingham (UK)
Olst (NL)
Oradea (RO)
Ostrava (CZ)
Örebro (SE)
Paderborn (DE)
Paris (FR)
Perpignan (FR)
Prague (CZ)
Reykjavík (IS)
Rishon LeZion (IL)
Rožňava (SK)
Ruse (BG)
Rzeszów (PL)
Salzburg (AT)
Satu Mare (RO)

Shumen (BG)
Stuttgart (DE)
Subotica (RS)
Tampere (FI)
Tbilisi (GE)
Terschelling (NL)
Thessaloniki (GR)
Toulouse (FR)
Trakai (LT)
Trieste (IT)
Turnov (CZ)
Târgu Mureș (RO)
Ulm (DE)
Uzhhorod (UA)
Vienna (AT)
Vinnytsia (UA)
Viterbo (IT)

dimension (e.g. *Exchangers*, *The Missing Twins 2023*, *Horizon Festival*, *Heights and Mounts*, *The Panel Project*, *A Soul for Europe* *Debrecen Forum*, *Science behind Culture*).

Specific experts were also consulted regarding some crucial aspects of the Debrecen 2023 programme. These included Jordi Baltà from **UCLG**, Barcelona, who advised on **sustainable cultural development** and the UCLG-pilot city partnership, and Erhard Busek, former vice-chancellor of Austria and advisory board member of A Soul for Europe, who advised on the **European dimension** of the bid. The ceremonial arrangements and concept of the year 2023 (including opening, mid-term and closing events) have been planned with UK theatre director Chris Baldwin, who is expected to work further with us on the 2023 ceremonies.

Our bidding team was set up to combine wide international cultural horizons and ECoC-specific expertise. Our **international team members** are: Christian Potiron (FR), Dorian Celcer (HR), András Farkas (RO) and Olexandr Wesselényi (UA).

The cultural-artistic programmes have been devised based upon a **wide spectrum of confirmed European partnership** with institutions, organisations, networks, artists, curators, scientists and other performers and contributors. (See **Q13** for details.) The panel pointed out in our first bid book that it is ambitious to plan 75% of the programmes in cooperation with European partners. We are delighted to report that **90% of the projects** listed in **Q13** of this final bid book include confirmed partners from Europe, and as far as the European dimension is concerned, we remain ambitious. This is a priority for us, as the internationalisation and professionalisation of cultural activity in Debrecen is one of the main local expectations of the ECoC project.

Official sister cities of Debrecen supporting the ECoC bid: Cattolica (IT), Jyväskylä (FI), Klaipeda (LT), Lublin (PL), Oradea (RO), Patras (GR), Shumen (BG), Syktyvkar (RU), Paderborn (DE), Brno (CZ), Rishon LeZion (IL)

BOOSTING THE CARPATHIAN NEIGHBOURHOOD

Cultural networking has a unique historical background in Debrecen: During the course of previous centuries, there was a **particularly strong network** of educational institutions, comprising mostly rural primary schools, operating around Debrecen’s Reformed College, which functioned as their educational centre. These schools were called partikula-s in Hungarian (the original Latin form being responsible for the English word particle). Via the partikula system, Debrecen had strong cultural,

educational and religious relationships with the other settlements in an area extending up to 150 km from the city.

The regional cooperation network of the Debrecen bid includes cities from the **neighbouring regions** of Romania, Slovakia, Ukraine and Poland, along with north-eastern Hungary. This territorial cooperation concept is linked to the countries of the existing Carpathian Euroregion, though not limited to the exact official boundary lines. Thus the Debrecen ECoC programme can also be considered as a new impetus for these countries in the fields of culture, creativity and tourism. The development of this network is justified by the need for enhanced cooperation in areas such as economy, education, health care, transport and culture. In addition, Debrecen will be able to facilitate the **European integration** of Ukraine, the only non-EU state of the region.

The Carpathian Euroregion was established in 1993 in Debrecen. This unites the border regions of five central-east European countries. Territory: 145.000 square km, population: 15 million. The main objective of the Carpathian Euroregion is to coordinate joint activities in the fields of science, environmental protection, culture, sports, education exchange and economic cooperation. A few years ago, the association elaborated a Carpathian Euroregion Strategy 2020 & beyond, within an ENPI Cross Border Cooperation Programme (ecstrategy.eu).

Debrecen has drawn up ECoC-related cooperation agreements with a number of municipalities and partner institutions from the neighbouring countries. The agreements include **common goals**, **key areas** and - partly - concrete projects within the context of the Debrecen bid.

- Romania:** We have agreed with the city of **Oradea** to establish a permanent 'culture bus' connection from 2020 between the two cities, to cooperate with the Faculty of Arts of the University Oradea and the Partium Christian University in terms of capacity building, to work together on the development of the CCI-sector and to synchronize culture and tourism marketing and communication. (Organisations and institutions from Oradea are already confirmed partners in several Debrecen ECoC projects.) **Cluj-Napoca** is especially important for us since it was a noteworthy ECoC 2021 candidate. Apart from the intense partnership and collaboration within the Cluj-initiative CultureNext (Candidate Cities' Network), Cluj cultural institutions and universities are partners in several projects, viz ***Meeting of the Redcappers***, ***Mememe***, ***A Soul for Europe*** and ***Virtual Carnival***. The Romanian towns of **Baia Mare** (another ECoC 2021 candidate) and **Satu Mare** have also confirmed an interest in cooperation.
- Slovakia:** **Košice**, as a European Capital of Culture in 2013, has agreed to sharing knowhow on the establishment of community art centres as part of the ***Exchangers*** project. We are also working on the systematic development of the creative sector with CIKE Košice, representing the legacy

- of Košice ECoC 2013. In addition, cultural and educational institutions are involved in projects associated with ***Botanica Reloaded***, ***Trans/Missions 2023***, ***AiR-Port Debrecen***, ***Mememe*** and ***Science behind Culture***.
- **Ukraine:** Contacts on the highest municipality level have been established with **Lviv**, **Ivano-Frankivsk**, **Vinnitsia**, **Berehove**, **Mukacheve** and **Uzhhorod** (in addition, Debrecen has concluded a general partnership agreement with the city of **Kharkiv** in eastern Ukraine, covering cultural cooperation): The process of the integration of Ukraine into our programme is now manifest in a very broad cooperation, with 15 Ukrainian partner organisations, a cultural manager for (and from) Ukraine in our team and the official city agreements.
 - **Poland:** Project-based close cooperation within the ***Trans/Missions 2023*** international theatre festival has been established with the theatre of **Rzeszów**.

Debrecen plans stronger cultural and tourism cooperation in the region, especially the **joint development of the creative industrial sector** in the regional cities. Following the analyses of the Debrecen Creative Industries Development Strategy, a regional **Creative Industries Cluster** could be established as a result of this cooperation process. This will be a long-term goal for the new Debrecen Creative and Cultural Development Agency. In this regard we have initiated a cooperation with the Carpathian Euroregion Regional Development Non-Profit Association (based in Nyíregyháza). The association is experienced in regional EU-funding which is a promising basis for potential joint projects in the future.

However, the scope of our bid extends **much further than to the neighbouring countries** and V4 states. Our aim is to establish the widest possible spectrum of confirmed European partnerships, from Galway (IE) to Tbilisi (GE) and from Almada (PT) to Bodø (NO) - regardless of EU-membership. Hence our cooperation network in this bid includes up to **100 European cities**, their institutions, NGOs and artists from **32 European countries**. (For details, see **Q13**.) We also have cooperation links with former, present and future ECoCs and candidate cities (see **Q11**).

NEW EUROPEAN NETWORKS

The cultural and educational institutions of Debrecen are members of several **European and international networks** (e.g. Agóra Science Centre: The European Network of Science Centres and Museums (ECSITE), Debrecen Community Arts and Crafts Centre: International Federation of Settlements and Neighbourhoods, Fónix Event Management Non-Profit Ltd.: International Federation of Choral Music and European Grand Prix for Choral Singing Association). The University of Debrecen has a worldwide net-

work of many of hundreds partner institutions from Brazil to the Republic of Korea and the university’s international students originate from more than 100 different nations.

Following Debrecen’s designation as the European Capital of Culture 2023, a further strengthening of the city’s European dimension will remain one of the key areas of activity – in line with raising Debrecen’s international profile. This includes adding a new aspect – the engagement with relevant international networks and organisations to draw from the collective capacity and access of a larger partner pool. Hence, we wanted to use the period of preparation for Debrecen 2023 to approach international networks in a more targeted way, seeking a more balanced and sustainable development of the city. According to Debrecen’s new and active European role, we are ready to work on future strategies as active members of European networks and platforms.

- **Eurocities:** In August 2018, Debrecen decided to join the economic forum of this Brussels-based **network of local governments** (more than 140 cities and almost 50 partner cities cooperate within this initiative).
- **A Soul for Europe (ASfE) – Cities for Europe:** During the preparation of our bid we approached ASfE to establish cooperation on current and future European issues. As a consequence, the mayor of Debrecen has received an invitation to actively take part in the international **"Cities for Europe" conference** in Berlin (9 November 2018). The "Cities for Europe" network was established by the cities of Berlin (DE) and Guimarães (PT) in 2012 – the year when Guimarães was the ECoC. By joining this event, Debrecen will play its part in the strategic dialogue about the future of Europe. Topics include the European Citizen Convention, the Urban Agenda of the European Commission and the development of the ECoC programme. Cooperation with ASfE has developed very well during the preparation period. As a further result, we have set up a discussion about the sustainable cooperation of cities and cultural initiatives to encourage citizen engagement in the future of Europe. Vienna, Trieste, Rijeka, Cluj and Debrecen will be included in this process.
- **United Cities and Local Governments (UCLG):** As a city seeking to balance sustainable economic and cultural development, Debrecen relies on **international expertise**. The Pilot City programme of UCLG Agenda 21 seems to be an appropriate tool for planning a sustainable future. From 2-4 October 2018, the representative of UCLG visited Debrecen to meet the representatives of the city, university, the ECoC programme and local economy to present and discuss the Pilot City programme and to define the next steps of cooperation.

- **Culture Action Europe (CAE):** We have approached CAE during the preparations to explore potential cooperation. As a result, the Debrecen 2023 programme has officially been invited to become a CAE member, helping the ECoC programme to get **more access to European organisations** and networks. CAE also acted as supervisor of the evaluation and monitoring concept of this bid (**Q08**), and is ready to provide its expertise to the Debrecen 2023 team in the future.

As a city in transformation, Debrecen would like to enhance the **professionalism and internationalisation of the cultural sector** through ECoC, though it considers this as part of a wider development programme. Therefore, both the city and the ECoC programme seek to form or join European projects to secure knowledge transfer and European exchange.

- **Movement** project – **URBACT III** Program: The project helps Debrecen adopt best practices from the university city Groningen (NL). The project focuses on **knowledge-based economic development**, and the effective management of internationalisation. In cooperation with other partners, such as Magdeburg (DE) – an ECoC 2025 candidate – and Zlín (CZ), this European knowledge transfer project was submitted in October 2018. (The project partner from Debrecen is EDC Debrecen Urban and Economic Development Centre.)
- **Tandem cross-border collaboration programme** with the **European Cultural Foundation (ECF)** and MitOst e.V.: Tandem is a practice-based collaboration programme that supports cultural initiatives, organisations, social enterprises and public institutions with creating meaningful and sustainable working relationships across borders. The Tandem working and peer-to-peer mentoring method was developed by ECF (Amsterdam) and MitOst (Berlin) in 2011. It has since provided more than 500 cultural innovators and their organisations all over Europe with a **pan-European exchange and learning experience** that helped generate the strategic skills needed locally. During our preparations, we approached ECF and MitOst with the idea to jointly design a Tandem programme that is tailor-made for Debrecen and other ECoC cities, including some 4-5 other ECoCs and candidates from the period 2020-2024. (In this respect, Tandem Leeuwarden can be considered as a successful Tandem ECoC.) We have agreed with Tandem to work on further details of such a joint European capacity-building project in 2019, and to explore additional funding partnerships with both public programmes and private foundations throughout the year. We plan to launch 'Tandem ECoC' in 2020.

During the preparation of the bid, we also contacted the **EUNIC Hungary Cluster**, who are prepared to make concrete steps after the final award decision. In addition, cultural institutes of several European countries are in-

volved as confirmed cooperation partners, including the British Council, Estonian Institute, and Goethe-Institute, and we are in a dialogue with the Creative Europe Desk Hungary (see more in **Q28**).

We would like a better understanding for the **UNESCO Creative Cities Network** as Debrecen intends to apply for the UNESCO City of Music label in the medium term. Hence, it is not by chance that we have established confirmed partnerships with The International Federation of Choral Music, the Jeunesse Musique International, the Performing Arts Employers Associations League Europe (PEARLE) (who are partners of the project ***The European Symphonic Orchestra of Debrecen***) and the European Forum of Music. (The EFM is welcome to organise its annual assembly in Debrecen in 2023).

Our programme also includes a strong **scientific-academic component** through several projects and the University of Debrecen. The World Science Forum – planned for 2023 in Budapest, and hosted by the Hungarian Academy of Sciences – will have a special section in Debrecen in the ECoC year. Similarly, the conference of the European Network of Science Centres and Museums (ECSITE) will be hosted by the Agóra Science Centre Debrecen in 2023. Both events will strengthen the ***The Future Academy*** and ***Science behind Culture*** projects. Additionally, the latter project is supported through the partnership of The Nuclear Physics European Collaboration Committee (NuPECC) and The European Research Infrastructure for Heritage Science (E-RIHS).

For different **networking purposes and joining European initiatives and platforms** there is a dedicated budget line in the programming budget of the ECoC project (see **Q31**) with an amount of **780,000 EUR** for the 2019-2024 period.

Q/10

CAN YOU EXPLAIN YOUR STRATEGY TO ATTRACT THE INTEREST OF A BROAD EUROPEAN AND INTERNATIONAL PUBLIC?

THE STRATEGY

While the challenge of attracting a wider European audience to Debrecen is acknowledged we intend to **raise the interest of many Europeans** in our events through different types of actions. Our focus will be on providing a balance of the dimensions;

- real/virtual, and,
- local/remote,

programmes or activities to attract as many varied demographics as possible.

REAL AND LOCAL

A high priority in designing the programme has been to include projects and events that **have local roots or stories but can be developed to unique, high-class, international programmes**. In these cases, the wider European attention is increased through the attractiveness and uniqueness of the content, the popularity of the participating artists and by even some extravagance. These programmes support Debrecen becoming a more recognized international cultural city.

- **Horizon Festival:** Imagine dancing in the biggest outdoor silent disco in the Great Plain summer, under the endless sky combined with stargazing in one of the darkest places on Earth. And this is only one of the attractions of our legacy festival for the Hortobágy National Park. During daylight you will be able to visit the huge land-art sculptures made by recognized international artists or actively take part in an artistic co-working or in the traditional daily job of shepherds. **Horizon Festival** shall be a new "must" for the region attracting young Europeans from many countries as well as local families or biking groups. Feeling trendy, meeting high class contemporary art and traditions at the same place combined with the future orientated sustainable attitude make this event a certain highlight in raising wider European interest. The partnership with the Oerol Festival (NL), the organisa-

- tions COAL (FR) and Julie's Bicycle (UK) guarantee on the European level for the high quality programming of this festival.
- **The European Symphonic Orchestra of Debrecen:** Major European orchestras are full of excellent Hungarian musicians and hardly any renowned orchestras can be found in Europe without musicians having studied in Hungary. During the production phase of Debrecen 2023 programme, an international special orchestra will be formed out of such excellent musicians in a way that all invited musicians bring a local apprentice or colleague. The concert will be conducted by world famous Sir Simon Rattle (UK).
- **A Soul for Europe Debrecen Forum** (ASfE) involves different social actors in a fundamental discussion about the future of Europe and the role of cities. The annual workshops and the final forum will bring numerous participants (politicians, opinion leaders and media) from Europe to Debrecen and will receive publicity in quality media. We are in a daily dialogue with the founders of ASfE Nele Hertling (DE) and Volker Hassemer (DE), as well as with the strategy and international board members Mahir Namur (TR) and Noémi Kiss (HU) to develop the project.

Several further programmes will present internationally recognised artists, curators or directors who are invited to participate in programme and create new works:

- **Heights and Mounts** will be mentored by OOE Cultural Quarter Linz (AT), the inventor of the Rooftop project for Linz09, and personally by curator Martin Sturm (AT), together with Linz architect and visual artist Clemens Bauder (AT).
- **Soul Leaders** presents the 100 Organ Tour programme line with the organist of the St. Thomas Church Leipzig and of the Notre Dame Paris.
- **The Future Academy** will share the visions of famous and outstanding scientists, researchers and artists with the wider public. The Advisory Board of the project will be in charge to identify the speakers to be invited. Members of the Board are scientists with high international reputation like the former general director of CERN Rolf-Dieter Heuer (DE), current member of the **High Level Group of Scientific Advisors (SAM) of the European Commission**.

- The production **European Heartbeats** will be realized with world famous drummers Gildas Etevenard (FR), Roger Turner (UK) and Cris Cuttler (UK) among others.
- In 2023 MODEM is going to organise a solo exhibition for the global star artist William Kentridge (SA) from Johannesburg best known for his prints, drawings and animated films. This will definitely contribute to the attractiveness of the ECoC-programme of the year.

The big outdoor event of every Debrecen summer, the Campus Festival, will have a special **Europe 2023 stage** in the ECoC year to present famous European pop and rock music groups from other ECoC cities (including the missing UK candidate cities). Meetings and conferences in Debrecen with international partners and European networks (e.g. ICSITE, Word Science Forum, European Music Forum) will contribute to the attention and visibility of the city.

REAL AND REMOTE

Citizens across Europe will be able to experience Debrecen through events which **physically take place in European cities**. These events will include an invitation to visit Debrecen and the ECoC 2023 programme:

- **The Travelling Ox:** Imagine a monumental Hungarian grey cow installation by world famous sculptor Gábor Miklós Szőke (HU) arriving on behalf of Debrecen 2023 to ten different European cities (among them to Budapest, Plzeň, St. Pölten and Nürnberg) as a huge outdoor event, combined with virtual attractions inside the installation and a one-week programme including documentary theatre about sustainable agriculture and living. A European tour that will raise interest through its repetitiveness, as well as the amazing effect and the monumental size of the sculpture. The project will talk to citizens of European cities and generate debates on current and relevant European themes. High media visibility can be expected.
- The **European Symphonic Orchestra of Debrecen** premium concert project is designed to go on tour after the event in Debrecen. Further concerts are foreseen in Austria and some other European cities. Austria is not just as the home country of classical music but the host of an ECoC in 2024. The concerts abroad will provide the Debrecen 2023 programme high visibility and European audience.
- **Through diplomatic channels:** The network of 25 Hungarian international institutes abroad and a network of Hungarian diplomatic and consular missions provides a strong platform for dissemination of information. Within the framework of promotional and cultural events a large space for attracting audiences opens. Cultural institutes (representations) of the Balassi Institute Network will be physical points-of-information dissemination of Debrecen in the ramp-up years and in 2023. With a Debrecen presentation at the General Consulate/Cultural Institute in Stuttgart (DE) in October

- 2018, these promotional events have just started.
- **Through international events:** Publications and presentations in touristic, artistic and cultural forums and fairs (e.g. ITB Berlin, Ferien Messe Linz, World Travel Market London). Participation in international conferences and events abroad.

VIRTUAL HORIZONS

To reach the widest possible involvement with our programmes, Debrecen 2023 will be available from all over the world through calls for active virtual participation;

- **Virtual Carnival:** The Debrecen Flower Carnival is a popular but traditional local brand of the city. By using the online flower carnival tool or the mobile application, both professionals and interested citizens are invited to design their own trendy flower chariot to participate in the virtual carnival (taking place in a virtual Debrecen). Everybody can follow the "event" from all over the world. Awarded virtual chariots will be constructed at next year's real Flower Carnival contributing to the renewal and the rebranding of the real event step by step.
- **The Travelling Ox:** The virtual component of this project will allow Europeans to experience the Hortobágy (the authentic life and the endless sky with millions of stars) via VR-glasses. Inspired by the digital-artistic version we hope to inspire them to visit the Debrecen programme.
- Our **marketing and communication strategy** will have an extra focus on online tools. The Debrecen 2023 website will be available in Hungarian, English and German, and some web contents (and promotional materials) in the neighbouring languages Slovak, Romanian, Polish and Ukrainian. Through this, we would like to meet the demands of the Carpathian Euroregion (neighbouring countries), since we are convinced that Debrecen has the capacity to attract this region. Around 2023 no other city in the area will host the ECoC title. The distances from these countries are acceptable. Debrecen could be a good alternative for an affordable journey with high quality international cultural programme.

FURTHER CHANNELS

- **Through personal-ambassadorial approach:** Artists and well-known professionals originating from Debrecen, celebrities and institution managers supporting Debrecen have been engaged to promote the project and the initiative through their own personal and professional channels (e.g. movie director Szabolcs Hajdu or actress Judit Schell both born in Debrecen).
- **The new global communities** of Debrecen are our ambassadors as well. We will cooperate with the representatives of the international business sector and the international students having settled in the city (see more in **Q48**).

Q/11

TO WHAT EXTENT DO YOU PLAN TO DEVELOP LINKS BETWEEN YOUR CULTURAL PROGRAMME AND THE CULTURAL PROGRAMME OF OTHER CITIES HOLDING THE EUROPEAN CAPITAL OF CULTURE TITLE?

JOINING THE ECoC FAMILY (2016-2018)

When putting the culture of the city on a growth path the ECoC relationships are treated as dynamic processes. Debrecen has already joined this process. Over the bidding period Debrecen actively gathered experiences, know-how and best practices as well as information regards the potential pitfalls from the former ECoCs.

From 2016-2018, Debrecen 2023 has regularly participated in international ECoC conferences, workshops, trainings and gatherings taking place in former or present ECoCs;

- 2016: International ECoC-forum for the Hungarian and UK bidding cities in Pécs (HU),
- 2017: Application writing seminar for the Hungarian and UK bidding cities in Pécs (HU), CultureNext Network Meeting in Cluj (RO),
- 2018: Policy Learning Lab on sustainability and culture in Leeuwarden (NL) that became an important boost for the partnership building and the development of the **Horizon Festival**), Regional ECoC Meeting in Novi Sad (RS), CultureNext Network Meeting in Aveiro (PT), S-ECoC training in Wrocław (PL).

The **CultureNext** (Candidate Cities) Network was established due to the initiative of a former 2021 candidate, Cluj-Napoca. Debrecen as the only Hungarian city takes part in the network cooperation from the very beginning. The aim of the network is to generate cooperation possibilities for the **ECoC candidates** and to support the non-winner cities in the performance of their development models. Debrecen has attended all conferences and meetings of the network as an active contributor and will do so in the future as well. The city is ready to host one of the next meetings in 2019.

Debrecen 2023 has actively initiated some important ECoC meetings and visits during the preparation gaining

information, ex-ECoC legacy advices, best practices for the bid and to develop joint projects;

- 2017: **International ECoC symposium** in Debrecen to discuss with six international ECoC experts the main strategic pathways of the bid (with representatives from Košice 2013, Donostia-San Sebastián 2016, Galway 2020, Rijeka 2020, Novi Sad 2021, Kaunas 2022),
- 2018: Meeting with the UK candidate cities in Leeds (UK) (development of **The Missing Twins 2023**); Study visit to Košice (SK) to investigate the ECoC-legacy (community art centres for the development of the **Exchangers**, cultural infrastructure, CCI-development); Study and partnership building visit to Linz (AT) to establish partnerships with Ars Electronica Center (partnership for **Science behind Culture, The Future Academy**) and OOE Cultural Quarter (including the „Rooftop” role model for the development of **Heights and Mounts**).

At an early stage of the application, we made serious efforts to participate in the multilateral ECoC project **Lab for European Project Making**, a joint training programme of Rijeka 2020, Timișoara 2021 and Novi Sad 2021. Debrecen 2023 joined this programme participating in all three trainings in Novi Sad, Timișoara and Rijeka. As an outcome, the VOI6 international residency initiative has been developed and could be proceeded in the framework of Debrecen 2023.

ECoC HORIZONS (2019-)

We aim for close cooperation and specific projects with past, current and future European Capitals of Culture on three levels:

Knowledge transfer and capacity building: We will proceed gathering and sharing ECoC knowledge, experience and advices also in the implementation phase. So far, the following ECoC experts, organisations or legacy institutions in ex-ECoCs have been involved with the aim to collaborate during implementation:

- As mentioned in the previous section, we have agreements for future mentoring with OOE Cultural Quarter and Ars Electronica Center in **Linz**. **Košice** legacy institutions CIKE (CCI development mentorship), K13 (community art centres mentoring) and K.A.I.R. (residency mentoring) will support us as well. We have approached **Mons** 2015/2025 concerning consultancy for our fundraising strategy. Former **Donostia/San Sebastián** 2016 expert Mikel Goñi agreed to mentor the development of our urban mini grant scheme. ECoC 2016 legacy organization **Wrocław** Strefa Kultury will provide grant scheme and artist residency mentoring. and artist residency. We have studied the sustainability strategy of **Leeuwarden** 2018 and had personal exchange on ECoC bid development that shall continue in the future.
- Some further agreements or joint capacity projects with upcoming ECoCs under implementation could be completed. With **Novi Sad 2021** we also have agreed on residency development, capacity building and staff exchange. (In return, Debrecen has joined the job shadowing initiative of Novi Sad and received a cultural manager at MODEM in 2018.) Beside project cooperation we consider the Tempo Academy project of **Kaunas 2022** as best practice for the implementation of our capacity building strategy.
- There is mutual interest in joint capacity building with the candidate cities **Banja Luka 2024** and **Mostar 2024**.

Joint projects or themes: Organisations implementing ECoC programme develop projects over the ramp-up years, as do we. During that period a lot of new cooperation opportunities arise and projects are developed jointly. We have already agreed with some ECoCs and candidates on concrete projects. In other cases we have jointly identified common goals or themes for future collaboration based on the key programme areas in our bid book.

- **Novi Sad 2021** confirmed cooperation in different fields and will be invited to the projects **Exchangers, The Panel Project, Mememe** and **Air-Port Debrecen**. **Kaunas 2022** is open for cooperation in the project **The Memory Gap Museum**. We have mutually expressed the intent to cooperate with **Esch-sur-Alzette 2022**.
- As a special ECoC cooperation we have established confirmed long-term cooperation with the former 2023 candidate cities **Leeds, Milton-Keynes, Dundee, Nottingham** and **Belfast** in the UK developing the project **The Missing Twins 2023**. As a special cooperation with Leeds (UK), Debrecen will join the international participatory arts project **Bus Pass** of Alan Lidyad (a Leeds bid-book project) designed for older people. It involves escorting older people travelling by bus to art events in different parts of the city. On the way collecting their reminiscences and stories of journeys they have made in their lives. Each bus will devise its own route and visit several events under the art direction of a cultural producer.
- With some of the ECoC candidates we have found concrete projects or themes they are interested in or would support as **St. Pölten 2024** and **Nürnberg 2025 (The Travelling Ox)**,

Banja Luka 2024 (Horizon Festival, A Soul for Europe Debrecen Forum), **Mostar 2024 (Meeting of the Redcappers)** and **Magdeburg 2025** (#LANDSCAPE, development of urban public spaces). With **Tartu**, recently shortlisted for 2024, we have common priorities in contemporary environmental art projects and artist residency. We have mutually expressed with **Bodo 2024** and **Narva 2024** to find some common goals for 2023-24.

Liaising between cities: More opportune partnership with a higher legacy potential can be developed between partner organisations rather than those implementing or planning an ECoC programme. In this case our relationships with other ECoC cities and candidates serves as a type of a partner-finding service for projects related to ECoC programmes and those which are not, alike.

- We could establish cooperation with the **Galway 2020** project producer Ciotóg & Milestone Inventive to cooperate in the **Horizon Festival**, the project **European Heartbeats**, and to support each other in the areas #KNOWLEDGE & KNOWHOW and #COMMUNITIES related to the Galway project Weatherbots. In **Rijeka** we have partnership with the Heritage Society Without Borders in the framework of the key areas #LANDSCAPE, #PAST, #FUTURE, as well as with the Rijeka Tourism Board related to carnivals in both cities. The association TRIB' ART from **Timișoara** will be partner of the project **European Symphonic Orchestra** of Debrecen. We have defined common interests with the organisation Spinnerei e.V. in Chemnitz, a partner of the **Chemnitz 2025** bid. It was an important issue for Debrecen to integrate the two former ECoC 2021 finalists from the neighbouring region: We are in contact with the NGO City Makers from **Baia Mare** and **Cluj-Napoca** is an important partner of Debrecen 2023 at several levels. The relations have been already described in **Q09**. Additionally, we have established contact with Johann Centrum **Plzeň** to support our The **Travelling Ox** tour.
- Collaboration with former ECoCs happens logically through legacy institutions and other organisations in the city: The **Pécs** 2010 legacy institution Zsolnay Cultural Quarter will cooperate in the project **Imaginary Spaces** and the Pécs Writers Program (a legacy programme of Pécs) agreed on residency cooperation and mentoring. Additionally, we have established contact with Johan Centrum **Plzeň** to support our The **Travelling Ox** tour.
- For us, ECoC is also a process to think about integration via culture. As part of our systematic contribution to the European integration of Ukraine through culture, we establish the strategic lab workshop format **CULTURE.in.capital.eu** in cooperation with Ukrainian cities. The lab aims to discuss and develop city cultural strategies and the ECoC initiative towards a potential future participation of the Ukrainian cities in the ECoC programme. **CULTURE.in.capital.eu** will be developed in association with Culture Campus NGO Vinnytsia, Promprylad.Renovation Ivano-Frankivsk, the Institute of Culture Strategy Lviv, the Culture and Creativity Association and the STAN Youth NGO Ivano Frankivsk.

Q/12

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

Debrecen needs **culture driven change and more Europe** to balance the city’s long-term development. Our vision is to transform the city into an attractive, successful and lovely 21st century place where **culture determines everyday life**: culture-based thinking should be disseminated throughout the city. We see the ECoC programme as a **learning process** for this. The public sector and citizens will learn how to express themselves through culture. They will discover culture as a tool for formulating questions or needs and also potential answers.

To achieve a collective paradigm or mind shift means to involve people in the discussion. It is essential to introduce relevant themes and to offer a new access to them. Through our programmes, citizens will be involved in environmental, climate (**Horizon Festival**), neighbourhood, community (**The Panel Project, Exchangers**), identity (**Mememe**) or European debates (**A Soul for Europe Debrecen Forum**); they will have the opportunity to express their opinions, share ideas, change perspective literally or in a metaphorical way (**Heights and Mounts**), to learn from each other (**Humanotheque**) and to decide as responsible members of the community (**Cool School Containers**).

We will act in a wider space.	We intend a collective paradigm or mind shift.	We invest into the future.
- European cooperation - Networking - Internationalisation	- Change of perspective - Responsibility - Inclusiveness	- Capacity building - Audience development - Creative industries development

To introduce transformation through culture we need concrete **strategic actions**. Our ECoC programme is in line and in combination with the city’s cultural strategy (**Q05**) and contains several tools (horizontal programmes, concrete projects) to implement these actions:

The **artistic programme** of Debrecen 2023 has been designed in line with these actions.

To act in a wider space makes clear that transformation is only possible in a very intensive, horizontal interaction with Europe. Our aim is a more European Debrecen with the help of our programme (**The Missing Twins 2023, The Travelling Ox, A Soul for Europe Debrecen Forum**) and as a result of the entire ECoC process. To achieve this, we have worked out a wide spectrum of cooperation throughout the continent and have joined or will join different international platforms and networks.

To invest into the future means to give a perspective for young creatives and to think in terms of long-term strategic development. This is the human legacy of our ECoC. After the ECoC process and the year Debrecen will have a much stronger capacity to run big scale European festivals (**Horizon Festival**) or cultural forums (**The Future Academy, A Soul for Europe Debrecen Forum**). It will show a broad audience engagement including contemporary and crossover productions (**European Heartbeats, From Island to Island**), but also have developed considerable expertise in citizen participation. We will implement the Creative Industries Development Strategy and establish the new creative cultural hub for better visibility, networking and professional management. Some ECoC projects will be able to reposition the design scene in the city and the region (**Craft for Life, We Love Wood, Celebrate Letters**).

Change and mindshift were key terms during the programme planning. As the programme was emerging **six key areas of collective opening** have been defined. It was essential to create an artistic content that will be **authentic** to Debrecen (rooted in the history and present situation of the city), while being presented from a **European perspective** and implemented in a wide European **artistic cooperation**. It was an important issue for us that our themes and programmes are relevant for other regions and cities in Europe as well.

The six key areas of the programme open new horizons in the following sense:

#LANDSCAPE:

We initiate debates with locals and Europeans about how to develop sustainable future solutions for both rural and urban places. In the rural area of the Great Plain we will launch the **highlight and legacy project Horizon Festival** to promote the responsible relation of human and nature. We operate with large scale performances or



installations and land art in the natural scenery. Through cultural activities and events the participants of the **Horizon Festival** will approach issues of light pollution, biodiversity, climate change and agriculture. Responsible agriculture will be one of the key topics of the European journey of **The Travelling Ox**. In the city we generate projects concerning the greenery and the livability of our cities (**Botanica Reloaded, Mature Plants**) raising awareness of the physical and psychical importance of nature in the urban space. With **Heights and Mounts** we will explore the flatness from the few high points the city offers, which helps us to gain new perspectives and to reach the horizon. We introduce permanent architectural interventions that change our perception of the landscape. The **Horizon Festival** and **Heights and Mounts** are good examples of European project development as both concepts are being designed with European curators, mentors and artists.

#MOBILITY:

Beside places, space is defined by distance and motion. Our aim is to reduce the distance between Debrecen and Europe in both directions and through many people-to-people contacts. We will generate and moderate a new European dialogue directly between artists and citizens as in the framework of the **highlight project The Missing Twins 2023** with the UK cities. Artistic projects based on a wide European cooperation will be implemented like **From Island to Island, European Heartbeats, Meeting of Redcappers** or

Trans/Missions 2023. Beside transnational co-working, **From Island to Island** and **European Heartbeats** open new horizons in crossing artistic genres. The project **European Symphonic Orchestra of Debrecen** will stand symbolically (and in an artistic way) for the new role of city as a European cultural platform representing the highest international level artistic quality. We have initiated a broad horizontal cooperation with artists, NGOs and institutions from Ukraine in order to find an integrative way of developing European dialogue. Our mobility and residency programme **AiR-Port Debrecen** will become a strong tool of European artistic networking and exchange. The growing multiculturalism in Debrecen, through interaction with international companies and university students, offers an opportunity for intercultural mobility without physical movement. In order to bridge them with the city we will develop a cross-cultural interaction program together with the local citizens and under professional mentorship (**Show your Spices**).



#KNOWLEDGE & KNOW-HOW:

Driven by the uniqueness of Debrecen being a historically grown city of hands (agriculture, handicrafts) and books (schools, libraries, university), and still nowadays an educational hub, we will address the issue of a 21st century knowledge society. With the **highlight project Craft for Life**, we will change the image and the use of traditional handicrafts by catapulting them into the 21st century. Likewise, the **Celebrate Letters** programme reformulates the city’s printing tradition through contemporary graphic design, while **We Love Wood** strengthens the contemporary design approach to an old material in a participatory way. At the same time, these projects are a contribution to the development of the creative industries and maker movement. A 21st century knowledge society also means to generate and freely share “knowledges” as public goods. The project **Humanotheque** stands for this new way of thinking. Our new cultural capacity building programme will be based on shared knowledge and skills with European partners to professionalize the cultural sector and raise the international potential of the cultural workers.



#COMMUNITIES:

The question here is how we can build strong and reliable communities but at the same time increase our social capital and experience social or cultural richness. Half of the citizens live in huge housing estates in Debrecen. What is their identity built on? How do we encourage them to share their stories among each other and with others?



The **highlight Panel Project** is an attempt towards this cultural activation. It means dialogue of individuals and groups as well as artistic actions in urban space. Debrecen 2023 will build a local network of newly opening community art centres in different decentral parts of the city (**Exchangers**), where local inhabitants will be empowered to produce their own programs, structured around questions of public space, intercultural dialog, knowledge exchange and community art. We will also strengthen the dialogue between different communities (e.g. generations, religions) such as the project **Soul Leaders**. We introduce projects such as **Cool School Containers** and **DRIVE** to encourage and support young people and artists to think for themselves and to be proactive.

#PAST:

As a completely new sort of memory reconstruction having an impact on a wider public, the **highlight project Imaginary Spaces** will present hidden heritage (either fictional or destroyed) with the help of the virtual to understand otherwise invisible layers of the city's



history integral to our identity. Debrecen is reformulating the city's narrative by being self-reflective or even using self-irony and by going beyond the historical stereotypes. This is how the project **Mememe** reflects the past together with other European cities that may help to promote understanding and solidarity. Another form of mindshift concerning history is the activation of collective memory by participation and artistic reflexion. In the project **The Memory Gap Museum** we will reconstruct "lost" episodes of memory in a participative process introducing similar practices and methods from all over Europe.

#FUTURE:

All social actors are affected, and responsible, for future developments. We need future visions and scenarios able to tackle global social and environmental challenges and the political and economic tensions in Europe.

In this sense the **highlight project A Soul for Europe Debrecen Forum** will work on visions and strategies for and with European citizens, politicians and the business sector. Exploring the potentials of the future requires imagination. In the case of Debrecen the academic world, scientific and technological developments and their impacts



on culture and human interactions are represented by the projects and **Science** **The Future Academy behind Culture.** With these initiatives Debrecen opens new European platforms for future dialogue, development and strategy building which may become strong instruments for the mindshift process. A development forced paradigm shift is represented by the project **Virtual Carnival**. To transfer the traditional big celebration of the city, the Flower Carnival, into the virtual space exemplifies the radical rethinking of our heritage in the 21st century and inevitably also means to prepare it for the future.

Q/13

DESCRIBE THE STRUCTURE OF THE CULTURAL PROGRAMME, INCLUDING THE RANGE AND DIVERSITY OF THE ACTIVITIES/MAIN EVENTS THAT WILL MARK THE YEAR. FOR EACH ONE, PLEASE SUPPLY THE FOLLOWING INFORMATION: DATE AND PLACE / PROJECT PARTNERS / FINANCING.

The structure of the programme is based on the six key areas each containing artistic and cultural projects capable of **adding new horizons or perspectives to the key areas**. These projects have been chosen for their attractiveness, especially strong European dimensions, or because they can play a key role in the development of communities through cultural participation. We do not plan flagship projects over and above this structure.

We leave space for the future artistic board to suggest and develop more programmes in different key areas in the preparational years and thus a reasonable amount from the budget is reserved for this purpose. After the exposition of the programme line, the time structure of the title year is shown, also containing the three main celebratory events.

An additional initiative called **Hungarian Horizons 2023** will also become part of our artistic content: if Debrecen is awarded the ECoC title, we will invite the two competing shortlisted cities, **Győr** and **Veszprém**, to present one of their key bid-book projects within the framework of the Debrecen 2023 programme year, at least partly financed by Debrecen 2023. These projects will be negotiated together with the cities.

On the following link you can check visualisations, sketches and other visual material connected to certain programmes: http://bit.ly/debrecen2023_bidbook_gallery

#LANDSCAPE

HORIZON FESTIVAL (HIGHLIGHT)

The story behind? The Hortobágy National Park is a unique location - the most preserved and authentic area of the Hungarian Great Plain, the "puszta" itself. With specific and unique plant and animal species, one of the biggest wild horse and water bird populations in Europe, a transit station for migrant birds, the park is biodiversity at its best. It is also a place with one of the lowest light pollution levels worldwide. From another point of view the puszta is as flat land often the subject of jokes and thought of having a provincial, one-dimensional cultural offer. Yet nothing could be further from the truth.

What will happen? Horizon Festival will be one of the new and significant initiatives of the Debrecen 2023 programme lines: A five-day long landscape arts festival in the area of the Hortobágy National Park. The festival will bring not just fun to the people with its three main branches of visual arts, contemporary dance and music, but also target a mindshift in the field of sustainability, living and acting in harmony with surrounding nature. Horizon Festival will not just use these characteristics as a stage and inspiration for artworks, but will be a social experiment in redefining the relationship between human and nature. When composing the artistic programme, one of the core regards will be that they must be designed with the notion of 'sustainable interaction' at their core. The programme lines are the following:

- **The Endless Space:** Impressive and high-scale land and nature art installations (10-12 pieces per year) using organic and/or sustainable materials combined with guided tours by nature experts and artists in the landscape exploring the artworks, unique plants, insects and birds. Internationally recognized stars of the genre, such as Andy Goldsworthy, Ólafur Eliasson or James Turell, will be invited to the Hortobágy. It's important to note that by 2023 a proper bike track will connect the Hortobágy to Debrecen, facilitating organised collective hikes and rides to and from the festival with surprise objects and artist performances along the road.
- **The Endless Inspiration:** The Horizon Festival will be connected to our **AiR-Port Debrecen** (see P. 38) residency project and some of the landscape artists will move to the Hortobágy two months before the festival to live and work in small, responsibly made wooden cottages, or previously tourist-premises transformed into residential cabins.
- **The Endless Sky:** Discovering and widening the night with nature-sympathetic performances and live concerts where invited international artists explore the concept of 'sustainability'. Furthermore a huge "great plain edition" of a silent disco with experimental techno sounds and a complimentary additional classical concert programme evoking the sounds of nature will also be included. Reflecting our interest in low light pollution we will include star observations and night sky-watching with the artistic interventions of the programmes.
- **Endless Time:** Contemporary dance and movement theatre companies from across Europe will be invited to work on specific dramaturgy together with choreographers and nature scientists and locals practicing traditional professions thus bringing one unique piece of performative art per day to the festival. This programme line will also give the chance to visitors to better understand traditional lifestyle and professions under the slogan: "Be a shepherd or a bird surgeon!"

We commit to always searching for sustainable solutions when planning our work and productions. Young architects involved in the **We Love Wood** project (see P. 48) will create stages, auditoriums and special visitor venues from 'sustainable-source' materials and the infrastructure will be used for other events across the region. One of the role models for the Horizon Festival, the famous and successful Oerol Festival in Friesland (Netherlands), will act as mentors for our project team.

New Horizon? This project is capable of re-casting the understanding of the Hortobágy and the "puszta" in many people's minds and imaginations, change our perception of nature through high quality art interventions and establish a new milestone cultural event which could remain attractive for the long-term.

Confirmed partners: OEROL Festival (NL), Hope It Rains/ Galway 2020 (IE), COAL Coalition pour l'art et le développement durable (FR), Julie's Bicycle (UK), Mythogenesis Festival – Laboratory of Actual Creativity NGO Vinnytsia (UA), Promprylad.Renovation Ivano-Frankivsk (UA), Docudays Documentary Film Festival (UA), YATOO International Project (KR), Hortobágy National Park (HU), Hortobágy Nature Preserve and Gene Conservation Non-Profit Ltd. (HU), Eszterházy Károly University – Institute of Visual Arts (HU), Arts for Rural Development Foundation (HU), City of Eger (HU), City of Tiszafüred (HU), Bird Hospital Foundation (HU), "Terepszemle" Nature Photo Art Studio Association (HU), Sound-Picture Association (HU)

Personnel in charge: Szabolcs Süli-Zakar (curator), Ákos Torbik (biodiversity coordinator)

Project management: Debrecen 2023 + Hortobágy National Park

Time: Annually from 2021, end of June / early July

Space: Hortobágy National Park

Overall budget: 1,900,000 EUR

THE TRAVELLING OX

The story behind? The project's narrative traces back to the old agricultural trade route leading from the Debrecen region to several cities and regions in Europe. One of the most important goods to be transported from the East to the West was the typical grey cattle of the Hungarian Great Plain. From the 13-14th century, but even more so during the Osmanic period from the 16th century, huge numbers of cattles were herded from the "puszta" (as well as from Transylvania) to Nürnberg, Augsburg or Venice. The cattle went on their own feet and this is how the oxen route emerged. At the end of the 16th and the beginning of the 17th century some 70.000 cattle arrived in the city of Nürnberg alone! The Hungarian cattle even saved the citizens of Nürnberg and Augsburg from starvation at the end of the 16th century – the reason for the placing of a Hungarian cattle statue in Nürnberg that is still in the city centre to this day.

What will happen? The Travelling Ox will reflect the oxen route in a 21st century way: World famous sculptor **Gábor Miklós Szőke** will create a huge Travelling Ox installation that will travel from Debrecen around Europe on truck platforms in 2023. The Traveling Ox will put the Debrecen ECoC programme in the spotlight in ten European cities not only through high media visibility but through an accompanying cultural programme: The Ox, 12 m long,

10m high, and made of solid wood around a steel skeleton, will provide an unforgettable experience for those who go inside. Visitors will perceive a new horizon of their own city when looking out from the Ox through a slot. As a special highlight, they will be invited to experience the exceptional landscape of the Hortobágy wearing VR-glasses (the endless star sky at night and the life in the steppe with shepherds, animals and a fata morgana in the daylight). During the one week stay in each city, open debates and artistic activities (documentary theatre) with experts, artists and locals on sustainability issues (e.g. the future of agriculture, water as human right, what do we eat?) will be organised. The Ox starts its European journey in April in Debrecen with a special event, reaching Nürnberg in July and then turning back to Debrecen for the Flower Carnival in August.

Former famous works of Gábor Miklós Szőke: Atlanta Falcon sculpture in Atlanta (US), The Russian Unicorn in Vyksa (RU), The Sad Pig Project in Munich (DE), Lion Project in Oradea (RO), Horse of Samorin (SK), The Russian Deer in Nizhny Novgorod (RU) , Snow Leopard for SKC Handball Team (HU).
More artworks: <http://gabormiklosszoke.com>

New Horizon? The Travelling Ox draws our attention to the importance of European connectivity. As a high visibility series of events, it will attract a wide European audience. It will help people to reflect on history in a very contemporary way combined with virtual components, raising awareness of global environmental problems caused by humans.

Confirmed partners: St. Pölten 2024 candidate city (AT), Nürnberg 2025 candidate city (DE), Johan Centrum Plzeň (CZ), DESZ – Debrecen University Theatre (HU), Rollin' Event Logistics Ltd. (HU), Visual Europe Group Ltd. (HU)

Personnel in charge: Gábor Miklós Szőke (artistic director), Zsigmond Lakó (theatre programme coordinator)

Project management: Debrecen 2023

Time: preparation and planning: 2022, travelling tour: from April to August 2023

Space: public spaces in Debrecen, Budapest, St. Pölten, Plzeň, Nürnberg and other cities in Europe

Overall budget: 890,000 EUR

HEIGHTS AND MOUNTS

The story behind? It sometimes seems like a miracle that Debrecen exists at all. The city was settled on a

wide, flat space with no rivers or lakes nearby. And for Debrecen people the lack of heights and mountains is even described as the source of some kind of trauma! Yet through economic and infrastructural development the city has started to climb mountains even if only metaphorically. Is there a way to build real mountains? A mountain hike through the flattest city?

What will happen? Heights and Mounts is the urban-vertical counterpoint to the rural-horizontal dimension of our programme concept reflected by the **Horizon Festival**. Based on a concept of Austrian architect and visual artist, **Clemens Bauder**, and curator **Martin Sturm** and referring to the successful Linz rooftop model **Höhenrausch**, we are going to create an urban mountain hiking tour that connects different high points in the city. The route is marked by two distinctive points representing very different qualities of experience connected by an exciting "in-between" of some further stations.

- **The rooftop landscape of the Forum Shopping Mall/ Latinovits Theatre** complex is an abstract urban mountain massif sticking up from the immediate surroundings. Visitors can walk on the top of the building on different levels or plateaus. The parcours experience resonates with the different functions of this very vivid social place. It gives the building a new narrative from the world of mines to the world of mountains. In terms of artistic intervention, this will mean a scenographic route guided by the architecture. Different new levels will be combined with new functions (e.g. a venue for experimental performances in cooperation with the Latinovits Theatre, open air cinema) as well as site specific artistic interventions. The key momentum will be the experience of a new urban space and an exciting hiking tour through the massif.
- **The 22-level skyscraper** in front of the railway station at Petőfi square is a metaphorical urban lighthouse – the Mont Blanc of Debrecen. This building is about the view to the far horizons; we have arrived at the peak. In the twilight period from day to night, the house will be temporarily open to the public (5-8 pm) to experience nightfall and the play of the borderline between the still clear sight and the darkness. The rooftop can be reached by the goods lift. The observation platform will guide your view through the architectural formulations in different directions. From here, different artistic interventions, close or far, will be experienced (e.g. playing window lights of a housing estate, artificial fata morgana in the Great Plain). The tall building rooftop will represent the glance into the distance and its artistic manipulation (e.g. through manipulated binoculars or real interventions in the public space).

- The mountain massif (shopping mall-theatre building) and the lighthouse peak (22-level house) will be connected by a parcours in the public space, through heights (and maybe even depths) through the urban landscape. These 4-5 artistic interventions, in other buildings across the city, will reflect the theme of heights. Potential objects: 15-level housing estate with an old observatory on the top, **Fényes udvar water tower, Great Forest Water Tower, Reformed Great Church of Debrecen.**

New Horizon? An ECoC project able to build mountains in the plain in a metaphorical way allowing the community to overcome old complexes through art, having a slightly ironical layer of interpretation in this special case.

Confirmed partners: OOE Cultural Quarter Linz (AT), University of Debrecen (HU), DAM Association (HU), Debrecen Hot Air Balloon Club (HU)

Personnel in charge: Péter Kovács (coordinator for architecture), Martin Sturm (AT) (curator), Clemens Bauder (AT) (leading artist)

Project management: Debrecen 2023

Time: preparation and planning: 2020/21, construction: 2022, functioning from 2023

Space: rooftop of Forum/Latinovits Theatre, the 22-storey house, other public spaces

Overall budget: 700,000 EUR

BOTANICA RELOADED

The story behind? Two of the first Hungarian herbal and botanical books were issued in Debrecen (in 1578 and 1807). The first botanical garden was also founded here. Moreover, a significant area of Debrecen includes the Great Forest protected under Natura 2000 designation. It is a wonderful hideaway for nature lovers with its superabundant flora and fauna and hosts several cultural and culinary programs each year. It is also the home of the University Botanical Garden and used by the Agóra Science Centre as an asset to popularise natural sciences.

What will happen? Botanica Reloaded is a series of events related to the iconic regional flagship Flower Carnival 2023. The most important elements of the programme include;

- **Emblematic installations** designed by world-famous fine artists made of flowers or plants (or installations of natural

materials showing flowers, plants and insects) at several public spaces in the city. As an outstandingly important programme element, with the involvement of fine artists, installations at Debrecen Airport will be created reflecting the typical species of local flora and fauna (plants, flowers and insects) working as a kind of ‘welcome attraction’.

- **The Botanical Garden and the Great Forest as art spaces:** Visitors using mobile devices scanning QR codes will have the opportunity to take part in interactive or game based tours. During the tours, they will not only gain knowledge of nature, but with the help of augmented reality technology, explore the connection between culture and nature in a fascinating way. The Botanical Garden is suitable for hosting all kinds of cultural, culinary (tasting flowers) or community events, especially at night when the trees are lit encouraging the Botanical Garden itself to be appreciated as a piece of art.
- **Community Botanical Book:** A 21st century reinterpretation of the Hungarian herbal book as (1) a mobile application identifying herbals in and around the city and (2) a free-to-download handbook for the creation, maintenance and cultivation of community gardens in the spirit of open knowledge with multiple infographics and illustrations. Compiled jointly with the maintainers of already existing Hungarian and foreign community gardens, the download will be available to everyone as a free-access know-how, even before the year of the programme.

New Horizon? Citizens and visitors can experience a new relationship with nature, urban space, arts and sciences. The “Flower Carnival” tradition will be augmented and become part of the city everywhere. At the same time the project aims to rediscover the Botanical Garden and the Great Forest for all citizens and visitors.

Confirmed partners: Laboratory of Actual Creativity NGO Vinnytsia (UA), Promprylad.Renovation Ivano-Frankivsk (UA), University of Debrecen (HU), “Erdőmentők” (Forest Protectors) Foundation (HU)

Personnel in charge: Béla Somogyi (coordinator)

Project management: Agóra Science Centre

Time: transformation of the Botanical Garden for the whole title year, city installations before and during the Flower Festival in August 2023

Space: Great Forest, Botanical Garden, further public spaces, Debrecen Airport

Overall budget: 430,000 EUR

MATURE PLANTS

The story behind? Unfortunately it’s not a rare thing in Debrecen to meet older people who have completely lost their connection to the environment and spend most of their time in their living rooms where the TV is their only company.

What will happen? Building upon the already existing balcony gardening pilot project in one of Debrecen’s block of flat districts, which was seen to produce positive effects, a much wider community programme will start to involve as many people as possible, but with a strong focus on senior groups. In the peripheral garden areas away from the city centre, a lifestyle programme will be launched, in the framework of which five study gardens will be established. The primary aim of these study gardens will be the rehabilitation of once-active citizens, especially the elderly, through new community connections and open-air activities. The study gardens will offer regular weekly programmes with common cultivation of the garden as the main activity, with meals, handicraft sessions and conversations also part of the content. Gardening and plant growing will be based on the **Community Botanical Book** made in the frames of the **Botanica Reloaded** project (see P. 35), which is also seen as a tool for the reduction of digital exclusion of the elder generation. The auxiliary benefits of the programme will be the studying of the plant growing knowledge, while produce grown could be sold at farmers’ markets (there are 5 in Debrecen) and the income spent on the development of gardens. A coordinator and mentor will help each gardening community to have programmes and activities together. The whole project is based on a bottom-to-top way of thinking and will be executed by local NGO’s.

New Horizons? The project will re-energise hundreds of elder people who will share new horizons in an environment full of plants and flowers aimed at dissipating urban isolation.

Confirmed partners: “Ököváros” (Ecocity) Foundation (HU), Autonomous Government of the Bulgarian Minority Debrecen (HU), Hajdú-Bihar County Association of Gardens’ Friends (HU), Mathiász János Association of Gardens’ Friends (HU)

Personnel in charge: Zoltán Váradi (coordinator)

Project management: “Matúra and Natúra” (Mature and Nature) Foundation

Time: Formation of community gardens in 2021 and 2022, weekly programming from 2023

Space: Outskirt districts of Debrecen

Overall budget: 280,000 EUR

#MOBILITY

THE MISSING TWINS 2023
(HIGHLIGHT)

The story behind? According to the original ECoC-tandem model, two cities would have been awarded with the ECoC-title in 2023: one from the UK and one from Hungary. However, the selection process has been stopped for UK-cities **due to Brexit**. Debrecen’s message behind the project **The Missing Twins 2023** is to share the ECoC-title with all five former candidate cities from the UK, no matter what the final result of Brexit process will be.

What will happen? Debrecen will offer a creative space in the city throughout the year 2023 (with preparatory activities beginning in 2022). Our aim is to have a permanent presence of the UK-cities, our ECoC-twins, in Debrecen to enable a dialogue to continue despite Brexit. The final programme concept will be elaborated by a jointly nominated curator. The programme should remind us of the theme of “lost/missing twins, 2023” in an innovative way with a jointly developed artistic programme that should work as a **“Gesamtkunstwerk”**, far beyond traditional city-presentations. The central question of the programme is what it means to be inside or outside in today’s EU/Europe or moreover, in the future. Artistic answers and reflections to this very direct, yet challenging question will be given through a UK-Hungarian-European dialogue involving representatives of EU-candidate countries as well (e.g. the Balkan countries and Ukraine). The programme will contain installations and artworks made by international artistic teams, through workshops and debates, performing arts and gastronomy. In addition, a virtual bridge will be built through both the broadcast of some highlight events from UK cities, but also by finding interactive ways for distant participation without a physical presence. British students from the University of Debrecen will be involved into the creative process and the debates. We have already started the content development of the project through personal meetings with two widely acknowledged creative producers, **Chris Baldwin** (ex-artistic director of Galway 2020 ECoC programme, ex-member of Wrocław 2016 ECoC curatorial team) and **Sam Hunt** (former executive producer of Hull 2017 UK City of Culture, creative director of Waltham Forest – London Borough of Culture 2019).

New Horizon? The project reflects on the loss and missing of a twin from the perspective of the European dimension. It will open up new horizons on the interpretation of ECoC-partnerships and will link the people of Debrecen to five different cities in the UK with the help of culture and arts.

Confirmed partners: Leeds City Council (UK), Milton Keynes Council (UK), Belfast City Council (UK), Dundee City Council (UK), Nottingham City Council (UK), British Council (UK/HU).

Personnel in charge: Dinah Clark (UK) (Leeds coordinator), Fiona Boundy (UK) (Milton Keynes coordinator), Eimear Henry (UK) (Belfast coordinator), Stewart Murdoch (UK) (Dundee coordinator). The curator is going to be named by the UK partners in 2019.

Project management: Debrecen 2023

Time: preparation period and preliminary events in 2022, core project from January until December in 2023.

Space: CCDA / Debrecen 2023 Centre

Overall budget: 800,000 EUR

EUROPEAN SYMPHONIC ORCHESTRA OF DEBRECEN

The story behind? Music is an important and leading art in Debrecen with highly ranked schools at basic, intermediate and higher education levels. However, classical music institutions also face a brain drain while major European orchestras are full of excellent Hungarian musicians.

What will happen? In the course of this programme the Kodály Philharmonic Orchestra of Debrecen, which will be exactly **one hundred years old** in the year of 2023, will develop a strong European dimension. A special international orchestra will be formed out of musicians from high class European symphonic orchestras or academic institutions. Each Hungarian musician invited back from their new headquarters will bring a talented young colleague from that country - who could have easily been a musician having studied in Hungary. These pairs combined with musicians from the Kodály Philharmonic Orchestra will form the European Symphonic Orchestra of Debrecen, which in the end will represent almost two-dozen countries. Invited musicians will include Máté Szűcs (1st principal viola, Berlin Philharmonic, Geneva University of Music), Tamás Velenczei (principal trumpet, Berlin Philharmonic),

Gábor Tarkövi (principal trumpet, Berlin Philharmonic), Tamás Varga (principal violoncello, Vienna Philharmonic), Ödön Rácz (contrabass, Vienna Philharmonic) Notburga Puskas (principal harp, Orchestre de la Suisse Romande), Rozália Szabó (principal flute, Staatskapelle Dresden), Tünde Molnár-Grepling (solo piccolo, Gewandhausorchester Leipzig) and László Hadady (oboist, professor of Conservatoire de Paris). The main event for this special European orchestra is planned to be on 20th August 2023. International conductor **Sir Simon Rattle** has been invited to conduct the concert which will include Psalmus Hungaricus by **Zoltán Kodály** (a masterpiece that also celebrates its centennial in 2023) and Symphony no. 9. by **Ludwig van Beethoven**, having the Anthem of Europe in it. The huge choir will be created from the Choir of the Oradea Philharmonia (RO), the Slovak Philharmonic Choir Košice (SK) and the Vinnytsia Childrens Choir (UA) and the local Kodály Choir. Immediately after this event, the orchestra will move to Vienna for a guest concert at Musikverein to promote the Debrecen 2023 programme in the capital of classical music; then afterwards it will have an open-air concert in the **Austrian city** selected to be the European Capital of Culture in 2024. A short introductory tour of other European cities will also be scheduled, thus the ensemble becoming a travelling cultural ambassador of Debrecen and the Debrecen 2023 programme. The orchestra in a chamber version will also perform at the closing ceremony of the title year programme, to be described later.

New Horizons? This special kind of artist mobility brings a new European dimension to the musical life of Debrecen and sets up multiple international cooperations for the future.

Confirmed partners: all orchestras and choirs marked in the programme description, Performing Arts Employers Associations League Europe (PEARLE) TRIB' ART Association Timișoara (RO)

Personnel in charge: Sir Simon Rattle (UK) (conductor), Dániel Somogyi-Tóth (musical coordinator), Dávid Zsoldos (producer)

Project management: Kodály Philharmonic Orchestra of Debrecen

Time: July-August 2023, December 2023

Space: main square of Debrecen, Austria, other EU cities

Overall budget: 1,050,000 EUR

AIR-PORT DEBRECEN

The story behind? The Debrecen Airport symbolically stands for the new international role of the city. In the upcoming years it is expected that the number of passengers will increase to one million from the present 318,000 per year. The **Air-Port Debrecen** residency programme will be the artistic-cultural realisation of this new international mobility of the city. The **Debrecen International Art Colony**, with its 10 years of experience, is the starting point and provides the human capacity for the new residency system.

What will happen? In the framework of ECoC, the **b24 Gallery**, neighbouring buildings and the courtyard will be reconstructed as an international residency centre (see **Q18/D**). Interdisciplinary work, mobility, involvement and opening will be made possible in the context of the gallery. All conditions for a sparkling cultural-artistic space are made possible. In the next five years, a strategic residency programme will be developed involving European role-model organisations and following the basic 'policies' of MODEM: regionalism/oral history, community lifestyle/public art, education/cultural attraction, future issues/support of young artists and operators, bringing together generations.

Four types of residencies and mobilities are planned:

- Debrecen International Art Colony:** Two-week open art colony workshop every summer involving 10-15 artists upon invitation, followed by a MODEM exhibition (plus catalogue and conference) each autumn. We will proceed with this existing residency line into the future.
- Permanent residency programme:** The residency spaces/apartments/studios at the new b24 centre will host artists for a 1-3 month stay selected through an international open call application procedure. Artists from all fields will be welcome (in the widest sense of the word). According to our thematic cooperation with Debrecen based special institutions, organisations or the business sector, some interdisciplinary calls will be connected to certain themes, crossover concepts or extraordinary places (e.g. regular visit, coworking, stay, observation at factories, scientific institutions or the airport). Several companies and research centres have already expressed their commitment to cooperation (e.g. Institute of Pathology, Institute of Nuclear Sciences, Kronos AG, Continental).
- Project based residency:** connected to special exhibitions, performances etc. upon invitation or open-call.
- Outgoing residency:** Support programme for Debrecen based or regional artists to participate in European

residency programmes. A cooperation network with several AIR-s is possible – with some of them we are already in connection.

New Horizon? The residency programme is a clear contribution to artistic mobility. The interdisciplinary attitude of our programme concept will help residents widen their horizons and Debrecen to receive a strong tool for the internationalisation of the cultural scene.

Confirmed partners: Akademie Schloss Solitude Stuttgart (DE), K.A.I.R. Košice (SK), Plants AiR - Novi Sad 2021 (RS), Pécs Writers Program (HU), Johannesburg Art Gallery (SA), Pavle Beljanski Collection Novi Sad (RS), transit.sk Bratislava (SK), Kunsthaus Graz (AT), Museum of Modern Arts Salzburg (AT), Hungarian Academy Rome (HU/IT), Partium Christian University Oradea (RO), University of Debrecen (HU)

Personnel in charge: Edit Koroknai (programme coordinator)

Project management: MODEM Centre for Modern and Contemporary Arts

Time: Continuously from 2020

Space: b24 Artistic Open Space and Residency centre, partner organizations and companies in the city

Overall budget: 1.000.000 EUR

MEETING OF REDCAPPERS

The story behind? The leading figures of European street and market puppet shows are lineal descendants of each other. In this sense the Italian Pulcinella, the English Punch, the French Guignol, the Austrian Hanswurst or Kasperl, the Czech Kaspárek, the Bavarian Larifari, the Russian Petrushka and the Hungarian **Vitéz László** (László, the Fighter) or Paprika Jancsi are all near relatives. These global stars make us laugh everywhere and everytime while pushing the boundaries of the rational, caricaturing the anomalies of all kinds of authorities and peoples' failings. The project also reflects the heritage of legendary Hungarian puppet artist Henrik Kemény having various connections to Debrecen. Through his work Kemény successfully reintroduced the character of László Vitéz after decades of oblivion. By 2023 the existing Vojtina Puppet Theatre will be enlarged by the Vitéz László Puppet Space and a complex multimedia puppet art centre, hosting the European Street Puppet Show Methodology Centre will be inaugurated.

What will happen? In 2023, a one-week festival will take place presenting 35 puppet performances and 25 street theatre parades, circus and puppet actions of many different market and street puppet artists from all over Europe. Several settlements of the region will be involved in the activities forming a 100 km circle, where laughing about the weirdness of life will dominate the public spaces. These global wanderers offer evidence of intense yet popular cultural dialogue, interaction and adaptability.

Besides puppet performances, 13 workshops, trainings and masterclasses by 13 excellent professionals from 9 countries will be held: Marek Waszkiel (PL), Hartmut Lorenz (DE), Stephen Mottram (UK), Peter Schumann (US), Duda Paiva (NL), Salvatore Gatto (IT), Ivan Sogel (SK), Bruno Leone (IT), Massimo Schuster (FR), András Lénárt (HU), János Pályi (HU), Géza Kovács (HU) and Bence Vági (HU).

During the festival, some cross-cultural events will take place offering opportunities for co-working, participative inclusion and common laughter. Young artists and art university students will wrap the city (parks, squares, courtyards, pubs, railway stations, shop windows, hospital yards) with visual elements, puppet etudes and actions. Pedestrians will be involved into these interactive plays and actions. Rules will be broken.

Street puppet performances give many different artistic answers to the challenges of social processes. But in addition to the artistic content, the invited international masters and puppet artists will focus on the strong audience development potential of the genre. Preparatory activities in 2019 include 'shaping the concept', identifying venues, detailed action planning, layout, design and communication plans. From 2020 the Meeting of the Redcappers will be organised every year opening more and more new cross-cultural dialogues e.g. with the Ottoman puppet tradition around the characters of Karagöz and Hacivat.

New Horizon? It is essential for a new European understanding to identify shared figures (pieces of identity). The mobility of these fictional figures stimulates real life mobility which opens new horizon of this scene.

Confirmed partners: Universities, schools: University of Film and Theatre Budapest (HU), University of Kaposvár (HU), University of Arts Târgu Mureş (RO), Babeş-Bolyai University Cluj (RO), University of Debrecen (HU), Eszterházy Károly University Eger (HU), MOME Universty of Art and Design Budapest (HU), Metropolitan University Budapest (HU), Medgyessy Ferenc High School of Arts Debrecen (HU), ORT-IKI Independent Art Association

(HU), Kuckó Artists' Ranch Association (HU), Winged Dragons Ensemble (HU). Institutions: Petőfi Literature and Theatre Museum Budapest (HU), Széchenyi National Library Budapest (HU), Culture and Education Foundation Tbilisi (GE), Mostar 2024 (BA). Puppet Theatres: Erfreuliches Theater Erfurt (DE), Childrens' Theatre Subotica (RS), Hungarian Ensemble of the Subotica Theatre (RS), TAMTAM Theatre (NL), Lilliput Ensemble Oradea (RO), Puck Puppet Theatre Cluj (RO), Northern Theatre Satu Mare (RO), Puppet Theatre Sfântu Gheorghe (RO), Bavka Puppet Theatre Uzhhorod (UA), Árgyélus Tales and Puppet Theatre Chotín (SK), CsaVar Theatre (SK), Tale and Puppet Theatre Rožňava (SK), National Children's and Youth Palace Tbilisi (GE), Mesebolt Puppet Theatre Szombathely (HU), Vaskakas Puppet Theatre Győr (HU), Kaposvár Puppet Theatre (HU), Budapest Puppet Theatre (HU), Bóbita Puppet Theatre Pécs (HU)

Personnel in charge: Terka Láposi, Anikó Asbóth, Géza Kovács (curators)

Project management: Vojtina Puppet Theatre, Korngut-Kemény Foundation

Space: Vojtina Puppet Theatre, several outdoor venues throughout the city

Time: Annually from 2020, in May

Overall budget: 450.000 EUR

SHOW YOUR SPICES

The story behind? More than 5500 international students from more than 100 countries study at the University of Debrecen. This number will exceed 7000 by 2023. More and more expats are moving to the city with international companies. These students and expats live in the same neighbourhoods and housing estates and share the same urban environment with the local population. For many inhabitants it is quite a new situation.

What will happen? This long-term programme aims at tearing down cultural borders between neighbours and fellow citizens. These borders simply arise due to us coming from different cultures and sometimes from basic communication issues - not only because of language barriers. **Show Your Spices** uses gastronomy to facilitate a better understanding of each other, aided by other art forms, cultural mediators and pedagogues. The programme is based on the annually held **International Food Day** which is a highlight international event at the University of Debrecen. The idea is to take this initiative close to locals. On a weekly basis in 2023 we

will select one group of estates or a neighbourhood and create a 'cooking together' initiative in which with both 'foreigners' and 'locals' take part. Performers will also take part in events focusing on themes of intercultural differences. At some prominent points of the title year a special edition of the International Food Day will be taken to the outer neighbourhoods with a tiny stage programme. The university canteen will serve food based on the commonly used recipes and include a side-project called **'Show Your Buildings'**, a cooperation programme with the LEGO factory in Nyíregyháza. Students will form groups with their compatriots in order to build a symbolic building of their home country with the help of some LEGO MOC professionals and have it exhibited in the new Learning Centre of the University.

New Horizons? This quite new multicultural milieu of Debrecen will be much less strange for local inhabitants. Horizons of inquisitiveness, tolerance and mutual understanding will be encouraged.

Confirmed partners: University of Debrecen (HU), Centre for International Education (HU), City of Nyíregyháza (HU), Endorphin Theatrical Association (HU), Debrecen Pensioners' Association (HU), Alsójózsa Pensioners' Association (HU)

Personnel in charge: Sayed-Ahmad Mohamed (student coordinator), Zsigmond Lakó (intercultural mediation coordinator)

Project management: University of Debrecen Students Council

Time: January to December 2023, continuation as a legacy around the International Food Day

Space: University of Debrecen, Learning Centre, outer neighbourhoods

Overall budget: 150,000 EUR

FROM ISLAND TO ISLAND

The story behind? Professors and students of the Debrecen Reformed College have set out on pilgrimages since the 16th century provoking various contacts with cultures and languages across Europe and further afield. **From Island to Island** was inspired by the traditional values of these pilgrimages: sharing of cultures, languages and knowledge. But the project reflects another tradition rooted back to the communist era. Old, bedraggled and cheap pubs have been simultaneously used by marginalized people, university students and

cultural actors. This programme is a journey to the sometimes isolated languages and the old, island-like venues.

What will happen? Crossing European languages, literatures, authors and the audience will be presented through the sound of poetry, combined with music, visualizations and performative productions. Going back to the origins of "lyrics" meaning texts accompanied by music, we will focus on song lyrics and the presentation of poetry to an international audience by the sound of the language, its visualization and performance. Poems in several languages (Finnish, Estonian, Latvian, Lithuanian, Polish, Czech, Slovak, Ukrainian, Romanian, Serbian, Croatian, Slovenian etc.) set to music, literature performances, experimental and slam poetry events will take place performed in the original language by authors such as Carolina Pihelgas (EE), Kaur Riisma (EE), Jürgen Rooste (EE), Harri Hertell (FI), Tomáš Straka (SK), Kristina Kočan (SI), Aleš Šteger (SI), Grigory Semenchuk (UA) – among others. The project will be connected with the AiR-Port Debrecen programme providing residencies for poets, lyricists, translators and slammers.

New Horizon? The project formulates a new approach to the intercultural communication of sometimes isolated communities or languages and open new horizons for cooperation on different levels: it will build bridges between the cultural islands of Europe (and its languages) and at the same time within the city (among the venues and communities) while fostering the cross-over of artistic dialogue.

Confirmed partners: Alte Schmiede Vienna (AT), International Elias Canetti Society Ruse (BG), Mircea Dinescu Poetry Foundation – Port Cultural Cetate (RO), Europe Island Festival - Culture Campus NGO Vinnytsia (UA), Estonian Institute in Hungary Budapest (EE/HU), Culture and Education Foundation Tbilisi (GE), National Children's and Youth Palace Tbilisi (GE), Alföld literature magazine Debrecen (HU), Kulter Community Group Debrecen (HU)

Personnel in charge: Péter Szirák, János Áfra, Oleksandr Wesselényi (UA), Nastasia Yevdokimova (UA) (curators)

Project management: Debrecen 2023

Time: preparational period and preliminary events in 2022, core project from January until December in 2023

Space: locals, pubs throughout the city (Incognito, Roncs, Bakelit, Cafe Conca Doro, Könyvtár Kultúrkocsma etc.)

Overall budget: 180.000 EUR

TRANS/MISSIONS 2023

The story behind? Rzeszów (PL), Lviv (UA), Ostrava (CZ), Košice (SK), Trakai (LT) and Debrecen are cities that have been working together on the issue of identity due to the fact they are located near borders. The second pillar of the initiative is another identity question: As provincial cities, we all suffer from the pressure of the capitals, and the theatres feel this burden as well. These cities aim to fill in a more important role within the society and the cultural life in their countries.

What will happen? The directors of the partner theatres believe that their initiative is capable of developing a dialogue about the issues mentioned above, and to offer creative-artistic solution to emerging problems. The theatres have started **real Trans/Missions**: a unique annual artistic festival based on the international cooperation of six European city theatres. **Csokonai Theatre** is one of the founding members of this festival series.

Debrecen will be the host city of **Trans/Missions** International Festival of Arts in 2023. In late August, five companies from five European cities will visit Debrecen and perform a frenetic and innovative ECoC special edition of the festival: Each performed stage play will be directed by a director from another city. This makes crossover thinking and European co-creation possible.

During the ECoC special edition in Debrecen, a real festival atmosphere will be generated by amateur and professional street groups playing everywhere in the urban space. Around these events, the cities can present culinary and design products. During the Festival week, Csokonai Theatre of Debrecen will also place a special emphasis on international exchange with open discussions about the cities' identity and role within Europe.

The Re-trans/mission programme line will be the digital form of the festival providing innovative 3D streaming of the plays.

New Horizon? The project has a strong European dimension based on active cooperation and shared perspectives. It is a long-term laboratory project to develop artistic concepts for social and political challenges.

Confirmed partners: Wanda Siemaszkowa Theatre Rzeszów (PL), Royal Theatre Trakai (LT), Maria Zankovetska Theatre Lviv (UA), The Moravian-Silesian National Theatre Ostrava (CZ), State Theatre Košice (SK), National Theatre Miskolc (HU)

Personnel in charge: Péter Gemza (festival director)

Project management: Csokonai Theatre Debrecen

Time: end of August 2023

Space: Csokonai Theatre and outdoor venues in the city

Overall budget: 290.000 EUR

EUROPEAN HEARTBEATS

The story behind? The presence of contemporary dance and movement theatre formats in Hungary is essentially centralised in Budapest. While authentic folk dance is extremely popular in Debrecen, there is a lack of proper and visible platforms for contemporary forms. The **new Latinovits Theatre** is about to bring new winds to this ecosystem.

What will happen? The **European Heartbeats** project will give space to all genres of dance from traditional to current, from hip-hop to ballet, from conventional to experimental. Dance is similar to music in being an international language - and is connected to music by rhythm. We will start a series of six workshops in which dancers based in Debrecen coming from different genres, will work with a wide variety of recognised drummers from Europe. Confirmed artists include Gildas Etevenard (FR), Roger Turner (UK), Chris Cutler (UK), Tamás Geröly (HU), the Galway 2020 programme delegates a bodhrán (Irish indigenous hand drum) player. The common way of thinking and producing will be opened up across borders and between genres. The series of workshops will end up in an exciting hour-long performance of 30 drummers and 100 dancers using the runway of the Debrecen Airport as a temporary stage and as a metaphor for mobility.

New Horizons? A fresh and diverse dance scene will gain the opportunity of a new European horizon catalyzing genres across the city and the whole region. This will help support work taking place at the new methodology centre to be established in the frame of the Latinovits Theatre and enable work to exist in a much more supported environment.

Confirmed partners: Ciotóg and Milestone Inventive (IE), Compagnie Marlène Rostaing Toulouse (FR), Moving Academy of Performing Arts (NL), Modern Dance-Play Studio (HU), Debrecen Folk Ensemble (HU), Fónix Youth and Children Folk Dance Ensemble (HU), Hajdú Folk Dance Ensemble of Debrecen (HU), "Forgórózsa" Dance Ensemble (HU), Eastsiders Crew Hip-Hop Formation (HU)

Personnel in charge: Péter Gemza (producer), Renáta Simon (artistic curator)

Project management: Csokonai National Theatre

Time: 3 workshops in 2022, 3 workshops in 2023, end show in autumn 2023

Space: Latinovits Theatre, Debrecen Airport

Overall budget: 320,000 EUR

#KNOWLEDGE AND KNOWHOW

CRAFT FOR LIFE (HIGHLIGHT)

The story behind? Handicraft was a dominant cultural attribute in the past of Debrecen and its surrounding region. The city itself may thank its existence to being a meeting point of different crafts and tradesmen's routes. The question today is: how can the traditional manual know-how be transformed into a present and contemporary technology of value and how can it become the 'light at the end of the tunnel' for talented but underprivileged, often Roma people living in deep poverty in villages not far from our city?

What will happen? Our aim is to find the place for old crafts(wo)men in the contemporary design scene on a broad international basis and with programmes that attract a much wider audience than even modern design has ever been able to reach in our region. Wider audiences lead to larger markets, which can make new crafts a basis for a **sustainable economy** for many people and thereby a tool for **social inclusion**. We take the method described in the DLA dissertation by renowned Hungarian artist Róza El-Hassan, who developed a project where elder gipsy craftsmen started to produce modern everyday tools using traditional materials and workflow. In order to fulfil our aims, **Craft for Life** contains multiple project tracks:

- **Traces of passion:** Taking the role model project, **"Passionswege"** (Vienna Design Week) this project connects international and Hungarian designers with traditional crafts(wo)men from the county. We will cooperate with two regional arts & crafts associations and several social NGOs working in the underdeveloped countryside to find potential talent for this project. An open work process, free from the commercial constraints of conventional work relationships, based on co-creation

and sharing knowledge will hopefully result in a series of cooperative ventures. Vienna Design Week will oversee the mentorship for this project and will recommend international designers for participation.

- **Craft for Life Grants:** In the frame of the microgranting (see **Q20**) and the residency programme (see **AiR-Port Debrecen** on P. 38) of Debrecen 2023, we intend to support 10 talented artisans from the poorest villages to spend a scholarship in a foreign country in order to work with designers and exchange experiences about using traditional materials and new technologies.
- **Craft for Life Fair Festival:** to find the most attractive way to present products made with this "new craft" aspect, we will revive the tradition of the "big market" with a brand new perspective. The aim is to present the regional folk art, handicrafts and applied arts with an up-to-date approach and redefine Debrecen's image as a capital of fairs and markets. Among the related programmes, an exhibition and conference will be organised about the future ways of linking old know-how and progressive design.
- **Crafts Markets in a Post Internet Age:** in a world of online marketplaces, the heritage of market towns are unexplored potential. This program investigates how the once Europe-wide trade networks of Debrecen can be rebuilt in an online, hybrid economy. Reinterpreting industry 4.0 supply chain models for smaller scales will connect local makers to larger production networks. Instead of reinventing Etsy, Debrecen's marketplace platform will connect services and products across cities, and the expand the Fair Festival beyond 2023.
- **Digital Crafts and Open Science:** the appearance of new technologies in the crafts world offer several new possibilities for the future economy. A cooperation program between Craft for Life, the University of Debrecen and the city's industry will investigate the role of crafts and design in scientific and applied research in the university's areas of expertise (life sciences, biotechnology, automotive manufacturing). This program will move crafts from a heritage-facing trade to an innovation-oriented activity exploring skills, experience and the value of human work in an age of automatization.
- **Craft for Life Camp:** an international coworking youth camp for ages 14-23 announced throughout Europe, with youngsters coming to get to know the local (handicraft) traditions and reinterpret them with the help of contemporary artists, designers and art teachers, while they complete the common plans, concepts and created products with the elements of their own culture and traditions. At the end of the camp, a group exhibition will be delivered in the frames of the Fair Festival. There will be

- common creation, cultural dialogue, new friendships and also leisure programmes (concerts, trips and sports).

New Horizon? We have talked a lot about disparities between the city’s economic development and the surroundings lagging behind. This project, with a strong background in the region’s cultural history, will offer a horizon into the field of social inclusion of the Roma and the poor and discover the values of a traditional know-how using in sustainable design.

Confirmed partners: Neigungsgruppe Design / Vienna Design Week (AT), EU-ROMA National Association (HU), Hajdú-Bihar County Arts and Crafts Association (HU), Bihar Region Arts and Crafts Association (HU), Design Terminal (HU), Handicraft Foundation (HU), “Igazgyöngy” (Pearl) Foundation (HU), Foundation Supporting the Poor in Debrecen (HU), Invisible School Community (HU), For the Children in Haláp Association (HU)

Personnel in charge: Samu Szemerey (coordinator)

Project management: Debrecen 2023

Time: Traces of Passion and Grants from 2021, Camp and Fair Festival from April 2023

Space: various

Overall budget: 990,000 EUR

WE LOVE WOOD

The story behind? The trees growing in the forests around Debrecen are amongst the most important inhabitants of the local ecosystem. Over centuries wood provided the raw material for the builders and artisans of the city. This relationship with wood has changed a lot, but innovative wooden structures having their renaissance as nature friendly manifestations of the knowhow.

What will happen? This is a multi-layered programme organised around the artistic and functional uses of wood, which has also architectural, engineering, design, fine arts, gastronomy and ecological aspects. The foundation of this programme will be a two-week long international creative camp in the Great Forest, led by the famous **HELLO WOOD International Summer University and Festival**, in which the local architect students with their international fellows will create outdoor installations, space organizing elements and multifunctional buildings. During the time of the creative camp, many accompanying events will take place in the city: chamber exhibition in the b24 Gallery exploring the connection between wood

and contemporary design, furniture making workshops for non-professionals with the cooperation of the Furniture Association, **Download Design** project (open source, downloadable furniture plans in the spirit of the open design and the do-it-yourself), the creation of new nature trail, park furniture and signalisation and information system in the internal and external areas of the Great Forest. We will adapt some Finnish and French patterns of using recycled material which helps preserve living trees. The **We Love Wood** project will be connected to other Debrecen 2023 projects. Participants will be involved in the execution of the installations for the **Heights and Mounts** (see P ...) programme and also in planning stages, venues and cabins or bivouac shelters for **Horizon Festival** (see P ...).

New Horizon? The project will help in the rediscovery of wood and in the understanding of its importance as a natural material. Furthermore, through international cooperation, we will gain a chance to exchange knowledge and help to develop new ways of working with trees and wood.

Confirmed partners: HELLO WOOD (HU), Furniture Association (HU), Moholy-Nagy Művészeti Egyetem (HU), University of Fine Arts (HU), Medgyessy Ferenc & Kós Károly Secondary Schools (HU), Pylorama.wood community Kyiv-Nantes (UA), Promprylad.Renovation Ivano-Frankivsk (UA)

Personnel in charge: Péter Pozsár (chief curator), Péter Kovács (coordinator)

Project management: University of Debrecen

Time: First camp in June 2022, then annually

Space: Great Forest of Debrecen

Overall budget: 440,000 EUR

HUMANOTHEQUE / HEALING LIBRARIES

The story behind? According to the historical narrative Debrecen is a city of books and libraries. The Méliusz Central Library, with its 17 decentralised points, the National Library of the University and the traditionally very rich Library of The Reformed College, create a solid network for booklovers. But how about the changes provoked by the digital era?

What will happen? This project will try to answer the challenges of digital technology faced by citizens and communities in two different ways. Both create spheres for people to meet and contact each other in real life and are capable of compensating for the effects of technology,

which is increasingly influencing our lives. The presence of a decentralised network of small libraries in Debrecen ensures the physical frames for this healing process.

- **Humanotheque** is based on the artistic project by Debrecen-based artist Dorottya Vékony. Having international examples and predecessors such as **'living libraries'**, this project is a special human **knowledge exchange platform** for people, who - following the principles of sharing economy - give their time to each other, share their skills, their knowledge and their hobbies. The aim is to build up a portfolio of at least 200 participants who offer a small part of their time and get it back from someone else. The digital database will be given as a catalogue and the special **Humanotheque** desks in the libraries will serve as meeting points for lenders and borrowers by the start of 2023. International artist spending their residency programme in Debrecen will be integrated to the programme.

- **Healing libraries** will offer centrally organized green services, for example small reading groves, guerilla gardening in the courtyard of libraries, reading workshops throughout the year, for people exclusively used to urban environments. Small branch libraries will be transformed in this spirit. Healing libraries will also support the “victims” of the digital exclusion by transferring actual knowledge, which contributes digital technologies becoming part of the identity of local communities without the demolition of human connections. A huge amount of documents about local history will be digitalized, but with lots of real life actions built into it; moving library, community events, discovery tours with librarians will all be included in this complex project element.

New Horizons? The massive tradition of libraries will be dynamized to meet the demands of 21st century citizens while helping them to preserve direct, face to face, human connections.

Confirmed partners: City Library Ulm (DE), Művészter Műhely (Artists’ Space) Association (HU)

Personnel in charge: Dorottya Vékony (artist)

Project management: Méliusz Library

Time: Preparations from 2020, transformed libraries in 2023

Space: Branch libraries and virtual spaces

Overall budget: 400,000 EUR

CELEBRATE LETTERS

The story behind? As an educational and religious centre, Debrecen has had bookmaking and book-printing as one of its most important factors of craft and knowhow for centuries. In many respects this tradition has deep and significant European implications. The predecessor of the **Alföldi Printing Company** was established in 1561 by Huszár Gál, Lutheran priest, printer and songwriter. This is something we can call a living tradition and which is a source of inspiration.

What will happen? Our aim is to show that Debrecen is able to play an important role in the contemporary European bookmaking scene, and for that purpose two important events are planned:

- **Celebrate Letters - The Festival of European Typography:** a week-long festival and workshop about experimental typography and font design. An international summit of contemporary font designers will also take place in spring 2023. Participating font designers, cultural institutes and associated enterprises will receive their own unique font sets in exchange for their support of the programme, which will also include an up-to-date interactive multimedia exhibition. The event creates the opportunity for a contemporary innovative reinterpretation of the **punch-cutting** traditions of Debrecen. The characteristic writing culture of the region is also yearning for development such as the inscriptions and the scripts decorating the walls in the regions churches. Certain letters, such as the Ÿ with diaeresis, remain in the local spelling, on graves and in family names. With the accompanying event of the Typography Festival, printing presses of industrial historical value will be shown to the audience and many instruments will be restored. Programmes will also be organised regarding the Old Hungarian Runic Script still known in the Carpathian Basin, which is related to numerous pictographic scripts. We will teach, analyse and transmit this cultural treasure within the framework of sessions, workshops, trips and presentations, by analysing what kinds of similar scripts can be found worldwide.

- **Book Design Depo**, running parallel to **Celebrate Letters**, will be a celebration of contemporary European book design, connecting many book related exhibitions already established in community spaces (bigger libraries, bookshops). At the same time, we organize a conference exploring the relationship between the creative industry (book design, typography, illustration and applied graphics), the printing industry and the electronic book publication.

New horizons? These events will demonstrate and promote good practice to a wide audience how a local, strong tradition can be dynamized and transformed into a contemporary and international activity within the creative sector with big added value.

Confirmed partners: University of Bergen (NO), Pictoric Illustrators Community (UA), Culture and Education Foundation Tbilisi (GE), National Children’s and Youth Palace Tbilisi (GE), TypoZone - Eszterházy Károly University Eger (HU), Ajtósi Dürer Association of Graphic Artists (HU)

Personnel in charge: Lajos Major (artistic curator)

Project management: Debrecen 2023 and Alföldi Printing Company

Time: Spring of 2023

Space: Bookstores, Libraries, Alföldi Printing Company & MODEM Centre for Modern and Contemporary Arts

Overall budget: 185,000 EUR

#COMMUNITIES

THE PANEL PROJECT (HIGHLIGHT)

The story behind? About half of the population of Debrecen lives in huge housing estates build of prefabricated elements which in Hungarian we call 'panel'. From 1971, the so-called 'house factory' constructed some 2000 apartments per year. These housing estates replaced the old suburban living areas and their gardens, creating a completely new urbanistic formula. These oversized and uniformed blocks lack cultural urban spaces, their social interaction is limited, and it is hard to define any identity. The formation of communities is not easy as there are hardly any unique zones, markers or semi-private spaces. Yet according to a study, the overwhelming majority of people feel absolutely satisfied with living in the 'panels'.

What will happen? A special focus of the city’s cultural strategy is to **decentralise** and create new spaces for inhabitants. In parallel to this strategy we have designed a seven years programme exploring the 'panel' phenomenon, and to develop an action plan to start with the implementation. The programme is advised by a working group of international and local experts (architects, social workers and artists) invited

in 2018 to our workshop **Space-Block-Community** in Debrecen to present European best practices and to discuss possible ways for community activation. Planned stages and components of the project include;

- Panel:** international contemporary art exhibition and series of workshops at MODEM gallery in 2019
- Give back the Colours** links **The Panel Project** to the **Exchangers** project (see below in **Q13**). One of the model actions in the frame of the decentralised community art centres would be the revitalisation of greyed city areas based on the ideas of local residents. Throughout Europe there are many examples of the rebirth of such sad living environments with the help of art. Colouring shall be interpreted symbolically but will also work with literal meaning. There will be two major methods: one around the idea of small local communities and self-governing groups who will be offered an artistic incubation from the community art centres. The other, a catalogue of artistic concepts made by different European artistic groups on new murals, public installations, playground elements, vertical gardening and square creations and usages. Local democratic tools will be used to facilitate conversations and decisions, culminating in a decision regarding which concepts will be realized. Many already existing civic initiatives will be integrated. As a part of the project, lots of new meeting points beyond the community art centres will be established all over the city in forms of ping-pong tables, designed by young artists taking part in the residency programme – this part is titled **"Artballs"**.
- European Twin Districts** is a 21st century social reinterpretation of the official partner or twin city relations notion. We have observed that European mutual understanding is sometimes simply not possible because smaller communities do not meet. A huge part of the population in the Debrecen housing estates do not speak second languages and are not able to travel. Many of them have no idea regarding the real situation in another countries, cities or communities. And it works mutually as hardly any people in European cities know anything about the situation, success stories or challenges of the inhabitants of the Tócsóskert housing estate in Debrecen. European Twin Districts initiates small scale European dialogue and exchange: it brings together housing estate communities through mutual visits of local festivities or events, starting with organised and mentored (and accompanied) journeys. As a pilot project, we will organise a meeting of groups from Tócsóskert and Fényes udvar with the local citizens of Bremen-Tenever in both cities.

New Horizon? The project contributes to the stimulation of rather passive parts of the city using European models and contacts. The main goal is not to offer cultural and

community programmes to the local inhabitants, but to establish new frameworks of active participation, interaction, self-organisation and self-governance.

Confirmed partners: Drenova Cultural Centre Rijeka (HR), Novi Sad 2021 (RS), Laboratory of Actual Creativity NGO Vinnytsia (UA), Culture and Education Foundation Tbilisi (GE), National Children’s and Youth Palace Tbilisi (GE), Ostarchitectur.com – Archive for Post-War Modernism in Central and Eastern Europe (CH), Bremen-Tenever (DE) district partnership: Protestant Community Trinitatis Tenever, Unemployed Peoples’ Centre Tenever, Quarter Management, Mothers’ Centre Tenever, Quartier Ltd. – Atelier and Children’s Cultural Projects, Working Group Tenever, District Community Group Tenever, Sound-Picture Association (HU), Hadron Art Association (HU), Debrecen Skateboarders’ Movement (HU)

Personnel in charge: Péter Kovács (project leader), Sándor Imreh (coordinator) + international working group: Peter Sägger (CH), Eugen Panescu (RO), Joachim Barloschky (DE), Filip Tittl (CZ), Jan Sekan (SK), Samu Szemerey, Ádám Hatvani, Fruzsina Zelenák, Tibor China, András Kuhn

Project management: Debrecen 2023

Time: from 2019 to 2024 continuously

Space: Tócsóskert, Vénkert, Újkert, Fényes udvar and other housing estates

Overall budget: 540,000 EUR

EXCHANGERS

The story behind? The decentralisation of culture is one of the main goals of the city’s cultural strategy and the ECoC programme. In this sense, four new decentralised community art centre buildings will be created in different huge housing estate districts of Debrecen. In Tócsóskert, two former heat exchangers, in Vénkert, an old classic villa, the Borsos Mansion will be refurbished, while in Fényes udvar, the architectural extension of the still working Water Tower will serve as the hub for the Exchangers programme.

What will happen? The functional model and the everyday use of the new, multifunctional community art spaces have to be developed in a professional and programmatic way. In the framework of incubation activity, a trained colleague (community worker, mentor) will help the community activity, the launch of cultural, social and creative enterprises and the search and utili-

sation of grant application possibilities. The programmes will be mainly developed and run by local organisations, artists and citizens who will be involved already into the process of the interior and surrounding area design.

In terms of methodology, we will be starting by mapping the exact cultural needs and resources of the target communities in order to define cultural responses together with them. The responses may be of different types: events raising public awareness, educational activities allowing personal development of district citizens, socio-cultural activities reinforcing collective identity and social ties, but also transformative activities to improve public spaces (as the Give back the Colours programme line of **The Panel Project**).

These buildings can operate as a workshop, a gallery area, an event room, a co-working space or a storage room of the tools of the community gardens and study gardens. The cultural points being colourful objects as regards their appearance will serve as an own new identity for a housing estate and they also create important cultural decentres.

New horizons? The bottom-up organised and decentralised community centres introduce a completely new form of collective action in areas with very low access to culture. Through cooperation and creation, a new sense for solidarity and neighbourhood arises. Finally, the rather passive district communities may redefine and shape their identities through cultural activities.

Confirmed partners: Novi Sad 2021 Culture Stations (RS), K13 Exchangers Košice (SK), Promprylad.Renovation Ivano-Frankivsk (UA), Ukraine Crisis Media Centre Vinnytsia-Kyiv (UA), City of Nyíregyháza (HU), City of Miskolc (HU), Association of Multicultural Families (HU), Alternative Communities Association (HU), "Mosolyvirág" Association of Large Families (HU), Centre Youth Association (HU)

Personnel is charge: Judit Új (community coordinator), Christian Potiron (adviser)

Project management: Debrecen 2023

Time: 2019-2024

Space: Tócsóskert, Vénkert, Fényes udvar housing estates

Overall budget: 500,000 EUR which does not contain the capital expenditure

DRIVE

The story behind? While many traditional cultural communities could establish their home spaces during the previous decades or centuries, for independent contemporary artists and small creative enterprises it is still quite difficult to create space where people can meet and practice their professions despite the fact that the city owns lots of vacant urban properties, not to mention ones in private hands. These two factors connected can create a driving force which reflects on the title of the project.

What will happen? We will initiate a project based on the idea and methodology of the **"Lakatlan" (Vacant City) Programme** which was established by the KÉK – Hungarian Contemporary Architecture Centre in 2012. The programme has a threefold purpose: To find solutions for the community-based regeneration of vacant, unused commercial or administrative premises, to activate creative and artistic communities by helping them to find spaces, and to motivate and engage people to lead to a transformation from recipient to creator. A support system will be designed to help with the arising demands and needs. The process, starting in 2020, has a clear target of locating and bringing on-line 20 premises by 2023. These premises would be dedicated to three kinds of activities;

- **"ShareBars"** would create spaces for value-creating initiatives, creative enterprises, independent artist groups, designers open galleries or ateliers, stores and workrooms. It is envisaged that these premises would have street frontage. The conditions for usage would be worked out on a basis agreed between project management and property owners resulting in a win-win situation for everyone. We would require the creatives using the space to ensure their activities include regular, interactive activities, involving the wider community.
- **"Arcadia"** would use more hidden premises (empty offices, official lodgings, possibly cellars) as pop-up artistic spaces, where action-like exhibitions and performative productions organised with Debrecen 2023 and artists from the "ShareBars" spaces could exhibit.
- **"Debrecen Cloud"** would create a virtual "drive" for this project which is accessible from anywhere in the world and serve as a storing space for all results of the creative work carried out in these spaces. An online gallery for the exhibitions, online catalogue for the products, virtual tour of the spaces – and a knowledge base of international best practices and locally created ideas.

New Horizons? The project aims to demonstrate that communities can be strong and resilient enough to find answers for the revitalisation of their city through engagement with culture and the cultural industries.

Artistic activity will be more visible, understandable and accessible to the wider community as a result.

Confirmed partners: Novi Sad 2021 (RS), KÉK Hungarian Contemporary Architecture Centre (HU)

Project management: Debrecen 2023

Time: Preparation from 2020, first actions in 2022, 20 premises by 2023 and beyond.

Space: Unused and vacant urban properties

Overall budget: 300,000 EUR

COOL SCHOOL CONTAINERS

The story behind? Debrecen's image of a traditional college city is an old story. There is a wide spectrum of educational institutions but all have something in common; they do not have real creative community spaces except the library and the gym, and both of these are restricted use.

What will happen? We will create and offer eight pre-fabricated mobile (pop-up) community spaces or hubs, each made of three standard 7 metres **containers** able to be set anywhere around the premises of a school. High school pupils will be invited to make utilisation plan for the mobile spaces and the schools will submit their application based upon this. All secondary schools in Debrecen and in Hajdú-Bihar County will be able to apply and the jury will prioritize at least one application coming from a high school working in a disadvantaged sub-region. The application procedure will be repeated annually with schools getting the chance to buy the container hub using crowdfunding. Each multifunctional hub will have a useful floor area of 41,5 m2 and equipment will include a complete rehearsal room with music instruments, a studio suitable for making sound recordings and film editing, camera, projector, projection screens, (3D) printer, e-book reader and other devices with cosy furniture. The hubs will be operated by mentored pupils, as a kind of a pilot cultural business enterprise where they can try out being managers of a cultural and community venue. The Debrecen 2023 programme will facilitate a mentoring system to help the community hubs in manage daily operative actions. Popular Hungarian artists will be invited to be "one-time mentors"- invited to help pupils in building a mass base and learning using a **'DIY attitude'**.

New Horizons? The project will open up a sustainable way for capacity and community building; youngsters will be encouraged to unfold their creativity together in

community, while the containers-hubs being managed on their own will foster autonomy, responsibility and entrepreneurial skills.

Confirmed partners: Centre of Educational Region (HU), The Vocational Training Centre of Debrecen (HU), Más-Mozaik Socio-Cultural Association – Rock School Debrecen (HU), "LÁTÓKÉP" Ensemble – Art-Game Association (HU), Art Space Association (HU)

Personnel in charge: András Süli (project coordinator)

Project management: Debrecen 2023

Time: Planning in 2020, construction from 2021, pilot year and call for applications in 2022, full functioning from 2023.

Space: Mobile containers at schoolyards

Overall budget: 960,000 EUR

SOUL LEADERS

The story behind? Debrecen considers itself to be the city of clerical peace. After centuries of conflict representatives of numerous religions live here together peacefully and in harmony. Debrecen is also known in many places as the City of the Reformation and is a member of the Network of European Cities of Calvinism. A prominent institution is the calvinist Reformed College and the centuries old slogan, **"The Calvinist Rome"**, has become a 'topos' of the city.

What will happen? In cooperation with the three episcopates of Debrecen and many fellowships – Reformed, Lutheran, Baptist, Catholic, Greek Catholic, Orthodox and Jewish – the project **Soul Leaders** will reflect the openness, tolerance and dialogue that have become characteristic for the confessions in Debrecen. It will operate on four levels:

- **Education through Reflection:** In cooperation with secondary schools, a local history research database will be established starting in 2021. Supported by professional historians and the representatives of the confessions of Debrecen, young people will collect two types of materials: a) Oral history recordings from eye witnesses about spiritual life during the communist era; b) emblematic or hidden episodes or places from the history of the fellowships and churches of Debrecen (e.g. the statue of protestant priests condemned to the galleys in the 17th century, the return of catholics to Debrecen in 1715, the bomb assassination against the Greek catholics in

- 1914). Together with young contemporary artists from six European countries (DE, FI, FR, PL, UA and HU), the young historians will develop artistic concepts, installations or interventions presenting and marking these stories and places. For the joint creative process, an international art camp will be organised at the beginning of 2023.
- **Space of Freedom - 100 Organ Tour:** During the communist era the closed spaces of churches provided at least some limited freedom of thought, opinion and spiritualism. With a large series of music events, we will focus on the unique interior atmosphere of the churches. High class international organ concerts in 100 different churches of the region will be organised. The churches belong to different confessions. As a note of involvement, locals will have the opportunity to visit and try the organ and to examine how the instrument works. During the concerts video mappings by international artists will be shown, reflecting the cities and villages of the region. The video artists will attend the city and the region as residency guests before the tour. The concerts will be given by outstanding European organists (e.g. St. Thomas Church Leipzig, Notre Dame Paris). Five concerts will be dedicated to different districts of the city of Debrecen stressing the cultural decentralisation efforts of the ECoC programme.
- **Celebration of Communities:** As a consequence of the internationalisation of the city fellowships become more and more diverse and international. Evidence for this is the Gospel Choir of International Students. Many families from abroad also become members of the local religious communities. In the advent period of the ECoC year we will arrange a colourful meeting of choirs from the city and all over Europe. This extended international celebration will include choirs from at least seven confessions singing in different churches, synagogues and public spaces. Simultaneously, feast traditions and customs of different European countries, regions, societies and confessions will be presented in the city as a celebration of European diversity. In this programme line, we will involve the international citizens and families of Debrecen.
- **Dialogue of Religions:** Based on the good model of the Universal Week of Prayer, when Christian priests serve in each others' churches for a week, we will introduce a Jewish-Christian-Islamic Universal Week of Dialogue with open debates about the future role and challenges of religions.

New Horizon? This project aims to overcome prejudices through collective experiences, knowledge sharing and the conceptualisation of a joint future.

Confirmed partners: Kliederkerk Nederland (NL), Dorcas (NL), Catholic School of the Diocese Kielce (PL), Katholisches Schulwerk in Bayern (DE), Carolus Magnus Gymnasium Marsberg (DE), University or Higher Education Institution –Turnov (CZ), Institut du Grenat (FR), University of Tampere (FI), Friedenskirche Essen-Steele

(DE), Emanuel Baptist Church Of Oradea (RO), Socio-movens Paderborn (DE), Kolping International, Friends of the Vocational School Association Białystok (PL), City of Nyíregyháza (HU), City of Eger (HU), Reformed, Lutheran, Baptist, Catholic, Greek Catholic, Orthodox and Jewish Fellowships in Debrecen (HU)

Personnel is charge: Edit Bódor (project coordinator), László Gonda (ecumenical coordinator)

Project management:
Főnix Event Management Non-Profit Ltd.

Time: Research from 2021, other project elements throughout 2023

Space: Churches and urban spaces in Debrecen and the surroundings

Overall budget: 400,000 EUR

#PAST

IMAGINARY SPACES

(HIGHLIGHT)

The story behind? Debrecen, as all cities with a strong cultural heritage, has mysteries relating to some buildings, venues and objects which do not exist anymore, or perhaps did not even exist in in the first place. These spaces and objects can be invoked by imagination with the help of 3D visual artistic forms and thus be ‘present again’ in the city today.

What will happen? Light festivals have become a serious trend in the last decade around the world as cities see them as outstandingly and attractive events which can bring tourists to the city. In the last few years, Debrecen has also started a series of 3D mappings involving international artists as part of the programme accompanying the Flower Carnival, but without any long-term concept. Yet can any kind of a light festival be legitimate when we speak of lowering light pollution in our #LANDSCAPE programmes? What deeper content can an event like this add to a European Capital of Culture? Our idea is to use different types of **recent 3D media** (not only mapping but other technologies working with light such as holograms) to make the already disappeared, fictional or never existed cultural spaces, buildings and objects come to life again for special occasions. The database of the Méliusz Library and the Local Archives will be used as the background research and will result in the identification of 12 spaces, buildings or objects that will be the subject for artworks. Each month during the ECoC

year will be dedicated to one ‘imaginary space’. Artists will come from 10 countries from Europe and beyond and will take part in a residency programme spending time in the city before their artwork is presented. Our aim is to present the virtual version of these fictitious places and objects in-situ or visualized in dedicated museum spaces.

New horizons: This project will attract a wide European audience by mixing cultural heritage and traditions with a contemporary artistic approach.

Confirmed partners: Leeds 2023 (UK), Bordos Artworks (HU), City of Eger (HU), Zsolnay Cultural Quarter Pécs - Zsolnay Light Festival (HU)

Personnel in charge: László Zsolt Bordos (artistic curator)

Project management: Debrecen 2023

Time: January to December 2023

Space: Anywhere in the city, near the original places.

Overall budget: 1,075,000 EUR

I HAVE A STORY, I TELL IT IN A SONG

The story behind? The wandering minstrels played a significant role in the early history of the reformed church across Europe but also in and around Debrecen. In the 21st century, the modern secularised propagators of this tradition are singer-songwriters who perform their songs everywhere from intimate spaces to huge festival stages typically accompanied by a few instruments.

What will happen? While this type of musical performance has a strong tradition almost everywhere in Europe it is also a very important part of contemporary pop music culture. We will organise the first large scale European festival of the genre in this part of Europe in 2020. This kind of music is often coupled with a highly personal, often intimate and honest way of expression. The festival will introduce a larger offer of European performers to festival-goers. By 2023 it will be an internationally recognised event with 15.000 visitors yearly for 3 days. Along with a big central stage for the more popular European acts (to happen in the great hall of the Kölcsey Convention Centre), many more intimate spaces, such as living rooms, small churches, rooftops and private gardens, will be selected as venues for the festival. A focus will be on artists from neighbouring and V4 countries and on Northern Europe where this genre is clearly popular. The selection of European artists to

perform will be made with the help of a recommendation system from clubs, music export offices and showcase festivals throughout Europe. We are also going to use the list of musicians selected to the **INES#Talent** programme as a catalogue. Europavox, a collaborative digital media music project entirely dedicated to the promotion of European cultural diversity, will be asked to help us step-up onto this an international level of programming. Related to this event and as a part of a Debrecen Music Concept a supportive and inspiring regulatory environment will be developed to support spontaneous street performers and musicians in Debrecen.

New Horizon? An old tradition will be dynamized and Debrecen will get a European popular culture festival of international significance.

Confirmed partners: SoundCzech/Czech Music Office (CZ), LALA Slovak Music Export (SK), Austrian Music Export (AT), Music Latvia (LT), Music Export Estonia (EE), Kino Šiška Ljubljana (SI), Live at Heart Festival Örebro (SE), INES#Talent/Innovation Network of European Showcases (EU), A38 Ship (HU), Sofar Sounds Debrecen (HU)

Personnel in charge: Dávid Bali (artistic director), András Süli (production manager)

Project management: Debrecen 2023

Time: Every April from 2020

Space: Kölcsey Convention Centre and different intimate spaces

Overall budget: 970,000 EUR

MEMEME

The story behind? In the post-Soviet area, globalism, as was internationalism in the past, is perceived for communities as ‘the challenge of belonging’. It is neither seclusion, nor populist interpretations, but rather irony and self-deprecating humour which may help us to overcome the stereotypes. A cliché set in the public opinion about a city may easily become a meme in the 21st century.

The cultural, social and geographical specificity of Debrecen were twofold in the past. Firstly, while people who lived in Hungary belonged to several nations, religions and languages, Debrecen was a homogeneous Calvinist city from the 16th till the 18th century. Secondly, due to rural nature of the community, the “non-urban” settlement pattern and lifestyle of its inhabitants, the city has been mocked over centu-

ries both by Hungarians and by foreigners. An English traveller in 1793 wrote, **“though it has the title and privileges of a town, must be considered as a village; and then it is perhaps the greatest village in Europe”**.

It is no coincidence that the title of this project sounds satirical. The accusative of the first person singular personal pronoun resonates with the ability to laugh at ourselves, which may help us give new sense to the old but still lively metaphors of Debrecen.

What will happen?

- International Mememe Research:** We will conduct a comparative longitudinal historical research of textual and visual representations of Debrecen, and publish the outcomes both for the academic community and for the wider public. A cooperation agreement with the editorial team of the European Journal of Humour Research has been already established.
- International Mememe Forum:** One can recognise several parallels with the other ECoC-cities in East-Central Europe, including similar clichés (e.g. living in the shadow of the official capital, facing the past, huge contrasts in society and architecture). Debrecen will invite regional ECoC cities or candidates dealing with similar themes to *an international workshop* on 30 March-1 April 2023. The forum will involve historians, humourists, writers, visual artists (cartoon, photo, video, web) to investigate how these cities can reflect on their own positive and negative stereotypes. As an ECoC-specific question, we will ask the participants to share how they started to shape a new identity in the context of the ECoC bid and title.
- International Mememe Award and Masquerade Party:** Depending on the outcomes of the longitudinal historical research, an international meme competition will be announced in 2022 to create the best meme images connected to the city and the ECoC topics. The best works will be selected by an international jury of humourists, web-designers, media experts and historians. The winner will be awarded with the *Debrecen Mememe Award* in the framework of the *Mememe Masquerade Party* at Hall Club to be organised as the closing event of the *Mememe Forum* (1 April 2023, April Fools’ Day). Regarding the forum and the award we have initiated cooperation with the Memefest of the Centre de Cultura Contemporania from Barcelona.
- International Mememe Gastro-Show:** The “Debrecziner”, i.e. the Debrecen double sausage is one of the most well-known brands – and clichés – regarding the city. As a Mememe gastronomy event of the already existing Zamat (Flavour) Festival in September 2023, we will organise the international meeting of Debrecen sausages where European butchers will rethink and present their own Debrecen double sausage made with ecological ingredients.

New Horizon? This will be a new horizon for many eastern and central Europeans to reconsider their point of view when talking about identity. It could work even more effectively if we do so through an international dialogue and discover humour, self-reflection and irony as healing tools.

Confirmed partners: The European Journal of Humour, Research Group for Hungarian Realms of Memory at the University of Debrecen (HU), regional ECoC cities who have already confirmed their interest to cooperate with Debrecen 2023 (Wrocław 2016, Novi Sad 2021, Kaunas 2022, Banja Luka candidate city 2024 and organisations and artists from Cluj, Timișoara, Košice, Rijeka)

Personnel in charge: Gergely Fazakas (scientific consultant)

Project management: Debrecen 2023

Time: 2019/20: project preparation, 2021/22: research, 30 March–1 April 2023: presentation of the publication, forum and award ceremony with party, September 2023: gastro event

Space: Hall Club, Great Forest Stadium area, other spaces

Overall budget: 190.000 EUR

THE MEMORY GAP MUSEUM

The story behind? There are several moments in the recent history of Debrecen that have disappeared from the collective memory. It is extremely important to find a way to reconstruct them as they are key elements in our collective identity and understanding amongst generations. **Memory research** and public involvement are current topics in Europe. The University of Debrecen and the Déri Museum are experienced with memory projects in the international context essential for providing a neutral position and a wide professional background for this programme.

What will happen? Museum practice combined with artistic interpretation. To reanimate and examine notions of collective memory and rebuild the community's identity through remembrance. This means the collection and analysis of memory pieces, followed by the creation of public art-works involving visitors and people affected by the stories in question. One of the most important points of this project will be the involvement and participation of citizens.

So far, we have identified three episodes from history to work on: The forced labor camps of Hortobágy in the 1950's, the contradictory character of everyday life during the Kádár-regime and the story of young people who worked in the former GDR. It is hard to imagine that these moments have disappeared from collective memory though we know that memory is fleeting.

This museum and art project will, a) raise the awareness for history, b) be realised with the **active contribution of the local community**, and c) respond to the lack of memory. The programme will also present similar practices and good models from other countries.

In the first project phase, traditional and digital memories related to historical episodes will be collected and analysed while the second phase will have greater emphasis on the artistic reflection of the collected materials. We will publish an international call for artistic concepts that reflect the mechanism of collective memory in an interactive way and may attract different groups. The contemporary artistic production and the museum activities complement each other as memory is like a system of coherent moments connected by imagination.

New Horizon? Understanding and reflecting the history of one's own community helps conceptualise and overcome the past. Working in cooperation with European partners will help to recognise that every community has its memory gaps, historical wounds and traumas. This project will be a contribution to mutual understanding and sensitivity in Europe. In addition, the combination of scientific work, artistic creativity and wide public involvement will open new horizons for community collaboration and knowledge sharing.

Confirmed partners: The City Museum of Oradea – Cultural Complex (RO), Art and Culture Center Wrocław (PL), Access Culture Almada (PT), Istituto Beni Culturali Bologna (IT), Tuscia University Viterbo (IT), Regional Museum of History Shumen (BG), Tyne & Wear Archives & Museums, Discovery Museum, Newcastle upon Tyne (UK), Territory of Terror Museum Lviv (UA), City of Nyíregyháza (HU), City of Eger (HU)

Personnel in charge: Lajos Lakner (HU), Angela Lupșea (RO), Agnieszka Chodysz-Foryś (PL), Maria Vlachou (PT), Margherita Sani (IT), Fabianne Vallino (IT), Daniel Rumenov (BG), Iain Watson (UK) – coordinators

Project management: Déri Museum Debrecen

Time: 2021: collection and analysis, 2022: international call, 2023: exhibition and artistic reflections

Overall budget: 350,000 EUR

#FUTURE

A SOUL FOR EUROPE
DEBRECEN FORUM
(HIGHLIGHT)

The story behind? Today's Europe is divided as much as united by many questions. Whatever opinions are represented by Europeans it is our common responsibility to develop visions of the Europe for tomorrow. In its new role as an active contributor to European issues, and as a city in transformation, Debrecen approached the **A Soul for Europe** initiative to jointly design and organise a dialogue forum and a concept development platform.

What will happen? The Debrecen Forum will act as a European platform involving the business sector, the cultural scene, political decision makers, as well as individual citizens. In the process of the Debrecen Forum different visions and future scenarios for Europe's global challenges will be discussed which may help us towards a new strategy for Europe.

In the years 2020-2022 international workshops will be organised once a year focusing on the following topics considering them as issues where the cultural sector can bring in new impulses and views:

- 2020: **The Responsibility of Cities in Europe**
- 2021: **From Periphery to Centre** (or Centre to Periphery?)
- 2022: **The Global Role of Europe** (and European cities)
- 2023: A large scale forum will be held – trying to (re-) structure the ideas and visions of different actors. At the same time, the closing forum will investigate how to implement the results into the governance and the organisation of European cities and how they could influence local, national and **European policy making**. The workshops and the 2023 forum will be accompanied by contemporary artistic performances reflecting the topics.

The entire process will be strengthened through partnerships with other future initiatives such as A Soul for Europe's Berlin Conference, the strategic meeting of the A Soul for Europe initiative Cities for Europe on 9 November 2018 in Berlin, the currently developing Vienna-Trieste-Rijeka-Cluj-Debrecen Forum and others.

New Horizon? Joining these initiatives will support networking and Debrecen's positioning regionally and in Europe – at the same time it generates a new European responsibility. It will be a new role for the city to initiate and actively moderate European debates.

Confirmed partners: A Soul for Europe – Stiftung Zukunft Berlin (DE), Banja Luka 2024 candidate city (BA),

University of Debrecen (HU), Goethe-Institute Budapest (DE/HU), Deutsches Kulturforum Debrecen (HU), Alliance Francaise Cultural Association Debrecen (HU)

Personnel in charge: Mahir Namur (TR), Noémi Kiss, Márton Méhes (project team)

Project management: Debrecen 2023

Time: Annually from 2020, in November

Space: University of Debrecen and other venues in the city

Overall budget: 415.000 EUR

SCIENCE BEHIND CULTURE

The story behind? Without responding to the latest achievements of science and technology cultural life in the 21st century could not exist. Contemporary art would be unimaginable, a theatre performance or film would be less spectacular, and the work of restorers and historians would be more difficult. The mission of the **Agóra Science Centre** is to present and explain scientific phenomena of our everyday lives in a way everyone can understand and enjoy.

What will happen? A year-long, up-to-date interactive exhibition will open where visitors can discover and encounter those technological developments and innovative methods which contribute to the enhancement of cultural life in a playful way. Over the last few decades several technological solutions and scientific innovations have been created which contribute to the renewal of cultural life. These also support the work of people in the cultural sector and help audiences access cultural experiences. 3D technology enables us to create precise and touchable models, historical documentaries, and new kinds of sculptures and design objects. By using **VR technology** anyone can participate in a concert or take a walk in a museum. The use of drones have opened up a wide range of possibilities in filmmaking, photography, recording concerts, as well as in helping identify previously unknown archaeological sites. The development of technology and science contributes to emerging types of art such as light painting controlled by computers. Looking at the current pace of scientific development it is not always easy to imagine how new technical achievements will shape our cultural and art related activities in the future. In this exhibition visitors will be able to look behind the scenes, discover scientific innovations of the 21st century, while learning how these serve the cultural scene, from fine art to archeology, music, photography, or theatrical work.

New Horizon? An unusual, interactive exhibition of scientific developments helps us to define the present and future of contemporary arts and the added value of global technological evolution. These processes are also leading to a democratisation of culture and development of the audiences.

Confirmed partners: Ars Electronica Center Linz (AT), K13 Steel Park Košice (SK), iQlandia Science Center Liberec (CZ), VIDA! Science Centrum Brno (CZ), Noesis Thessaloniki Science Center and Technology Museum (GR), Experyment Science Centre Gdynia (PL), University of Debrecen (HU), Institute for Nuclear Research of the Hungarian Academy of Sciences Debrecen (HU), MODEM Centre for Modern and Contemporary Arts (HU), Nuclear Physics European Collaboration Committee (NuPECC), The European Research Infrastructure for Heritage Science (E-RIHS), Dzygamedialab NGO Kyiv-Kharkiv (UA), Pavlo Hudimov - Ya Gallery (UA)

Personnel in charge: Béla Somogyi (chief project coordinator)

Project management: Agóra Science Centre

Time: Preparations in 2021-2022, grand opening in February 2023

Space: Agóra Science Centre and other premises

Overall budget: 830,000 EUR

DIY INSTRUMENTS

The story behind? The 'Do-It-Yourself' attitude is something very catchy and fashionable nowadays. Yet it gets a new perspective if we meet a slice of the recent past in the cultural history of Debrecen, when the Szalay brothers, both physicists, formed a progressive rock band called **Panta Rhei** in the early seventies. As it was impossible for them to buy the modern synthesizers from **behind the 'Iron Curtain'**, they created their own by listening to their sounds and examining the instruments on magazine covers.

What will happen? This story is a starting point of the project, where up-to-date science and the revival of the do-it-yourself attitude meets in an international workshop of amateur and professional electronic instrument developers with the scientific background in Debrecen. Since the seventies, Sándor Szalay (living in the US) has become one of the leading astrophysicists of the world, while András Szalay (living in Germany) is a worldwide acknowledged musical instrument developer. However, they are still active musicians. Let's see

how their successors might walk in their footprints. This two-week long workshop will host 20 crazy figures from around Europe under the auspice of the Szalay brothers, directed by Mátyás Milkovics, a synth musician of the younger generation, and some foreign experts. They will get the infrastructure, tools and components to build new do-it-yourself instruments, analog and/or modular synthesizers, in Debrecen. The workshop will also be accompanied with talks and lectures from scientists about the theoretical background of the technologies. At the end of the workshop all instruments will be exhibited and a closing concert will be given by the participants with invited bands in the HALL Events Centre. Panta Rhei will also play their old and new arrangements of works by Béla Bartók, one of their symbolic series of works.

New Horizons? 'Do-it-Yourself' can be one relevant future scenario in the era of open and shared knowledge. The project looks for how this approach can bring new dimensions to our cultural life.

Confirmed partners: Look Mum No Computer (UK), Palm Productions GmbH – Synth Museum (DE), Collidoscope (UK), Vinnui / ProtoStar (HU)

Personnel in charge: Mátyás Milkovics (curator)

Project management: Debrecen 2023

Time: Pilot version in autumn 2021, complete edition in autumn 2023

Space: Premises of the University of Debrecen and the Stadium, HALL Events Centre

Overall budget: 235,000 EUR

VIRTUAL CARNIVAL

The story behind? The **Flower Carnival** is an essential part of culture and tourism in Debrecen. However it has become necessary to reinvigorate and rebrand this major event with its huge potential to raise the international profile of the city in the long-term. While the carnival itself is not a core issue for our ECoC, with this project Debrecen 2023 will contribute to its renewal in a very future oriented way, connecting the carnival with a wide European, even global, public.

What will happen? Some months prior to the real carnival, an international web call for the creation of virtual flower chariots will be launched. Individuals, hobby or professional artistic groups, schools, neighbourhoods: everybody will be invited to participate in the competition

from all over the world. With the help of downloadable software (application), participants will be able to select from online flowers, chariot elements, colours, shapes and installation parts to design their own chariots. The only limit to creativity and innovation is the proviso that designs have to be implementable in reality. As a pre-event of the real festivity, a virtual carnival will take place on 19th August presenting designs from all over the world. A part of the city will appear in a 3D model, including the carnival route, music, dance and other artistic performances screened at several points of the city and streamed online. The virtual chariots will be judged by a real artistic jury awarding the two most exciting designs with the possibility to be realised in the following year.

New Horizon? Transferring the Flower Carnival to the virtual space will make it much more international, visible and interactive. The event will be connected to the younger generations and fosters their creativity. Through the realisation of two virtual designs every year more and more new participants and designs will be involved in the real carnival leading to a gradual, step-by-step renewal of the carnival over the ECoC years.

Confirmed partners: University of Arts and Design Cluj-Napoca (RO), Partium Christian University Oradea (RO), University of Debrecen (HU), Ferenc Medgyessy High School of Arts Debrecen (HU), Modern Youth Association (HU), Károly Eszterházy University Eger (HU), MOME University of Arts and Design Budapest (HU), Metropolitan University Budapest (HU)

Personnel in charge: Edit Koroknai (coordinator)

Project management: Modem Centre for Modern And Contemporary Arts, Főnix Event Management Non-Profit Ltd.

Time: 2019-2024 (including programming, pilot period and preparation of international calls in 2019-2020, first official edition in 2021)

Space: virtual space and city outdoor venues

Overall budget: 420.000 EUR

THE FUTURE ACADEMY

The story behind? Debrecen has a long-term city vision. The city plans its European future based on sustainable development criteria. To think and talk about the future is not a question of 'black magic' but more a basic requirement to estimate future scenarios for the economy, social development, education, traffic, climate etc. Technologies and science develops at an astonishing

pace. At the same time these '**giant leaps for mankind**' are accompanied by climate change and serious global social challenges. As an important academic centre of natural sciences and technologies Debrecen is an appropriate forum for a wide future discourse.

What will happen? How will **the world look in 2050?** The Future Academy will provide some answers by inviting top academic researchers (including Nobel-prize laureates or candidates), technology developers, inventors, visionaries, business(wo)men and famous international artists and philosophers to explain their visions and to tackle future challenges. Attracting a wide audience, the lectures will be broadcasted on TV and online. In some cases, the presentations will be combined with the public presentation of the latest technological solutions.

It is an important issue for the Future Academy to strengthen the position of artists and cultural actors in the (re)thinking process about the future. Hence, writers, visual artists or musicians will be important contributors of the series, as well.

The Future Academy will reflect upon the following tracks with 23 lectures. The themes refer to the key areas of the Debrecen ECoC bid:

- **Planet vision:** climate change, environmental sustainability (#LANDSCAPE)
- **Human vision:** global population, demography, mobility, migration, social development, culture driven society, gamification, collaborative learning, smart cities (#MOBILITY, #COMMUNITIES)
- **Machine vision:** robotics, human-computer interaction, augmented and virtual reality, automation, blockchain, internet of things, big data, brain inspired computing, machine to machine, network evolutions, cognitive radio (#KNOWLEDGE & KNOWHOW, #MOBILITY)
- **Science vision:** biology and medicine, medical diagnosis, development of neurosciences and microbiology, nuclear/particle physics, astrophysics, astronomy, space research (#KNOWLEDGE & KNOWHOW)

When designing the programme we have taken into consideration that future oriented trends, questions and challenges in 2023 might differ from what we envisage at this point. The programme has therefore to be adapted continuously. The programme will be developed in cooperation with outstanding Debrecen based scientific centres. Related to the lectures, cultural activities for young public will be organised.

New Horizon? Outstanding and famous personalities capable to change the world in their own fields will inspire the wider public to deal with future issues.

Simultaneously, the programme will appeal to both collectives and individuals. It will demonstrate that we need both the scientific and the artistic view of the world when talking about future scenarios.

Confirmed partners: Ars Electronica Center Linz (AT), University of Debrecen (HU), Institute for Nuclear Research of the Hungarian Academy of Sciences Debrecen (HU)

Personnel in charge: Mihály Duffek, Zsolt Fülöp (coordination); Scientific Advisory Board: Rolf-Dieter Heuer (DE), László Ábrahám, Zsolt Fülöp, László Csernoch

Project management: University of Debrecen

Time: From February 2022 to December 2023, on a monthly basis

Space: University of Debrecen, The Nagyerdő Open-Air Stage

Overall budget: 350.000 EUR

STRUCTURE OF THE YEAR AND MILESTONE EVENTS

Celebration events of the year 2023
The three large-scale celebratory events of the year will reflect the three dimensions of the term 'horizon' as described in **Q04**. Space, mind and time determine the whole programme of Debrecen 2023: The author and lead artist of this celebratory concept, theatre and performance director Chris Baldwin (UK), is not just an innovative theatre and performance director, but has unique experiences with large scale ECoC events. Beside his amazing artistic creativity and methodology, this special ECoC related international knowledge and know-how was essential for Debrecen when inviting him to work together with us towards the celebrations of the year 2023. Chris Baldwin's own methodology of work is called Teatro de Creación and Citizen Centered Dramaturgy are two complementary approaches to making performance developed over thirty years.

More on Chris Baldwin's previous works:
<http://www.chrisbaldwin.eu>

- Opening weekend: Tisza!**
Time: January 2023

By taking the bid book themes of **space, mind and time**, this grand scale event named after the river Tisza will explore the umbilical-like connection between Debrecen and Hortobágy.

Starting 13 kilometers away from the city in the national park of Hortobágy, the event will link the ecological and cultural heritage of the landscapes, its flora and fauna, directly with Debrecen's various communities.

Every year hundreds of thousands of **black Cranes** land and roost in the lakes close to the city. On the opening weekend, thousands of specially designed and made representations of these creatures will lead the symbolic joining of landscape and city by landing across Debrecen. A two-year preparation and participatory process will culminate in a weekend of local and international cultural activities and performances. Europe will be invited to "land" symbolically and set its nest in Debrecen.

Budget: EUR 1,700.000

- Mid-term event: Fény!**
Time: July 2023

Debrecen is intriguing for its cacophony of urban planning and architectural forms brought about by centuries of invasion, defense, religious traditions, trade and rebuilding - from opulent churches to humble backyards. Fény! [Light!] Will take place in July across Debrecen and celebrate the multiple connections between **knowledge, architecture, migration and arrival**. During the evening and night the city and university will become a place in which, with the help of artists, students and citizens, numerous venues - small and large - will open their doors and throw light, metaphorically and for real, onto these themes. The celebration will be connected with the Campus Festival, a huge open-air series of popular music concerts from all over the world along with other performing arts events.

Budget: EUR 1,000.000

- Closing weekend: Puszta!**
Time: December 2023

Imagine **thousands of creatures flying** from Debrecen and returning to Hortobágy. This will not be the same act as the one that opened the year but instead augmented by the accumulated experiences of a year dedicated to the themes of space, mind and time. Our Cranes, large and small, will take off from building tops, parks and streets and make their return to their homes carrying their new experiences and knowledge far and wide across Europe and beyond.

Budget: EUR 500,000

PROGRAMME	2019	2020	2021	2022	JAN 2023	FEB 2023	MAR 2023	APR 2023	MAY 2023	JUN 2023	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	2024	2025
Opening weekend: Tisza!					●													
Mid-term event: Fény!											●							
Closing weekend: Puszta!																●		
Horizon Festival	○	○	●	●						●	●						●	●
The Travelling Ox				○				●	●	●	●	●						
Heights and Mounts		○	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Botanica Reloaded				○	○	○	○	●	●	●	●	●	●	●	●	●		
Mature Plants		○	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Missing Twins 2023				○	●	●	●	●	●	●	●	●	●	●	●	●		
European Symphonic Orchestra											○	●	●			●		
AIr-PORT Debrecen	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Meeting of Redcappers	○	●	●	●					●								●	●
Show Your Spices				○	●	●	●	●	●	●	●	●	●	●	●	●		
From Island to Island				○	○	●	●	●	●				●	●	●	●		
Trans/Missions 2023												●						
European Heartbeats			○	●			●		●		●			●				
Craft For Life		○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
We Love Wood			○	●						●							●	
Humanotheque / Healing Libraries		○	○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Celebrate Letters				○	○	○	●	●										
The Panel Project	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Exchangers	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
DRIVE		○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Cool School Containers		○	○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Soul Leaders			○	○	○	○	●	●	●	●	●	●	●	●	●	●		
Imaginary Spaces				○	●	●	●	●	●	●	●	●	●	●	●	●		
I Have a Story, I Tell it in a Song	○	●	●	●				●									●	●
Me-Me-Me	○	○	●	●			●	●										
The Memory Gap Museum			○	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
A Soul For Europe Debrecen Forum	○	●	●	●											●		●	●
Science behind Culture			○	○		●	●	●	●	●	●	●	●	●	●	●		
DIY Instruments			●											●				●
Virtual Carnival	○	○				●	●	●	●	●	●	●					●	●
The Future Academy			○	●	●	●	●	●	●	●	●	●	●	●	●	●		

In **citizen centred dramaturgy** the voices, stories, and the often unspoken histories of residents and citizens influence significant performative and dramaturgical decisions. Curatorial leaders work with those who have stories to tell; 'citizens' become 'principal performers' and 'storytellers'. Thousands of citizens can work with a small team of professional artists and technicians to create beautiful and complex large scale events. Research processes, rehearsals and televised/streaming events are all developed using the city as a palimpsest and all creative decisions occur within the physical

context of the city and region. Streets, bridges, rivers, prisons, parks and buildings become to be seen as meaning-laden 'spaces', often denoting an absence left unexplained by historical eras or recent political choices. Through these projects Debrecen aims to place itself at the centre of a conversation about the nature of the city within the context of Hungary and Europe in significant flux. Making the city's multicultural history a central theme of the projects align them with ECoC's explicit recommendation to open up local debate around the value of an European dimension.

In addition they have been measured by the following specific criteria:

- **Artistic quality:** aspiring towards excellence, innovation and high quality of work,
- **European dimension:** designed for cooperation, partnership, attracting many Europeans and including relevant European issues,
- **Sustainability/Legacy:** contribution to the long-term goals (e.g. CCI development) and the renewal of the cultural life after ECoC,
- **Inclusion:** addressing public involvement, community building, participation and social inclusion,
- **Feasibility:** corresponds to current or planned human capacity and infrastructure, based on available or accessible expertise and project ownership.

FUTURE PROGRAMMING

To ensure the openness of the programme we proceed with the online collection of ideas and proposals through our website. The Artistic Board will keep developing the vision and the project contents after being installed in

2019. In addition, the Board will have the responsibility for the three big celebration events of the year (opening, mid-term event and closing ceremony) in cooperation with the appointed curator(s)/director(s) of the ceremonies. There is mutual interest with **Chris Baldwin** to work together on these celebrations of the year. The Debrecen Audience Development Platform will enable the local cultural scene to develop some new programmes strengthening the audience development strategy (see **Q21**). The mini grants and the planned participatory budgeting for small projects will result in new projects by citizens, local artists, groups and NGOs (see **Q20**). New European partnerships and network memberships (see **Q09**) will generate new programmes and projects. Altogether, we expect some 15-20% more new projects in the period 2019-2022, and all new proposals will have to meet the six key areas and project criteria. (This additional programming has been taken into consideration when planning a **reserve amount** for all six programme areas as specified in **Q31**.)

Q/14

HOW WILL THE EVENTS AND ACTIVITIES THAT WILL CONSTITUTE THE CULTURAL PROGRAMME FOR THE YEAR BE CHOSEN?

SELECTION PROCESS

From the beginning of 2017 the collection of project ideas was organised by the Programme Office on three levels;

- **Citizens:** Idea boxes at local information forums in different neighbourhoods,
- **Cultural scene:** Project proposals sent in by individual artists, institutions and NGOs,
- **Consulting College:** Conceptual debates and project proposals by Debrecen and national members (artists, cultural professionals, academia and marketing).

The result of this research resulted in more than 100 project descriptions being developed and a Consulting College selecting the programmes listed in the first stage bid book. After being shortlisted the **Programme Board** was funded to further elaborate the concept and the projects according to the report and the recommendations of the panel. At the second stage further forums and intense consultations were organised to shape the programme and to receive more impulses:

- **Thematic LABs:** Targeted forums on key programme areas (e.g. #LANDSCAPE, #COMMUNITIES) with local NGOs, institutions and academia,

- **Expert workshops:** Professional preparation of key strategic issues (CCI development strategy, audience development strategy, urbanism) with local, national and international stakeholders and experts,
- **Consulting European experts:** Meetings and exchange with artists, curators, cultural managers, ECoC experts and potential partners (e.g. on sustainability, legacy, European dimension, best practices or certain project and cooperation proposals).

PROJECT CRITERIA

After several selection meetings the Programme Board considered **31 projects** to be strong enough for the artistic part of the final bid book.

As two superordinate criteria, they had to;

- reflect the **Sharing Horizons** programme concept (see **Q04**) and at least one of the six key areas. They had to be of high **relevance** for the Debrecen bid and its aims,
- be balanced in total, representing the **diversity of arts and styles** (including crossover approaches), of real and virtual realisations, of local and international, of heritage and contemporary or experimental and of entertainment and education.

Q/15

HOW WILL THE CULTURAL PROGRAMME COMBINE LOCAL CULTURAL HERITAGE AND TRADITIONAL ART FORMS WITH NEW, INNOVATIVE AND EXPERIMENTAL CULTURAL EXPRESSIONS?

We start our symbolic journey to new European horizons from the Hortobágy bringing new insights and perspectives to our natural and cultural heritage, the traditions of a city of "hands and books". This responds to the overall needs of a city in transformation very well. With our programme we wish to do this together with European artists, curators and scientists.

THE LANDSCAPE EXPERIMENT

The programme area #LANDSCAPE covers completely new artistic visions for the rural and urban landscape

heritage of the city and its surroundings. With the highlight **Horizon Festival** we establish a new, sustainable approach between humanity and nature with the help of arts and culture. The programme of the festival will include the traditional way of life and the local traditions of people living **in the rural environment** as well as initiating a new dialogue between them and the contemporary artists and performers from all over Europe. The **Heights and Mounts** installation and activity reflects the 'trauma' of being flat in a very innovative way by making symbolic **high points in the city landscape**

accessible through artistic installations and experimental architecture constructions. The selected high buildings represent the urban architectural heritage of the city from different epochs.

DYNAMIZING TRADITIONS

Debrecen is considered to be the city of **shared knowledge** (books, libraries, schools, literature, sciences) and **knowhow** (manual skills, agriculture, handicraft). One of the six key programme areas (#KNOWLEDGE & KNOWHOW) is devoted to the examination and reinterpretation of this heritage in a 21st century way. This mindshift **connects the past with the future** of Debrecen and aims to provoke exciting reflections and insights relevant to many European cities. In addition, the concept relies on local needs and requirements. In a dialogue with different actors in the local and regional handicraft and folk craft scene (associations, experts, institutions) we have learned that there is strong interest in new ways and contemporary approaches. However, there has been little or no expertise and experience with combining of the 'old' with the 'new'. We believe that this is exactly how ECoC could help as a catalyst. In the framework of the programmes we match these local players ready for transformation with European experts and practitioners.

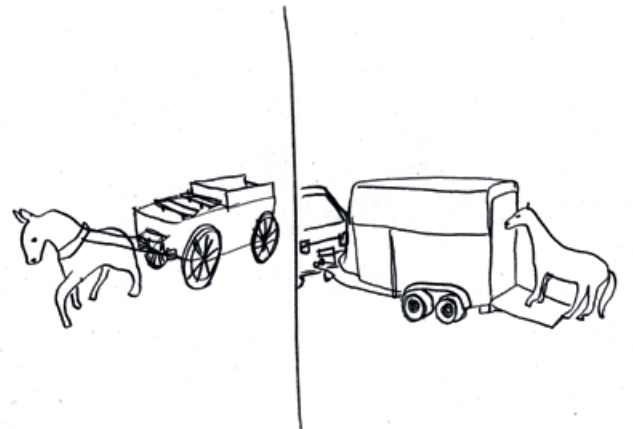
Projects in #KNOWLEDGE & KNOWHOW present models of how to combine the handicraft tradition with innovative and experimental design (as in the highlight project **Craft for Life**) or traditional sustainable materials and future oriented architecture (**We Love Wood**). Regarding the knowledge sharing tradition we show how to reinterpret the library as a space for human skills and knowledge exchange platform (**Humanotheque**). The project **Celebrate Letters** interlinks the knowledge and the knowhow traditions of Debrecen in a very contemporary way through book and graphic design including virtual approaches.

THE FUTURE OF IDENTITY AND HISTORY

With the programme area #PAST Debrecen will reformulate the city's narrative by **being self-reflective or even by using self-irony** going beyond the historical stereotypes. Dismantling some of our most traditional arts, cultural heritage, stories and clichés automatically leads to the questions of **identity reflection**. Many Debrecen citizens are proud of their typical local character. But does this mentality really exist? Indeed, at least within Hungary Debrecen people have often been perceived as somewhat different which may hark back to the strong Calvinist tradition of the city in a mainly catholic country. In this sense, **Mememe** will raise awareness of cooper-

ation and reconciliation among ECoC cities in order to help both local and other European citizens reflect on their own identities, complexes, and compare it with others' from a completely new point of view – e.g. with the help of humour and web-based memes.

Soul Leaders offers stories like the bomb attempt against Greek Catholics in 1914 or the history of the slogan **"the Calvinist Rome"** as a subject of contemporary reflections by international artists. Several projects are based on stories from the history of Debrecen and the region reflecting them in a new, contemporary way. We hope to achieve better understanding for history for future generations by involving them with contemporary artists into the elaboration, experience or sometimes the questioning of history. The **The Memory Gap Museum** offers space for a participative exploration of memory in relation to blocked or less known topics.



DESIRE FOR NEW GENRES

Debrecen's cultural scene often has been criticised as conservative and mainly classical. Indeed, there are artistic genres and traditions rarely represented such as contemporary dance.

In the process of change and mindshift, combined with strategic audience development activities, **contemporary genres will be promoted** by institutions such as MODEM or Kodály Philharmonic. Under the leadership of Csokonai Theatre a new centre for **contemporary dance** will be installed in the framework of a RO-HU cross-border project (Latinovits Theatre). The ECoC-programme **European Heartbeats**, run by Csokonai Theatre, aims to combine traditional and contemporary music and dance components to demonstrate that there is no real boundary between these artistic expressions. The programme underlines a further aim of our programme: to **foster crossover contemporary artistic cooperation** represented by the international literature and music programme **From Island to Island**.

VIRTUAL HERITAGE

Contemporary technologies will be used to **animate cultural heritage objects and stories**. Running for 50 years, the Debrecen Flower Carnival has become part of the city's identity. Locals have been debating for several years whether the festival should be kept as a popular traditional brand or changed radically. The **Virtual Carnival** is a fair and balanced answer extending the existing real festival into the virtual world and then back to the real. By using the online flower carnival tool, or a mobile application, people will be invited to design their own trendy flower chariot to participate in the virtual carnival (taking place in a virtual Debrecen). Awarded virtual chariots will be constructed at following years real Flower Carnival contributing to the **renewal and the rebranding** of the event step by step.

Imaginary spaces uses different types of recent 3D media to make already disappeared cultural or fictional cultural spaces, buildings and objects (that are parts of local cultural remembrance) come to life again for a special occasion. The database of the Méliusz Library and the Local Archives will be used as the background for the research. Twelve spaces, buildings or objects will be the subject of the artworks. Our aim is to present the **virtual version** of these fictive things as close to their original places as it is possible – but some of the objects will be visualised in dedicated museum spaces.

Virtual technologies will also be used within other programmes: Entering the **The Travelling Ox** installation, thanks to virtual technologies, visitors will have the opportunity to experience the Hortobágy by day and night.

Q/16

HOW HAS THE CITY INVOLVED, OR HOW DOES IT PLAN TO INVOLVE, LOCAL ARTISTS AND CULTURAL ORGANISATIONS IN THE CONCEPTION AND IMPLEMENTATION OF THE CULTURAL PROGRAMME? PLEASE GIVE SOME CONCRETE EXAMPLES AND NAME SOME LOCAL ARTISTS AND CULTURAL ORGANISATIONS WITH WHICH COOPERATION IS ENVISAGED AND SPECIFY THE TYPE OF EXCHANGES IN QUESTION.

The biggest challenge is to find the balance between focusing on Europe and to internationalize the cultural life of the city while **not forgetting about local artists and organisations** who have a central role in keeping the vibe alive. If a city forgets about locals it can easily lead to the loss of a solid background and the credibility of the project.

INVOLVEMENT IN CONCEPTION

The voices of local artists and craft-people were important for us throughout this preparation process. We did not want to include any project ideas in the bid book that didn't have an important story supporting it. This story

is sometimes based on **a local piece of cultural remembrance** while in other cases on a more recent **reflection** on a cultural issue or a specific oeuvre or artwork.

According to the size and the current cultural profile of Debrecen many artists and cultural operators work with an **institutional background**. The local network of cultural institutions was highly involved in this bidding process;

- four of the directors of cultural institutions, the director of the most important secondary school of art and the programme director of the biggest summer festival were involved in the work of the Programme Board,

- there were regular meetings with all representatives of the institutional sector,
- the audience development strategy is based on a newly established knowledge exchange platform by the Csokonai Theatre, the Vojtina Puppet Theatre and the MODEM Centre for Modern and Contemporary Arts.

Independent artists and cultural NGO's were also part of the concept development in many ways;

- as described in **Q19**, a dedicated NGO coordinator was member of our Programme Board was responsible for the involvement of cultural organisations,
- she set up a Lab for cultural NGO's as an open platform for the exchange of thoughts and ideas,
- artists and representatives of organisations took part in lots of other types of meetings and speakouts (see also **Q19**),
- artists turned straight to the programme office with their concrete programme ideas,
- artists with a relevant work in various fields were requested to take part in the development of projects.

INVOLVEMENT IN IMPLEMENTATION AND CONCRETE EXAMPLES

The cultural and artistic content described above contains many possibilities for local artists and organisations to join in. Before enumerating certain examples, we also want to highlight that the Debrecen 2023 programme will open **never experienced doors** for the independent cultural and artistic scene in the city. Incubation in the creative sector (see **Q05** for details), new community art centres and projects that open unused spaces for artists (see **Exchangers** and **DRIVE** in **Q13**) might mean a lot, but above all, a remarkable tool for the manifestation of the local artistic scene will be the new microgranting and participatory budgeting scheme, described in **Q20**.

The following list shows some examples of how local artists and organisations will take part in the realisation of the project;

- **Horizon Festival** will have local visual artist and curator Szabolcs Süli-Zakar as a curator of the land and nature art activities,
- **The Travelling Ox** involves the Debrecen University Theatre as part of the travelling crew with Zsigmond Lakó as a director,

- **Heights and Mounts** will be installed with the help of a group of young and talented local architects with Péter Kovács as a leader, mainly from the University of Debrecen or from fresh and dynamic studios,
- **Mature Plants** will largely rely on local organisations in programming,
- The **European Symphonic Orchestra of Debrecen** will have many Debrecen-based classical musicians, chiefly of the Kodály Philharmonic Orchestra among its members; conductor Dániel Somogyi-Tóth will be one of the leaders in the preparatory period,
- **Meeting of Redcappers** gives a leading role for both legendary and newcomer local puppet actors, from György Reschofsky and Krisztina Hell to Dávid Fekete and Jankó Schneider,
- **Show Your Spices** will have young local actors (based on the Debrecen University Theatre and other independent companies) as mediators using some theatre pedagogy methods,
- **From Island to Island** is built on important young figures of the local literary community like János Áfra and Tibor Juhász,
- Many Debrecen-based actors will play on stage in frames of **TransMissions**,
- Theatre director and choreographer Péter Gemza, dance expert Renáta Simon and Debrecen-originated international contemporary dancer, choreographer and teacher Virág Dezső will take a leading part in **European Heartbeats** with lots of amateur dance artists to join,
- **AiR-Port Debrecen** creates a possibility for several local artists to spend a period in a residency somewhere in Europe,
- **Craft for Life** will ask representatives of the local design scene (members of CSAK Design for instance) to take part in the knowledge exchange with traditional craftsmen,
- **We Love Wood** camps and workshops involve local architects and sculptors,
- The concept of **Humanotheque** is based on the artwork of Debrecen-based visual artist and photographer Dorottya Vékony who will also curate the project through to its execution,

- Debrecen-originated visual art students like for instance Netta Szabó (artistic designer working currently in Gent, BE) will be invited to **Celebrate Letters**, MODEM's artistic board member Lajos Csontó will be asked to help the work of the curator. Dürer Ajtósi Association of Graphic Artists will also contribute,
- In frames of the **The Panel Project**, local street art scene will be represented by Sándor Imreh and Tamás Vékony among others,
- **DRIVE** programme aims to give space to local artists without further explanation,
- Más Mozaik Cultural Association (operating the independent Rock School of Debrecen for almost 30 years) will add its experiences to the creation of the **Cool School Containers**,
- **Mememe** would like to welcome local stand-up comedian László Hadházi as a kind of a "poster boy",
- The "off-programme" of the singer-songwriter festival **I have a story...** is to be put together with informal volunteer group Sofar Sounds Debrecen,
- **Soul Leaders** will lean heavily on the local contemporary scene as the ones who know the local religious traditions well,
- The whole idea of **DIY Instruments** programme is based on the oeuvre of the home legends of progressive rock, the Szalay brothers who formed and ran the band Panta Rhei in Debrecen.



Q/17

PLEASE CONFIRM AND SUPPLY EVIDENCE THAT YOU HAVE BROAD AND STRONG POLITICAL SUPPORT AND A SUSTAINABLE COMMITMENT FROM THE RELEVANT LOCAL, REGIONAL AND NATIONAL PUBLIC AUTHORITIES.

The city declared, at the General Assembly held on 25 February 2016, its intention to apply for the ECoC title. On 23 February 2017 **all political parties and organisations** in the General Assembly signed a joint declaration of support. The application was approved and voted by the General Assembly on 19 December 2017. On 8 November 2018 the General Assembly voted and **reconfirmed** the city’s application for the final stage of the competition, including the updated programme, the management structure and the budget.

The General Assembly of Hajdú-Bihar County incorporated into a resolution support for the application of Debrecen. The presidium of the Association of Cities and Villages covering 30 settlements and five civil organisations also supports the application. The Mayor initiated strategic cooperation negotiations with the decision-makers of settlements of the region. Nine nearby cities and villages indicated their intention in writing to support the application of Debrecen and offered their cooperation for the project.

The national managing authority (Ministry of Human Resources) has issued a statement for applying Hungarian cities expressing that the government will take a relevant role in co-financing the Hungarian ECoC 2023. The statement did not include a certain budget figure for the financial contribution of the government.



Capacity to Deliver

Q/18

PLEASE CONFIRM AND EVIDENCE THAT YOUR CITY HAS OR WILL HAVE ADEQUATE AND VIABLE INFRASTRUCTURE TO HOST THE TITLE. TO DO THAT, PLEASE ANSWER THE FOLLOWING QUESTIONS:

01. EXPLAIN BRIEFLY HOW THE EUROPEAN CAPITAL OF CULTURE WILL MAKE USE OF AND DEVELOP THE CITY'S CULTURAL INFRASTRUCTURE.

Our conviction is that a European Capital of Culture project can only be successful if **any place** or corner in or around the city, be it a square, a courtyard, a private house or a farm building, can become part of the city’s cultural infrastructure at least temporarily. That is an important point when speaking about **decentralisation and democratisation of culture**. Thousands of people who are excluded in terms of traditional culture have never crossed the threshold of any established cultural institutions in their lives. Our aim is two-fold; to bring programmes with a new character to these institutions thus addressing one reason for exclusion and to develop the infrastructure in order to create new, unconventional, alternative spaces that can serve as cultural venues not only for 2023 but beyond.

EXISTING INFRASTRUCTURE

When it comes to the traditional institutional system Debrecen is **well equipped**. Thanks to several developments having been made over the last fifteen years there is a well-developed cultural infrastructure serving a wide spectrum of cultural activities. The legacy from bidding for the 2010 title was that some of the main investment plans were carried out in spite of not becoming a cultural capital - with **flagship buildings** among them such as the MODEM Centre for Modern and Contemporary Arts. One of the aims of this bid is to partly redefine these spaces and fill them with a **significantly fresher cultural content** with the help of new audience development strategies. The following list include examples of the use of existing institutions dedicated ECoC programmes or elements:

MODEM Centre for Modern and Contemporary Arts and its two studio art galleries	<i>The Panel Project; Science behind Culture</i>
Csokonai National Theatre, Vig Chamber Theatre, Horváth Árpád Studio Theatre	<i>Trans/Missions 2023, European Heartbeats</i>
Főnix Hall (capacity: ~9000) and Stadium (capacity: ~20000)	<i>Milestone Celebrational Events</i>
Kölcsey Convention Centre (capacity: ~1100-1500)	<i>I Have a Story, I Tell it in a Song; Soul Leaders; A Soul for Europe Debrecen Forum; Celebrate Letters</i>
Vojtina Puppet Theatre (capacity: ~275)	<i>Meeting of Redcappers</i>
Agóra Science Centre	<i>Science behind Culture, The Future Academy</i>
Méliusz Library and its 17 decentralised units; University and National Library; Library of the Reformed College	<i>Humanotheque / Healing Libraries</i>
Debrecen Community Arts and Crafts Centre and its 8 decentralised units	<i>Mature Plants, ECoC Microgrant System</i>
Churches of different confessions (more than 50 different churches and houses of prayers)	<i>Soul Leaders; I Have a Story, I Tell it in a Song</i>
The Nagyerdő Open-Air Stage (capacity: ~1000)	<i>The Future Academy, Milestone celebrational events</i>
Event venues of the University (HALL, Lovarda, Great Forest Water Tower and other lecture halls)	<i>The Future Academy, DIY Instruments, We Love Wood</i>
Botanical Garden of the University of Debrecen	<i>Botanica Reloaded</i>

There are many more possible existing spaces (lecture halls, sports centres, private galleries etc.) in the city that are not present as dedicated venues for any programmes from the **Q13** but will be able to host future initiatives and programme elements. It is also notable that some existing infrastructure will be under reconstruction and extended in the meantime. These plans are all listed in the fourth part of this question (**Q18/D**).

Capacity to Deliver

NEW INFRASTRUCTURE

Existing infrastructure is good for conventional encounters between artists and audience but not really ready to serve new and innovative activities. Not much is available for the independent creative initiatives. However **only a few infrastructural investments** are included as part of the European Capital of Culture core programme as our project emphasises soft elements, mindshifts and building the capacity of human resources. All investments are based on the **reconstruction of existing buildings** with a principle consideration being sustainability and financial probity. If we look beyond the ECoC goals in its strict meaning we find lots of cultural and connected investments. More details can be found in the fourth part of this question.

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

Debrecen is a highly accessible and internationally networked city in Hungary with a bridge role to the East and with a realistic ambition to become a regional cross-border transport hub. These ambitions are in accordance with the economic development the city will go through over the following years.

COMING BY PLANE

One of the prime mover of the city's development is its **international airport**. Beyond stimulating the economy the airport contributes to the strengthening of incoming tourism. Debrecen Airport is now connected with direct and scheduled flights to London, Paris, Munich, Milan, Barcelona, Moscow, Tel-Aviv, Eindhoven, Dortmund, Basel, Mid-England (Doncaster-Sheffield), Malta, Cyprus and Palma de Mallorca, some of which airports serve as an important hub for the global air traffic. The airport will be subject to an intensive development; a new passenger terminal is to be opened before 2023 and the current annual passenger number of 350,000 **will reach 1,000,000 by 2021**. With the arrival of other companies beside WizzAir and Lufthansa, Debrecen will be easily reachable by plane from any point in Europe by 2023.

COMING BY TRAIN

Debrecen lies on the Budapest-Kyiv-Moscow major railroad. In the daytime there are InterCity trains from Budapest each hour. Travelling time is a little more than two hours 30 minutes and thanks to the modernization

of the railway this will be reduced to two hours by 2020. A direct daily train to Vienna also networks the city with a dozen of European urban areas. Though Debrecen is connected to its closer region with several - sometimes strongly outdated - railway sidelines, currently the approach to some important cross-border regional partners as Oradea or Košice by train is quite complicated and time-consuming. An express railway between Oradea and Debrecen is amid-term vision but there are no guarantees yet for it is being ready before 2023.

COMING BY CAR

After decades of cumbersome accessibility since the end of 2006 the **M3/M35** motorway - a part of the TEN-T European network - reaches Debrecen and ensures a direct connection to the European highway system. The **travelling time from Budapest is approximately 2 hours**. The new section of the motorway is now under construction and is going to join the **M4** expressway built towards the Romanian border and will result in a fast and direct access to Oradea. Another important corridor is served by international roadway 4 towards Ukraine, which also goes by neighbouring city Nyíregyháza. The confirmed investments means lots of road developments to and around Debrecen, but a significant part of the regional roads are of bad quality. With the liberalization of the long-distance coach services from 2020 in the country new coach lines will appear on the roads between major cities around.

ALTERNATIVE MEANS

As Debrecen found its living horizons without a river, a significant lake or mountains, no ships or other unusual vehicles (for example funiculars) come to the city. But one still has a choice of **coming by bicycle** from the region, mainly after the Tiszafüred-Hortobágy-Debrecen bike road will have been structured according to the Great Plain Biking Strategy.

MOVING AROUND SUSTAINABLY IN THE CITY

Biking is also important when getting from one venue of the European Capital of Culture Programme to another. The level of using bicycles in urban transport has increased significantly in the last few years. According to the latest survey in the region including Debrecen almost 40 per cent of people **use their bicycles on a daily basis**. The University of Debrecen has its own community bike rental system "UniBike" and Debrecen has the same idea - under the name DeBi - in its short-term touristic action plan. The current length of the urban bike road network (80 kms) will be **doubled up**. In terms of community

transport two tramlines, three trolleybus lines and 37 bus services connect all parts and outskirts of the city using modern vehicles. Regular night public transport is about to start in November 2018. It will be necessary to make community transport more popular again since, with the extremely intensive economic development of the city, traffic jams occur already every weekday.

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

Debrecen is about to have a significant development in terms of accommodation. The city has just entered the top ten list of cities in Hungary with the most guest nights. Touristic investments in the following years and the predictable arrival of further international companies will require many more beds. While you can find a **spectrum of accommodation from private guest rooms to a five star hotel**, in contrast, there are no international major hotel chains present in the city and smaller but high quality boutique hotels are also missing.

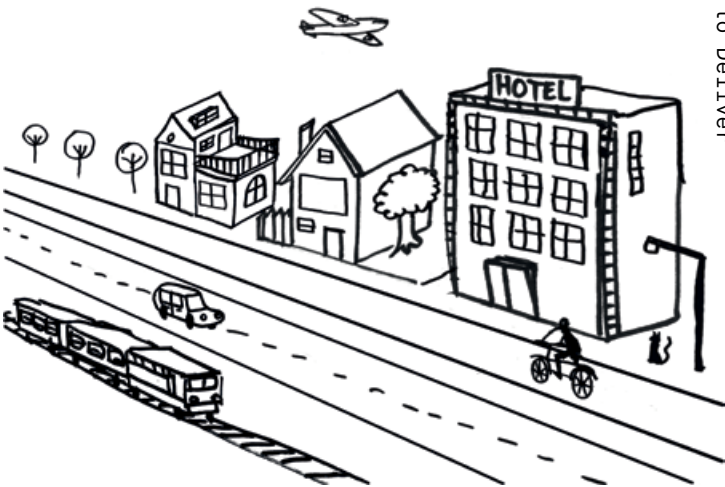
In July 2018, the following figures were given:

- number of 5 star hotels in Debrecen: 1
- number of 4 star hotels in Debrecen: 8
- number of 3 star hotels in Debrecen: 6
- number of other commercial accommodations in Debrecen: 32
- number of other, officially sold private guest-houses or rooms: 150
- number of all available beds in Debrecen: 7,289
- number of all available beds in Hajdú-Bihar County, excluding Debrecen: 22,772

It is important to know that the vast majority of relatively high number of available beds in the county can be found in the popular touristic destination of **Hajdúszoboszló**, lying 21 km west of Debrecen. This smaller city, famous for its thermal bath and swimming pool and being one of the most popular destinations amongst both domestic and foreign tourists, offers more quality hotel beds than Debrecen at present. Concerning capacity for a future ECoC programme, we can also take neighbouring county seat **Nyíregyháza** into account, lying 50 km north of Debrecen and offering 3,642 beds currently. A simple search result reveals 235 offered **airbnb's** in Debrecen which is also a number that will presumably increase in the next period. It is foreseen that in summer seasons many private investors who rent their apartments to students during the school year will let these premises to tourists.

04. IN TERMS OF CULTURAL, URBAN AND TOURISM INFRASTRUCTURE WHAT ARE THE PROJECTS (INCLUDING RENOVATION PROJECTS) THAT YOUR CITY PLAN TO CARRY OUT IN CONNECTION WITH THE EUROPEAN CAPITAL OF CULTURE ACTION BETWEEN NOW AND THE YEAR OF THE TITLE? WHAT IS THE PLANNED TIMETABLE FOR THIS WORK?

We decided to include all infrastructural investment here that can affect the capacity to deliver a European Capital of Culture programme and affect also the level of livability in terms of amusement and leisure, as well as attractions of tourists. The list is divided into three categories; the first ones will be carried out in frames of the Debrecen 2023 programme; in the second sheet we can found the planned investments specifically on cultural infrastructure based on the cultural strategy or other action plans. The last table includes the investments in other means of infrastructure that affect the European Capital of Culture project.



INFRASTRUCTURAL PROJECTS IN FRAMES OF THE ECOC

PROJECT	Description	Finished by	Budget (in EUR)	Funding source
Debrecen Creative Cultural Development Agency / D2023 Info-centre and hub	With the complete refurbishment of the existing Youth House in the building of a former elementary school, more than 2500 m2 space will serve as the HQ and visitor centre of the Debrecen 2023 programme and also as a creative hub and the home of the legacy organisation CCDA later in the future.	2021	3,000,000	ECoC budget
b24 Artistic Open Space and Residential Centre	The current b24 Gallery, its courtyard and the neighbouring buildings together will be transformed into a downtown underground artistic site with a residential centre that can also serve as an art hotel. The complexity of functions will consist of contemporary gallery, storehouse of art subjects, club room, art café, ateliers and a multifunctional internal yard. The centre will play a key role in our artist in residency programme.	2022	1,800,000	ECoC budget
"Exchangers" - four decentralised Community Art Centres	Two heat exchangers in Tócsóskert, the Borsos Mansion in Vénkert and an extension of the Fényes udvar Water Tower will serve as the hubs for our Exchangers programme.	2021 / 2022	3,450,000	ECoC budget
SUM			8,250,000	

INFRASTRUCTURAL PROJECTS IN CULTURE

PROJECT	Description	Finished by	Budget (in EUR)	Funding source
New concert centre for the Kodály Philmarmonic Orchestra	For the professional operation of Kodály Philharmonics, Debrecen, it is indispensable to build an up-to-date cultural centre which will serve as a concert centre, rehearsal site and the seat of the orchestra.	2023	46,296,000	Government
Finishing Latinovits Theatre and Training Centre	The space for the Latinovits Theatre can be found in the building of Fórum Debrecen Mall that was built up more than 10 years ago in the city centre. As a multifunctional and also educational centre for performing arts now it's going to be finally established from RO-HU funds.	2021	13,000,000	EU
Complete refurbishment of Csokonai National Theatre	A total inside and outside refurbishment of the main building of the Csokonai Theatre which is in a quite bad status now. The project also includes the refurbishment of the Actors' House.	2021	19,700,000	Government
Formation of Vitéz László Puppet Museum	Multimedia museum for the heritage of one of the largest fairs' puppet theatre dynasty in Europe, furnished in an existing property.	2023	617,000	Government, City
Memorial centre presenting the Jewish population of the Carpathian basin	It is devoted to presenting the cultural history, social co-habitation, relations to Debrecen of the Jewish population in an interactive way, in an existing area of 500m², forming a memorial centre.	2023	1,389,000	EU
Refurbishment of Kodály High School of Music	Modernization of one of the most important art educational units in the region.	2019	1,111,000	EU
Refurbishment of the Tanner's House and Dryer	Architectural and conceptual rethinking of the old craftsmen's house and establishment of a maker space.	2020	525,000	EU, University
Reconstruction of several district community centres	In the frames of a bigger community development project currently in process, there will.	2020	546,000	EU
SUM			83,184,000	

INFRASTRUCTURAL PROJECTS AFFECTING THE PROGRAMME INDIRECTLY

PROJECT	Finished by	Budget (in EUR)	Funding source
New intermodal transport centre with the refurbishmentof the main station	2022	106,048,000	Government, EU
Establishment of The International School of Debrecen	2019	11,441,000	Government
New passenger terminal at the Debrecen Airport	2019	4,938,000	Government
"Green City programme" - revitalization of green fields and public spaces at several housing estates	2020	19,275,000	EU
Refurbishment of baths and public swimming pools in Debrecen	2019 / 2021	34.500.000	Government, City
Refurbishment and development of the ZOO in the Great Forest	2022	15.000.000	Government
Refurbishment and development of the Amusement Park in the Great Forest	2022	11.300.000	Government
Experience elements and touristic attractions in the Great Forest	2022	530,000	Government
Development of the "Bocage" Playground into a complex family park and touristic centre	2020	3.900.000	EU
New International Learning Centre	2019	8.750.000	University
SUM		215,862,000	

Capacity to Deliver

Capacity to Deliver

Q/19

DESCRIBE HOW YOU WOULD INVOLVE LOCAL POPULATION AND CIVIL SOCIETY INTO THE PREPARATION OF THE APPLICATION AND HOW THEY WILL PARTICIPATE IN IMPLEMENTATION IN THE TARGET YEAR!

COMMUNITY MAPPING

One of the essential issues of our bid is the **fostering of decentralisation in the cultural life** in Debrecen including the huge housing estates and the outskirts. When mapping communities and asking about their needs and requirements we focused on these decentralised districts of the city in line with a running EU-project TOP 6.9.2. of the city in the framework of the Territorial and Settlement Development Operative Programme. This project includes the analysis of communities and, based on the results, the elaboration of development actions and activities in different suburbs of Debrecen (Józsa, Ondód, Bánk).

The main project objectives are **to strengthen the cohesion and the activity in communities**, and to manage or tackle conflicts through professional and methodological support. At the beginning of the process, a community mapping was performed at each of the suburbs involving the local citizens (interviews, surveys, forums). With the help of these district mappings we have identified the following two important basic needs:

- **Hardware:** In terms of interaction, there is need for public space appropriate for meeting, communication, exchange and joint acting,
- **Software:** In terms of activation, there is need for mentoring, knowledge sharing and incubation.

Interestingly, exactly these two issues have been clearly confirmed at the **LAB meeting** organised for local cultural NGOs of the city. With our ECoC programme we offer possible cultural answers to these requirements. The key area #COMMUNITIES is dedicated to these challenges formulated in the mapping and consultation process in the city suburbs and with the cultural NGOs.

CONSULTATION PROCESS

The strategy of consultation was to spread information about the ECoC initiative, the aims of the programme and the potential topics of the Debrecen bid. The main goal was to initiate as many dialogues with our citizens as possible to reach a high level of awareness and understanding of the bid, and to take their feedbacks and ideas seriously.

Target 1: Dialogue with the broadest spectrum of society

Since February 2017 an active consultation process has been performed by the Programme Office involving social and professional organisations, **personal meetings** and using online and offline instruments.

A representative public opinion poll was implemented in August 2017: the support of the application intention by the city population was **nearly complete**: 93% in the total population, 97% in the group of inhabitants who have heard about the ECoC programme before, and 98% in the group having knowledge of the plans of the city.

Forums were held in most quarters of Debrecen, including the above mentioned housing estates and outskirts, where citizens were informed about the ECoC programme and objectives. They were asked to share their views and ideas with us and to formulate their needs and requirements. From their responses it turned out that demands and needs of citizens living in various living quarters often vary to a high extent from each other. Besides cultural areas in the city centre **a high demand appears for using community areas** in the immediate living area, and also for the creation of new ones. (This corresponds with the outcomes of the previously mentioned community mapping process and the civil LAB workshop.) At these meetings some 550 persons participated altogether. In addition we organised a forum

in Budapest for young people of Debrecen origin. On these occasions we met a further 400 persons.

Direct communication and consultation has proceeded at mass local cultural events during the entire bidding period such as at Campus Festival or the Flower Carnival. On these occasions several **tens of thousands of people** could meet us at our stands. 23 cultural institutions in Debrecen have been propagating the application within their communities. To give a very successful example the Apollo Art Cinema organised a monthly D2023 Film club with more than 1000 persons having participated so far.

Target 2: Stakeholder engagement

Several one-to-one meetings, information forums and presentations took place with stakeholder groups including the local business sector and the international companies, the local tourism sector, the local public sector and politicians of different parties.

DEVELOPING THE BID

Impulses and content development

The Programme Office provided weekly informal one-to-one discussions for interested local citizens to get their feedbacks and proposals. Nearly 100 persons made use of this opportunity in 2017. In addition, idea boxes at every event and city cultural sites were placed over almost a year (2017/18), to which 3000 supporting cards were dropped in. Several of them contained interesting and relevant programme ideas or elements that appear in the bid book. We have even examples for complete projects going back to these **citizen ideas** (e.g. **Mature Plants, DRIVE**).

At the second stage, further forums and consultations have been organised to shape the programme together with the local cultural sector and the university, and to receive more impulses:

- **Thematic LABs:** Targeted forums on key programme areas (e.g. #LANDSCAPE, #COMMUNITIES) with local NGOs, institutions and academia,
- **Expert workshops:** Professional preparation of key strategic issues (CCI development strategy, audience development strategy, urbanism) with local, national and international experts,
- **Consulting College and Programme Board:** Local institutions and university experts have been included into the development of the bid through their membership in the

Consulting College (1st stage) and the Programme Board (2nd stage),

- **NGO coordinator** in the bidding team: In the 2nd round a civil coordinator was engaged to further intensify and make more professional the cooperation with the local NGO sector. She became member of the Programme Board to coordinate the role of the civil organisations in the programme and to link the bid to other NGO programmes or activities taking place.

Active local engagement/support for the bid

Volunteering has been the main focus of citizen engagement. Volunteers have been engaged at several major events of the city where the ECoC programme was presented (e.g. Campus Festival, YoUDay – Day of the University, Flower Carnival). Through this direct active participation, local citizens have been involved in project development and implementation processes. During the preparation time some **200 volunteers** have contributed to the ECoC programme in 2017/18 which is a good basis for the volunteer programme of the implementation phase.

Beside joining the programming process, stakeholders took part in activities backing the bid. The best example is the D2023 public space installation designed and constructed by local artists and groups. The installation was made for the Flower Carnival 2018 and went on tour afterwards. It has been presented at several districts and neighbourhoods over the last three months.

PROJECTS ACTIVATING AND CONNECTING OUR COMMUNITIES

Our projects in the key area #COMMUNITIES correspond with the aim to activate communities in the city:

- The legacy project **Exchangers** was directly driven by public opinion and previously mentioned community needs. We will create **bottom-up organised multifunctional community art centres** that provide space and operation rooms for different kind of activities. The four refurbished centres to be opened are at different points of the city. When choosing the districts (suburbs), we have been advised by the NGO coordinator and the outcomes of the community mapping, as well as the public forums: The centres will be installed in districts with very low community access to culture, lacking any kind of community spaces for their own creative purposes. In the sense of the mapping, community activation, programme planning and self-organisation needs professional mentoring which will be provided in the framework of the **Exchangers**.

Outreach

Outreach

- **DRIVE** is mainly about transforming existing but empty or underused commercial or administrative premises into independent artistic spaces. The programme aims to form the culture consumer aspect, the increase in the level of participation and involvement and finally the transformation from an observer to a creator.
- **Cool School Containers** create and offer prefabricated mobile (pop-up) community spaces (containers) able to be set anywhere in the yard of secondary schools. Debrecen is proud of its traditions in education – with this tool, a new dynamics appears in the educational-cultural system. The containers, where youngsters can unfold their creativity together, will be managed by themselves fostering their autonomy and responsibility.

Some other projects fulfil the aim to connect communities in the city:

- **Show Your Spices** reflects the new multiculturalism of Debrecen. It is about the situation that international students and expats live in the same neighbourhoods and housing estates as locals. This long-term programme aims at tearing down existing cultural borders between these people. For many inhabitants it is quite a new situation that they meet people from different cultures on a daily basis and sometimes this causes difficulties in understanding – not only because of the lack of sharing a language. **Show Your Spices** will use team cooking, cooperative games and further joint formats to facilitate this process involving cultural mediators and pedagogues.
- **Soul Leaders** reflects the variety of religious fellowships (communities) in the city strengthening intercultural and interreligious dialogue through the included programmes.

We will encourage citizens to actively participate and to co-create projects such as **We Love Wood** or **Humanotheque**, while the **Virtual Carnival** will shift the connection of people and the co-creation into the virtual space.

ONLINE COMMUNITY

Apart from our own website, we are actively present on Facebook (FB), Instagram, Twitter and Youtube. We succeeded in reaching **more than one million FB video views** in total (1077500 views). Our daily average outreach on FB is 6200 (this is how many persons meet Debrecen 2023 on FB every day), while the daily average appearance on FB is 8636 (this is how often Debrecen 2023 issues appear on FB every day). Our FB presence is a significant contribution in building awareness.

We have a permanently growing online community on every channel we are represented. While the main target group of the FB news and posts are the local citizens, Instagram and Twitter

are running in English reaching also many cultural professionals and opinion leaders throughout Europe.

The Debrecen 2023 programme has an own permanent menu on the most widely read online news portal of the city that automatically collects all relevant reportings and comments: <http://www.dehir.hu/category/ekf-2023>

- Our followers in social media:
- Facebook: 8010 (increased by 2370 since December 2017)
 - Instagram: 604 (increased by 310)
 - Twitter: 92 (increased by 34)
 - YouTube: 44 (increased by 27)

FURTHER STEPS

Artists and students living in the city have been involved in the cultural projects as described in **Q16**. They will play a vital role during the implementation period. Through our systematic **microgranting and the participatory budgeting for youth** (see **Q20**), new programmes will be created by locals in the upcoming years. These initiatives will supply additional programmes for the ECoC year. Regarding a wider range of citizens, the regular ECoC dialogue forums and online programme collection will be proceeding, and volunteering will become much more systematic through the urban volunteering programme Horizon EnAct (see **Q20**).

Q/20

HOW WILL THE TITLE CREATE IN YOUR CITY NEW AND SUSTAINABLE OPPORTUNITIES FOR A WIDE RANGE OF CITIZENS TO ATTEND OR PARTICIPATE IN CULTURAL ACTIVITIES, IN PARTICULAR YOUNG PEOPLE, VOLUNTEERS AND THE MARGINALISED AND DISADVANTAGED, INCLUDING MINORITIES? PLEASE ALSO ELABORATE ON THE ACCESSIBILITY OF THESE ACTIVITIES TO PERSONS WITH DISABILITIES AND THE ELDERLY. SPECIFY THE RELEVANT PARTS OF THE PROGRAMME PLANNED FOR THESE VARIOUS GROUPS.

When creating an overarching framework for participatory mechanisms we addressed several relevant issues such as the starting points defined by the call itself (this question), existing initiatives and networks in the city, synergies with the artistic vision and the programme, some general principles regarding participation, and connection with international partners and networks which address similar issues and challenges.

We conducted an online survey called **Youth Horizon** which was completed by over 1,300 people, out of which 85% were young people from our city. Among others, on a 1 – to – 10 rating **scale young people would rate themselves 7.34 on average regarding their own happiness, while the same young people position the city's happiness at just only 6.46 on average**. In their view, Debrecen is 6.55 secure, 5.84 healthy, 6.69 inclusive, 6.89 open, 6.98 innovative, 6,75 smart and 5.68 clean. Regarding its youthfulness, young people positioned Debrecen at 6.50. We aim to repeat the survey every year. On the open question about what they would do for their city, young people would for example contribute to the cleanliness through action and awareness raising, would help old and ill people, would initiate on cultural activities and would do volunteering all of this on a recurring basis. As a final aspect, **72% of young responders see their future in Debrecen in 5 years while 28% do not**.

PRINCIPLES OF PARTICIPATION

When addressing participation we guided ourselves according to the spectrum of Public Participation, a model of the International Association of Public Participation. All our foreseen activities address participation through its five main steps: Inform, Consult, Involve, Cooperate, Empower. We would like to highlight the additionality of participatory mechanisms in the programme. While cultural content shall be created through curated cultural and creative processes, participation **as a tool for the co-creation of the programme** can provide additional co-creation from the community leading to a stronger **sense of ownership** in the community. Citizens and especially **informal groups of citizens** are a major untapped resource of every local community, one having the challenge of tapping and involving these groups. From our point of view participation can reach various levels through different forms of intervention, reaching even the **highest level of empowerment** in some of its aspects (like the participatory budgeting for youth). However, when creating participation mechanisms, we consider special aspects through which **access of the disadvantaged** is also be made possible. Not least, participatory mechanisms will enable not just a strong local connection with citizens but also a form of access for individuals from international level (such as individuals or groups of people willing to volunteer or co-create

the programme through various small-scale initiatives). This will provide an additional strong **organic connection of the Local and the European** in our programme.

SPECIAL FOCUS

When implementing various participatory mechanisms, our focus shifts to aspects which need special attention not just in our community but also in those aspects relevant at European level. **Youth** from our point of view is one of the key aspects when considering the long-term vision and social sustainability not just for our city but for the European community too. Hence we developed a special Youth Approach for our programme, a set of measures and actions which consider special needs and forms of interaction with young people from Debrecen and from Europe. **Lifelong learning experience** is another aspect enabled especially through our participatory mechanisms and volunteering which leads to better life experiences but also better chances of employment or even entrepreneurship through the validation of competencies, skills and attitudes. **Disadvantaged groups** are addressed through special measures and ways which provide their access to all aspects of the programme through its participatory mechanisms, while issues regarding the Roma community are addressed within this context, and also separately through special actions. Not least, **action and place** is one additional component where we aim to focus on connecting citizens’ initiatives with various spaces around our city. Although not a mandatory condition, we also turn our citizens’ attention towards cooperation with various organisations from the city of Cluj-Napoca (RO). We will have the chance to apply some of the methods developed in the REFILL project supported by URBACT - a project which identifies unused spaces in cities and reconfigures them for new forms of activities, either temporarily or permanently – just as our **DRIVE** (see P. 47) programme does. A strong cooperation will be created with the **Exchangers** (see P. 46) project which pursues the opening of new community art centres in the city.

PARTICIPATION PROJECTS AND MECHANISMS

Microgranting will be delivered especially in the context of our **Exchangers** project. This participatory mechanism will enable resident citizens from Debrecen and individuals from Europe to propose specific activities for the local network of newly opening community art centres in various outskirts of the city. Citizens will be empowered to produce their own programmes, structured around questions of public space, intercultural dialog, knowledge exchange and community art.

Horizon EnAct (urban volunteering programme) is the volunteering mechanism aiming to provide an integrated volunteer management on one side but also an individual learning path for individuals who wish to contribute to the implementation of the whole ECoC programme.

Besides the monitoring of volunteer work and volunteer task management Horizon EnAct will also provide a learning path for individuals engaging in this programme by which they gain recognised soft skills which improve their chances in life. Horizon EnAct will be developed in multiple stages reaching its peak in 2021 when it will also allow an international component through which people (and especially young people) from all Europe will have the chance to be involved as volunteers of the programme. Horizon EnAct will be served by an integrated volunteer management system (within My Horizon) in the background which will be enhanced by state-of-the-art gamification solutions. All volunteers work will be recognised with a special certification programme which will recognise the practical learning experience of individuals. This will have a positive effect on all age categories who seek further and better employment in the market. Horizon EnAct starts from an existing volunteering network in Debrecen created by the municipality and which currently connects several dozen organisations and several hundred local volunteers.

Com’On Debrecen (Participatory Budgeting for Youth) will address the participation of young informal groups in the programme with their own small-scale initiatives while delegating the decision directly to local citizens regarding which proposed initiatives would they like to see happen during preparation years and during the ECoC year. Com’On stems from a similar project implemented in the framework of the Cluj-Napoca 2015 European Youth Capital programme and it highlights COMMunity, the call to action (C’MON) and ON (the fact that young people are not off, or absent). A European level cooperation project called Com’On Europe (where the cities of Turin, Thessaloniki, Varna, Braga, Cascais, Cluj and Maribor partnered) provides a policy framework, toolkits, action plan models and a pool of facilitators for implementing a participatory budgeting process for youth. The network signed up to support Debrecen in this endeavour.

Following the success story of the Roma Inclusion conference and the Open Danube project award taking place over recent years as part of the complex programme Duna Romani Luma, the European Danube Academy from Ulm (EDA) and Debrecen 2023 intend to jointly design a new edition of the **Duna Romani Luma - Roma Inclusion Award** for Debrecen, North-East Hungary and its cross-border Carpathian neighbourhood (parts

of Slovakia, Ukraine and Romania). The project aims to recognize small scale social-cultural initiatives having a strong local impact on one or more of the following issues: acknowledgement and promotion of Roma communities, equal treatment and respect among cultures, strengthening the ethnic, cultural and religious identity, combating poverty and social exclusion and increase of equal chances and education perspectives.

We will connect our participation mechanisms with **Humanothèque** in order to put some of the shared skills and competencies of participants which can be also used in the implementation of the small-scale initiatives, while **Cool School Containers** and **Mature Plants** can provide further inspiration and locations for these mechanisms.

For the **Microgranting** and the **Com’On Debrecen** programme there is a dedicated budget line in the programming budget of the ECoC project (see **Q31**) with an amount of **2,000,000 EUR** for the 2019-2024 period.

TOOLS OF PARTICIPATION

Two critical tools will be developed aiming to provide support for our various participatory mechanisms. The **My Horizon Platform** will provide the online tool of interaction between the programme and citizens, such as volunteer management and recognition, or applications for microgrants, including reporting. While focusing on applying digital technology for various participatory mechanisms, we will pay special attention to providing access to the disadvantaged. For example, though the main application format for receiving microgrants will be online, paperback application will still be allowed (even in handwritten form). The Platform will be enhanced by the **Horizon Passport**. The **Horizon Currency**, a concept created during one of our creative workshops, takes the form of a currency, a tool of exchanging participatory activity in benefits such as access to cultural content in the programme or even access to various community services of the municipality or even commercial services of local companies. This way we will reward citizens on one hand for their active involvement, while on the other hand we will also engage organised structures (such as institutions, NGOs and companies) in acknowledging and rewarding the participation of citizens.

THE TIMELINE OF PARTICIPATION

We imagine the participation process during the period between 2019-2024 as a four-step sequence. The first period (2019-2020) will create the setting for various

participatory activities, including digital tools and platforms. Small scale testing of participation projects will also be enabled with a local outreach. The second period (2021) will witness a consolidation of participatory mechanisms using enhanced or newly developed platforms. A pilot version of **My Horizon** and **Horizon Currency** will also be tested, while an edition of Duna Romani Luma will also be organised during this year. The third period (2022-2023) will witness the full-scale deployment of all participatory processes. We define this period as a two-year process as we believe a full participatory cycle (from call to selection and implementation) cannot be done during a single calendar year. Especially during 2022, specific calls for action and participation for the ECoC year will already be launched, while implementation will focus on 2023. The fourth and final period (2024) will provide the time and space for reflection which will deliver a Strategic Plan for Participation for the city of Debrecen for the period up to 2030. A special Youth Strategy for Debrecen up to 2030 will also be created.

APPLYING PARTICIPATION IN PRACTICE

Within our management structure, a special **Directorate of Social Relations and Participation** will be created which will include a **Participation and Audience Development Manager**. Integrating participation with audience development is the basis of our rationale that **both targets the community and various activities**. Both have effects on aspects in our programme. The role and the mandate of this directorate will be to assist the various coordinators and implementers in enhancing participation and audience development aspects of all cultural activities. It will have a special coordinator role in deploying specific participatory projects presented within this chapter. A special advisory board of three international experts will be created with a role of giving advice and insights for the Participation and Audience Development Manager and to provide further access to international networks, policy frameworks and specific tools for participation.



Q/21



EXPLAIN YOUR OVERALL STRATEGY FOR AUDIENCE DEVELOPMENT, AND IN PARTICULAR THE LINK WITH EDUCATION AND THE PARTICIPATION OF SCHOOLS.

THE CURRENT SITUATION

Before the development of the city’s cultural strategy, the Cultural Department ordered a study in late 2016 to assess **cultural consumption in the town**. During the development of the strategy it became clear that no survey had been done on audiences. Thus the audience management had been based on false and incorrectly structured information, while audience development was carried on along **entirely isolated initiatives**. The cultural institutions only focused on the dissemination of information to the public, while broadening the perspectives of the audiences and assisting deeper understanding was not their aim.

The biggest rivalry between cultural institutions is for members of the audience who can and want to make choices. The largest proportion of marketing strategies are aimed at this group. While some parts of the study highlighted that there is a sophisticated level of cultural consumption it also showed that the institutions and non-governmental organisations of the city only spend a small amount of their resources on providing **access to culture for underprivileged inhabitants**. There are institutions that are not accessible by disabled people and the available programmes do not consider them. Reaching out to audiences has not been a strong point.

FACING THE PROBLEMS

In order to begin to address this situation we organised a workshop entitled **“Inclusion and Resistance”** with local cultural actors as well as national and international experts in August 2018. The topic was audience development and involvement. This workshop was necessary because each participant of the preparation period, including the international experts, the agents of cultural life and institutions, considered the development of this area as one of the greatest challenges for the bid book and one of the key future issues for cultural development.

The workshop was opened by Debrecen’s international ECoC adviser **Christian Potiron** (FR), presenting a general audience development strategy scheme in the context of ECoC. Besides many actors from the local cultural life our work was enormously assisted by **Miroslava Žarkov** (RS), project manager of Matica Srpska Gallery in Novi Sad representing the Creative Europe project “HearMe”, and **Peter Zawrel** (AT), director of Künstlerhaus Vienna, one of the model institutions for audience development analysis published by the European Commission and partners in 2017. These European practices and examples are extremely important impulses for the development of this field in Debrecen.

The main conclusion of the workshop was the **necessity of strategic thinking** and planning. We need a strong audience development strategy for Debrecen. Participating institutions and NGOs also realized that the local cultural scene itself can offer answers and share experience related to the questions raised by them. The problem was rather that institutions and NGOs simply do not know about best practices and successful initiatives of each other. By combining these two outputs the idea of the Debrecen Audience Development Platform was born.

LOCAL BEST PRACTICES

The first step was to map some existing good practices in the city in the field of audience development:

- **Marginalized people:** Vojtina Puppet Theatre invited applications by institutions in Hajdú-Bihar county that look after underprivileged children and who live in extreme poverty. We asked the council of Debrecen and the representatives of the business sector in the city to purchase season tickets for the children. We did interactive drama classes for female convicts in the county prison.
- **Young visitors:** We attempted to bring young people to museums with a unique method by asking them to choose MODEM as the destination for their next class trip. Every

school class takes a trip in each year and thus we would like to offer them a different artistic-cultural experience on these occasions.

- **Cooperation with schools:** The youth programme of Csokonai Theatre must be mentioned here, too. Since its start in 2014 the programme has delivered more than 300 performances to school classrooms. This is a means and opportunity of communication and expression of opinion which has reached all corners of the county including the most underdeveloped schools. The programme embraces ideas such as otherness and acceptance (Jerusalem), identity (Verona, 1301) and ecological thinking (The Story of the Blue Planet).
- **Increasing audience:** The Kodály Philharmony in Debrecen managed to increase the number of viewers with season tickets almost tenfold, which is an outstanding result on national level. The reasons behind this success were the renewal of the structure of the concert series and the flexibility of the artistic concept: in Debrecen the increase in the audience numbers was achieved by finding the balance between the performances of well-known and hidden masterworks at the highest possible artistic level.

Our set of measures regarding audience development lie on two specific dimensions. One is the dimension of various **target groups** while the second, horizontal one is the **timeframe** of our measures. In addition to the general communication efforts towards a wide public, our aim is to reach special categories through **microtargeting**.

As a result of the discussion process, the cultural sector has identified four target groups facing different obstacles in terms of access to culture. As a first step, we have elaborated concrete actions to answer some of the challenges related to these groups:

- We will target especially **young people from schools** who are aged 12-18 in 2018, this target group representing our cultural consumers aged 16-22 during our ECoC year. The main aim of audience development efforts in their case is to understand the concept of the programme, to engage them into develop their critical thinking in the context of culture. The **Horizon School Ambassadors** (within our Horizon EnAct volunteering programme) will focus on young people from high schools becoming trained to promote the programme and to facilitate relations with other young people. In addition, **Horizon Corners** will be a web of location in schools (a specific corner within the school) where young people will have the chance to have a first interaction with the programme which can lead then to further involvement or increased cultural participation. Based on a model developed in Cluj-Napoca (RO), we will deploy **Innovatory**, a project

working with small groups of high-school students under the guidance of their teachers in order to identify societal problems which can be solved through cultural intervention, using Design Thinking as a process of empathising, defining, ideating, prototyping and testing. Com’On Debrecen will be the programme through which to support them.

- Among problems related to **elderly people** we address mobility (accessibility of culture), the difficulties of adapting to the digital world and disabilities arising from old age as the main factors that exclude this group from the cultural offer. Under the name **Culture Taxi** special transport lines will be organised to transport elderly people from outskirts or housing estates to events and home from events. A special group, **Horizon EnAct** (the urban volunteering network), will focus on being available and helping the elderly, receiving specialised training in this sense. Special performances of artists will be conducted for elderly people like having a special session before a concert or show, or dedicated events in elderly peoples’ homes, hospitals or at retired persons’ association.
- It is difficult for **people** who live **with disabilities** to find events that match their life patterns. In this aspect Debrecen’s institutional infrastructure is incomplete. It is our aim to maximise accessibility to cultural venues and institutions in the upcoming years. One of the tasks for the equality & social responsibility officer in the ECoC management structure will to take control over this process. We will encourage access of people with disabilities by enhancing our communication channels with special features (visual or hearing deficiencies). We will also encourage projects and initiatives who address people with disabilities in a special way. We will provide special allocation for initiatives coming from special groups of people with disabilities, where audience development (informing and consulting) can also lead to effective participation. For example, the **VR for Reality** initiative will try to get the cultural experience as close as possible as for people with no disabilities.
- Access to culture is particularly difficult for **socially marginalised people** due to the lack of financial and digital resources and the difficulties of adopting to events. For example, the **Horizon Passport**, which is a physical extension of the **My Horizon Platform**, will enable access to cultural events using credits gathered through participation at other events or through special vouchers for people coming from rural areas of the county. As an element of circularity, credits gained through a disadvantage but used in a certain amount of time, will provide further credits which can be used for another.
- It is a must for the institutions to address the **international communities** of Debrecen. The city is in a unique position

Outreach

Outreach

- with 5500 international students, employees of the international companies and others from abroad who hardly have access to programmes in foreign languages and who find it difficult to recognise cultural sites that are not adjusted to their lifestyles or simply not marked. Accessibility of the member of international communities will be enhanced especially by eliminating language barriers to the programmes through translation and interpreting. **Horizon EnAct** will also incorporate a special group of volunteers whose main role is to facilitate on-spot translation at various events which do not have simultaneous interpreting or translations. Audience development will be connected to various participatory measures where these communities will also have the chance to co-create the programme through micro-granting or participatory budgeting.

TIME FRAME AND ACTION PLAN

- 2019 – creating the **Audience Development Strategy** for 2019-2024, focusing on developing detailed intervention measures, tools and methods for implementation. This edition will have a focus on innovating audience development efforts in the city, using an integrated approach and involving institutions and organisations while enhancing their own audience development efforts,
- 2020 – implementing a full awareness raising campaign focusing on the three dimensions of our programme: **Space, Mind and Time**. The action will have two components - one addressing the general community through key messages while the other addressing special target groups with special messages and awareness raising activities,
- 2021 – audience development through **education programmes** addressing our special target groups identified above. Our principle will be to deliver education in the usual surroundings of these special categories in special formats, with specialised tools and methods,
- 2022 – audience development through education, with activities continued from 2021. The end of the year will witness another campaign on general and specialised level, this time focusing also on **accessibility, tolerance** and the integration of various **minorities** and **disadvantaged** people,
- 2023 – monitoring attendance on general level, but also on the level of special target groups,
- 2024 – evaluating the results of the first Strategy, monitoring audience levels in the year after the ECoC programme and creating the Audience Development Strategy for 2025-2030, based on the experiences of the

past cycle. This time the focus will be on **consolidating innovative elements** which were validated on large scale by the ECoC programme.

TOOLS AND PROJECTS FOR AUDIENCE DEVELOPMENT

The local institutions and non-governmental organisations have a lot to share with each other and with intensive meetings for the transfer of knowledge this could result in saving time and energy. This means a simple tool, in the form of an institutional workshop, the **Debrecen Audience Development Platform**, which we would hold meetings on a monthly basis, focusing on audience development and capacity building practices and plans. One of the strengths of Debrecen is that it has long standing connections with local and national non-governmental organisations. The Debrecen-model is meant to be based on the institutional system. By creating the Debrecen Audience Development Platform we intend to aim the resources towards one task on regional and local levels. We are going to focus on reaching out to a group whose members have not had contact with culture.

As in the case of participatory measures, the **My Horizon Platform** enhanced by the **Horizon Passport** will provide incentives and easier physical and virtual interaction of the general audience, but also special groups of audiences to the programme (see **Q20** for further descriptions on these solutions).

AUDIENCE DEVELOPMENT MANAGEMENT

The **Participation and Audience Development Manager** will also be responsible for coordinating audience development activities, including a correlation with various key programmes. 'Integrating participation and audience development' are our rationale that both target the community and various activities that have effect on all aspects in our programme. **Thematic Advisory Bodies** will support the Department when addressing special challenges related to the special communities. These advisory bodies will have the role of supporting the Office and the Officer regarding special measures and aspects in order to understand and respect special needs, to address any issues of sensibility and especially, to have a better understanding when informing the non-disadvantaged about the need for access of special categories to the programmes, its projects and events. We will work together with dedicated youth organisations from schools in contacting and addressing young people directly, forming a **pool of young school facilitators** as ambassadors and enablers within this special community.



A / FINANCE - CITY BUDGET FOR CULTURE

Q/22

WHAT HAS BEEN THE ANNUAL BUDGET FOR CULTURE IN THE CITY OVER THE LAST 5 YEARS (EXCLUDING EXPENDITURE FOR THE PRESENT EUROPEAN CAPITAL OF CULTURE APPLICATION)? (PLZASE FILL IN THE TABLE BELOW).

YEAR	Annual budget for culture in the city (in euros)	Annual budget for culture in the city (in % of the total annual budget for the city
N-4	12,598,990	10.06%
N-3	15,351,325	12.74%
N-2	16,862,503	15.19%
N-1	18,260,173	13.88%
Current	19,755,345	9.24%

The nominal amount has increased on a yearly basis while the ratio in the total annual budget for the city changed in different directions. The data for 2018 is based on the budget plan of the city while all previous numbers mirror the factual expenditure and include EU funded projects (which explains the difference from the numbers in the first round bid book). The decrease in the ratio is because of a higher gain in the total city budget thanks to the intensive economic development.

Q/23

IN CASE THE CITY IS PLANNING TO USE FUNDS FROM ITS ANNUAL BUDGET FOR CULTURE TO FINANCE THE EUROPEAN CAPITAL OF CULTURE PROJECT, PLEASE INDICATE THIS AMOUNT STARTING FROM THE YEAR OF SUBMISSION OF THE BID UNTIL THE EUROPEAN CAPITAL OF CULTURE YEAR.

The budget dedicated for the European Capital of Culture project will be marked separately in the city budget for the 2019-2024 period, so that no funds from the general annual budget for the culture will be used for Debrecen 2023 purposes specifically.

Q/24

WHICH AMOUNT OF THE OVERALL ANNUAL BUDGET DOES THE CITY INTEND TO SPEND FOR CULTURE AFTER THE EUROPEAN CAPITAL OF CULTURE YEAR (IN EUROS AND IN % OF THE OVERALL ANNUAL BUDGET)?

We intend to stabilize the cultural budget at **11 per cent** of the annual budget of the city. With a realistic forecast which estimates the city budget increasing by 3% yearly, nominally this will mean estimated cultural budgets for the years following the title year:

2024	27.65 M EUR
2025	28.47 M EUR
2026	29.33 M EUR

A / FINANCE - OPERATING BUDGET FOR THE TITLE YEAR

Q/25

PLEASE EXPLAIN THE OVERALL OPERATING BUDGET (I.E. FUNDS THAT ARE SPECIFICALLY SET ASIDE TO COVER OPERATIONAL EXPENDITURE). THE BUDGET SHALL COVER THE PREPARATION PHASE, THE YEAR OF THE TITLE, THE EVALUATION AND PROVISIONS FOR THE LEGACY ACTIVITIES. PLEASE ALSO FILL IN THE TABLE BELOW.

Total income to cover operating expenditure (in euros)	From the public sector (in euros)	From the public sector (in %)	From the private sector (in euros)	From the private sector (in %)
40,320,000	36,320,000	90.1%	4,000,000	9.9%

Q/26

WHAT IS THE BREAKDOWN OF THE INCOME TO BE RECEIVED FROM THE PUBLIC SECTOR TO COVER OPERATING EXPENDITURE? PLEASE FILL IN THE TABLE BELOW.

Income from the public sector to cover operating expenditure	in euros	%
National Government	20,000,000	55.1 %
City	11,820,000	32.5 %
Region	0	0.0 %
EU (with exception of the Melina Mercouri Prize)	1,500,000	4.1 %
University of Debrecen	3,000,000	8.3%
Total	36,320,000	100%

Q/27

HAVE THE PUBLIC FINANCE AUTHORITIES (CITY, REGION, STATE) ALREADY VOTED ON OR MADE FINANCIAL COMMITMENTS TO COVER OPERATING EXPENDITURE? IF NOT, WHEN WILL THEY DO SO?

As was already described in **Q17** the application including the budget was voted by the General Assembly of the city on **8 November 2018** which is a commitment by the city to cover its part. The region is not relevant as in the Hungarian public administration system it has no competences providing financial support to any projects alike.

The national managing authority (Ministry of Human Resources) has issued a statement for applying Hungarian cities expressing that the government will take a relevant role in co-financing the Hungarian ECoC 2023. The statement did not include a certain budget figure for the financial contribution of the government.

Q/28

WHAT IS YOUR FUNDRAISING STRATEGY TO SEEK FINANCIAL SUPPORT FROM UNION PROGRAMMES/FUNDS TO COVER OPERATING EXPENDITURE?

In the breakdown of the income to be received from the public sector we intended to rely on **European Union funds** in a very moderate way. This resulted in a quite low amount, as only **4,1% of the income from the public sector** is planned to be raised from EU resources - not counting the Melina Mercouri Prize. Significant part of this amount is assured as already supported programme elements run by the city or institutions will be channelled into Debrecen 2023 projects. In addition, we are committed to develop the capability of the cultural sector to become much more active in this field, with the Debrecen 2023 management in a leading role as both an example and a stimulating force. Many obstacles were discovered when monitoring the reasons for the passivity experienced. Lack of proper education, match-funding experience, human and financial resources and the general mind-set which determines operators to think only in the box of local initiatives without a willing to open up for international networking are all among the reasons for the problem. The following strategy is capable of finding some answers to these challenges.

INCOME ALREADY CONTRACTED

Altogether there's an amount of appr. **500,000 EUR** in the system which can be found in already contracted or awarded projects, mainly in the following frames:

- The completion of the Latinovits Theatre is not part of the ECoC programme, therefore its costs are not included in the capital expenditure. However, the complete project financed by the **INTERREG Romania-Hungary** programme contains a soft element which is about capacity building and education mainly in the theatrical sector, in dance anthropology and management which will be an integrated part of the **Creative Cultural Academy** system.
- In frames of different projects in the **Territorial and Settlement Development Operative Programme**, funded by ERDF (Regional Development Fund) and ESF (European Social Fund), there are already granted and contracted community development programmes running or about to start in Debrecen that will be included in several initiatives of the European Capital Culture programme. For instance, education of community development professionals will become part of the Creative Cultural Academy system, community

actions will be held in the **Exchangers** (see P. 46) project and also in the development of participation.

PLANNED INCOME

- **Creative Europe** programme is and will be an obvious choice for all cultural actors in the whole Debrecen 2023 project period. When we take it into account, we have to deal with the success rate of these applications, and the fact that thanks to the current cultural capacity there were only a few granted projects at all in the last decade in the city. This problem was even highlighted by a representative of the Directorate General of Education, Youth, Sport and Culture at a former visit to the city that the Northern Great Plain Region in Hungary is one of the least active regions in terms of Creative Europe applications. This is going to be an important issue for capacity building in Debrecen to enhance activity in this field and Debrecen 2023 would like to become the driving engine for this evolution process. Last calls of the 2014-2020 period will be open in the autumn of 2019. The budget of the CULTURE strand will increase by 33% in the 2021-2027 period and the programme will support cooperation projects and networks, mobility of artists, music, books and publishing, architecture and cultural heritage, design and cultural tourism. These topics match many priorities and branches of art that are present in our programme. Also there are some possibilities in the CROSS-SECTORAL strand.
- In terms of **INTERREG** programmes, we can benefit from the geopolitical location of the city, in particular from the RO-HU programmes. There are partner organisations from Romania in projects **AiR-Port Debrecen, Exchangers, Soul Leaders** and **Virtual Carneval** which make these fundings accessible for us.
- Some strands of **The Memory Gap Museum** (see P. 51) project are eligible and therefore we'll apply for an EACEA's **Europe For Citizens** project's Strand 1, while the main purposes of the **Soul for Europe Debrecen Forum** (see P. 52) are overlapping Strand 2. Déri Museum, responsible for the former one, is acting now as an active project partner in a Europe For Citizens Project about archaeology with four international partners.

- The old **Erasmus+** programme (with effect during 2019-2020, because of the N+2 rule) will provide funding for specific activities related to education and youth. For example, small and large-scale volunteering under **My Horizon** (see details in **Q20**) will be supported additionally through Key Action 1 type projects. For projects which aim to develop participatory mechanisms such as the **Horizon Currency** (see details in **Q20**) or the **Cool School Containers** (see P. 47), Key Action 2 type strategic partnerships projects will be initiated. Formats such as the **Youth Horizon** consultation mechanism and other forms of dialogue with young people will be enhance by projects supported by Key Action 3. A full strategy of attracting funding through the new Erasmus programme in the new programming period (when defined), with direct effect on the final preparation years, the ECoC year and impact period (2021-2027). An overlapping between the old Erasmus+ implementation (until 2022) and the new Erasmus (from 2021) will be addressed strategically, too.
- We are going to use the programme **Culture Bridges** for some project plans of our wide horizontal cooperation with Ukraine. Culture Bridges supports the development of the cultural sector in Ukraine and enables it to engage more effectively with cultural organisations and operators in the EU. The programme will run till October 2020. The avenue "International Mobility" could help us and our Ukrainian partners to participate in meetings, consultations and visits during the first years of implementation (next calls May and August 2019), while through "International Cooperation Projects" financial support for the strategic project **CULTURE.in.capital.eu** (see **Q11**) would be available (next call in May 2019).

The capacity building strategy and the granting system in this bid book will also help to raise EU funding for projects that at least partly run by NGO's or other actors of the private sector. The to-be-established **CCDA** (see **Q05**)

will act up as a helping hand for organisations, while our microgranting system (see **Q20**) will help those who will have been already granted to get direct funding for covering the required own contribution to these projects.

In order to develop ourselves and all cultural actors that take part in the Debrecen 2023, we have already contacted **Creative Europe Desk Hungary**. Through the Europe Direct Office, they are going to organise information days and workshops for the training of not only the Debrecen 2023 staff, but all potential applicants from the region.

Since the ECoC Debrecen 2023 Non-Profit Ltd. will remain as the implementing body in the management structure of the project, it will be ready to apply for grants from the very first moment as it was founded in 2016. A dedicated **tender / grants coordinator** will help the work of the fundraising team in the staff. Our aim is to raise **EUR 1,000,000** from the resources listed above from 2019 to 2023.

Q/29

ACCORDING TO WHAT TIMETABLE SHOULD THE INCOME TO COVER OPERATING EXPENDITURE BE RECEIVED BY THE CITY AND/OR THE BODY RESPONSIBLE FOR PREPARING AND IMPLEMENTING THE ECO PROJECT IF THE CITY RECEIVES THE TITLE OF EUROPEAN CAPITAL OF CULTURE? PLEASE FILL IN THE TABLE BELOW:

Source of income for operating expenditure	Year -5 (2018)	Year -4 (2019)	Year -3 (2020)	Year -2 (2021)	Year -1 (2022)	ECoC Year (2023)
EU	0	200,000	200,000	200,000	400,000	500,000
National Government	0	1,100,000	1,500,000	3,200,000	5,000,000	9,200,000
City	0	600,000	650,000	1,700,000	3,050,000	5,820,000
Region	0	0	0	0	0	0
Sponsors	0	0	0	700,000	1,300,000	2,000,000
University	0	100,000	150,000	200,000	750,000	1,800,000

Q/30

WHAT IS THE FUNDRAISING STRATEGY TO SEEK SUPPORT FROM PRIVATE SPONSORS? WHAT IS THE PLAN FOR INVOLVING SPONSORS IN THE EVENT?

The situation concerning private sponsorship is good. A growing economy, new international investments announced regularly – facts that point to a bright future in cultural patronage. Unfortunately, we have to nuance this picture. The **connection between the culture and the business sector is traditionally weak** and private sponsorship of cultural events and initiatives is still rather the exception than the rule. Most cultural operators do not have experience in approaching companies and developing fundraising strategies. Debrecen 2023 will focus on building up new and innovative ways for cooperation with the companies. The key for this mindshift will be open communication and real involvement which means much more than just putting a portfolio on the table and waiting for the money. Our desire is to make this methodology serve as a legacy pattern for both sectors in the future. A dedicated **fundraising expert** will be included in the management structure, while the representative of one important international company from Debrecen will be a member of the **Stakeholders’ Board**.

Our concept is to offer a multi-layer strategy where different players may find the appropriate level for them to enter:

- Debrecen 2030 Club** is based on the long-term engagement of mainly small and medium enterprises, but individuals too. Choosing 2030 instead of 2023 is not accidental: our aim is to build a community that accompanies the city throughout this period of development. The membership will have various different levels with a different annual fee. We will invite all potential supporters from the city, the county and the region, but also on young and dynamic companies that are led by Debrecen-based people all around the country or the continent who will be able to live up to their patriotism through this action. This community of locals and the Debrecen inland diaspora will get good visibility with getting a label which they can use on their physical and online surfaces. They will also be offered several discounts at ECoC programmes and the chance to join some special events.
- In frames of the **AiR-Port Debrecen** (see P. 38) project, the aim is to involve ten international companies in the special artist residency programme. The artists joining the project will get dedicated space and support from their recipient business.

- There will be a special “**programme adoption**” process of all legacy projects where bigger companies can symbolically adopt a cultural programme for a long-term period (at least for 5 years). It’s something similar to a title sponsorship but in a much less loud way, based rather on a commitment with the concept of that very project. However, adoption of a programme ensures a high visibility and also offers a possibility for the supporter to use data coming from the evaluation and monitoring process for marketing purposes.
- An even more serious way of engagement could be based on **joint project development**, where leaders of companies are involved into developing the content together with the project management and add value to projects not only in a financial mean.
- “**Build the future together**” is the way for the private sector to support the capacity building programmes of the Debrecen 2023 project and the city’s cultural strategy, which they themselves can take advantage of in the future.
- Alternative ways of fundraising have quite weak traditions in the area. That is why we plan to disseminate the idea of **crowdfunding** among people. In frames of the microgranting programme there will be one euro added to each crowd-funded euro in cultural microprojects – but we also plan to do pilot crowdfunding for some parts or the artistic content.

When it comes to fundraising from the private sector, we intend to develop the strategy with using best practices from the **Mons 2015** project with the involvement of the legacy **Fondation Mons 2025**, whose action plan proved to be very effective and fruitful.

Q/31

PLEASE PROVIDE A BREAKDOWN OF THE OPERATING EXPENDITURE, BY FILLING IN THE TABLE BELOW.

Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and marketing (in euros)	Promotion and marketing (in %)	Wages, overheads and administration (in euros)	Wages, overheads and administration (in %)	Other: reserve (in euros)	Other: reserve (in %)	TOTAL OF OPERATING EXPENDITURE
26,770,000	66.4 %	5,650,000	14.0 %	6,400,000	15.9 %	1,500,000	3.7 %	40,320,000

Right here, please let us add the **more detailed breakdown** of the programme expenditure:

Q13 Cultural and artistic content – dedicated budget for listed programmes	17,990,000 EUR
Q13 Cultural and artistic content – budget reserved for further programmes developed by the Artistic Board (which can be supplemented by the amount of the Melina Mercouri Prize)	1,500,000 EUR
Budget for three main milestone celebration events (see details in Q13)	3,200,000 EUR
Microgranting and participatory budgeting (see details in Q20)	2,000,000 EUR
Capacity building in frames of Creative Cultural Academy programme (see details in Q05)	900,000 EUR
Support of international networking and one-off international events (memberships, conferences, seminars etc., see details in Q09-Q11)	780,000 EUR
Programme monitoring and evaluation (see details in Q08)	400,000 EUR
Programme expenditure altogether	26,770,000 EUR

Q/32

PLANNED TIMETABLE FOR SPENDING OPERATING EXPENDITURE.

Timetable for spending	Programme expenditure (in euros)	Programme expenditure (in %)	Promotion and marketing (in euros)	Promotion and marketing (in %)	Wages, overheads and administration (in euros)	Wages, overheads and administration (in %)	Other: reserve (in euros)	Other: reserve (in %)
Year n-5 (2018)	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Year n-4 (2019)	795,000	45.4%	452,000	25.8%	444,100	25.4%	60,000	3.4%
Year n-3 (2020)	1,294,000	54.0%	452 000	18.9%	559,100	23.3%	90,000	3.8%
Year n-2 (2021)	3,504,000	61.7%	847,500	14.9%	1,117,200	19.7%	210,000	3.7%
Year n-1 (2022)	6,439,000	64.2%	1,695,000	16.9%	1,515,900	15.1%	375,000	3.7%
ECoC year (2023)	12,113,000	72.3%	1,695,000	10.1%	2,319,600	13.8%	630,000	3.8%
Year n+1 (2024)	2,625,000	70.7%	508,500	13.7%	444,100	12.0%	135,000	3.6%
Later (2025 and beyond)	0	0.0%	0	0.0%	0	0.0%	0	0.0%

From 2025, the budget for the legacy organisation (CCDA) will be financed from the city’s annual cultural budget, so as European Capital of Culture operational budget is only planned until 31st December 2024.

A / FINANCE - BUDGET FOR CAPITAL EXPENDITURE

Q/33

WHAT IS THE BREAKDOWN OF THE INCOME TO BE RECEIVED FROM THE PUBLIC SECTOR TO COVER CAPITAL EXPENDITURE IN CONNECTION WITH THE TITLE YEAR? PLEASE FILL IN THE TABLE BELOW.

Income from the public sector to cover capital expenditure	in euros	%
National government	3,950,000	47.9 %
City	3,950,000	47.9 %
Region	0	0 %
EU (with exception of the Melina Mercouri Prize)	350,000	4.2 %
Other	0	0 %
Total	8,250,000	100 %

Q/34

HAVE THE PUBLIC FINANCE AUTHORITIES (CITY, REGION, STATE) ALREADY VOTED ON OR MADE FINANCIAL COMMITMENTS TO COVER CAPITAL EXPENDITURE? IF NOT, WHEN WILL THEY DO SO?

The answer to this question completely corresponds with the one written in **Q27**.

Q/35

WHAT IS YOUR FUNDRAISING STRATEGY TO SEEK FINANCIAL SUPPORT FROM UNION PROGRAMMES/FUNDS TO COVER CAPITAL EXPENDITURE?

The only Union fund to cover capital expenditure is an already contracted grant. The so-called "Borsos-mansion" will be

refurbished from the **Territorial and Settlement Development Operative Programme** and will become one of the new community art centres and decentralised cultural incubator points in frames of the **Exchangers** (see P.46) project. The funding is ensured from project no. TOP-6.3.2-15-DE1-2016-00001.

Q/36

ACCORDING TO WHAT TIMETABLE SHOULD THE INCOME TO COVER CAPITAL EXPENDITURE BE RECEIVED BY THE CITY AND/OR THE BODY RESPONSIBLE FOR PREPARING AND IMPLEMENTING THE ECOC PROJECT IF THE CITY RECEIVES THE TITLE OF EUROPEAN CAPITAL OF CULTURE? (PLEASE FILL IN THE TABLE BELOW.)

Source of income for capital expenditure	Year -5 (2018)	Year -4 (2019)	Year -3 (2020)	Year -2 (2021)	Year -1 (2022)	ECoC year (2023)
EU	0	350,000	0	0	0	0
National government	0	987,500	2,370,000	592,500	0	0
City	0	987,500	2,370,000	592,500	0	0
Region	0	0	0	0	0	0
Sponsors	0	0	0	0	0	0
Other	0	0	0	0	0	0

Q/37

IF APPROPRIATE, PLEASE INSERT A TABLE HERE THAT SPECIFIES WHICH AMOUNTS WILL BE SPENT FOR NEW CULTURAL INFRASTRUCTURE TO BE USED IN THE FRAMEWORK OF THE TITLE YEAR.

No completely new infrastructure is planned in the frames of the Debrecen 2023 Project. As it is described in **Q18/D**, the project itself contains only refurbishment and transformation projects of existing buildings. There will be investments in the city for cultural infrastructure in this period but that is aligned to the cultural strategy and the city's Development Plan (New Phoenix Plan). The one exception, the container hubs in the **Cool School Containers** (see P.47) project, will form an infrastructure-like element, but as they are mobile objects the amount spent on them does not count as capital expenditure.

B / ORGANISATIONAL STRUCTURE

Q/38

WHAT KIND OF GOVERNANCE AND DELIVERY STRUCTURE IS ENVISAGED FOR THE IMPLEMENTATION OF THE EUROPEAN CAPITAL OF CULTURE YEAR?

The current **ECoC Debrecen 2023 Non-Profit Ltd.** will be extended for the implementation of the project. The company was founded in 2016, a useful decision when considering the management of future tendering processes. It is also a culture supported, political free, independent, prestigious base for further development for a non-profit organisation.

Our main focus for governance are the following: being not for profit, efficiency, transparency and clarity of purpose acceptability to Debrecen 2023 Stakeholders' Board and the ECoC, legal coherence.

The **Debrecen Cultural Foundation (DCF)** will acquire a part of the ECoC Debrecen 2023 N-P Ltd. directly after the start of 2019. DCF is a local cultural foundation founded by many representatives with wide interests in the areas of culture, business and civic life. DCF will represent the cultural focus in personal and professional matters.

The board of trustees of the DCF will serve as the **ECoC Debrecen 2023's Stakeholders Board** and will be enlarged with additional representatives to reflect the city and the region. The board will be a social council **overseeing strategic decisions**. It will consist of at least seven representatives. The articles of incorporation of the Non-Profit Ltd. will be amended in a way that decisions can only be made unanimously which means practically that the Stakeholders' Board **has a veto**. Representatives are all well established and respected individuals in areas of culture, business, education, church and the independent artistic scene. The board will have a Chairperson appointed by the founders of the DCF. The board will be responsible for the selection process of the CEO of the managing organisation and monitoring the selection of management team.

The ECoC Debrecen 2023's CEO via the management team will be responsible for running the organisation on a day-to-day basis. Main areas are: Building the organisation according to schedule, establishing and

granting the implementation of ECoC Debrecen 2023 programme and business strategy, ensuring quality management systems and internal auditing by creating guidelines of governance and policies development of working roles and responsibilities with clear duties and decision making structures.

Providing wide range of expertise for delivering ECoC Debrecen 2023 strategy, working divisions will be established as it is described in **Q39** in details.

Instead of selecting one artistic director, an **Artistic Board** will be established with five members. It is intended to select these five members internationally and locally. The members will appoint a Spokesperson within the Board.

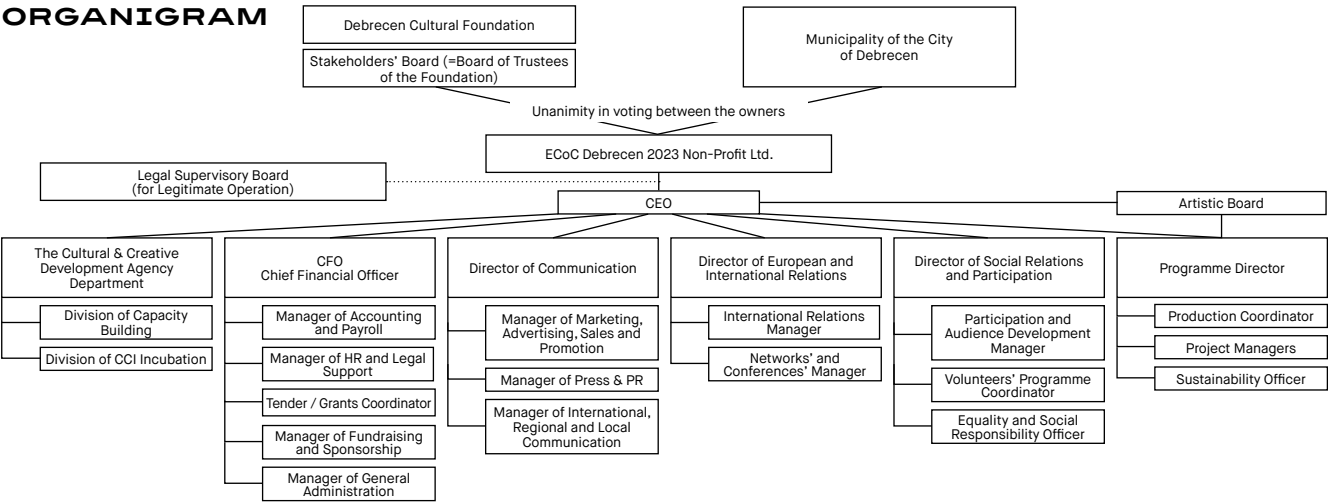
An **Internal Auditor** will report directly to the CEO, making sure transparency within the organisation and also within the ECoC Debrecen 2023 and Artistic Board.

Q/39

HOW WILL THIS STRUCTURE BE ORGANISED AT MANAGEMENT LEVEL? PLEASE MAKE CLEAR WHO WILL BE THE PERSON(S) HAVING THE FINAL RESPONSIBILITY FOR GLOBAL LEADERSHIP OF THE PROJECT?

ECoC Debrecen 2023 Stakeholders' Board and the Municipality of the City (as the owners of the ECoC Debrecen 2023 Non-Profit Ltd.) will run and make the decision for choosing the CEO within a public, international tender. **The CEO will have the final responsibility for the global leadership of the project.** S/He will control the full implementation of ECoC Debrecen 2023 and will be responsible of the effectiveness of the whole project.

ORGANIGRAM



At management level there will be the Artistic Board and six departments.

CFO (Chief Financial Officer) will lead the team and the project on the operational and administrative level. S/He will have full responsibility of financial stability of the project responsible for budgeting, fundraising, accounting, payroll, controlling, and for the administration level, such as legal support, HR and general administration.

Team of Finance and Administration consists of the following members:

- Manager of accounting and payroll
- Manager of HR and legal support
- Manager of fundraising and sponsorship
- Tender / Grants coordinator (see **Q28**)
- Manager of general administration

The Artistic Board together with the Programme Director will have the task of creating and implementing the cultural and artistic content of the project. The **Artistic Board** will consist of five members. They will be responsible for the artistic concept of the programmes. They will be independent in the planning their creative work. They will work in daily close cooperation with the CEO and the CFO and generate strategic frames to the work of the Programme Director. All members of the Board will be chosen via public tender, and will be responsible for decision making in cultural art issues, matters, programmes. They will be liable for each own professional art areas. A **Programme Director** is responsible for the implementation of the decisions by the Artistic Board Her/His team consists of the following members:

- Production coordinator
- Project managers
- Sustainability officer (whose work will be supported by Julie’s Bicycle - UK)

The **Director of European and International Relations** will be responsible for maintaining and developing the European and international network of the project, to find initiatives that are worth joining and to nurture a high level of cultural diplomacy for the project. S/he will also be responsible to coordinate the membership of the city in different international cultural organisations during the ECoC period.

The **Director of Communication** will be responsible of creating and managing internal & external communication strategy of ECoC Debrecen 2023. S/he will manage the communication team:

- Manager of Marketing, Advertising, Sales & Promotion
- Manager of International, Regional & Local communication
- Manager of Press & PR

The responsibilities of the **Director of Social Relations and Participation** are described in **Q20** and **Q21** in details.

The Cultural & Creative Development Agency Department will work on strengthening the capacity of the cultural and creative sector during the project, mainly via helping existing and new participants of the sector with incubation activities, creating communication platforms, integrating them with the Debrecen 2023 programme and mediate between them and the city authorities. As it is described in **Q05**, this department will serve as a basis for the legacy organisation of the project from 2025.

Learning from the fact that leaders focusing on artistic areas and operational teams have had many conflicts in the past, we intend to organise a three-day **Franklin Covey: Seven habits of Highly Effective People** training for the whole team with a result of clarifying duties and responsibilities, building a common internal language, teamwork development and through all this, increasing the effectiveness of the organisation.

Q/40

HOW WILL YOU ENSURE THAT THIS STRUCTURE HAS THE STAFF WITH THE APPROPRIATE SKILLS AND EXPERIENCE TO PLAN, MANAGE AND DELIVER THE CULTURAL PROGRAMME FOR THE YEAR OF THE TITLE? THESE TWO QUESTIONS ABOVE COULD BE ANSWERED BY ENCLOSING IN PARTICULAR DIAGRAMS, THE STATUTES OF THE ORGANISATION, ITS STAFF NUMBERS AND THE CURRICULA VITAE OF THOSE PRIMARILY RESPONSIBLE.

People are the most valuable asset of any organisation. It takes a person to create the vision for any business or non-profit enterprise and to execute that vision to make it a reality. All assets have to be allocated or managed by people.

As the CEO will have the final responsibility of the global project, s/he will choose and employ the team of senior managers and coordinators of various departments with the assistance of HR. After creating **clear job descriptions**, with specific competencies and skills, implementation schedules, each position will be publicly open. HR will lead the recruitment processes in a transparent way, and oversee with employment policies, contracting and maintenance of all employees. The equal treatment of female and male employees is a priority for us.

Q/41

HOW WILL YOU MAKE SURE THAT THERE IS AN APPROPRIATE COOPERATION BETWEEN THE LOCAL AUTHORITIES AND THIS STRUCTURE INCLUDING THE ARTISTIC TEAM?

The Stakeholders’ Board and the Municipality of the City will monitor the CEO and Debrecen 2023’s implementation through **monthly meetings** scheduled by the Vice Mayor. The presence of local government representative in the Stakeholders’ Board will provide full support and personal connection among Board members for continuous, effective work. As the Board will include members of all the constituent parts of Debrecen City (city council, university, civil control, county, business sector, church, independent artists), this will help with the alignment and focus for appropriate and transparent cooperation between local authorities and the ECoC Debrecen team.

As in every city, networking plays an important role in Debrecen. So informal platforms, where synergies are created, help regular information exchange. The biggest strength of the citizens of Debrecen is that in a competition, in change management, and especially internationally monitored challenges we always pull together.

Q/42

ACCORDING TO WHICH CRITERIA AND UNDER WHICH ARRANGEMENTS HAVE THE GENERAL DIRECTOR AND THE ARTISTIC DIRECTOR BEEN CHOSEN – OR WILL BE CHOSEN? WHAT ARE – OR WILL BE – THEIR RESPECTIVE PROFILES? WHEN WILL THEY TAKE UP THE APPOINTMENT? WHAT WILL BE THEIR RESPECTIVE FIELDS OF ACTION?

Whether Debrecen is awarded the title, an open international hiring will be started immediately for the following key positions:

CEO (Chief Executive Officer)
CEO will have final and full responsibility of the entire project and the management team. S/he will be in charge of financial and operational areas. Her/his required competencies are the following;

- minimum five years of international experience in full company management in cultural field
- worked-out concept for the preparation and implementation of the strategy for ECoC Debrecen 2023,
- strong leadership skills,
- excellent communication, fundraising, marketing skills,
- fluent English,
- take responsibility and be a decision maker.

ARTISTIC BOARD
Required Competencies;

- international experience in leading artistic/cultural projects,
- have knowledge of creating and implementing European and national cultural strategies,
- strong knowledge of local art, culture scene and media,
- excellent local networking skills, to be able to lead among local cultural institutions and individuals,
- fluent English,
- take responsibility and be a decision maker.

CFO (Chief Financial Officer)
Required Competencies;

- minimum seven years of experience in finance,
- strong accounting, controlling, planning, reporting and leadership skills,
- excellent communication in different levels,
- take responsibility and be a decision maker,
- energetic, pragmatic, proactive, structured, highly reliable.

All key colleagues will be based in Debrecen and take up their appointments within a maximum of two months after being selected.

C / CONTINGENCY PLANNING

Q/43

HAVE YOU CARRIED OUT / PLANNED A RISK ASSESSMENT EXERCISE?

+

Q/44

WHAT ARE THE MAIN STRENGTHS AND WEAKNESSES OF YOUR PROJECT?

+

Q/45

HOW ARE YOU PLANNING TO OVERCOME WEAKNESSES, INCLUDING THROUGH THE USE OF RISK MITIGATION AND PLANNING TOOLS, CONTINGENCY PLANNING ETC.

“It’s happiness when winning, but what will happen if...”
Going through the planning and preparation process of such a large-scale project inevitably makes those involved **aware of possible risks**. Our numerous discussions raised many possible difficulties that could occur during the execution of the project. To overcome these potential challenges, the management structure to oversee the project has to incorporate procedures to recognize, analyze and deal with each and any risks encountered. In our structure, the **Stakeholders’ Board** will have the primary responsibility for such tasks, and to monitor the project’s strategic progress. What helped us most when it came to planning a risk assessment exercise and crisis management responsibilities was to talk and listen to the widest variety of stakeholders and others with a **good knowledge of previous projects** in Debrecen. It is not a surprise that our results are similar to those in previous bid books, as the one-time socialist countries often face similar problems when undertaking complex projects.

WHAT DID THE LEARNING PROCESS LOOK LIKE?

- We had discussions with other ECoCs and experienced international professionals. Representatives of cities such as Košice, Riga, Wrocław, Donostia-San Sebastian, Rijeka, Galway, Novi Sad, Timișoara and Kaunas warned us about some problems that they experienced through their work on preparation or execution.

- We also talked a lot with our international advisers about risk assessment.
- Last but not least, when it comes to former capitals of culture, we drew a lot from the outcome and experience coming from **the first and only Hungarian city** holding the title. Pécs 2010 is connected to Debrecen 2023 through a partnership with the legacy organisation and also via some key persons who have shared their opinions on both the successes and failures experienced.
- We sought to carry out a deep analysis of our broadly defined ecosystem via numerous discussions with local and national professionals and stakeholders, and also through studying the results of forums, polls and surveys. This helped us to plot a map of the possible behavioural patterns and the characteristics of the structural context around the project.

RECOGNIZED STRENGTHS

- The project has strong political support and is underpinned by the long-term cultural strategy of the city.
- The city is entering a completely new era in terms of economic development, with significant number of new investments recently concluded. The latter will ensure a strong and stable financial situation for the future.
- There are numerous existing European and global partnerships by both the institutional and the NGO sector, the number of which even increased in the preparation period of the bidding.
- Debrecen is the most multicultural city among its competitors as it is host to thousands of foreign students from more than one hundred countries, along with a growing number of expatriates working at its international companies.
- The geopolitical position of the city is uniquely located at the central point of a cross-border European region that includes four countries and several significant cities.
- Both professional and volunteers involved in the planning process so far have exhibited outstanding creative skills, which has resulted in a varied and wide-ranging artistic content.
- The planned cultural programme reflects the cultural and social diversity that is present in the city and its region.
- A sustainable approach has resulted in a very low number of infrastructural investments needed for the success of the European Capital of Culture project and its legacy.
- There is a comprehensive institutional system and well-developed existing infrastructure in the city.
- Already running good practices can be discovered in the field of audience development.
- Debrecen is the most accessible candidate city by several direct flights from Europe.
- Debrecen has a tourism strategy and is part of a highly regarded tourist region.

WEAKNESSES AND CONTINGENCY MANAGEMENT

When answering these questions (**Q43-Q45**), it seemed to be logical to connect some of the weaknesses to specific risks that might occur during the implementation of the project. It is critical to identify these weaknesses and potential hazards in order to avoid or at least manage them.

CRITERIA	WEAKNESS	RISKS	LEVEL	CONTINGENCY MANAGEMENT
Strategy	No balance between economical and human development	A deformed development phase comes in the life of the city which leads to a depression	High	The cultural strategy has to be executed irrespective of winning the title to guide the focus on the incubation of the cultural and creative sector in an emerging city.
European Dimension	Lack of European visions in the institutional system	The programme turns into a rather provincial thing without a European aspect	Medium	The management has to execute a continuous capacity building with a strong European focus
European Dimension	Bad relationship between the EU and Hungary	Conflicts that directly affect the relation of people towards the project as an EU project	Medium	Several programme elements catalyse real dialogue on the future of Europe and on how to take down prejudice and find manageable consensus about the hot EU issues.
European Dimension	Weak traditions in maintenance and development of partnerships	Role of European partner organisations and artists remain rather formal	Medium	The role of the parties shall be described in partnership agreements and the Artistic Board has to haul up for the accomplishment of these agreements.
Artistic content	General fear and misunderstanding of contemporary contents	The project reflects well on heritage and traditional art forms but does not involve contemporary, experimental ways of expression	Low	The concept itself relies strongly on contemporary content, even the Artistic Board’s composition mirrors this. The Board has to take care of the balance between different ways of expression.
Artistic content	Relationship between cultural stakeholders and local artists is a mixed bag	Deficient presence of local artists and creative groups in the programme	Low	It is also the Artistic Board’s task to deliberately ensure the proper presence of the local artistic scene, while capacity building itself will help the scene to develop further.
Capacity	Generally these kinds of projects are vulnerable because of dependence on resources in CEE	Weakening or lose of political support which leads to an uncertainty about the project	Low	The programme is fully supported by all political parties. The Supervisory Board has to maintain a confidence through continuous communication and transparency.
Capacity	Infrastructure investments never finish on time	Important infrastructure will not be ready by 2023 and makes it very difficult to execute the project	Low	As the ECoC programme itself includes only a few investments and relies mainly on existing infrastructure or finding alternative spaces, The Supervisory Board’s attention will focus on those few constructions.
Outreach	Low level of cultural proactivity and participation	The passivity around makes the project isolated and the project cannot involve enough people, volunteers and new culturemakers.	Medium	The project
Outreach	Bad intercultural communicational and language skills by people and professionals	Low level of involvement of internationals living in the city, survival of cultural walls between locals of different origin	Medium	Cooperation with the educational system to improve language skills, intercultural projects like <i>Show Your Spices</i> can help demolish these walls.
Outreach	Large sections of the society being excluded from the access to any cultural goods	The project remains closed to an ivory tower and won’t be able to address the underprivileged	Medium	The audience development is strategic and focuses highly on disadvantaged groups. The good practices are in town, the Management’s responsibility is to continue them.
Outreach	Huge regional differences, high contrast between Debrecen and the surroundings	Lagging region around the city cannot really benefit from any dimension of the programme	Medium	Regional responsibility shall be a core issue when locating some of the projects. Regional mobility coordinators and involved NGO’s help people living in underprivileged areas to find paths and join the programme.
Finances	There’s no financial commitment from the government	Government financing comes with a significant late or there’s a serious	Medium	All candidate cities have to stand up for having a commitment at least before the end of 2018. Later on the Mayor and The Supervisory Board has to act up consequently towards governmental bodies.
Management	Continuous brain drain of young and talented people	It comes to staffing risks without having enough well-prepared and creative professionals for the project management team	High	There’s no other way than turn again to an intensive capacity building and offering vacancies that are really attractive for even the most talented youngsters.
Management	Existence of a typical mistrust towards persons coming from the outside	Frequent changes in key positions	High	A conscious selection of the leaders, a very balanced approach by The Supervisory Board when building up the team and strengthening the confidence in different ways.
Communication	Negative media reactions occur often when it comes to big events	A strong negative media attention might be expected in case of not winning the title or on any conflicts or major problems concerning the project.	High	Clear and very transparent communication, good personal PR relations from the Management and showing up a strong commitment by locals are all necessary to avoid this.

D / MARKETING AND COMMUNICATION

Q/46

COULD YOUR ARTISTIC PROGRAMME BE SUMMED UP BY A SLOGAN?

SHARING HORIZONS

Our programme slogan is made up of two keywords reflecting two main goals of our ECoC candidacy:

- **Sharing** expresses mutual interest, intensive cooperation with other Europeans and among different cultures and communities, as well as inclusivity. It means a pro-active exchange of thoughts, experiences and knowledge, but also to change the usual (our own) perspective. It associates our common responsibility for the future addressed by the Debrecen 2023 programme. It reflects the internationalisation and professionalisation of the cultural sector via collaboration.
- **Horizons** implies providence, increase and openness for new views. It stands for curiosity and mobility, for a shift from the local to the European. It calls for a mind shift powered by culture. The plural form stands for the Europe-wide diversity of cultures and opinions. It implies new horizons for the cultural sector as an equally significant momentum for the city’s long-term development (beside economy and education).

In a geographical sense, the term “horizon” refers to a very local starting point for our European journey: the wide and flat Hungarian Great Plain, the Hortobágy National Park (see **Q04**). At the same time it works even without this background information throughout Europe and can be used as a motif in different specific contexts of our programme (programme descriptions, media purposes, communication campaigns).

In a metaphorical sense it works as an effective and appealing slogan. It inspires us all to fly higher to see and discover people and things never seen before.



Q/47

WHAT IS THE CITY’S INTENDED MARKETING AND COMMUNICATION STRATEGY FOR THE EUROPEAN CAPITAL OF CULTURE YEAR?

COMMUNICATION

“Sharing” as strategy

The communication strategy of the Debrecen 2023 programme is driven by the slogan’s term “sharing”. “Sharing” is meaningful in both online and offline media. We wish to share and convey information, knowledge, programmes, human ideas, values and opinions which is in line with our artistic programme representing the philosophy of an intense “sharing” as well – both on the European and the local level. To give two examples: We share the ECoC title symbolically with the former UK bidding cities via the project **The Missing Twins 2023**. With the programme **Hu-manotheque** we discover the library as a place where local people can share their skills and knowledge among each other.

Speaking European

Undoubtedly Hungary contends with an **image problem** in wide parts of the European media. If we ask people anywhere in Europe (perhaps except of the neighbouring countries) about today’s Hungary, the majority will only know about the struggle with the EU. Yes, there is a harsh debate in the EU, which is of huge relevance. However, information about cultural and artistic achievements or successful initiatives from Hungary are hardly known. We believe that via the Debrecen 2023 programme we will be able to approach Europe in a different way and to share more differentiated contents with them. We believe in life beyond high politics and would like to convince as many European friends as possible that **Debrecen is a worthy platform of European dialogue** between citizens. Therefore, we invite Europeans to a colourful, trendy place of cultural activities. Our experience shows that the most successful strategy is to establish intensive people-to-people relations. Hence we plan to find as many personal contacts with other Europeans as possible. A tool for that is the communication through touring programmes like **The Travelling Ox** or the series of Debrecen 2023 meeting events in cooperation with 21 Balassi Institutes in European cities (our “test event” at the General Consulate/Cultural Institute in Stuttgart in September 2018 showed evidence how well this format works). The Debrecen 2023 programme goes to Europeans in a physical sense, which means a personal dialogue and personal invitation to the ECoC events. These face-to-face channels are in line

with our ambassadorial approach of wider communication described in **Q10** and the involvement of different local groups into the outgoing communication (students, sports teams etc.) specified in **Q48**.

According to the slogan “**sharing**” we believe in the importance of establishing partnerships with various media enterprises – online and print publications, radio stations, etc. – throughout Europe, which will facilitate our communication of project-related, intriguing content to European citizens. Personal experience sharing and dialogue with the European media means to invite correspondents and journalists to the Debrecen events individually or in groups. Opinion leaders will be invited to the town. Bloggers on YouTube, Instagram, Medium.com, etc. will present the programme year through the subjective lens of their own experiences.

Debrecen 2023 media figures for the period 2017-18: ~1.000.000 people through social media channels; ~250,000 through events, workshops and actions; ~225,000 through national TV stations; ~114,000 through local radio stations; ~50,000 through local TV stations; 70 articles in local online media.

In relation to communicating the programme (but also for marketing reasons), owing to the significance of regional relationships in the **Carpathian Neighbourhood**, key information will be published in Romanian, Slovak, Polish and Ukrainian (see also **Q10**) through the website, online channels and selected print materials. As a standard service, the Debrecen 2023 website will be available in Hungarian, English and German, since we know that a high number of culturally curious individuals (potential travellers) and journalists from the German speaking countries might be interested regarding the 2024 and 2025 ECoCs in Austria and Germany.

Chatting with neighbours

Also on the local level people-to-people relations are extremely important in building trust and motivation for participation. As specified in **Q19**, the acceptance of the programme is very high in the population but the consultancy process has to be continued after winning the title. The personal meetings with the citizens and the stakeholders have to turn from information campaign to dialogue and participation forums.

The new Debrecen 2023 Headquarters (in the building of the future CCDA Debrecen) will play a special role in **people-to-people communication** as it will be a shared public space. We will set up an open information centre and café named Debrecen Horizon, which will become a meeting place and serve as an open office.

The local media is already following the bid preparations with increasing interest, which is both flattering and motivating for us – we expect to have their support in the future too.

Even though the use of offline communication devices is dwindling, they will become inevitable with certain target groups, messages and information. We know for instance that a large number of elderly people gain local information from free print newspapers distributed across the city and reaching every letterbox. These city newspapers will provide permanent tailor-made ECoC information for elderly people and people with disabilities. On all levels of communication, our goal is to **ensure the commitment of the audience involved**. Among residents of Debrecen minorities, disabled and disadvantaged people constitute special target groups.

Avoiding pitfalls

Internal communication is a well known ECoC tank trap. Insufficient internal dialogue and cooperation may seriously damage the implementation and eventually the success of the programme. **Transparency and regular information sharing** are the key elements of the internal communication. This means different weekly updates within the ECoC team, the Board and the municipality to agree and stay on message and be informed about changes. Local volunteers are important members of the ECoC team and are at the same time our communicators. Cooperation with them requires a continual flow of information, thus their involvement takes place continuously.

Digital sharing

Tools and channels of communication have undergone vast and increasingly rapid changes in the past decade, and we would be justified in assuming that this process will become even more accelerated through the **dissemination of new technologies** that are becoming more widespread (e.g. VR/AR devices) or perhaps have not even appeared yet (e.g. AI-driven content marketing). We can only know for certain that stupendous changes will take place in the five years running up to 2023, and that these changes will lead us in the direction of digital platforms and content. The role of early adopters and influencers will be further enhanced, and thus these people will be worth watching closely.

The use of today’s social media platforms (such as FB, Instagram, Twitter and YouTube channels) will be of high priority, and we will observe and **adopt the rapid changes** in the digital market. This is why we have been focusing on our digital community from the very beginning (see **Q19**). The Debrecen ECoC programme is available on Facebook, Instagram, Twitter and YouTube. After being awarded with the title we will start a fortnightly Facebook and Twitter newsletter to keep everyone up to date. We plan to set up a D2023 online TV channel which is an effective way to spread our programme and to be shared by the citizens, followers and visitors.

#Debrecen2023, **#SharingHorizons** and its Hungarian version could be the three primary and general hashtags, but each project will get a distinct one.

A hashtag such as **#MyDebrecen2023** might be useful since each person will experience the year’s events as individuals.

MARKETING

The message

The message of **Sharing Horizons** is open to Europe, self-explanatory, consistent and simple. However we will use the six key areas to present a clear structure for the programme. While the three dimensions of the term “horizon” (space, mind, time) serve as a working scheme for the bid book concept but they are helpful as starting points for the celebration structure of the year.

Regional and European level

Debrecen has the capacity to attract the Carpathian neighbouring countries (Slovakia, Romania, Poland and Ukraine) via its ECoC programme (see also **Q10**): around 2023 no other city in the area will host the ECoC title. The distances from these countries are acceptable. Debrecen could be a good alternative for an affordable cultural journey with a high quality international programme. Marketing actions and materials will focus on these countries addressing a population within a 400-km radius, including some major cities being partners of our programme (e.g. Košice, Oradea, Satu Mare, Cluj, Mukacheve, Uzhhorod, Berehove, Ivano-Frankivsk, Lviv, Rzeszów). In these cities we can reach a wide culturally curious population and a high number of young people as there are important universities in almost each of these places. Egy rövid plusz mondat kellene ide: With Oradea a regular culture bus connection has already been agreed (see **Q9**).

Debrecen has unique chances to attract tourists from all over Europe coming by plane. As specified in **Q18**, Debrecen Airport is currently **connected to 14 destinations** Europe-wide and Israel – some of which are global transfer airports. More and more destinations will follow in the upcoming years so that Debrecen will be easily reachable from any point in Europe by 2023. It is not an unrealistic ambition to aim for joint marketing efforts and campaigns in air traffic destination cities and countries. We will carry out these campaigns in close cooperation with the Hungarian Tourism Agency MTÜ and the local agency Visit Debrecen. The Hungarian airline WizzAir – Debrecen Airport’s most significant airline – becomes a strong partner of our programme. The locally stationed aircrafts of WizzAir will fly all over Europe with the ECoC Debrecen 2023 brand.

Marketing activities include the presence of the Debrecen 2023 programme at important European tourism fairs like ITB Berlin, Ferien Messe Linz and World Travel Market London.

National and local level

The Hungarian Tourism Agency MTÜ and Visit Debrecen will be our partners for the national level tourism marketing. Winning the title will entail the ECoC brand being superimposed on direction signs and becoming the leading tool of communication and marketing. A strong **“Debrecen brand”** is also being shaped currently as a long-term construction which targets Debrecen’s visibility and enhancement of profile on the European and international scale. ECoC’s communication and marketing strategy must be realised in harmony with this branding process and the tourism strategy of the city. The title of ECoC will have to represent further brand building in the town and provide the domestic and international audience with a competent impetus.

By supplying restaurants, public institutions, taxis, public transport vehicles, university buildings with Debrecen 2023 stickers and publications, the service sector will become a communication interface. Programme booklets or calendars of cultural institutions, tourism brochures and economic publications of the city will be displaying the Debrecen 2023 ECoC logo and further ECoC images in a harmonized way. Strong merchandise will support the process, the most committed Debreceners will purchase clothing items representing designer elements of the brand.

Q/48

HOW WILL YOU MOBILISE YOUR OWN CITIZENS AS COMMUNICATORS OF THE YEAR TO THE OUTSIDE WORLD?

Debrecen citizens are ready to support the city’s cause. This was not just the attitude of people at the ECoC information forums for local citizens, but also proven by our on-line survey called Youth Horizon (see **Q20**). This is a clear inspiration for us to involve and mobilise the population through activities – the key to this will be commitment. We intend to persuade and involve primarily the following target groups as our organic agents of communication:

- The **volunteers** of the Debrecen ECoC programme (see **Horizon EnAct**, **Q20**) will be included in the communication and dissemination of the programme. Volunteers will be the first contact for visitors, conference or event participants, artists, cultural operators and delegations. They will be involved in a volunteer social media campaign spreading information about different programmes and events via their networks. Their role will be pivotal in our audience development efforts, targeting and assisting special target groups, such as elderly people or young people from schools (**Horizon School Ambassadors**) (see **Q21**).

- **Public and private services** like taxi drivers, public transport drivers, hotel, restaurant and shop staffs will be first contact to the visitors of the ECoC events. The ECoC management will organise courses on basic hospitality issues, the main spots and upcoming events, but also, some basic communication skills in English (knowing that – as whole Hungary – Debrecen faces a problem caused by little foreign language knowledge).
- Related to several cooperation projects of **Q13** (including the outgoing residencies), Debrecen based **artists, scientists, students** and groups of **citizens (The Panel Project)**, will travel to other European cities to participate in project works. They all will become ambassadors of the programme as do the **researchers and lecturers of the University** visiting international events during the implementation period and the ECoC year. In the framework of a general agreement with the university we will ask these people to promote the ECoC programme whenever they can. We will arrange cooperation on promotion with sport clubs, teams, school groups and teams participating in international competitions, sports events, camps etc. The ECoC management will provide them with promotional materials. Special agreements and contracts have to be set with professional sport teams or individuals to promote the Debrecen 2023 on their sportswear.

WE WILL;

- involve **Debreceners living abroad** as communicators to the countries of their employment (which will also connect them back to their hometown) and create a special social media platform for this.
- mobilise our **international university students** and the **employees** of international companies living in Debrecen towards their own countries and communities – it is important that they all feel they are regarded as respectable citizens of the town. They are friends of Debrecen with a very high credibility. We will ask them to invite families, friends and colleagues to experience Debrecen 2023 together with them. Through targeted marketing tools (VIP-card and D2023-card with reductions and additional services) and special cultural and tourism offers they will be motivated to bring as many people as possible from their networks to Debrecen from Europe and all over the world.
- University **students from Debrecen** studying abroad in Erasmus programmes and on other scholarships can become important ambassadors of Debrecen 2023 – we count on these people to become influencers in the local communities.

The **My Horizon Platform**, the **Horizon Passport** and the **HorizonEcAct** volunteering programme will be powerful tools and background management systems empowering members of

the local and regional community, Debreceners who do not live currently in the city, but also international residents and visitors to become ambassadors and communicators of the programme themselves. They will effectively deliver the “Sharing Horizons”.

Q/49

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

The ECoC programme is the perfect opportunity to mediate a different EU-Hungary relation towards the people of Europe and a different image of the EU to Hungarians. ECoC is about **people and their relations** - the “**soft power**” that is at the centre of our programme. With our programme we can present the ECoC as an EU initiative invented for the sake of people, the citizens of the Union and to find ourselves as Europeans, to change a bit our minds. For us, this is the overall core task of our bid.

SOME FURTHER MEASURES AND ACTIONS:

- **EU-visibility:** Strong branding of the EU in communication and marketing (including the EU-logo on all digital and analogue surfaces and materials related to the programme)
- **Hand-over of the title** from Kaunas 2022 and Esch-sur-Alzette 2022, and a hand-over to the 2024 ECoC cities in Austria, Estonia and to candidates or potential candidates for EU-membership, or from countries that are part of the European Economic Area (EEA). The 20th anniversary of the biggest enlargement of the EU in 2024 offers a good opportunity for joint celebration especially with Estonia having joined the EU together with Hungary in 2004.
- **Marked events:** We will particularly mark the role of the EU in the programme in at least five events during the year: The opening, the mid-term and the closing ceremony. Besides, we plan special activities for the Europe Day in May and the European Language Day in September. Leading personalities and members of the European Commission and the Parliament will be invited to the celebrations of the year.
- **Cooperation with EU-institutions:** Cooperation with the EU Representation in Hungary, the Creative Europe Desk and the EUNIC Hungary Cluster will further strengthen the EU-relation and communication of the programme. With the Creative Europe Desk we are already in contact regarding information events, as we are with EUNIC Hungary regarding project based cooperation (e.g. European Language Day).
- **The Ode to Joy:** One of the highlights of our programme is the European Symphonic Orchestra of Debrecen who will perform the 9th symphony by Ludwig van Beethoven - a symbolic moment of Europeaness when we play and sing together the Ode to Joy: the anthem of the European Union.

Q/50

IN A FEW LINES EXPLAIN WHAT MAKES YOUR APPLICATION SO SPECIAL COMPARED TO OTHERS?

Debrecen is a city with **endless horizons** around it. No rivers, no big lakes, and, though sometimes a pale silhouette of some distant hills are visible in an extremely clear weather, no mountains. **A crazy situation, isn't it?** Our bid for the European Capital of Culture title shows that **a city can be interesting and smart even when lacking in these attributes**. Debrecen was founded as a meeting point for people - they were predominantly merchants at that time - and we are sure that in 2023 and in the lead-up years Debrecen will be reshaped as a meeting point for people again. The city is on the threshold of an enormous change due to its economic development. This progress will bring new people and we are keen to create a space, a platform for all: the ones that have been living here for decades, the ones coming freshly and also the ones listening and visiting from all corners of Europe. The new platform carries the message: let us find new horizons - and let us share them among one another. We could mention those common points that we have strong political and public support, a solid cultural strategy and a widespread European network. We are also proud of investing in people, calling for a new level of participation and having no unsustainable infrastructural dinosaurs as core projects in our bid book. But these are also true for all current competitors, there's nothing special about that. However, for us it is obvious that a city with such a weird character will create a unique European Capital of Culture programme.

Q/51

ADD ANY FURTHER COMMENTS WHICH YOU DEEM NECESSARY IN RELATION WITH YOUR APPLICATION.

We cannot really express our gratitude in written words to those contributed to this work from Debrecen, from the country and from all around Europe. Our idea was to collect their names and print them on the inside back cover. Thank you all – and our families for the patience, too. It was a fantastic teamwork!

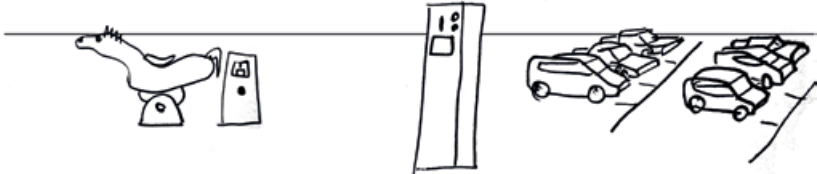
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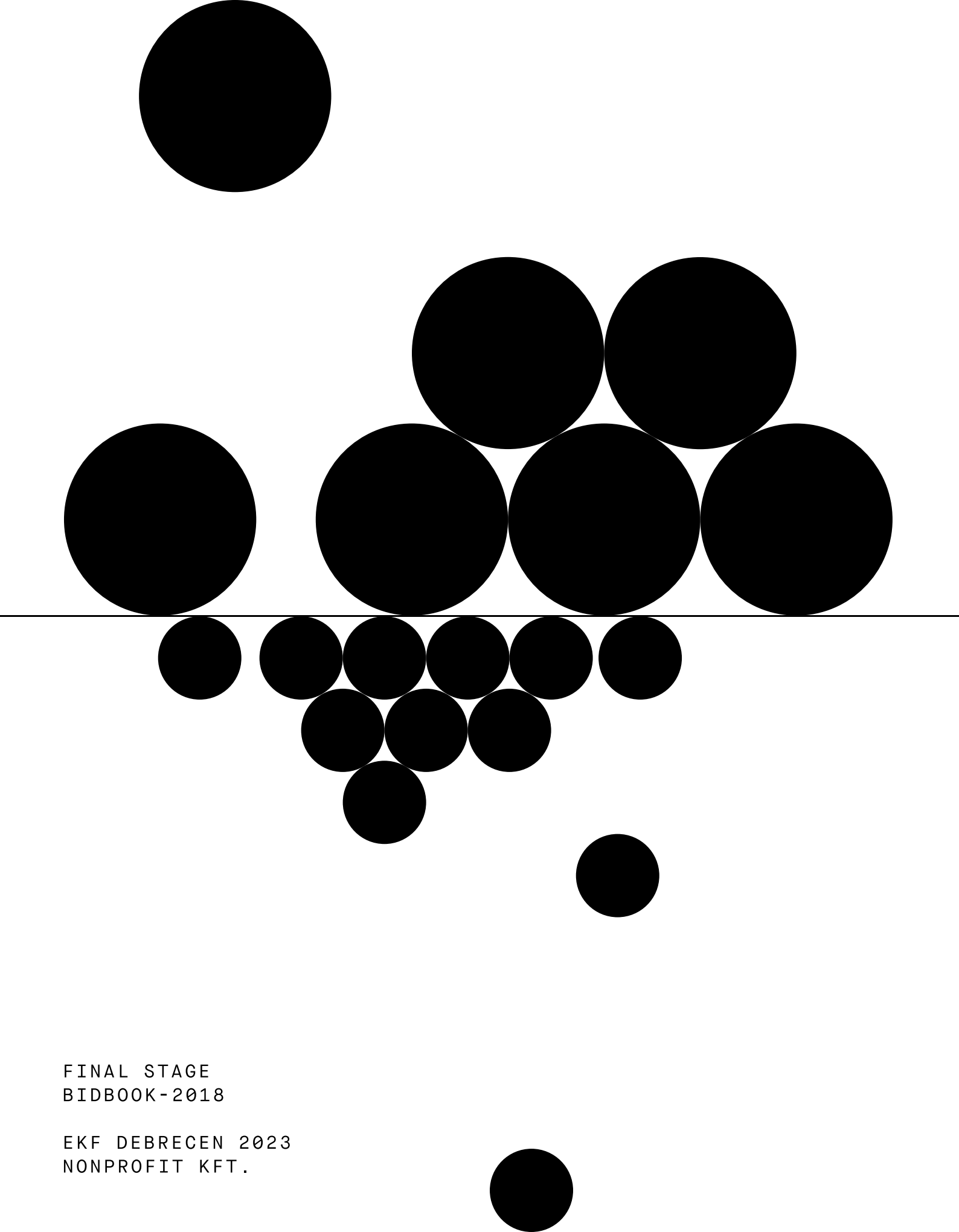
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Bács Zoltán	Jantyk Zsolt	Philipp Dietachmair
Bali Dávid	Joachim Barloschky	Pintér Ákos
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Additional information

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