

VALLETTA 2018 FOUNDATION ANNUAL REPORT 2015

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INTRODUCTON

The Valletta 208 Foundation is the main coordinating body responsible for the organisation of the ECoC in Malta 2018. The Foundation was responsible for this project throughout its candidacy phase, which was concluded with Valletta's official designation as ECoC 2018 in May 2013. Subsequently, the Foundation launched its Cultural and Infrastructural Programme, in view of developing these programmes in the run up to 2018 (i.e. over the period 2014-2017) and during 2018 itself. This preparatory work has been essential to ensure a strong legacy of the programme both in the immediate post-2018 period, as well as in the longer term, leading up to the next ECoC in Malta in 2031.

Throughout its candidacy and the current implementation period, the Valletta 2018 Foundation has undergone significant growth in terms of activity and visibility. The Foundation aims to maximise the resources at its disposal by establishing and maintaining strong working relationships with various stakeholders, communities and entities.

GOVERNANCE

The governance structures have remained, to a great degree, the same as in previous years. Over the past year, the Foundation entered consolidation stage, and all major partners and stakeholders have confirmed their participation, and stepped up their commitment to Valletta 2018.

The Valletta 2018 Foundation has a number of committees and groups in place which supervise the work carried out by the Foundation and from whom the Foundation's team seeks advice. The size of the Valletta 2018 Foundation has grown in line with its greater responsibilities and operations over the past twelve months. The Foundation now accounts for 14 full timers and 2 part timers together with a considerable number of other personnel engaged on a contract for service basis.

FINANCE

As outlined in previous reports submitted to the panel, the total operating expenditure for Valletta 2018 amounts to approximately € 47 million of the total budget. The largest part of the operating budget is allocated to programming, with more than 53%; around 17% is allocated to promotion and marketing, whereas less than 29% is allocated to wages, overheads and administrative expenditure. 93% of the total income is received through public funding, whereas the remaining 7% will be sourced from alternative sources of funding.

PROGRAMMING

Throughout 2015, the Programming Unit coordinated the various projects planned for the year. The Programming Unit also worked extensively on the consolidation of the Cultural Programme for 2018, with a specific focus on ensuring the cohesion and diversity of the Programme.

The Artistic Direction team, formed in 2015, while working closely with the Programming Department, have been focusing on working on the planning and development of the five special events to be held in 2018 as well as one special preview in 2016.

COMMUNICATIONS

The Foundation's Communications Department has worked on making more effective use of online and offline media channels, across different media. The results of these efforts have been encouraging –

according to a study commissioned by the Valletta 2018 Foundation, 66% of the population are aware of the ECoC programme, while 92% of the population believe that Valletta is changing for the better.

As part of its outreach initiatives, the Foundation rolled out a cultural hotspot mobile unit in May 2015. The Valletta Forum, which aims to engage the Valletta residents in the Cultural Programme of the Valletta 2018 Foundation, has also continued meeting regularly. Furthermore, the first Valletta 2018 Regional Office was inaugurated in Victoria, Gozo in 2015.

RESEARCH

The Valletta 2018 Foundation Evaluation & Monitoring Research is structured around five research themes and will run for the period 2015-2019. Following up from the preparatory work carried out in 2014, pilot studies within each of the five research themes were carried out throughout 2015. The process includes a detailed quantitative and qualitative assessment on (i) cultural and territorial vibrancy, to evaluate the success of the Valletta 2018 cultural programme and the change in cultural participation; (ii) governance and finance, to understand the investment and management in Valletta 2018 and the related impact on Malta's creative sector; (iii) community inclusion and space, to assess the impact of Valletta 2018 and of cultural and infrastructural regeneration projects on various community groups; (iv) the tourist experience, to evaluate the changes in visitor profile, tourist expenditure and visitor motivation to travel as a result of Valletta 2018; and, (v) the Valletta brand, to understand the success of the Valletta 2018 communication strategy within different communities. Summarised results of this process for 2015 are found in this report.

Culture Map Malta (www.culturemapmalta.com), one of the deliverables of the Cultural Mapping project, was launched in May 2015. Work on the Cultural Mapping publication is in its final stages, with an expected publication date of April 2016, whereas the Theatres Audit project, the third strand of the Cultural Mapping project, was launched during 2015, supported by Arts Council Malta. Complementing the Cultural Mapping project, the Foundation's Second Annual Conference on Cultural Relations in Europe and the Mediterranean focused on Cultural Mapping.

INFRASTRUCTURE

The Valletta 2018 Foundation has continued the spearheading, development and regeneration of various cultural infrastructure projects and sites, including the Valletta Design Cluster, MUŻA, the regeneration of Strait Street and the regeneration of the Valletta Old Market Building. This work went hand in hand with efforts towards better general upkeep of Valletta as well as accessibility to and within the city, most notably with regard to ferry connections between both harbours.

GOVERNANCE & MANAGEMENT

The work done on the implementation of the cultural programme is being supported by more sustained and creative use of communication channels, described in more detail below. This is being done to inform and engage the general public, and its various sub-sectors, with regard to Valletta 2018. This applies both locally and internationally. The work carried out by the Foundation addressing the coordination of cultural infrastructure is also being stepped up. In fact various projects, which will be outlined in the following sections, are on course to be delivered as part of the Valletta Master Plan to be issued by the OPM.

In all this, the Valletta Local Council, Central Government and various Ministries, departments and authorities, have also increased their contribution to preparations for Valletta 2018 within the organisational structures which follow: Valletta 2018 Foundation, Inter-Ministerial Commission for the European Capital of Culture and the Valletta Master Plan Steering Committee.

The governance structures have remained, to a great degree, the same as in previous years. Over the past year, the Foundation entered consolidation stage, and all major partners and stakeholders have confirmed their participation, and stepped up their commitment to Valletta 2018.

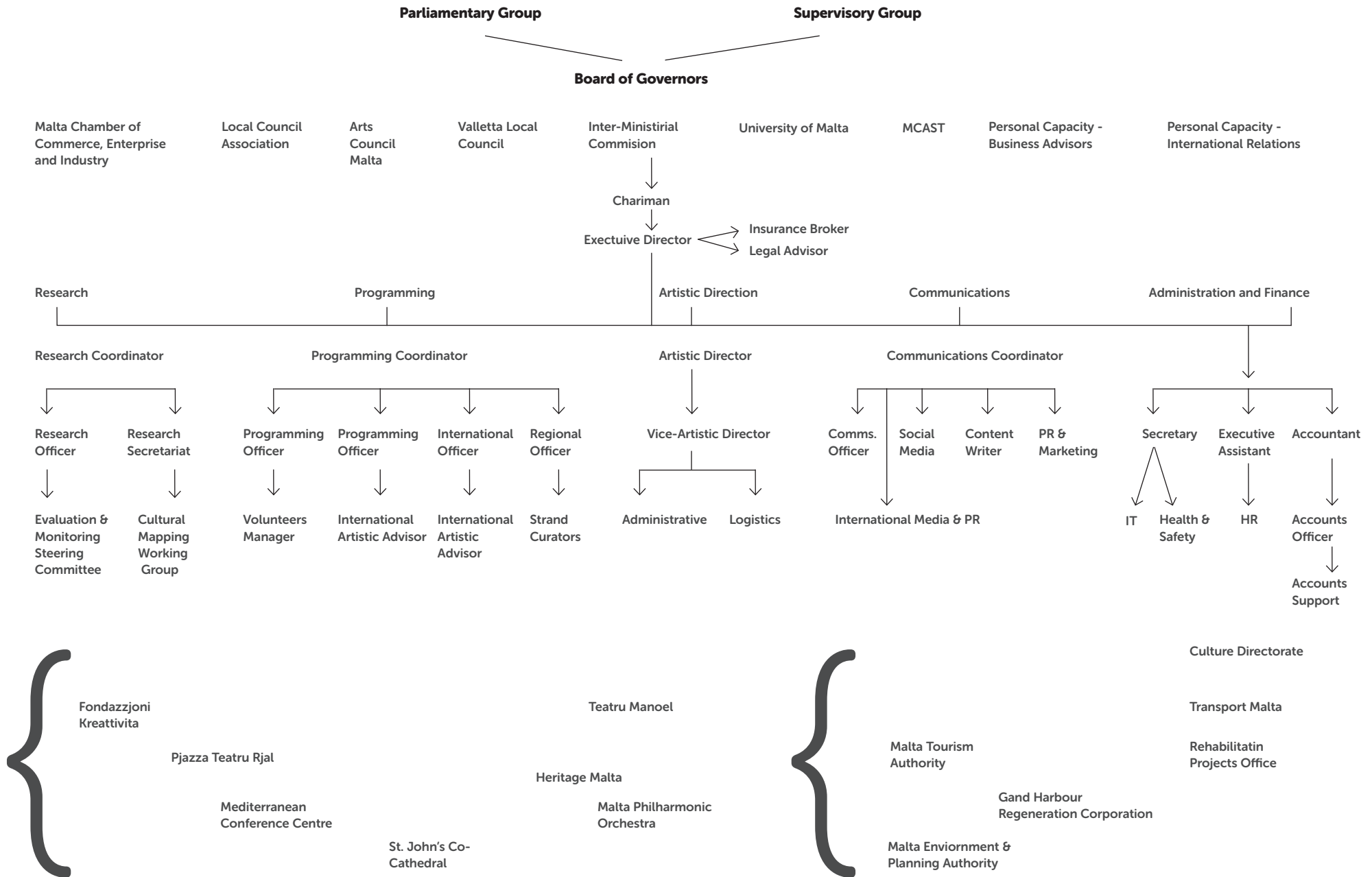
The Valletta 2018 Foundation has a number of committees and groups in place which supervise the work carried out by the Foundation and with which the Foundation's team can consult. These committees and specialised groups meet regularly to supervise, monitor, evaluate and implement the work carried out by the Valletta 2018 Foundation and its partners.

The size of the Valletta 2018 Foundation has grown considerably over the past twelve months. The Foundation now accounts for 14 full timers and 2 part timers together with a considerable number of other personnel engaged on a contract basis. New recruits throughout 2015 included a Marketing & Communications Officer, three Regional Coordinators, responsible for coordinating the Cultural Programme within their respective regions and Local Councils, a Programming Officer, an Accounts Support Officer; a Volunteers Manager; and an intern within the Communications Department.

The Foundation is now structured around departments as outlined in the organigram. These include the Artistic Direction team, the Programming team, the Communications team and the Research team and the Administration and Finance team. The services of the Foundation are complemented by outer service providers and supported by the Public Cultural Organisations (PCOs) and the entities and departments which form the Inter-Ministerial Commission. The organigram also shows the roles of members and collaborators who are engaged on a contract for service basis in various fields.

The organigram also refers to other members of staff who have been or will be recruited or engaged during 2016. These include the Volunteers Manager, who is managing the Foundation's Volunteering scheme, and an Assistant to be recruited shortly; the International Artistic Advisor, who is advising the Programming Department on the international dimension of the programme for 2018; Strand Coordinators, who are responsible for particular strands of the Cultural Programme; the International Officer, who will be responsible for linking the Foundation with international partners; and the remaining three Regional Coordinators.

The first Formal Monitoring Meeting with the Monitoring and Advisory Panel of the European Commission was held in September 2015. The meeting was followed by a formal report issued by the European Commission which highlighted a number of issues to be addressed by the Foundation. These issues were addressed through formal replies sent to the Commission in December 2015, Annex 1. A visit by two members of the monitoring panel was successfully held in January 2016 wherein recommendations provided in the report were followed up and seen to be implemented.



FINANCES

As outlined in previous reports submitted to the panel, the total operating expenditure for Valletta 2018 amounts to approximately €47 million, with minor revisions taking place due to actual versus planned expenditure. The larger part of the operating budget is allocated to programming, more than 53%. Approximately 17% of the total operating budget is allocated to promotion and marketing, whereas around 30% is allocated to wages, overheads and administrative expenditure. The larger amount of the budget will be expensed in the ECoC year, with the amounts increasing steadily until the ECoC year. 93% of the total income shall be received through public funding, whereas the remaining 7% will be sourced from alternative sources of funding, including income from sponsors and own revenue.

Table 1: Overall Operating Expenditure

Operating Expenditure (in €)	Programme expenditure (in €)	Programme expenditure (in %)	Promotion and Marketing (in €)	Promotion and marketing (in %)	Wages, overheads, administration (in €)	Wages, overheads, administration (in %)
47,269,316	25,327,426	53%	7,980,890	17%	13,961,000	30%

Table 2: Timetable for spending operating expenditure

Year	Programme expenditure (in €)	Programme expenditure (in %)	Promotion and Marketing (in €)	Promotion and marketing (in %)	Wages, overheads, administration (in €)	Wages, overheads, administration (in %)
before Y-3	2,178,000	9%	378,000	5%	846,000	6%
Year-3	904,176	4%	303,800	4%	789,000	6%
Year-2	3,360,000	13%	962,000	12%	2,457,000	18%
Year-1	6,760,000	27%	2,284,000	29%	3,704,000	27%
ECoC Year	12,125,250	48%	4,053,090	51%	6,165,000	44%

Table 3: Total Income

Total income in the Budget (in €)	From the Public Sector (in €)	From the public sector (in %)	From the private sector	From the private sector (in %)
47,273,000	43,761,000	93%	3,512,000	7%

PRIVATE SECTOR FUNDING

Following a detailed review of the sponsorship plan and the meeting with the Monitoring Panel in Brussels in September 2015, the Foundation is currently reconsidering the income to be received in sponsorships. A private company has been engaged to support the Foundation in analysing the actual amounts to be received, in cash and in kind, and quantify the different types of support which are being, or shall be, received. Initial drafting began during 2015, and a detailed schedule will be drawn up and calculated during 2016.

AUDIT ARRANGEMENTS

Audit arrangements are in place with Pricewaterhouse Coopers. The firm has been entrusted with auditing the financial accounts and operations of the Valletta 2018 Foundation since 2012.

PROGRAMMING

Throughout 2015, the Programming Department coordinated the various projects planned for the year, which were implemented through the services of various project managers and logistics officers. Three Regional Coordinators were engaged in Quarter 4 2015, and focused their efforts on establishing contacts and setting the programming work to be carried out within their respective regions in the upcoming years.

Table 4 shows an outline of the main projects that were implemented by the Programming Department for the period of in 2015 with a planned development for 2018.

Table 4: Cultural Programme 2015-2018

<p>Community</p> <p>Our community projects reach across the Maltese Islands and embrace local community groups, Local Councils, NGOs and enthusiastic individuals and volunteers. Darba Waħda and Il-Warda tar-Riġ bridge the gap across generations, while Festa Paper takes an offbeat look at local festa culture. Qatt Ma Ninsa brings past memories and intangible heritage to life, while Diaspora will throw a net worldwide to hear from Maltese all over the globe.</p> <p>Youth communities are taking part in initiatives such as the National Youth Band, and are learning new skills and acquiring new tastes in L-Ikla t-Tajba. Diverse communities are being brought together with strategic placement of initiatives such as an Artist-in Residence initiative in Gozo. The Valletta Forum is a vital asset in Valletta programming, and is instrumental to the development of projects such as Naqsam il-MUŻA and Community Conference.</p>
<p>Dance</p> <p>In collaboration with ŻfinMalta, we are working towards a large-scale community contemporary Dance Event as well as increasing participation across all sectors of society through Dance Workshops and engagement programmes.</p>
<p>Design</p> <p>In parallel with the Design Cluster initiative, design will be programmed across a number of levels, including direct links and professionalisation within the sector, an event-based showcase during Malta Design Week, and direct links with the fashion industry through the organisers of Malta Fashion Week.</p>
<p>Education</p> <p>Our Schools and Education Programme will engage children of all ages, with different disciplines. Projects vary, from those like Community Hip Hop reaching out to a small number of children with specific needs, to a Year-Long Education Programme targeting a large number of children through workshops of a wider nature like Discover Valletta. Other projects with children include the peace project Kid's Guernica, the music and architecture project KantaKantun, and a strong link with the Institute for Creative Arts of the Malta College of Art, Science and Technology.</p>
<p>Exhibitions</p> <p>In parallel with the MUŻA flagship project, Valletta 2018 is planning an ambitious exhibition calendar utilising new, interior spaces, but also including Site-Specific Installations around the island. A Musical Journey through the Mediterranean will link our musical heritage with workshops and contemporary performances.</p>

Exiles and Migrants

While Valletta 2018 is happy to celebrate all that is beautiful in Mediterranean life, it's clear that our contemporary context is not as idyllic as we would like it to be. This strand, which is still in early stages, is being developed as a reaction to the very real difficulties facing countries around the Mediterranean and the wider Arab region. This wider situation, as well as the lives of individuals will be addressed through this strand.

Festivals

The city will be filled with life and colour with festivals such as Science in the City, EU Japanfest Week, Notte Bianca and the Valletta Green Festival. These will be mostly based in Valletta, however the network of Local Councils and their already strong participation in the ECoC journey will ensure that celebrations will take place all over the Maltese Islands. Already strong in the local cultural programme are the Malta International Arts Festival, the Malta Jazz Festival, Ghanafest and the Valletta International Baroque Festival; these are all planning a special ECoC edition during 2018.

Film

Our Film Programme will be structured around a year-long series of innovative site-specific film experiences. Behind the Front Door will involve young people and give them a taste of the film-making industry, while the Storyworks programme will continue to train local, aspiring writers and film-makers.

Flagship Events

Our four large events during 2018 will focus on contemporary issues facing the Mediterranean today. The journey from the Opening Ceremony to the Pageant of the Seas will take the ECoC year from our distant roots and heritage, to our contemporary maritime life. A specially commissioned Opera to premiere later during the year will take migration and conflict as its theme, while our Closing Event will leave a lasting visual arts legacy beyond 2018.

Literature

We are working with local Non-Governmental Organisations (NGOs) on a number of literature-based initiatives and several publications during 2018. Poetry on Film will bridge the gap between film and literature with a collection of collaborative works between local and international film-makers. The Malta Mediterranean Literature Festival will build on its reputation as a link across cultures and languages, while Poetry in Potato Bags will create new links with mainland Europe.

Music

Participation and engagement are the central themes of our music Programme. A year-long Music Programme will embrace existing festivals and music scenes, while raising standards and bringing a European dimension to all events. A New Media Music Event will look to the future of music, while the alternative music scene will be given room to mature. Contemporary music and Jazz are also nurtured through Modern Music Days and Jazz on the Fringe, ensuring that all tastes and ages will be catered for.

Seminars & Conferences

Conversation, listening, mediation and negotiation are central to Mediterranean life, particularly in its contemporary context. Multilingual conversations between two cultures will span the year, from our international annual conference, to small-scale discussions within community conference in Valletta. Links with the francophone world will be strengthened through Rencontres d'Averroès, while links with the Arab region will be nurtured through collaboration with the Roberto Cimetta Fund. Other seminars and networking events will be programmed throughout the year.

Theatre

Stories woven from local memories, including participation from communities and an international involvement, culminating in a Large Theatre Production. Youth Opera and Youth Theatre will also feature in the performance strand.

Visual Arts

Valletta International Visual Arts Festival (VIVA) and the Curatorial School will be the flagship visual arts event during 2018, as part of a long-term strategy towards a healthy visual arts ecosystem in Malta. It will feature alongside initiatives by local curators and galleries, including Fragmenta Malta and Blitz, and will include collaborations with Aġenzija Żgħażaġh on Divergent Thinkers which focuses on works by young people. Work from other disciplines such as graphic narrative and photography will also be included in the Programme.

The Programming Department also worked extensively on the consolidation of the Cultural Programme for 2018, with a specific focus on ensuring the cohesion and diversity of the Programme. This planning and consolidation process is ongoing. Part of this planning process involved the visualisation of the Cultural Programme, leading to the engagement of Strand Coordinators throughout 2016.

The Artistic Direction team, formed in 2015, has been working on the planning and development of the special events to be held in 2018. These will include the opening ceremony, the Valletta Pageant of the Seas (a smaller-scale version of which will be carried out during 2016), an opera revolving around the theme of migration, a visual arts installation project, and a film-related project in collaboration with the National Broadcaster.

The Valletta 2018 Programme ethos, Programme information and sheet and Programme strands layout are found as an annex to this document.

COMMUNICATIONS

The Foundation's Communications Department has worked on making more effective use of online and offline media channels, across different media. The results of these efforts have been encouraging – according to a study commissioned by the Valletta 2018 Foundation, 66% of the population are aware of the ECoC programme, while 92% of the population believe that Valletta is changing for the better¹.

The Valletta 2018 website, launched in October 2014, saw the number of visitors grow steadily. In the period 1st October 2015 – 30th November 2015, there was an increase of 68% in the number of page sessions. When compared with the same period in the previous year, users increased by 38% while page views increased by 30%. Furthermore, 68% of visitors were new while 32% were repeat visitors.

Facebook Likes on the Valletta 2018 page increased from under 5,000 on 7th October 2014 to 9,705 on 9th December 2015. Engagement and interaction are also on the rise.

The Valletta 2018 Instagram page, which was launched in September 2014, registered 850 followers in under a year. Meanwhile, the Valletta 2018 Twitter page has over 4,655 followers.

The Valletta 2018 Foundation's work was featured prominently on all local newspapers and television stations. The local and printed media coverage for the period 2010-2015 is found in Table 5, reflecting a positive increase in media coverage in 2015 as compared to the same time last year.

Table 5: Local printed media coverage 2010-2015

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total
2010	0	0	0	0	0	0	0	0	0	0	1	7	8
2011	4	1	2	0	0	3	0	0	0	6	2	0	18
2012	5	3	6	2	5	8	2	7	12	18	7	4	79
2013	6	2	3	2	40	11	8	4	5	2	4	11	98
2014	7	15	13	10	27	28	19	18	42	33	24	15	251
2015	16	29	21	12	37	16	26	29	23	21	12	32	274

¹ Valletta Participation Survey, a quantitative survey carried out by the National Statistics Office (Malta) on behalf of the Valletta 2018 Foundation.

Valletta 2018 has featured regularly in the weekly programme 'Valletta Lwien ta' Belt' ('Valletta Colours of a City'), produced in the context of Valletta 2018 and broadcast on the Public Broadcasting Services (PBS) national television station TVM every Monday before the 8pm news, with repeats. 'Valletta Lwien ta' Belt' had an audience of 22,000 viewers, an increase of 5,000 over October 2014 when the programme first aired, according to the Broadcasting Authority Audience survey results published in February 2015. This illustrates that the Valletta 2018 message is reaching an increasing amount of people.

The weekly radio programme 'Valletta 2018: Belt Unika' ('Valletta: A Unique City'), which started in October 2014 is also amongst the Valletta 2018 Foundation's efforts to reach ever wider audiences. 'Valletta 2018: Belt Unika' was broadcast on RTK radio, an independent radio station with close relations to the Church. The series featured artists and cultural operators collaborating with the Foundation in delivering its programme while creating an overall coherent arts and culture strategy in the run-up to 2018.

Furthermore, the Valletta 2018 Foundation also collaborates regularly with other leading and private commercial stations mainly, One TV and radio, through constantly reporting of events and features in their main news bulletins

As part of its outreach initiatives, the Foundation also rolled out a cultural hotspot mobile unit in May 2015 creating a two-fold opportunity, namely (i) to better inform the public about the Valletta 2018 Cultural Programme, and (ii) to provide the public with a direct link to the Foundation.

The Valletta Forum, which aims to engage the Valletta residents into the Cultural Programme of the Valletta 2018 Foundation, has also continued meeting regularly. The Valletta Forum is now also reaching out to Valletta-based organisations which are being involved in the projects and initiatives being undertaken.

Since the ECoC includes all the territory of Malta and Gozo, the Foundation has intensified its work with Local Councils and, as a result, a number of projects and initiatives being organised by Local Councils in collaboration with the Valletta 2018 Foundation are in fruition. Data shows the Foundation is currently engaging with approximately 22% of Local Councils in Malta and Gozo through its activity.

Furthermore, the first Valletta 2018 Regional Office was inaugurated in Victoria, Gozo in 2015. Situated at the second floor of the building which houses the Malta Tourism Authority Information Office, the Valletta 2018 Gozo Regional Office will serve as a contact point between the Valletta 2018 Foundation and the Gozitan community.

RESEARCH

The Valletta 2018 Foundation's research work throughout 2015 was primarily focused on three areas, namely Evaluation & Monitoring; Cultural Mapping; and the Second Annual Valletta 2018 Conference on Cultural Relations in Europe and the Mediterranean.

EVALUATION & MONITORING

The Valletta 2018 Foundation Evaluation & Monitoring Research is structured around five research themes and will run for the period 2015-2019.

The Foundation has set up an Evaluation & Monitoring Steering Committee, responsible to monitor and evaluate the process and impacts of Valletta as an ECoC. The Evaluation and Monitoring Steering Committee is made up of representatives from national entities who shall be carrying out qualitative research, namely, the (i) Economic & Policy Department (EPD) within the Ministry for Finance (MFIN); (ii) Employment and Training Corporation (ETC); (iii) Malta Tourism Authority (MTA), and; (iv) National Statistics Office (NSO); together with four researchers who will be carrying out qualitative and mixed-method research in the fields of (v) branding; (vi) built environment; (vii) cultural participation; (viii) European affairs, and; (ix) sociology. The process is coordinated and managed by the Research Unit within the Valletta 2018 Foundation.

Following up from the preparatory work carried out in 2014, pilot studies within each of the five research themes were carried out throughout 2015.

Table 6: Evaluation and Monitoring Research Themes and Objectives

Research Theme	Objectives
Cultural and territorial vibrancy	To evaluate the success of the Valletta 2018 Cultural Programme and the change in cultural participation
Governance and finance	To understand the investment and management in Valletta 2018 and the related impact on Malta's creative sector
Community inclusion and space	To assess the impact of Valletta 2018 and of cultural and infrastructural regeneration projects on various community groups
The tourist experience	To evaluate the changes in visitor profile, tourist expenditure and visitor motivation to travel as a result of Valletta 2018
The Valletta brand	To understand the success of the Valletta 2018 communication strategy within different communities

The following is a brief summary of the research studies carried out throughout 2015.

CULTURAL AND TERRITORIAL VIBRANCY

Valletta Participation Survey (National Statistics Office)

The Valletta Participation Survey (VPS) aims to assess attendance to cultural events in Valletta and perceptions of the city. The VPS has been carried out twice to date. Data was collected through Computer Assisted Telephone Interviewing (CATI). The results of the survey indicate that Valletta residents maintain a strong quotidian relationship with the city, while non-Valletta residents have a more sporadic relationship with the city. Large-scale, city-wide activities (such as Notte Bianca and Carnival) are the most widely-attended cultural activities within Valletta, followed by visits to museums and historical sites. The various performing and visual arts disciplines all reported similar attendance figures (between 11-16% attended at least once), except for dance, which is the least popular form of cultural activity listed.

The most significant obstacle in increasing audiences for cultural activities is a general lack of interest (38%) for not attending. However, a significant portion of respondents registered the positive atmosphere and sense of unity as their main motivation to attend. An overwhelming number of respondents are in general agreement that Valletta is changing for the better. Knowledge of the Valletta 2018 is relatively high amongst respondents (58%), however many are unable to name any specific activities carried out by the Valletta 2018 Foundation. TV is the medium most widely used to obtain information about Valletta 2018, followed by social media. The perceived impact on residents is less clear, with 18% of respondents believing that it will have no positive impact on residents. Valletta 2018 is likely to increase participation in cultural activities over the upcoming years, particularly amongst Valletta residents and residents of the Northern Harbour region. The results of the second VPS carried in November 2015 are expected in February 2016. The VPS is expected to be carried out twice every year until 2019.

A Comprehensive Analysis of the Valletta 2018 Cultural Programme (Daniela Vella)

This study aims (i) to analyse how the Cultural Programme is developed, devised and implemented; (ii) to explore the factors that influence the creation of the Cultural Programme events and projects; and (iii) to track the long-term development of the Cultural Programme and the projects' effectiveness in terms of cultural participation and European collaboration. A mixed method approach is being used, taking a three-pronged approach: (i) an institutional and industry level analysis; (ii) a mapping and surveying of projects to be fully produced by the Valletta 2018 Foundation; and (iii) expert focus group studies. In-depth semi-structured interviews with key informants were carried out. The analysis reveals consistency in prioritising quality and innovation, with the Programme being mostly based on contemporary projects.

The Foundation looks at developing projects which will allow for legacy, through artistic collaboration at both national and European level. An initial analysis of 33 projects that took place in 2015 shows that 44% of projects are based in Valletta, 29% of projects are based throughout the Maltese Islands and 15% of projects are based in a specific locality in the Maltese Islands. The main focus of projects is 'community', with music and film/audio-visual projects being the most frequent genres. Literature and music are the less frequent genres for projects analysed during 2015. There was a strong emphasis on educational projects, projects involving the migrant communities and capacity building. Further results show a focus on flexibility and continuous refining, to further allow for audience development, European collaboration and legacy. Further interviews both with inside key informants and external experts and respondents, as well as focus groups and the surveying of individual projects will take place in 2016.

The Impact of Valletta 2018 on the European Identity of the Maltese Population **(Dr Marcello Carammia and Dr Marie Briguglio)**

The aim of this project is to analyse the impact of Valletta 2018 on the European identity of the Maltese society. This project applies a mixed methodology using a panel study observing the same sample of population over time will monitor the impact of Valletta 2018 on European identity in the Maltese society between 2015 and 2019. A quantitative large-scale survey will be carried out in the first and last years in order to obtain systematic comparable data, while intensive interviews with focus groups will be carried out between 2016 and 2018 to obtain a deeper insight on the nature, degree, and causes of identity change (if any). There is a general expectation that ECoCs will have an impact on the feeling of European-ness of the host societies. Yet whether and to what extent this is actually the case is unclear. The research so far included the designing of a detailed survey interview, generating a sampling frame capable of generating the necessary nationally representative data. Data collection for the initial quantitative assessment commenced in December 2015. The first results will be in hand by February 2016. Analysis will proceed throughout 2019 with various tools such as factor analysis and correlations between key variables.

GOVERNANCE AND FINANCE:

The Economics of Culture and Creative Industries in Malta (Economic Policy Department)

The main objective of the Annual Report on CCI is to assess, on a continuous basis, the current situation of Malta's Cultural and Creative Industries. The report includes a quantitative analysis of CCIs in Malta, with a specific focus on the design sector. Both studies are analysed through input/output modelling of the respective sector. The analysis of the CCIs shows that there is a relatively strong value added and income multiplier effect and a weak multiplier effect on employment. Film, video and television production, and publishing have the strongest multiplier effect. The financial, legal, audit, ICT, and consultancy sector provide the major inputs to the industry and the major outputs provided by the CCIs are to the sector itself. The analysis on design activity in Malta shows that in design, size matters, as fixed costs may hamper smaller firms in engaging in design activity in Malta, whereas as companies grow, variable costs make design activity more profitable and competitive. However, as firms grow further, they face new issues related to foreign competition. The design sector provides relatively strong value added and moderate income and employment multipliers. The financial, auditing, IT, and consultancy sectors constitute major inputs in the design process and the Valletta Design Cluster (VDC) should incorporate these elements whilst providing easy access to the main users of design, namely construction and real estate. The report also shows that there seems to be no link between the manufacturing and design sectors, to the detriment of both. EPD will be undertaking training in Cost-Benefit Analysis work in order to carry out a substantial economic project analyses at a micro level for future deliverables.

Creating a Career in Cultural and Creative Industries (Employment and Training Corporation)

This study aims to quantify employment figures in CCIs and analyse the relation between education and employment in the industry. A quantitative approach has been adopted, including a statistical analysis of employment indicators and figures, and the development of an employability index. Over a one-year period 2014 quarter 1 to 2015 quarter 1, Full Time Employment (FTE) in the CCIs increased by approximately 8.8% whilst Part Time Employment (PTE) rose by 3%. As at the end of March 2015, 94% of FTE in CCIs was in the private sector, whilst the remaining 6% were employed in the public sector. Total Employment in the CCIs as at end of March 2015 amounted to 10,820, 5% of employment in the total economy. An Employability Index Report was published in October 2015; an extraction of the results relating to CCIs will be analysed in detail during the first quarter of 2016. A continuous statistical analysis will continue during the coming years up to 2020 both on a quarterly as well as on an annual basis. The National Commission for Further and Higher Education (NCFHE), ETC and Malta Enterprise are currently developing a Skills Survey which will be launched in 2016. Once the survey is conducted, the results relating to CCIs will also be extracted.

COMMUNITY INCLUSION AND SPACE:

Community Inclusion and Accessibility in Valletta 2018 (Michael Deguara)

This research study looks at the factors which may help or hinder social participation in Valletta 2018. It also investigates accessibility issues on a number of levels, and the concerns and requirements of persons with restricted accessibility. The local population has been subdivided into six community groups (i) persons who consider themselves as being from Valletta, and who reside in Valletta; (ii) persons who consider themselves as being from Valletta, but do not reside in Valletta; (iii) persons who do not consider themselves as being from Valletta, but reside in Valletta; (iv) persons who are residents of the Inner Harbour (also defined as the 'Greater Valletta' area); (v) Maltese people in general, who commute to Valletta with different levels of regularity; and, (vi) Maltese people who have restricted accessibility. Preliminary observations show that Valletta is a place which has multiple layers of meaning to people from different backgrounds. Concerns also varied from one community group to another, including concerns on parking and accessibility and rise in property prices for Beltin and the positive injection of investment through the development of boutique hotels for non-Beltin. Beltin and non-Beltin were both remarked upon the need for the positive injection of activity within Valletta to remain under control. Results from the study reported good level of awareness of Valletta 2018 as a European Capital of Culture, but a lack of clarity regarding the aims and what events have formed part of it. The study also showed that, amongst Beltin, there are two main markers of being part of the community. However, where football is a unifying factor, festi can be divisive. This study also concludes that attention to the social context in which Valletta 2018 will be implemented is key to ensuring social engagement and the achievement of the ECoC's goals. Likewise, consultation and direct involvement of the communities involved are also vital. Other factors deemed important for the success of Valletta 2018 are: to develop a clear social strategy; to enhance visibility and communication of its goals and events; and to take steps to increase accessibility, despite inherent challenges presented by the topographical and built fabric of the territory in question. The findings will eventually be compared with the statistical information generated through the Valletta Participation Survey, with a particular view as to whether the qualitative data can shed light on trends indicated by the quantitative data and vice versa.

Assessing the relationship between community inclusion and space, through the impact of Valletta 2018 cultural infrastructure on various community groups (Dr Antoine Zammit)

The research is concerned with the assessment of the spatial and social impact of cultural infrastructure, in order to gauge the manner with which they may result in broader culture-led urban regeneration within specific Valletta neighbourhoods. Four areas are studied in depth: (i) The Biċċerija (upcoming Valletta Design Cluster) and its surrounding neighbourhood; (ii) the entire extent of Strait Street; (iii) Pjazza de Valette/MUŻA and its immediate surroundings; (iv) the area surrounding the covered market (Is-Suq tal-Belt), along both Merchants Street and St Paul's Street. Data is being collected through: (i) focus groups; (ii) urban design temporal analysis; (iii) key stakeholder interviews; and (iv) participant observation. Follow up will then be conducted through Participatory Planning Geographic Information Systems (PPGIS) workshops. An in-depth analysis of the sites has been carried out and an inventory of 347 relevant properties across the four sites has been created (121 properties in the Biċċerija area, 66 properties along Strait Street, 47 properties within the neighbourhood surrounding MUŻA and 113 properties in the area around the Covered Market). A series of 109 site visits has led to the identification of significant data patterns which are currently being collated and categorised. Continuation of ongoing data collection and analysis together with the urban design temporal analysis and key stakeholder interviews and focus groups will take place throughout 2016.

THE TOURIST EXPERIENCE:

Market Profile Survey (Malta Tourism Authority)

The Market Profile Survey is a tourist profiling exercise carried out by the Malta Tourism Authority with the objective of obtaining important insights on tourist behaviour (pre-trip, during trip, and post-trip), levels of satisfaction with elements of Malta's tourism offer and overall tourist experience. For the objectives of the Valletta 2018 Evaluation and Monitoring process, Market Profile Survey data will be used to formulate a profile of tourists opting to reside in accommodation within the parameters of Valletta and Floriana, experiences, perceptions and preferences for the period 2015–2019. The Market Profile Survey is an ongoing exercise. Self-completed questionnaires are distributed to tourists on their arrival at the Malta International Airport (MIA). The target audience comprises tourists residing in Malta's main source tourism markets, mainly UK & Ireland, Italy, Germany, France and Spain. For the period January – June 2015, 8.2% of total respondents (N=3646), resided in accommodation in Valletta/Floriana (57.3% resided in Valletta, 42.7% resided in Floriana). In terms of trip motivations, history and culture ranks as the prime reason for choosing Malta amongst tourists residing in Valletta/Floriana. Tourists residing in Valletta/Floriana exhibit a higher interest in cultural activities in comparison to tourists opting to reside in other parts of Malta: the former engage in more visits to museums, churches, and historical sites. Similarly, there is a higher engagement in events such as music/concerts, and feasts/folk/festivals. Data collection is ongoing and will continue in 2016.

Locality Survey (Malta Tourism Authority)

The Locality Survey is a research exercise carried out by the Malta Tourism Authority with the objective of gauging tourist experience in designated tourist localities. The survey enables the profiling of tourists visiting Valletta and their evaluation of the city's product offer. This will also give insight into tourists' awareness of Valletta as ECOC and the levels of cultural participation. Self-administered questionnaires are distributed to tourists of any nationality who are visiting or staying in designated heritage (Valletta, Mdina, Birgu) and coastal (Sliema, St Julian's, St Paul's Bay, Mellieha) localities. For the period of February – October 2015, there was a sample of 717 respondents who completed the questionnaires. Out of the total sample, 23.3% were aware that Valletta will be the European Capital of Culture in 2018 prior to their visit to Malta, and over half of the respondents (57.6%), were made aware of Valletta 2018 during their stay. 2.6% of respondents specifically indicated Valletta 2018 as one of their main motivations for choosing to visit Malta. Overall, research findings indicate a positive tourist experience, with high satisfaction ratings being recorded across most aspects of Valletta's product and service offer. Valletta's rich cultural heritage was highly appreciated by visitors as well as the city's vantage points and panoramic views. Areas for improvement mainly relate to infrastructure, basic amenities and upkeep. Lower satisfaction levels were recorded for parking facilities and traffic management, road signage, infrastructure for pedestrians, and public conveniences. Opening hours of cultural/historic attractions and retail outlets also present opportunities for improvement. All in all, tourists felt welcome in Valletta and thoroughly enjoyed their visit, and would consequently be very willing to recommend Valletta to family and friends. Data collection relating to the Locality Survey is ongoing and will continue in 2016.

THE VALLETTA BRAND

Audience's experiences of the Valletta 2018 brand (Dr Emanuel Said)

This study explores how audiences engage with the different forms of communication forming part of the Valletta 2018 communications programme through a mixed methods approach involving real time experience tracking, subsequent to exploratory focus group discussions about audiences' perceptions on encounters and experiences with the Valletta 2018 brand. This study will build upon the findings of the Valletta Participation Survey to explore passive and active engagement with the Valletta 2018 brand. A custom made real time experience tracking app is currently in the process of testing and to be finalised in January 2016, and data collection through this app will take place between May and June 2016, with an anticipated sample of 400 participants.

Cultural Mapping

Culture Map Malta (www.culturemapmalta.com), one of the deliverables of the Cultural Mapping project, was launched in May 2015. The further development and consolidation of this site is ongoing.

Work on the Cultural Mapping publication is in its final stages, with an expected publication date of April 2016. This research will be published through two avenues, namely an academic publication through a special issue of the Journal of Mediterranean Studies, and a separate shorter publication aimed for the general public.

The Theatres Audit project, the third strand of the Cultural Mapping project, was launched during 2015. The pilot project was completed in Quarter 3 2015 and the study will be ongoing throughout 2016. The project is being carried out with, and supported by, Arts Council Malta.

Conference

Complementing the Cultural Mapping project, the Foundation's Second Annual Conference on Cultural Relations in Europe and the Mediterranean focused on Cultural Mapping. The conference, titled 'Cultural Mapping: Debating Spaces and Places', took place in October 2015 in collaboration with the Centre for Social Studies at the University of Coimbra.

Presenters were selected by the conference scientific committee, following an international call for papers. The conference thematic areas included the social dimension of cultural mapping; mapping through digital and new media; the use of cultural mapping as an artistic tool; the relationship between cultural policy and mapping; and the use of mapping within the context of heritage and regeneration. The papers presented during the conference discussed research related to these themes taking place across the world.

INFRASTRUCTURAL PROJECTS

The Valletta 2018 Foundation is spearheading the development and regeneration of the following cultural infrastructure projects and sites:

Valletta Design Cluster

The project will serve as a design industry catalyst for growth and investment, training and exchange, and cross-sectoral, interdisciplinary collaboration, with a strong international dimension. The Cluster's strategic goals are (i) to enhance appreciation of design and of its benefits to society and to the economy; (ii) to compliment public effort and resources in design education; (iii) to address start-up support lacunas for design-based enterprises; (iv) to strengthen employment opportunities in design in Malta; and (v) to boost and develop Maltese design innovation and export. The Cluster shall bring to its clients; support shall be provided in the form of clustered studio spaces for resident and visiting designers and design companies; customised support addressing the needs of three main categories of clients: (i) pre start-up designers and individuals, (ii) start-up firms, and (iii) established design companies; and mentorship, business development support, and innovation and internationalisation support.

MUŻA

MUŻA is the chosen name for Malta's new museum of art. The project is a national-community museum, being developed in Valletta. It shall be green-powered, generating its energy requirements through renewable sources, and represent a best practice in retro-fitting a Maltese historic building.

Regeneration of Strait Street

The project will be split the hub area into two: the core and the periphery area. The core area between Santa Lucia Street and St Christopher Street will accommodate high intensity uses and related street activities, especially those with late night operating times such as bars and music venues, whereas, teaching studios, independent retail and exhibition spaces and tourism accommodation shall be directed to the upper floors (at second floor and above) of the core or towards the periphery of the hub. Artists' studio flats and offices will also be favourably considered on the periphery. Interventions on the physical fabric of the street and its buildings will be permitted so long as they enhance their conservation value. Specific attention will be given to the restoration and integration in the design schemes of particularly important signs or mural inscriptions/ painted adverts which evoke memory links with the history of the street. This project will promote the full pedestrianisation of the core of the hub area with the stepped section suitable for the introduction of greenery. With the aim to encourage high quality outdoor seating and standing areas for restaurants and cafés to enhance the safety, amenity and ambience of Strait Street, while also ensure the safe and reasonable movement of pedestrians and vehicular traffic. The project also encompasses the Old Abattoir, one of Valletta's earliest buildings. The socio-economic mix that exists within the area makes the building ideal for a 'hub' of activity bridging commercial, industrial and residential uses. The building is also earmarked to become the Valletta Design Cluster.

Regeneration of the Valletta Old Market Building

Government issued a call for expression of interest in 2014 for the regeneration of the old market building with the following parameters: (i) To cultivate innovative ideas on a non-committal basis for proposals for the conservation; (ii) regeneration and restructuring of the Valletta Market which are technically feasible, financially viable and environmentally sustainable. The shortlisted proposals were integrated within the

master plan for Valletta and its environs. The winning consortia proposed the regeneration of the Valletta food market into a destination which will embrace the diversity of visitors including Valletta residents, people working in Valletta, Maltese residents and incoming visitors for vacation or business. The proposal is to transform the building in an innovative venue on 3 levels (floors): level 1, themed 'fresh, healthy and convenient', ground floor themed 'taste and indulge' for eateries and other food and beverage services and the upper terrace, themed 'relax and mingle' for cultural events. The consortium has agreed to enter into a MOU with Valletta 2018 and ACM whereby 15% of all events within the building will be identified as a cultural and artistic programme.



MILESTONES 2016

GOVERNANCE & FINANCE

- Recruitment of International Officer and three Regional Coordinators;
- Restructuring and re-calculation of the income to be received from sponsorships.

PROGRAMMING

- Soft-launch of the 2018 Programme with some dates released to the public;
- Valletta 450, the 450th Anniversary of the foundation of the city of Valletta;

COMMUNICATIONS

- Sustain the information campaign while increasing outreach;
- Secure reviews in international press and media;
- Achieve Valletta 2018 high visibility across Valletta and Malta.

RESEARCH

- Dissemination of key Evaluation and Monitoring findings results from 2015;
- Launch of the Cultural Mapping research publication and conclusion of Theatres Audit;
- Third annual conference, "Cities as Community Spaces".



APPENDIX

Annex 1 – Replies to the Monitoring & Advisory Panel, December 2015

Annex 2 – Valletta 2018 Programme Ethos

Annex 3 – Valletta 2018 Programme Strands

THE VALLETTA 2018 FOUNDATION REPLIES TO THE RECOMMENDATIONS BY THE MONITORING AND ADVISORY PANEL ON VALLETTA AS THE 2018 ECOC

Recommendation 1:

As mentioned in previous reports, Valletta 2018 is advised to reconsider the figures. The structure of the costs included in the administrative costs should be more clearly explained, in what regards the network of project managers and the fees of artists, maybe splitting between personnel costs and other costs.

Valletta 2018 Reply:

The budgetary figures of the Valletta 2018 Foundation provided in the report in September 2015 reflect the distribution between administration, programming and communications. The report by the panel suggests that figures are revised and more clearly explained. Therefore, the Foundation would like to indicate that it will aim to cap administrative costs to circa the 30% mark, as a consequence of which programming will gain more funds with circa 60% of funds, while the necessary communications will be dedicated circa 10%. This means that overall circa EUR28.8M will be dedicated to programming, circa EUR14.4M to administration including salaries and circa EUR4.8M to communications.

Recommendation 2:

The Foundation should closely monitor the private funding coming to the project. As it has been mentioned that the administrative costs cannot be reduced, the foundation should develop mitigating measures to avoid a drastic reduction in the programme budget if the private funding target cannot be reached. The in-kind contribution should be listed separately. Moreover, at this stage the realistic expectation for the private funding should be planned.

Valletta 2018 Reply:

The Valletta 2018 Foundation is actively planning for private funding. Careful consideration since 2012 by the Foundation has allowed it to reconsider the EUR5M projected in the Bid Book for sponsorships and private funding. The Foundation is revising figures in a way that is both updated and more precise and working internally, as well as with third parties such as accounting and auditing firms, to ensure a clearer figure. As of now, the Foundation is estimating this figure to be closer to the EUR1M mark in sponsorships in cash and in kind. It is envisaged that around 75% will be in kind, meaning around EUR750,000, with the rest, therefore around 25%, hence circa EUR250,000, being in cash. With regards to the concern expressed by the panel of how the programme may be effected by this change in envisaged sponsorship revenue and support, the Foundation would like to note that the shortfall (EUR5M – EUR1M = EUR4M) will be addressed through the further financial support forthcoming from the national public cultural organisations that are stepping up their collaboration with the Valletta 2018 Foundation in preparing for joint cultural events in 2018.

Recommendation 3:

A clear priority should now be given to the development of the Programme, which must be in line with the original bid-book. The overall concept and vision of the programme should be further refined and communicated to the whole team to ensure consistency. This vision must be clearly European. Specific projects must be developed in line with this overall narrative. To do that, the Programme team would need to be strengthened.

Valletta 2018 Reply:

The overall vision of Valletta 2018 is committed to be relevant to the current European and Mediterranean realities. Valletta 2018 actively encourages exchange with Europe and the Mediterranean as reflected in our Bid Book, but also in the direction in which the programme has developed since then. The updated draft narrative of the vision of the Foundation is attached to this document.

The European dimension of the Programme was a chief concern of the panel. The Foundation took serious note and is recruiting the services of an international artistic advisor to address this concern by raising the European and international profile, reach and relevance of the Valletta 2018 Programme. The Foundation will be happy to present this choice to the panel and follow its further guidance, ideally through face-to-face meetings to be held in Valletta in January when the panel is visiting the city.

With regards to the detailed action plan that the panel is requesting, the excel sheet attached to this document provides a detailed view into the state of play of all the envisaged projects and the way forward with each one of them. As a general rule, the input of the international artistic advisor will be accompanied by the allocation of the necessary administration, project coordination, insurance, health & safety, ticketing and marketing elements which will be required of all projects.

Recommendation 4:

Coherence should be sought between the highlight events and the daily programme developed for 2018. In this perspective, the links between the artistic team (Artistic Director and Vice Artistic Director) and the programme team should be stronger and the reporting mechanisms between those organisations developing the projects and the foundation be reinforced.

Valletta 2018 Reply:

A revisited organigram (attached) further clarifies the role of the Artistic Direction team within the Valletta 2018 Foundation. The Valletta 2018 Foundation will be developing actions plans, reporting mechanisms between all parties, set projects targets as well as indicators and operating procedures where applicable in order to ensure that communication is more accountable.

As explained during the meeting in September, large-scale event are being planned by the Artistic Director and implemented by the team he has put into place. The team consists of the Deputy Artistic Director, the Production Officer and the Executive Assistant, and other artists and producers involved in the production. The Artistic Director is responsible for the planning and the execution, as well as the monitoring and reporting, including financial aspects, of these special events. However, the success of these events is dependent on the level of collaboration with the artists and producers in the rest of the Programme. This is particularly true of the aspects related to capacity building, volunteers, artistic preparation, logistical support, insurance, health & safety and marketing. While the Artistic Director is the lead person in executing the large-scale projects, common action plans, report and operating procedures, including budgetary matters are managed hand-in-hand with the Foundation, of which the Artistic Direction team ultimately forms part.

Recommendation 5:

The Foundation should start identifying the partners for the (co-)produced projects and develop appropriate criteria for selecting projects that could be included in the programme though not financed. Such criteria should include a strong European Dimension, a focus on citizens' participation and a connection with the overall concept of the title-year.

Valletta 2018 Reply:

In terms of collaboration, the Foundation is in the process of confirming partners for the (co-) produced projects. The criteria for selecting partners remain those set in the Bid Book. An updated list reflecting the updated status of the projects is provided in attachment (excel sheet). Furthermore, an endorsement mechanism is already clearly in place; this includes four different tiers of funding: (i) full funding - 51-100% funding, (ii) match funding 20-50% funding, (iii) supported projects - 1-19% funding, and (iv) endorsed projects - 0% funding. On a local level, the 68 local councils are involved in this co-production aspect through a dedicated funding stream which currently totals an amount of EUR250,000 annually.

Recommendation 6:

Valletta 2018 should develop this new project strand (i.e. migrants) as a key element of its overall programme for 2018 and start working on specific projects. It should make use of this strand to increase its cooperation with partners from around the Mediterranean Sea and to reinforce the overall European Dimension of the programming.

Valletta 2018 Reply:

A coordinator for the Exiled and Conflict Strand is to be engaged by the beginning of 2016. The theme will also feature broadly in the overall Programming narrative and therefore will be more visible in the Foundation's programming in general. The Foundation would like to point out that the Strand does not refer exclusively to those in geographical exile, but will extend to those in social, psychological or physical exile also. The Foundation is already supporting a number of projects such as the projects developed by local councils in relation to the aspect of migration, such as projects and inter-cultural relations in Ta' Xbiex and Balzan, the Community Hip Hop project with young asylum seekers and people within the youth correctional facilities, and the Annual Conference on Cultural Relations in European and the Mediterranean which, in 2015, focussed on Cultural Mapping. The remit and scale of these projects will focus further on regions and other localities through the ownership and involvement of the Regional Coordinators.

Recommendation 7:

Reporting mechanisms between those organisations developing projects for 2018 and the Foundation should be reinforced.

Valletta 2018 Reply:

This role of liaising between national public cultural organisations being covered by the Chairman, Executive Director and the Executive Team depending on the level of collaboration and the nature of the exchange. With regard to reporting, there are standard reporting mechanisms which are already in place, including the Valletta 2018 Evaluation & Monitoring (E&M) process. Through the E&M process, actual evaluation has commenced in 2015, running for five years until 2019. The E&M process will include standard reporting in different themes and aspects related to Valletta 2018. The first evaluation interim reports for 2015 are expected in January 2016.

Recommendation 8:

There is a need for a strong cooperation between the Foundation and the various departments of the City and State authorities to ensure that the ECOc 2018 will feed into the overall Master Plan. Considerations should be given at City and State levels about the type of legacy structure to set up.

Valletta 2018 Reply:

The Valletta Local Council is fully part and supportive of Valletta 2018. The Inter-Ministerial Commission for the ECOc reflects the involvement and cooperation of different government entities and departments

such as Transport Malta, the Grand Harbour Regeneration Corporation and the Malta Tourism Authority. The Valletta Master Plan will be launched at the beginning of 2016 and the Foundation has been closely involved in the process of drafting and consultation of this plan. The Foundation is working at ensuring sustainability of projects and participation by the different communities. With regards to legacy structure, Arts Council Malta launched the National Strategy for Culture for the period 2016-2020 at the end of 2015 in collaboration with Valletta 2018, a main aim of which is planning for a sustainable development and legacy establishment of the work of the Foundation beyond 2018.

Recommendation 9:

Valletta 2018 should clarify the concept, the narrative and the motto of the ECOC to be able to communicate effectively.

Valletta 2018 Reply:

Kindly refer to the reply to recommendation three above.

Recommendation 10:

Clear milestones should be set for the development of the programme and these milestones should be closely monitored. A list of projects including timetable, budget, legal status, EU dimension and producing and co-producing partners, should be sent to the Commission for transmission to the panel before the end of 2015 and then regularly updated.

Valletta 2018 Reply:

Please see information attached for a detailed account of the development of the programme and related milestones (excel sheet).



VALLETTA 2018

CONNECTING ISLANDS, BUILDING BRIDGES

In a region that is not without conflicts and tensions, Valletta 2018 seeks to build bridges between different cultures and ideas. Valletta sits right in the middle of the Mediterranean, a meeting point between the four points of the compass and the many cultures that surround it; from this unique position, it will foster an environment of dialogue, understanding and empathy.

Meaningful dialogue is difficult to accomplish - it requires the engagement of people who are willing to consider new perspectives on themes that are central to their lives. Themes such as ethnic diversity, national identity, dialogue and ambitions, among others, are at the heart of Valletta 2018's programme. Valletta 2018 will reach beyond Malta's coastline to welcomes visitors and travellers to its shores. Visitors come for work or pleasure, for safety or respite, but each brings their own creativity and culture with them. Valletta 2018 will provide the space for dialogue so that creativity and communication can flourish and will encourage exchange between all communities.

Valletta 2018 will provide citizens with the opportunity to revisit memories and challenge histories, and to tell Malta's stories with a contemporary voice. The city and the whole island will undergo a cultural rebirth, live up to its rich heritage and engage with culture and creativity. Valletta's citizens across all communities are integral to the city's diversity and strength; across all of Malta, citizens will be called to take part and engage in the ECoC programme.

The sea that surrounds our island can connect us with others; the saltwater on our shores is the same water that reaches all over the world. Malta is an island, but Valletta 2018 will challenge the concept of the island through exchange, talk, debate and creativity. Through dialogue, story-telling, empathy, and even a bit of love, Valletta 2018 will bring create links and build bridges between all kinds of communities.

2018 CALENDAR – THEMES

The three distinctive times of year in the Maltese calendar will be represented by three themes; Generations, Routes and Cities. These themes provide lenses through which the programme can be seen and interpreted.

GENERATIONS

January to April

The Generations theme will invite the participation of all Malta's citizens, young and old. The theme represents a development

ECoC year growing up, maturing, bringing generations together

CITIES

May to September

The Cities theme celebrates the city and the creativity of all its citizens. It will create an atmosphere of celebration, outdoor events, and interaction between public spaces and communities.

ROUTES

October to December

Coming at the end of the ECoC year, this theme will allow Valletta to look beyond 2018, and to follow an ambition into future years.

Valletta 2018 Information														25th January 2016
Strand	Project Name	Brief Description	Producers	Local Stakeholders	International Stakeholders	Budget 2016 - 2019	Status	Locality	Ticketing Plan / Number of Audience	Milestones 2016	Milestones 2017	Milestones 2018	Payment Schedule	
Large-scale Events	Opening Ceremonies	Four unique large-scale interventions in different locations in and around Valletta. The audience will move from one to the other seeing all four. On the way, the audience will also see European street performers and street decorations. During the day, smaller interventions will reflect the spirit of the year.	Valletta 2018	ZfinMalta, Maltese Catherine Wheel Makers, Elton Zarb, Malcolm Galea; Mission Stunts; Malta Philharmonic Orchestra; local Bands; local NGOs and community groups. Independent artist: Mario Sammut	European Street Performers; Walk The Plank (UK)	€700,000	Contracts being drafted. Insurance being discussed.	Valletta	20,000 people each night. The performances will run for three nights. There will be ticketing system against token fees.	All artistic contracts signed, budgets & schedules confirmed, logistics team is functional, all stakeholders on board.	Concrete presentations of the projects delivered. A logistical plan confirmed.	The show is performed on the 18th, 19th and 20th January.	Quarterly, as per standard.	
	Valletta Pageant of the Seas	A grand spectacle using the Grand Harbour as a stage with performances including elements such as yachts, a carnival spectacle with carnival floats, pyrotechnics, a zipline, stunts and more.	Valletta 2018	Marc Cabourdin, Captain Morgan, Virtu Ferries, Dghajjes; Plum Flying Stunts; Malta Carnival	Walk The Plank (UK)	€1,000,000	Contracts being drafted. Insurance being discussed.	Valletta	20,000 people. Free viewing.	The team of the show is contracted in January 2016. First Show as part of the Valletta 450th Anniversary celebrations on 7th June 2016.	Consolidate contracts and deliver concrete presentations of the 2018 show.	The Show on 7th June 2018.	Quarterly, as per standard.	
	Refugati	An original opera commissioned specifically for the ECoC title dealing with current theme of migration.	Valletta 2018	Teatru Manoel, ZfinMalta, Teatru Manoel Youth Opera, Teatru Manoel Youth Theatre, Independent Artist: Mario Sammut	Richard Brown (UK); European Operatic Performers	€530,000	Contracts being drafted. Insurance being discussed.	Valletta	3,000 people per night for 6 nights. There will be a ticketed seating system.	Music & Libretto in composition	Artistic Team is contracted. Designs and schedules are confirmed.	The Show on the 7th, 8th, 9th September.	Quarterly, as per standard.	
	Imagine 180	Valletta 2018's closing event will be a celebration of childhood and creativity through the medium of visual art with an explosion of art at every corner of Valletta leaving a legacy in the hands of a new generation thematically focusing on reflections of childhood and the inner child in modern and contemporary art. The aim is to attract children and adults alike with a show of numerous pieces by Maltese and international artists.	Valletta 2018	Austin Camilleri; Sandro Debono; MUZA; St James Cavalier	European Visual Artists	€530,000	Contracts being drafted. Insurance being discussed.	Valletta	50,000 people a day for the outdoor pieces. Free viewing. Possible viewing for interior exhibition.	Confirming artists	Concrete presentations of the projects delivered. A logistical plan confirmed.	This project will be launched in October 2018 as the large-scale legacy project.	Quarterly, as per standard.	
	Film Malti	The production of four full length feature films written directed and performed in Maltese dealing with the theme "European Malta in the Mediterranean".	Valletta 2018, PBS	PBS, ACM, MFC	Possible co-production	-	Contracts being drafted. Insurance being discussed.	Public Broadcasting Services; Valletta	Shown on National Broadcasting following a short cinematic release.	Scripts Comissioned. Budgets and Schedules set up.	Filming of all four movies.	Release of movies.	Quarterly, as per standard.	

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