

ABERDEEN 365 EVENTS STRATEGY


ROTTERDAM, NETHERLANDS www.rotterdamfestivals.nl



Overview:

- ▶ Event-led regeneration strategy transformed perceptions and profile
- ▶ Independent arms –length organisation with highly experienced event executive deliver strategy on behalf of City
- ▶ Large scale events programme – 61 each year – a number of high quality major events supported by ongoing programme of smaller festivals
- ▶ Significant funding for events – over £5M
- ▶ Funding combined in one pot with 4 year agreements to support planning
- ▶ Clear funding criteria and complements city themes
- ▶ Separate pot for major events bids

Area	Findings	Learning for Aberdeen
Introduction – Background	<p>Rotterdam is the second City of Holland. It has a population of 600,000 and 1 million in the wider City region. It is a major industrial port city with a large multinational population and a high proportion of young people.</p> <p>Over the past 20 years it has followed an event-led regeneration strategy with the aims to attract visitors and to stimulate cultural consumption among residents, while positioning Rotterdam as a cultural destination. In 2001 it was European City of Culture.</p> <p>In 2015 Rotterdam Festivals (RF) supported 61 festivals in 2015 attracting 1.5 million attendees.</p>	Transformed its position as an industrial port city by using an events strategy to change perceptions of the city for residents and raise its profile as a cultural destination.
Principal festivals and events	<p>Culture: International Film Festival; Rotterdam Art Week, Port of Rotterdam North Sea Jazz Festival, Summer Carnival, World Port Days, Circus Theatre Festival, Opera Days Festival, Gergiev Festival, Metropolis Music Festival.</p> <p>Sport: ABN AMRO World Tennis Tournament; ABN AMRO Marathon, Beach Volleyball World Championships. Tour de France Grand Depart 2010.</p>	A number of high quality major events supported by an ongoing programme of smaller festivals across the year

<p>How City engages with festivals and events</p>	<p>Support for festivals and events is funded through the Sports and Leisure Department and the Economic Department and delivered through 3 arms-length organisations; Rotterdam Festivals, Rotterdam Topsport and Rotterdam Marketing (DMO). (Together labelled 'The Leisure Platform')</p>  <p>The diagram illustrates 'The Leisure Platform' as a central hub. It consists of three main components: Rotterdam Topsport, Rotterdam Marketing, and Rotterdam Festivals. These are connected to the Sports Department, Economic Department / CMO, and Culture Department of the City of Rotterdam, respectively. The entire structure is set against a background of a bridge at night.</p>	<p>Funding for festivals is consolidated within one budget but delivered through arms-length organisations.</p>
<p>Governance & Management</p>	<p>RF operates as a not-for-profit charity independent of the City Council. It reports to the Culture Dept. Its role is to act as an intermediary between the City, producers and audiences; it coordinates the City's event policy and stimulates event organisers.</p> <p>RF has a 6 member board of directors, a chief executive and a further 11.6 fte members of staff.</p> <p>There is no City council or festivals representation on the board. Advisory boards of special interest groups to review festival plans as necessary.</p>	<p>RF acts as a strategic and independent arms-length development and funding body for the City</p> <p>The strategy is not restrained by low-level political intervention nor swayed by festival self-interests.</p>

Services provided by Events Office -Team and Responsibilities	<p>Rotterdam Festivals coordinates Rotterdam's events policy and encourages cultural participation of the citizens of Rotterdam</p> <p>Rotterdam Festivals provides the following services:</p> <ul style="list-style-type: none"> • co-ordination and agreement of the annual festival calendar of the City • assistance in finding appropriate locations and production partners. • liaison with City departments and agencies such as the licensing department • liaison with the City marketing organisation – Rotterdam Marketing • liaison with side program partners for bigger events • provides and offers assistance in collaborative marketing • undertakes research and provides data on festival audiences • communicates the festivals and events calendar to the public • general knowledge and advice to new festivals and events and promoters • financial support (grants) where needed. 	Clearly delineated joined up service delivery by arm's length organisation with delegated responsibility.
Funding Policy	<p>The City council has an annual budget for arts and culture of between £65 - £76m covering support to a substantial range of cultural institutions. Festivals Rotterdam receives nearly all £5.4m budget as a grant from the City Council (2/3 culture dept. 1/3 economic dev dept.)</p> <p>Funding from the RCC to RF is guaranteed under a 4 year agreement</p> <p>Separate budget for non-religious cultural events e.g. Chinese New Year</p> <p>Bidding for major events has a separate budget pot of approx. €1/2m for both sports and festivals to tap into. Funding comes from city hotel tax. Fund rolls over if not fully utilised in any 1 year</p>	<p>Funding recognition of impact for cultural and economic development.</p> <p>Longer term planning helped by 4 year agreements.</p> <p>Bid pot funding taken from separate council budget.</p>
Funding Themes and Criteria	<p>Festivals celebrate the identity of city</p> <p>Themes: Maritime city, Young city, Multi-cultural city, Architecture city, International culture city, and International sports city.</p>	Transparent criteria for support set to deliver on the big themes of the city

	<p>Criteria:</p> <ul style="list-style-type: none"> • Connection with the identity of Rotterdam priority for events closely associated with themes of city: • Visitors' experience and quality • Viability of the plan • The place within the total offer - balance between target groups, themes, time and space and budget • Programme in the city centre All small-scale events in the city centre are considered for financial support. 	
Promotion & Marketing	<p>RF operates Audience Rotterdam, a membership organisation for cultural organisation. Distributes, promotes and markets to specific target groups. Runs a website, online box office, social media and city wide promotions. Rotterdam Marketing does tourism promotion of events.</p>	<p>Engaging with and developing new audiences runs in tandem with operational aspects of RF.</p> <p>Separate DMO works with festivals unit.</p>
Budgets	<p>17 signature events have 4 year funding agreements</p> <p>Approx. 35 events reviewed every year. Decisions are made on funding in November of preceding year.</p> <p>Over 80% of the budget (£4.5m) goes directly as grants to festivals with approximately 5% covering project management, 5% umbrella marketing, 3% service delivery and 5% overheads.</p>	<p>Clear categories of hierarchy with long term funding agreements for major and growth events</p>
Sports events	<p>Rotterdam Topsport is a not-for-profit foundation started in 1991 as a public-private partnership and acts as a network-organisation. Its mission is to position Rotterdam as the City of Sports, both nationally as internationally. It has an annual budget of approximately € 4 million of which 70% comes from the City of Rotterdam and 30% from Business Community/Sponsors. The city has invested €23 million between 2010</p>	<p>Sport managed separately from cultural festivals and events</p>

	<p>and 2014 in its sports policy.</p> <p>Rotterdam Topsport's core business is:</p> <ul style="list-style-type: none">• Top-class sports infrastructure - venues• Top-class sports – recreational sports• Top-class sports events<ul style="list-style-type: none">• acquisition, consultancy and support• sponsoring, subsidies and guarantees• promotional and economical spin-off• intermediary (from bidbook to marketing plan)	
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