

GCDN Convening

Barcelona
May 10-13, 2017



GCDN

**Global Cultural
Districts Network**

An Initiative of AEA Consulting

Welcome

Bienvenido a Barcelona

We are pleased to welcome you to the sixth convening of the Global Cultural Districts Network. After Dallas, Montreal, Jakarta, London, and Brooklyn... Barcelona.

Perhaps best known for its medieval quarters, 20th century *Modernisme* architecture, and delicious tapas waiting for you at every corner, Barcelona is a true open-air museum with over 2,000 years of rich history and heritage. The entire city is in a sense a “cultural district” itself and a fitting place for our Network to meet. It is also a thriving cosmopolitan city facing similar challenges to the ones you might be encountering: battling high unemployment rates; mitigating the effects of gentrification; or striving to strike the right balance between its residents who call it home and some 30 million tourists seeking an adventure.

We are in a time of considerable political, economic and cultural uncertainty and tension. But we are connected by the common thread of culture, by the belief that cultural engagement can not only contribute positively to our quality of life and our cities’ economies, but to building connections between people of all walks of life, and overall support the creation of more livable and vibrant places for future generations.

This convening, therefore, is an opportunity for all of us to create meaningful connections with our colleagues globally, turning these

interactions into deeper conversations and tangible collaborations. One such conversation is indeed why we are here in Barcelona: a conversation that began with Juan Carlos Bellosso of Future Places when he was a speaker at our London meeting...and then offered to co-organize this convening in his home town, sharing his connections and expertise to make us feel most welcome. Other conversations led to major exchanges between cities which we will hear about here.

GCDN convenings are “closed-door” meetings where you should feel comfortable sharing what keeps you up at night as you plan, build, fund, or run a cultural district. We encourage you to workshop together during these sessions to find solutions to those challenges. And don’t forget all the exchanges that can happen a bit more organically during the many social events our Barcelona hosts have planned for us.

Most important, we hope you’ll stay connected through GCDN beyond Barcelona throughout the year, until the next time we meet in Dubai, in March 2018.

Happy connecting!

Adrian Ellis, Director
Jessica Ferey, Deputy Director
Global Cultural Districts Network
May 2017

GCDN Barcelona

May 10-13, 2017

Wednesday, May 10

16.00-18.00

Guided tour of the emerging Poblenou Urban District (Transportation will be provided from the conference hotel)

The Poblenou Urban District is a great example of urban transformation through a grassroots and bottom-up approach. Since its inception in 2012, the Poblenou Urban District Association has been working to establish the Poblenou neighborhood as the newest cultural and entrepreneurial epicenter within the metropolitan frame of Barcelona. Ultra-modern buildings such as the Agbar Tower and the Design Hub Barcelona coexist with old warehouses, art galleries, design studios, advertising agencies, higher education centers, production companies, hotels and restaurants.



18.00

Kick off reception at the Can Framis Museum hosted by Vila Casas Foundation. Sponsored by BuroHappold.



Pati de les Dones, CCCB. Image courtesy of CCCB.

Thursday, May 11

**Location: CCCB, Centre de Cultura Contemporània de Barcelona
(Carrer de Montalegre, 5, 08001 Barcelona, Spain)**

8.45 Registration Opens

9.00–9.30 Coffee and Meet-and-Greet

9.30–10.00 Welcoming Remarks

*Adrian Ellis, Director, GCDN and AEA Consulting
Josep Desquens, Deputy Managing Director, CCCB*

10.00–10.30 Keynote and Welcome: The Barcelona Cultural Story

Valentí Oviedo, CEO of ICUB (Institut De Cultura De Barcelona)

10.30–12.00 Learning from Barcelona — Overview and Guided Tour of El Raval Cultural District

El Raval cultural district is a prime example of successful urban regeneration through culture. Once considered Barcelona's red light district, the area has now become a thriving cultural quarter, boasting medieval monasteries, quaint shops and historic cafés, and major cultural institutions such as the CCCB (Centre de Cultura Contemporània de Barcelona) and MACBA (Museu d'Art Contemporani de Barcelona). Representatives from the CCCB will share the story behind this major transformation during a walking tour of the area.

12.00–13.45 Networking Lunch: Presentation on International Collaborations. Co-sponsored by the Québec Government Office in Barcelona

The Quartier des Spectacles Partnership presents examples of international touring interactive art exhibitions that have traveled from Montreal to cities around the world, including collaborations with other GCDN members like Navy Pier, Inc. in Chicago and LAC in Lugano, Switzerland. This session will be an opportunity to learn about the structure of these partnerships and collaborations and the various ways to finance them.

13.45–15.00 What's Next for Public Spaces?

We revisit the topic of public spaces with a lens on questioning their future as they continue to be the focal point of urban regeneration success stories. Showcasing three very different perspectives, this session will look at the role of interactive public art in these spaces, how to engage communities effectively through these projects, and how these spaces can transform into a place of refuge from the hustle and bustle of our fast-paced urban lives.

*Rami Bebawi, KANVA Architecture, Montreal
Debra Simon, Director, Public Art, Times Square Alliance, New York
Tim Tompkins, President, Times Square Alliance, New York*

15.00–16.45 Networking and Ideas Swap — Part 1

New this year, these structured networking sessions provide an opportunity for members and participants to showcase their respective cultural districts featuring various projects and innovations taking place, as well as opening discussions for collaborations between members.

Alserkal Avenue, Dubai

Presented by Vilma Jurkute, Director, Alserkal Avenue

MuseumsQuartier, Vienna

Presented by Dr. Christian Strasser, CEO of the MuseumsQuartier

Plateforme 10, Lausanne, Switzerland

Presented by Chantal Prod'Hom, director of the Musée de Design et Arts Appliqués Contemporains

University of the Arts, London

Presented by Anna Jobson, Director of Change Management, University of the Arts, London, and Gill Henderson, Regeneration and Cultural Partnerships Manager, London College of Communication (UAL)

16.45–17.00 **Break**

17.00–18.15 **Afternoon Keynote (followed by discussion and debate):
Balancing Act of Tourism: Residents and Visitors**

Keynote: Elizabeth Becker, author of *Overbooked: The Exploding Business of Travel and Tourism*

Cultural Tourism is strongly associated with boosting local economies, generating more foot traffic through cultural institutions, and helping to raise the profile of revenue-hungry cities. But balance must be sought between the livability of an area for its residents and a continuing appeal to visiting tourists. Keynote speaker Elizabeth Becker will share key insights on the value of cultural tourism while cautioning the overuse of this strategy for economic development considering its possible detrimental effects on local communities. A wider discussion and debate on the topic will follow the keynote, featuring case studies of cultural tourism from around the world.

*Moderator: Diane Dodd, Executive Director IGCAT, Barcelona
Nicola Schiess, President, Corporación Cultural, Teatro del Lago, Chile
Julia Fawcett, Chief Executive Officer, The Lowry, Salford, UK*

19.30 **Cocktail Reception and Dinner at the Design Museum of Barcelona,
hosted by the Barcelona City Council**



Street Art by Monkey Fingers in L'Hospitalet Cultural District. Photo by Jessica Ferey.

Friday, May 12

Location: L'Hospitalet Cultural District, Tecla Sala de L'Hospitalet
(Avinguda de Josep Tarradellas i Joan, 44, 08901 L'Hospitalet de Llobregat)

8.30–9.00 **Buses leave at 8.30am sharp, travel to L'Hospitalet**

9.00–9.20 **Coffee**

9.20–9.40 **Welcoming Remarks**
Núria Marín Martínez, Mayor of L'Hospitalet de Llobregat

9.40–11.00 **Successful Cultural Districts — Branding, Identity, and Evaluation**
GCDN commissioned Juan Carlos Belloso of Future Places, and his team, to conduct research around the key factors of branding and identity of cultural districts that make them successful and attractive to residents and tourists. Case studies from the research will be presented, followed by a workshop leading participants to think critically about the branding strategies for their own districts and institutions. To conclude the session, Pier Luigi Sacco, of IULM in Milan, will lead a discussion around evaluation methodologies for measuring the success of these branding strategies.
*Juan Carlos Belloso, Future Places, Barcelona
Pier Luigi Sacco, Professor of Cultural Economics at the IULM in Milan*

Agenda at a Glance



GCDN

Wednesday, May 10

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| 16.00 | Guided tour of the emerging Poblenou Urban District |
| 18.00 | Kick off reception at the Can Framis Museum |

Thursday, May 11

Location: Centre de Cultura Contemporània de Barcelona
(Carrer de Montalegre, 5, 08001 Barcelona)

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| 8.45 | Registration Opens |
| 9.00–9.30 | Coffee and Meet-and-Greet |
| 9.30–10.00 | Welcoming Remarks |
| 10.00–10.30 | Keynote: The Barcelona Cultural Story |
| 10.30–12.00 | Learning from Barcelona — Overview and Guided Tour of El Raval Cultural District |
| 12.00–13.45 | Networking Lunch: International Collaborations |
| 13.45–15.00 | What's Next for Public Spaces? |
| 15.00–16.45 | Networking and Ideas Swap – Part 1 |
| 16.45–17.00 | Break |
| 17.00–18.15 | Afternoon Keynote: Balancing Act of Tourism |
| 18.15–19.00 | Break |
| 19.00 | Buses depart |
| 19.30 | Cocktail Reception and Dinner at the Design Museum of Barcelona |

Friday May 12

Location: L'Hospitalet Cultural District, Tecla Sala de L'Hospitalet (Avinguda de Josep Tarradellas i Joan, 44, 08901 L'Hospitalet de Llobregat)

| | |
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| 8.30-9.00 | Buses leave at 8.30am sharp, travel to L'Hospitalet |
| 9.00-9.20 | Coffee |
| 9.20-9.40 | Welcoming Remarks |
| 9.40–11.00 | Successful Cultural Districts – Branding, Identity, and Evaluation |
| 11.00–11.15 | Break |
| 11.15–13.00 | Networking and Ideas Swap — Part 2 |
| 13.00–14.00 | Networking Lunch |
| 14.00–15.15 | Illuminating Cities: Lighting and Urban Design |
| 15.15–15.30 | Break |
| 15.30–16.45 | Cultural Infrastructure |
| 16.45–17.30 | Closing Session: Globalization and what it means for the cultural sector |
| 17.30–18.30 | Art Safari: Interactive tour of L'Hospitalet Cultural District |
| 18.30–19.30 | Visit to the Warhol Exhibition in L'Hospitalet |
| 19.30–onwards | ¡Fiesta! Tapas, performances, music and dancing |

Saturday, May 13 (optional)

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| Morning | Guided tours of various parts of Barcelona |
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Friday, May 12 (continued)

11.00–11.15 **Break**

11.15–13.00 **Networking and Ideas Swap – Part 2: Innovations and Collaborations in Cultural Districts**

New this year, these structured networking sessions provide an opportunity for members and participants to showcase their respective cultural districts featuring various projects and innovations taking place as well as opening discussions for collaborations between members. This Ideas Swap will specifically focus on cultural districts that have come up with innovative schemes for funding, collaborating, and sharing data.

Barcelona Obertura

Presented by Víctor Medem, Coordinador, Barcelona Obertura

Fondation Fiminco, Paris, France

Presented by Joachim Pflieger, General Director, Fondation Fiminco

Pittsburgh Cultural Trust

Presented by Kevin McMahon, President and CEO, Pittsburgh Cultural Trust

Quartier des Spectacles, Montreal, and AIMIA Inc.

Presented by Alexandra Maier, Director, Marketing and Communications. Jonatan Bouchard, Senior Manager for Advanced Analytics, AIMIA Inc.

13.00–14.00 **Networking Lunch**

14.00–15.15 **Illuminating Cities: Lighting and Urban Design**

Light has the power to transform. Increasingly, urban designers, architects and city-officials understand the importance of light – and light festivals, urban lighting schemes, and major public art projects involving light and projections have become quite common in cities around the globe. Why is light such an important tool and what strategies must be adopted to ensure success? Who should be at the table during these conversations? How do practitioners and city leaders ensure the sustainability of these projects? Speakers in this session will share insights about various projects, from specific public art projects to city-wide lighting strategies.

Moderated by Patricia Brown, Central, UK

Jason Bruges, Artist, UK

Mark Burton-Page, Director, LUCI (Lighting Urban Community International)

Sarah Gaventa, Director, Illuminated River, UK

15.15–15.30 **Break**

15.30–16.45 **Cultural Infrastructure**

Cultural districts are defined as much by their architecture and infrastructure as their programming, yet much public and private investment in the arts over the past two decades has been more focused on buildings rather than on the creation or presentation of work or the development of audiences to fill those buildings. The relationship between cultural vitality and arts buildings is a complex one – buildings can oppress, financially and creatively, as well as enable. How should investment in cultural infrastructure be approached? Are we building for tomorrow's art and audiences or yesterday's? What constitutes a well-grounded infrastructure policy? Our speakers have approached these questions from varied perspectives of public policy, the practicalities of writing design briefs (or programs) and trying to grapple with the differing demands of the expressive and the functional.

Adrian Ellis, Director, GCDN and AEA Consulting

Erin Flaherty, Executive Director of Infrastructure New South Wales, Australia

16.45–17.30 **Closing Session: Globalization and what it means for the cultural sector**

Dr. Vishaka Desai, in conversation with Adrian Ellis, explores globalization and its current discontents, and some of the implications of the rise in nationalism and populism in many countries around the globe for the cultural sector and for cultural policy.

Dr. Vishakha Desai, Senior Advisor for Global Affairs to the President of Columbia University, and Senior Research Scholar at its School of International and Public Affairs

Adrian Ellis, Co-Founder and Director, GCDN and AEA Consulting

17.30–18.30 **Art Safari: Interactive tour of L'Hospitalet Cultural District featuring pop-up artists and performances**

18.30–19.30 **Visit to the Warhol Exhibition in L'Hospitalet**

19.30 onwards

¡Fiesta!

Tapas, performances, music and dancing to wrap-up the evening

Saturday, May 13 (optional)

Morning

Guided tours of various parts of Barcelona

Current GCDN Members

Adelaide Festival Centre
Adelaide, Australia

Alserkal Avenue
Dubai, UAE

**Barbican Centre and
Museum of London**
London, UK

**Barangaroo Delivery
Authority**
Sydney, Australia

**Brooklyn Cultural District,
Brooklyn Academy of
Music and Downtown
Brooklyn Arts Alliance**
New York, NY, USA

**City of London
Corporation**
London, UK

City of Providence
RI, USA

City of Sydney
Sydney, Australia

Dallas Arts District
Dallas, TX, USA

Distrito de las Artes
Buenos Aires, Argentina

Genesis Holdings
Beijing, China

Grand Center
St. Louis, MO, USA



GCDN Members Convening, Brooklyn, New York, 2016. Photo by Susan Farley Photography.

**International Festival of
Arts & Ideas**
New Haven, CT, USA

**Kuwait National Cultural
District**
Kuwait City, Kuwait

**LAC Lugano Arte e
Cultura**
Lugano, Switzerland

L'Hospitalet de Llobregat
L'Hospitalet, Spain

Melbourne Arts Precinct
Melbourne, Australia

**National Museum of
Singapore**
Singapore

Navy Pier, Inc.
Chicago, IL, USA

New World Symphony
Miami, Florida, USA

**Quartier des Spectacles
Partnership**
Montreal, Canada

**Sharjah Museums
Department**
Sharjah, UAE

Soweto DigitALL
Johannesburg, South
Africa

Theater District Houston
Houston, TX, USA

Times Square Alliance
New York, NY, USA

University Circle
Cleveland, Ohio, USA

**West Kowloon Cultural
District**
Hong Kong, China

William Penn Foundation
Pennsylvania, USA

Members Benefits

Members of the Global Cultural Districts Network enjoy the following benefits and services:

- **Invitation and registration fees waived for 2 representatives** of the member organization to regular convenings to share emerging best practices, hear expert panels, and discuss the place of cultural precincts and complexes in urban policy, economic development, and related areas of public policy such as travel and tourism;
- **Subscription to the Global Capital Projects Update**, a weekly email digest of news regarding capital project developments in the cultural sector around the world;
- **Subscription to the GCDN Reading List**, a bi-weekly email digest of articles relating to cultural districts, creative placemaking, arts in the urban context, and more. This email also features news about GCDN members;
- **Early access to the Cultural Infrastructure Index**, an annual review of investment in capital projects in the cultural sector, identifying projects with a budget of US\$10 million or more that were publicly announced or completed within a calendar year.
- **Access to a members-only virtual forum** for detailed sharing of information among members and discussion of opportunities and challenges online;
- **Access to members-only virtual roundtables and webinars;**
- **Access to original research by AEA Consulting and others** on topics of common interest such as programming, audience development, cultural tourism, professional development, effective models of governance, trends in technology and creative industries strategies, and more. Your concerns will inform and shape the developing research agenda;

For questions about joining the Network as a member, please contact:
jferey@gcdn.net

About GCDN

An initiative of AEA Consulting, the GCDN is a membership-based network that fosters cooperation and knowledge-sharing among those responsible for planning and running districts and clusters that include a significant cultural element.

Founded in 2013, GCDN provides a context for cultural leaders to discuss emerging best practice across a range of issues related to the successful creation and management of cultural districts and cultural planning around the world.

For more information visit:
www.gcdn.net



About AEA Consulting

AEA Consulting is a global firm setting the standard in strategy and planning for the cultural and creative industries. We are known for our candid and impartial advice that draws on deep knowledge of the cultural sector as well as robust research and analytical insight.

Since 1991, we have successfully delivered more than 800 assignments, helping clients around the world plan and realize vital and sustainable cultural projects.

With offices in New York and London, AEA offers a talented, multidisciplinary team of professionals with proven practical experience who deliver personalized solutions to clients in the arts, cultural, creative, and public sectors. We thrive on new challenges and approach problem-solving with curiosity, creativity, and integrity.

For more information visit:
www.aeaconsulting.com



Thank you

We would like to extend our deepest gratitude to all involved in making this Barcelona convening possible.

Co-Organizers

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Co-Hosts

CCCB Centre de Cultura Contemporània de Barcelona



Ajuntament de L'Hospitalet

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