



Stakeholder consultation: extracts

Valletta Cultural Agency
28 February 2020



Important information

This document has been prepared for the purposes of supporting the oral presentation by KPMG to representatives of Valletta Cultural Agency (hereinafter referred to as “VCA” or “the Agency”) and has been prepared in accordance with our terms of engagement dated 06 January 2020. As part of this engagement we have been appointed by the Agency to provide it with strategy advice and assistance in relation to the Agency’s go-forward plans. This document is incomplete without reference to, and should be read solely in conjunction with, the oral briefing provided by KPMG on 28 February 2020.

Our duties in relation to this document are owed solely to the Agency and accordingly we do not accept any responsibility for loss occasioned to any third party acting or refraining from action as a result of this document. This document has been provided on the basis that it is for your information only and it should not be circulated, distributed, quoted or referred to, in whole or in part, without our prior written consent. Our consent for the whole or part of our document to be copied or disclosed to any third party or otherwise quoted or referred to, in whole or in part, is on the basis that we do not owe such third parties any duty of care as a result of giving such consent.

In compiling this document, we have relied on information obtained from parties not employed by us and this information has been assumed to be true and correct. We have not sought to establish the reliability of this information. Our reliance on and the use of this information should not be construed as an expression of our opinion on it except as, and to the extent that, we may otherwise indicate. We do not accept any responsibility or liability for the impact on our analysis and conclusions of any inaccuracies in such information.

Throughout this document, reference is made to comments received from industry operators and other stakeholders during a series of consultation meetings. The views expressed by such industry operators and other stakeholders do not necessarily reflect our own. Our inclusion of any such comments or views expressed by industry and other sources should not be interpreted as an endorsement of such views, or as an acknowledgement or otherwise of the veracity of such views.

The information set out in this document takes into account information known and made available to us up to the time of its preparation and is therefore current as at the report date.

This document comprises extracts of the ‘Strategy advice & assistance: stakeholder consultations’ work provided within the context of our letter of engagement dated 06 January 2020. No reliance should be placed on any summary or draft presentations, reports or other documents and on any previous verbal representations as such documentation and representations do not constitute our definitive opinions and conclusions.



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Participants

VCA management identified the following key stakeholders by way of individuals/entities who could provide insights about the effects (both positive and less positive) of Valletta 2018 being felt on the ground. The identification of the following key stakeholders was guided by the principle of capturing, as practicably as possible, the views of a diverse cohort of individuals and the stakeholder groups/entities they represent

- 1) Mr Albert Marshall, Executive Chairperson, Arts Council Malta.
- 2) Mr Reginald Fava, Vice President, Republic Street Business Community Association.
- 3) Mr Anthony C. Camilleri, President, Merchants' Street Business Community Association.
- 4) Dr Andrei Imbroll, Group Chairman, Valletta Boutique Living.
- 5) Ms Maria Micallef, CEO, *'Is-Suq tal-Belt'*.
- 6) Ms Marcia Grima, a) Regional Co-Ordinator (Valletta), VCA; and b) a Valletta resident.
- 7) Dr Victor Jacono, Project Coordinator, Community projects facilitating the cultural expression and creative participation of the Valletta residents, pre- & post- Valletta 2018.

The Renewal
of Valletta



Valletta 2018 led
to significant
public & private
investment

Major spin-offs in
hospitality
services

Valletta 2018
acted as a
catalyst for this
renewal

less +

Gentrification,
leading to
financial
pressures

Regeneration
concentrated
around the city's
centre

**Business in
Valletta**



**Valletta 2018 had
a pronounced
positive effect on
business in
Valletta**

**Effective
marketing efforts
by the Valletta
2018 Foundation
which attracted
foreign patrons**

**Positive outlook
in terms of
stepping up the
city's retail
profile**

**Positive outlook
in terms of legacy
management
through the VCA**

less +

**Gentrification,
leading to
financial
pressures**

**Noise pollution,
waste generation
& encroachment
of public spaces**

Infrastructure



Ferry connections to Valletta lauded as a success

Car parking facilities were a significant contributor to parking management

Improved waste management

less +

Over-development

Encroachment of public spaces

Sustainability



Valletta 2018 left a strong legacy for the VCA to build on and further nurture

Co-creation, a winning notion

Valletta 2018 and the ECoC 'phenomenon' largely widened the cultural fabric

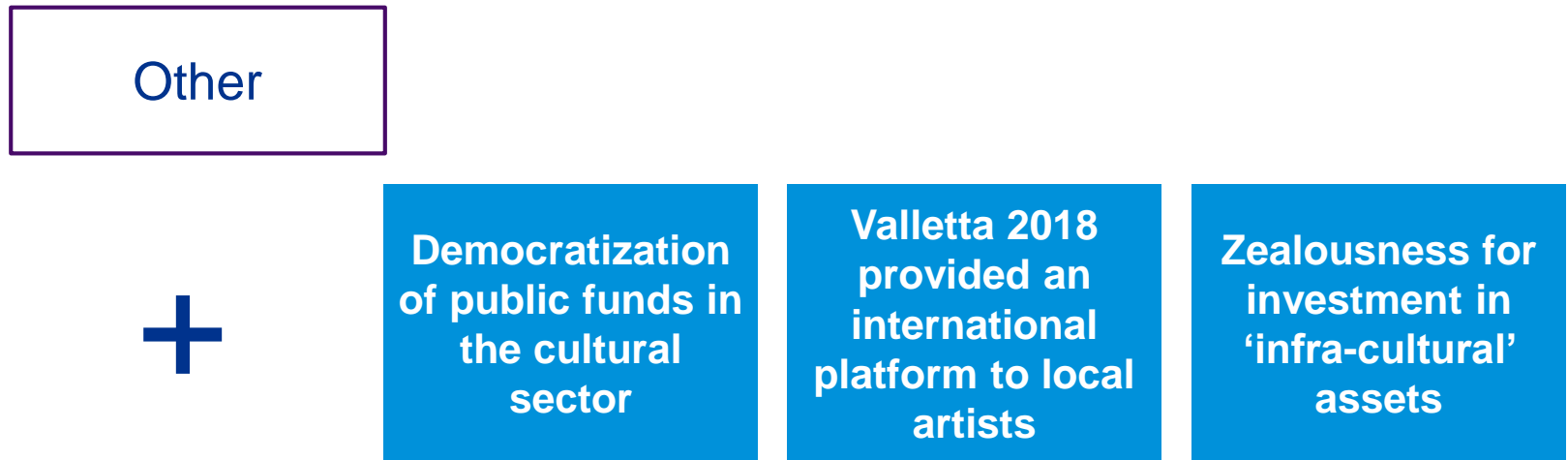
Unprecedented public awareness of the cultural sector

Positive outlook in terms of legacy management through the VCA

less +

Gentrification, leading to financial pressures

Noise pollution, waste generation & encroachment of public spaces



less +

Events programming could have been more focused



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