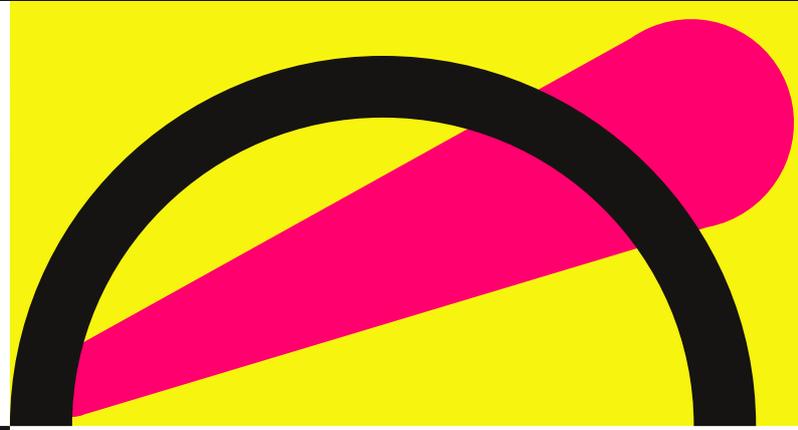


Rouen Seine
Normande
2028

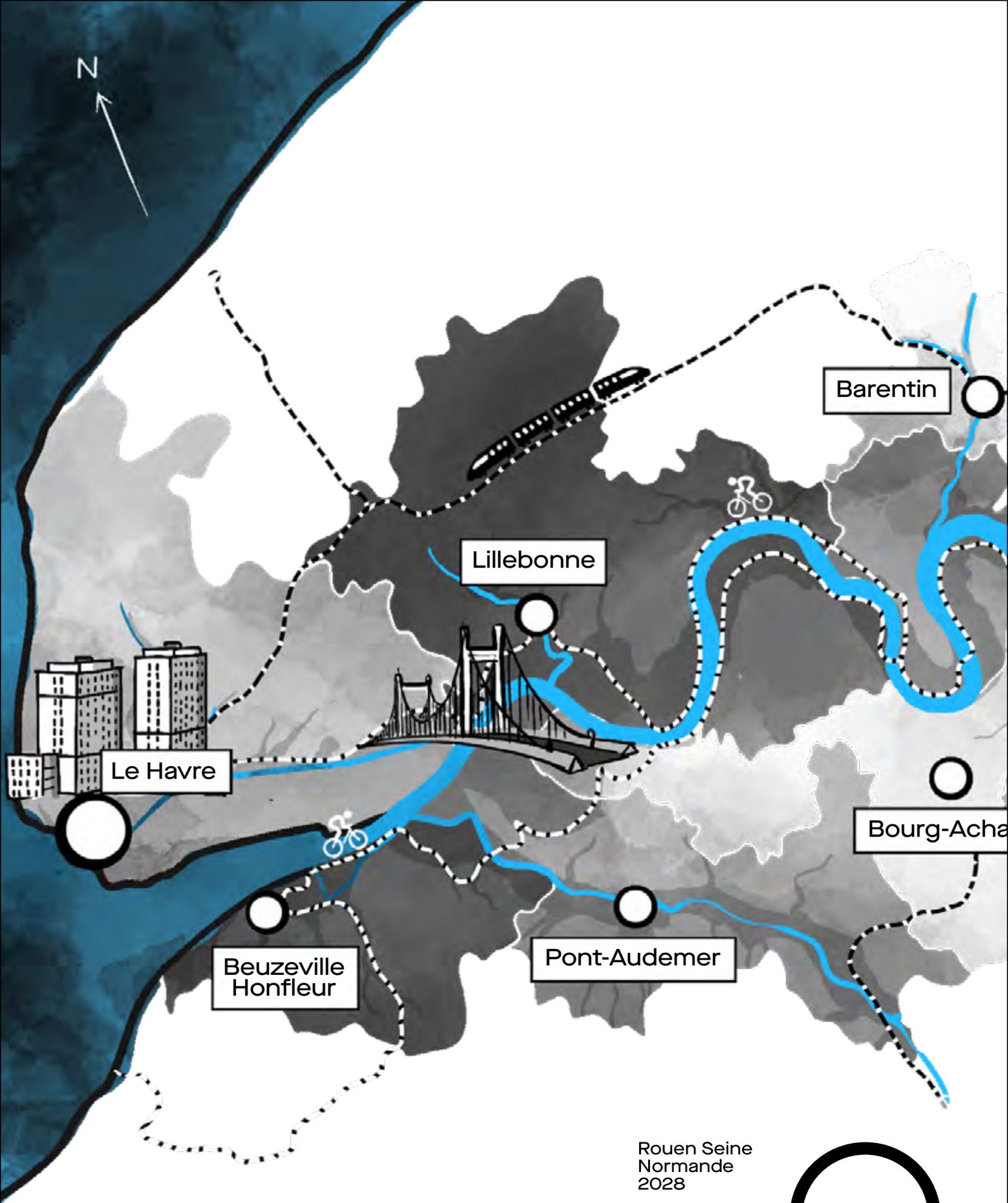


Bid
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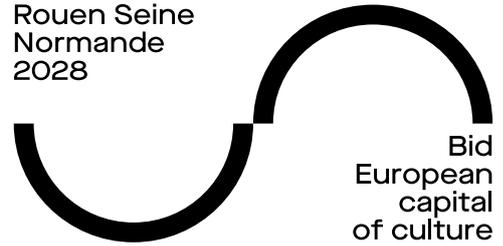
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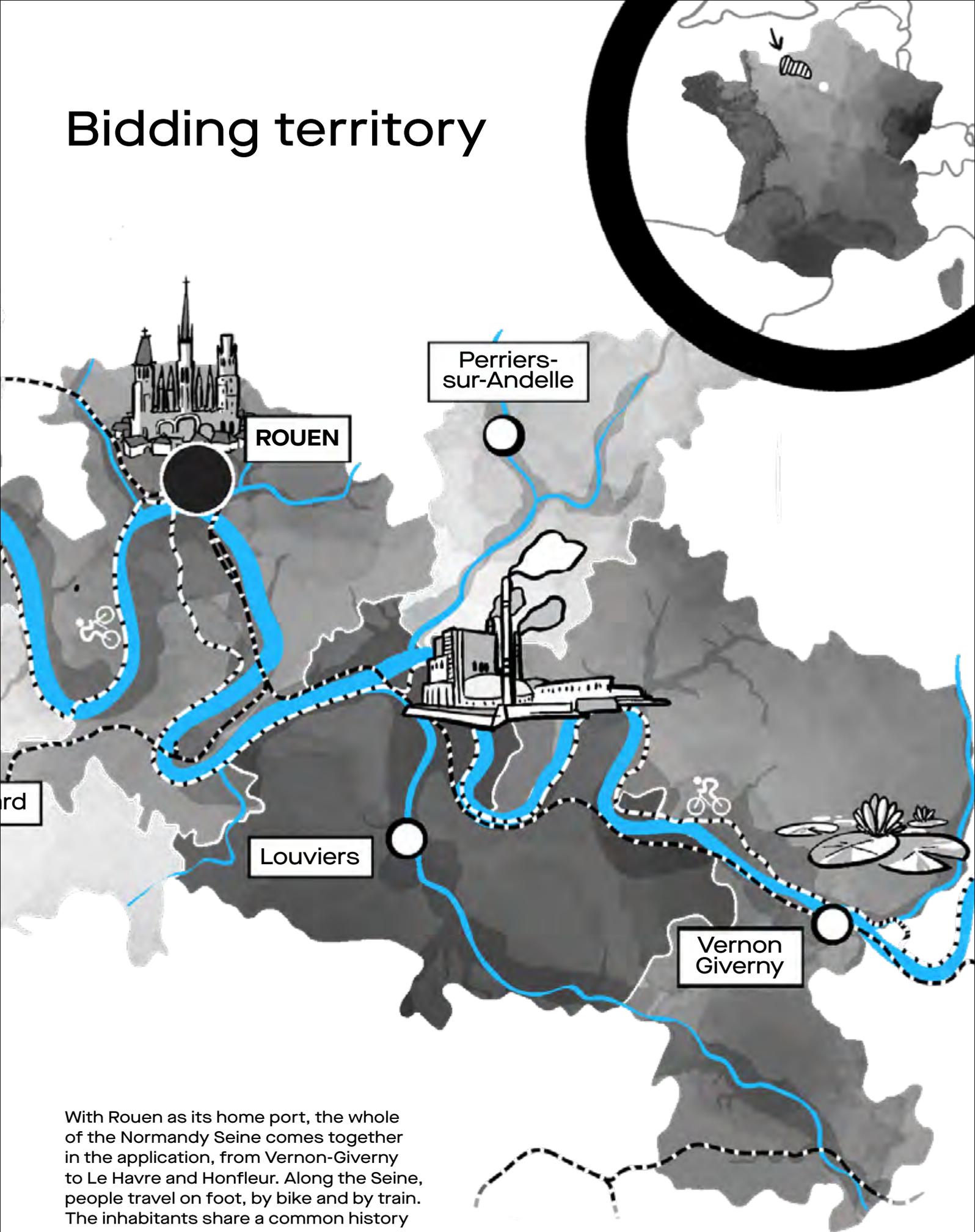
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Rouen Seine
Normande
2028



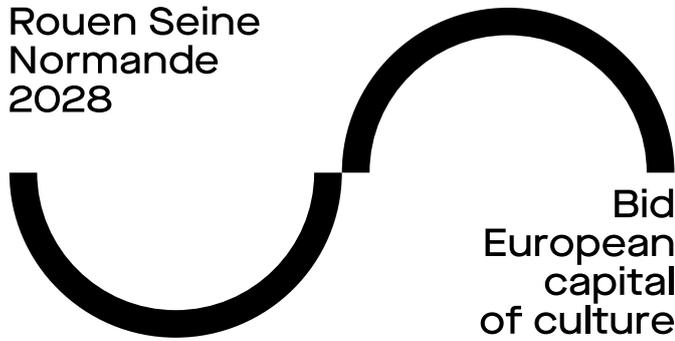
Bid
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capital
of culture

Bidding territory



With Rouen as its home port, the whole of the Normandy Seine comes together in the application, from Vernon-Giverny to Le Havre and Honfleur. Along the Seine, people travel on foot, by bike and by train. The inhabitants share a common history and destiny.





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Rouen Seine Normande 2028

Introduction

For Rouen, the candidate is a river – the Seine!

Rouen's roots are twenty centuries deep, with a valley that is a gateway to the world for Paris and Europe. Throughout its history, the city has struggled to reconcile three issues: ecology, with respect to our Seine River, which is our home and our link to the world; industry, technology, and science, which have lastingly impacted our landscapes and ecosystems; and people, with our industries marked by social upheavals.

Reconciling Nature, Science, and People is our local challenge. But it is also the challenge of the century for all of Europe. The situation is very serious. We believe that culture is the instrument for bringing these three themes together, to see them through their confrontation into dialogue and, ultimately, reconciliation. This is the message we want to send to Europe with our bid, in which Rouen is joined by a river: the Seine.

With the passing of time, Rouen has been deeply wounded. Some of these gashes remain unhealed and danger lurks nearby. The city was founded by the Romans on the Seine's right bank and still suffers from the divide created by that choice: The right bank is home to Rouen's medieval heritage and prosperous centre; the left bank is peppered by factories and working-class neighbourhoods. The industrial revolution exposed both the city and its river to heavy pollution, seriously damaging the ecosystem, and **industrial risks** are still to be found, with around a hundred SEVESO sites in

the Seine Normande Valley. The Lubrizol factory fire in September 2019 was an undisputable reminder of this threat.

Rouen was not spared by World War II and the economic crises in the decades to follow, along with globalization, were more than some industries could withstand, as evidenced by their industrial wastelands lining our riverbanks. From the Vikings going upriver to the migrations in the thirty-year economic boom following WWII to the triangular trade from our ports: The Seine Valley has always been a land of blends and flows. As seen everywhere in Europe, the influx of refugees from countries that are war-torn or in deep economic and/or social crisis triggers waves of solidarity, but also Identitarian ideological reactions, as reflected in elections with the rise of the far right.

In the 21st century, **the climate emergency** is tipping the scales: The Intergovernmental Panel on Climate Change (IPCC) has determined that, among European cities, Rouen is one of the most exposed to the dangers of rising sea levels. **Throughout Europe, our**

Q1&2 Why does your city want to compete for the title of European Capital of Culture? Has your city involved its surrounding area in this effort? Explain this choice

rivers are in danger – and pose a danger. While many whistle-blowers are raising the alarm and ecoanxiety is growing, there remains a disturbing level of distrust in science. In this valley, long a carbon-intensive realm, a successful ecological transition would require radical consumption restraint and profound changes, with social consequences that everyone must understand and embrace. In this port valley that is still largely working-class, industrial, and agricultural, “the end of the world” and “the end of the month” are often of equal concern.

The Seine and its tributaries have long ensured the prosperity of Rouen and the wealth of the valley. The second-largest city in the Kingdom of France in the 17th and 18th centuries, then the flagship of the textile and oil industries in the 19th and 20th centuries, Rouen is, to this day, the leading grain port in Western Europe.

Our city’s past, present, and future are inextricably entwined with the Seine. Our bid, therefore, represents Rouen, the Seine Normande, and the entire valley, from Giverny to Le Havre and Honfleur. Because we need to rethink our relationship with rivers, because this is a major ecological concern, because we need to establish a dialogue between river cities and estuaries in Europe and around the world, because we need to seek input from artists, scientists, citizens, young people. Our bid is earnest and urgent, one that necessitates forging new connections and repairing others.

Culture is decisive – a vital force in unifying, revitalizing, and relaunching a fragile

and rapidly changing region. Culture is indispensable – an essential vector for revealing, explaining, and poetizing the upheavals we are experiencing. Culture is a space for exploration and confrontation, celebration and emancipation. It swirls many elements into an expressive stream. What more natural embodiment, then, could it have than a river?

Thus we look to the Seine: not just as an inspiring backdrop or an exploitable infrastructure, but as the lead character in the story. A heroine who puts new spaces within reach and invites the world’s rivers, which are going through similar changes, to carve out, through culture, the bed of reconciliation. **The reconciliation of people with nature**, a prerequisite for the survival of humanity. **The reconciliation of people with one another**, from one riverbank to another, from one country to another, from one generation to another, essential to our living together. **The reconciliation of regions**, from metropolis to countryside, from local to Europe, necessary for pacification and peace. **The reconciliation of nature, science, and people**, especially through scientific culture, to better understand our environment, restore its meaning, and build a model of a sustainable, desirable society.

This path of reconciliation is not a straight line. It veers off into doubt, into reflection. It is encumbered by clashes. **We therefore suggest detours, meanders like those of the Seine, taking time** to embrace the complexity of the world; time to meet, to talk, to listen, to share emotions and knowledge.



The Seine is the main character of the story we are writing

Cultural profile: from heritage to imagination

Rouen, the cradle of Impressionism, dubbed “the city of a hundred spires” by Victor Hugo, is a city of outstanding cultural heritage and superb architecture, from the Gros Horloge to the Cathedral to the Place du Vieux Marché. The pedestrian streets lined with 2,000 half-timbered houses shelter countless corners that have stood the test of time, ground trod by Joan of Arc, Victor Hugo, Gustave Flaubert, Pierre Corneille, William Turner’s Travels, Jeanne-Marie Leprince de Beaumont, Marcel Duchamp, Simone de Beauvoir, Annie Ernaux, Claude Monet.

The city is brimming with matchless sights that draw visitors from across the globe. The Aître Saint-Maclou is one of Europe’s rare ossuaries with open-air galleries. The Maison Sublime is the oldest Jewish monument in France and undoubtably Europe. The Historial and the Tour Jeanne d’Arc tell the story of this heroine, from her origins to her legend to her final days in Rouen.

Rouen is a French station *classée de*

tourisme, a tourism destination of exceptional interest. In November 2021, it became the first and only French city recognized as a UNESCO Creative City of Gastronomy. In 2011, the French government designated Rouen and the Seine Valley as a City and Land of Art and History.

The Metropolis of Rouen encompasses 71 municipalities. Its cultural life is rich and varied,

Q3 Briefly describe your city’s cultural profile

with 165 performing-arts companies, nearly a hundred professional visual artists, twenty or so festivals, six learned societies, a dozen museums, an art school shared with Le Havre, and an art-house cinema that is part of the Europa Cinemas network that brings in 260,000 moviegoers each year.

Along the Seine and inland, many events showcase artistic practices: the Normandy Impressionist Festival and celebrations of literature and words, like Terre de Paroles, the Children's Book Festival, and Le Goût des Autres. Viva Cité for street arts, contemporary music at Rush, the circus arts at Spring, digital cultures at Exhibit. Events, too, focusing on cinema and dance. And every five or six years, the Armada, the world's biggest free gathering of sailing ships, draws millions of people onto the quays of Rouen.

But these cultural riches cannot hide the impoverished areas to be addressed. **We must**

make the local cultural ecosystem healthier and more fertile: Too few artists enjoy European or international renown. Many choose to leave this region, no longer finding the tools to help expand and excel in their arts. While all fields of cultural practice are present, contemporary visual arts are underrepresented. **We must improve alliances:** Cooperation between artistic practices through the Seine Normande Valley must be increased. We will strengthen collaborations on a European scale. Brexit put a damper on relations across the Channel. Europe must put itself back in the spotlight. **We must make this wealth visible and available to everyone:** promote the up-and-coming, encourage contributions, challenge exclusiveness. Those involved in the cultural life of Rouen and the Seine Normande Valley are too often the same people. Cultural opportunities are generally found in the major urban centres. The divide also resides in this distance between cities, metropolises, and rural regions.

The time for reconciliation

Reconcile. This is the watchword of the Rouen Seine Normande bid, the utopia to which we aspire, the keystone of our program. The Seine is its common thread.

Our path of reconciliation leads to and through the year 2028, then stretches beyond, to at least 2038. Let us open our eyes to what we owe future generations. Let us care for their ecosystems such that they may become places of welcome and quality of life, of comfort and inclusion. Culture, from upstream to downstream, along the river and along our path, is the foundation for this path.

Because we are looking toward 2038 from the outset, our program goes beyond the concept of events, waves on the water's surface, embracing instead the vale that the water carves – in depth, over time – that allows reconciliation to flow.

In our program, artistic practices interconnect, they nourish and respond to one another. The aesthetic themes already well-known in Rouen and the Seine Normande Valley, such as Impressionism, inspire new perspectives. The people join forces with local and European artists, stimulating the germination of new and imaginative ideas. Spaces for dialogue with science and cultural cooperation spring up all along the Seine. This participatory interdisciplinarity, this focus on sustainable and inclusive aesthetics that is central to our bid, echoes the founding principles of the New European Bauhaus.

Reconciliation is imperative in light of the social, climatic, and democratic emergencies we are facing. Nevertheless, we believe that addressing these emergencies must and will take time. Like the Seine, **our program's geography is rooted in this paradox of direct, urgent action and contemplative detours.** It incorporates experiential byways structured by:

- **a home port. Rouen,** the centre and impetus of the Capital dynamic, connecting the river to the sea, its banks to one another, the region to Europe,
- **ports of call along the river's meanders.** Welcoming ports all along the valley that invite Europe in.

Q4 Explain the concept of the program that would be implemented were your city designated a European Capital of Culture



Rouen Seine Normande 2028

01 Contribution to the long- term strategy

Enduring transformation

Everywhere, for everyone and by everyone: the guiding principles of the cultural policies of the city and metropolis of Rouen are central to the Capital project and encompass the entire Seine Valley. A long-term objective and commitment. We are reaching beyond 2028 to 2038.

Rouen is a city of 110,000 inhabitants surrounded by a metropolis that boasts 500,000 of its own. Cultural policies are established and implemented jointly and synergistically by the city and the Rouen Normandy Metropolis.

Since January 2021, the city of Rouen's cultural planning has followed a roadmap with three main arteries: **art everywhere, art by everyone and for everyone, art all the time:** an individual is an actor and not a spectator, in accordance with the cultural rights that we are championing. Space is created for laypeople to practice alongside professionals. The Rouen Normandy Metropolis also expressed its intentions in a document that was unanimously approved by the Assembly of the 71 municipalities in a vote held on 31 January 2022. It promotes **culture by everyone, culture everywhere:** Culture is an essential element of the social and ecological transition and must have a home not only in dedicated venues, but in public spaces, as well. These intentions will become a cultural policy in their own right, with 2030 as the objective, to be voted on in 2023. It will include such notions as equal opportunity in the choice of artists and reinforced and systematized collaborations between actors.

The bid for the title of European Capital of Culture thus serves as an opportunity to forge a more ambitious policy with a focus on Europe, particularly by creating **a cultural coalition of the rivers of Europe and the world.** So that the dialogue between the rivers begun on the path to become a Capital – embodied in our program by such concepts as our Round the World's Rivers event – goes beyond 2028, we are working with the NGO "Initiative for the Future of Great Rivers," which campaigns for rivers to be recognized as common assets of humanity, and are supporting the organization's advocacy with artistic and cultural expressions.

Reconcile by thinking long-term

For culture to help address the challenges we face, we must look beyond 2028. That means planning long into the future, the time to meander! The time of successive generations linked by ecological, social, economic, and democratic responsibilities, both locally and Europe-wide. The time it takes for knowledge and know-how to be developed, acquired, and passed on. **We thus make matters of heritage**

Q5 Describe the cultural strategy in place in your city at the time of your bid submission, including your plan to continue cultural activities beyond the year for which the title is awarded.



ALAIN AUBRY – METROPOLE ROUEN NORMANDIE

central to our plans. It must last long beyond the bid and the Capital year; it cannot merely involve new facilities or a flashy event, but newer, simpler ways of living together and anticipating the future. This entails new ways of designing projects. This is why we are creating a Seine Assembly, spaces for dialogue, cooperation, and cobuilding. For example, the invitation to the new rituals of High Tide will arise from a plethora of citizen initiatives that will invite, involve, and embrace artists. Seine Story will build bridges between schools, youth centres, sailing clubs, authors and libraries, the university. We believe that, beyond the artistic moment, **cooperative practices will constitute the Capital's most powerful legacy to future generations.** Training in participatory and ecological practices will be created and offered to this end.

Reconcile the territories in an unprecedented scope of cooperation.

The bid is an extraordinary opportunity to join forces around a common vision, to create and strengthen cooperation **embracing the**

European continent via our river cities and the Seine Normande Valley.

On this scale, there is no administrative or political authority establishing a single cultural strategy. The Normandy Region is implementing a strategy across its entire area. The Eure and Seine-Maritime départements are developing a policy closely aligned with their social initiatives. All three are members of the bidding body, the Association Rouen Normandie 2028. Going up the Seine to Paris, the "Axe Seine" process is a space bringing together the Île-de-France and Normandy regions, as well as the communities of Paris, Rouen, and Le Havre. Local authorities are cooperating on subjects ranging from industry decarbonization and developing renewable energies to culture and tourism, with joint initiatives having already begun in 2022, such as Nuit Blanche and museum partnerships. Thanks to our shared Capital objective, the major events that will mark the years to come are interconnected. This is the case for the Armada in 2023 and 2027, as it is for the upcoming 2024 and 2028 Normandy Impressionist festivals. Or even the festivities for the city of Caen's one-thousandth anniversary and the one-thousandth birthday of William the Conqueror, hosted by the Normandy Region and its partners, in 2025 and 2027.

Rouen, past and future



Sobriety at the heart of the Capital Year projects

Support, cooperate, transform: a Capital dynamic

Encourage emergence, improve visibility, forge partnerships, facilitate training:
The strategy we implement as part of the Capital year will strengthen the cultural and creative sectors.

Emergence

Create the right conditions for establishing activities in the city's territory, like "Seine Innopolis," the digital business incubator, with which we will build bridges with the digital arts. The "Créactifs" initiative, open to young people between the ages of 18 and 30, is in keeping with this intention by supporting projects, including cultural projects, introduced in the Rouen Normandy Metropolis area. In 2021, winning projects were in the fields of participatory urban planning, soft mobility, connecting musicians from Rouen and Kinshasa. Encouraging emergence also means providing long-term support to projects that create hybrid spaces. The creation of the third place called "DATA" is an excellent example of the convergence of public policy and trust given emerging local actors. As part of the Capital dynamic, **we will interconnect the various emergence-support tools across the Seine Normande Valley**. A thorough diagnosis of the existing system will be performed in 2023, including on the workspace component (workshops and live-in workshops), identified as a major shortcoming. We will then propose a development program, with young artists from the bid area prioritized for consideration.

European partnerships

They are essential for anchoring industries. Our priority will be young people, working with institutions like the ESADHaR art school, the school of architecture, the University of Rouen Normandy, the major French competitive-entrance higher-education establishments, as well as the *missions locales*, community aid projects that help integrate young people aged 16 to 25 into the workforce and society as a whole, and the Pôle Emploi, a public support service for the unemployed. There is already an inspiring example at work in the region: collaborations that are part of the "Local Integration and Employment Plan" involving artists, to build self-confidence in job seekers. All aspects of our programming are along these

lines. (Re)sources, Rainfest, and other such events will serve as opportunities to gather together environmental associations, European artists, businesses, art centres, social centres, academics, and more.

Visibility

A "renaissance" policy has been initiated to give new life to industrial wastelands along the Seine through artistic and cultural projects. Several proposals are being studied and will take shape in the years to come. They will bring the sector greater visibility by transforming the living environment. The familiar wine storehouse, known as Le Chai à Vin, was built in the 1950s and is the largest in Europe. It is now being assessed for possible transformation of this vast space into a home for artistic activities. By integrating projects such as Vertical River into the program, Capital is inventorying abandoned sites and wastelands throughout the valley and generating dialogue and brainstorming on the future of these sites between all those involved in regional planning and the arts.

Visibility also involves communication tools. Rouen Seine Normande 2028 will create a portal bringing together all the region's cultural and artistic opportunities, a project to be rolled out in 2024.

Hospitable businesses

The cultural and creative sectors will also be strengthened through **collaborations with the business world**. Financial or in-kind sponsorship is already in place for major cultural events (Un Été au Havre, the Normandy Impressionist festival, etc.), venues (the Rouen Opera, Varengeville Contemporary Art Center, etc.). In addition, the industrial issues of decarbonizing the economy, such as "Rouen Vallée Hydrogène," can intersect with innovative cultural projects, such as the hydrogen-powered boat of the Sens de Barge non-profit organization that we support and which will join forces with us from 2024 to 2028. With the bid, we are transforming very diverse companies into hospitable businesses that can

Q6&7

Describe the policy for capacity-building in the cultural and creative sectors, including through the development of long-term relationships between these sectors and the economic and social sectors in your city. What place does the "European Capital of Culture" initiative have in this strategy?



ALAN ALBRY - MÉTROPOLE ROUEN NORMANDIE : FORÊT MONUMENTALE

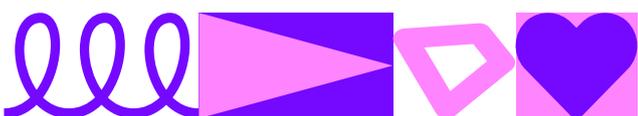
host artists and artistic creation: residencies, exhibitions, shows, performances. As an example, Room with a View will take over a number of business premises.

Training

“**Objectif Droits Culturels 2028**” (Objective Cultural Rights 2028) is a group that formed in 2021 to hold training sessions open to people working in the youth, social, and cultural fields, and to local government and service agents, elected officials, and similar members of society. More than 150 people have already been trained. This process will continue, allowing an increasing number of stakeholders to incorporate these rights into their projects.

Working with local talent

« Lanimea » animation school is unique in Normandy. It prepares students for careers in cartooning. Located in a former wasteland redeveloped in Caudebec-lès-Elbeuf, it aims to professionalise its students in a market that is looking for talent, with two jobs available in France for each graduate. Rouen Seine Normandie 2028 and Lanimea have entered into collaborations, part of the European Capital of Culture approach. From the 2022-23 academic year, the students will be asked to produce content related to the themes presented in the application file. We are also preparing student exchanges with other European countries, notably the Czech Republic, and will have young graduates working on one of our prototypes in 2023.



Culture is a right and the public space belongs to it

The Capital project reserves a central place in the public space for artists, demonstrating respect for cultural rights.

A city built with artists

After these years of successive lockdowns and restricted contact, we crave moments of sharing and togetherness more than ever. While private space is consuming a growing part of our lives, such as through the development of home entertainment and the spread of teleworking, we believe that reconciling territories also means going out and again occupying our public spaces, the places that we have in common on both sides of the Seine. Our programming strongly promotes this position through events like Oxbows and Open Sky, Round the World's Rivers, Rainfest, and Bends and Meanders. These locally based events will continue to be held after the 2024/2028 period, making public spaces even more welcoming. And because building the city is a highly cultural act, the Capital path shines a spotlight on the obvious and essential connection between culture and urban-planning projects. We are the public voice for the need to continue implementing measures like France's "1% Public Works," committing at least 1% of the budget for public works to artistic and cultural activities in the public space. We embrace this role of instigator and catalyst to involve artists in all urban development operations.

Thinking beyond audiences

The bid area is home to more than one million people, nearly half of whom live in the Rouen Normandy Metropolis, where one person in five is aged between 16 and 25. It encompasses 16 "priority neighbourhoods" (a French governmental term designating socioeconomically challenged districts) that are home to 47,800 inhabitants (nearly 10% of the Metropolis population). Two of these neighbourhoods are among the poorest in mainland France. Forty percent of the population of these neighbourhoods is under the age of 25, and nearly half the inhabitants live below the poverty line and face multiple challenges (unemployment, training, distance from urban centres, etc.). The Metropolis also has 45 municipalities with fewer than 4,500 inhabitants: a degree of rurality that involves energy poverty, mobility problems, and reduced access to public services.

The great majority of the population takes insufficient advantage of traditional cultural venues, be it due to unawareness, lack of interest, or other impediments, such as prices and mobility. **The Capital strategy prioritizes those persons termed "impeded" or "non-audience" and especially young people.**

Most of our programming will be extramural and free of charge. Furthermore, each visitor will be able to experience all the Capital's artistic opportunities without needing to use a private vehicle. We have already approached public transport operators, such as Transdev, which manages public-transport networks across the area, the French rail service SNCF, as well as cycling associations. One of our prototypes, with the Hehel collective, will begin tackling this issue head-on starting in 2023. **By fast-tracking the development and expansion of cycling infrastructures (such as the La Seine à Vélo route) and fostering new partnerships between transport operators and social and cultural structures,** Rouen Seine Normande 2028 is transforming the region.

If culture is a fundamental right, the people of this area have this right and can – must – claim it. **Our bid champions not only its program, but a methodology based on Cultural Rights** as defined by the Fribourg Declaration of 2007. They are essential elements on our path to reconciliation. It is also natural and logical that, in the fall of 2022, the city of Rouen and the Rouen Normandy Metropolis adhered to the principles of the Faro Convention (the Council of Europe Framework Convention on the Value of Cultural Heritage for Society), because **cultural heritage is an essential resource for human development, supporting cultural diversity, and promoting intercultural dialogue.** This gives full meaning to our Archipel, a community of places flowing throughout the territory and implementing cultural rights.

By virtue of its very principles, the Capital programming contributes to the region's long-term transformation. By designing crossdisciplinary **"metaprojects"** to which local actors will be invited to contribute, in keeping with the spirit of European and local cooperation, the programming brings together the cultural and creative sectors, spreading their influence beyond the rivers and intensifying resource-sharing and communication.

Q8 If your city is awarded the title of European Capital of Culture, what do you think will be the cultural, social, and economic impact on the city, including in terms of urban development?



Strengthening mutualisation and exchanges

A Seine Assembly for an open Capital

What if the inhabitants decided for themselves the best way to design and evaluate the project's roll-out and progress?

We are creating a Seine Assembly

It is the cornerstone of civil society's involvement in the Capital, from project design to monitoring and evaluation. It is made up of all the people who took part in one or more stages of the bid's production. The Assembly is a blend of backgrounds and artistic practices, with entities from all over the region. There are intermediary bodies and residents, businesses, scientists, and artists. It will work in conjunction with the local COP21 of the Rouen Normandy Metropolis and with the participatory bodies of the Seine Normande Valley regions. This open space for dialogue and proposals will begin working in the spring of 2023, as soon as the panel's report is submitted on our bid in the pre-selection phase. The Assembly's purpose is twofold and clear: First, to help us understand and act on the panel's recommendations; second, to work to enrich our programming, particularly our metaprojects. It meets in plenary session three times a year.

The Seine Assembly is also operational through several groups we are forming, with specific objectives:

■ The Wisdom Council

Composed of young people aged 13 to 17, involved through the network of secondary schools, youth and culture centres, community programs, etc. It will monitor the **Future Generations** dimension of the Capital and we are accountable to this Council. It will also make proposals: cultural projects, training, advocacy, etc. Working with the Normandy Chair for Peace dedicated to the Rights of Future Generations (DGF), we incorporate the DGF indicators into our monitoring/evaluation of the Capital. A Master's student is currently working on these topics as part of the bid team.

■ The Archipel

A group made up of many different civil society entities covering the entire region: libraries, third places, social action centres, youth and culture centres, non-profit organizations, etc. The cartography of this Archipel is scalable and will expand and grow as the Capital spirit spreads. The direct relationship of its members with the people in villages, neighbourhoods, etc., makes these places of mediation central to the implementation of cultural rights. We will involve them in the monitoring and evaluation of the production methods of our cultural and artistic programming. **In our program, its involvement is indicated by the "participation" icon.**

■ The Citizens' Collective

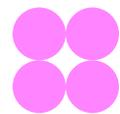
Born of the Citizens' Assembly of the city of Rouen and created on the basis of representativeness criteria (socio-professional category, place of residence, age, equal opportunity, gender equality, etc.). Starting in the first quarter of 2023, the collective will determine the guidelines of citizen monitoring/evaluation from our home port: questions and indicators, formats, timelines.

In partnership with structures already having operational evaluation systems (urban planning agencies, tourist office, statistics institute, university, etc.), we will train the Seine Assembly in the principles and methods of qualitative and quantitative evaluation, starting in 2023.

Furthermore, several dimensions will be closely monitored by the Capital team and will be included in the specifications for each project. We see these as imperatives. Monitoring will take different forms, such as dashboards and quantitative and qualitative surveys. The open-data platform being created will make it possible to collect useful data for monitoring our indicators.

The year 2024 will be the benchmark year for all monitoring/evaluation. The year 2023 will be devoted to collecting the data sources to be used.

Q9 Briefly describe your monitoring and evaluation plan



Citizens will define their own monitoring and evaluation criteria.





Reconciliation indicators

	Indicator	Partners	Challenges
IMPERATIVE	Reconciling people, regions		
	Gender equality	<ul style="list-style-type: none"> Normandy Gender Equality Observatory (proven methodology, scientific advice, data) 	<ul style="list-style-type: none"> Design, Production of projects / Audiences / Residencies
	Youth involvement	<ul style="list-style-type: none"> Socio-cultural entities, educational institutions, student associations 	<ul style="list-style-type: none"> Participation and involvement, profiles (age, social centres on Rouen's right bank/left bank, priority neighbourhoods, urban or rural, etc.), conditions for involvement Earning EUROSCOL designation
	Involvement of marginalized groups	<ul style="list-style-type: none"> Intermediate structures (community and social centres, aid associations, etc.) 	<ul style="list-style-type: none"> Furnish information and appropriate sites for involvement Active participation in our artistic and cultural program
	Involvement of cultural entities	<ul style="list-style-type: none"> Cultural entities in Rouen and the Seine Normande Valley, River-Cities, networks (CreArt, IN SiTU, Culture Next, UNESCO, etc.) "Cultural professions" Master's: surveys in 2024 / 2026 / 2029 	<ul style="list-style-type: none"> Typology, projects, temporality, geographic origin, discipline Characteristics of cooperation as part of the Capital path Training in cultural rights and methodologies to help people actively participate
	Location of Capital events	<ul style="list-style-type: none"> Communities along the Seine, river-cities, Tourist Office 	<ul style="list-style-type: none"> Event types and frequency, audiences present Quality of information on the geography of our program
	European dimension	<ul style="list-style-type: none"> River-Cities, sister-city associations, university, European Movement, Normandy Region, etc. Czech city winner for 2028 	<ul style="list-style-type: none"> Involvement of entities in art and culture (inside or outside the networks), involvement of our youth network, co-constructed projects Co-assessment on shared questions and indicators
IMPERATIVE	Reconciling science and people		
	Involvement of scientific structures	<ul style="list-style-type: none"> Educational sites/institutions (university, schools, training centres), learned societies, popularization entities 	<ul style="list-style-type: none"> Involve in project design Scientific sessions in addition to the program
	Involvement of companies	<ul style="list-style-type: none"> "Attractiveness" agencies, business clubs, etc. 	<ul style="list-style-type: none"> Number and methods of participation: sponsoring companies, host companies, etc.
IMPERATIVE	Reconciling people and nature		
	Consideration of ecological issues in designing projects	<ul style="list-style-type: none"> Ad hoc working group formed in September 2022 (Rouen, Metropolis, Office de Diffusion et d'Information Artistique (performing arts development office), Normandy Region, Energy Management Agency, university, National Drama Center, local artists) International ISO20121-type standard 	<ul style="list-style-type: none"> Research-initiative dedicated to the cultural and creative sectors Carbon footprint of the Capital path Implementation of Awareness/Accountability/Training initiatives
	Mobility	<ul style="list-style-type: none"> Tourist Office, Communities, SNCF, mobile phone operators, etc. Audience travel survey (2024/2028) 	<ul style="list-style-type: none"> Origin of audiences, modes of transport Creation of new mobility offers linked to our programming

Rouen Seine Normande 2028

02 Cultural and artistic content

One river, many rivers

Inspired by the Seine and its meanders, the program for the Capital year creates a network across the bid area and opens to other rivers in Europe and around the world.

Our bid flows physically, geographically, historically, and ecologically between the banks of the Seine. Everything brings us back to this river. We embrace it as a unifying theme for our vision.

The bonds of reconciliation will be woven with this common thread. This reconciliation, with nature, with the regions, between people and populations, with science and knowledge, is nuanced and appears in dramaturgical focal points that were revealed and further clarified during the preparatory discussions with residents: First, **the risks**, more present than ever in the future of the river: industrial risk and ecological risk as an echo of the artist's risk-taking. **The story**, because the river tells stories to be discovered, shared, and passed on to future generations. **The savoir-faire**, because it indicates a direction and ensures the passing down of knowledge, and **the expression** thereof, the intention of the artist or the researcher, what brings us to care for others and for nature. **The inspiration**, as the river is its source. **The landscape**, which both shapes and is shaped by the women and men who live by the water, in the lands of the tributary valleys that join the river.

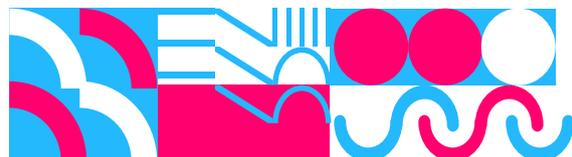
Along the river, Rouen is the home port, to which are added nine Ports of call.

Upstream to downstream, they are:

1. Vernon-Giverny
2. Gaillon
3. Les Andelys
4. Poses – Pont de l'Arche
5. Elbeuf
6. Rouen
7. Duclair
8. Rives-en-Seine
9. Quillebeuf
10. Le Havre – Honfleur.

Each of these Ports of call opens onto points of interest and Capital moments.

Q10 What are your artistic vision and strategy for the year's cultural program?



The dialogue of the rivers shines a spotlight on Europe

Through partnerships with the European river-cities with which we work, through the themes covered, or by inviting European artists, Europe and the Seine are in the spotlight at every moment of our programming.

The rhythm of the tides throughout the year

The tides make their presence felt as far as Rouen, the high tides set the rhythm of the region's life. We will make them our timekeeper so as to be present throughout the year, by alternating the focus between our various regions. The Overture will involve the entire population, from Giverny to Le Havre, and our Ports of call will take part in the pacing of our year 2028.

Cocreative method: cooperation and outreach

Most of the program elements will be carried out by the Seine Normande's cultural entities, who are the best qualified to ensure their relevance and assess their long-term potential,

The strong presence of European artists in all the program's projects will avoid having works and crews that merely travel a circuit, with known ecological costs and artistic limits, but will be based on long-term residencies and meetings with the artists and other talents from our region,

No works without reaching out to the people, to local residents. The ways people can be involved will be as diverse as the program elements themselves. But the choice of venues, themes, temporalities, and the analysis of the impacts on ecology or inclusion will be further nourished by dialogue with civil society through special tools we are putting into place for this purpose.

Detours, echoes and reconciliation

From Rouen, cross-disciplinary projects will structure the program's overall direction, traveling projects will stop throughout the region, and the cities and countryside will be woven together with diverse artistic threads, some that repeat, some we only see once. The artistic disciplines always intersect, nourish one another, echo one another. Even beyond the artistic domain, the projects envisioned will crisscross the scientific, academic, and economic realms. Because crossdisciplinarity, by its very nature, decompartmentalizes activities, as well as our ways of designing them, thinking about them, and how we see ourselves in them. It fosters better dialogue with different groups of people, better understanding of varied local issues: reconciliation through restoring and reinventing our relationship with the river, through the places made for future generations, through passing on shared knowledge.

The European dimension is omnipresent: Our river-cities work with us on this, particularly on the curation, support, and participation of artists in citizen projects. Young people are also a fundamental and constant dimension.

Just like invariants such as gender equality and eco-design: Each project will meet specifications that make implementation dependent on these precious themes of sustainability, cultural rights, Europe, cooperation, and youth.

Q11 Outline the structure of your cultural program, including the scope and variety of activities/main events that will be the year's highlights.

Three parts

1. **The long term**
2. **Roaming the Roads and Rivers**
3. **Here, there, and everywhere**

Caption



THE PARTICIPATION ICON

indicates projects that involve the public in the design process



The # signals the dimensions of our strategy to which each proposal responds

PARTNERS have agreed to be listed

 European partners

Rivers Dialogue





Pechora

The Normandy Seine shares contemporary issues with other European rivers: rising water levels, floods or droughts linked to climate change, questioning of the development model and economic activities of industrial valleys, questions linked to residential areas and modes of transport...

Volga

Niemen

Dnipro

Don

Vistula

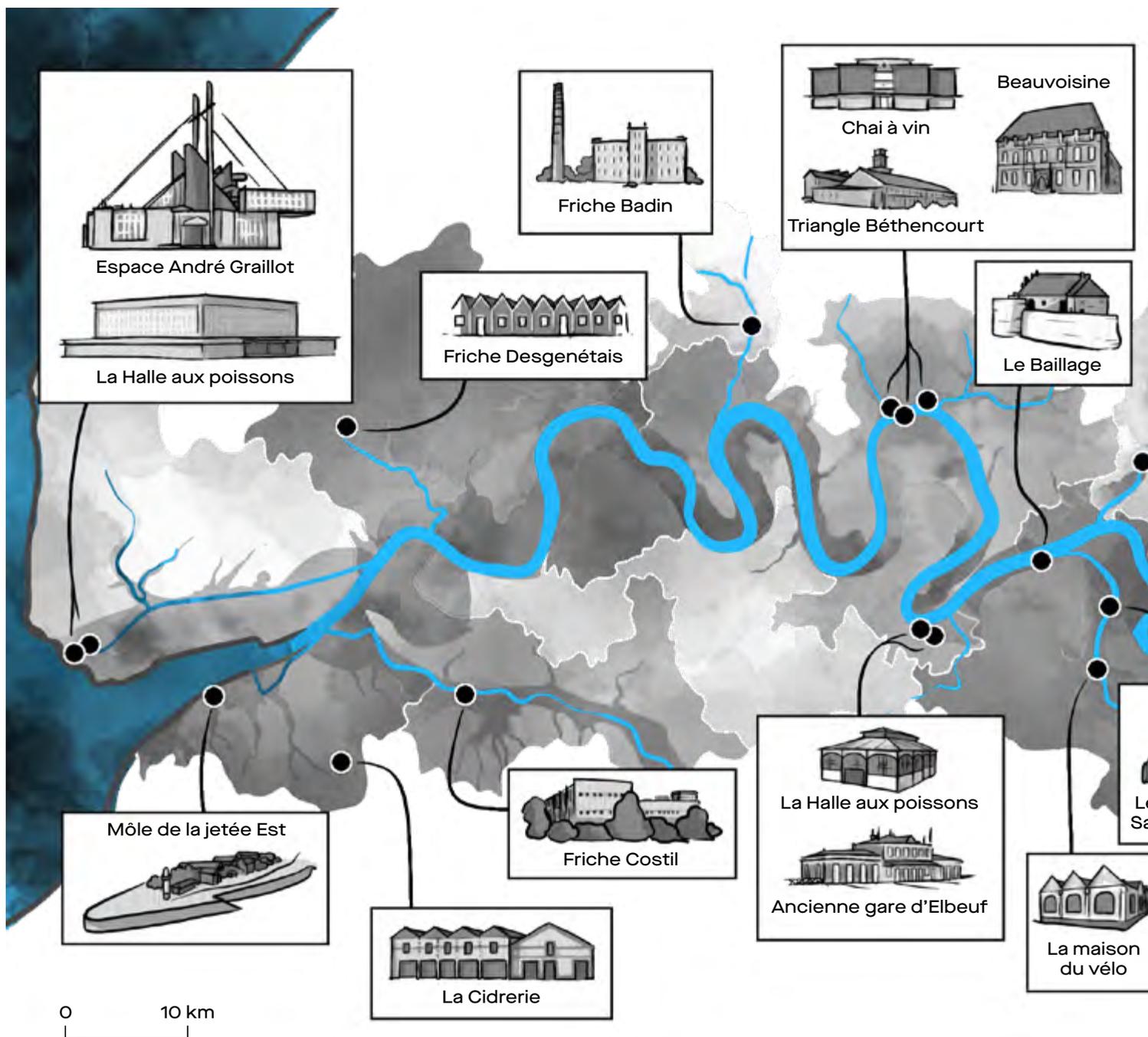
Dniester

Treska

1. The Long Term

The cross-disciplinary projects are the structural lines that cross the entire bid area. Each incorporates festive events, installations, performances, and more, in a great blend of disciplines and points of view. They are prominent features of the bid, tracing its consistency and guiding its intricacy.

Notable wastelands



Vertical River

When? From March to October

Where? Along the entire course of the Seine.

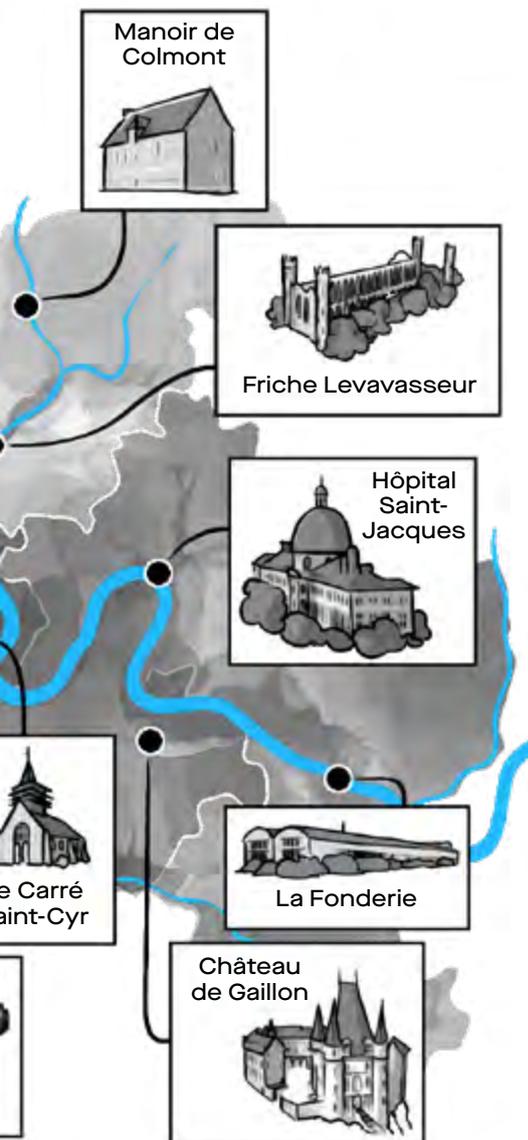
Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #INDUSTRY #EUROPE

Impact: #COOPERATION

PARTNERS: Le Forum – Maison de l'architecture, Normandie Images, L'Éclat, Le Tetris / Haropa, VNF, Smedar
 ● Kaunas cultural partners, Hanovre, České Budějovice, Brno, Aveiro.



GUILLAUME PANICHAULT, DE VISAGES EN MÉANDRES



Immersive monumental experiences showcasing digital arts, video art, sound installations, urban arts, light creations, and more. Vertical River takes over sites that are themselves exceptional, both by displaying works on their facades and entering often-little-known interiors, taking visitors on an immersive journey from wasteland to industrial site, from port to silo, putting both their history and their future into perspective.

With the decarbonization of economies and the appearance of new industrial processes at top of mind, a significant number of these sites are undergoing, seeking, or taking part in redevelopment. Vertical River is an opportunity to discover, understand, and question the implications of the changes in progress.

Seine Story

When? From March to October

Where? Along the entire course of the Seine.

Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: Centre dramatique national, Hangar 107, La Factorie – Maison de la poésie de Normandie, Festival du livre de jeunesse Rouen
 ● Norwich, Ceske Budejovice, Broumov, Aveiro, Hanovre, Skopje.

PT Works of street art putting giant words in the landscape, listening stops offering immersive experiences from panorama viewpoints on the Seine or its banks, multidisciplinary opportunities to (re)discover our multifaceted relationships with rivers, boats that make words from sails on the river, installations created with those who live with the river night and day, and more.

Literature has deep roots and a long history in this area. Seine Story will showcase this heritage by working closely with all the entities in the “book” sector and will also



THE PARTICIPATION ICON indicates projects that involve the public in the design process

The # signals the dimensions of our strategy to which each proposal responds

PARTNERS have agreed to be listed. ● European partners



The river Seine, reconciling uses

heritage sites, interactive exhibitions, etc.

Many protocols will be implemented to help people, particularly the younger generations, reestablish a healthy, sensitive relationship with their environment, a prerequisite for building a liveable and living future.

welcome future kinds of storytelling. This takes the form of author residencies, word collections, works of remembrance, script competitions on the theme of the river's legends. It invites people to come up with new creative expressions, new legends and mythologies around the figures of the Seine: Sequana, Gargantua, Saint Romain and the dragon, the Tidal Bore, the legend of Les Deux Amants Mountain, the sunken island of Belcinac, the Viking treasure of the island of Oissel.

It is designed to get residents involved, especially children: A call for projects targeting young audiences will be put out prior to the Capital year. The most promising short stories, comic strips, short films, digital experiences, etc., created as part of this initiative will then be produced with the support of international-level tutors, as well as help from graduate schools, such as Lanimea, Elbeuf's animation school.

On the 2023/2028 path, Seine Story is paralleled by a lineup of gatherings on the themes of European rivers (2022: symposium on industrial rivers with input from Portuguese, Czech, and French researchers / 2023: (Assises du Fleuve) River Conference / 2024: roundtables with the NGO "Initiatives for the Future of Great Rivers" / and much more)

(Re)sources

When? From March to October

Where? Along the entire course of the Seine.

Reconciliation: #SCIENCE

#ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: maisons des forêts, Forêt monumentale, Nos années sauvages, parc naturel régional des Boucles de la Seine normande, AFES  Aveiro, České Budějovice, Norwich, Broumov, Kaunas cultural partners.



(Re)sources takes our imagination beyond anthropocentrism. Extramural artistic creations challenge our relationship with the environment's resources: exploitation? dominance? cohabitation? Poetic rituals that combine artistic disciplines compose a fresco of reconnection with nature and, through looking and listening, with empathy and humility, forge a new coexistence with the non-human, plants, and animals. Artists from Europe and the Seine Normandie Valley jointly create works and performances to help us think differently about natural resources – water, soil, forests, air – , in a skillful mix of science and the arts: participatory science centered on landscape observation, sessions on wild fauna and flora at historical

Round the World's Rivers

When? From May to September, every weekend

Where? At the Ports of call along the course of the Seine.

Reconciliation: #RIGHT BANK LEFT BANK #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: communities of the Seine Valley and their socio-cultural operators: music schools, performing arts companies and venues of the ports of call territories...  Our river-cities network, České Budějovice.



While Rouen serves as the home port of the bid, the communities bordering the Seine are active partners. Depending on each region's unique characteristics (geography, history, heritage) and needs, sectors have been identified, each symbolized by a Port of call, an entry point into the Capital, with emphasis on intermodal travel and development of soft mobility infrastructures. Each Port of call will feature its own special program that appeals to all the senses and showcases its many unique characteristics, all in a way that complements other aspects of the project.

From upstream to downstream, the ten Ports of call are as follows: Vernon-Giverny, Gaillon, Les Andelys, Poses – Pont de l’Arche, Elbeuf, Rouen, Duclair, Rives-en-Seine, Quillebeuf, Le Havre – Honfleur.

Round the World’s Rivers is a progressive activation of these Ports of call, a traveling cultural serial, from May to September, putting each Port of call in the spotlight, one after the other, with a common symbol: the RIVER.

Each Port of call will invite a river from around the world, from Europe, or from our river-cities. It could be the Niémen, the Wensum, the Elbe, the Danube, the Maroni, the Nile, or the Amazon. This invited river will be the catalyst for many moments of shared learning and enjoyment (history, food), artistic discoveries, travel tales and ideas, and, of course, celebrations (open-air and indoor dances, scenography, music, etc.) and discussions on questions of risk, industrial transition, and desirable futures.

Ten temporary shores for ten passing pairings that honour the rivers as our common assets.

Each “Port of call Opening” must comply with a protocol that has been codeveloped with the communities bordering the Seine: cultural rights, free admission, citizen involvement, festive and transgenerational dimensions, local foods. Each project will be overseen by a curator recommended by Rouen Seine Normande 2028, and in direct contact with the guest river.

Bends and Meanders

When? From March to October

Where? Along the entire course of the Seine.

Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: Transport operators (Transdev, SNCF, etc.), Le voyage métropolitain, Living Lab, Atelier 1.1, cycling associations  Aveiro

“Slow trains” for disused tracks, artistic ferries crossing the Seine, ziplines, bike paths through the fields – will let each visitor explore the entire bid area, including routes connecting our ten Ports of call using alternative forms of transportation to private vehicles.

Getting to know a region in one’s own way comes from being able to explore it differently. In addition to the communication and mediation campaigns for soft mobility already underway, which will expand substantially by 2028, Bends & Meanders is designed to improve upon existing soft-mobility options by having guest artists create routes that are not yet well-developed.

Who knows? Perhaps these alternative modes of transport – the most poetic, the wildest (that nevertheless involve very serious engineering work) – will constitute for some the prototypes for new modes of mobility in real life!



High Tide

When? Throughout the year

Where? At each high tide, throughout the bid area.

Reconciliation: #RIGHT BANK LEFT BANK #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH



Like the bonfires of Saint John, carnivals at winter’s end, chilly ocean swims on New Year’s Day, or other traditions that serve as rites of passage, we give residents the chance to gather together everywhere across the bid area to invent – on the scale of their choice – playful group rituals that express their diverse identities. This is a way for us to create new, joyful, collective moments, reasons to come together, as we do for block parties, community parades, or cleanup days around public parks and roadsides.

These rituals will take place each month at high tide, a moment in time that has already long been part of the life of the region’s population, a time whose effects remain visible and tangible. High Tide will therefore take place regularly throughout the year. Some rituals may be one-offs, others occasional and ever-evolving, and we aspire to create challenges between design teams and to have at least some of these rituals continue long beyond 2028.

The purpose of this project is to allow each citizen (alone or through an association, school, profession) to take an active part in the Capital adventure.



THE PARTICIPATION ICON indicates projects that involve the public in the design process

The # signals the dimensions of our strategy to which each proposal responds

PARTNERS have agreed to be listed.  European partners

2. Roaming the Roads and Rivers

Our program features a number of projects that stop along the water or near it. Nomadic projects that will come to where the people are, in addition to the projects under “The Long Term” above.

Rouen Seine Normande 2028 intends to be a resource for the region’s creative and cultural actors: consolidating and expanding their influence and exposure, fostering more numerous and diversified collaborations. **Emphasizing their events in our programming** also contributes to this objective: Capital strengthens roots on both the local and European levels.

Seine de Cirque: A great traveling circus show held in conjunction with the SPRING International Circus Festival hosted by the Elbeuf Cirque-Théâtre, officially a National Circus Hub (Pôle national Cirque). Like traditional circuses that crisscross the countryside to reach new audiences, a river caravan (composed of several barges) will present new forms of circus arts and entertainment and float down the Seine in the spring of 2028. The show will be regularly updated with guest European artists invited to join the troupe. This floating caravan will be invited to continue its journey through Europe after 2029.

European Rush: A traveling European electronic-music festival on the Seine organized by Le 106, a leading contemporary music venue in Rouen. Guest “Bateaux Clubs” invited from across Europe introduce up-and-coming artists.

Other examples are roaming open-air cinema events (supported by film festivals), open dance nights for the public (developed by the Centre Chorégraphique du Havre), etc.

We will also develop strong collaborations with the **Normandy Impressionist** festival. This event, held every four years, is the Normandy Region’s tribute to the famous artistic movement born here over the course of the 19th century. It features exhibitions, contemporary creations, speakers, workshops, photographs, stage plays, concerts, and events with very forward-focused energy. The 2028 festival is the chance to give the event a stronger international flavour and a more cross-disciplinary character.

These projects co-constructed with local operators will be springboards for a dense program in all artistic fields - programming focused primarily on and around meanders of the Seine. It is premature to describe the content and major themes (see question 13). Naturally, we will be certain that they are strongly anchored in the region with dynamic ties to Europe, particularly our associated cities and river.



ALAIN AUBRY - MÉTROPOLÉ ROUEN NORMANDIE



Inhabiting
the Seine

Architectural currents

When: From February to April.

Where: Along the entire SEINE route.

Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: Maison de l'architecture de Rouen, ESADHaR, school of architecture, photography centre, Science Action Normandie  Kaunas (UNESCO Creative City), Aveiro

An in-depth, entertaining exhibition on the dialogue between habitat and water: floating houses, pilotis, Dutch experiences, Venice, the lagoon habitats of Africa or Asia, and more. The exhibition, travelling during the year 2028, will take the form of mobile structures, transportable by road and river.

Through the history of architecture, exploration of contemporary research and innovations, and drawing inspiration from experiences around the world, Architectural Currents raises awareness and encourages anticipation of risks. The IPCC reports are conclusive. Global warming will have serious consequences on river basins over the course of the century: 12.9 million Europeans live at two meters above sea level. Rouen is directly impacted by this phenomenon. Between 2050 and the century's end, 1,200,000 Europeans could be forced to leave their homes, particularly in the Netherlands, the United Kingdom, Germany, and France. This exhibition will foster greater awareness and will be an opportunity to consider new ways of inhabiting the land and living with these risks.



GUILAUME FRANCHALLI, DE VISAGES EN MÉANDRES

Know With the Flow

When: Year round

Where: Throughout the bid territory.

Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: University, Science Action Normandie



A cross between an open university, a scientific conference, and advocacy, Know With the Flow events are spaces for sharing knowledge in which everyone's right to express themselves is respected, which create new ways to express and learn, with listening given pride of place, combining knowledge from the university sphere and the far-too-neglected sphere of personal and professional experience.

These gatherings take place every month and travel from city to countryside, hosted each time by a supporting establishment (library, youth centre, third places, theatre, business, etc.). These events are both an artistic experience and a knowledge experience. Each



evening has a theme, a word brought to life by a constellation of voices. The people who take the floor (6 to 8) all have knowledge to share: they are researchers, residents, people acting in the field – and are given support in advance to build the narrative of what they have to share. They are identified and recruited via the members of our Archipel (third places, libraries, CCAS [community social action centres], non-profit organizations, MJC [youth-oriented cultural centres], citizen bodies, etc.)

At each event, an artist is invited give performances (dance, music, drawing, etc.) throughout the evening, expressing the chosen themes.

These gatherings will be prototyped starting in 2023 and will be rolled out throughout the 2024 and 2028 path to continue beyond the Capital year. The first cycle of gatherings will focus on the theme of nature.



THE PARTICIPATION ICON indicates projects that involve the public in the design process

The # signals the dimensions of our strategy to which each proposal responds

PARTNERS have agreed to be listed.  European partners

3. Here, there, and everywhere

The Capital year will be peppered with major events, drawing attention to Rouen and the Seine Normande valley, season after season, and showcasing the reasons to discover the region, or revisit it again and again.

Turner's Travels

When: February to June

Where: Rouen

Reconciliation: #EUROPE

Impact: #COOPERATION

PARTNERS: Tate Gallery in London, Musées des Beaux Arts in Rouen, "Axe Seine"

This major retrospective, hosted by Rouen's Musée des Beaux Arts in collaboration with the Tate Gallery in London, is an opportunity to show how Europe, with its forward thinking and fascinating people, has always crossed the Channel. It will showcase Turner's Travels's travels through Europe.

Englishman William Turner (1775-1851) was an Impressionist painter before his time. His work expresses his refined perception of light and atmosphere and his interest in visually translating modern reality through an informal style. These are important issues that merit discussing this great artist and his role as an English component of Impressionism.

La Ronde

When: June to September

Where: Rouen & Metropolis

Reconciliation: #RIGHT BANK LEFT BANK #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: Réunion des Musées Métropolitains, SHED, FRAC, ESADHaR
 Our river-cities network

The Rouen Metropolis is taken over by works of contemporary art. Creative oeuvres by young European artists (particularly the CréArt network) are given the limelight at non-museum sites (universities, public buildings, businesses, hospitals, youth centres, etc.). Guided by nothing other than curiosity and the thrill of discovery, La Ronde joyously gives up-and-coming artists new spaces of expression based on a singular theme.

La Ronde, established in 2016 in parallel with the creation of the Réunion des Musées Métropolitains, is a special time of the year when today's artists come together with masterpieces of ancient art to generate an uncommon dialogue between the arts and the public. For a three-month period, the region's museums are open to established and emerging artists who explore all forms of contemporary art.

Seine-Fiction

When: October to December

Where: Rouen

Reconciliation: #RIGHT BANK LEFT BANK #SCIENCE #ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

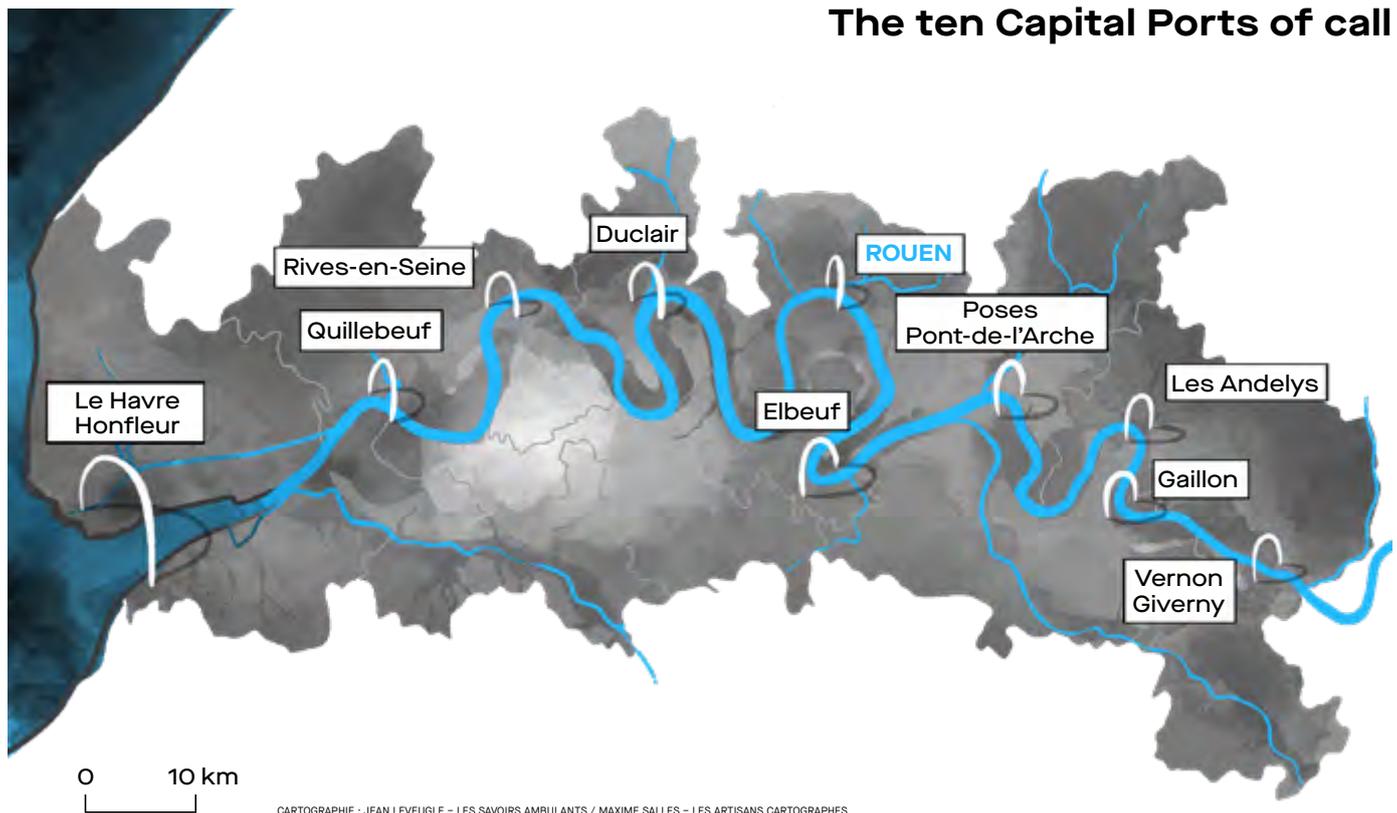
PARTNERS: Le Portique (Le Havre), Maison des Arts (Grand Quevilly), Campus de l'Espace (Vernon), Le Laboratoire dystopique.

Seine-Fiction is a hybrid exhibition, a combination of pop culture and cutting-edge science that brings together the most imaginative artists – from the worlds of moviemaking, comics, literature, contemporary art – and the most disciplined scientists for a never-before-heard dialogue to fire the imagination of future generations.

Because we believe that science fiction remains a source of knowledge and offers extraordinary ways to understand and overcome the impediments generated by our aging world. Science fiction can pave new roads toward tomorrow, while science can actually implement them.



The ten Capital Ports of call



Rainfest

When: March to May.

Where: Rouen & Metropolis

Reconciliation: #RIGHT BANK
LEFT BANK #SCIENCE #ECOLOGY
#PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: School of
Architecture, University, DREAL
Our river-cities network

Pd Giant playgrounds open exclusively on rainy days (hydraulic machinery, adventure playgrounds with puddles, etc.), meditation tanks echoing with the rhythm of the raindrops, underwater concerts, misty landscapes, water-themed digital or monumental installations (Stéphane Thidet, Eric Arnal Burshky, John Grade), watching the setting sun, even through the rain.

In the collective unconscious, Normandy is a land where one should never be without umbrella! Rather than trying to contradict this image, what if we made the most of it? The world's first rain festival is born!

Beyond the lighthearted wink

and smile, there will be opportunities to discuss the critical challenges created by climate change with specialists in these fields.

Oxbows and Open Sky

When: August

Where: Rouen & Metropolis.

Reconciliation: #RIGHT BANK
LEFT BANK #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: IN SITU, Atelier 231, the Le ReNAR network, the school of architecture, etc. Aveiro

Pd Oxbows and Open Sky is a performing arts festival in the public space, designed in collaboration with local operators, to honour "priority neighbourhoods."

To generate dialogue with architecture, an internationally renowned European artistic team with well-established expertise (chosen from the IN SITU network, for example), designates a site as

a place for social interaction and there, over one or two weekends, invents a unique project. The idea is to collaborate with neighbourhood associations and residents to create a cultural offering that is exceptional, but still distinctly local, bringing together local know-how with the expertise of Atelier 231 in Sotteville and the Normandy street-arts network, "Le ReNAR."

Each weekend in August will feature a particular Rouen quarter and its urban architecture, for a unique adventure that is open to both the neighbourhood's residents and the interested public.

Oxbows and Open Sky not only celebrates artistic expression and honours cultural rights, it brings attention to the urgent question of the reappropriation of public space as a common asset and a meeting place for inhabitants, by offering sustainable alternatives to privatization and securing the last remaining islands of community interaction in contemporary cities.

Seine, etc.) that is reconciled with our ecosystems. Projecting oneself into the gastronomy of 2028 involves projecting oneself much further still, as it entails imagining other dimensions of “eating well together,” including ecological (urban market gardening, carbon footprint, local supply chains), social (cost of wheat, food aid) and cultural (food to build bridges to other cultures).

Rouen has been a UNESCO City of Gastronomy since 2021.

This designation focuses on the food ecosystem and issues such as the ecological transition, training and skills transmission, social inclusion, educating future generations, and circular economy. These same dimensions serve as inspiration for Gastrosophy 2028.

European Bivouac

When: summer

Where: Seine Normande Valley

Reconciliation: #SCIENCE
#ECOLOGY #PEOPLE #EUROPE

Impact: #COOPERATION

Starting in the summer of 2024, we want to create a European Bivouac, a thinktank for young creative minds.

This camp will be a new liberating space, the place and time for research, learning and brainstorming between young artists from different art schools, taking the fun form of a camp – part festival, part arts camp, part summer university. The mix is wide and varied, with all disciplines welcome: cooks, designers, landscape architects, gardeners, actors, architects,



JULIE PRADIER, PLAYGROUND

visual artists, computer scientists, masons, will work collectively each summer on the emergence of a new generation of artists and creators who are open to the world. Each year’s camp will conclude with a public “open house” to allow the people to witness original artistic practices.

The impetus for this utopian camp, our European Bivouac, was the lack of flow between practices and disciplines that students see once they graduate from art schools and the challenges they face in becoming professionally established in their region (lack of opportunities, residency spaces, public commissions, and interdisciplinary mobility and exchange), and the lack of training in the development of experiences of anchoring in a region, of dialogue with it.



Flowtopia

When: 2023-2028

Where: On the Seine

Reconciliation: #RIGHT BANK
LEFT BANK #SCIENCE #ECOLOGY
#PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

PARTNERS: ENSAN, HAROPA, VNF, Armada, Musée Maritime, fluvial et portuaire de Rouen, MuséoSeine, Des camps sur la comète...

• Aveiro (“No island is an island”), Kaunas cultural partners



Man-made utopia: During the creative workshops for the bid, the area’s inhabitants made the suggestion a thousand times: give the Seine a new, temporary island that is mobile and resilient, a floating island. Flowtopia will combine the projects already outlined by others involving a home-built boat, traveling barges or events actually held on the water (traveling floating floors suggested in the participatory “inspiration” workshop, the idea of regional barges introduced in one of the



THE PARTICIPATION ICON indicates projects that involve the public in the design process

The # signals the dimensions of our strategy to which each proposal responds

PARTNERS have agreed to be listed. • European partners

participatory “techniques” workshops, etc.), a constellation of floating objects that, at the high-point of the installation, all join together. This utopia will take more tangible form over the years. Starting in 2023, through schools and non-profit organizations, children will be invited to draw sketches, joined by older students from the institutions like the school of architecture, ENSAN, ESADhAR, all giving their imaginations free rein. The feasibility of these imaginary projects will be studied in meetings with entities involved with the Seine, like the HAROPA ports network and the Voies Navigables de France.

Between the mid-19th century and the 1970s, the number of islands on the Seine dropped from approximately 120 to 20. This project will embrace themes like transitions, depollution, and shorter supply chains while generating new learning opportunities about buoyancy sciences in gatherings of residents, scientists, and artists’ groups.

Opening

When: January

Where: Rouen... and the Seine

Reconciliation: #RIGHT BANK
LEFT BANK #PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

The Opening of the Capital will take place in two stages: in Rouen and along the Seine from Vernon to Le Havre.

In Rouen, we are planning festivities across the entire city, both left and right bank, both outside and inside, where people can stroll about together to see new and immersive forms of artistic expression. All along the Seine, the Opening will showcase the bridges, the Seine, and our Ports of call.



The river Seine
as a playground

Prototypes

Reconciliation: #RIGHT BANK
LEFT BANK #SCIENCE #ECOLOGY
#PEOPLE #EUROPE

Impact: #COOPERATION #OUTREACH

Starting in 2023, to light the fuse of the Capital spirit and excite residents about Rouen Seine Normande 2028, we will plan the first exploratory artistic adventures that embody the values and methodology of our project.

These initial “life-sized” experiments will provide feedback for the second bid book and demonstrate the team’s ability to go beyond the concept stage and generate new ideas that could contribute to the final program.

These pilot projects will generate new relationships between creation and region, between artists, citizens, and private or public partners (companies, non-profit organizations, municipalities), driven by training, learning, and ceaseless improvement that will help us incorporate cultural rights to ever-greater degrees into all our initiatives and to accept failures

as springboards to fortify how we implement future initiatives.

In 2023 and 2024, a dozen “explorations” across a wide variety of territories will draw together artistic teams, those working in the cultural realms, and preselected groups of residents to test “contextual” project protocols. One example would be an author/composer meeting with high school students to write songs, with the lyrics drawn from testimonials from textile industry workers; construction of a prototype of a non-polluting vehicle using locomotive parts (Hehe! collective) in collaboration with young people undergoing vocational training; co-construction of authors’ shelters on the banks of the Seine, creation of an adventure park with and for children (Yakafokon collective), or the first [Know With the Flow](#) gatherings.



Innovation goes beyond technology

Embrace points of friction and areas of dissonance as opportunities for dialogue and reconciliation between tradition and experimentation.

Rouen's architecture, particularly its medieval heritage, is explored and revisited using contemporary techniques: the summer Cathédrale de Lumière event, the Tour Jeanne d'Arc Escape Game, Wave Parties at the Aître Saint-Maclou. The Normandy Impressionist Festival (Normandie Impressionniste) also finds its place in the dialogue between classical heritage and new modes of expression with its counterpoint Rouen Impressionnée, a street-art festival centered on Impressionism.

Our ambition is to dig deeper into this soil, daring to generate friction, but at the same time generating dialogue, reconciling different forms of heritage, artistic disciplines, regions and realms, scientific knowledge. [Know With the Flow](#) will feature meeting cycles between academics, artists and inhabitants. [Vertical River](#) focuses on industrial heritage and presents an opportunity to apply cutting-edge developments, like innovative digital technologies. [La Ronde](#) will showcase contemporary art in unexpected settings. [Seine de Cirque](#) will celebrate the history of the circus and challenge us to take risks, be they acceptable or not. [Room with a View](#) will open doors to unusual ways of seeing Rouen's architecture.

Our respect for the principles of the Faro Convention of 2005 means we approach heritage from numerous angles: architectural, intangible, industrial, natural. For whom? By whom? Each of these dimensions generates a multitude of narratives – narratives that sometimes create dissonance. But these points of controversy are opportunities for dialogue, sources of creativity and prerequisites for any reconciliation. These points of friction are what we want to explore (industry and nature, urbanization and rurality, port activities and resource exploitation, knowledge and doubt, etc.). We will present them for discussion, taking care to always invite many different opinions as we design each of our artistic and cultural projects.

Though innovation has long been viewed as digital's impact on artistic expression, that is not the only way to approach the experimental. Innovation can be found in the technical process, but also in the organization, the approach, the simplicity. Our utopia, recon-

ciliation, involves bringing together distant objects, sectors, and actors. Some of these are bonds to be forged, others are to be repaired, others are reunions of old friends. The issue of nature also requires looking at innovation differently: Concepts such as circular economy and carbon footprint are factors that transform the way we perceive the word "innovation." **Our prototype with the Hehe! collective in 2023 fully addresses these issues.** Our programming will be fertile ground for new ideas that will undoubtedly come to fruition, keeping pace with the explosion of cultural, scientific, and technological developments.

Q12 Concisely explain how the program combines local cultural heritage and traditional art forms with innovative and experimental forms of cultural expression



GUILLAUME PANCHAULT, DE VISAGES EN MÉANDRES

The Capital wouldn't exist without them

The artists and cultural entities of the bid area are what give our program its breadth and depth.

It is through these actors that the vast majority of our programming will be implemented, because we believe in creating opportunities to bring them together, to consolidate the sectors and ecosystems and strengthen their European and local roots.

During the bid phase, artists and local cultural entities were brought together in inspired workshops, creative brainstorming sessions during which participants established a common diagnosis of the region. A new slate of meetings followed to invite differing perspectives: from researcher and IPCC member to choreographer, from musician to port professional, from construction company to new technology expert. The composition and implementation of our artistic and cultural program were born of this multitude of perspectives.

We intentionally designed our program to remain transdisciplinary, participatory, and inclusive at all times. It never compartmentalizes artistic disciplines. We are pursuing a fundamental objective of fostering reconciliation and the dialogue between rivers across a broad artistic spectrum, piercing what can often be exclusivity in, or unintentional walls around, many artistic realms. This does not relegate the arts and their specificity to the background. Instead, it increases their reach tenfold by giving them the opportunity to explore a singular concept through which they can forge new connections.

In late 2022 and throughout 2023, we will hold regional meetings with a twofold objective:

- Identify how the “traditional” programming of local entities will take on a Capital dimension in the years to come, through either their themes or design methods, by more comprehensively involving the public and the region’s economic, educational, and academic institutions,

- Collaboratively invent how to nourish our “metaprojects” ([Seine Story](#), [Room with a View](#), etc.) with operational proposals, thereby generating new, long-term collaborations with deep roots in the region.

Individuals and institutions involved in arts and culture are also central to the 2023-2024 implementation of our first [prototypes](#). We will collectively create these experiments, which will serve as opportunities for us to test and improve our working methods. This will provide the final proof of how realistic our strategy is and strengthen our Capital vision.

Q13 How has the city involved, or planned to involve, local artists and cultural entities in the cultural program’s design and implementation?



GUILLAUME PAINCHAULT, DE VISAGES EN MÉANDRES



The Europe of reconciliation

By working with European cities that share our concerns, in a dialogue of rivers and estuaries, we forge the tangible bonds of an open, peaceful Europe.

What will Europe be like in 2030? It will have changed. Today, Europe is going through a period of deep turmoil geographically, institutionally, and politically: Russia's war on the Ukrainian people, challenges to the Western Balkans' membership in the Union, post-Brexit, new EU membership applications announced and to come, the growing climate crisis, energy and economic crises, Europe's objectives hailed in the metropolises and rejected in rural areas, the spread of fake news and the quest for truth. On our modest scale, our intention is to contribute to a peaceful, stable Europe. The stars of the European flag will shine upon Rouen and the Seine in 2028, and their light will reflect to still more distant horizons. We must resolutely build a bid of truly European dimensions.

Our responsibility as a European territory is to forge links, to reconcile from region to region, to render this word "Europe" relatable, giving it faces and feelings, to talk about what we have in common, to collectively invent utopias and write new stories. The message we bring to Europe is not a monologue – we want it to be collective, shared with other European cities. This message must be reinforced by different forms of European cooperation that can address

the challenges we face. **How do we reconcile people with nature?** How are European cities handling the risk of climate change, Earth's water cycle, the challenges of biodiversity loss? What relationship do their inhabitants have to their environment, to the river and, more specifically, to water resources? Which tools of shared knowledge are used? Do arts and culture have a place in challenging anthropocentrism? **How do we reconcile people with regions?** How can we build bridges together that make Europe a reality, a common asset that must also be cared for? What tools do we have to better understand our place in the world? What European cultural projects can we build together by 2028? **How do we reconcile people with one another?** How do these cities allow citizen participation, what role do young people and "impeded" audiences have in designing artistic and cultural projects?

These questions guide our Capital relations with respect to Europe and, consequently, a set of criteria governed the partnerships we formed with European cities:

- Presence of a major river or waterway, and therefore concerns about industrial and climatic risks,
- Presence of the research realm (particularly universities),

Q14 Describe the activities designed to:
– promote cultural diversity in Europe, intercultural dialogue, and greater mutual understanding between European citizens;
– highlight the common threads in European cultures, history, and heritage, as well as European integration and current European issues
– showcase European artists, colla-

- Commitment to supranational cultural networks (UNESCO Creative Cities, Culture Next, CreArt, IN SITU, etc.),
- Existence of previous cultural projects with the city of Rouen.

We have developed robust ties with six European cities and are in the process of drawing up a “2030 memorandum” with each of them, documents which will be signed between Fall 2022 (Hanover and Aveiro) and Spring 2024. We are also working with them to prepare their contributions to the **Rencontres Européennes de la Participation Citoyenne to take place in Rouen in June 2023**. In parallel with this event, and jointly with our Wisdom Council, we are creating a network of young Europeans, initially from these six cities, to support the Capital path with brainstorming, feedback, and the cultural projects it will initiate. Rouen Seine Normande 2028 has the authorizations needed to carry out ERASMUS+ projects.

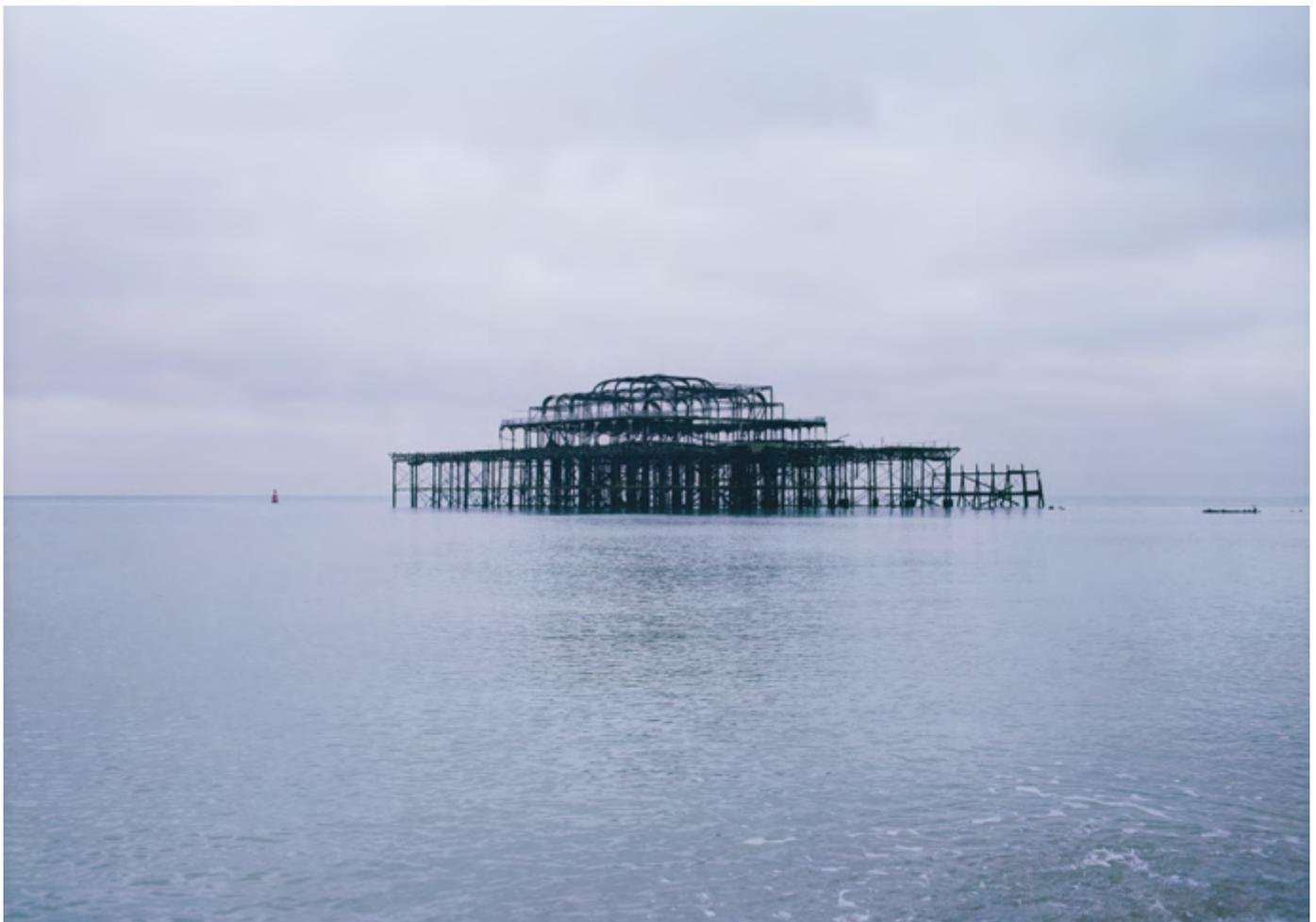
Six river-cities and some examples of cultural projects already underway

Hanover, Germany, a UNESCO Creative City of Music: The Leine River flows through the city. Its valley has become a major industrial sector linking Göttingen to Hannover. Industrial risks and decarbonization are central to our shared concerns.

- Literary residency exchange in 2022–2023 in partnership with the library network – Meetings with two authors, Alice Baude and Laura M. Neunast
- Exchanges between young students practicing e-sports

Aveiro, Portugal, the “little Venice.” The river, the Vouga, is wilder and structured into several canals. The climate crisis necessitates careful planning for the lagoon, similar to those for the Seine estuary in terms of maintaining landscapes, activities, and rising waters. In the Aveiro district, the city of Santa Maria da Feira is a UNESCO Creative City of Gastronomy, like Rouen.

borate with stakeholders or cities from different countries and transnational partnerships



- Meeting between the Aveiro and Rouen museum networks 15-17 June 2022
- Ongoing partnership on street arts with Atelier 231 in Sotteville-lès-Rouen

Kaunas, Lithuania, a UNESCO Creative City of Design: The Neman River is the essential energy source in electricity production for economic activities. Its source is in Belarus.

- The Artkomas gallery is involved in redrafting the Creative Europe CreArt dossier for 2023/2026
- As part of the Rencontres Européennes de la Participation in 2023, The “Emerging Kaunas” youth association has been invited

Norwich, United Kingdom, a UNESCO Creative City of Literature, because Europe is not simply a political territory, but also a continent and shared histories that cannot be eliminated by referendum. The waters of the Wensum River carried the stones from Caen in Normandy to build its cathedral. Like the Seine, the Wensum inspired artists, including John Crome, co-founder of the Norwich School of Painters. Another strong tie with Normandy’s Seine is textile activities: weaving and wool have been important factors in the region’s economic past.

- “This is England” short film festival – Rouen Norwich club
- Partnership between Rouen Art Nature and the GroundWork Gallery in King’s Lynn, specializing in environmental art. Rouen artists are scheduled to be exhibited: Aude Bourgine and our supporter Julie Tocqueville

Skopje, North Macedonia: the city is considering a bid to be a European Capital in 2028 as a non-member country. Its river, the Vardar, is difficult to navigate, but its valley is a major axis in the Balkan region linking Serbia to Greece. The river is experiencing pressures similar to those impacting the Seine: industrial and agricultural pollution and exploitation of water resources for irrigation.

- Exhibition of a Macedonian artist as part of the Art & Bus show in Summer 2022
- The city of Skopje is involved in redrafting the Creative Europe CreArt dossier for 2023-2026

Trondheim, Norway, rounds out this group of the six river-cities of Rouen Seine Normande 2028. The Nidelva, a coastal river, flows from the city into a fjord, and then to the North Sea. The river is dotted with six hydroelectric power plants. Trondheim was founded by the legendary Viking King Olaf, who was baptized in Rouen in 1014.

- 2022/2024 partnership between Rouen and

the Orkester Nord, an internationally renowned baroque orchestra

- La Réunion des Musées Métropolitains is taking part in an intercultural cooperation project (Erasmus+ program) with Norway on the theme of inclusion, with education and museum professionals collaborating to produce tools and resources

In each of these cities, Rouen Seine Normande 2028 has an onsite supporter who champions the bid. In Trondheim, it is conductor Martin Wählberg. In Norwich, Chris Gribble, Director of the National Centre for Writing. In Germany, Laure Dreano-Mayer, Director of the Franco-German cooperative L’Antenne Métropole in Hanover. For North Macedonia, it is visual artist Vesa Stevanoska.

Ties with the Czech Republic

The Czech Republic will have a capital city in 2028. We exchanged views with the four initial candidate cities. Our discussions were based on... rivers. The Neisse in Liberec, the confluence of the Svitava and Svatka in Brno, the Vltava in Budweis and the Stěnava in Broumov. Beyond these waters that run through these different cities, it is the question of our relationship to nature, to the living, the place of the human being in the ecosystems of which they are a component (cultural, social, ecological, democratic ecosystems) that occupied our conversations, which were then able to unfold not only on the elements of our respective cultural and artistic programmes, but also on the visions and methodologies that guide our applications.

Together with **Broumov** and **Budweis**, we will cross our views and carry out joint projects on the place of young people. The two cities will participate in the birth of our European youth network in June 2023 in Rouen. We will also share with them the path that our Wisdom Council will take.

With **Broumov**, we have also decided to work hand in hand on the theme of “Slow Cultural Tourism”: exchange of knowledge, identification of good practices, linking our cultural and artistic operators to create new and fertile links. As far as our artistic and cultural programs are concerned, bridges have been identified, for example :

- Walking Meditation // Bends and meanders, (Re)Sources
- Foodhub // Gastrosophy 2028
- Turn it Upside Down // Seine de cirque
- The Power of New Rituals // High Tide
- The last drop // Seine Story



The foundations of the European dimension of the bid are based on concrete collaborations and long-term commitments

With **Budweis**, we cross-reference our thinking around the issues of evaluation (sharing perspective on indicators, data collection, participatory methodologies, etc.) and capacity building for stakeholders in the cultural and creative sectors. Regarding our program, here too, bridges have been built to initiate a creative dialogue on the role of inhabitants in the creation of events with a high cultural and social value (High Tide, Oxbows and Open Sky, Round the World's Rivers, Gastrosophy 2028...// Kul. turista, Hotspots of Survival, Carp(e) Diem...) but also the ecological and scientific dimensions of our proposals: Along the Vlatva and Public Science Laboratory or Art in Need, Literary Quarters resonate with (Re) sources, Seine Story, Know With the Flow...

Working sessions are scheduled between the end of 2022 and throughout 2023 to consolidate our links to contribute to the transformation of our territories through culture. We are also continuing discussions with **Brno** which, despite not being pre-selected, wishes to implement a certain number of projects for which we could be long-term partners.

Europe at school in the Seine Normande Valley

We also want this European dynamic to be geared towards the youngest citizens. In partnership with France's Ministry of National Education, we are developing a toolbox to help schools apply for EUROSCOL certification and to seize the opportunities therein: student correspondence and residencies, financial aid, school trips, with our river-towns and others. Every year starting in 2023, we want to see a steady increase in the number of certified establishments.

We also encourage taking advantage of the ERASMUS+ program. Be it with socio-cultural structures such as the Maisons des Jeunes et de la Culture (youth cultural centres) or Rouen Normandy University, with which we have signed a memorandum (bringing knowledge to the people, arts and culture as vectors for sharing knowledge, the development of European cultural projects), with France's competitive-entrance higher education establishments, our path is a wonderful opportunity to motivate and mobilize the Seine Valley's educational communities.

To Europe and beyond

We will continue weaving this European fabric – and it will ultimately weave itself. The work has only just begun. Other rivers will join us! Consider the Rhine in Europe's centre, the Danube to the east, the Tagus or the Po in the south. We are thinking especially of the Dnieper in Ukraine, which will benefit from a special initiative, depending on how the situation develops there.

We also want to go beyond European borders, **allowing space in our bid for international waterways, inviting the rivers of the world to take part in this dialogue and reconciliation.** In addition to the NGO "Initiative for the Future of Great Rivers," we have ties with the International Association of Port Cities, as the city of Le Havre is a member and the AIVP is chaired by Le Havre's mayor.

With HAROPA, which unites the ports of Paris, Rouen, and Le Havre, the Seine Normande Valley is a gateway to the world. The generated traffic, especially of grains, are tied to planetary food issues, raising the urgent question of how finite resources may be. In the past, port activities also flourished with human bodies as the trade. It is our responsibility to clearly and accurately acknowledge the slave trade of the past, as the Seine was one of its vectors. This discussion has been initiated with Aveiro and we want to deepen it, give it a place in our Capital.

Rouen and the Seine Normande as a playground for creative European minds

A substantial portion of the projects described in the program will be entrusted to European artists and creators hosted by the Seine Normande's cultural structures, allowing them to come and work for long periods with the residents or Normandy-based art and culture professionals. In this case, environmental responsibility dovetails with artistic ambition as we invite creative minds from all over Europe to come to our region to find their partners, performers, or settings.



Enjoy a Capital experience

By allowing a meandering pace and embracing a local focus, Rouen Seine Normande 2028 will remain true to its values of moderation while fuelling the desire to support the Capital year.

Spark the Capital fervour, and then fuel it

We are going to **document and present long-term European and international partnerships, from conception to completion.** The story of the Capital will not begin with its official opening; instead, it will start in 2024. Videos, podcasts, photo essays, and more will provide avenues for observing and capturing these collaborations as the months pass. In 2023, we will begin testing certain formats using our prototypes.

Local and leisurely

Rouen is in the heart of Normandy and its visitors are primarily French, then European, and lastly from outside Europe. To international tourists who have already arrived in France, we say, “Take some time to come enjoy a Capital experience!” Nevertheless, when thinking about

drawing visitors in the year 2028, we cannot set aside our values. How can we think of a European capital generating mass tourism drawn from the other side of the planet? A Chinese family that comes to Rouen for a four-day stay reaches its annual carbon expenditure threshold – as determined by the Paris Climate Accords – in a single trip. On average, a foreign tourist emits four times more greenhouse gases than a domestic tourist.

As reconciliation with nature is essential to our mission, we must be realistic. Our strategy will therefore target populations closer to home, respecting the principle of proximity:

- **Rouen, the Seine Valley and Normandy:** Rouen Capital 2028 is designed to serve these residents.
- **Neighbouring regions:** Paris and the Île-de-France Region offer the potential of 12 million people. Our other neighbouring areas (Hauts-de-France, Centre-Val-de-Loire, Pays

Q15 Please explain in detail your strategy for drawing the interest of a large European and international audience

de la Loire, and Brittany) add another 15 million inhabitants within our reach.

- **The 33 million tourists** who visit Paris each year.
- **Promoting soft mobility and train travel:** European travel is being remapped, thanks to all the solutions for reaching the Seine Normande Valley by virtuous vectors. Environmentally modes of transport – train, bike, hiking, boat – means people can reach our home port, Rouen, and then connect to the different Capital routes via the meanders.
- **Virtual via digital tools:** The experience will also exist online. A website and application, of course, but also content documenting the path starting in 2024. When the time comes, digital works will make it possible to enjoy an extraordinary Capital experience.

- **Our river-cities in Europe:** Experiential Ports of call will bring our Capital to these locations thanks to the artistic and cultural bridges that are currently being built.

This local focus is part of our slow-tourism philosophy, the time to meander. In our Capital experience, you can take the time to feel the energy of the river. The journey is part of the destination. Each visitor will be able to construct a Capital itinerary that suits their pace while minimizing their carbon footprint. This philosophy is also aligned with the strategies chosen by the Rouen Normandie Tourisme & Congrès, Eure Tourisme, and Normandie Tourisme tourist offices. This local and leisurely strategy will guide our Capital marketing plan.



Let's take
time for
virtuous
approaches

More than the title

The links with other cities holding the title of European Capital of Culture have been present since the beginning of the project and involve the dialogue of European rivers that we engage in.

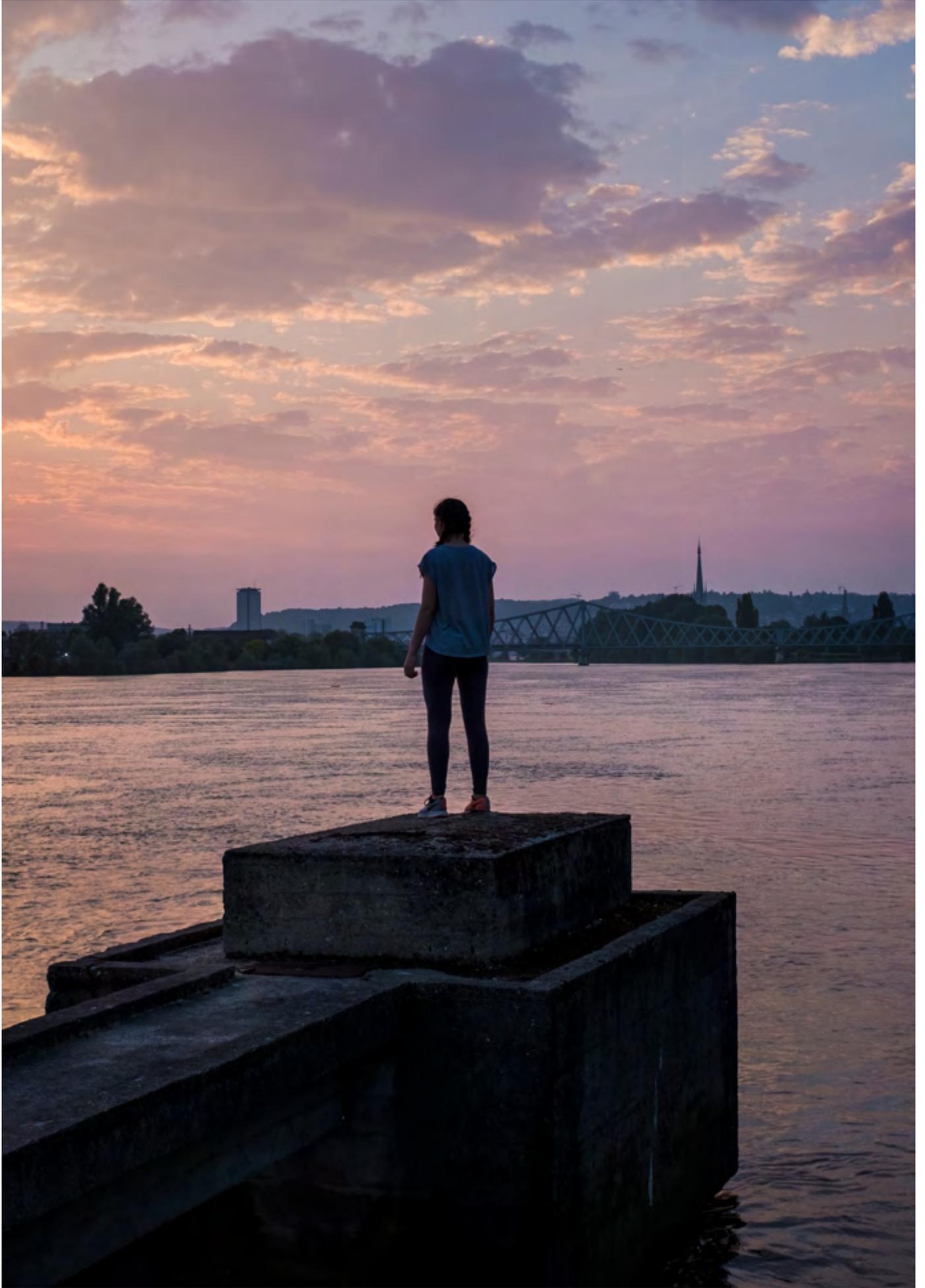
We have clearly established that Europe, with its myriad territories and cultures, is a foundation of our proposal. Some of the cities we have decided to work with over the long term have submitted ECOC bids (Norwich), have won the title (Kaunas), or are involved in the process (Aveiro and Skopje). Others will come and we will reach them via the rivers running through them.

Since we began developing our bid, we have interacted with a number of ECOC teams: Lille 2004, Marseille 2013, Mons 2015, Pilsen 2015, Esch 2022. Back in 2019, we travelled to meet the Leeuwarden 2018 and Matera 2019 teams. The city of Rouen is also a member of the Culture Next network and is attending the October 2022 gatherings in Aveiro.

Today, we are focused on dialogue between European rivers, and it is this theme that will direct our interactions in 2023, through to 2028, as we have the chance to forge ties with other Capital cities, continuing to preach and practice our message of reconciliation.

Q16 Describe the links developed or to be developed between your cultural program and that of other European Capital of Culture cities.





Putting the principles into practice: doing “with” and not “for”

The substantive work on the bid, from the very start of the project, involved regular meetings and discussions, and we will continue this strategy in every phase of the process.

Having all individuals and entities in the region taking active part in the bid and its execution is a categorical imperative for us. Since 2019, local residents and civil society have been involved in discussions, brainstorming, and collective-intelligence sessions to guide our decisions and inspire our programming.

Q17 Explain in detail how local residents and civil society have been involved in preparing the bid and how they will take part in the actual events.

<u>Event</u>	<u>Audiences</u>	<u>Characteristics</u>	<u>Period</u>	<u>Notes</u>
Citizen residence meetings	Local residents	<ul style="list-style-type: none">■ At citizens' homes■ Shared diagnosis■ Expectations for Capital	2019/2021	→ 9 evening gatherings held (meetings impeded by Covid-19 pandemic)
Public space colloquium	Civil society Cultural entities	<ul style="list-style-type: none">■ Discussions on arts and culture in the public space	June 2021	→ 100 participants
Step into the dream	Local residents	<ul style="list-style-type: none">■ Unleash utopias■ Stimulate desire for a unifying Capital project	Summer 2021	→ Dream boxes distributed across the Seine Normandie Valley → 2,157 dreams collected Presentation film screening
Individual interviews	Local residents	<ul style="list-style-type: none">■ Go deeper in main diagnoses of the region: equality, climate, etc.■ Gather information on needs and wants	Summer 2021	→ 50 interviews



Event	Audiences	Characteristics	Period	Notes
Inspired workshops (online)	Civil society	<ul style="list-style-type: none"> Refine certain key bid themes: Seine, knowledge, future generations 	January to March 2022	→ 250 participants
Archipel gathering (online)	Civil society Entities involved in knowledge dissemination (libraries, third places, fablabs, youth centre, etc.)	<ul style="list-style-type: none"> Establish networking Identification of relay points for citizen involvement in developing Capital projects 	March 2022	→ 50 participants (the group will continue to meet)
Online questionnaire	Local residents	<ul style="list-style-type: none"> Get input on the bid's focus and themes 	March 2022	→ 600 responses
Invitation Encounters	Civil society	<ul style="list-style-type: none"> Come up with artistic and cultural concepts 	April 2022	→ Mixed-profile groups → 70 participants
Back to Rouen 2028	Local residents Civil society	<ul style="list-style-type: none"> Come up with projects for 2028 based on memories of future experiences... 		→ 200 participants → About 50 utopias created → This is when the idea of the Flowtopia was introduced
Day of the futures	Local residents Civil society	<ul style="list-style-type: none"> Discussions of the imagination elements Shared diagnosis of major issues 	May 2022	→ Ten perspectives (researcher, artists, journalists, etc.) to discuss with the public → 200 participants
Support gathering	Civil society Economic actors Local authorities	<ul style="list-style-type: none"> Sharing the ambition Imagine the place businesses could have in the project: supporter, resource, hospitable business Encourage new partnerships 	June 2022	→ Artistic ideas to forge stronger ties → 700 participants
"Digital" Working Group	Civil society Cultural entities	<ul style="list-style-type: none"> Targeted to delve deeper into the subject: from artistic practices to ethical issues to ecological impact 	June 2022	→ 12 participants (the group will continue to meet)
"Ecology" Working Group	Civil society Cultural entities	<ul style="list-style-type: none"> Targeted to delve deeper into the subject: decarbonization, awareness and empowerment, training, evolution of artistic practices 	September 2022	→ 15 participants (the group will continue to meet)
Student challenges	Civil society Student associations	<ul style="list-style-type: none"> Get students interested and involved in the bid Disseminate Capital messages 	September and October 2022	→ 1,000 students
Resilience Forum	Civil society Students Local authorities	<ul style="list-style-type: none"> Discussions: culture and resilience, hospitality of common spaces, caring for the future, dialogue between rivers 	October 2022	→ Czech Republic in the spotlight: Alice Koubova and Tomas Studenik invited to take part in discussions

What next?

Among the various components detailed above, the **Seine Assembly** remains the optimal channel for the public's involvement in the bid process. This group will present ideas, make recommendations, and remind us of our principles should ever we stray from them. From an operations level, our Archipel will start working in 2023 to create our prototypes, such as the Know With the Flow meetings, the adventure park with the Yakafokon collective, etc. The Archipel will contribute to the design, production, and rollout of our projects on the 2028 path. Its members will determine the meeting frequency depending on the projects the group is working on: High Tide, Seine Story, etc.

Also starting in 2023, the **Wisdom Council** will be involved with the network of young Europeans. It will be a source of support in getting the region's young people involved by helping us to see things from their point of view: messages, levers, formats, media. Working with its members, we will experiment with "Future Design" workshops developed by Japanese economist Tatsuyoshi Saijo, in close collaboration with a regional theatre company, which will guide us in developing our appeals to generate regionwide discussions. It will also be involved in special aspects of our program such as Room with a View, Oxbows and Open Sky, and Seine-Fiction.



The local population and civil society will continue to be involved in all phases of the project

Changing how we see “audiences”

The idea of “culture for everyone and by everyone” is central to our bid. It is not merely a slogan – it is a golden rule and a measure we apply to assess the value of any projects.

Too many people never cross the threshold of an art gallery, a museum, a performance hall, because they are convinced that it is not for them. “Culture” is something that many residents rarely or ever think about. On the other hand, people who regularly visit “cultural” places know very little, or even nothing, about vast swaths of what constitutes cultural landscapes (diversity of origins, other perspectives on community living, worker and industrialist know-how, etc.) in the area where they live. From either point of view, each feels that it is not their world, not for them. But this reality is rooted in outdated notions.

Let us step out of the “access to culture” paradigm. Yes, some culture is found in traditional venues. But as we assert with our bid, culture is what makes community living so precious; it is what reconciles, what brings together – a delicate balance of the intimate and the shared. Every individual is a possessor of culture, the steward of a cultural heritage, of myriad stories that are expressed by an outfit, a language, a gesture, a skill, a wisdom. Let us encourage access to other cultural spaces and spark the desire to share our cultures, thereby generating new dialogues, new shared experiences. Know With the Flow, Round the World's Rivers, High Tide – these are all new spaces that will open to make this possible.

Let us shake off free the shackles of “accessibility” and “remoteness.” With the

“**Objectifs Droits Culturels 2028**” collective and its training program, as well as with our Archipel, we are transforming the situation, listening to those in the socio-educational sector to work with so-called “impeded” populations. Our extramural programming opens wide the doors of culture. Our citizen-governance tools keep us much more in tune with reality. The attention we give to those living in priority neighbourhoods is a guarantee. There, too, rather than wide-ranging criticism, we have chosen to select our targets and work methodically.

Moving step by step, we identify partners and deepen the bonds with each of them as we design projects together. Some early examples:

- Substantive work has been done with **youth-support networks**: missions locales, youth cultural centres, youth information points, employment offices, training centres, leisure clubs, etc. (such as PLIE, Pôle Emploi, CEMEA, FRANCA). The message we send out is “Building together” and they are gladly embracing it. The issues we address include the mobility of young people in the region and Europe, design of specific projects aligned with our programming, training in project management such that they can actively work on Capital events. This is the context in which the network of young Europeans scheduled to begin in June 2023 is co-constructed.
- We have begun discussions and early work with the Seine-Maritime Pupilles de l'Ensei-

Q18 Explain how you intend to create opportunities for marginalized and disadvantaged groups to participate



GUILLAUME PANCHAUT: DE VISAGES EN MÉANDRES

gnement Public (Pupils of Public Education) network, dedicated to social transformation and inclusion. These establishments, which work with more than 3,000 **children with disabilities**, are contributing to our bid. In September 2022, their annual one-day network event focused on the theme of culture as a tool for emancipation. Rouen Seine Normande 2028 was involved with this event and we are working together to determine what Capital initiatives we will introduce.

- A support unit is joining forces with the **penitentiary services** that manage establishments in Rouen, Val-de-Reuil, and Le Havre. We have decided to include these populations in our Capital project. Here again, it is not about creating specific proposals for specific audiences, but ensuring that the Capital year belongs to them, as well, based on their cultural practices and their stories.

This field work of identifying, networking, and then co-building with entities and organizations that can further our mission will continue and intensify. Diasporas, the healthcare industry, and other such broad amalgamations are not audiences, but partners who come aboard to help create our Capital, now and in the future.

There is no rule we are following. We will fumble, feel our way, test, experiment, make mistakes and rectify them. Our ultimate objective is to leave this new perspective, this reconciliation of cultures, as a legacy: What is important is not merely “access” to culture, but recognition of what constitutes culture in different parts of a region, from different social perspectives, and to make encounters possible.



A child-sized Capital

The children of today not only influence their parents, but will build the Europe of tomorrow, and that is why young people are a priority audience for the European Capital of Culture Year. We are devoting special attention to this age group.

As reconciliation is also transmitted through transgenerational ties by caring for the future, working with the educational milieu and involving school-age audiences are two essential components of our bid. Proof of this can be found in our Wisdom Council, as well as in our support system to help more institutions throughout the Seine Normande Valley earn EUROSCOL certification. Our Archipel, our work with youth-focused entities – all these tributaries converge into a strong current that carries children and young people to the heart of the Capital.

Our goal in 2028 is that all young people in the bid area have at least one European cultural experience. It can be a visit to a European country, access to a local activity that brings Europe to life, a performance of some kind – the objective is to make Europe real, tangible, and accessible.

Rouen is known as a “child-sized city” and is designated by UNICEF as a “Child-Friendly City.” Other cities in the region share this focus on young people. At the Musée de Louviers, the “Galerie des Petits” (Little Ones’ Gallery) presents several exhibitions designed especially for children exploring the museum’s collections. The future Musée Beauvoisine in Rouen will be home to Le Nid (The Nest), a museum space just for kids. Our bid is child-sized, as well: Our programming, with its focus on the public space and nature, ensures it remains so, with Oxbows and Open Sky, Rainfest, Seine-Fiction, Seine Story, as well as with our prototypes, such as the Yakafokon adventure park.

Students, too!

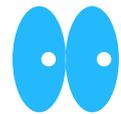
The Metropolis plays host to more than 45,000 students, 6,000 of them from outside France, across six campuses, equalling approximately

10% of its population. Of these students, 5,200, or 11.7%, are following an Erasmus curriculum.

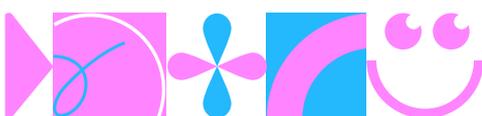
- Six campuses, including four for specific domains (sciences and engineering, health, tertiary sciences, telecommunications and multimedia)
- A university (approximately 30,000 students) which offers nearly 50 courses within its six schools (UFRs – Research and Training Units). It also boasts an engineering school in innovative technologies (ESITech) and a school specialized in education and teaching. It is the 2022 winner of the European Ingenium program.
- Grandes Écoles (competitive-entrance higher education establishments) in many fields: engineering (INSA, ESIGELEC, CESI, UniLasalle), commerce and management (NEOMA Business School), architecture and fine arts (ENSAN, ESADHaR)
- Two-year technical degree (Bac+2) curricula: more than 6,200 students per year. There are also 250 senior technician courses (STS) in diverse specialized sectors, including commerce, IT, agriculture, and more.
- Schools in digital studies (NWS, Nfactory School), health (ERFPS), communications (ISCOM), the Centre National des Arts et Métiers (arts and crafts), etc.
- This broad palette is supplemented by apprentice training centres (Centres de Formation des Apprentis) in many business sectors (hotel and restaurant, construction, industry, etc.).

In 2022, we began holding events and challenges for students in partnership with their educational establishments. They are also invited to co-construct Capital with us and, to date, the response has been excellent: 600 students from the University of Rouen spent part of their September 2022 orientation day promoting the bid.

Q19 Explain in detail your audience-development strategy, particularly its ties with the educational milieu and the involvement of school-age audiences



That all young people in the bidding territory have at least one European cultural experience





City and Metropolis: 30 million euros for culture

The centre city of Rouen is home to just over 20% of the metropolitan population, and less than 10% of the population of the bid area overall. Over the past dozen years, there has been an expansion of cultural policies that has led to numerous skills and management transfers from the City to the Metropolis, including several cultural establishments and events.

Q20 What has been the annual municipal budget for culture over the past five years (apart from expenditures related to the current European Capital of Culture bid)?

Annual budget devoted to culture

Year	City of Rouen		Rouen Normandy Metropolis	
	In €	In % of City's total annual budget	In €	In % of Metropolis' total annual budget
2018	11,213,552 €	5.82%	18,856,755 €	4.74%
2019	8,187,894 €	4.30%	21,976,450 €	5.23%
2020	7,994,185 €	4.11%	19,980,509 €	5.23%
2021	7,960,223 €	3.88%	20,243,784 €	5.27%
2022	8,338,778 €	3.54%	23,677,254 €	5.12%



Rouen Seine Normande 2028, *ad hoc* funding

The Rouen Seine Normande 2028 bid should not prevent the city of Rouen or the Rouen Normandy Metropolis from pursuing and strengthening their cultural policies. No “shared” funds from the city of Rouen’s annual cultural budget were used to finance the bid. Ad hoc subsidies were allocated by the founding members of the association that is working on the bid, along with help from partners from the Seine Normande Valley: the city of Rouen, the Metropolis, the Normandy Region, the départements and the local authorities along the Seine involved in the bid.

Q21 If the city plans to use part of the funds from its annual culture budget to finance the European Capital of Culture project, please indicate this amount, starting from the bid year through the year for which the title is to be awarded.

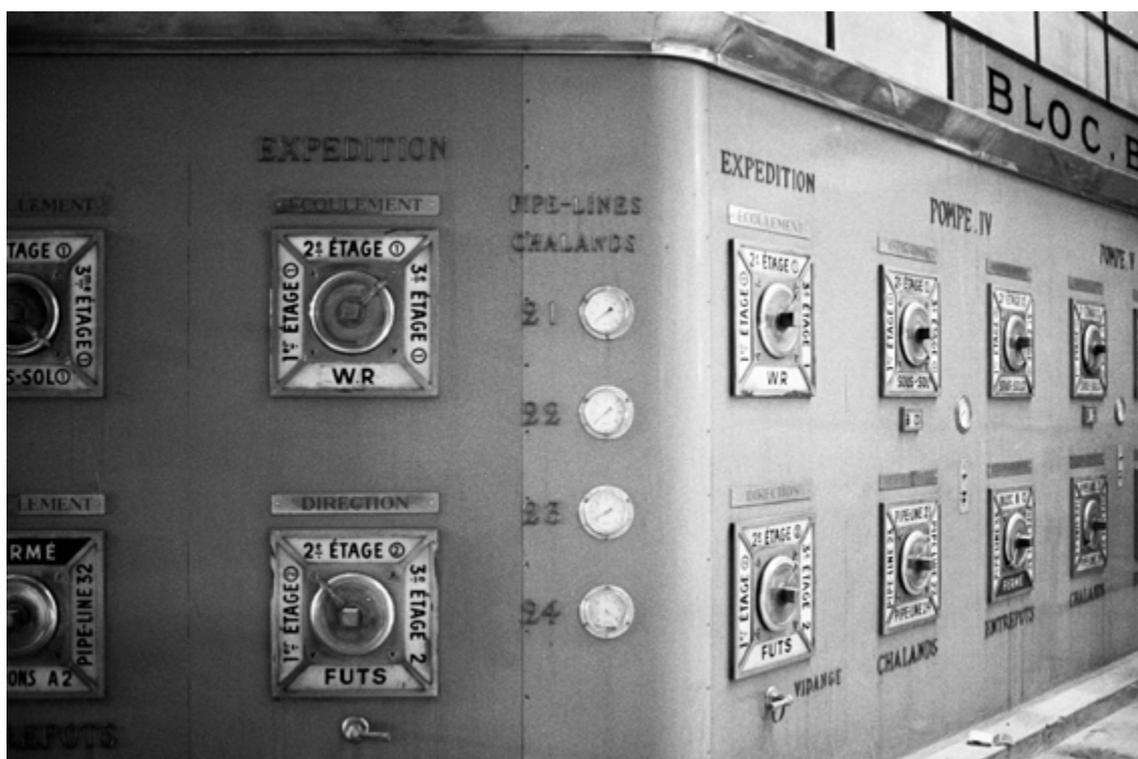
Culture in all public policies

The Capital path is not static – it is a long-term project with momentum. The objective of the city of Rouen, with budgetary commitments that complement those of the Rouen Normandy Metropolis, is to ensure that public expenditures are chosen and calculated appropriately. This means maintaining the culture budget as such (approximately eight million euros and 4% of its overall budget) and making culture an aspect of all of its public policies, which exponentially increases the impact. This is a new way of thinking about culture and the city needs the European Capital of Culture to transform this effort from attempt into accomplishment.

For the Metropolis, the objective is to increase the weight assigned to culture in its policies. It represents between 19 and 24 million euros, or 5% of the overall budget. This fortification also involves local authorities’ contribution to financing of the permanent structure to be operational starting in 2024 and which, as of 2029, will become the Seine Valley’s cultural cooperation tool, naturally bringing together the initiatives that are currently part of the “Axe Seine”.

It should be mentioned, too, that the city of Rouen and the Metropolis have decided to join forces for the long-term project by drawing up a 15-year agreement which is to be voted on in November 2022.

Q22 What share of its overall annual budget does the city intend to invest in culture after 2028 (in euros and as a percentage of the overall annual budget)?



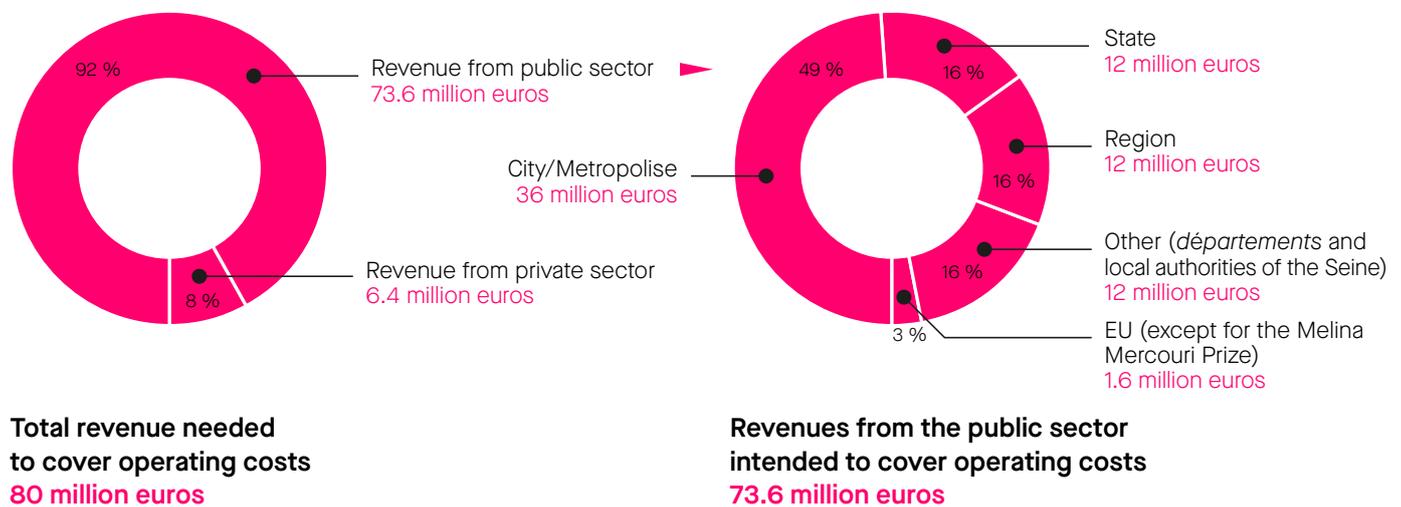
A moderate budget

The budget outlined below covers the period 2024/2029. Due to uncertainties related to inflation and energy costs in the years to come, this budget is intentionally moderate.

Q23 Please explain the overall operating budget (meaning funds specifically earmarked to cover operating costs). The budget covers the preparation phase, the year for which the title is to be awarded, the evaluation, and provisions for monitoring and follow-up activities.

City and Metropolis of Rouen as a budgetary base

Q24 What is the distribution breakdown of revenues from the public sector intended to cover operating costs?



Local authorities strongly support Rouen Seine Normande 2028!

Since the project area was established in late 2020, the association preparing the bid, initially composed of six founding communities, has gradually been joined by the eight communities that line the Seine Normande Valley.

In the fall of 2022, the City and the Metropolis of Rouen voted to commit to financing the Capital for the 2024/2029 period. The other partnering communities, through their deliberative bodies, have all officially expressed their wish to join the Rouen Seine Normande – European Capital of Culture 2028 project and are funding the bid's championing association in 2022 and 2023. As of 5 September, these are the local authorities that had formally deliberated on joining the association and supporting the project: Seine-Eure, Lyons Andelle, Roumois, Honfleur-Beuzeville, Caux-Seine Agglo, Caux-Austreberthe, Département de Seine-Maritime, Département de l'Eure. Voting by the Normandy Region and the communities of Le Havre and Pont-Audemer is scheduled to take place by the end of 2022. Voting on the 2024/2029 operating budget will take place in the first half of 2023.

Q25 Have the public financial authorities (city, Region, State) already approved by vote or made financial commitments to cover operating costs? If not, when is this scheduled to take place?

The Hospitable Business: More than just a sponsor

By reaching out to businesses at the very start of the bid process, we are now benefitting from their very active involvement.

Today's economic leaders know that to attract and retain talented employees, they must offer the vital element of "quality of life": The Seine's touristic appeal and available cultural and recreational opportunities are key factors for the region's drawing power.

Area businesses are accustomed to supporting leading cultural events, like The Normandy Impressionist Festival, the Armada, Forêt Monumentale and Un Été au Havre, as well as supporting cultural entities through structured patronage clubs (museums, opera, teaching hospital, etc.). Such companies are essential information vectors and sounding boards, raising awareness among their employees and along their entire value chain about the European Capital of Culture and its importance.

Companies have been involved from the very start of the Rouen Seine Normande 2028 project through the various consultation phases. We devoted a special evening to businesses to heighten interest on 30 June 2022, an event that drew 700 professionals. Their enthusiasm is evident and abundant. Some companies, such

as **Haropa** And **Matmut**, are already providing funding for Capital operations, such as La Rue aux Enfants in October 2022.

We work closely with companies so that they become places of knowledge-sharing for not only their staff, but also to and between neighbouring businesses, wherever they may be located. Many companies also have international relationships, and we intend to make the most of these in our cultural partnerships. We believe in the idea of hospitality and companies can contribute to this element of welcome.

The objective is also to promote and share the expertise of our region's professionals. We will accomplish this by offering tours that showcase their savoir-faire, especially at companies designated a French "Entreprise du Patrimoine Vivant" (Living Heritage Company). Marie Dupuis-Courtes, President of the Rouen Seine Normande 2028 association, is also a businesswoman, Managing Director of a small business designated an "EPV." Which is no coincidence.

We facilitate companies' supportive patronage for Rouen Seine Normande 2028 by targeting themes that align with their values: environmental awareness, caring for the Seine, helping young people learn and grow. A club composed of patrons, hospitable businesses, will be created in 2023 and we will remain actively involved in their efforts and interest.

In addition to financial support, the law allows companies to make in-kind "donations" by making facilities, equipment, and/or personnel available during working hours. This means that employees can be thoroughly involved and can showcase their skills by sharing them. The company becomes a resource centre and a partner in its own right.

Different types of partner companies have been identified: national companies that will want to support the city that will be awarded the title; large regional companies with whom we have established dialogue and who helped build the project; as well as the area's craftspeople/VSEs/SMEs and what are known as Social and Solidarity Economy companies. We will take care to ensure everyone can take part in the manner that best suits them.

Q26 What strategy will you establish to raise funds from among private-sector sponsors? How will sponsors be involved in organizing events?



A budget for artistic creation

The share of the budget devoted to the structure's operation is an estimated **20% of the overall budget**. It includes current operating expenses and employee pay for the dedicated teams working on the Capital project. These will be voluntarily concentrated around a multiskilled core team, but strongly connected to the region's local authorities. This share of the budget will see a sharp increase starting in 2024 with staff recruitment, and then will stabilize until sometime in 2028.

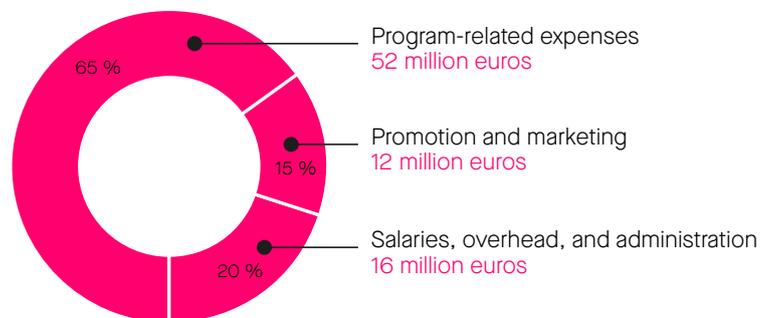
This reasonable proportion makes it possible to devote a large portion to bringing the artistic program to life (**65% of the overall budget**), which will include artist remuneration, producing works and events especially for the Capital, as well as the support that Rouen Seine Normande 2028 can provide for producing artistic and cultural projects by and with local entities. While preparatory budgets devoted to outlines, sketches, and technical and financial studies will be required, most of the budgets devoted to programming will start being drawn upon in 2026.

Fifteen percent of the overall budget

will make it possible to promote the Capital to a variety of audiences by encouraging residents to make the project their own, and facilitating exploration of the region by visitors (guide tools, communications, regional marketing, tourism development). This share of the budget will be spread over the five fiscal years, gradually and steadily increasing to a peak in 2028.

Q27 Please provide a detailed breakdown of your operating costs in the table below.

Total operating costs 80 million euros



A changing territory

Ongoing infrastructure projects alongside the Capital path

Major urban projects and facilities will have been carried out during the 2023/2028 period and are contributing to the Capital path. These are listed in Question 38. These budgets would have been invested regardless of the result of the title's being awarded, but the prospect of the "Capital" will sometimes have helped fast-track, expand, or bring certain operations to a successful conclusion more easily and better ensure consistency across all projects.

With regard to cultural projects, three operations financed by public funds are part of the Capital dynamic and were approved by vote of the Rouen Normandy Metropolis: the **Musée Beauvoisine complex** (51 million euros), **the DATA** (22 million euros) and **Océade** (6 million euros). The financing plans are being drafted and will mobilize a number of resources, including the European Regional Development Fund and the Fonds Régional d'Aménagement et de Développement du Territoire (Regional Territorial Planning and Development Fund). By virtue of their architectural ambition, their landscape integration, and their contribution to the objectives of the European Climate Pact supporting implementation of the European Green Deal, they constitute a consistent, meaningful whole that echoes the philosophy of the New European Bauhaus.

Q28&29 What is the planned distribution of revenues from the public sector to cover the infrastructure expenditures relating to the status of European Capital of Culture? Please complete the table below. Have the public financial authorities (municipalities, region, state) already voted or made financial commitments to cover infrastructure expenditures? If not, when is this planned?

European funding: true expertise in the field

The European Capital of Culture project makes it possible to share local authorities' expertise with regard to European funding.

The Normandy Region is the gateway and has very specific expertise on all European funding (ERDF, ESF, Calls for Expression of Interest, Green Pact, etc.), including the Horizon Europe program. We work alongside them to ensure that all the financial tools, including the area contracts signed by the Region and the local authorities for sustainable local development, are known, solicited, and mobilized. The Rouen Normandy Metropolis also has financial engineering that monitors European financial systems. The

Capital dynamic was an opportunity to share this knowledge with the Seine Normandie Valley territories to maximize the potential for European financing. Furthermore, we are confident that the operations likely to obtain European funding embody the values of the New European Bauhaus in their aesthetic, environmental, and social scope and significance. If need be, such singularity will be intensified to further leverage European schemes.

Q30 What is your fundraising strategy to obtain financial support from Union programs and funds to cover infrastructure expenses?

Q31 If applicable, please insert a table here specifying the amounts that will be devoted to the financing of new cultural infrastructures to be used within the framework of the year for which the title is to be awarded
Nothing to report (see Question 29)

An enduring and operational structure

The Capital project is an opportunity to establish a lasting, transparent organization, one that will honour the bidbook, in every conceivable aspect, as the benchmark for its actions.

Our governance and implementation structure are driven by several complementary imperatives:

- Uphold the bidbook as the foundation for the project's implementation.
- Outline a governance structure involving public and private partners, capable of rigorously managing a project of such scope and carrying it out despite current and future political, budgetary, or environmental uncertainties.
- Design a lasting structure that embodies the cultural policy undertaken at the level of the Seine Normandie Valley by virtue of the bid, and which is a significant legacy in close connection with the "Axe Seine" dynamic mentioned above.
- Give the greatest autonomy possible to a high-level, collegiate, professional team.
- Make the most of the openness to horizontal, cross-boundary collaboration between civil society and local cultural entities.

After analysing the existing forms of collegial structures (governance, administrative management, sponsorship access, etc.), we are going to create a **Public Interest Group** (Groupement d'Intérêt Public or GIP). The GIP's Board of Directors will be composed of public partners (City of Rouen and Rouen-Normandy Metropolis, Normandy Region, départements, local authorities, etc.) and private partners (HAROPA Port, universities, companies, associations, non-profit organizations, etc.), in proportion to their contributions. Its status as a **public entity** serves to guarantee supervised and transparent procedures and the option of involving advisory bodies (**Seine Assembly, Wisdom Council**) to assist in its decision-making. The constituent agreement for the creation of this GIP will be drafted in 2023 to allow the group to form in 2024, even if the Rouen Seine Normandie bid is not selected.

Q32 Please outline the governance and implementation structure planned for accomplishing the year for which the title is to be awarded

A highly autonomous **professional team** will be responsible for implementing the project. It

will be led by a general management unit, with an artistic coordination subunit and five other subunits representing key dimensions of our Capital path:

- Citizen involvement and mediation, training, capacity building.
- Regional relations, support for local entities and the Archipel.
- European and international dimension, networks, river-cities coalition.
- A secretariat for administrative, legal, and human resources issues, evaluation follow-up in collaboration with the Wisdom Council.
- Communications, tourism, marketing, sponsorship.

The **artistic coordination** subunit will be tasked with structuring our programming around a story, a dramaturgy, and a geography. It will guide

the liaisons for each metaproject (Seine Story, Vertical River, etc.), as well as Capital projects being executed directly by local operators.

The general management unit, the primary liaison with the **Board of Directors**, will be responsible for ensuring the project is properly managed and complies with the bidbook. As the unit's intercessions should **simultaneously address artistic, regional, and mediation concerns**, the general management unit will lead the Management College made up of the heads of the five subunits and the artistic coordination.

It will also have the unique responsibility for the legacy of the Capital Year, in collaboration with the Seine Assembly and in keeping with the investments made by local authorities or private partners.

Swiftly identify our weaknesses to better overcome them

Our project's strengths are born of its very design: The European dimension is integrated over the long term around the River identity and it is based on solid collaborations that are already established. Another clear strength: the long-term character of the path, for which 2028 is only one phase. We are moving forward collectively with continuous improvement in mind, bringing on more and more partner-passengers as we travel to 2028, 2038, and beyond.

This strategy may seem simple, but that does not make it a weakness: It is sincere and deep. Nevertheless, our project is exposed to certain risks, some exogenous, some specific to our dynamic. The table below illustrates the main risks identified to date.

Q33 What are the main strengths and weaknesses of your project? How do you intend to overcome the identified weaknesses?

Long-term strategy

Risks	Level	Anticipatory or corrective action
Lack of resources to implement the region's cultural policy after 2028 (inflation, economic crisis, reduced State contributions, etc.)	Medium	<ul style="list-style-type: none"> → Local authority support in the search for public and private funding → Measurement of direct and indirect economic impacts of investments in cultural sectors to highlight their profitability → Preserve healthy dialogue with the Seine Normande Valley's economic actors → Reduce the Capital budget while preserving the essence of the programming: involvement of general public, co-construction of projects with local and European artists remain essential.
Political changes during the upcoming elections (city elections in 2026)	Medium	<ul style="list-style-type: none"> → Produce educational tools to raise awareness of what a European Capital of Culture is to bring the new staff "on board," including field trips to the winning cities in 2026 and 2027. → Ensure that, by that time, the European Capital project has powerful momentum involving the entire region, including political and cultural entities, non-profits, and the population.

European dimension

<u>Risks</u>	<u>Level</u>	<u>Anticipatory or corrective action</u>
Partnerships with our friendly cities run out of steam	Low	<ul style="list-style-type: none"> → Ensure that “minor initiatives” are implemented each year → Set up “in situ” positions: international volunteers, doctoral students, interns, etc. → Create high-impact communication tools to show the results of each partnership
Mobility issues (artists, young people in training, volunteers, etc.) caused by unpredictable situations: political stability in Europe, pandemic, etc.	High	<ul style="list-style-type: none"> → Set up a web platform with remote cooperative tools: for setting up projects, organizing workshops, etc.

Cultural and artistic content

<u>Risks</u>	<u>Level</u>	<u>Anticipatory or corrective action</u>
Losing sight of the bidbook’s strategic foundation	Low	<ul style="list-style-type: none"> → Establish project governance centred on the program as designed in the bid: for the collegial artistic direction, the bid book is the sole roadmap
Unsatisfactory involvement of the region’s artists	Low	<ul style="list-style-type: none"> → Create “call for projects”-type tools, backed by sufficient funding so that every interested entity can get involved → Establish proactive dialogue so that opportunities created by the Capital are seized → Offer training courses that meet their needs, thereby making the Capital useful in their skills development
New proposals do not have connections with river / future generations / science & knowledge	Low	<ul style="list-style-type: none"> → Support projects while applying and informing on clear specifications → Ensure the collegial artistic direction is consistent in its curation of proposals

Scope

<u>Risks</u>	<u>Level</u>	<u>Anticipatory or corrective action</u>
Lack of citizen participation	Medium	<ul style="list-style-type: none"> → Reinforce direct contact with local entities: associations, non-profit organizations, civic bodies, youth-oriented structures, our supporters, etc.
Imbalance in number of entities involved, or their degree of involvement, between the city of Rouen and the Seine Normande Valley	Medium	<ul style="list-style-type: none"> → Develop specific communications tools for the regions supporting the city title-winner → Strengthen support for programming in the broader area (Round the World’s Rivers, Know With the Flow... ? gatherings, Archipel, etc.)
Lack of volunteers to energize and mobilize the public	Low	<ul style="list-style-type: none"> → Work more intensively with partner structures such as the Armada or established area festivals to develop relationships and mobilize their own volunteers → Set up training programs for volunteers from the area’s cultural structures, meeting their needs and thereby strengthening ties → Forge close ties with those working in higher education, a pool of young people: apprentice training centres, competitive schools, universities, etc.

Management

<u>Risks</u>	<u>Level</u>	<u>Anticipatory or corrective action</u>
Governance and arbitration challenges between the project’s political and artistic dimensions	Medium	<ul style="list-style-type: none"> → Long-term education on artistic programming with specific areas of focus: the various artistic practices, implementing curation appropriately, investment in creation → Ensure strong local involvement in projects: of the public, cultural structures, elected officials
Changes in the Capital Management Team	Medium	<ul style="list-style-type: none"> → Have the bidbook serve as the governance guide by applying its framework in organizing the structure itself: Any change should benefit the artistic and cultural program as defined here

Marketing: communities arise from local focus

Our marketing and communication strategy also carries our message: to reconcile and to take the time to do so, to be the Capital of Slow Tourism and to accept any seeming paradoxes.

Less is more, fewer is better. Fewer greenhouse gases. Less cultural consumption for more cultural experiences. More memorable Capital experiences, more contact, more friendships, more routes along the river's meanders. We will achieve this with a strategy that respects the principle of "local and leisurely" explained above: the bid area/Paris region/neighbouring regions/mobility alternatives to individual vehicles/digital/river-cities. The messages, media, formats, temporalities, and channels will be specific and adapted to each of these local dimensions.

This strategy has a twofold objective:

- **Maintain and strengthen the desire to be part of the Capital community** already composed of those involved, at one time or another, in the creation and ultimate existence of artistic and cultural ideas. The "non-audiences" are the priority, so that they have the opportunity to get involved and/or take advantage of Capital events over the 2024/2028 period
- **Spark, then fuel, the desire to enjoy Capital experiences in 2028**

Building a community is Capital

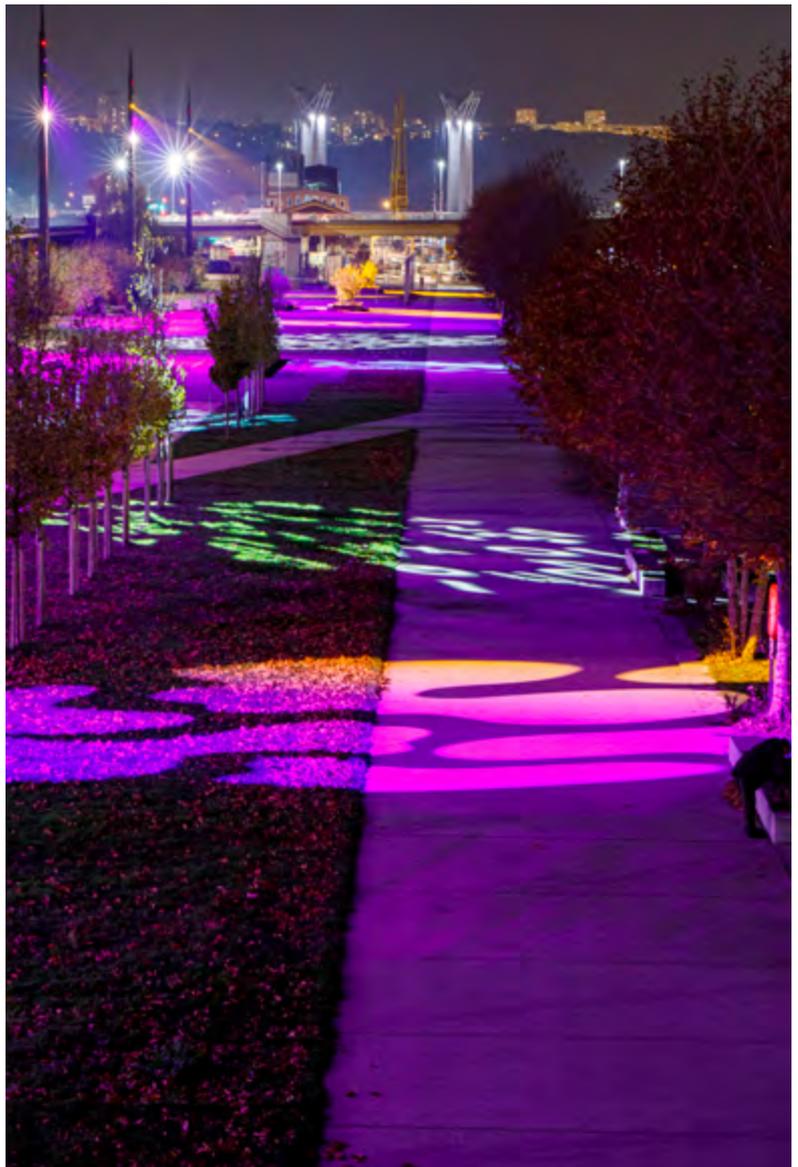
The community dimension is centered on the bid area and initially covers the period 2024/2028. Building a community means bringing people together. Our fundamental tools – such as our Seine Assembly, the Archipel, and the Wisdom Council – are already part of this path. This is where our many supporters find their place. Each one leads their own community. The community of Rouen-born rapper Rilès is not the same as the community of philosopher Gilles Vervisch, actress Karin Viard, or visual artist Laure Delamotte-Legrand. From now on, with each one we identify the projects (formats, themes, temporalities) that help them engage with their community and bring them on board

for our Capital adventure. Flowtopia will also be a source for the first joyful creative moments starting in 2023.

Our choice to document our partnerships, projects, and prototypes over the long term means we will also produce material that can be utilized as engaging objects for targeted communication.

Starting in 2024, we will invent **a traveling Port of call that will crisscross the Seine Normande Valley**, like a magical door between the present and 2028. Residents will be able to leave a bit

Q34 Please present the marketing and communication strategy planned by the city for the year for which the title is awarded



Living the public space

of their own stories there and discover other stories, learn about our program, and decide to participate in what moves and interests them, embark on the adventure by becoming one of its supporters: forming a community.

I Desire is Capital

We firmly believe that responsibility and the desire for discovery can be reconciled. The people we will invite to come in 2028 will feel as though they are sharing an experience that is in tune with the climate emergency. By working with the tourist offices, we will compose experience paths, where mobility will be central to the project and soft in its implementation. In keeping with this thinking, our communication and marketing strategy will not extend to airports, nor involve partnerships with airlines. Instead, mass-transit stations and ports in France and Europe will be the threads with which we will weave the fabric of our Capital concept.

In our river-cities, starting in 2026, Capital Ports of call will emerge, siblings of our Ports of call along the Seine. These will be much more than mere information points: They will also convey the Capital values and the experience will be essential. These spaces will invite you to sense

our mindset, discover Seine Normande Valley and our program in immersive, highly sensory formats. Our European sponsors will help us design these Ports of call, as will artists from the region and from each of these cities. In these experiential resource centres, visitors will learn about all the solutions for reaching us without private car or airplane.

Naturally, for a European Capital of Culture, language options are essential. Based on our local-reach strategy, certain languages spoken in our river-cities will be essential (Czech, English, Portuguese, German, Lithuanian, Macedonian, Norwegian). Our website is already available in English, but this is only a starting point and we are only in the pre-selection phase!

Our communications strategy will have to provide a viable, quality response to a clear need identified in our area: There is no single web platform that currently provides an exhaustive overview or complete listings to the local cultural offer. To better inform area residents, as well as our future visitors, we intend to create a web portal that brings together all available cultural opportunities and outlets. This portal will be operational before 2028 and will dovetail with the digital tools devoted to the Capital programming.



We say loud and clear that the European Union is behind the European Capital of Culture

Evidently European

Our bid is deeply European. And each Capital event will be European.

Europe will be trumpeted, proclaimed loud and clear, because it is much more than a logo appearing in our communications, even if its presence there is essential. As soon as the very first bid website went online, a page was devoted to the European Capital of Culture title, explaining how it is a European Union initiative. This page can be reached from all the other pages of the website.

Every presentation of the bid, every press release, is an opportunity to emphatically remind our public of the European Union's role in the process. All key documents and communiqués involving the bid reiterate these facts.

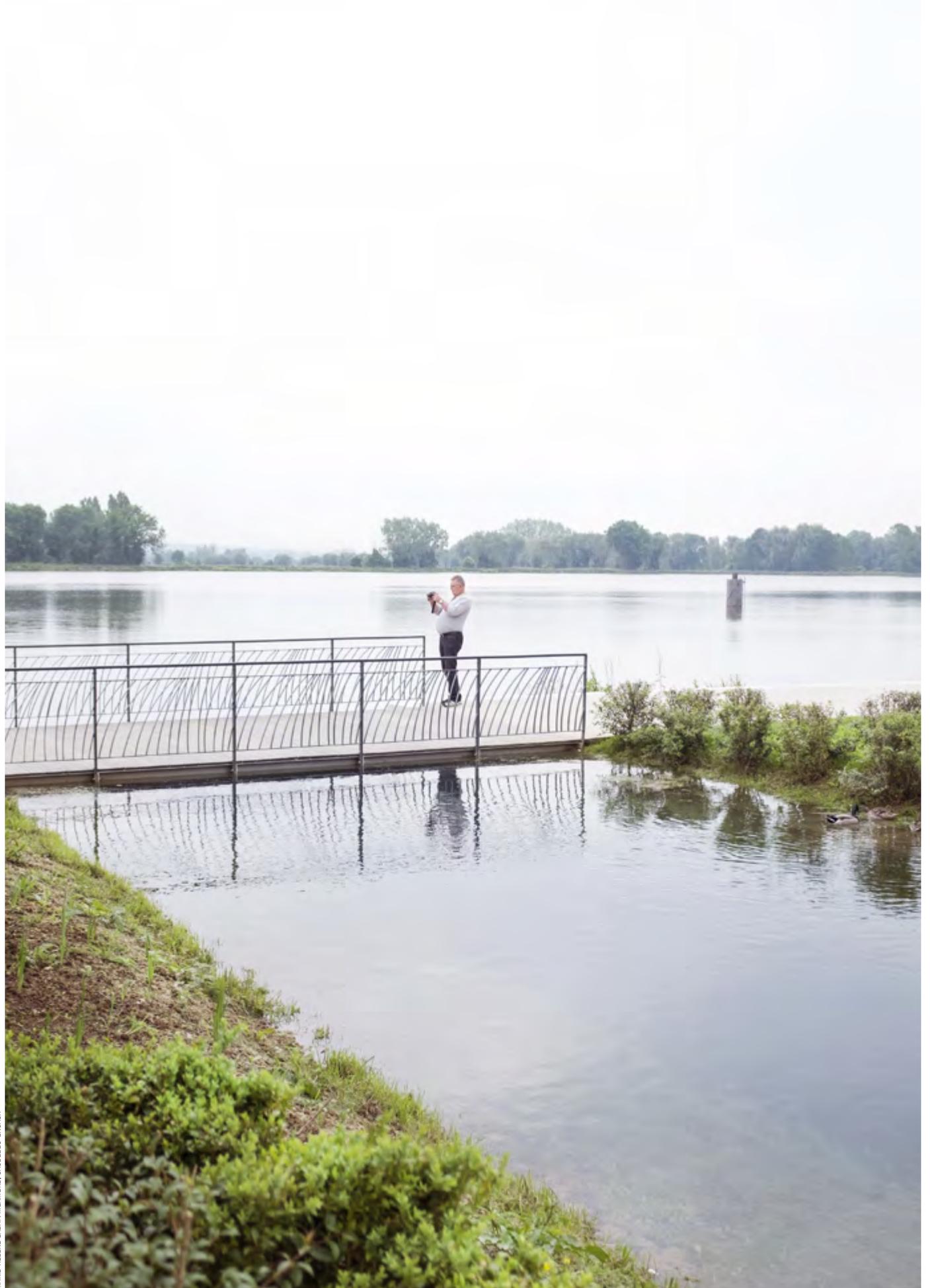
The entire bid program will underscore the ties between the European Capital of Culture 2028 and the European Union. Round the World's

Rivers will be broken down into ten separate events over the course of the year, each one a high point, each held at one of our ten Ports of call along the Seine – and each time a European river and European artists will be invited. The spotlight will shine even more brightly on Europe and the Union in these moments.

Other tools, too, will be used to stress the fact that the Capital is a European Union initiative: taking the Wisdom Council and members of the evaluation committees to the European Parliament; in 2028, celebrating the anniversaries of events related to European history (70 years since the Treaty of Rome came into force, 50 years since the creation of the European monetary system, 50 years since the establishment of the precedence of EU law, etc.).

Q35 How does the municipality plan to emphasize that the European Capital of Culture is a European Union initiative?





Capital: a project of unification

The entire political and economic fabric of the bid area is joining forces to be involved in the European Capital of Culture project. This unity is truly priceless.

The Rouen Seine Normande 2028 bid association was formed by six founding members: the City of Rouen, the Rouen Normandy Metropolis, the Agglomération Seine-Eure, the Eure and Seine Maritime Départements, and the Normandy Region.

These local authorities were joined by all the local authorities in the bid area: : Seine Normandie Agglomération, Communauté de Communes Lyons Andelle, Communauté de Communes du Roumois Seine, Communauté de Communes Caux-Austreberthe, Caux-Seine Agglomération, Ville du Havre, Communauté de Communes Pont-Audemer Val de Risle, Communauté de Communes Honfleur-Beuzeville. They voted to approve resolutions on their association membership, their support, and committed funds to the bid.

The commitment of the elected representatives of the bid area, the Départements, and the Region is therefore unanimous. Through numerous joint working sessions, we have been able to identify the projects and points of

interest that could contribute to the bid project for each of these areas, and determined the key elements creating consistency therein. A “bid area” technical committee, composed of Rouen 2028 representatives from each local authority, meets monthly.

The University of Rouen Normandy is an association member and involved in the bid, such as by being a member of the “ecology” working group. The university’s president, Joël Alexandre, and vice president, Benoît Laignel, who is also a member of the IPCC, are personally among the official supporters of Rouen Seine Normande 2028. And the university as an institution has signed a partnership with the bid association on promoting science’s role in society.

Haropa Port, the river-sea port on the Seine, is a bid partner and began supporting the initiative financially from the early bid phase. The Armada de la Liberté association, which organizes the world’s biggest free gathering of sailing ships, is also a partner.

The French government, via its Ministry of Culture, will also be an unreserved source of support for Rouen Seine Normande 2028 once it earns the title.

Q36 Please confirm and demonstrate that you have broad and resolute political support and long-term commitment from relevant local, regional, and national public authorities



Rouen Seine Normande 2028, the new destination

Accessible via environmentally friendly modes of transport, all cultural infrastructures can be part of our Capital dynamic that will take over the public space throughout the bidding area.

Involvement of cultural structures

Our program's participatory concept encompasses all of the bid area's cultural structures and sites. Each of them can embrace Capital as a springboard and contribute special programming to the year. The new cooperative relationships that have been established through the bid since 2021-2022 forge uncommon ties that make it possible to create and carry out shared cultural ideas (also with economic, social, non-profit actors, etc.) and which can travel around the bid area and Europe. The cultural infrastructures of the City of Rouen, the Seine Normande Valley, and our river-cities are therefore involved in and supported by Capital.

But we also see the cultural infrastructure as being, above all, a collection of public spaces – community gathering places, home to new forms of hospitality, which will be largely occupied by culture – more so, again, as we move toward 2028, and then beyond.

Rouen and the Seine Valley: reachable by rail

Railway travel options are very important as concerns our strategy as Capital of Slow Tourism. Rouen, being just 1'15" from Paris-Saint-Lazare station, is essentially at the gates of Paris. Twenty-nine trains connect the two cities every day.

From Rouen, direct lines serve the Normandy stations of Le Havre, Caen, and Dieppe. On the Paris-Le Havre line, stops are located near our Ports of call along the meanders of the Seine:

- Vernon-Giverny
- Gaillon
- Val-de-Reuil
- Bréauté-Beuzeville

Rouen's Rive-Droite station is connected to major French destinations:

- Rouen – Lille: 2'45"
- Rouen – Lyon: 3'45"
- Rouen – Marseille: 5'30"

In Europe:

- Rouen – London: 5 hours via Paris (Eurostar)
- Rouen – Brussels: 4 hours via Paris (Thalys)

Our mission concerning soft **mobility alternatives** also relies on the interconnections between the train and the Seine Normande Valley's public-transport networks. Rouen's train station is interconnected with the Métropole mass-transit network, called Astuce, which includes underground rail, bus, bus rapid transit, river shuttle, on-demand transport lines, and bike rental. In Le Havre, the LIA network also has diverse mobility options, including tram, funicular, bike rental, and more. In the Louviers and Val de Reuil sector, the SEMO (Seine-Eure Mobilité) network is another example of a comprehensive system of mobility choices. These public transport networks are also interlinked by the Connexités transportation pass, making combined use of the many transport solutions across Normandy simple and economical. Each of our Ports of call is therefore reachable by mobility solutions that do not require an individual automobile.

For bike travel, the bid area is traversed by La Seine à Vélo, which connects Paris to the sea. Several tranches trace a gentle path along the meanders, between our Ports of call :

- 26km from Vernon to Les Andelys
- 30km from Les Andelys to Poses
- 46km from Poses to Rouen
- 19km from Rouen to La Bouille
- 35km from La Bouille to Jumièges

Then, choosing the Seine's north bank:

- 45km from Jumièges to Lillebonne
- 39km from Lillebonne to Le Havre

Or on the Seine's south bank:

- 43km from Jumièges to Le Marais Vernier
- 26km from Le Marais Vernier to Honfleur

And because the Seine Normande Valley can also be enjoyed **on foot**, the GR2 hiking trail (GR=Grande Randonnée, major way-marked trails that interconnect across the country) on the right bank of the Seine connects Le Havre to Paris. On the left bank, you can walk along the GR23 from Rouen to Honfleur.

Rouen can also be reached via the Seine by way of many river or maritime **cruise ships**. River cruise passengers land in central Rouen

Q37 Please confirm and demonstrate that your city has or will have adequate and viable infrastructure to hold the title. To do this, please answer the following questions:

– Briefly explain how the "European Capital of Culture" events will use and develop the city's cultural infrastructure.

– What are the city's assets as regards accessibility (regional, national, and international transportation)?

– What is the city's visitor accommodation capacity?



(714 stops totalling 107,000 passengers in 2017). Maritime cruise passengers disembark further downstream, where Rouen Normandie Tourisme et Congrès implements a reception system with the arrival of each liner (24 stops totalling 18,999 passengers in 2017). Le Havre is the leading cruise port on France's northwest coast. Travelling by sea, there are ten daily ferry connections between Normandy and the United Kingdom from the ports of Le Havre, Dieppe, and Ouistreham. In 2008, Rouen added a modern marina with around a hundred mooring rings and fifty drydock spaces.

Lastly, one must remember that one of our greatest assets in terms of international transport is the HAROPA port: **cargo ships** serve the entire world, particularly many European destinations (Netherlands, Germany, Spain, etc.). However, many shipping companies offer passenger transport on their cargo ships, an incredible travel experience. Working with these companies, we will develop this new way of connecting Rouen and the Seine to the rest of Europe without significantly increasing the carbon footprint.

Rouen is obviously served by **many roads** in northwestern France. We choose not to expand on this point for the sake of remaining consistent in our proposal. The same goes for airports. Naturally, we will gladly welcome tourists who travel to France by air, but we will not encourage them to take the plane from their usual place of residence to enjoy the Capital experiences that we are designing.

A wide variety of accommodations

Rouen boasts very diverse hotel accommodations, some via international hotel groups (Accor, Best Western, SLIH, Louvre-Hotels, Marriott, Holiday Inn, etc.).

Visitors have a great number of lodging options to choose from in the Rouen Normandy Metropolis: hotels with ratings up to five stars, bed and breakfasts, youth hostels, recreational-vehicle spaces, holiday flat rentals and freestanding rental properties, campsites, yachting resorts, and more.

Several new hotels are currently under construction. In addition to this wide selection, there are all the lodging options in the entire Seine Normande Valley. The Seine-Maritime Valley hosted more than nine million tourist overnight stays in 2020.



Stays in the Norman Seine Valley are based on a rich and varied lodging offer.

Accommodation category	★	★★	★★★	★★★★	★★★★★	★★★★★ ★★★★	Unrated	Outside of rating systems	Total
Hotel	4	21	23	9	1		13	0	71
Youth hostel	1	0	0	0	0		0	0	1
Campground	0	1	1	2	0		1	0	5
Group lodging	0	0	0	0	0		1	0	1
Holiday flat rentals	32	30	51	8	0		590	3	714
Bed & breakfast	48	0	0	0	0		0	10	58
Rental property	0	0	0	0	0		3	0	3
Yachting resorts/marinas	0	0	0	0	0		0	1	1
Fee-based recreational vehicle spaces	0	0	0	0	0		0	10	10
Total	85	52	75	19	1		608	14	864

Cultural, urban, and tourist infrastructures that reinforce our European Capital of Culture momentum

Many infrastructures and development projects are directly linked to the European Capital of Culture perspective and will transform the city of Rouen and the bidding area from now to 2028.

A dynamic of change in Rouen and the Metropolis

The City of Rouen and its Metropolis have undertaken a vast transformation plan guided by a socioecological vision: to do their part in fighting and adapting to climate change, without leaving anyone behind. To simultaneously face the challenges of the end of the month and those of the end of the world. The region is morphing along the Seine and as we move to the 2028 horizon. Here are some key examples.

■ More space for culture

in 2028, on the Seine's right bank, with the creation of the **Musée Beauvoisine complex**, the antiquities museum and the museum of natural history come together to form an institution that uses scenography to foster a stronger connection between the works and the visitors, especially children. The **Church of Saint Paul** hosts contemporary art and electronic music, while further downstream, **Le Chai à Vin** mentioned above brings culture into the Seine landscape. Across the water, near the Seine, in former port buildings, creative minds are welcomed at **the DATA** (Domaine d'Activités Trans-Artistiques), from architects to actors, craftspeople and dancers, professionals and amateurs, with 8,000 square metres of space in which to rehearse, meet, teach, learn, craft, and train. An island in the Seine is undergoing this metamorphosis, as well: On Île Lacroix, in 2027, an old disused swimming pool will become **Océade**, a site for urban farming, linked to gardens developed to regreen the city's public spaces. Perspectives are changing, too, in Rouen, Saint-Etienne-du-Rouvray, Oissel, Petit-Quevilly, Elbeuf, Darnétal, Cléon, and Canteleu – a sweeping program covering the 2022/2026 period has been introduced to support **urban renewal** through arts and culture. In keeping with the Faro convention, cultural groups and structures have been drawn into

hands-on initiatives to help residents see their heritage with new eyes, everything from street art to training residents as guides, from memorial gardens to performances, from stories to comic strips.

■ More mobility, less carbon

More than 420 kilometres of bike paths reconcile climate and travel. **La Seine à Vélo** from Paris to Le Havre or Deauville by way of Rouen is a blend of cultural, historical, and industrial heritage. In the Rouen Normandy Metropolis area, local authorities have already developed about fifty kilometres of greenways and work will continue until 2025 to ensure bicycle tourists have amenities that are completely safe. Train travel is also expanding: The Rouen Normandy Metropolis is leading studies on development of the **Saint-Sever Nouvelle Gare** train-station district as part of the new Paris-Normandy line project (LNPN - Ligne Nouvelle Paris-Normandie). This quarter will be served by a bus rapid transit line, the T5 line, providing swift travel to the northern plateau of the Rouen Normandy Metropolis, including the Mont-Saint-Aignan student residence halls.

■ More hospitable public spaces

Nature serves essential functions in the city: biodiversity reservoir, ecological continuity, reducing heat islands, urban food source. Urban spaces with vegetation make the city more welcoming, more hospitable. The "Rouen naturellement" ("Rouen naturally") **regreening and land restoration plan** began in 2020 with the objective of doubling the city's vegetated areas, including by replacing hard surfaces in places such as schoolyards with greenery. An artistic curator is overseeing the project so that art will also be incorporated into public spaces. In Rouen and Petit-Quevilly on the Seine's left bank, the Metropolis is developing **Rouen Flaubert**, a new 90-hectare district that continues the reappropriation of the quays of the Seine, turning an industrial-port complex into a public space for activities. On the right

Q38 With respect to cultural, urban, and tourist infrastructure, what projects (including renovation projects) does your city plan to carry out as part of the "European Capital of Culture" initiative by the year for which the title is awarded?

bank, the **Campus Santé** neighbourhood is undergoing development: This city-within-a-city, bringing together nearly 8,000 students and more than 10,000 professionals, including more than 200 researchers, is designed to foster cultural connections in the healthcare realm.

A dynamic stretching across the Seine Normande Valley

Our commitment to Vertical River is because industrial wastelands are a major Seine issue. In **Vernon**, the old paper mill is becoming an eight-screen movie multiplex. In **Pont-Saint-Pierre**, the destiny of the Levasseur “industrial cathedral” – a former textile mill – turns into a culture venue and hosts resident artists. In **Barentin**, the Badin spinning mill becomes a landscaped park where cultural activities take place. In **Bolbec**, the Desgenetais wasteland transforms into a space to showcase design and textiles. In **Le Havre**, the Halle aux Poissons fish market retains its historic spirit while serving as a hybrid activity venue devoted to the sea, at once a cultural site with season-specific programming and a giant food court supporting a solidarity economy. The Port Center, near the MuMa (Musée d’art moderne André Malraux) and

the UNESCO World Heritage Site, is becoming a centre for contemporary arts.

Other old buildings are undergoing metamorphosis, as well. In a former church in **Vaudreuil**, the Carré Saint-Cyr is both an exhibition venue and a village for artisans in arts and crafts. In **Pont-de-l’Arche**, renovation has almost been completed on the Bailliage (meaning “bailiwick”) and it will open to the public to tell the story of the justice system in the Middle Ages. In **Honfleur**, the Mora – William the Conqueror’s flagship when he crossed the Channel to seize the throne of England – is being rebuilt and the project is open to the public as a form of edutainment.

These are projects that will see the light of day. They are changing the game and changing the cultural landscape. Rouen Seine Normande is involved in these developments to ensure everyone is working together, contributing in consistent and complementary ways to the same 2028 goal. Once we have earned the title of European Capital of Culture, other projects will follow and the cooperative path we have traced will become the gold standard, bringing together what has been or is separated, changing the world in which we live, making reconciliation a reality.



The European Capital of Culture title will ensure the coherence and complementarity of projects in the bid territory.



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Thanks to Daniel Havis, first president of the association

Local authorities officially supporting the project

Ville de Rouen
Métropole Rouen normandie
Région Normandie
Département de Seine-Maritime
Département de l'Eure
Agglomération Seine-Eure
Seine Normandie Agglomération
Communauté de Communes Lyons Andelle
Communauté de Communes du Roumois Seine
Communauté de Communes Caux-Austreberthe
Caux-Seine Agglomération
Ville du Havre
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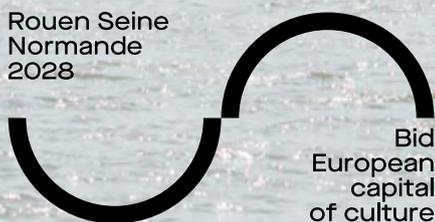
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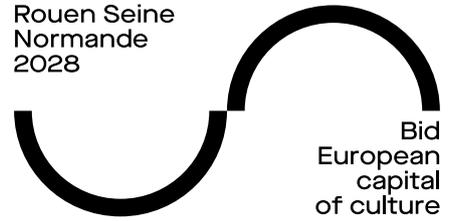
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