

Annual report rethinkIMPACTS 2017 in 2014

The year 2014 has been focused on developing the organization and the partnerships that is the foundation for rethinkIMPACTS 2017 during the project period. This means that a lot of time and energy has been used to establish organizational structures (steering committee, team, working groups etc.) and to develop plans, budgets and strategies (e.g. fundraising strategy, communication strategy).

The rethinkIMPACTS 2017 team consists of Project and Research Manager Louise Ejgod Hansen, Evaluation Manager Hans-Peter Degn, Stakeholder Manager Morten-Falbe Hansen and Project Assistant Sara Lodahl.

In 2014 the steering committee consisted of Rebecca Matthews/Gitte Just/Rina Valeur (2017), Marianne Ping Huang (AU), Ib Christensen (Aarhus Kommune), Lene Øster (Region Midtjylland) and Anne Marit Waade (VIP-representative AU). The academic reference group at AU consists of Marianne Ping Huang (Prodean, Arts), Thomas Skjødeberg Toftegaard (Head of Department, Science and technology), Søren K. Kjærgaard (Head of Department, Health) and Niels Lehmann (Head of Department, Arts)

Development of the evaluation design

Evaluation workshops

- rethinkIMPACTS 2017 held five evaluation workshops in April 2014 for everyone interested in Aarhus 2017. 98 people, both researchers and practitioners, visited the workshops throughout the three days it was being held. The participants' inputs will in combination with Aarhus 2017's strategic goals result in the evaluation design.

Links between the evaluation design and the strategy of Aarhus 2017

- During the year intense dialogue between rethinkIMPACTS and Aarhus 2017 has resulted in a shared understanding of the way in which the evaluation will address the strategic objectives of Aarhus 2017. rethinkIMPACTS 2017 has been involved in the development of Aarhus 2017's monitoring programme and taken part in discussions about the success criteria of Aarhus 2017, that are presented in the strategic business plan of Aarhus 2017.

A dynamic evaluation design

- In November 2014 the team presented a dynamic approach to the evaluation design process aiming at securing the learning outcomes as well as the ambition to develop new evaluation methods and indicators. That the evaluation model is dynamic means that we do not settle on a fixed set of evaluation criteria and evaluation methods. Instead we build a framework consisting of a set of potential evaluation criteria, some of which we know how to cover, some of which we mark as areas for development. In this way we aim at fulfilling the ambition to have a clear link to research and to 'rethink' evaluation, developing new understandings of impacts of European

Capitals of Culture. This also means that the evaluation becomes as much a development process as a measuring project.

Organisation

Business case workshop

- rethinkIMPACTS 2017 has held two business case workshops throughout the year of 2014 - one in August and one in November both with participants from the steering committee and the rethinkIMPACTS team. The result is a developed business case that presents the aims and priorities of the project. The business case workshops were facilitated by DCL at AU.

Fundraising

- A fundraising working group has developed a fundraising strategy and supported ongoing fundraising activities.
- In 2014 rethinkIMPACTS 2017 had contact with six possible business partners in relation to gathering data for the evaluation. The process is ongoing, but the initial dialogue with four of the companies has shown a high level of interest in the project.
- Research applications for a larger research project managed by Louise Ejgod have been submitted to FKK (National Research Council for the Humanities) as well as Carlsberg Foundation.

Research

Research projects

- In April 2014 rethinkIMPACTS 2017 granted seed money to 9 research projects. The total amount of money granted was 900.000 kr. Two projects are finished, and the rest are continuing their activities in 2015.
 - **Audience Development as Institutional Development.** Project manager: Ingrid Vatne, Department of Aesthetics and Communication. Finished in September 2014.
 - **Concrete Heritage Lab: Rethinking The Port of Aarhus as industrial heritage.** Project manager: Mads Daugbjerg, Department of Culture and Society
 - **Exploring the value creation in the project Aarhus 2017.** Project manager: Markus Larsen, Department of Business Administration
 - **Measuring impact across social media.** Project manager: Anja Bechmann, Department of Aesthetics and Communication. Finished in December 2014.
 - **Measuring the economic spill-over from the creative industry .** Project manager: Kristina Jespersen, Department of Economics and Business.
 - **Participatory Citizenship: New Experiences and Expectations.** Project manager: Birgit Eriksson, Department of Aesthetics and Communication
 - **REARCHIVING THE NORDIC.** Project manager: Jette Gejl. Department of Aesthetics and Communication
 - **Reclaiming Waste. A Living Experiment in Silkeborg.** Project manager: Britta Timm Knudsen, Department of Aesthetics and Communication

- **Smart Cultural Indicators: Connecting cultural indicators to social innovation and environmental sustainability.** Project manager: Martin Brynskov, Department of Aesthetics and Communication.

IMPACTS 2017 workshops

- In the spring rethinkIMPACTS organised two rethinkIMPACTS 2017 ('Cultural entrepreneurship and sustainable innovation' and 'Creative sector and regional development: possibilities and challenges') and co-organised the research workshop *Rethink action research and interventionist methods*. In addition to addressing subjects which are central to Aarhus 2017, an important objective of the workshops is to strengthen the dialogue between researchers and practitioners.

rethinkIMPACTS 2017 reports. Evaluation and research in Aarhus 2017.

- rethinkIMPACTS 2017 has launched a series of reports *rethinkIMPACTS reports. Evaluation and research in Aarhus 2017*.
 - The first two reports were published in December 2014 by Ingrid Vatne and Marie Stensgaard Pedersen.

Papers at academic conferences

- In 2014 the project management team has participated in several academic conferences:
 - Hildesheim: Louise Ejgod participated in September in the eighth international culture political research conference in Hildesheim, Germany. An important object of this conference was to gather inspiration to evaluation and research in Aarhus 2017.
 - Ottawa: Louise Ejgod and Hans-Peter Degn participated in October in the conference "Social Theory, Politics and the Arts - Creative nexus: understanding and strengthening the relationship between cultural research and practice" in Ottawa, Canada. They presented the evaluation approach of rethinkIMPACTS 2017.

Student involvement

Master theses

- Marie Stensgaard submitted her thesis on Aarhus 2017 in August 2014, which resulted in the second publication in the rethinkIMPACTS 2017 reports.
- After a call for master students on AUs projektbank in the fall, , there has been a great interest for writing theses on Aarhus 2017, which has resulted in 6 master students being connected to rethinkIMPACTS 2017.

International cooperation

Dialogue with other ECoC-cities and universities

- Umeå: In October the rethinkIMPACTS 2017 project team participated in the UNEeCC conference in Umeå, as the conference was a unique opportunity to hear about ongoing research in other former, present, and future European Capitals of Culture and to present rethinkIMPACTS, which resulted in a lot of interest for 'the Aarhus-model' for a partnership between the ECoC and the local university.

- The project management team was invited to a seminar in Leeds, UK, in September, as the city considers applying for the European Capital of Culture in 2023. rethinkIMPACTS 2017 has been in dialogue with Leeuwarden, Matera, and Siena regarding possible cooperation on evaluation and research.
- The project team has been in dialogue with Leeuwarden 2018, Valletta 2018, Matera 2019 and Sienna (candidate 2019) about evaluation and research and potential cooperations.
- The consultant Ruth Melville was affiliated to rethinkIMPACTS 2017 as well as Aaehus 2017 in 2014 for the purpose of using her experiences from Liverpool08.
- rethinkIMPACTS 2017 has been in contact with the Cultural Ministry in Croatia with the purpose of establishing a cooperation with the winner of the future ECoC in 2020.