



# FESTIVALS AND EVENTS WORKSHOP

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## ***SURVIVE AND THRIVE***

NOVEMBER 30 – DECEMBER 1 2010

DUBLIN, IRELAND

CITY OF MONTREAL PRESENTATION



# MONTREAL

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- Montreal : 3.6 million inhabitants
- GDP per head (North American ranking): 26
- City Budget (4 bn CDN \$): severe cuts in 2010 and 2011
- Film and TV: 500 shootings
- Festivals and Cultural Events: 100
- Special Events: 150



# FESTIVALS IN MONTREAL

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- Montreal Winter Carnival (19th Century)
- Montreal Festivals (1936-65)
- Film festivals (1971 and 1976)
- Jazz festival (1980), Just for laughs (1983)
- 10 new festivals during the 1980'
- 30 new festivals during the 1990'
- Several other ones in the 2000'
- Montreal assets: home grown promoters and a mix of mass festivals and smaller specialized events

# Working together: a short history



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- 1999: REMI: focus on benefits
- 2001: Festivals Montreal: leadership failure
- 2008: Initiative to bring people together: confidence failure
- 2009: MIME : spontaneous
- 2010: MFG/CFM: planned



# Montreal Independent Multidisciplinary Events (MIME)

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- History: out of necessity
- Members: 9 smaller related events (music, theatre and cutting edge multidisciplinary performance)
- Concept: shared resources and information. Unified position to interact with government



# Montreal festivals group (CFM)

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- History: opportunity seized (government-led mission and pilot project).
- Members : 11 different festivals and events (comedy, gay community, first nations, fashion, film, music, circus, fireworks, cultural communities, etc.)
- Concept: Cluster, short period of time, 3 year Pilot project. Implement a business plan to benefit the whole group
- Partners: Government of Quebec (Department of tourism), City of Montreal, Tourism Montreal



# Why work together?

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- The only way out and the only way forward
- Intense international competition  
(government and cities do strategic thinking;  
cities “buy” festivals)
- Economic cycles and crisis (opportunity to do  
things differently)
- Difficult times: culture is always one of the  
first areas targeted for budget cuts.



# How can we do it?

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- Festivals really work together only when they feel they can trust each other
- Find a way to benefit from a crisis: organize and be prepared to make drastic changes
- Build a stronger team and play offence (trust and confidence)
- Build a cluster (like other industries)
- Be more deeply-rooted in the community
- Foster a culture of business and innovation
- Develop new links (festivals/events, business/culture)



# Benefits to be expected

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From festivals: cultural, economic and business, tourism, social, media, branding, participation, environmental and budget benefits

From working together: real value added from trust, learning from each other, shared vision, common strategies, data mining (build a better case)

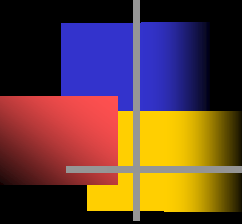
Benefits from working together will in turn benefit individual festivals (e.g. more professionals, artists, citizens and tourists will participate)



# Working together: trends

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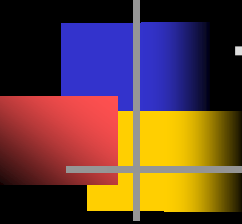
- Cultural industries: engine of growth
- Public and private sectors: better ROI
- Digital economy: cultural products
- More control over consumption
- Environmental and cultural diversity
- Appeal to older and younger audiences
- Artistic disciplines: frontiers blurred
- Creators and consumers: increased interactions



# What are the stakeholders looking for?

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- Public sector (Government, agencies, cities): strike a balance
- Private sector (corporate sponsors): more bang
- Festivals and events: survive and thrive
- Citizens and participants: a vibrant and interesting city
- Tourists: the promise and delivery of an “experience”

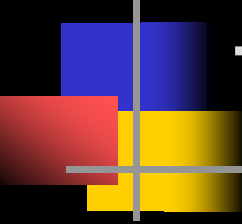


# Working together: the main areas

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- Branding and clout
- Media coverage
- Human resources
- Promotion
- Funding
- Business intelligence
- Stakeholders and partnerships

# Promotion: who are we trying to woo?



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- Citizens
- Tourists
- Artists
- Professionals
- Media
- Corporate sponsors
- Governments



# Promotion: what can be done?

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- Promote locally: joint advertising (old and new media)
- Strike a special deal with the national lottery
- Reach out to international friends and allies
- Link to an existing event (not a festival)
- Promote internationally: use existing channels and resources



# Promotion: what can be done?

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- Pool promotional resources
- Build artistic “circuits” linking different festivals
- Promote existing international networks of each member
- Promote sustainable development
- Link with other public sector initiatives (e.g. Gov. programs for difficult areas)

