

City Without Walls

Haven for
Free
Thought

THE HAGUE candidate EUROPEAN
CAPITAL OF CULTURE 2018
Questionnaire



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Basic principles

1 Why does the city which you represent wish to take part in the competition for the title of European Capital of Culture?

Europe is much more than an internal market and a monetary union. The European ideal primarily stands for values such as peace, democracy, rule of law, cultural diversity and freedom. As International City of Peace and Justice, and as Seat of Parliament and Government of one of the six countries which established the foundations for European unification, The Hague is especially responsible for propagating these values and for providing an open platform for debate on them. In 2018, and of course before and after that year as well, The Hague intends to utilise the communicative and reflective power of art and culture to make a contribution to the open community of values that form the essence of the European Union.

What, for it, would be the main challenge of this nomination?

Making people aware of the fundamental importance of culture and art to society. This applies to the city and to Europe, as well as to individual people. The cultural sector in the Netherlands faces the challenge of getting through to more members of the general public.

What are the city's objectives for the year in question?

International

- Consolidating European values such as peace, freedom, democracy and cultural diversity and converting them into cultural activities;
- Building bridges between The Hague as International City of Peace and Justice and its people;
- Working towards an open society through cultural education and participation.

Cultural sector

- Continually reinforcing cultural entrepreneurship;
- Increasing cultural participation and ties with the public;
- Structural cultural education for all young people in The Hague.

Economic

- Increasing the number of visitors staying one or more nights;
- Enhancing The Hague's image as an attractive city for residents and businesses alike.

Social

- Strengthening cultural citizenship through intercultural dialogue;
- Raising awareness of The Hague as International City of Peace and Justice among the city's residents;
- Reinforcing social cohesion and making people proud of their city.

Public space

- Developing Scheveningen and the coastline;
- Constructing the Peace Park in the International Zone;
- Establishing the new Spuiforum dance and music centre;
- Improving the gateways to the city at The Hague Central and Hollands Spoor stations;
- Reinforcing development of "De Binckhorst" creative industrial estate.

2 Explain the concept of the programme which would be launched if the city was nominated European Capital of Culture?

The slogan for The Hague 2018 is "City without walls, Haven for free thought". The Hague intends to remain a city which does not retreat behind symbolic walls to escape from external influences, but which welcomes these external influences and propagates European values such as peace, democracy, rule of law and freedom. In addition, The Hague 2018 intends to contribute towards an open society in

which all the city's residents can participate and which provides everyone with opportunities for self-development. This means that all the people of The Hague have a fundamental right to development, citizenship and cultural participation. We intend to achieve this by breaking down invisible psychological barriers in our city and by forging links.

3 Could this programme be summed up by a slogan?

(the answer to this question is optional at the pre-selection stage).

The Hague 2018:
City without walls,
Haven for free thought.

4 Which geographical area does the city intend to utilise for the "European Capital of Culture" event? Explain this choice.

1. First of all, The Hague 2018 will focus on the city itself, which has a population of 500,000, eight city districts and 60 sub-districts, each of which has its own character. The Hague 2018 will concentrate on keeping the 2018 celebrations as compact as possible, since spreading them out over a larger geographical area will result in fragmentation and make our message less clear.

2. The Hague-Rotterdam Metropolitan Region and the municipalities located in between will contribute to The Hague 2018 wherever possible and relevant, although it is important to ensure that the distinctive features remain clear. Activities in the region will not play a

major role; they are intended to support the programme in The Hague and to reinforce links between The Hague and the region. This latter point may be interpreted literally - i.e. by increasing the available water transport options for tourists and extending the network of cycle tracks - as well as metaphorically, by increasing permanent cooperation in areas such as marketing and cultural education.

3. Malta and Valletta with respect to various relevant areas of overlap (see below).

4. All other European countries by implementing targeted exchange projects and intensifying existing contacts with cultural organisations.

5 Please confirm that you have the support of local and/or regional political authorities.

1. The decision to nominate The Hague for the title of European Capital of Culture in 2018 was taken by the city's municipal administration. The municipal executive officially resolved to commence preparations for The Hague's candidature on 3 November 2009, and the municipal council approved this resolution on 19 November 2009. The municipal executive adopted the bid book and this questionnaire on 25 September 2012.
2. All municipalities in the region have signed an agreement in which they confirm their willingness to cooperate actively with the ambitions contained in the artistic vision and to involve the region's residents in the event. They intend to achieve this through culturally substantive cooperation and marketing directed towards regional residents and visitors alike.
3. The Province of Zuid-Holland supports The Hague's candidature.

6 How does the event fit into the long-term cultural development of the city and, where appropriate, of the region?

The artistic vision fits in perfectly with the policy pursued by the Municipality of The Hague. The Hague wishes to give cultural significance to its mission as International City of Peace and Justice, and to this end, the Municipality will be focusing on the internationalisation of culture.

In addition, The Hague will be making targeted investments in the city districts in order to increase cultural participation. The Municipality implemented the City District Action Plan between 2007 and 2010, comprising various projects focusing on participation, particularly with respect to residents of The Hague with non-Dutch backgrounds. In addition, two theatres were opened in deprived city districts.

During the next ten years, the Municipality intends to implement a Cultural Education Action Plan based on the idea that raising cultural awareness among the public is essential to full citizenship. The Municipality of The Hague wishes to strengthen ties between the public and the cultural sector, to make this sector more enterprising, and to ensure that it bridges the gap with the

education and business sectors. This will be specifically fleshed out in 2013 by The Hague Culture and Enterprise Coalition, in which the business community and the cultural sector carefully examine ways in which they can reinforce one another.

Although the Municipality of The Hague has also had to implement austerity measures in the cultural sector as a result of the credit crunch, it is nevertheless seeking to maintain the widest possible variety of top-quality art, with cultural chains ranging from developing talent to the international top. One example of this is the decision to construct a new dance and music centre on Spui. This new complex will enable the Nederlands Dans Theater and The Hague Philharmonic to cooperate closely with the Royal Conservatoire. In addition, the Municipality is investing in young artists, new initiatives and cultural breeding grounds. The Municipality considers a thriving cultural climate to be a vital part of the city's international image and essential to ensuring a pleasant living and working environment and improving the city's social cohesion.

7 To what extent do you plan to forge links with the other city to be nominated European Capital of Culture?

In the spring of 2012, a group of artists carried out a survey on the options for co-operating with Malta and its capital Valletta and established contacts with individual artists, coordinators and organisations. This survey has resulted in an exchange plan which will be implemented in connection with the following themes: the sea, migration and city walls (there are a great

many city walls in Malta, but none in The Hague). In connection with this, artists and organisations in The Hague have invited a Maltese delegation to visit The Hague, and this visit will take place in 2013. The plans drawn up as a result of this visit will be summarised and incorporated into a cooperation treaty.

As regards “The European Dimension”, how does the city intend to contribute to the following objectives:

to strengthen cooperation between the cultural operators, artists and cities of your country and other Member States, in all cultural sectors;

- Artists and organisations in the city are already working intensively in an international context; examples include institutions such as the Netherlands Dans Theater, Gemeentemuseum The Hague, the Mauritshuis, Museum Meermanno (Huis van het boek), Museum Beelden aan Zee, Stroom, Stella Den Haag/NTJong, Theatergroep de Appel, Royal Academy of Art, Korzo, The Hague Philharmonic, the Royal Conservatoire, Koninklijke Bibliotheek (the national library of the Netherlands), and various festivals such as Writers Unlimited and Crossing Border. Resources will be made available for enlarging and intensifying these cooperative ventures and highlighting them to a greater extent.
- There are a large number of governmental and non-governmental organisations in The Hague which support European values. These organisations will be actively involved in the cultural programme for 2018 and in the cultural education

programme, wherever possible. The European Life I Live festival is one example of European embassies’ involvement in the project.

to highlight the richness of cultural diversity in Europe;

- Exchanges for artists, creative youngsters, thinkers and cultural organisations in other European countries. Artists and students at academies and conservatoires will be invited to come and work in The Hague.
- Organising conferences on a number of issues including cultural education and preserving our cultural heritage.
- An extensive additional programme with a European dimension (festivals and exhibitions), whose focal point will be diversity in cultural expression.

to bring the common aspects of European cultures to the fore;

- European values such as freedom, peace, democracy, rule of law and diversity will explicitly form the basis of The Hague 2018’s programme.
- From a historical, cultural and architectural point of view, The Hague is a city that symbolises Europe (Churchill’s speech to the European Congress at the Binnenhof in 1948, European thinkers such as Spinoza and Hugo Grotius who

8 Explain how the event could fulfil the criteria listed below. Please substitute your answer for each of the criteria. (this question must be answered in greater detail at the final selection stage).

resided in The Hague, the city as an example for European architectural schools).

- Cultural education: the European dimension (the EU and European history) will constitute an important part of the programme for the cultural route, which will commence in 2013 and will hopefully be integrated into all educational institutions in The Hague by 2018.

Can you specify how this event could help to strengthen the city's links with Europe?

The Hague already has extremely close ties with Europe. The Hague is the Seat of

As regards "City and Citizens", how does the city intend to ensure that the programme for the event:

attracts the interest of the public at European level:

- First, and foremost, by drawing up an attractive cultural programme that fits in with the slogan "The Hague 2018: City without walls. Haven for free thought". One example of this is special exhibitions to be held in the Mauritshuis (which will be renovated and enlarged in the near future), Gemeentemuseum The Hague, and the other museums in the city and region. Special productions and festivals relating to (modern) dance, pop, classical music and literature will also enable The Hague to attract a broad spectrum of international visitors thanks to our excellent cultural infrastructure;
- Involving the people of The Hague, and particularly the 30,000 expatriates working in the city as ambassadors for

Parliament and Government of one of the six countries which established the foundations for European unification. The city boasts numerous European institutions, most European countries have their embassies in The Hague, and a large number of Europeans are enjoying living in the city. By propagating values such as peace, democracy, rule of law, freedom and cultural diversity, The Hague 2018 intends to show that Europe is much more than a free trade zone with a communal currency.

The Hague 2018:

- Utilising talent by exchanges for students at the Royal Academy of Art and the Royal Conservatoire and students following similar arts-based courses in other European cities;
- The cultural organisations in The Hague will consistently propagate The Hague 2018 in other countries;
- A PR offensive starting in 2016, which will make use of the international media and media channels for national and international cultural organisations in order to ensure that art and culture lovers make the necessary reservations for 2018 in plenty of time;
- Continuing our marketing activities after 2018 in order to put The Hague permanently on the map as an attractive green and cultural city;
- Cooperating with regional marketing organisations such as Zuid-Hollands Bureau voor Toerisme and Marketing Rotterdam in order to open up international tourist flows.

9 Explain how the event could meet the criteria listed below. Please substantiate your answer for each of the criteria. (this question must be answered in greater detail at the final selection stage).

encourages the participation of artists, stakeholders in the socio-cultural scene and the inhabitants of the city, its surroundings and the area involved in the programme:

- We maintain intensive and frequent contacts with the cultural sector in The Hague. This is facilitated by the close relations in umbrella organisations such as the Executive Consultative Body for Performing Arts, the Executive Consultative Body for Museums in The Hague, The Hague Festivals Foundation, Migrants of The Hague Cultural Heritage Network, cooperative ventures for artists' initiatives, The Hague Pop Music Consultative Body, and cultural anchors and their networks. We can contact amateur artists through Culturalis and Koernehuis and visual artists through Stroom. We also cooperate closely with the two arts-based educational institutions in The Hague, i.e. the Royal Academy of Art and the Royal Conservatoire;
- Residents of all city districts will be continually reminded that there are many ways in which they can participate in The Hague 2018, either actively or passively. This will be done through schools, local public libraries, welfare organisations such as Boog en Mooi, residents' associations and city district offices.
- We will be concluding an agreement on an action plan for cultural education with all the schools in the city in the autumn of 2012. It goes without saying that we will also ask these schools to take an active part in the celebrations for The Hague 2018;
- Propagating our ambitions, our message and our logo through all cultural and

municipal organisations. We are already latching on to large-scale public events such as Festival Classique, Parkpop, etc.

- Marketing instruments directed towards the city itself: Uiffestival, festivals, social media, websites, local newspapers;
- Substantive cooperation with regional cultural organisations. Kunstgebouw Zuid-Holland will play a coordinating role in this respect;

- We have set up an action plan entitled "Help to Build a City Without Walls" in order to get the people of The Hague to share their ideas with us, and we have received more than 1,200 suggestions. These include bus tours, meetings directed towards the target group, a site where people can contribute ideas, and publications in the local media. The best suggestions have been published in a magazine (see enclosed document).
- Cooperation with local television (RTV West): 13-part easy-viewing series on culture in our city and The Hague's culture in general. With effect from today, we will also be devoting attention to culture incorporated into other TV and radio programmes.
- Involving the business community: initiatives such as Ondernemersplein (a two-day event for entrepreneurs in The Hague), deep dives in connection with new business models, and attracting new target groups (participation and entrepreneurship). Propagating the importance of culture to our city for all residents (boosts the economy) together with initiators such as the Rabobank.

is sustainable and an integral part of the long-term cultural and social development of the city?

- The artistic vision "The Hague: City without walls, Haven for free thought", with the emphasis on cultural education and cultural participation, fits in perfectly with the Municipality's policy for the long term, which includes bridging the gap between The Hague as International City of Peace and Justice and the residents of the city.
- Naturally, the action plan relating to cultural education will continue after 2018.

- When implementing The Hague 2018, we will be complying with the ISO 20121 standard (Sustainability in Event Management); this is a unique and acknowledged framework that promotes sustainable development in all events.
- Sustainability, likewise, plays a major role in the development of locations for creative businesses and, of course, in the construction of the Peace Park.

10 How does the city plan to get involved in or create synergies with the cultural activities supported by the European Institutions?

The Hague 2018 fits in perfectly with the European Union's cultural policy. The Hague intends to concentrate on the EU's core values - peace, freedom, rule of law, democracy and diversity - with our slogan "City without walls, Haven for free thought". The Hague 2018 is, moreover, a strategy for achieving a number of long-term goals:

- The Hague 2018 will contribute towards social inclusion by focusing strongly on

cultural education and cultural participation;

- The Hague 2018 will provide cultural content and reflection with respect to European values such as peace, democracy, freedom and rule of law;
- Devoting attention to cultural entrepreneurship and generating support for the cultural sector fits in with the EU's attention to the creative economy.

11 Are some parts of the programme designed for particular target groups (young people, minorities, etc.)? Specify the relevant parts of the programme planned for the event.

Cultural education is mainly intended for young people aged 4 and over. We are investing in generations of future participants by getting them acquainted with culture. In addition, we intend to concentrate on increasing cultural participation among members of groups who currently do not participate to a great extent, such

as migrants and senior citizens. In a more general sense, we want to break down barriers between various groups - such as immigrants, expatriates and native Dutch people - who, at present, are barely in contact with one another.

12 What contacts has the city or the body responsible for preparing the event established, or what contacts does it intend to establish, with:

- cultural operators in the city?

The team responsible for The Hague 2018 has held talks with almost all representatives from the cultural sector in The Hague, individually as well as in groups. We subsequently engaged in spiriting representatives from each discipline or sub-area so that they could use their specialised knowledge to provide greater depth and to give consideration to visions. We were also affiliated with the umbrella organisations for one year. In addition, we worked on cross-pollination among the various art disciplines by adopting a thematic approach to the programme lines.

Symposiums dealing with a wide variety of issues have been organised as a run-up to 2018 ever since 2008, firstly by the cultural sector itself, and by The Hague 2018 from 2011 on. Speakers from former Capitals of Culture and experts in the fields of city marketing, participation and education give talks at these symposiums.

- cultural operators based outside the city?

The Municipality of The Hague has entered into consultations at administrative level with other municipalities in the region. Kunstgebouw Zuid-Holland has compiled suggestions at regional level on enshrining the plans for The Hague 2018 in the region, which has resulted in a publication entitled "Workshop without walls" (see enclosed document).

- cultural operators based outside the country?

This is being done through contacts with cultural organisations and arts-based educational institutions in The Hague, and with European embassies and cultural representatives from European countries. Deputy Mayors have gone on missions to Capitals of Culture such as Antwerp, Marseilles, Essen and Turku. We have established contacts with a number of other European cities through the Eurocities network and cultural missions to cities such as Liverpool, Istanbul, Dortmund, Rome, Munich and Hamburg.

13 In what way is the proposed project innovative?

1. As International City of Peace and Justice, The Hague is consciously seeking ways of linking culture to European values such as peace, freedom, democracy, rule of law and cultural diversity, and converting this into cultural activities.

2. The Hague 2018 is endeavouring to break down barriers by forging links among partners in the city and bringing our hidden cultural heritage potential to light. This refers to spatial development and links between the cultural sector and the business community and between cultural organisations and the education sector.

3. We are providing a substantive framework for cultural education by developing a programme which elucidates The Hague's identity in a historical and a modern sense with windows on Europe:

- a cultural route for youngsters aged between 4 and 14;
- cultural education integrated into the normal curriculum;
- structural links between education, cultural organisations and professionals.

14

If the city in question is awarded the title of European Capital of Culture, what would be the medium and long-term effects of the event from a social, cultural and urban point of view?

Social:

Medium-term effects: greater tolerance, respect for one another, pride in the city;

Long-term effects: active involvement in changes in the city, a sense of belonging in The Hague, emancipation of minorities.

Long-term effects: the region supports the city, contributions to area development at "De Binckhorst" creative industrial estate.

Cultural:

Medium-term effects: enhancing cultural citizenship;

Long-term effects: involvement in cultural organisations, a sense of ownership, ensuring participation for the cultural sector (e.g. through The Hague Culture and Enterprise Coalition).

Do the municipal authorities intend to make a public declaration of intent concerning the period following the year of the event?

Yes, they do. It is our express intention to ensure that the results of The Hague 2018 make a lasting impression and that our ambitions are continued in municipal policy.

Urban:

Medium-term effects: construction of the new Spuiforum music and dance centre, improvement of the quality of the gateways to the city, opening of the waterways, completion of the Peace Park;

Economic research has already revealed the points to which the municipality should devote particular attention in order to ensure that the results achieved remain visible after 2018 (see enclosed document). This can also be seen in our city marketing strategy.

15 How was this application designed and prepared?

The preparations can be divided into various stages:

Stage 0: up to the end of 2008

The cultural sector concentrated on garnering support for The Hague's candidature by organising symposiums, among other things.

Stage 1: February-June 2009

A small team led by Wim van Krimpen, former director of Gemeentemuseum The Hague, carried out a survey which mainly involved talks with representatives from the cultural sector and creative entrepreneurs. This survey resulted in a publication entitled *Recht op cultuur!* (The right to culture)

Stage 2: Mid-2010 to the present day

The Hague 2018 Foundation was established in 2010 and has been working on the following, led by artistic director Aus Greidanus:

- developing the artistic vision "City without walls, Haven for free thought";
- holding talks with cultural players from all fields and disciplines;
- holding talks with other representatives

from other sections of society such as the business community, educational institutions, welfare organisations, knowledge institutions and scientific institutes;

- examining the various options for cultural education;
- holding consultations with relevant politicians and municipal officials (in line with municipal policy);
- concluding an administrative agreement with Rotterdam and with municipalities in the region, "Workshop without walls" in collaboration with Kunstgebouw Zuid-Holland;
- involving the people of The Hague in the project through social media and generating more than 1,200 ideas;
- examining the options for cooperation and exchanges with Malta-Valetta;
- research into the economic results;
- reinforcing the The Hague Culture and Enterprise Coalition of the business community and the cultural sector;
- compiling the bid book on the basis of the activities listed above, conducting interviews and making a list of visions and plans.



Structure of the Programme for the event

1 What structure does the city intend to give to the year's programme if it is designated "European Capital of Culture" (guidelines, general theme of the event)? How long does the programme last? (this question must be answered in greater detail at the final selection stage)

- The content of The Hague 2018 will focus on six programme lines which flesh out the slogan *"City without walls, Haven for free thought"*:
1. Open to the outside world: freedom to philosophise
 2. Open to the outside world: freedom and democracy
 3. Open to the outside world: the free sea
 4. Inclusion and opportunities for all: culture in a diverse city
 5. Inclusion and opportunities for all: working on cultural citizenship
 6. Culture without walls: establishing connections

If we take as our starting point, the concept that The Hague aims to be a city without walls, we can work on breaking down all kinds of visible and invisible barriers in our city and forging spatial, social, psychological and organisational links in our society. In this way, European values such as peace, rule of law, freedom, democracy,

diversity and social inclusion will assume cultural significance. More detailed descriptions of these programme lines can be found in the bid book.

We intend to continue the programme during the entire year. The robust cultural infrastructure in The Hague and environs will enable us to run a high-quality programme for more than one year at a relatively low cost. Greater emphasis will be laid on open-air festivals and programmes during the summer, and we will be making use of the numerous parks, the beach, the pleasant city centre and "De Binkhorst" creative industrial estate. Indoor programmes will mainly be on the agenda during the autumn and winter. The Hague 2018 will explicitly concentrate on keeping the celebrations as compact as possible: most of the major locations will take no more than 15 minutes to get to by bicycle or public transport. Traveling times in the rest of the region have also been limited to no more than 30 minutes.

2 What main events will mark the year? (the answer to this question is optional at the pre-selection stage)

We have deliberately refrained from making a choice to include certain events in the programme for The Hague 2018 at the present stage. However, the visions give an idea of the type of activities and events that we consider suitable in relation to all

the programme lines. During the subsequent selection stage, we will be fleshing out a calendar of activities containing the programmes drawn up by The Hague's cultural organisations as well as a number of the visions mentioned above.

3 How does the city plan to choose the projects/events which will constitute the programme for the year? (the answer to this question is optional at the pre-selection stage)

We will answer this question in greater detail during the subsequent selection stage. Generally speaking, we will be guided by the criteria listed below.

- Their relevance to and distribution among the six programme lines specified;
- Their relevance to the European dimension;
- The available options for getting more members of the public involved in a certain activity;

- The anticipated attraction for the public (distribution among large-scale events and activities that will attract smaller audiences);
- Distribution among different art disciplines and types of activities and using programme lines to link up different art forms and audience groups.



Organisation and financing of the event

1 Organisational structure

(this question must be answered in greater detail at the final selection stage, by enclosing in particular the statutes of the organisation, its staff numbers, the curricula vitae of those primarily responsible, information concerning its financial and management capacity, and a graph of the structure with comments on the respective responsibilities of the different levels)

1.1. What kind of structure² is envisaged for implementing the project? What type of relationship will it have with the city authorities?

The Hague 2018 Foundation was set up in October 2010, and the Municipality has commissioned this foundation to compile a bid book, to generate ideas and to forge links with the city. Up to now, the organisation comprised a small workforce of 2.5 FTEs. During the writing and production phase of the bid book, we engaged a number of freelancers to work on fleshing out the content, looking after the marketing and organising meetings with all the stakeholders in the city.

After the title has been awarded to The Hague, the foundation will be responsible for filling in the details of the draft programme, establishing and maintaining contacts with our European partners, implementing the definitive programme, marketing the event, and getting residents and stakeholders involved. The foundation will remain an independent organisation, as is currently the case, which is essential for filling in the artistic details for the year and for generating opportunities to raise private funds. However, the foundation does hold regular consultations with the municipal council at administrative level. The municipal council will appoint a special official at the Culture Department who will be responsible for coordinating municipal policy with the foundation's activities. After the title has been awarded, we will gradually enlarge our staff to include programme managers, marketing assistants, administrative assistants and liaison officers for all the stakeholders in the city, the region and Europe.

1.2. If an area around the city is involved in the event, how will the coordination between the authorities of the relevant local and regional authorities be organised?

The Municipality of The Hague will coordinate consultations with other authorities in the region. Municipalities in the region have concluded an agreement to support The Hague's candidature. These municipalities are Delft, Leiden, Leidschendam-Voorburg, Midden-Delfland, Pijnacker-Noordorp, Rijswijk, Rotterdam, Voorschoten, Wassenaar, Westland and Zoetermeer, and the city region of Haaglanden. Up to now, Kunstgebouw Zuid-Holland has been coordinating consultations with cultural organisations in the region. The foundation will be establishing and maintaining more everyday personal contacts as our operational staff grows.

1.3. According to which criteria and under which arrangements has or will the artistic director of the event been chosen? What is or will be his/her profile? When will he/she take up the appointment? What will be his/her field of action? (this question must be answered in greater detail at the final selection stage)

An artistic director for The Hague 2018 has been appointed for 0.5 FTEs up to the time that the title of European Capital of Culture for 2018 is awarded. We used the following criteria when appointing this person:

- Roots in The Hague
- Artistic vision and background
- A charismatic personality, able to appeal

² The structure mentioned above refers to the organisation liaising with the Commission, in particular during the monitoring phase, should the city be awarded the title.

to various groups and target groups and to unite all these groups

- Management qualities

After the definitive awarding of the title, the artistic director will be appointed and will direct The Hague 2018 Foundation until the end of 2019. The same criteria will apply when appointing this person or extending the existing appointment.

When will he/she take up the appointment?

The artistic director will be appointed as soon as possible after the definitive award-

ing of the title and will direct The Hague 2018 Foundation until the end of 2019.

What will be his/her field of action?

The artistic director (or the new artistic director)'s main duties will be as follows:

- Filling in the details of the artistic vision and fleshing out the programme;
- Maintaining communications with the city and our national and international cultural partners;
- Leading the team.

2 Financing of the event

2.1. What has been the usual annual budget for culture in the city over the last 5 years (excluding expenditure for the present ECoC application)? (please fill in the table below).

Year	Usual annual budget for culture in the city (in 1000 euros)	Usual annual budget for culture in the city (in % of the total annual budget for the city)*
2008	109,181	6%
2009	113,574	5.5%
2010	113,223	5.2%
2011	110,458	5.3%
2012	114,442	6%

Including expenditure incurred by the Municipal Archives and The Hague Public Library

2.2. Please explain the overall budget for the European Capital of Culture project (i.e. funds that are specifically set aside for the project). Please fill in the tables below.

Total expenditure in the budget (in euros)	Operating expenditure (in euros)	Operating expenditure (in %)	Capital expenditure (in euros)	Capital expenditure (in %)
231.1 mln	50 mln	21.6	181.1	78.4

In case the city is planning to use funds from the usual annual budget for culture to cofinance the ECoc project, please indicate the amount which will be taken from the usual annual budget for culture from the year of the submission of the bid to the ECoc year included in Euros.

From the customary annual budget for culture between 2012 and 2018: EUR 3,000,000				
Total income in the budget	From the public sector (in euros)	From the public sector (in %)	From the private sector (in euros)	From the private sector (in %)
231.1 mln	194.6	84.2%	36.5	15.8%

Income from the public sector	in euros	%	
National government	10 mln		Estimated
City	12 mln + 171.5 mln		Secured
Region	0		
EU	1.5 mln		0.8 Melina Mercouri Prize
TOTAL	194.6 mln		

2.3. Please explain the operating budget for the ECoC project. Please fill in the tables below.

a. Overall operating expenditure								
Programme expenditure	Marketing and promotion	Wages, overheads, administration	Monitoring, publications	Total				
1000 euros	%	1000 euros	%	1000 euros	%	1000 euros		
30,700	61%	9,300	19%	7,000	14%	3,000	6%	1,650

b. Planned timetable for spending operating expenditure										
	Programme expenditure	Marketing and promotion	Wages, overheads, administration	Monitoring, publications	Total					
	1000 euros	%	1000 euros	%	1000 euros	%	1000 euros	%	1000 euros	%
2013	850	52%	500	30%	300	18%				
2014	1,000	34%	800	28%	600	21%	500	17%	2,900	
2015	1,700	43%	1,000	25%	800	20%	500	13%	4,000	
2016	2,000	44%	1,000	22%	1,000	22%	500	11%	4,500	
2017	3,500	46%	2,000	26%	1,600	21%	500	7%	7,600	
2018	18,650	75%	3,500	14%	2,100	8%	500	2%	24,750	
2019	3,000	65%	500	11%	600	13%	500	11%	4,600	
from 2020 on	to be established after 2018									
	30,700	61%	9,300	19%	7,000	14%	3,000	6%	50,000	

2.4. Overall capital expenditure

Funding of new cultural infrastructure or upgrading existing facilities (including museums, galleries, theatres, concert halls, arts centres etc) (in euros)

Entrance to Hollands Spoor Station and redevelopment of Stationsplein (the area in front of this station): EUR 5.6 mln.
Upgrading The Hague Open Market: EUR 4.5 mln.
International Peace Park: EUR 3 mln.
Improvements to public space at "De Binckhorst" creative industrial estate: EUR 2 mln.

Although the investments in urban revitalisation projects and infrastructure listed below have not been included in the total budget for The Hague 2018, they will be important if The Hague is awarded the title of European Capital of Culture.

Infrastructures (investment in the underground, rail stations, dockyards, roads etc) (in euros):

[Relevant] urban revitalisation renovation of squares, gardens, streets, public space development etc (in euros):

Improving navigation routes in the city centre (Kuyperdam): EUR 2.5 mln.
Investments in new cycle routes: EUR 7.6 mln.

Rotterdamse Baan: EUR 61.2 mln.
Scheveningen Boulevard: EUR 10 mln.
The Hague Terminus for the Erasmus Line (Rotterdam-The Hague): EUR 20.2 mln.
Randstad Rail tram network: EUR 17.5 mln.

After the title has been awarded, we will be actively working on sponsorship, e.g. non-monetary contributions, adopting certain parts of the programme, and general sponsorship.

2.5. Have the public finance authorities (city, region, State) already voted on or made financial commitments? If not, when will they do so?

The municipal executive has approved the financial investments from the structural budgets for culture, city marketing and International City and education, amounting to EUR 7.3 mln and covering the period between 2013 and 2016 (i.e. more than EUR 1.8 mln on an annual basis). In addition, the municipal executive has expressed its willingness to place additional financial resources amounting to at least 4.7 million euros at our disposal if the title is awarded to The Hague.

Insofar as a decision from the municipal council is required for the implementation of any offer, the offers made in this bid book will only be honoured on condition that they have been approved by the council.

2.6. What is the plan for involving sponsors in the event?

Up to now, the business community and private funds have been involved in the event through informal meetings and brainstorming sessions.

The economic survey we have instigated has shown that the city's economy will derive considerable benefits from the potential celebrations for The Hague 2018. In view of this fact, we will be making an active appeal to the business community.

2.7. According to what timetable should the income be received by the city and/or the body responsible for preparing and implementing the ECOc project if the city receives the title of European Capital of Culture? (please fill in the tables below) (the answer to this question is optional at the pre-selection stage)

a) Income to be used to cover operating expenses

To be elaborated at a later date.

b) Income to be used to cover capital expenditure

To be elaborated at a later date.

2.8. Which amount of the usual overall annual budget does the city intend to spend for culture after the ECOc year (in euros and in % of the overall annual budget)?

We are unable to give the precise amount of the Municipality of The Hague's budget for culture at the present moment because the municipal executive and the municipal council still have to decide on this. A preliminary estimate of between 5% and 6% of the municipal budget to be earmarked for culture would seem to be realistic.



**City
Infrastructure**

1 What are the city's assets in terms of accessibility (regional, national and international transport)?

The Hague has excellent connections by air (Rotterdam-The Hague Airport and Schiphol), by road (direct motorway connections with Amsterdam, Rotterdam and Utrecht) and by rail (direct train connections with all major cities and a high-speed shuttle between The Hague and Brussels in the near future). The Hague also boasts an extensive tram network - including

express trams - and innumerable convenient bicycle connections at regional level. In addition, there are boat connections for tourists between The Hague and Delft, Leiden and Leidschendam-Voorburg. The Hague 2018 intends to promote use of sustainable means of transport (bicycles and public transport) as much as possible.

2 What is the city's absorption capacity in terms of tourist accommodation?

As a tourist destination and conference city, The Hague boasts an extensive tourist infrastructure with 68 hotels providing 7375 beds, 48 guest houses and B&Bs providing a total of 185 beds, and 3 camp

sites. Other towns and cities such as Rotterdam, Delft and Leiden have a substantial absorption capacity for visitors as well.

3 What projects are to be carried out between now and the year for which the city is applying for the title of European Capital of Culture in terms of urban and tourism infrastructure, including renovation? What is the planned timetable for this work? (the answer to this question is optional at the pre-/selection stage)

2013: Completion of the new Scheveningen Boulevard;
2013-2018: Peace Park (linking up the parks in the International Zone);
2013-2017: Construction of the Spui-forum (the new dance and music centre on Spui in the city centre);

2013-2015: Improving gateways to the city, i.e. Hollands Spoor Station, redevelopment of Stationsplein (the area in front of this station) and Central Station.



Communication Strategy

1 What is the city's intended communication strategy for the European Capital of Culture event? (this question must be answered in greater detail at the final selection stage, in particular with regard to the media strategy and the mobilisation of the public and the inhabitants. At the final selection stage, consideration must be given in particular to the partnerships planned or established with the written press and the audiovisual sector with a view to ensuring media coverage of the event and of the plans relating to this strategy)

We have formulated the following objectives in connection with our marketing and communications strategy:

- involving as many of The Hague's residents as possible in The Hague 2018;
- publicising European values such as freedom, democracy, rule of law, cultural diversity and social inclusion;
- attracting a sufficient number of visitors in order to ensure the success of the celebrations for The Hague 2018;
- putting The Hague permanently on the map as an attractive cultural destination.

The Hague 2018 intends to achieve these objectives by using a marketing and communications strategy that does justice to "City without walls, Haven for free thought". The strategy we have in mind is open, transparent and easy for everyone to understand, as well as being attractive and stimulating. To put it more simply, it is available in several languages and takes visual and auditory disabilities into consideration.

The Hague 2018 is cooperating closely with City Marketing and The Hague Marketing in accordance with their city marketing strategy and all the target groups listed in this strategy. Both these organisations are committed to achieving the objectives mentioned above.

2 How does the city plan to ensure the visibility of the European Union, which is awarding the title?

It goes without saying that we will always make it emphatically clear that The Hague 2018 is a project set up on the initiative of the European Union. Details on this point will be elaborated at a later date.

These target groups are as follows:

- Residents
- Visitors
- Dutch and non-Dutch students
- Businesses
- International organisations

We will be using the superior quality of The Hague's cultural attractions and "cultural products" as our basis when marketing The Hague 2018. The quality of cultural programmes will be the most important and most prominent marketing activity. In this connection, we intend to focus on at least one major cultural event (such as the reopening of the Mauritshuis, or the 100th anniversary of the Peace Palace and the 200th anniversary of our constitutional monarchy in 2013) or one big international exhibition every year. In addition, we intend to acquaint the public with less well-known but equally high-quality cultural features, in collaboration with our cultural partners and all our intermediaries. Its cultural attractions, in combination with all the international organisations in the city, show that The Hague is an excellent business location and a truly wonderful place to live and work.



Evaluation and monitoring of the event

1 Does the city intend to set up a special monitoring and evaluation system?

Yes. Details on this point will be elaborated at a later date.

-for the impact of the programme and its knock-on effects?

This question will be answered in greater detail at the final selection stage.

-for financial management?

This question will be answered in greater detail at the final selection stage.

Additional information

1 What, in your opinion, are the strong points of the city's application and the parameters of its success as European Capital of Culture and what, on the other hand, are its weak points?

Strong points:

- The European Union is strongly represented in The Hague;
- The presence of a large number of international organisations and companies;
- The population of The Hague is extremely diverse;
- The Hague is the Seat of Parliament and Government and the residence of the Royal Family;
- The Hague has a first-class cultural infrastructure (venues, museums, and theatre and other companies); that maintains close ties with cultural organisations in other European countries;
- The presence of two major arts-based educational institutions;
- The Hague is situated by the sea and is a green and cyclist-friendly city with a large number of parks;
- Excellent connections (two airports nearby) and excellent conference and hotel facilities;
- The application enjoys wide political support from the Municipality of The Hague and other municipalities in the region;
- The Hague has a long tradition of involvement in international law and putting it into practice.

Weak points:

- Cutbacks in the cultural budget as a result of the economic and financial crisis;
- The Netherlands already has two former European Capitals of Culture situated in the Randstad urban agglomeration.

2 Does the city intend to develop particular cultural projects in the coming years, irrespective of the outcome of its application for the title of European Capital of Culture? Please comment.

Following on from the artistic vision, The Hague will be organising annual cultural events between 2013 and 2018 in anticipation of European Capital of Culture Year.	2014	Festivities in connection with the reopening of the Mauritshuis
2013 Celebration of 100th anniversary of the Peace Palace	2015	To be determined at a later date
2013-2015 Celebration of 200th anniversary of the Kingdom of the Netherlands	2016	To be determined at a later date
	2017	To be determined at a later date

3 Please add below any further comments which you deem necessary on the subject of this application.

After the bid book had gone to press, The Hague 2018 received several expressions of support. That is why we include the following expanded list of institutes, cities and businesses in this questionnaire once again.

Expressions of support

That residents of The Hague have ambition, enthusiasm and creativity in abundance was shown during the 'Help to Build a City Without Walls' campaign, during which over 1,300 ideas were submitted by the public at large.

In addition, specific sections of the national and international community like leaders in the business sector, international organisations, European institutions and NGOs, the **Province of Zuid-Holland** and many European cities indicated their enthusiasm and support orally or in writing.

The bid book is but a snapshot. Generating and maintaining support will always remain one of the core duties of The Hague 2018 Foundation's executive board and The Hague's municipal authorities. Our deepest thanks go to everyone who has provided such enthusiastic support. Without them, the plan and vision as set out in the bid book would never have become such a lived and living reality.

Institutes

Eurojust (The European Union's Judicial Cooperation Unit), **EUROPOL** (European Police office), **HCCH** (Hague Conference on Private International Law), **ICC** (International Criminal Court), **ICJ** (International

Court of Justice), **ICTY** (International Criminal Tribunal for the former Yugoslavia), **IOM** (International Organisation for Migration), **Netherlands National Commission for UNESCO**, **NCIA** (NATO Communications and Information Agency), **OPCW** (Organisation for the Prohibition of Chemical Weapons), **PCA** (Permanent Court of Arbitration).

Cities

Banja Luka, **Sarajevo** (Bosnia and Herzegovina), **Sofia** (Bulgaria), **Rijeka** (Croatia), **Nicosia** (Cyprus), **Brno** (Czech Republic), **Tallinn** (Estonia), **Bonn**, **Munich**, **Mannheim** (Germany), **Amaroussion**, **Athens** (Greece), **Budapest** (Hungary), **Genoa** (Italy), **Vilnius** (Lithuania), **Skopje** (Macedonia), **Bialystok**, **Lublin**, **Lodz**, **Poznan**, **Warsaw** (Poland), **Lisbon**, **Porto** (Portugal), **Kosice** (Slovakia), **Kharkiv**, **Lviv** (Ukraine), **Novi Sad** (Serbia), **Istanbul**, **Izmir**, **Osmanгази** (Turkey).

Business

ABN AMRO Bank Den Haag en omstreken, **Aegon**, **CB&I Nederland B.V.**, **Ernst & Young**, **FMO**, **Kamer van Koophandel Den Haag**, **MAB Development Group B.V.**, **MKB-Den Haag**, **MN**, **NACO Netherlands Airport Consultants B.V.**, **Nationale Nederlanden**, **NIBC Bank NV**, **Pels Rijkken advocaten en notarissen**, **Post NL**, **PwC**, **Rabobank Den Haag e.o.**, **Royal Haskoning DHV**, **Siemens Nederland N.V.**, **Shell Nederland B.V.**, **Tebodin B.V.**, **VNO-NCW Den Haag**, **World Trade Center The Hague**, **WTC The Hague International Business Club**.

