

2nd

monitoring

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## IMPRESSUM

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### Authors

(responsible for the content)

Christina Jaritsch  
Eva Mair  
Lisa Neuhuber  
Christian Haselmayr  
Maria Neumayr-Wimmer  
Manuela Reichert  
Elisabeth Schweeger  
Stefan Heinisch  
Petra Zechmeister  
Sonja Zobel

### Graphic Design

doppelpaula

### Links

salzkammergut-2024.at  
facebook.com/salzkammergut2024  
Instagram.com/salzkammergut.2024

## INTRODUCTION

One and a half years after our last monitoring we are still in place and continue our SALT.WATER journey towards the year 2024. It has been a rollercoaster ride since then. Also, there have been some significant organizational changes since our last monitoring, with new Directors coming in from November 2021 as described in our section on staffing. We are happy to say that we manoeuvre through (relatively) calmer waters these days.

Much has also changed on a broader level, of course. We have lived through a pandemic, are feeling the effects of galloping climate change on a daily basis and, regrettably, Europe is once again the scene of armed conflict. Which inevitably means constant re-evaluation of our mission and the way our ECoC can impact both locally and at the European and international level.

Yet, the spirit that we wanted to embed with the idea of the Inclave is spreading in our region. Borders and barriers are increasingly overcome, and we cultivate better connections from our region to Europe and the world.

In our programme we negotiate essential questions for the future - with ecological and cultural sustainability we want to help shaping a Europe of the regions that connects across borders through art and culture. Thereby we want to contribute to the question of how to live locally in rural areas and think (and often work) globally.



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# A

## LONG TERM STRATEGY AND OUTREACH

The focus of our long term strategy is built around **People, Places and Programme**. And its impact on local people is closely intertwined with our outreach plans. We have therefore decided to combine the two chapters of Long Term Strategy and Outreach here.

The long term cultural plan “Cultural Vision 2030” continues to guide our aim to transform the cultural geography of the Salzkammergut to become a vibrant, open region, linked to international networks – the Inclave. To quickly recap our main goals:

### In the field of People we want to

- build capacity among cultural workers, artists, but also politicians
- diversify audiences, foster participation, making culture more accessible
- encourage people to be more daring when it comes to attending cultural events

### In the field of Places we want to

- activate vacant places
- organize cultural events in unusual places
- refurbish some key venues (although here responsibility lies with municipalities)

### In the field of Programme (combining people and places, see chapter B) we want to

- organize artistically diverse events of high quality
- strengthen a broad term of culture in the region
- support art forms which are not yet well anchored.

## PEOPLE

We see capacity building as essential to our long term strategy which is why we have taken a number of measures. Since our last monitoring we have moved forward significantly. Especially the fields of museum revitalization, creating new spaces for art and craft, and the involvement of „Vereine“ (associations, community clubs, etc.) have been among our key priorities.

### Inside Out – Museum Revitalization Programme

We started by conducting a study on our regional museums. In cooperation with the Johannes Kepler University Linz and the Verbund der oö. Museen (Association of Upper Austrian Museums) we evaluated 25 Salzkammergut museums and their capacities, needs and wishes for the future. The degree of professionalization varies greatly, yet the museums suffer from very similar issues like limited financial resources, lack of experience in gaining fundings and difficulties with making their museums and offers visible to the public. To support our regional museums we identified 4 areas of action:

**1. Artistic input** - To make museum visits more interesting we want to invite artists to develop and exhibit in them. We plan that these kinds of collaborations enrich existing exhibitions with new artistic content and help open up the museums for fresh inputs.

**2. Strengthening networks** - In cooperation with the Verbund der oö. Museen (Association of Upper Austrian Museums) and Musis (Association of Styrian museums), a first regional network meeting took place in August 2021 at the Bad Ischl City Museum. Another meeting followed online in January 2022. As a result of these networking events, the Association of Upper Austrian Museums started to organize regular visit days in the Salzkammergut museums, on which museum staff and volunteers can visit their colleagues free of charge and get to know each other.

**3. Using museums as venues** - With ECoC events, we want to use museum spaces and thus ensure that the buildings are enlivened.

**4. Building Capacities** - Starting in fall 2022 we will organize a capacity building programme tailored to the needs of our museums. Practice-oriented workshops will provide tools in the thematic fields of PR and marketing, didactics, community building, exhibition curation and object presentation. The workshops take place in different museums throughout the region. This should also ensure that the museums get to know each other and, if possible, work on concrete examples in their exhibition programmes.

### School of Art and Craft goes SCALA (Salzkammergut Craft Art Lab)

The School of Art and Craft as presented in the Bidbook is coming to life in the form of the Salzkammergut Craft Art Lab (SCALA), based in Bad Goisern. It creates a common space for experimentation, which at the same time is a platform for cooperation with other cultural institutions and businesses in the region as well as universities and international partners. While anchored in Bad Goisern, we aim to strengthen the craft network across the region (e.g. with ceramics in Gmunden, paper in Laakirchen, etc.).



Salzkammergut Craft Art Lab, © Regine Pots

In the preparation of SCALA, the participating institutions – especially the craft institutions Hand.Werk.Haus and Otelo Bad Goisern – were networked with international and European (Capital of Culture) partners who developed similar structures, like the Open Design School Matera. Organized by Matera 2019, the Erasmus+ project DeusCCI (<https://www.deuscci.eu/>) was launched, which explored open, creative knowledge, learning and working platforms in a European comparison. One workshop in the course of this EU project (led by project manager Gisa Schosswohl / Creative Region Linz & Upper Austria) has taken place in cooperation with Otelo Bad Goisern at Hand.Werk.Haus. Through the Erasmus+ project, which ended in 2021, knowledge and support from various European countries are now available on the one hand, and a European network of universities, creative and cultural industries, among others, is available on the other (including Valletta Design Cluster, Vytautas Magnus University Kaunas, South-Eastern Finland of Applied Sciences, Xamk). The network of SCALA plans to also reach beyond Europe's border. Potential cooperation partners can be found in renowned organisations such as the Penland School of Craft (US).

### Libertalia

The capacity building project of the SKGT School of WOW is realized through the Creative Europe project Libertalia. The project running from 2020-2023, invites young artists to strengthen their know-how and skills in the field of producing participatory outdoor performances and their international networks. On the principle of co-creation, artists from different partner cities (Bootle, Gothenburg, Limerick, Turku, Ve-

szprem-Balaton, Magdeburg and Bad Ischl Salzkammergut) come together in one-week Labs. In July 2022, we will host the Libertalia SALT LAB in Altmünster at the Lake Traunsee.

In addition to these programmes, we have made other efforts to anchor capacity building:

### Strengthening the knowledge about cultural funding including EU programmes

For a sustainable strengthening of the regional cultural sector, we are committed to better knowledge about cultural funding possibilities including EU programmes in the region.

As a first step and with the support of a EU programme specialist, we have published easy-to-read Guidelines for EU Programmes. On January 25, 2022, we organized a first online event on EU Programme funding. More than 70 participants showed us the need. This event kicked off a series of online and live events on funding possibilities. As part of it, the Federal Ministry for Arts, Culture, Civil Service and Sport will host a workshop on their cultural funding later in summer 2022.

### Supporting Cultural Management in existing institutions

We inspired the (Secondary) School for Tourism in Bad Ischl to implement a new branch. Starting in 2024 the school will offer courses on cultural management. Currently three teachers are developing the curriculum. We support their ambitions with



our network and capacities and agreed to cooperate on projects. Additionally, the Art Universities of Styria and Upper Austria are currently elaborating the option of a University programme (master, post-graduate or other) implemented in our region.

### Capacity Building for Politicians

This initiative aims at raising awareness of the importance of culture for politicians and other stakeholders. In this regard regular meetings are held by both Directors together with all mayors, cultural politicians and the Regional Forum. For the future we plan additional capacity building forums for politicians to anchor topics that we believe are relevant for the future of our cultural region Salzkammergut.

### Salty Family

We are still holding onto our Bidbook concept of the Salty Family as our community building approach. Participation of all social groups is the basis for large parts of the ECoC project and central to a sustainable legacy. "Vereine" (a German term which includes all sorts of associations, community clubs, etc.) are the heart of our Outreach measures. This is why there are several projects focussing specifically on the target group of "Vereine", in order to reach diverse groups of people (see chapter B).

To include regional initiatives, also the format of "Stammtische" (=round tables) has been really successful. These events allow an exchange with people who would like to get involved and include ...

... the ECoC "Stammtisch" for associations, clubs, etc. initiated by the City of Bad Ischl together with Bad Ischl Salzkammergut 2024: It takes place every few weeks and is hosted by the Mayoress of Bad Ischl. These exchanges make sure that our programme is closely interwoven with the work of existing cultural initiatives of the region.

... the "Baukultur-Stammtisch": This round table, organized together with the architecture forum of Upper Austria (afo), discusses all current topics in relation to regional development and architecture. Useful projects and processes have already resulted from this networking format.

... "Stammtische" initiated by regional players: On the initiative of the Almtal-based independent radio B138, this format was implemented, to make sure the "periphery" of the Salzkammergut is just as well informed and included as our banner city Bad Ischl is.

... "Stammtische" for project holders: Beginning in autumn 2022 we invite our contracted project holders to exchange experiences and useful information. Workshops to support our project holders are also planned. In addition, we work on programmes and approaches, designed for specific, currently under-represented groups:

### Next Generation YOU

Next Generation YOU offers youngsters opportunities for expression. The aim is to create a network across the region. We plan a cooperation with the Youth Centre of Bad Ischl (YOUZ). Street workers, youth clubs and independent initiatives and associations work together to develop programmes by and for young people. Starting in fall 2022 open youth forums will allow teenagers to come up with topics they want to address. In addition, the programmes will be linked to other planned ECoC projects with the goal to enhance participation opportunities for young people.

### SKUL

SKUL (short for School Culture Learning) will introduce a Culture-Day in kindergartens and all school levels in the Salzkammergut. Every Wednesday, culture-related activities take place within the existing framework of the curriculum. A pilot phase has already started. Teachers are currently developing material for a common digital platform and test methods for practical suitability, before it finally will be introduced in the entire region. In the long run, we hope this idea will inspire other European countries and regions.

### Volunteers

Together with international partners (VOCO Tartu Vocational College, Tartu 2024, Bodo 2024, VAEV Research and Development Agency GmbH, Studentorganisasjonen Nord) we joined the Erasmus+ project bid „Volugram“. This programme is about mutual exchange and joint implementation of volunteer programmes. It aims at professionalizing our approaches and strengthening international cooperation.

At the same time, we develop our local volunteer concept. To learn from others, we are in exchange with the volunteer coordinator of Linz 2009. A public call for volunteers is planned for autumn 2022. While everyone can simply register through our website, there are already existing cooperation partners who will participate, such as the secondary school of Gmunden. Pupils of their event management course must complete practical hours and we will offer them possibilities to do so in different areas, such as production, marketing, festival management and all other sub-areas.

### Tackling different barriers

In order to support all members of the Salty Family to become part of our ECoC programme, we hold on to our approach of maintaining partnerships with different institutions: With **Pro Mente**, a social association for mental health, access for people with mental impairments to events is guaranteed through professional accompaniment.

The "Culture Buddy" programme aims to facilitate access to events for people who face social, psychological or other barriers while wishing to attend art and cultural events. People who have difficulties accessing events are provided with „culture buddies“ to help them gain access to events. This project is a cooperation with the Diocese of Upper Austria, which is also responsible for the implementation of the project.

"Barrier-free at Lake Traunsee" was a (recently completed) initiative in the northern part of the Salzkammergut that involved local players in the fields of regional development and tourism to allow access for all people to social life. The focus was on highlighting these barriers and informing about ways to remove them. With the initiator we are elaborating, how through the ECoC project this initiative can be relaunched across the ECoC region in order to find more inclusive solutions for people visiting or living in the Salzkammergut. A detailed strategy, called **Silver Salzkammergut**, for older people is in development. A discussion format will be used to address the needs and wishes of the older population in the run-up to Salzkammergut 2024.

## PLACES

Activating vacant places is one of our key priorities. In cooperation with the Chamber of Commerce (Upper Austria), in early 2022, three experts started a research project to identify existing vacancies in our region.

Not only did we find beautiful forgotten places, most of the small train stations in our region are inactive due to technological transformation. Train stations are also a good symbol of our tourism approach: travel, in a sustainable way, stop and take some time for culture. Most of them are not considered attractive for common or conventional development. This is why we plan to direct the spotlight on these places by using them for our programme, such as Artist in Residency projects, co-working spaces and little presentations - and thereby turn them into spaces for cultural experience, creating a culture mile through the Salzkammergut. This approach includes also



Looking for free spaces (project: Points of View), © Bernhard Mayer

the train itself, which will be a stage for cultural formats.

Our focus on vacant buildings does, however, also result from the fact, that there are no larger locations for exhibitions in the region.

Our current priority with regard to refurbishing some key venues is the Open Culture Center and the Lehartheatre of Bad Ischl.

### Open Culture Center Bad Ischl (OCC)

Due to ownership-related reasons, there has been a change regarding the envisaged location for the Open Culture Center, which is no longer planned at the Café Casino. However, where one door closes, another one opens and we are lucky to say, that on the initiative of the Mayoress of Bad Ischl and in cooperation with Saline AG, the salt production company of our region, a new – and even better – location was found quickly. The mostly vacant historical building of the old Kollwrat Sudhaus (previous salt manufacture site) will be home to various functions: the town library, the youth center, studios for artists and other cultural uses. A lively and active spot in the center of Bad Ischl will be created. The implementation of the Open Culture Center will take place in several stages starting in 2023. In 2024 the house will be open for our exhibitions and events.

### Refurbishment of Lehartheatre

After the Lehartheatre was privately owned for many years, the city of Bad Ischl has made the decision to purchase this historical building. The first construction phase should be completed by the beginning of 2024, so that we will be able to use parts of the building. Projects like the **Youth Theater Ensemble** or the ECoC-ACoC partner project **Deconfining** will bring back life to this sleeping beauty.

All other relevant infrastructure projects are listed in chapter C.

Further relevant fields as part of our long term strategy are **tourism, mobility** and **digitisation**.

### Tourism Strategy and Mobility (Public transport)

COVID-19 did not hit rural tourism destinations in Austria as hard as cities around Europe. Although Hallstatt recorded a decline in tourist overnight stays of around 50 % in 2020 compared to pre-crisis levels, the rest of the Salzkammergut did not lose more than a third of overnight stays on average. The local economy (gastronomy, excursion destinations and shops) paradoxically even recorded more turnover in summer 2020, as the Salzkammergut as a typical summer destination also benefited from the decline in international travel flows. Many people from here or nearby rediscovered Austria as a summer destination. Therefore, individual car traffic unfortunately also increased, while public transport lost ground.

Supporting a more sustainable model of cultural tourism is a central part of our Cultural Vision. With “Sharing Salzkammergut – The Art of Travelling” (see chapter B Programme) we intend to focus on growing overnight stays and encouraging greater occupancy during the low seasons. We also plan to develop new visitor groups such as culturally interested travellers and creative industry professionals. Treating them as temporary residents rather than simply “tourists”. Creating individual packages for them allows for more intensive engagement with the region. In this regard the networking of the local cultural scene with tourism management has already been a sign of success. Two areas that had hardly any contact and exchange before the ECoC.

Together with our tourism partners and the umbrella organization Salzkammergut Tourismus Marketing GmbH we defined the following joint strategy as “our common path to 2024”:

**1. Tourism product development** for the programme line „Sharing Salzkammergut – the Art of Travelling“

**2. A common Salzkammergut Welcome Strategy** – connected with our volunteer programme – involving the whole hospitality sector

**3. Communication, marketing** (PR, media cooperation, social media) **and campaigns**

**4. Digitisation measures** with focus on the digital visitor journey

Already in May 2022, Salzkammergut 2024 was represented at the international tourism trade fair ATB in Vienna in cooperation with the tourism association Bad Ischl. This made it possible to establish contacts with international tour operators and journalists at an early stage and to draw attention to „2024“. This helps as preparation for the ATB in May 2023, where Salzkammergut 2024 will present itself with bookable packages for tour operators.

A working meeting with the new Managing Director of the Austrian National Tourist Board is arranged for the beginning of July 2022 and our international PR and communication launch is to take place in the course of the ITB Berlin in March 2023.

However, we assume that the challenges of the phenomenon of „overtourism“ will resurface for the Salzkammergut with the resumption of international travel flows. Therefore, together with the Salzkammergut Tourismus Marketing GmbH, we have decided to actively support the Interreg project submission (Upper Austria – Bavaria 2021-2027) on sustainable and integrated tourism development of Johannes Kepler University Linz. The aim of the project is to develop a participative solution for sustainable tourism in the German-Austrian Alpine region in the project regions of Upper Austria (Salzkammergut in cooperation with Bad Ischl Salzkammergut 2024), Salzburg (TVB Pinzgauer Saalachtal,

TVB Tennengau) and Bavaria (Chiemgau Tourismus). The tourism strategies of the participating regions are the basis for this project and a decision (approval) is expected in September 2022.

### Mobility (Public Transport)

Salzkammergut 2024 is also an opportunity to create a new framework for a regional, climate-friendly mobility concept by the end of 2023. This will include new transport solutions for 2024, which cover the mobility needs of the local population, day visitors and overnight guests.

2024 is an important step on the Salzkammergut's path to becoming a Smart Mobility Region by 2030.

However, we are also aware that this ambitious project can only succeed with strong partnerships which is why we are in contact not only with ÖBB (Austrian Railways), but also with those responsible at the provincial level – both politically and with specialist and transport associations.

Our 10-point plan will be further developed into a concrete action plan by September 2022. The most important points of this plan are the year-round extension of the operational hours on the main public transport connections until late evening including weekends, the implementation of a (electric) micro-public transport for the “last mile” and the promotion of active mobility, especially biking.

### Digital Platform for Creative Industry

The (digital) capacity building programme (previously locally), which aimed at bringing together (vacant) places and people, was taken over by the Chamber of Commerce of Upper Austria. In exchange with international experts several workshops have been organized to define the needs of the regional cultural and creative industries, cultural operators, cultural associations etc. The implementation of the platform is planned for 2023 and will be closely coordinated with the further digitisation strategy of Salzkammergut 2024 (see below).

### Adaption of digital strategy

We, too, have learned our lessons from the COVID pandemic, which hit artists, cultural workers and the creative industries with full force and showed that digital formats will also be indispensable in the cultural sector in the future, even though culture still needs encounters in physical space.

Since March 2022, a process led us to a compact Digitisation strategy for Bad Ischl - Salzkammergut 2024 by June 2022. We

see three digitisation aspects in connection with the fields of action of Salzkammergut 2024:

1. Digitisation & communication/marketing
2. Digitisation & programme „digital arts“
3. Digitisation & capacity building

### OnStage - The digital stage Salzkammergut 2024

With OnStage we want to create a digital stage in which we see enormous potential for autonomous cooperation with future ECoCs.

We are convinced that European cultural regions should have their own independent digital foundation. A platform on which art, culture, knowledge and inhabitants, participants, visitors as well as the regions themselves can be networked with each other and for their own benefit. With this in mind, we intend to provide a corresponding open-source-based digital infrastructure - an innovation of the ECoC region Bad Ischl Salzkammergut 2024.

**OnStage** essentially consists of three building blocks:

**1. The Soil** is the content engine - a digital technical basis. It stands for a fertile digital soil (database) on which old data can exist and new things can emerge. Photos, audio files, videos, texts are stored here.

**2. The Buddy** is a digital companion, a technical app that accompanies locals, guests and visitors. The use of augmented reality technology is envisaged. All content for the digital visitor journey is curated by the Bad Ischl Salzkammergut 2024 team.

**3. Hot Spots** are mobility hubs where locals and visitors can immerse themselves in the digital world of the region via QR codes (access to the technical app). These places can be train stations or bus stops, car parks of event venues, car-sharing benches, but also cafés, taverns, museums, hotels or guest houses.

All preparations for the digital infrastructure **OnStage** will be completed by September 2022 at the latest. From June 2022, we will approach our partner cities Tartu and Bodø, but especially the upcoming ECoCs Chemnitz 2025 (initial talks with Chemnitz have already taken place), Nova Gorica 2025 as well as Oulu 2026 and Trencin 2026 and invite them to jointly develop the basic infrastructure The Soil.

### Evaluation and Monitoring

Regarding the evaluation strategy, we follow the guidelines of the European Commission for the evaluation of ECoCs. The objectives (general and specific) addressed in the catalogue of guidelines form the basis of the methodological and theo-

retical approach. Furthermore, as announced in the Bidbook, it is our concern to put an additional focus on the effects of the preparation years and the title year in terms of ecological sustainability, resource consumption and impact on the natural and cultural landscape, respectively.

A half-time position in our organisation is currently responsible for evaluation and monitoring. In addition, an evaluation cooperation with a suitable institute is currently being tendered throughout Austria. A central criterion for the tender is the storage and provision of the data obtained for longer-term research from 2025 onwards, thus ensuring that the data is available over time for further research that extends beyond the prescribed evaluation phase.

### Our evaluation strategy is based on 3 levels:

1) The first level includes a research cooperation with the Institutes of European Ethnology of the Universities of Vienna, Graz, Klagenfurt and Innsbruck. On this level, we provide insight into the organization and programme of our ECoC to a total of about 100 students. The (final) papers resulting from these research stays are subsequently made available to us. Based on the students' findings, which methodologically consist mainly of background research, theory and expert interviews as well as interviews in the field, direct insights will be available to help guide the work of our core team.

2) The second level includes a research cooperation with two high level scientists of the Institute for Organization and Learning in the field of Controlling at the University of Innsbruck.

3) The third level includes a future cooperation, which we are currently tendering Austria-wide. A portfolio of services has already been elaborated. Methodologically, the study will be conducted using a qualitative-quantitative mix of methods and will focus on the impact of Salzkammergut 2024 on the region and beyond. Key stakeholder groups will be addressed and accompanied, and audiences will also be surveyed. Research questions regarding the Europeanization of rural areas will be formulated.

We are also keen to measure sustainability. For this, Climate Alliance Austria is an important partner in promoting green strategies of cultural partners. Since December 2021, we have been a Climate Alliance company and are regularly evaluated externally in this regard. In addition, all of our own events are organized as Green Events. Our project partners also commit to organizing sustainable cultural projects by way of a contract addendum, which was drafted according to the requirements of the federal government (responsible ministries) and in close coordination with Climate Alliance Austria.

In order to collect and process all relevant data, we have built up a database structure internally that is continuously fed and expanded. The future evaluation institute that will emerge from the tender will be able to also access this structure.



# B

## PROGRAMME

It has always been our approach to work with our programme as a discursive platform and tool to reflect ongoing development, in the region and the world, rather than to “stand still”.

We have therefore taken some time to discuss the original programme lines of the bid together with our new Artistic Director Elisabeth Schweeger, to develop them further and sharpen them. Without changing our overall vision and direction of those lines, we have undertaken minor adaptations:

### Power and Tradition

(previously: Power of Tradition)

The power of tradition is alive and strong in the Salzkammergut. It encompasses a broad spectrum ranging from music, handicrafts, customs, theatre and literature to tavern culture. In order to understand these traditions, however, it is also necessary to take a differentiated look at how this development came about. What power structures have shaped this region? Salt mining, Habsburg monarchy, and unfortunately also National Socialism. Remembering means shaping the future responsibly. A precise understanding of Power and Tradition helps to recognise local and global identities. A search for traces in our region at the same time uncovers their histories of origin and connections to Europe and the world.

With the minor modification from “Power of Tradition” to “Power and Tradition”, it is our aim to demonstrate not only the power of these traditions, but instead give more significance to the power structures that have shaped our region and their connection to – and often also use of – traditions.

Bad Ischl and the Salzkammergut bear an imperial, sometimes heavy legacy. As is so often the case, the past is partly subject to romanticized transfiguration. The project **Habsburg – A critical reevaluation** wants to lift the veil and look at the K.u.K. period and its consequences from different angles. Previously unpublished documents about WWI will be made accessible through an exhibition in public space. Talks and panel discussions with European experts help us reflecting on power relations and our remembrance culture. Within the **literature festival “Near and Far”** writers will share their points of view on Europe. The focus lies on questions on identity and coming to terms with our common past.

Power creates tradition. When power shifts, culture shifts. This causes movement in culture. Therefore, the two program-

me lines “Power and Tradition” and the next one - “Culture in Motion” - are closely connected.

### Culture in Motion

(previously: Strength of Counterculture)

Culture is subject to constant change, it emerges from social processes, sometimes also from protests. Historically, working-class culture has been the first to win social demands and has led decisively to a safeguarding of working life. Still notorious today is the stubbornness and obstinacy of the Salzkammergut people. But the Habsburg era, Sommerfrische (‘summer retreat’), Jewish life and its disappearance under National Socialism have shaped the cultural landscape. Culture is therefore constantly in motion, changing. Productive and critical questioning, a space for discourse and new, unconventional cultural and art formats are basic principles for a Culture in Motion that allows renewal and a progressive future for a region and its society.

Language is alive and shaped by societal developments. In the course of such developments, some terms can be occupied by other concepts or for other purposes. The term “counterculture” is a term which has been re-shaped by a different ideology. During bidding, we used it as a term to reflect and question dominating structures (be it social, power or others). In the course of the covid-19 pandemic, it has been conquered by movements promoting right-wing ideologies that are often anti-democratic and in contradiction with a solidary society (especially in the German-speaking region). We have therefore decided to find a more adequate title for our purpose.

The project **Unconvention** will dive into different notions of the term counterculture and explore the importance of subcultures in context of social progression. **Art Your Village** invites locals to deal with their identities in context of artistic interventions. Finally, the **New Salt Festival** gives floor to electronic, alternative music with a focus on digital arts – all are forms of culture that are not yet well established in the Salzkammergut.

### Sharing Salzkammergut – the Art of Travelling

(previously: Impact of (Hyper-)Tourism)

Tourism, which grew out of the summer retreats in this Alpine region in the 19<sup>th</sup> century, is one of the most important bases of the Salzkammergut - a place of longing for many travellers. Some parts of this region experience this more than others. As in all regions of Europe, however, the side effects cannot be ignored. This programme line is dedicated to shaping this development. Aspects such as overtourism, traffic, cultural tourism, the encounter between locals and travellers, and most importantly the protection of nature. Sharing Salzkammergut - the Art of Travelling explores the manifold challenges but also poses the question of how the Alpine region can be made attractive beyond tourism, also outside the main seasons.

Overtourism is a much contested topic. While some parts of our region feel strongly about this (the south), other parts wished for more visitors (the north). In order to find new ways of shaping a model of tourism, it needs various stakeholders to get involved in this discussion. While continuing with our efforts in this regard, it turned out, that with our previous title especially tourism stakeholders felt excluded. With ‘Sharing Salzkammergut’ we have found a common base to develop a future model for sustainable cultural tourism together.

With **Hyper Critical Mass B 145** (working title: Fête de la Musique), which we would like to pull across the entire Salzkammergut in a modified form, we are turning the spotlight on the mobility behaviour of locals, day trippers and overnight guests and celebrating the reclaiming of the community squares, villages and public streets with freely accessible music formats. Only emergency vehicles and bus and train (public transport) will be on the roads of the Salzkammergut on this weekend in July 2024.

The project, **The Best Hotel of the World**, will challenge our ideas of tourism by building a complete hotel in our mind. It is a performative, immersive game that plays with the visions of the tourism industry of the future and also addresses the idea of “green travelling”. The audience will have the experience of a hotel stay by booking through a hotel website, having a drink at the end at the bar and diving into audio channels for the perfect hotel experience.

### Globalocal – Building the New

(previously: Flow to Retreat)

So how to prepare an alpine region, whose nature is to be preserved, which should become a „place to be“ not only in the high season, for the future? Shape the rural alpine region in such a way that the usual North-South divide is eliminated, at best supplemented, the labour market enriched with creative potential, following the principle of „living on the countryside and yet working in a networked and global way“. This means expanding mobility and digitality, developing strategies to enable agriculture as a livelihood in some regions, combining spatial development with sensible architecture, creating educational and artistic spaces, striving for sustainability despite and with tourism. Globalocal – Building the New is the motto. It is important to address the tensions between the generations, between what could be recreation for some and a burden on nature, to recognise intermediate spaces in order to support cultural and creative diversity in the rural alpine region of the Salzkammergut and thereby strive to make life attractive for young and old.

In our bid, the programme line ‘Flow to Retreat’ was designed as a conscious step back. To reflect, to recover. For both, humans and nature. It is a programme line that takes a critical look at our interaction with nature, one that deals with necessary respect for our resources. What we have realized, when we continued working with this line, was, that this step must

not mean seeking withdrawal or even Biedermeierish privacy. Privacy is okay, however, networking is vital. Therefore, this reflection on the immediate environment must always be connected to a bigger picture of society. For this reason, the concept of this programme line has been extended and focuses on the immediate environment, the local, and us as part of a global society, at the same time.

The common thread running through this programme line is Ecology. What will our lives in rural areas look like in the future under the given circumstances of climate change? How can we live locally while thinking and working in a global network? By exploring these questions, we aim at contributing to building a “new rural”.

When looking at a greener future, we must also look at the field of architecture, housing and regional development. A series of events will deal with the question of how we build a new future by rethinking our (built) living environment. **Simple Smart Buildings** focuses on new approaches to building in times of crises, by focussing on local material and historical building knowledge. Students from the Technical University of Vienna explore the question of housing (**Hallstatt Think Lab 2024**). The film festival **Points of View** puts these pressing questions into a global perspective. Finally, the conference **Building the New** invites international experts in these fields to a congress in Hallstatt.

In **Acta Liquida**, artists take a transdisciplinary approach to water quality, local traditional fish farming under the sign of climate change and all global issues – in between. In **Biodiversity - Alpine Garden** (working title), workshops on biodiversity and artistic-botanical contributions are held in a small, fine alpine botanical garden.

## STATUS OF BIDBOOK PROGRAMME



Marketplace of Ideas, © Monika Loeff

The majority of projects presented in the Bidbook is already in contract preparation or in contract. About two thirds of the projects in the Bidbook could be further pursued. The other third of projects could not be pursued for different reasons. Reasons for withdrawal include project initiators who have withdrawn the project for personal or professional reasons, no follow-up of own projects, which could be replaced by more relevant new projects or no agreement with project initiators regarding legal or financial questions of the implementation.

On April 27, 2022, the first part of the programme was presented to the public at a press conference taking place in Bad Ischl. The presentation involved 25 projects (of which 23 from Bidbook and 2 new projects).

For new projects, we had an open call running from April – October 2021. This call resulted in approx. 1.000 new project proposals, of which around 50 can finally be accepted. The selection of projects was done by a catalogue of criteria, made transparent throughout the open call. These criteria included, among others that:

- any submitted project idea is related to at least one of the 4 programme lines or to the artistic concept of our Bidbook.
- a reference to the European/international dimension is required.
- aspects of ecological and social sustainability are taken into account.

- the project promotes the connection of people and organisations. Strong networks and partnerships are to be built and consolidated through sustainable community building.
- the budget is feasible.
- the project applicants have the capacity to deliver the project.
- it has to be a new format / project that has not been realized in the past

In many work sessions the artistic team consisting of the Artistic Director and the programme team discussed the proposals and chose the projects which should be included or further developed. Instead of declining all other proposals, we made an effort to look into possibilities of how to include some ideas in already existing projects. To enhance the chance also for those project submitters whose projects can't be funded by the ECoC company, we organize different capacity building events.

On May 6, 2022, we organized the first **Marketplace of Ideas** to draw attention to the enormous creative potential of the Salzkammergut as well as to enable further potential realization opportunities. We invited experts on funding, entrepreneurs, politicians and stakeholders from the cultural and tourism sector to meet with artists and cultural workers. More than 380 people came to network, to deepen their ideas and to create synergies. The event was a big success, and we are already planning two more marketplaces in summer and fall 2022.

### Programme status in numbers

<b>154</b>	In total 154 planned projects:
<b>42</b>	Bidbook projects
<b>56</b>	open call projects
<b>50</b>	other projects
<b>6</b>	EU-projects (4 of them in application phase)
<b>43</b>	have been confirmed by the controlling advisory board
<b>14</b>	projects have been contracted, another
<b>18</b>	projects are in contract negotiations.

## ABOUT THE PROGRAMME

### Promotion of cultural diversity in Europe, intercultural dialogue and greater mutual understanding

The Salzkammergut has been closely connected with Europe for a long time due to the historical salt trade. Even now there are manifold international connections, which we want to point out with our programme. At the same time, we would like to strengthen our European identity and shed light on the diverse forms of culture that can be found in the Salzkammergut, but also in other European regions and cities. These projects, among others, support us in this endeavor:

**Unconvention** is an untypical convention dealing with sub- and countercultures in Europe and beyond. It will explore different forms of subculture and reflect with European guests on the power of subcultures in the context of political regimes. The main aim of **LAKE-2.0** is to share and transfer knowledge through art and to create a lasting network of differently-abled artists. It is an inclusive dance project that encourages intercultural dialogue about art, diversity and inclusion. Professional and non-professional artists from 3 different countries (Austria, France and Greece) will come together to perform and share their experiences.

**Behind the Scenes** addresses the topic of migration and finding home in a new place. It is a film project that highlights the less visible migrant workers of the region. We want to give stage to those who work behind the scenes and keep up the very successful tourism brand of the Salzkammergut. Sharing their stories and backgrounds (also beyond their situation as workers) will help us create a better mutual understanding and raise awareness.

**The Tree** is a film about the personal story of a Palestinian who had to emigrate from Bethlehem to Bad Goisern. The director processes his experiences, explores traditions, religion and similarities between the regions and involves musicians and artists from both regions.

Within the project **Dialogue, Diversity, Democracy: A Community Media Music Club Residency** the two Salzkammergut-based independent radios (Freies Radio Salzkammergut and Radio B138) invite Hungarian free radios (Civil Radio / Budapest, Klubradio) and a team from Estonia. Together they reflect on the role of free media institutions in democratic processes and exchange their knowledge. There will be a joint cultural programme, joint working groups, a networking focus, and a joint public closing event.

### Common aspects of European cultures, heritage and history, as well as European integration and current European topics

The Salzkammergut is historically closely connected to the Banat region in Romania, Serbia and Hungary due to (forced) migration during the Habsburg empire. The project **Balkan Route** will be an excursion of school classes of 17-year-old pupils to Romania to visit youth and social organisations. Together with young people, they will deal with the traces of these historical interdependencies and their consequences. Remembrance culture is a topic which is especially important to us since the Salzkammergut was a central spot for the prosecution of Jewish people and other victims and atrocities during the Nazi-regime. **Back then?** is a participatory process-oriented project which deals with ways of how we can talk about and commemorate this period. It targets especially people from the Salzkammergut region but involves international experts to ensure perspectives from other countries.

**Habsburg – A critical reevaluation** tackles the romanticised view on Emperor Franz Joseph and Sisi. It involves international experts on European and global history to evaluate the impacts and consequences of the Austro-Hungarian empire. A special focus will be put on recent events, such as the war in Ukraine and their historical roots.

**FUTURE IS NOW!** has set itself the goal of making the ideas, desires and visions of young Europeans visible with the help of street art in the public space. In workshops with international graffiti artists, the topics and concerns of young people are developed in order to manifest the result with a graffiti.



### Featuring European artists, cooperation with operators or cities in different countries including cities holding the title

It is our continuous effort to strengthen the European and international dimension and increase the number of international artists in our programme. With appointing Elisabeth Schweeger as Artistic Director, the board chose an internationally established, well-connected and experienced cultural manager and curator, who supports the projects in strengthening their international dimension.

There is a continuous active exchange within the ECoC network, which provides a substantial basis for cooperation projects. Projects carried out in cooperation with other ECoCs include:

**Libertalia** is a Creative Europe funded cooperation project which is organized together with Veszprem-Balaton 2023, previous ECoCs Turku, Limerick and Gothenburg as well as the previously ECoC bidding city Magdeburg 2025.

**Mysterious** involves 4 ECoCs (Novi Sad 2022, Timisoara 2023, Veszprem 2023, us) and the Danube Festival Ulm/Neu-Ulm. The project organizers search for places with hidden stories, legends or historical events to contribute to a better understanding of the history, cultural heritage and present identity of the Danube region. Workshops take place at each location with young artists from all artistic disciplines co-creating artistic works and performances.

**Wohlstand Afterparty** is a project which creates interdisciplinary artistic exchange along the Danube with artists from other ECoCs Trecin 2026, Veszprem 2023, Novi Sad 2022 and Timisoara 2023.

Cooperation also reaches beyond the ECoC organizational level. One example is the project of Eva Laantee Reintamm and Mari Vallikivi (Kondas Center) from the Tartu region, who in the framework of the project **Hidden Worlds Expanding** work closely with the association Lebenshilfe, DIE GALERIE and Kunstforum Salzkammergut (Art Forum Salzkammergut) in our region. The Salzkammergut initiatives, together with the two experts Ferdinand Reisenbichler and Heidi Zednik, support the colleagues in Tartu in professionalizing "Outsider Art" practices.

And yet, by focusing on Europe, we must not run the risk of adopting a Eurocentric perspective and not looking beyond the borders of our continent. Many of the topics addressed in our programme – be it climate change, overtourism, remembrance culture or building culture – are not only of European, but of global relevance.

One of the main projects, fostering transcontinental dialogue will be **Deconfining**, a cooperation project between the African Capitals of Culture and ECoCs which is funded by Creative Europe. Through intercontinental artistic tandems and a

digital archive new ways of working together will be explored. Content-wise, artistic reflection on social, environmental and spatial deconfining are confronted with related cultural policy questions.

Also, we are planning cooperation projects with Japanese artists supported by the eu-japan-fest. On May 6, 2022, Shuji Kogi, General Secretary, visited us in Bad Ischl. In this meeting we presented him our ideas of cooperation projects with Japanese artists. This includes among others **SALT.LAKE.CITY**, **SALTICE** and **Salzkammergut Daily**. After this meeting, Shuji Kogi joined us at our event, the Marketplace of Ideas, where he met already some of the people in charge of these projects.

With Latin America we will create exchange in the course of the design project **Salzkammergut Design Challenge**. "La cooperativa 1050 Grados", a cooperative with 17 members, who represent more than 50 potters from seven different villages in Mexico, with unique techniques, language and territory. Their cooperative is the future of how supportive business should be run. It is investment into the longevity of communities, not just through celebrating art, but through legacy by documenting the stories of the artists

**The Salzkammergut Craft Art Lab (SCALA)** seeks cooperation (among others) with the Penland School of Craft in North Carolina, USA. The project **Regional Express** (see below) involves students from Singapore.

A main focus of ours will be **Artist in Residence programmes**. They are connected to our aim to revitalize the vacancies, especially train stations, through art and culture. In experimental laboratory situations, the different approaches and diverse cultures of the invited participants and hosts will be negotiated and transformed. The content areas of the residencies coincide with topics of the European Capital of Culture, e.g. regional development in the agricultural, artisanal, cultural landscape and touristic environment - their risks and opportunities (Project examples: **SALT.WATER**, **SALTICE**, **A.I.R. Programmes for Sharing Salzkammergut – The Art of Travelling**).

Further envisaged fields of international cooperation include micro-agriculture and micro-forestry, where we are interested in best practice. For example: The forests of the Salzkammergut are suffering from drought stress due to climate change. In the Sahel zone, there are innovative farmers who use circular farming to slow down the evaporation of valuable water from the soil and thus create forests virtually out of nothing. Latin America is known for its cultivation cooperatives in the agricultural sector, from which we can also learn a lot. We are establishing contacts with these initiatives and cooperatives through the ÖBV Via Campesina International (Association of Small and Mountain Farmers Worldwide). We plan to link science, art and practice through conferences in combination with exhibitions and participatory artistic formats.

### Combination of local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions

Bad Ischl has been known as an operetta city for a long time. While this heritage is increasingly dwindling, projects such as the **Salty Pirates Youth Theater Ensemble** and cooperation with the theatre museum (Museum of Art History, Vienna) and different universities are intended to bring a breath of fresh air to institutions such as the Lehartheatre.

Our craft projects also work with the question of how we carry traditional local craft heritage into the future. **Drawing a Thread** focuses on the textile past and future, **City of Ceramics** on the historically grown role of ceramics and **SCALA** experiments with all kind of crafts including wood, metal, glass and others. In international exchange all three projects explore contemporary and experimental approaches to craft.

Finally, **Volxfest** is a multi-layered participation project consisting of several events and performances. Through music, dance, costume, customs, artists and people from the Salz-

kammergut (a.o. traditional associations, dance and music groups) will explore how a new, expanded understanding of the term 'Heimat' („home“) emerges from the mosaic of all our multiple affiliations and collective influences. The project combines arts and tradition, sharing new perspectives on the meaning of „celebration“ and an open culture of togetherness.

### Analogue and digital aspects of programming

Our programme aims to find a good balance between analogue and digital formats. Since we have been stronger on the analogue side in the past, we paid special attention to strengthening the digital formats. While we also worked on our overall digital strategy (see chapter A), we could include innovative projects in our programme.

The project **Regional Express** is a multidisciplinary art project. It contains an immersive storytelling along the train ride on a regional line from Attnang-Puchheim to Bad Mitterndorf (through the Salzkammergut), which will be edited for an international audience via virtual reality. In the concept phase students from Singapore were involved in shaping the narra-



TinTin Patrone (Analog Festival), © TinTin Patrone



tives and contents. Furthermore, we are currently elaborating some project drafts to enhance the digital dimension. These involve a fully digital theatre festival and augmented reality exhibitions. These projects are still in the early concept phase and we will dive deeper in the upcoming months.

At the same time, we have projects, that specifically focus on the analogue dimension, such as the **Analog Festival**, which explores the very analogue existence of art formats versus the cosmos of virtual reality. It references Bad Goisern's focus on artisan crafts and includes performances and intimate events purely centered around analogue features.

And with some projects, we will bridge the analogue with the digital: While the **Tavern Lab** is a very real social space, we plan to link the well-known „Stammtisch“ format with the digital space, establishing hybrid formats in the region.

### Diversity of activities and their overall artistic quality

Our approach to cultural formats is a broad one and involves everything that reflects our everyday lives, including how we move (together with the British walking artist Hamish Fulton) or what we eat (in our **Tavern Labs**). The programme ranges from big community actions, such as the **Hyper Critical Mass B145** (or **Fête de la Musique**), to more discursive formats (like **Building the New** and **Unconvention**), to theatre, concert and film productions, to immersive game formats (**The Best Hotel of the World**), to projects dealing with our dark past, such as **Back then?**. And of course there will be several exhibitions (such as **Salzkammergut Design Challenge**, **Reise der Bilder** (=Path of the Paintings) or **Salt.Lake.City**), some of which also include A.I.R. programmes. We take a lot of time to evaluate and discuss the artistic quality of the projects we include in our programme. Through regular reporting by all project holders, we evaluate the ongoing quality of all projects.

### Involvement of regional artists and cultural institutions

In order to strengthen the regional cultural scene, local artists, cultural workers and cultural institutions were involved in our project from the very beginning. A vast majority of the projects, also those with international partners, are linked to the regional cultural sector. These are just a few examples: One of our long-time partners is the independent radio Freies Radio Salzkammergut, which, together with their colleagues from Radio B138 (the second free radio in our region) developed the project **Dialogue, Diversity, Democracy: A Community Media Music Club Residency**. This project does not only involve the region, but creates connections to other independent European media institutions.

The craft projects **SCALA**, **City of Ceramics** and **Drawing a Thread** are connecting the international craft scene with the regional craft sector, involving all relevant institutions in this

field from ceramics to wood, paper and textiles. **Transformation 4.0** is a project by a Laakirchen-based association, which activates the former paper factory through art.

The projects **Hausmusikroas** and **Secret Letters Interactive** are cooperation projects with the Salzkammergut Festival in Gmunden.

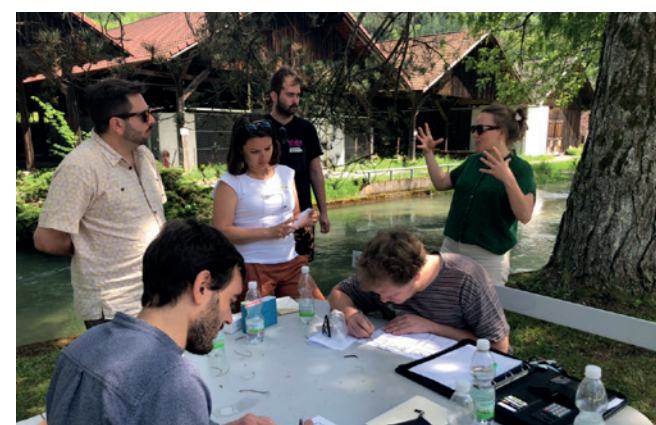
**Salzkammer(sc)hall** is a participative sound-land-art project by composer Georg Nussbaumer, which aims for associations to join together to form larger projects. New compositions are planned with 15 brass bands, 15 choirs, 300 hunters and other traditional associations („Vereine“). A supra-regional network and cooperation of the participants is developed and based on sustainable cooperation.

### Finding a good balance within the region

The idea of our ECoC bid was not to focus the programme in Bad Ischl, but to find a good balance within the Salzkammergut, which shall nurture the cultural geography of the region. One project which takes this into account in particular is **Art Your Village**. Based on the individual identities of the municipalities, international artists will be invited to work with the local communities, clubs or other groups relevant for this place. These interactions can take place anywhere in these municipalities, be it in public spaces, in houses or gardens.

Within the project **Tavern Lab** vacant taverns across the region are to be revitalized through cultural and artistic revitalization. We plan to transform our project **Hyper Critical Mass B145** into a **Fête de la Musique** (working title), which allows all Salzkammergut citizens and visitors to conquer the main road B145 for musical action.

In general, many events in our programme take a decentralized approach, with implementations not only in one place, but distributed over several municipalities (e.g. the nomadic film festival **Points of View**, the hiking project on remembrance culture **Routes of Resistance**, or the capacity building project **Good Mood for Building Culture**).



Film workshop – Points of View, © Marlene Rutzendorfer



Libertalia Performance, © Edwin Husic

### Activities carried out so far

Activities we have carried out so far include: **Music is the Message**, a music performance based on a cooperation between a local and an African composer and musician, as well as a local visual artist. The first film workshop of the film festival **Points of View** started in spring of 2021. Framed by the topic “free space”, people from the age of 15 years on were invited to capture their living environment. The results will be part of the first Blickpunkte film screening in July 2022.

**Alma Rosé** is a project that tells the story of an Austrian violinist, who had her music premiere in Bad Ischl 100 years ago and whose life ended at the Concentration Camp Auschwitz, where she led the Women's Orchestra before she was murdered. In our project **Alma Rosé**, three artists performed a word-sound collage, with music, recitation and memories. From letters, contemporary testimonies and the sound of works, the artists composed a musical biography of Alma Rosé. This event marks the beginning of a series of our events that will draw attention to displaced and forgotten artists and women in history.

### Our Approach to the 2024 Opening

Our opening weekend is planned for January, 19 to 22, 2024. The opening programme will be a mix of formats, involving the entire region. We develop a programme, that activates the cultural mile along the cultural train stations as well as a programme on the train. After exploring the region, everyone will come together in Bad Ischl to celebrate and dance. Involving all municipalities and the many Vereine (associations and community clubs) of the region is among our key priorities. Part of the opening weekend will be “A woman who knows what she wants” by Oscar Straus (see Programme) and a conference addressing “Europe of the Regions”. In summer 2022, we start with the detailed planning of the opening.





## CAPACITY TO DELIVER

### Political and Financial support

Our ECoC Bad Ischl Salzkammergut 2024 still receives a strong political support on all levels. Both Directors and team members hold regular jour fixes with the politicians (mayors and cultural advisors) of our ECoC region to inform them about our progress and give them the opportunity to discuss their questions and concerns. This ongoing exchange crea-

tes the basis for continuous support on the regional level. The political election in Upper Austria in 2021, resulting in a change of mayors in 4 out of 23 municipalities, had no impact on this continuous support. Following the legally binding decisions of all municipalities in the years 2019/2020, financial contracts were signed with all 23 municipalities by April 27, 2021.

The financial contracts between Bad Ischl Salzkammergut 2024 and the National Government (Federal Ministry for Arts, Culture, Civil Service and Sport) was signed on June 29, 2021. The financial contracts between Bad Ischl Salzkammergut 2024 and the Federal State of Upper Austria and the Federal State of Styria were signed on June 29, 2021.

All signed financial agreements and the Melina Mercouri Prize (which we optimistically include in our budget) secure a total budget of **25.855.087,82 €**.

### Overview of financial contracts with all funding bodies

Funding body	Financial contribution	Agreement signed on
Austria (State / National Government)	10.000.000,00 €	June 29, 2021
Upper Austria (Federal State)	8.780.724,42 €	June 29, 2021
Styria (Federal State)	1.219.275,58 €	June 29, 2021
Bad Ischl (banner city)	750.000,00 €	October 4, 2019
22 Municipalities	1.868.831,82 €	by April 27, 2021 (individual contracts)
Tourism associations	1.736.256,00 €	Individual contracts signed in November and December 2020
Melina Mercouri Prize	1.500.000,00 €	/
<b>Budget secured (incl. Mercouri-Prize)</b>	<b>25.855.087,82 €</b>	

\* excl. EU Funding & Sponsoring

### Infrastructure Development

The cultural programme of Bad Ischl Salzkammergut 2024 was and is designed independently from specific infrastructure projects. Instead it was the aim of the bid, to bring culture to different places: to some that are not yet (sufficiently) used for cultural formats, to public spaces, to vacant spaces and – in a careful manner – to nature.

And yet, the revitalization of existing places for a long-lasting use is one of the chances the ECoC title brings along. Per financing agreement with the funding bodies, it is not possi-

ble for the Bad Ischl Salzkammergut 2024 company itself to finance infrastructure projects. However, while the responsibility of such projects remains with the municipalities (or private owners), a working group for infrastructure was established to coordinate and support planned infrastructure projects on the part of the municipalities. This step follows the inquiry of all infrastructure projects planned by the municipalities (see 1st Monitoring Report).

In coordination with the Supervisory Board, the General Assembly and the organizational team of Bad Ischl Salzkammergut 2024, a catalogue of criteria was drawn up by the working group that included essential aspects of the ECoC

bid (among them: relevance for cultural programme, renovation before new construction, sustainable use, etc.). Subsequently, all infrastructure projects were evaluated on the basis of these criteria (with a "green" dot as the best result).

Some key infrastructure projects, such as die Open Culture Center in Bad Ischl and the Lehartheatre have been described in chapter A as part of the long term strategy. Further relevant infrastructure projects include:

#### Lehár Villa Bad Ischl

In the preparation of the title year, the Lehár Villa will be completely restored and a new museum concept will be developed. The completion of the project is planned for spring 2024.

#### Bad Ischl City Museum

The museum is in need of modernisation and repositioning. An interdisciplinary team is developing a new presentation format for the town museum creating a best practice project. A new topic in the future museum exhibition will be Jewish life in Bad Ischl and a reappraisal of National Socialism. The project will be completed in spring 2024.

#### Villa Robinson (Bad Ischl):

As a new development of this historic villa, built in the 19th

century, the aim is that this place becomes a research center for operetta and its future positioning. We are currently negotiating with the Theater Museum, part of the Museum of Art History Vienna, regarding the positioning of the Villa Robinson as a dependency. Further cooperations would be envisaged with the art university of Salzburg and their master's programme for contemporary music theatre, as well as with the Lehartheatre of Bad Ischl. This is a long term and legacy project, initiated by the ECoC, however finalized after the title year.

#### Refurbishment of Stadttheatre Gmunden

The renovation of the municipal theatre for the ECoC year Salzkammergut 2024 and beyond is a top priority for the city of Gmunden and is strongly necessary and important not only for Gmunden but for the entire region as a theatre and event venue. Renovation work will begin in 2023.

#### Gmunden Art Quarter

A key priority for Gmunden is the development of a derelict inner-city industrial site, the KunstQuartier (Art Quarter). For this, a design study as well as an implementation, utilisation and financing concept are currently being developed. The KunstQuartier offers a multitude of possibilities. The Kunst-Quartier Gmunden will be an exhibition, workshop, event and recreation space, available for the title year of 2024.



Team © OnMediaART Veronika Scharinger





## MANAGEMENT

### Bad Ischl Salzkammergut 2024 Organization

Our ECoC delivery body, Kulturhauptstadt Bad Ischl – Salzkammergut 2024 GmbH (hereafter abbreviated with Bad Ischl Salzkammergut 2024) was founded in October 2020 as a non-profit company.

**The shareholders of this company are:**

- 30% Municipality Bad Ischl
- 7,5% Municipality Gmunden
- 7,5% Regional development association Gmunden – Traunstein region (LEADER 1)
- 15% Regional development association Inner Salzkammergut – REGIS (LEADER 2)
- 15% Regional association Ausseerland – Salzkammergut (LEADER 3)
- 5% Tourism association Bad Ischl
- 10% Tourism association Inner Salzkammergut (representing further tourism associations: Ausseerland and Traunsee-Almtal)
- 5% Cultural Vision Salzkammergut
- 5% Chamber of Commerce of Upper Austria

Per Articles of Association the governing bodies of the company are the Management of the Company, the General Assembly, the Supervisory Board and the Regional Cooperation and Advisory Platform (short: Regional Forum).

In addition to the governing bodies, on June 29, 2021 the Controlling Advisory Board was founded by the State and both Federal States (Upper Austria and Styria) as a controlling body. This advisory board, assembled by two representatives of the State and one representative of each Federal State as well as a representative of our company, was established to control the efficiency, economy, expediency and legality of the company. Like the General Assembly, the Supervisory Board and the Regional Forum, this board has no impact on the content of the programme, which is developed fully independent from the controlling bodies by the Artistic Director together with the programme team.

### Management of the Company

The company Kulturhauptstadt Bad Ischl – Salzkammergut 2024 GmbH is represented by two directors, one Artistic Director and one Managing Director. In November 2020, Ste-

phan Rabl (Artistic Director) and Manuela Reichert (Managing Director) started their work as Directors at the company.

At the end of March 2021, the Artistic Director Stephan Rabl left the company. Shortly afterwards, the position of Artistic Director was opened again and filled by Dr. Elisabeth Schweeger from November 1, 2021.

The Artistic Director holds the overall artistic responsibility for the programme while adhering to the artistic budget, set by the Managing Director, as well as Capacity Building. The Managing Director is responsible for the for finance, budgeting, controlling, legal topics / contracts and evaluation. Common responsibilities are: personnel planning, tourism, sponsoring, marketing, representative functions and the development of the company's policy. A detailed distinction between the Artistic Director and the Managing Director is defined by the Rules of Procedure of the Management.

### General Assembly

This is the highest decision-making body in the company. The vote of the members is in relation to the respective share of the company (see above). The General Assembly is, among others, responsible for the appointment and dismissal of the Directors, for any change of the Articles of Association and the resolution of the annual balance.

### Supervisory Board

This is the company's controlling body, which meets 4 times a year together with the Artistic Director and Managing Director. The Board has 14 members. It is composed of one representative of each shareholder. The exception is Bad Ischl, which is represented by two persons. In addition, there is one representative of each Federal State (Upper Austria and Styria) and two representatives of the State delegated to the Supervisory Board. The main responsibility of the Supervisory Board is the control of business and conduct.

### Regional Forum

The Regional Forum has 30 members and is responsible for advising the other governing bodies of the company. It structures networking and communication tasks for the best possible cooperation of the company with a region-wide environment and with the involvement of important actors and initiatives that are not represented in the ownership structure of the company. These include, in particular, representatives from the fields of art & culture, creative industries, media, municipalities, regional development and educational institutions.

The General Assembly, the Supervisory Board and the Regional Forum fulfil different controlling, decisive or communicative functions. However, all of them have no say in the program-

me planning, which is developed by the programme team fully independent.

### Bad Ischl Salzkammergut 2024 Staff

**Overview of staffing plans in numbers:**

	Positions
Summer 2022	14
Autumn 2022	15,5
2023	24,5
2024	28

In addition, the Bad Ischl Salzkammergut 2024 team is supported by several agencies, external contractors, freelancers, interns and volunteers.

The Artistic Director works with the programme team (currently 7 people) in a collaborative way. Together they develop the artistic programme for Bad Ischl Salzkammergut 2024. Programme decisions are negotiated collectively. The ultimate responsibility (and therefore the last word) lies with the Artistic Director.

**The fields of expertise of programme team members include:**

- Architecture, crafts, building culture
- Performing arts, film, literature
- (Electronic) Music, youth education, capacity building
- History, remembrance culture, museums, science
- Visual arts, land art, multi media
- Tourism, Mobility, Regional Management, Digital
- Ecology, Sustainability, Social Issues

The members of the programme team have individual further responsibilities, such as evaluation or international relations. Supporting the programme team, one staff member fills the position of Head of Production.

The management department includes positions for accounting and contracts (and from autumn 2022 one position for controlling), office management and reception.

The communication department is led by the Head of Communication and Marketing. This person coordinates a number of external agencies (advertising, press, social media, graphic design, website development and sponsoring). As an interface between the programme team and the communication team, a position for text/dramaturgy will be filled in August 2022.

One of the reasons why we are strongly relying on cooperating with agencies, is the fact, that it's a major challenge to fill certain open positions. For different reasons, such as limited-term contracts and being located a fair distance from urban areas, staff recruiting has proven to be difficult.

### Financing plan – The total planned income is 28 million €

	Income to cover operating expenditures		Bidbook		Current situation of secured funding	
	In millions €	in %	In millions €	in %	In millions €	in %
Bad Ischl – Salzkammergut*	4,5	15	4,355	16,5		
National Government	10	33,3	10	37,8		
Federal States (Upper Austria and Styria)	10	33,3	10	37,8		
EU (with exception of Melina Mercouri Prize)	3	10	0,2	0,8		
Melina Mercouri Prize	1,5	5	1,5	5,7		
Private	1	3,3	0,4	1,5		
	<b>30</b>	<b>100%</b>	<b>26,455</b>	<b>100%</b>		

\* Bad Ischl Salzkammergut including Bad Ischl (750.000 €), 22 municipalities and regional tourism associations

## Sponsoring

Our main sponsoring activities started in November 2020. First sponsoring contracts include a mobility sponsor for two cars, beverage sponsors, hotel sponsors, etc.

In order to promote sponsoring professionally, we decided to work together with the sponsoring agency PROFS, a company based in the Salzkammergut and Vienna. The focus in the first step is on medium-sized and large enterprises.

Our private fundraising strategy is based on our 4 programme lines: Power and Tradition, Culture in Motion, Sharing Salzkammergut – the Art of Travelling and Globallocal – Building the New. In addition, we expect thematic partners for the fields of mobility, region, media and hospitality.

Our overall sponsorship target is set at 2.5 million € - this includes cash and in-kind (hotels, locations, advertisement (on trains for example), media partnerships, drinks, etc.) sponsoring.

At this point, contracts have already been concluded for in-kind contributions (e.g. locations, hotel, beer, coffee, cars, catering).

In general, the pandemic has had little impact on budget plans. Only in the area of sponsoring we have noted that it is somewhat more difficult to find financial support.

## EU funded projects

Project name (Fund)	Total project budget	EU Fund	Match	Status
Libertalia (Creative Europe)	325.000,00 €	37.500,00 €	25.000,00 €	fixed
Deconfining (Creative Europe)	3.028.070,00 €	183.141,00 €	120.000.00,00 €	fixed
The Big Green (Creative Europe)	2.000.000,00 €	62.400,00 €	41.600,00 €	applied
From DNA to AI (Creative Europe)	1.409.160,00 €	140.000,00 €	60.000,00 €	applied
Frauen*forum Salzkammergut/ KL Research C./ wonderland (Horizon Europe)	5.922.011,00 €	600.000,00 €	Fully funded (100%)	applied
VOLUGRAM (Erasmus+)	250.000,00 €	51.954,00 €	Fully funded (100%)	applied

## European Union funding

For the time being, 220.641,00 € EU funding are fixed. This includes 37.500,00 € for the project „Libertalia“ and 183.141,00 € for the project „Deconfining“ (both Creative Europe). Further applications are submitted and currently being processed.

The exact amount of budget coming from EU funds can't be defined at this point, however, we hope to successfully apply for funds amounting to at least 1 million €.

Any income from EU project funding is part of the artistic budget.

So far, all EU funded projects are in-house productions carried out by Bad Ischl Salzkammergut 2024. Due to personnel resources, we aim to keep our in-house productions at a minimum. By our capacity building measures, described in chapter A, we hope to increase knowledge on how to apply for EU funds.

In addition, we actively support regional initiatives to become partners in EU funded projects. Typical of our ECoC region are small cultural associations or institutions, most of which are run by small teams or even on a voluntary basis. Therefore, we have set ourselves the goal of providing support, continuously forwarding open calls and helping with the submission of applications.

In addition to the projects listed above, some further existing projects of our ECoC programme are looking into applying for EU funds (e.g. SCALA, LAKE). In terms of our Legacy, we very much support such efforts.

## Other income

Bad Ischl - Salzkammergut 2024 plans to generate an income of 100.000,00 € through merchandising. Ticket revenues flow into the respective project budget and thus reduce the respective project costs (revenues minus expenses).

## Total target expenditure 2020-2025

Operating expenditures	Programme		Promotion		Administration		Other		Total	
	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %
Bidbook	21	70	4	13,3	5	16,7	/	/	30	100
Current projection <sup>1</sup>	14,36	55,5	2,99	11,5	8,255	32	0,25 <sup>2</sup>	1	25.855	100

<sup>1</sup> EU Funding & Sponsoring not yet included

<sup>2</sup> special taxes

Any planned income is only included in our budget once it has been contractually fixed (with the only exception of the Melina Mercouri Prize). Expected additional income will mainly be allocated to the advertising budget, staff budget, the artistic budget (programme) and the reserve.

## Expenditure in the past

Since the establishment of the company, expenses totaling 1.738.175,00 € have been incurred up to the end of 2021, including the start-up costs of the limited liability company (bidding phase).

## COMMUNICATION AND MARKETING

### Communication Strategy, Community Building, Audience Development

Our communication strategy has been sharpened in recent months and we have sought external support from agencies. We are retaining the 4 stages of ECoC communication according to the Bidbook, although they are being further differentiated. The current period is characterized by new beginnings and the first tangible impulses. The first projects start, the ECoC atmosphere builds up and vibrates vividly throughout the region and far beyond 2022-2023.



From 2022 we communicate the overall concept (Salt.Water, as well as the 4 programme lines Power and Tradition, Culture in Motion, Sharing Salzkammergut - The Art of Traveling and Globalocal - Building the New), the first concrete projects that start and the vision of European Capital of Culture being a transformative opportunity. Communication makes our strategy of People, Places and Programme visible and understandable, that helps us motivating local people and showing them what ECoC is all about.

Our motto is still „Culture is the new salt“. With this we illustrate the relevance of salt for the development and Europeanization of the region and the elevation of art and culture. The motto is complemented by slogans of the individual campaigns, such as ‚23 for 24‘, the slogan of the introductory campaign (and refers to the 23 ECoC municipalities working together closely), described in more detail on the following pages. Communication will focus on the DACH region (Germany, Austria, Switzerland) until the end of 2022, with ITB Berlin in March 2023 (International Tourism Exchange) marking the start of international communication.

We are already communicating our most important content bilingually (in English and German), and from 2023 onwards the content contribution will also increasingly focus on international audiences, still taking into account the relevance of national and regional audiences. In all mailings, postings, verbal wordings, etc. we refer to the fact that Bad Ischl Salzkammergut European Capital of Culture 2024 is a European project and address European and international topics through the content. All cultural partners, as well as shareholders and friends, communicate the wording ‚European Capital of Culture‘ in the logo as well as in the project communication, which we also legally secure through a contract addendum (logo and wording guidelines).



Our most important funding partners are shown on every single production and publication.

## Public Relations

In the press area we are supported by an agency, although any thematic orientation is always shaped by the core ECoC team. A customized press strategy grows with the projects around ECoC and target groups built up and expanded. This is achieved through specific thematic focus, the wording and the inclusion of content-related and geographical aspects. Image press work is being developed to fill the brand with content. Project-related press relations refer to build-up projects, which are already operational. This contributes to community building and audience development. In the sponsor

area, too, there is strategic press support through targeted storytelling. Additional international interest is placed on the overall programme and the opening with the programme press work.

## Digital Communication and Social Media

Bad Ischl Salzkammergut 2024 communicates with followers and its online community through organic play on social media channels as well as social media ad campaigns. The „reason whys“ are: Create attention, transport anticipation, inform, share and document. The ECoC is collecting the following needs and expectations of its audience: Observe, understand, inform, form and share opinions, participate, identify, share and participate. The focus of the impact is on: Discourse & Conversation, Experience & Learn, Interest & Desire, Prouness, Active Community and making the project approachable through faces, voices and stories.

The organic play communicates starting from five headings. The content is played out to the followers at regular intervals using different formats adapted to the channels. The categories are shaped in regard of the general process of the project. Channels: Website, Facebook, Instagram, Youtube, LinkedIn, Mailchimp, Mailerlite

## Marketing plan and visual communication (Design)

The visual communication line is directly derived from our ECoC philosophy of Bad Ischl Salzkammergut 2024: „angular, edgy, ahead“, „European, international“, etc., the outdoor advertising goes broad. Various locations such as public squares, city centers, pedestrian zones, public transportation, train stations, etc. are used.

This organic play of the environment is achieved through strong cooperation with partners from the municipal sector, public transport, trade, business, start-ups, cultural initiatives, gastronomy, the hotel industry, etc. The advertising is distributed via a variety of media. Magazines, promotional items, press conferences, events, various trade fairs and art and culture festivals, both regional and international, will serve as distribution tools. The opening of the ECoC Bad Ischl Salzkammergut 2024 will be taken up in a separate international campaign, as will the programme presentation in 2023.

## Mobile Office Salzkammergut 2024: Communication Tour

After we had to postpone our info event tour originally planned for March and April 2020 several times, we decided to develop a new format, that allows COVID-conform interaction with the region. In March 2021 we started our communication tour, visiting all 23 municipalities of our ECoC region.

We drove through the region with a mobile recording studio to promote the European Capital of Culture Bad Ischl Salzkammergut 2024. The offer deliberately combined digital and analog forms of communication. Our ‘New Salt Radio’ partners, Free Radio Salzkammergut and Radio B138 accompanied the tour on air.

## Working with agencies

Bad Ischl Salzkammergut 2024 has commissioned a marketing and advertising agency, a social media agency and a PR agency as of the beginning of 2022. We decided to work with professional agencies and to keep our own marketing team small. A regional graphic design agency has already been supporting our company since 2020. From June 1, 2022, a new Head of Communication and Marketing was engaged by our company. This position is the interface between the team and the agencies. The position for „texts/dramaturgy“ will join the communication team from August 2022. Additional internal appointments in the marketing area will follow in 2023. Furthermore, we are currently working on a relaunch of our website. An agency was also commissioned for this at the beginning of the year.

## First advertising campaign

We launched our first campaign (introductory campaign) in the course of our first programme press conference in May 2022. The aim is to get all of the 23 ECoC municipalities on board - accordingly, the campaign title is: „23 for 24“.

With “23 for 24” it is our intention to be visible in public spaces (signs, flags, town entrances, large-scale advertising, pillars, etc.) and in public institutions. Furthermore, advertisements in regional and national media are planned.

## Friends

In order to involve as many target groups as possible, we have developed a so-called „Friends logo“, which everyone is allowed to use according to our logo guidelines. With this, the respective person/institution shows that they support the European Capital of Culture 2024 Bad Ischl Salzkammergut. Entrepreneurs in our ECoC region will be equipped with stickers and small give-aways.

## Art and Culture Committee as Ambassadors

Finally, we could secure support from a number of important personalities from arts and culture, who have a connection to our region, but are known far beyond the Salzkammergut, and help us to support and spread our ECoC idea and philosophy. This committee was invited by the Artistic Director.



Communication Tour, © Pia Fronia



It's good to have friends



European Capital of Culture  
Bad Ischl Salzkammergut

New logo

## MILESTONES UNTIL 2024

### 2022

Q2	Q3	Q4
<b>Communication &amp; Marketing</b> ECoC Branding in all 23 municipalities (public spaces) and start of campaign "23 for 24"	<b>Programme</b> Programme press conference #2	<b>Programme</b> All new projects (Open Call and others) in contract
<b>General</b> 2 <sup>nd</sup> Monitoring with EU Panel & implementation of their recommendations	<b>Programme</b> All Bidbook projects in contract / in implementation	<b>Capacity Building &amp; Outreach</b> Call for Volunteers
<b>Programme</b> First events start (Alma Rosé, Marketplace of Ideas, Blickpunkte)	<b>Capacity Building &amp; Outreach</b> Start of Next Generation You	<b>Communication &amp; Marketing</b> Publication and communication of all Bidbook and new projects (press, online and print)
	<b>Capacity Building &amp; Long-Term-Strategy</b> Preparation for "OnStage" complete   Start implementation and programming of digital tools (The Soil, The Buddy)	<b>Sponsoring</b> Finalizing deals with main sponsors
	<b>Evaluation</b> Research Cooperation starts working after tendering	
	<b>Communication &amp; Marketing</b> Relaunch of new website	
	<b>Communication &amp; Marketing</b> Implementation of campaign "23 for 24" throughout the region;	

### 2023

Q1	Q2	Q3	Q4
<b>Communication &amp; Marketing</b> Start of national & international PR activities	<b>Communication &amp; Marketing</b> Tourism Sales activities (among others ATB Vienna)   collaboration / contracting with international tour operators and travel agencies (packages)	<b>International Relations</b> ECoC Family Meeting organized by 2024-ECoCs in Tartu	<b>Communication &amp; Marketing</b> BIG BANG & Opening Campaign (regional & national)
<b>Communication &amp; Marketing</b> ITB Berlin (March)   International kick-off (PR activities, tourism promotion) with Austrian National Tourist Board	<b>Communication &amp; Marketing</b> Production on branded public furniture & communication pieces; Implementation of POS partners and locations	<b>Capacity Building &amp; Long-Term-Strategy</b> Launch of digital format "On Stage"	<b>Evaluation</b> Interim Report
<b>Communication &amp; Marketing</b> Finalizing media partnerships	<b>Tourism &amp; Hospitality</b> Training of all Guides	<b>Programm</b> Presentation of final programme book	<b>Mobility Solutions</b> Completion and trial operation of mobility measures, micro-public transport, integration of bike rental system, event and shuttle transport, parking management (park & ride)
<b>Tourism &amp; Marketing</b> Finalizing of all tourism packages			

## CONTINGENCY PLANNING

Risk	Effect & Probability	Comment
<b>Programme</b>		
Difficulty establishing cooperation with the international artistic scene	Effect: high Probability: low	An Artistic Director with an extensive international network was chosen to join the team and support the individual ECoC projects. There's an active and intensive exchange with other (past, present and future) ECoCs. By supporting the participation in EU programmes, the international networks of regional initiatives are strengthened.
Exclusion of people with limited access	Effect: high Probability: low	Cooperating with initiatives such as the Diocese (Culture Buddies) or Pro Mente helps us, to widen the access for all audiences and participants of our formats.
Infrastructure completed after the beginning of the ECoC year	Effect: low Probability: medium	There is no strong dependency on specific locations within our programme. We are quite flexible with our formats and can use semi-finalized infrastructure in a creative (but secure) way. Many events will be held in existing locations or public space.
Effects of a pandemic (e.g. changing restrictions, less predictable audience, etc.)	Effect: medium Probability: high	Our approach is 'No Cancelling'. Instead, we will work within the existing (and meanwhile tried and tested) regulations and with controlling. We develop a plan B for every project, which includes partly decreasing audiences, digital and hybrid formats. In addition, we will make purchasing tickets early more attractive.
<b>Capacity Building</b>		
Lack of proper cultural expertise needed for all new duties	Effect: high Probability: medium	We have no big cultural institutions like bigger cities do. However, there's a good knowledge about the organization of cultural events in the region (among the cultural associations and smaller institutions). Yet, we offer continuous capacity building programmes (for example on EU funding) and networking events, in order to support the cultural sector in this matter.
Key positions of the implementation team	Effect: high Probability: medium	In addition to the selection of two qualified lead positions (Artistic Director and Managing Director), there is continuity of the bidding team into the implementation team. Further qualified people have joined the team. Staffing challenges in some areas were solved by working with agencies (sponsoring, press, advertising, etc.).
<b>Participation and Publicity</b>		
Lack of engagement of local population, especially young people	Effect: high Probability: low	Big parts of the programme include local institutions, clubs and associations (=Vereine), schools or other groups in their implementation and production. With our format Next Generation You, a programme by and for the youth is on its way. With the approach of the "Salty Pirates" we create a brand for the engagement of young people in the programme.
Lack of support by volunteering	Effect: high Probability: medium	There is a strong tradition of volunteering in the region, without which most festivals and events could not take place. We already received offers to cooperate with those initiatives in this field. By becoming part of a European exchange programme (Volugram), we hope to make it even more attractive for young people to join the volunteers programme.
Negative publicity	Effect: medium Probability: medium	Criticism and commentary is inevitable and welcome. To react in a timely and open-minded way is the solution. Incorporating all players in the field of media and journalism is crucial.
<b>Politics, Government and Finance</b>		
Loss of political and financial support	Effect: high Probability: low	The financial contracts with all public funding bodies are signed. Intense exchange through regular communication and meetings secure continuous support in the region. The operative team maintains a good and regular contact with the federal state and national level (Ministry for Arts, Culture Civil Service and Sport). Respective representatives participate in our own events on a regular basis (such as the Marketplace of Ideas, workshops on EU Funding).
Failing to provide the planned budget	Effect: high Probability: low	Only contractually secured budget is planned, which is 25,8 million € (excl. EU Funding & Sponsoring) at the moment. We will only operate with our target budget once this has been secured. Thus, budget cuts and problems with financial liquidity are very unrealistic.
Budget cuts or financial liquidity problems	Effect: high Probability: low	



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European Capital of Culture  
Bad Ischl Salzkammergut

Kulturhauptstadt  
Bad Ischl –  
Salzkammergut  
2024 GmbH

Auböckplatz 4  
4820 Bad Ischl  
+43 6132 23884  
[buero@salzkammergut-2024.at](mailto:buero@salzkammergut-2024.at)