



PREMIUMFEST

INTERNATIONAL PREMIUM FESTIVAL



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Planning Cities Culturally. The Bilbao Effect: 15 Years On

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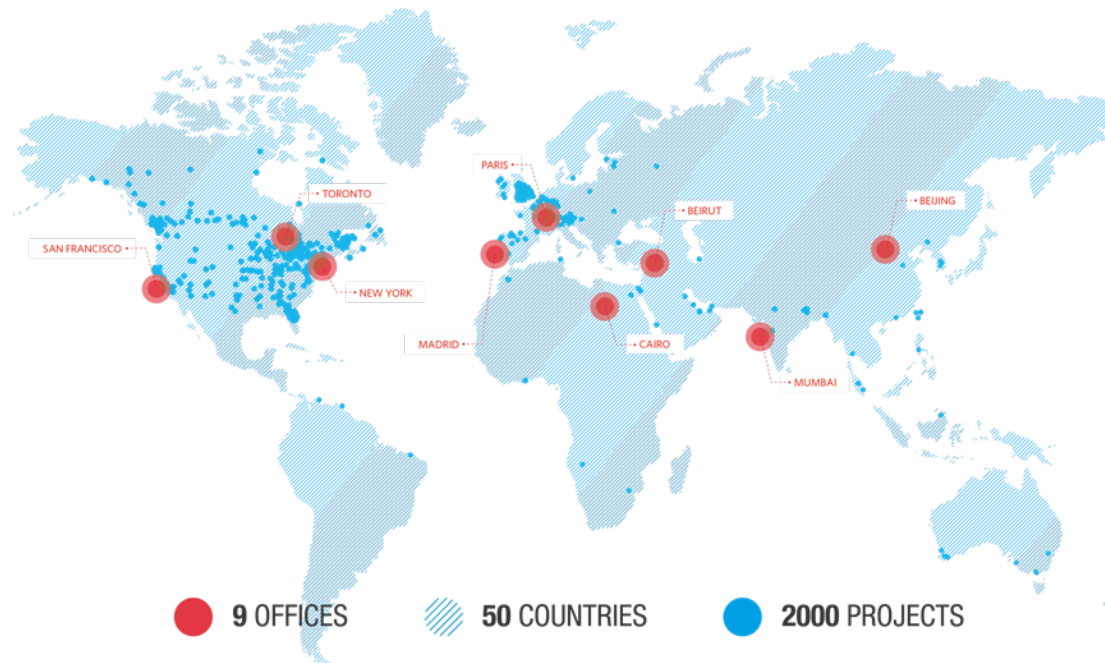
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1. ABOUT LORD CULTURAL RESOURCES

The world's largest cultural professional practice

Founded in 1981 in response to an emerging need for specialized planning services in the museum, cultural and heritage sectors.

- 2,000 assignments
- 51 countries on 6 continents
- 9 offices worldwide
- an international reputation for sector leadership, innovation and excellence.



An international reputation for sector leadership, innovation and excellence



- We share our knowledge in presentations, articles and publications.
- Respect for local adaptation, cultural diversity and collaboration.

IN CONVERSATION

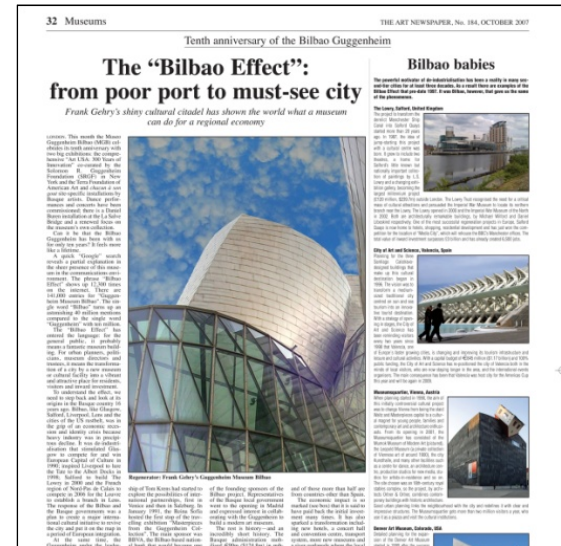
PROPHETS OF THE CITY

Richard Florida and Gail Lord explain why cities, and their cultural institutions, are the 21st century's engines of prosperity.

By Kelvin Browne
Photography by Raina and Wilson



90 NOVEMBER 2008



Guggenheim Bilbao Strategic Plan, The Lowry, King Abdulaziz Centre, etc.

Experience working with premium and luxury brands



Bordeaux Cultural and Tourism Centre, Emile Hermès Museum, LVMH – Louis Vuitton malletier, Magnum Agency, etc.

2. URBAN CHALLENGES IN THE 21ST CENTURY

Why Do Cities Matter in the 21st Century?



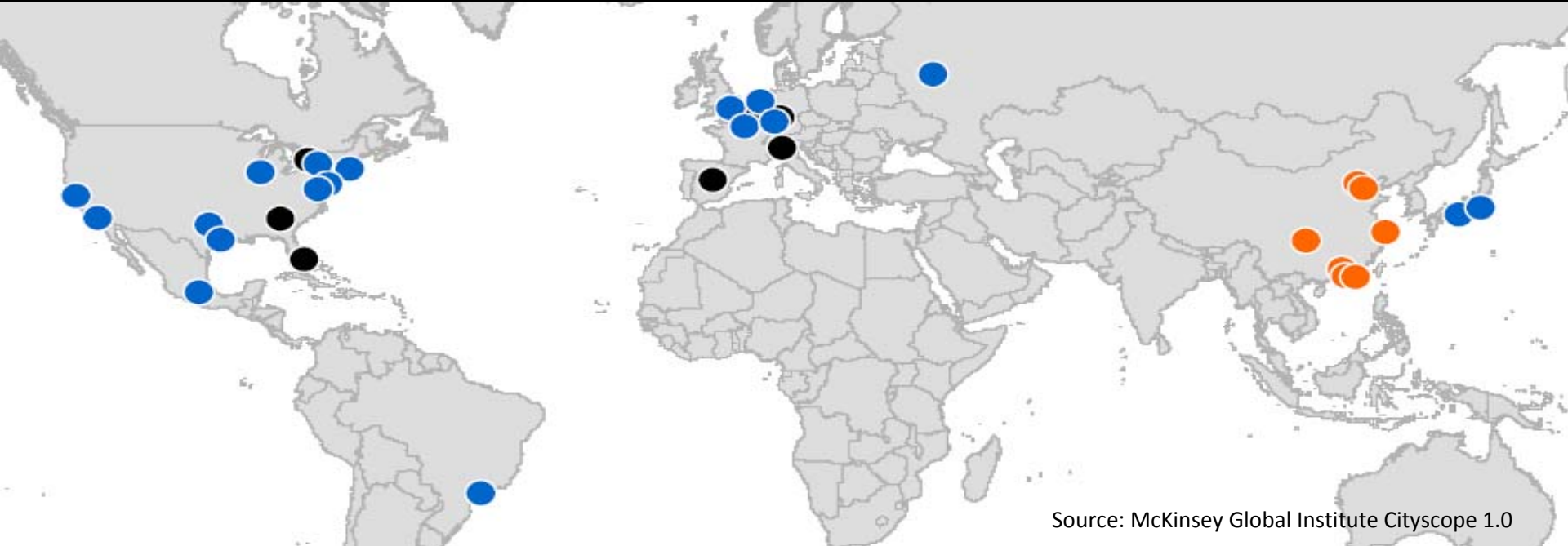
URBAN POPULATION IS GROWING by 65 million annually.

Cities = Half of the world's population.

80% of global GDP.

Urbanization drives global ECONOMIC growth.

Urban Power is Shifting East



Source: McKinsey Global Institute Cityscope 1.0

Top 25 Cities 2007 vs. 2025:

- BLUE: Top 25 in both 2007 and 2025
- BLACK: Dropout – included in 2007 but not in 2025
- NEWCOMER: Absent in 2007 but included in 2025

Cultural Change: The Knowledge Economy



- Our lives have been marked by the geographic shift of the industrial economy and the growth of the knowledge economy
- New Skills, New Residents: The Creative Class
- Participation and Creation; Not Consumption

Tourists have New Priorities



From “Sun and Beach” to “Culture and Premium”

The Challenge of having to Do More with Less



- Context of global recession – and European recession in particular
- City programs, services, infrastructures – under revision
- Need for new revenue streams
- Sustainability

3. Our response: PLANNING CULTURALLY

What is a “Premium” City?



Consumption Perspective?

- LUXURY focus
- Shopping
- Passive spectacles
- Reactive

Production Perspective?

- Eventful
- Diverse
- Involving events
- Innovative



The Eventful City



A City with Events

- Sectoral
- Tactical
- A container of events
- Competition
- Pandering to audiences
- Market led
- Spectacle
- City marketing

The Eventful City

- Holistic
- Strategic
- A generator of events
- Cooperation
- Provoking publics
- Market leader
- Involvement
- City making

Planning CULTURALLY

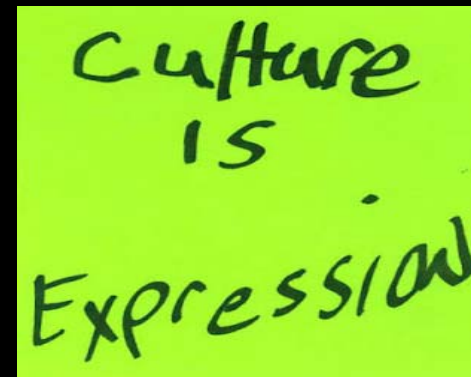
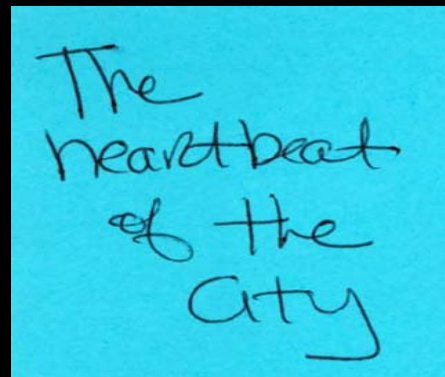
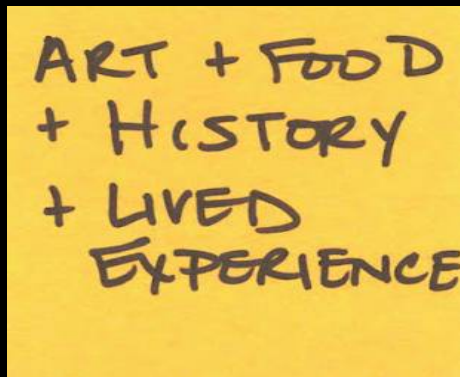
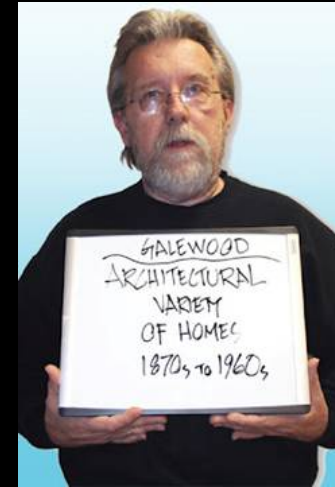
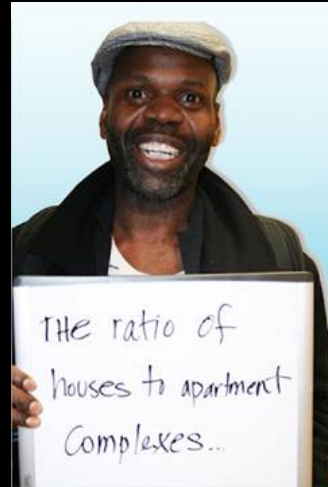
Incorporating culture in planning City-wide.

Four pillars to planning:

- Social: public services, education;
- Economic: industry, knowledge, leadership;
- Environmental: liveability;
- Culture: identity, amenities, aesthetics, heritage.



It's all about Communities! Engagement, Diversity.



4. LESSONS LEARNED

from international cultural planning

Bilbao: The Bilbao Effect 15 Years On

- Early 1980's: decaying industry.
- 1990's: Heavy investment in civic infrastructure (€4.2 billion) lead to new cultural values.
- Guggenheim Effect:
 - Repaid itself after 3 years.
 - Creation of + 4,500 jobs.
 - Attracts almost 1M visitors, of which approx. 60% are foreigners.
 - Benefits other cultural attractions and the hospitality sector.
 - A model for other cities. There is only one Bilbao.



A premium city is a creative city!

How have other cities attempted to create vibrant cultural space for artists, cultural groups and neighborhoods?



Vienna: Dynamic Clusters = High Innovation



Museum Quartier Vienna

- Image of the City post-war was “waltz” Opera, city for older people. The focus was to attract youth – both youthful tourists and local youth – to create a meeting place (commons) .
- The Museumsquartier (MQ) is a 60,000 m² large; it is the eighth largest cultural cluster in the world. It includes 7 institutions: art museums, architecture museum, a children’s museum (Zoom Kindergarten) and children’s theatre.
- It has contributed to positioning Vienna as a top city in innovation and in livability.

Creative Amsterdam: Coordinating actors & activities



- A ‘one stop shop’ for the creative industries in the Amsterdam Metropolitan Area offering information, services and activities in a single physical and digital platform.
- It is focusing on strengthening alliances within the creative industries, and stimulating the growth of companies, especially by encouraging exports and cross-sectoral cooperation.

Toronto: Eventfulness, large and small scale Luminato & Subtle Technologies Festival



- Luminato – the largest and best funded multi-arts festival in north America.
- Subtle Technologies Festival – small scale event that aims to catalyze innovation by bringing together the often-disparate disciplines of arts, sciences/technology, to critically understand and interpret the impact and convergence of art and science in the contemporary world.

New York: Positioning as an international cultural tourism destination



- Cultural tourism accounts for nearly half of total tourism to NY. Cultural tourists spend more and stay longer.
- NY branded the city as a cultural events destination after 9/11 to attract foreign tourists.
- Today, cultural tourism accounts for 74% of foreign tourists and generates more than \$13 billion in direct spending.

Chicago: Engaging the Community

Citywide
conversations
resulted in
over 200
proposed
initiatives.



The Bilbao Effect 15 Years On – What Next?

An aerial photograph of a city, likely Bilbao, showing a river winding through the urban landscape. The city is characterized by a mix of traditional and modern architecture, with several prominent modern buildings and a large stadium visible on the right. The text "Extend this creativity to the city and the region" is overlaid in large red letters.

Extend this creativity
to the city and the region

3 Recommendations:

- Aim for the Eventful City: Local, Regional and International Events
- Plan Culturally: from “hardware” to “software”
- Engage the Community: from “consumers” to “creators”.

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