

So hope for a great sea change
On the far side of revenge.
Believe that a farther shore
Is reachable from here.
Believe in miracles
And cures and healing wells.

Seamus Heaney

Seamus Heaney, Nobel Laureate.
From 'The Cure at Troy'

Our Bid

cultural forces to unite...” Moya Doherty & John McColgan, Riverdance “...Many years ago men from the oak wood

Contents

A. Summary of Our Bid	2
B. Our Area	12
C. Overall Vision and Step Changes	14
D. Delivering Cultural and Artistic Impact	19
E. Delivering Social Impact	29
F. Delivering Economic Impact	35
G. Management of UK City of Culture 2013	39
H. Costs and Funding	44
I. Engagement and Support	50
J. Risk and Contingency	53
K. Legacy	59
L. Milestones	65
Appendix A: Draft Proposed Programme	68
Appendix B: Use of Digital Technology	74
Appendix C: Estimating Economic Impact	78
Appendix D: Support	84
Appendix E: Marketing Approach	98
Appendix F: Glossary	106



spread their art and learning through Europe. It would be great now to think of Europe returning to Derry...” Adrian

A. Summary of Our Bid



Derry~Londonderry today is a place on the cusp of change.

A place of hope, optimism, determination, enquiry, history and joy.

“Were all the tribute of Alba mine
From its centre to the border
I would prefer the site of one house.
In the middle of Fair Derry”

*St Columba~Colmcille. Patron Saint of
Derry~Londonderry (521AD–597AD)*

The opportunity to become the first ever UK City of Culture in 2013 and the journey we have undertaken so far, have unlocked a compelling set of historical, economic and political resonances that draw out what is special about this place and differentiates our proposal from all others.

- 2013 is a critical date in the story and identity of this City going directly to the heart of who we are. In this year we will commemorate, reflect upon and acknowledge the 400th anniversary of the Plantation of Ulster and the building of the Historic City Walls by the City of London and the London Guilds.
- As a City we are on the cusp of vital, transformational social and economic change in a way that we have never been before. The development of our Regeneration Plan and its anticipated implementation has imbued the City with a new sense of aspiration, commitment and energy. The UK CoC designation would enable our planned decade of regeneration to be fast forwarded with a ripple effect for the future, a continued legacy for our children and young people and a significant impact on social inequality.

- As a region we have achieved the unachievable – the institutional framework necessary to deliver all elements of peace and reconciliation through a process of shared understandings, dialogue and commitment is in place. The UK CoC designation would empower us in telling the story of this considerable achievement to the world as well as sharing the cultural lessons and processes that we have learnt.

What more perfect handover from the London 2012 Olympiad could there be, and what a visible endorsement and proclamation of sea change could be made by the UK CoC designation.

“So hope for a great sea change
On the far side of revenge.
Believe that a farther shore
Is reachable from here.
Believe in miracles and cures and healing wells.”

Seamus Heaney, The Cure At Troy

Our Story

Derry~Londonderry has a long and fascinating history stretching back to the era of Saint Colmcille who established the first monastery here in 546AD, through to the founding of the City in 1613, the Plantation of Ulster and the Siege of Derry~Londonderry in 1688-1689. Having developed as a port and commercial centre for the North West of Ireland, it became the primary transit point for the massive emigration to North America during the 1800's. Derry~Londonderry underwent the effects of partition from the 1920's and became a major naval and anti-submarine base during World War II. The troubles began in the late 1960's in which, arguably, the seeds of the start and the ending were in Derry~Londonderry.

Recent times have seen the initiation of the peace process, the signing of the Good Friday Agreement in 1998 and the coming into being of the new power sharing executive in NI, all with significant representation from the City.

Today Derry~Londonderry is the third largest City in the island of Ireland. The Council area has a population of 107,000, and the City is the capital of the North West Region of NI which has a population of 630,000. We are leading the bid for the whole of NI.

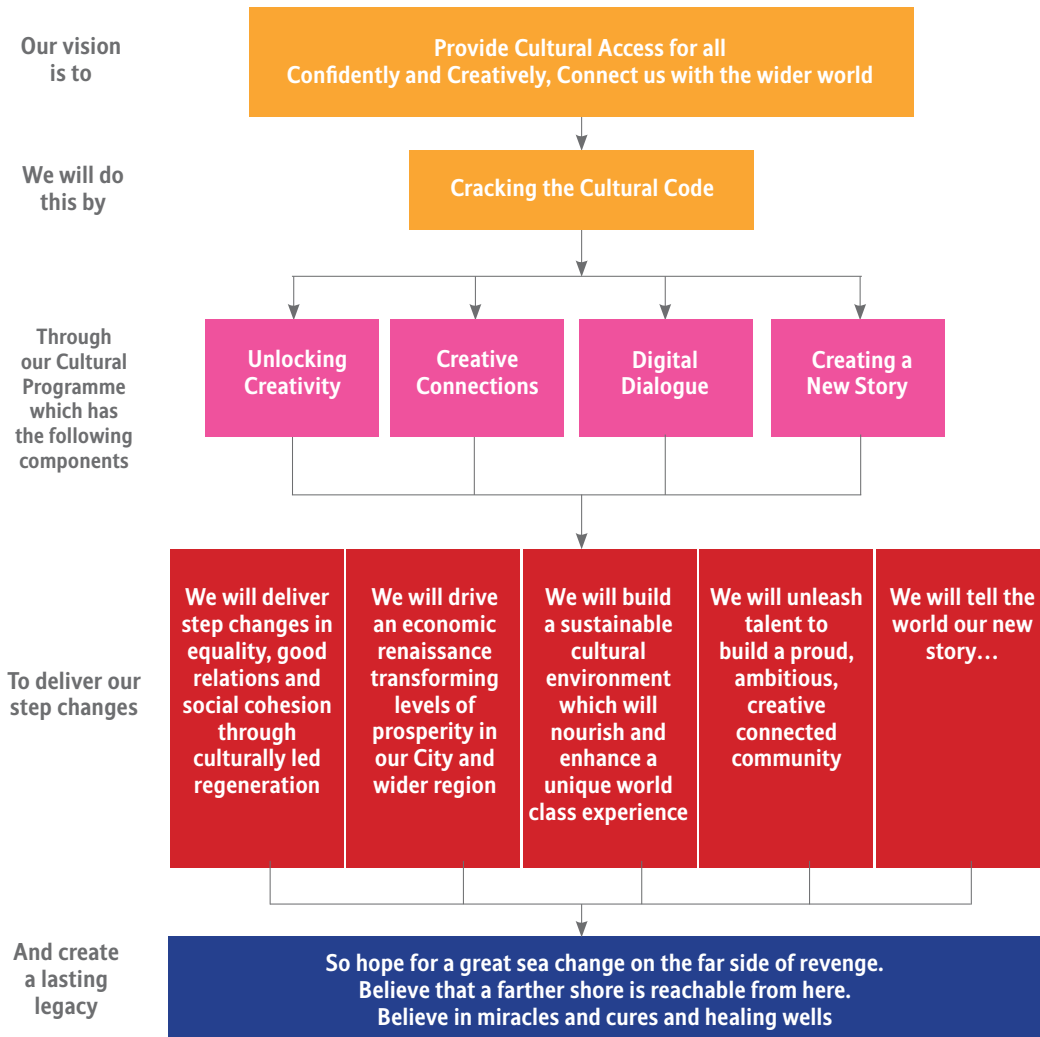
Derry~Londonderry is being shaped by a young, energetic and dynamic population and world class connectivity. Project Kelvin gives the City and the North West unrivalled digital connections to North America, the United Kingdom, Europe and beyond. **We believe** we can be the Digital Cultural Champion for the UK and our plans reflect our international vision.

Our Challenge

The economy of the City today is not as prosperous as we would want it to be. The consequences of this are relatively high levels of unemployment, high rates of economic inactivity and high levels of economic and social deprivation.

The challenge for Derry~Londonderry is to create a much stronger economic base that attracts and retains our young people, and allows us to address pervasive issues of deprivation and inequalities which are much too prevalent in the City and the surrounding region.

There is now, however, a determination to address these challenges. The new Regeneration Plan for the City Council Area is now nearing completion. It has been developed with an unprecedented level of community involvement and with a unique focus



on the objectives of equality, ambition, sustainability and a stronger economy. Our attainment of UK CoC will accelerate our plans for regeneration and for our regeneration plans to provide an exceptional platform for both the City and UK CoC 2013.

- the City’s cultural offering;
- the opportunities available to our citizens to unleash and give expression to their talent; and
- the ability of our communities to creatively connect globally.

Our Vision

The UK CoC Programme we are proposing is ambitious, inspirational, inclusive and challenging. It has several key principles:

- It connects to all of our local communities and is accessible to everyone;
- It reaches out to and connects with, communities outside Derry~Londonderry – in NI, the rest of the UK, to our nearest European neighbour the Rol and to the world beyond;
- It delivers a significant transformational series of step changes in;
 - equality, good relations and social cohesion;
 - local economic prosperity;

We will do this is through the concept of **Cracking the Cultural Code** and by exploiting the perfect match between the UK CoC Programme and the new Regeneration Plan for the City, putting in place effective plans and organisations to successfully deliver both.

Our City Region Assets

Our City and region have a diverse range of cultural assets none more important than our children and young people. We have a wealth of venues and locations shown on the map below, which we will use to host the main events of our Cultural Programme. In addition we will also utilise a network of assets in Donegal and throughout NI in order to deliver other key events in addition to those events in the City Centre.



Investment in cultural venues is and will be significant. They include the Verbal Arts Centre and its literary associations built into their very walls, unique collections of digital archive of Irish films at the Oscar nominated Nerve Centre and groundbreaking new art galleries and theatres such as Millennium Forum, Playhouse, Waterside Theatre pulsating with challenging contemporary productions. Just recently the new Irish Culture Centre, Cultúrlann Uí Chanáin was recognised as a building of distinction at the Venice Biennale and soon we can cross the new iconic Peace Bridge to a new area of Public Realm and series of performance spaces in the Ebrington Parade Ground which is larger than Trafalgar Square.

The creation of a UK CoC bid office in the City Centre has energised the community. Already we have over 6,000 individuals who have signed up to our facebook page and have received numerous offers of support from actors, musicians, poets, writers, artists, performers, politicians, businesses, our children and young people and our community across NI and beyond.

Our Cultural Programme

We believe that our bid addresses the overall aspirations for UK CoC 2013. The Cultural Programme will be finalised by November 2011 through proactive dialogue and discussion through both our cultural partnerships and directly with the wider communities within the City and region.

Our Cultural Programme reflects the identity of the City and its people and be characterised both by **Joyous Celebration** and **Purposeful Inquiry**. It will enable us to create a new story to simultaneously consider both concepts. The Cultural Programme represents only a taster of the massive groundswell of ideas already generated in the City. The quantum of our emerging talents suggests fundamental shifts in terms of thinking and doing as well as refreshed and new connections with the rest of the world.

We offer a Cultural Programme which:

- has high standards of cultural excellence. Our Cultural Programme is highly distinctive and charged with the currency of rich and strong relationships

with both the RoI and uniquely for a UK City, with the City of London. The Cultural Programme will be designed to enable young people and our wider community to engage with individuals of international standing and be party to the opportunity to create best practice across a number of genres.

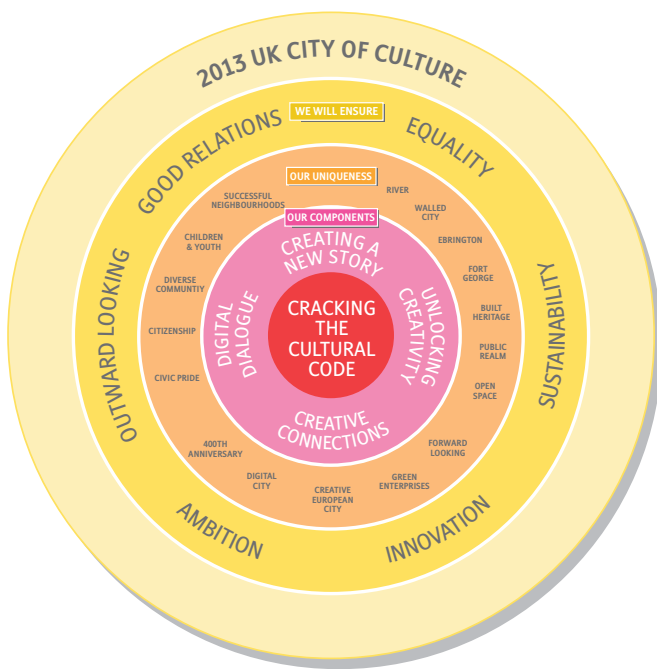
- Is capable of building and expanding on local strengths and assets. Building on the £111m capital investment in our physical cultural infrastructure, our Programme deliberately abstains from the impulse to simply import culture en masse to the City during 2013. Instead it works to interlock the very best of locally based practice with work from across the world in connections that have meaning and authenticity. Importantly there is also a substantial “Made in Derry~Londonderry” element to the Cultural Programme, maximising the direct involvement of people in the City and beyond as active makers and shapers, not just as passive audiences and consumers. The programme is determined to place Derry~Londonderry at the centre of the debate of what culture is about, its role in peace-making and what it can be in the future, along with how digital technologies are radically altering the way we create and consume culture.
- will engage a wide variety of audiences over the year. Our Cultural Programme seeks to engage with a diversity of audiences from our local communities, across the region, throughout the UK and worldwide. We have devised a wide variety of programmes and will use many different channels for its delivery to make our programme attractive and accessible to as wide an audience as possible. The infrastructure at Ebrington will be ready to allow instantaneous broadcast of high definition digital television with unlimited reach for live events held in the new Parade Ground Public Realm performance spaces.
- is a fitting follow on from Liverpool European Capital of Culture 2008 and the Cultural Olympiad 2012. The range of our Cultural Programme and its potential to be accessible to 100% of our citizens as well as our innovative use of the distribution potential of digital technologies will allow us to push the accessibility of the programme to a wide audience independent of location.



Whilst digital technologies will increase accessibility of our Programme, we will make it both attractive and exciting for people to come to our City and the region to participate in our UK CoC Programme. Once visited, our City is never forgotten. The irrepressible spirit and energy of the place - a spirit of curiosity and creativity that flows through the people, their stories, how they tell them and the welcome they give to all, makes our City special in one's heart.

Our Programme has built in a symbolic handover of the cultural baton from the London 2012 Cultural Olympiad and a handover to Glasgow for the 2014 Commonwealth Games. Derry~Londonderry is the perfect fit in continuing the cultural trail throughout the UK.

Cracking the Cultural Code, from which our Cultural Programme is developed is based on the principles of our Regeneration Plan and has four key components under which our events are delivered:



1. **Unlocking creativity** – Building on a decade of work with Sir Ken Robinson the UK CoC will act as a stimulus to create programmes that will provide unique learning experiences, inspire our educational curriculum and unleash the talents of our people connecting them to the wider world. Our main programme elements addressing this component are:

Children's Music Promise - A unique programme providing free access to musical instruments and training to all school children in Derry~Londonderry. This programme is endorsed by Feargal Sharkey as Cultural Champion and Head of UK Music. A considerable discount has already been agreed with instrument suppliers to enable this.

Cultural Embassies – Attracting artists from across the world to share the best of their practice by living in the City for a year. Working closely with local communities they will stimulate them and unlock their creativity to showcase it to the world.

Interface Biennale 2013 - A year-long major international festival of contemporary visual art events that will take place within the City and surrounding areas in new and unusual spaces and establish the reputation of the City in the world of the visual arts.

2. **Creative Connections** – Connecting our communities in innovative and ingenious ways giving them a voice, often for the first time. This component will showcase our creative talents and those of others through a variety of contemporary music, dance, theatre, arts and performance that will link our diverse and often divergent cultures in programmes of exploration through Celebration and Inquiry. Our main programme elements addressing this component are:

Sons and Daughters 2013 Opening Event – A live concert on the Ebrington Parade Ground performance space highlighting the world class talent that the City has produced. This will be a live performance mixed with a digital visual spectacular showcasing the history of the City of Song. It will also launch our Lighting the City project which is a year long installation of immense impact, animating prestigious buildings, iconic structures and historic monuments, engaging an artist of the calibre of Krzysztof Wodiczko to ensure excellent public participation.

Cracking the Cultural Code – We will use our Cultural Codebreakers, a concept identified to encourage young people and adults to become actively engaged in researching and investigating their own communities, towns and cities across the UK. In order to Crack the Cultural Code we will define the rules and principles, the methods and equations, the recipes and blueprints - that is capable of unlocking a deep and positive change in our community, effectively targeting disadvantage and measuring and demonstrating the impact of what we do.

Celtronic / Exit DJ and Dance festival - A major contemporary music and dance festival enhancing the renowned local Celtronic festival in association with the Exit Festival Serbia with a proposition to the BBC to host again The ONE Big Weekend.

- 3. Digital Dialogue** – We will maximise the creative opportunities provided by the Kelvin transatlantic link and the massive local optical fibre connectivity it provides (in excess of 500 optical fibres, each capable of carrying 100Gbytes of data). This “pipe” links to Europe, the US and beyond via 6 undersea cables making Derry~Londonderry one of the best connected Cities in the world. This provides a significant opportunity for creative exploration, play and distribution of new ideas.

Creative Access in the Digital Age – This programme will act as a motivator and focus for the development of additional educational curricular activity through online learning and acquisition of new skills in digital creativity. This will reach teachers in every school in NI from Derry~Londonderry.

Disobey Gravity - Through a high profile UK wide campaign we will celebrate the potential of poetry to redress the challenges of life by publicly celebrating and promoting participation using NI writers to stimulate reaction. The digital aspect to this will be created through an online hub for publishing of entries, voting, commenting and creation of new verse. Our Nobel Laureate, Seamus Heaney will

judge the final list and appoint the winner.

- 4. Creating a New Story** – As a cultural melting pot we recognise that our cultural and political traditions approach the past from divergent places and that the truth itself can be lost in translation. This “sum of unreliable parts” ultimately leaves us with some prejudicial thinking and we plan to use our Cultural Programme to define a new narrative through purposeful culture-led inquiry which will allow for alternative views and ideas to be absorbed and considered.

The Return Of Colmcille “The Peace Maker“ – Outdoor water based spectacular Pageant on the River Foyle in the centre of the City based around a greatly enhanced Hallow’een event. From his self imposed exile on the Isle of Iona, the 6th century legendary Monk will return to his beloved City on a 21st century Currach granting the re-born City his blessing of a new peace for the new age. As the legacy of this gift of Peace to the City he will give every child between 1 and 13 an oak tree to be planted in their memory and as a mark of time from which the City will begin a new era. On his departure he will carry the Olympiad Flame passed from London to Derry~Londonderry, onwards to Glasgow.

Field Day Commission – There is the potential for a new Field Day production which will reflect and address the current cultural state we are in. Field Day originally set out to create the ‘Fifth Province’ which was/is cultural space which transcended the one dimensionality of the stagnant politics of the past. A new challenge in a post-conflict space is to address the future and speculate about present and future viable ‘states’.



Our Principles & Our Pledges

Inspired by the potential to transform our City we have agreed and adopted a number of guiding principles and pledges that will inform our approach, direct our work and ensure that we are at all times focused on our priorities:

- **We pledge** to bring the opportunity for cultural engagement to every citizen in our City (100%). We will promote and support that engagement at all levels through innovative and creative ways so that no citizen will be left untouched by the programme of cultural opportunities and activities we will offer during 2013 and beyond.
 - **We pledge** to make the participation of our children and young people a top priority and are currently bidding for designation as a UNICEF Child Friendly City. We plan to make 2013 a special year and are also bidding to be designated as European Youth Capital. We will capture the enthusiasm of our youth in the creative aspects of our culture, in cultural creation and learning for life.
 - **We pledge** to reach out to the world by forming and operating a series of new cultural networks that will bring the message of the vitality and diversity of our city to new audiences in the region, the Island, the UK and the world.
 - **We pledge** to use the platform of UK CoC to:
 - add and enhance our activities to commemorate, reflect upon and acknowledge the 400th anniversary of the plantation. Which established a unique and lasting relationship with the City of London and its cultural organisations.
 - meaningfully reconnect to our neighbours in the RoI and the extraordinary and successful global Derry~Londonderry Diaspora spread throughout the world.
 - **We pledge** to place a high value on "genuine partnership working". We have formed and will continue to develop a wide range of partnerships to deliver our planned transformation and legacy.
 - **We pledge** to achieve both economic and social success for our people by building and sustaining our transformation.
- **We pledge** to put in place a Culture Company which has the artistic leadership, resources, autonomy, empowerment, programme management and governance necessary for success.
 - **We pledge** to ensure that the final Cultural Programme is supported by guaranteed funding and that we will maintain flexibility to adjust the programme as funding prospects develop.
 - **We pledge** to learn from the previous experience of Liverpool as Capital of Culture and the London Cultural Olympiad to build on their legacy and to share our learning with others.
 - **We pledge** to work closely with DCMS and DCAL in developing and delivering our Programme.

The lessons learned by our leaders and City institutions in the journey so far have been profound. We have travelled the difficult journey from Plantation to Peace through a process of partnership that is now recognised as international best practice. People from the City are sharing this practice with conflict regions round the world and people from these regions regularly visit Derry~Londonderry to see its workings first hand.

Over 1,000 citizens are actively involved in the "Future Search" programme which started in February 2009 and is defining our Regeneration Plan. At a time of greater economic stringency we know from past experience that "Partnership Working" with the community, voluntary, public and private sectors is the most efficient and effective way forward, pooling resources and harnessing energy to develop our Cultural Programme for UK CoC 2013.



The “Organisational Partnership” between Derry City Council, Ilex and the Strategic Investment Board is a perfect example of this in practice and will provide the bedrock upon which we will build the Culture Company to take forward our Plan.

Our Step Changes

We believe that UK CoC 2013 will proportionally have greater impact on Derry~Londonderry than any other City in the UK. It will be a catalyst to deliver real and credible step changes in our City economically, physically, socially and culturally leading to long lasting renewal, revitalization and transformation.

Step Change 1

We will deliver step changes in equality, good relations and social cohesion through culturally led regeneration. UK CoC is the perfect catalyst to harness the spirit of the people to work together positively to reach disadvantaged communities and generate new sustainable employment. In doing so, we are committed to driving real social and economic change in our most deprived neighbourhoods and to addressing fundamental inequalities through cultural access and opportunity.

Step Change 2

We will deliver an economic renaissance transforming levels of prosperity in our City and wider region. Through our unique process, culture can be the tool to deliver economic transformation in the City particularly through Tourism and the Creative Industries. We will weave and use culture as the golden thread of regeneration to ensure the benefits reach those most disadvantaged.

Step Change 3

We will build a sustainable cultural environment which will nourish and enhance a unique world class experience. This is more than our built and natural environment, it's our people, our organisations and the programmes they deliver. We recognise the need to support and deliver a vibrant experience for both residents and visitors and in doing so sustain the creative work and how it is delivered.

Step Change 4

We will unleash talent to build a proud, ambitious, creative and connected community. It is paradoxical to say that our community is strong yet fragile. It has the commitment, energy and enthusiasm to deliver change but needs support to really believe in itself, have pride of place and be bold in its ambition.

Step Change 5

We will tell the world our new story. Through 2013 our year of Joyous Celebration and Purposeful Inquiry we will individually and collectively become part of a new story. We will invite all to share that story and be part of our legacy which will bring lasting positive change to our City and region.

Our Economic and Social impact

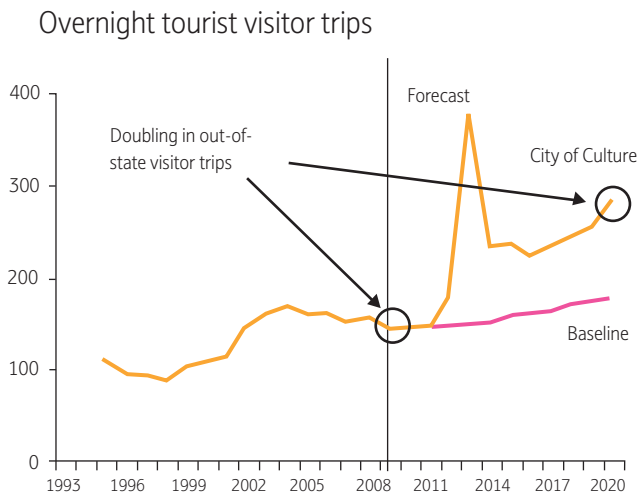
We are determined to create a world class model of culturally led regeneration which will act as a framework to deliver our social, economic and environmental aspirations that will tap into the strong sense of community, the individual talent and the passion that our people have in abundance. We are focused on dealing with the inequalities and lack of life chances for many by concentrating together on the treasures we have been given in terms of our natural built environment, our skills, our talents and our determination. We have a unity of purpose, strength of leadership and a clear sense of direction.

The City faces some of the most entrenched socio economic problems and challenges; having the highest unemployment rate in NI of 7.4%; one in four of our population has literacy and numeracy issues; and 27% of our population have no qualifications. We have a very young population who face specific issues, such as high levels of child poverty for 38% of our children, many of whom go on to achieve, grow up and leave through lack of opportunity. We have an underperforming economy, underdeveloped tourism product and key issues of community identity and division.



very exciting. Derry has emerged from the shadows of its recent past and now deserves to

The diagram below shows how the UK CoC designation would enable us to double visitor trips and hence the multiplier effect for the economy of the City.



Source: DETI, Citiscope Model (Oxford Economics)

Other impacts will include:

- Percentage growth in tourism in 2013 exceeding that experienced by Liverpool during its year as European Capital of Culture and ultimately a doubling in overnight visitor numbers compared to 2010 levels;
- Jump up the urban benchmark rank of cultural & tourist employment concentration, to a position alongside Nottingham and York (around 20th in the UK) from Derry~Londonderry's current position of 49th;
- £98m additional wages and profits (GVA);
- 2,800 net additional workplace jobs by 2020;
- 2,300 more residents employed, including almost 1,000 from the bottom half of most deprived wards;
- Improvements in community relations, perceptions of the City, equality and social cohesion measured through a re-run of the Citiscope Model and Citizen survey in 2012 and 2014; and
- 290,000 additional out-of-state tourist nights per year.

Our Costs and Funding

Our programming and proposals have been in continuous development since the start of the inaugural

UK CoC 2013 process. Costings have been refined using the experience of events management professionals with national and international experience. Final programming costs will only be known once detailed event specifications are drawn up and procured. In recognition of this cost uncertainty, the revenue programming costs presented here represent our most likely cost with a 20% contingency built in.

It is the intention to establish a Culture Company reporting to the Strategy Board which is currently leading the social, economic and physical regeneration of our City. Our proposed programme costs are summarised below:

Leading up to 2013

- The lead-in Programme in the period 2010-2012 will cost £9.4m in revenue terms in total across three years. This represents £2.6 additional funding to gear up for the UK CoC Programme in 2013.

Proposed 2013 programme without UK CoC designation

- Derry City Council, Ilex and the Strategy Board are committed to delivering a step change Cultural Programme in 2013 due to the significance of the 400th anniversary of the Plantation of Ulster and the building of the Historic City Walls by the City of London and the London Guilds.
- The exact amount of programming to be delivered without UK CoC has not yet been determined as the bid team, the City and region are focussed on achieving the designation. However, we expect it would be in the region of 40%.

Proposed 2013 programme with UK CoC designation

- **Our UK City of Culture Programme in 2013 will cost a total of £11.6m.**

Scaling up and scaling down

At this point in the bid process our main objectives are to convert existing commitments and expressions of interests into firm pledges and plan for the escalation

of the fund raising campaign as the ground swell of momentum for the bid continues to grow. The UK CoC designation provides the greatest possible leverage for further support and sponsorship. Our programme can be scaled dependent on funding secured, to date we have developed £1.39m in funding and sponsorship.

Our Legacy

The lasting legacy of UK CoC 2013 is life and place changing for Derry~Londonderry drawing us from a turbulent disputed past to a shared respectful future. It is the creation of our new story.

It will forge new relationships digitally and personally and will firmly establish flagship venues, such as the cultural hub at Ebrington. It will bring sustainability through increased revenues and new audiences. It will introduce our talent, experience and skills to these from elsewhere through a meeting of cultures and a meeting of minds. In this way we will be creatively connecting our people and our cultures within the City and community way beyond our outer limits in terms of global reach and influence to our 9 million Diaspora and beyond.

We have an exceptional opportunity with Project Kelvin, to create a unique digital platform that will enable the UK as a whole to showcase the power of culture as it harnesses digital communities, not just for economic output, but for an inclusive and social agenda. We are committed to using our technology platform to create a world where we not only create opportunities for ourselves, but share with others the means to create and where Culture is critical.

We are building peace and know there is strength in difference. By sharing this knowledge and rebuilding new respect and understanding we will enjoy and benefit from the richness diversity can bring and share it with others. Together this creates a sustainable approach for moving forward as a City. Our legacy will be that the young people of this place, who at present have to leave to create the future that they dream of, can stay and live and work at home. The new story we will tell will be one where the community has taken its future into its own hands and has won over hearts and minds in the process.

As we look at the means by which we can drive our

plans forward, culture has emerged from the margins as a transformative engine that can deliver jobs, improve life chances, build new audiences, unleash talent, instill confidence and address the dilemmas we face about our identities and issues of equality. It is a story that demands to be heard.

Our Anthem & Our Attitude

“Just say yes, just say there’s nothing holding you back”

Snow Patrol rose to national fame with their major label debut, Final Straw, in 2003. The album was certified 5 times platinum in the UK and eventually sold over 4 million copies worldwide. They continue to be world leaders in the music industry and we are thrilled that they have backed Derry~Londonderry as UK CoC 2013. The band have given permission for their song “Just Say Yes” to be our anthem as it so ably describes our attitude which is what will make it all happen.

Our Proposal for UK City of Culture 2013

Derry~Londonderry seeks to win designation as the UK CoC as the City of History, the Child Friendly City, the Digital City, and the Connected City. Derry~Londonderry is not only a physical location, but it is also an icon of hope to many. An inspiration to the different cultural groups in NI, and an ideal to those who travelled far across the ocean decades and centuries ago to create a new life, but still maintain the values of the City they left. Creative connections are critical to us on our continuing journey.

The Derry~Londonderry bid is a bid for NI as a region consolidating and building the ever precious peace we have secured. It will ensure that our learning is shared with others. We can talk about the economic and social impacts, we can show how we measure them, we can search for ‘the cures’ and find the ‘healing wells’ but most important of all can be the significant change in attitude, the growth in confidence, the stretching in our ambition and determination to succeed. We are on the journey of celebration, inquiry, reflection, and reinvention and we are determined to continue as we can now see on the horizon “that a farther shore is reachable from here”.



B. Our Area

Distances from Derry~Londonderry to:

City of Derry Airport	10mins-14km
Belfast International Airport	1hr - 95km
George Best Airport/ Belfast City	1.5hrs -119km
Sperrin Mountains	20mins -30km
Giants Causeway	40mins-58km
Strabane	20mins- 21km
Dublin City	3.5hrs -195km
Liverpool (via air)	45mins
London (via air)	1.5hrs
Barcelona (via air)	3hrs



The City of Derry~Londonderry is leading this bid on behalf of the region of NI. It is an emerging modern European City whose direct catchment is the third largest on the Island of Ireland and it is the second City in NI. **We believe** we have a distinct advantage with the compact size of our City Centre as all key venues and attractions are within walking distance. Indeed, our Council area is only 380km² making attractions outside the City Centre a short travel distance. Our excellent transportation infrastructure means we are well connected to the outside world and with our cutting edge Project Kelvin connectivity, the digital realm is just a click away. The immediate area covered by this bid is Derry~Londonderry and the North West region which covers the districts of Strabane, Limavady, Magherafelt and Coleraine in NI and Donegal in the RoI. Derry~Londonderry is the regional capital of the North West of NI and has been identified in the Regional Development Strategy for NI 2025 as the strategic gateway to the North West. Our bid is unique in that our City's natural hinterland lies within another jurisdiction, namely RoI, which forms an integral part of our cultural identity. This shared culture with Donegal, linked to our strong traditions of music, dance, literature, storytelling and language (both Irish and Ulster Scots), will be showcased to national and international audiences as part of our Cultural Programme for UK CoC.

Key Assets

Derry~Londonderry is recognised as having an exceptional visitor experience with its outstanding river front location, the City Walls, the largest scheduled monument in NI, stunning landscapes, award winning beaches, the breathtaking Sperrin Mountains and world heritage sites such as the Giant's Causeway. The regional authority for tourism in NI, the NITB has recognised the potential of the region as offering a distinctive visitor experience through its designation as a Signature Project, one of five in their portfolio.

The table shown overleaf provides an overview of the key assets in terms of venues and audience capacity in the City and the wider region. There are also numerous flexible impromptu spaces which can be configured for a variety of purposes and we are aware of several private sector proposals to deliver new venues.

Involvement of Surrounding Areas

The Derry~Londonderry bid is recognised by Government and multiple stakeholders as the NI bid. As such it will reach out and incorporate the wealth of cultural venues, practice and activity across the 26 District Councils in NI. The bid is also supported by the

Irish Government with a commitment to contribute in whatever way it can to the successful implementation of UK CoC.

Elements of our programme will be delivered throughout NI and Donegal in particular through showcase events across the year. We will have cultural exchanges whereby regional events normally held in, for example, Belfast such as the Queens Festival and Camerata Ireland, will have a presence in the City in 2013 and events held annually in our City will move to other regions in NI, Rol and UK. As the NI bid, we will invite Belfast and other parts of the region to participate in several of the large-

scale events in 2013 and we have are already begun to engage proactively with the event organisers.

We believe this will encourage growing collaboration and sustainability within the arts and culture sector in NI and spread the benefits regionally and beyond. We will do this by working closely with the ACNI and FLGA. Through our Diaspora Programme and working with the British Council in 111 offices worldwide ,the cities of Boston and New York, we will host work from local artists abroad. This will expand the reach of UK CoC throughout the world in 2013. Further information is provided in Sections D and I.

Venue/Audience	Type	Capacity
Waterside Theatre, Derry~ Londonderry	Theatre/Music/Performance	350 seated
Nerve Centre/Gas Yard/Playhouse, Derry~ Londonderry	Music/Digital Technologies	500 seated
Guildhall, Derry~ Londonderry	Theatre/Music/Performance	800 seated
Millennium Forum, Derry~ Londonderry	Theatre /Performance	1,000 seated
St Columb's Hall, Derry~ Londonderry	Theatre /Performance	1,000 seated
Hotels/B&B etc, Derry~ Londonderry	Tourism/Visitors	2,482 bed spaces
Guildhall Public Realm, Derry~ Londonderry	Music/Performance/Art	5,000 standing
London 201 Live Site, Derry~ Londonderry	Broadcast & receive - Large digital screen	5,000 standing. Potential audience of 250,000 across cities in UK including Belfast
St Columb's Park, Prehen Park, Brooke Park, Celtic Park, Derry~ Londonderry	Music venues	Approximately all 5,000 standing (Celtic Park 10,000 sitting/standing, Prehen 20,000)
Waterloo Place Public Realm, Derry~ Londonderry	Music/Performance/Art	7,500 standing
Ebrington Parade Ground, Derry~ Londonderry	Music/Performance/Gallery	15,000 standing, 3 other areas of up to 1,250 standing. Can accommodate temporary seated venue for 12,000
Vacant City Centre buildings, Derry~ Londonderry	Music/Performance/Exhibition	Up to 20,000 seated / standing
University & North West Regional College, Derry~ Londonderry	Education/Digital Technologies	Approximately 25,000 full time students
Foyle Riverside, Derry~ Londonderry	Music/Performance	30,000 standing
Restaurants, bars etc, Derry~ Londonderry	Tourism/Visitors	Regularly host events of 40,000 (e.g. Jazz Festival)
Online via the internet from Derry~ Londonderry	Using digital technologies	Global - Unlimited
Sperrin Mountains, Derry~ Londonderry	Nature/Walking/Hiking	Not applicable
City of Derry Airport, Belfast International & George Best Belfast Airport, Dublin Airport	Transport/Infrastructure	Not applicable
Giant's Causeway, Bushmills	UNESCO World Heritage Site /Walking/Hiking	76,000
An Grianan, Letterkenny, Donegal	Theatre/Music/Performance	345 seated
Regional Cultural Centre, Letterkenny, Donegal	Music/ Performance/Art	150
Grand Opera House, Belfast	Theatre/Music/Performance	1,000
Odyssey Arena, Belfast	Music/Performance	8,500
Giants Park, Belfast	Music/Performance	20,000
Derry catchment area	Audience	630,000
NI Catchment area	Audience	1.7m



C. Overall Vision and Step Changes



Our Vision

The City of Culture Programme will enable us to provide cultural access for all and confidently and creatively connect us with the wider world.

We will do this through our concept of **Cracking the Cultural Code** and have themed our Cultural Programme into four innovative components – **Unlocking Creativity, Creative Connections, Digital Dialogue and Creating a New Story.**

In 2013 we will reflect on what we have learned on the journey so far in order to set out on a reinvigorated journey by cracking the cultural codes. These are the rules and principles, the methods and equations, the recipes and blueprints - that are capable of unlocking a deep and positive change in our community, effectively targeting disadvantage and measuring and demonstrating the impact of what we do. This change will pass on a powerful and purposeful legacy to the City's current and future generations and to the UK and further afield. Unlocking the cultural codes will mean we have a story to be told that will unleash a tremendous power in the telling, and impact internationally on how to address deep seated issues of identity, inequality and underperformance through cultural transformation.

"I'll decode you yet" – Brian Friel/'Translations'

We know we have a code to decipher which can enable the City to get to know itself, then share and tell its story to the rest of the world. We will connect all our people to their own City, young and old, neighbourhoods, communities and shared spaces, connecting divergent narratives about the past and the future, Britishness, Irishness and otherness with culture, creativity, connecting geographies and a Diaspora that has stretched across the globe. Our celebrations will showcase the best of our collaborations and connections with London in

Derry~Londonderry picking up the flame from the London Cultural Olympiad 2012, keeping it, burning and passing it with pride, to Glasgow to continue the journey renewed.

Our Programme and impact on the Local Area

We will use the programme as a catalyst for transformation delivering economic prosperity, equality, good relations and social cohesion, an enhanced cultural offering, an unleashing of talent and state of the art connectivity with the wider world. We will do this by exploiting the perfect match between the UK CoC programme and the new Regeneration Plan for the City and by putting in place effective delivery plans and the organisational structures necessary to deliver both programmes and ensure they are aligned.

Already the bid has captured the City's imagination and galvanised the cultural organisations to reach into their communities and to develop new and further linkages to national and international institutions to lever investment, increase visitor numbers and bed nights, attract new conferences and events and engender growing confidence and pride to the City. We have engaged through social networking, with significant new audiences not least Sluggie O'Toole www.sluggietoole.com which we will nurture and build. Our multilayered cultural and creative programme will examine and reflect on the City's fascinating past and rapidly shifting present in a poetic playful and joyous way looking forward to the future with hope, energy and curiosity. In particular we will target divisions wrought by difference and compounded by inequality and harness the multiple stories, energy and ideas, especially from our young people with their fresh perspectives, to go forward and re-imagine and remake this place.

Our Programme and impact across the UK

There are three unique aspects to the Derry~Londonderry proposition which would generate added creative value for the UK in an international context:

1. We will be an international centre of excellence in the study of culture and peace. This builds on the fact that Derry~Londonderry has never ignored its histories but has interrogated them through culture and marked them through pageant and performance, often on a large scale and fashioned through partnership and collaboration. There is a track record of investigation, experimentation and innovation in communities, amongst artists and in the City’s cultural sector in order to negotiate highly volatile and complex contexts, requiring new capacities and expertise. The City has been something of a cultural laboratory or melting pot, “with cures and healing wells”. Over the last generation the City has developed remarkable expertise in negotiating conflict and in peacemaking, through the sustained work of a wide range of agencies and organisations, such as INCORE, a joint project between the UN and the UU at Magee. The City is one of the leading international centres for the study, understanding and discussion of conflict, of human rights and civil liberties and of journeys towards civil society and peace. We have human, intellectual, cultural, educational and social assets that have been marshalled a fresh as a result of the bid.

The Derry~Londonderry Debates and Embassies 2013 programme will build upon these deep foundations to establish an inspiring location of hope and open enquiry, vigorously re-examining the past in order to move forwards. An active partnership and meaningful dialogue is being established with the NI Assembly, British Government, the United States government, the Taoiseach’s Office in the RoI and other countries, putting the UK at the centre of this global debate.

2. We will become a beacon for cultural regeneration addressing fundamental inequalities by making culture accessible to all and effectively connecting

our communities in the City and beyond. What used to make this City problematic and marginal - the dark culture of conflict and division – now also makes it central to the consideration of issues around transformative regeneration and the remaking of community, citizenship, and participation. Our proposal is to create a celebration of arts and culture which is transformative for both Derry~Londonderry and other cities facing similar complex challenges. We will measure the impact of this transformational power and in doing so, mentor other countries and cities in their journeys of cultural exploration.

3. We will connect digitally to become a centre of excellence in cultural connectivity and the Digital Cultural Champion for the UK. We will be outward facing in a way no other region in the UK can be, demonstrating there is no such concept as being peripheral. We will build on best practice in digital media, animation, intelligence systems and connect the UK culturally to a wider digital world. In this way we will openly share our celebrations throughout the UK and beyond, not just through an open invitation to our events and programmes personally, but proactively through our digital connectivity to initiatives in the verbal arts, gaming, poetry and literature. Through the creation of new popular programming we will market the cultural treasure hunt and Cultural Codebreakers programme to all cities in the UK, developing ‘Cracking the Cultural Code’ as a global game competition with sustainable funding opportunities from the intellectual property receipts it will attract. This will increase awareness and engage communities in cracking the cultural code in their locales throughout the UK, bringing their treasures to National audiences. It will link generations through our Cultural Codebreaker Programme and through our Cultural Champions, connect communities to their own creativity locally and nationally.

Our Step Changes

We believe that UK City of Culture 2013 will provide for Derry~Londonderry proportionally more impact than any other City. It will be a catalyst to deliver real and credible step changes economically, physically, socially and emotionally leading to long lasting renewal,



revitalisation and sustainability that we would be proud to share with other cities.

- 1. We will deliver step changes in equality, good relations and social cohesion through culturally led regeneration.** We will ensure that culture is the tool to address deep seated issues in terms of equality, good relations and social cohesion that will become an exemplar for other cities. We will weave culture as our golden thread of our Regeneration Plan.
- 2. We will drive an economic renaissance transforming levels of prosperity in our City and wider region.** Significant challenges face the City and region not least our economic underperformance. We believe that UK CoC is the perfect catalyst to harness the spirit of the people and work positively to boost tourism and creative enterprise, reach disadvantaged communities, create international appeal and generate new sustainable employment. In doing so we are committed to driving real social and economic change in our most deprived neighbourhoods. Having carefully modelled the economic impact, we calculate that the UK CoC designation could deliver 900 additional net new jobs in 2013 and 2,800 by 2020. This is a substantial improvement on the base projection for the area and contributes approximately one-fifth of the total jobs targeted within the Regeneration Plan as a means to move the City up the UK urban employment rankings tables. This would move Derry~Londonderry from 49th (out of 85) in the league table of cultural and tourist urban locations to 20th – a substantive but realistic transformation.
- 3. We will build a sustainable cultural environment which will nourish and enhance a unique world class experience.** This is more than our built and natural environment; it is our people, our organisations and the programmes they deliver. We will provide a vibrant experience for both residents and visitors alike by investing in our cultural capital to build an infrastructure of people and place that uniquely unites creative work and how it is delivered.

4. We will unleash talent to build a proud, ambitious, creative connected community. It may seem paradoxical to say that our community is strong yet fragile. It has the commitment, energy, enthusiasm and talent to deliver change but we need to believe in ourselves, have pride in our place and be bold in our ambitions. UK CoC has empowered us to believe. Making the most of the potential from Project Kelvin, in terms of both enterprise and connectivity, is one such example, as is the new iconic Peace Bridge across the Foyle which is currently being constructed (<http://www.ilex-urc.com/index.cfm/do/PeaceBridgeConstruction>). The Oxford Economics Citiscope Model and Citizen Survey, which is unique to our regeneration process, suggests that the jobs created in Derry~Londonderry could reach areas that have traditionally been bypassed by economic growth. The model predicts by 2020, only 6 Wards in Derry~Londonderry will have employment rates below 50%, compared to 10 at present. In particular it will allow us to identify the talent we have to match with the jobs we create.

5. We will tell the world our new story. 2013 will be our year of Joyous Celebration and Purposeful Inquiry we will unite – craft, stitch, sing, act, paint, tell, dance, mime our new story of transformation and share it as our legacy to people who come in person or online.

All of these step changes will enable us to deliver the **'Great sea change on the far side of revenge'**.

We are a City on the cusp of change. **We believe** that 2013 is our year and UK CoC can create a lasting impact and significant step changes not just for Derry~Londonderry but for all of NI. Given the opportunity, we can, as the inaugural UK CoC, set the bar high for future competing cities. We are at a crossroads, as indeed is all of NI and winning could proactively embed peace as it captures and showcases the City and region's new found voice and confidence. There is energy and drive within the City to propel us forward; through cultural excellence and transformative regeneration that will inspire future competing cities with whom we will work closely to share our story and our learning.

would lead to a fascinating and enriching voyage of analysis and self discovery” Brian Friel, Playwright

Key Table 1: Details of Step Changes

Step Change	Baseline	Target (in 2013) without UK CoC 2013	Target (in 2013) with UK CoC 2013	Estimation Process	How UK CoC programme will contribute to delivering this
1 We will deliver step changes in equality, good relations and social cohesion through culturally led regeneration	<ul style="list-style-type: none"> Unemployment highest in NI 1.7% of citizens very satisfied with living in the City 50% of Electoral Wards defined as deprived Good community relations indicator 44% 	<ul style="list-style-type: none"> 25% very satisfied living in the City 40% of Electoral Wards defined as deprived Good community relations indicator 50% 	<ul style="list-style-type: none"> 35% very satisfied living in the City 30% of Electoral Wards defined as deprived Good community relations indicator 60% 	Oxford Economics Citiscope Model and Citizen Survey (See Appendix C)	<ul style="list-style-type: none"> The Cultural Programme and capital development will contribute towards reducing deprivation in our Electoral Wards. A range of projects such as Chinese New Year will contribute to improving good relations.
2 We will drive an economic renaissance transforming levels of prosperity in our City and wider region	<ul style="list-style-type: none"> Tourism related employment 7.7% (3,280) Creative & cultural employment 9.9% (4,700) 55 Creative Industries 	<ul style="list-style-type: none"> Increase Cultural & Tourism employment by 400 jobs by 2013 Increase Overnight Visitor Spend by £1.5m (2005 prices) by 2013 10% growth in Creative Industries 	<ul style="list-style-type: none"> Increase Cultural & Tourism employment by 900 jobs by 2013 Other related employment 700 jobs by 2013 Increase Overnight Visitor Spend by £39.9m (2005 prices) by 2013 25% growth in Creative Industries 	Oxford Economics Citiscope Model and Citizen Survey (See Appendix C)	<ul style="list-style-type: none"> Major events both one off and year long that will contribute to growth in employment and visitors spend The developments at Ebrington and the creation of 150,000sq ft of space for Knowledge and Creative sectors
3 We will build a sustainable cultural environment which will nourish and enhance a unique world class experience	<ul style="list-style-type: none"> Each year events and festivals in the City attracts 600,000 visitors, generate £.8m revenues Positive attitudes within communities. In the 10% most deprived areas, 51% thought entertainment facilities poor, 49% considered Arts & Cultural activities poor 	<ul style="list-style-type: none"> Increase visitor numbers to 1m Increase revenues to £.9.6m Limited development of capital infrastructure for example at Ebrington 	<ul style="list-style-type: none"> Increase visitor numbers to 1.4m visitors Increase revenues to £.48m Provision of National Gallery Achieve short listing for UK Tentative List for UNESCO Cultural World Heritage Site Status Increase in measurement of positive experience Growing customer audiences 	Oxford Economics Citiscope Model (See Appendix C)	<ul style="list-style-type: none"> We will complete all of the capital build on our key cultural projects All of our existing cultural venues and organisations will be involved in the delivery of the Cultural Programme thereby increasing their sustainability We will work with Audience NI to develop audiences from people currently not engaged in cultural activity.
4 We will unleash talent to build a proud, ambitious, creative connected community	<ul style="list-style-type: none"> NVQ Level 4 Skills levels 21.1% Almost 40% of Citiscope respondents in the 10% most deprived areas think there is either a very big problem or fairly big problem with people not treating each other with respect 	<ul style="list-style-type: none"> NVQ Level 4 working age Skills levels increased to 22.7% Delivery of Wireless City project Development of Project Kelvin Increased awareness of cultural activity 	<ul style="list-style-type: none"> NVQ Level 4 working age Skills levels increased to 28.7% Improved levels of numeracy and literacy & improved life opportunities for young people Become a centre of excellence for Creative Digital Arts Extend Wireless City project to residents in the top 20% most deprived areas 	Data from Citiscope Survey carried out by Ilex 2009 Image and perception Equality Digital	<ul style="list-style-type: none"> We have a number of programmes targeted at increasing skills and confidence including Our Children's Music Promise, the Pilot Creative Apprenticeships in the City, Digital Literacy Programme and our Sports Fusion Programme.



Logic Chain Summary of the Step Changes



D. Delivering Cultural and Artistic Impact

Main themes and features of our Cultural Programme

Our City and Region have a deep wellspring of talent and creativity that is poised to be released. Our mission is to Crack the Cultural Code through a Cultural Programme characterised by four innovative components: (1) Unlocking Creativity; (2) Creative Connections; (3) Digital Dialogue; and (4) Creating a New Story which will be underpinned by Joyous Celebration and Purposeful Inquiry at a moment when, it is the right time to simultaneously consider both. Artistic excellence underpins all we aim to do, to ensure programme quality and optimize the cultural impact.

Inspired by the potential to transform our City, we have agreed and adopted a number of core principles and pledges that will inform our approach, guide our work and ensure that we are at all times focused on our priorities:

- We pledge to bring the opportunity for cultural engagement to every citizen in our City (100%). We will promote and support engagement at all levels in new innovative and creative ways so that no citizen will be left untouched by the programme of cultural opportunities and activities we will offer during 2013. In doing so we particularly want to reach people living in the 20% of the lowest income households who have not for a variety of reasons been able to access culture up to now.
- We pledge to make children and young people our top priority. We are currently shortlisted for designation as a UNICEF Child Friendly City. We are also bidding to be designated as European Youth Capital, which would make 2013 a special year capturing the involvement of our youth in the creative aspects of our culture. This City has one of the youngest populations in these Islands. It is essential therefore that those constituencies of children and young people are engaged by

this process through focussed analogue and digital cultural activity, as well as by general arts programming. Particular importance is placed in harnessing the creative capacities of digital technology; it is feasible now for young people to "cut and paste" existing cultural materials; to implement their intuitions, tastes, and expressions through media that render them with new degrees of technical quality, and to distribute them among others, both near and far across the internet.

- We pledge to reach out to the world by linking physically and digitally to create new networks that will bring the message of the cultural vibrancy of our City to new audiences in the region, the Island, the UK and the world. We are hopeful of being accepted as a member of 'Intercultural Cities Project' which will open amazing networking possibilities for our region. A groundswell of ideas has been generated in and beyond the City and there has been a fundamental shift taking place, in terms of thinking, doing and in relationships with publics of all kinds, leading to renewed and refreshed connections with the rest of the world especially for our 9 million Diaspora throughout the world.
- We pledge to use the platform of UK CoC to:
 - › generate synergy for our celebration of the 400th anniversary of the plantation that endowed the City with a unique patrimony of cultural diversity and heritage that has endured and evolved over four centuries and established a unique and lasting relationship with the City of London. This will facilitate high profile aspects of its cultural provision across a range of disciplines and formats – with the Barbican, LSO, City of London Festival, Roundhouse, LIFT, BFI, Guildhall School of Music, Shoreditch Trust,



Trinity Laban, Freeword, the Museum of London and Tate, among many others enthusiastically committed to exploring multi-directional partnerships and commissions.

- › recognise our special relationship with the RoI and in particular our natural hinterland of Donegal. We will grow strong cultural ties and collaboration through culture led economic and social regeneration. In 2013 we will co-host events with the Temple Bar Cultural Trust and with Donegal on art forms such film, music and literature.
- › reconnect with the global Derry~Londonderry Diaspora who are spread throughout the world using the enhanced digital social networking and viral marketing technologies now available to us. The Diaspora have a network of organisations, facilities and events in the countries of their adoption. We already have support groups organising in RoI and the US. We are reaching this audience through the Digital Dreams initiative and the City's 'Second life' project which presents real and virtual opportunities to connect, attend and participate in 2013 celebrations and inquiries.
- We pledge to place a high value on “partnership working” and building on our current cultural organisations. We have formed and will work with a wide range of partnerships that have arisen around our Regeneration Plan, our Cultural Partnership Forum, Children and Young People's Partnership and our Marketing Partnership to deliver transformation and legacy.
- We pledge to achieve both economic and social success for our people by using regeneration as a cultural process.
- We pledge to put in place a Culture Company which has the artistic leadership, resources, autonomy, empowerment, programme management and governance systems necessary for success.
- We pledge to ensure that the final Cultural Programme is supported by guaranteed funding, with contingency built in and that we will seek to maintain flexibility to adjust the programme as funding prospects develop.
- We pledge to learn from the experience and have consulted with representatives involved in the Liverpool Capital of Culture experience and the London Cultural Olympiad, to build on their legacy and share the learning with others.

- We pledge to work closely DCMS and DCAL in developing and delivering our programme. Our model is one of the Cultural Pyramid using our Cultural Champions to act as the focal point for engaging our communities through and with local arts organisations. Subsequently introducing them to international networks and best practice.

Our audacious Cultural Programme resists the impulse simply to import 'culture' en masse to the City during 2013 but rather meshes and weaves together the very best of locally-based practice with equally excellent practice from across the world in connections that have true meaning and authenticity. There is also a substantial “Made in Derry~Londonderry” spirit, an inclusive, opensource element to the Programme providing multiple platforms for unleashing creativity. This maximises the direct involvement of people, both those living in and visiting this vibrant and energetic City, as active makers and shapers and not just as passive audiences and consumers. We are also determined throughout the year and beyond to stretch the idea of what culture is today and crucially, what it can be in the future: culture as a verb and not just a noun. Most of all we intend to progress from a phase of conflict to tell a 'New Story' – a period of Cracking The Cultural Code – of open, generous, focussed, spirited and globally-connected investigation and re-imagination of histories, of identities and of civic and civil space, made possible through art. In devising our indicative Cultural Programme we have sought to cluster activities to maximise the impact both culturally and economically.

The City has led the way in celebration as a form of inquiry. For example, the transformation of the once deeply controversial Apprentice Boys Parade from a one-day event to a festival in which cultural identity is celebrated and explored through inquiry. This bedrock of understanding is already in place through the existing formal and informal, statutory and non-statutory cultural programming which provides opportunities for production and experience for a variety of publics and constituencies in white box gallery spaces (Void, Context, Gordon), in spoken word and related programmes (Verbal Art Centre, Cultúrlann Uí Chanáin) in performance and movement (Waterside Theatre, Playhouse, Echo Echo Dance, Millennium Forum) in media and moving image (Nerve Centre) and in material culture (Museum Services).

What used to make the City and region marginal, now makes it central to dynamic cultural debate and issues of production, post-production, innovation and creativity which connects the edge to the centre and in fact, re-defines the centre on new terms. It becomes a digital cultural laboratory achieving maximum participation and involvement in effect creating region wide cultural venues that are always inclusive to a new global community.

Leading up to 2013

Physical Regeneration

Leading up to 2013 a number of key strategic developments are already underway. Others are in preparation for realisation in 2011, 2012 and 2013, but all are now linked into this process. A new £3.4m **Lighting Strategy** for the City Centre's key buildings and spaces will connect the new Peace Bridge to the substantial regeneration project of the twenty-six acre Ebrington site, which dates back to 1840 and is one of the last remaining Star Fort structures in the UK. The Arts and Culture cluster centred around the Parade Ground Public Realm will become an inspiring world class hub for citizens and visitors. The £13.5m **Peace Bridge** extends the City Centre to include Ebrington and its newly accessible walls which compliment the existing City Walls. It also represents another kind of bridging and bonding between communities. The £6.5m **North West Centre of Excellence at St. Columb's Park** will be completed and will provide world class performance facilities for Judo, Wrestling and Mountaineering.

Ebrington

The importance and potential of £40m regeneration of the **Arts and Culture Cluster at Ebrington** cannot be overstated. Ebrington will include a refurbishment of 14 listed buildings grouped around the Parade Ground which is larger than Trafalgar Square and will provide indoor and outdoor performance spaces for up to 15,000 people. Learning spaces, will be digitally connected through a broadcasting partnership to the wider world and via Project Kelvin – all overseen by a unifying curatorial leadership with the imminent appointment of a Cultural Broker.

Ebrington's underlying focus will be on the interaction of visual and material culture and the impact on the

formation of identity, in past, present and future tenses. This physical provision will connect the dynamics of contemporary art practice and inquiry alongside an in-depth exploration of maritime narratives in a new museum. This makes for a powerful gathering of key strands of activity, many already underway but working to 2013 as a step-change moment.

The regeneration of Ebrington is well advanced. The **Parade Ground** will be the largest area of public realm in Ireland and will be ready for programming when the Peace Bridge opens. Individual clusters of buildings will be leading to 2013 including Cunningham Square, providing a new Public Realm amphitheatre effect that will be available for events this summer and the development of a Maritime Museum. Negotiations are underway with the Tate on a programming relationship through the Tate Connects Initiative. This involves links to the collection, in particular the 'Rooms' project/ Anthony D'Offay donation, which contains site specific works and installations by major international figures with a view to creating an incremental process of engagement in the context of London to Derry~ Londonderry connections. This approach will also expand to include other innovative collecting institutions in Europe and similar private collections building on credible historical and contemporary connections. This will enable early programming of significant scale and quality in the visual and performing arts during the lead-in period.

Contemporary art practice allows for spaces to be used even if unfinished and it is intended to test the capacity of this context with exhibitions of site specific works curated by local visual arts organisations, as a follow on in 2011/2012 from the opening of the Parade Ground and the Peace Bridge in 2010. A significant public artwork, **Mute Meadow** by the artists Vong Phaophanit and Claire Oboussier, is in production and will occupy a site running from the Ebrington Parade Ground to the east riverside facing the Guildhall and City Centre adjacent to the new Bridge. At £800,000 this is currently the largest art commission on the Island of Ireland and is a hauntingly beautiful work using pillars of light which march from the riverside up to the Ebrington Parade Ground in full vision of the City Centre. Mute Meadow is scheduled for completion in May 2011. A series of contemporary projects and exhibitions will



run in the second half of 2010 in Void, celebrating its first five years of operation as an art gallery is already including a new project by Turner Prize winner Jeremy Deller among other contemporary figures.

Cultural Olympiad

Derry~Londonderry will be joining in the Cultural Olympiad Programme through a series of events. Verbal Arts Centre is now beginning delivery on a 30 month Olympic project with Legacy Trust called Comment 8. The project is a collaborative commissioning programme of music and literature inspired by the theme of sports commentating. The commissions will be co-designed with selected local sporting groups. The programme will also include a series of training workshops in creative writing, audio production and editing as well as master class events. Each of the new commissions will be premiered on a rolling basis in non arts/music venues and will be accompanied by a high profile digital media engagement programme for children and young people.

Echo Echo Dance Theatre Company have started delivering a three year Olympic dance programme with Legacy Trust called 'Into Contact'. The project will deliver three events of scale combining sport and dance alongside a schools programme. The first event is called 'the Chess Piece' and will take place at the Guildhall 23-26 June 2010. It is a choreographed performance of a game of chess, using young people as pawns and various mixes of professional and amateur dancers playing the various pieces. A choreographed climbing dance piece is also in development by Dan Shipsides.

Programming

It is the intention of the City to significantly grow our existing events and Festivals with national and international participants such as the annual Jazz Festival, the Earhart Festival produced by Greater Shantallow Community Arts, the Gas Yard Feile and the annual Hallow'een Carnival which takes place in venues in public spaces across the City. A series of new artist studios 'Magazine Street Studios' will open this year and a large scale public art project process (Tonnes) will begin later in 2010 to run through to 2013 as precursor to the concentrated programming of that year. The City will continue with progressing on programme content with its existing twenty three cultural

organisation relationships in London with a possible further fifteen being developed. From April 2011, for a two year period local children will be participating in the global arts education project 'Rivers of the World' Festival and 'Connecting Classrooms' in partnership with the British Council.

We are bidding for a 2012 Maritime Event. This is a fantastic link to the UK CoC in that it represents an international marketing programme from September 2011 to July 2012. As a host city that participates in the event, we will build an international road show to profile Diaspora, Cultural links, business and tourism opportunities. The cost of participation, hosting, riverside festival, nine month international marketing programme, social and education programme is in the region of £1.9m.

The Plantation of Ulster exhibition, and related community specific projects, will explore the theme of the relationship between the Cities of London and Derry~Londonderry and the building of the City Walls at the beginning of the Plantation of Ulster in the early 17th century. The process will merge contemporary concerns in understanding history and the recent past which resonates with many of the issues of historians, writers and contemporary practitioners nationally and internationally. That moment in the early 17th century is discussed as the beginning of British expansionism and so, touches on global as well as local issues. This programme will be delivered by the City Council's Museum Service which is the largest Local Authority service in NI with an international profile in genealogy and archives.

Proposed 2013 programme without UK City of Culture designation

The City's existing framework of festivals, Jazz, Hallow'een, Apprentice Boys Parade/Maiden City Festival, Derry Feis, Drama Festival, St Patrick's Day, Good Relations Week, Big Tickle Comedy Festival, 2D NI Comic Festival, One World Festival, Foyle Film Festival, theatre, one-off concerts and performing arts events have successfully been delivered over many years and would continue to be delivered annually. The Plantation of Ulster exhibition and related community specific projects will be delivered in partnership on a regional basis with institutions such as The Honourable The Irish Society. In 2013 we also plan to host and events on and around the City Walls. These will include music, performing arts commissions (River song and Siege Pageant) as well as heritage events dealing with the scholastic tradition of Colmcille (the Brian Friel, play, *Enemy Within*), the establishment of a museum of Áras Colmcille, the re-opening of the restored First Derry Presbyterian Church, the refurbished Guildhall and the extended Museum of Free Derry. The Celtic Film Festival and ongoing exhibitions, events and programmes will be delivered in cultural venues throughout the City with an inflection towards the subject of identity, contemporary concerns of writers, artists, designers, craftspeople, musicians, composers and development of the City and its communities.

New projects to be delivered in 2013 include 'A City Pledge – the gift of reading a year-long festival of books' aimed at tackling the 1 in 4 low level literacy chasm through sustained, creative engagement with writers and poets. This will also encompass multiple forms of delivery of paper and digital books using our free Wireless City network. In respect of all the art forms NI is internationally distinguished in its capacity to nurture, develop and support writers and poets at a truly world class level. The project would be delivered by the Verbal Arts Centre, NI and Ireland's only dedicated facility for this art form and would be particularly targeted at our Diaspora through the production of Verbal magazine which is largest circulated literary magazine on the Island of Ireland.

A Gathering of Poets – would involve a year long celebration of Northern Irish poets, in a variety of

programming formats – individual or group events, workshops and master classes, with the presence of poets from other countries regularly enriching the mix. Poets such as Pulitzer Prize Winner, Paul Muldoon, Nobel Prize Winner, Seamus Heaney, Queens Medal Winner for Poetry, Michael Longley, Irish Times Award Winner, Ciaran Carson, Derek Macken, John Montague, Maeve McGuckian, Frank Ormsby among many others. The programme would radiate out from the Verbal Arts Centre and would speak locally and simultaneously to the world with the use of media, new technologies and print.

We are currently exploring the development of a significant water based programme with the El Dorado project. This project will start deep in the Amazon rainforest, the source of the greatest river on earth. A group of leading artists and researchers from NI, Brazil and England will get together in an especially constructed rainforest laboratory where they will spend a week immersed in the sounds, sights and sensations of the rainforest. Then they will board a uniquely prepared steamer and moving downstream towards the mouth of the river, create work interact with people and the environment and give impromptu performances and exhibitions. Finally they will reach the unique and little known City of Belém at the mouth of the Amazon, where they will spend a week and present their work.

A similar journey will then be made on the Thames, taking advantage of the infrastructure created for the 2012 Olympics, and then on the Foyle, embracing rivers both in NI and the RoI, culminating in an exposition of work inspired by the three journeys at the Ebrington Parade Ground Public Realm. This event will celebrate the 400th anniversary of the link between London and Derry~Londonderry in 2013. The Ebrington connection will highlight the Foyle's distinguished place in Naval History and also Derry~Londonderry's history as the place from which St Colmcille sailed for Iona to spread Christianity among the Celts. In London the link will be with Trinity College of Music, whose campus is in the Old Royal Naval College, in a World Heritage site shared with National Maritime Museum, a symbol of Britain's history of exploration and colonization by boat. Trinity College is close to, and linked with, the Thames Docklands, an area of regeneration with parallels in Derry~Londonderry and Belém.



The project will also provide an opportunity to explore Belém's rich naval history, as a port colonized by the Portuguese, who like the Irish have a Celtic heritage. The journey could then be repeated in reverse three years later, culminating in Brazil in 2016, the year of their Olympics and the 500th anniversary of the founding of Belém.

The public art work Mute Meadow would be in-situ at the Ebrington Parade Ground Public Realm operating as a programmable space for large scale public events, concerts and also visual arts projection works and installations featuring sculpture and mixed-media pieces. A major exhibition on 'Craft versus Design' would be held using a number of cultural and non-cultural spaces including public space. The project, curated locally, would draw on regional and national public craft to create dialectic around defining value in Craft and Design. The aim would be to achieve distinctiveness by bringing into this frame the idea of women's work, in relation to the history of the local garment and shirt industries which employed women almost exclusively, and the traditions present in the catchment area.

We are also in contact with the Royal Irish Academy in Dublin exploring the possibility of the exhibition of the Cathach in 2013, Ireland's oldest manuscript believed by many to be actually written by St. Colmcille. It was exhibited in Derry~Londonderry almost twenty years ago and then attracted 20,000 visitors.

Belfast will host the World Police and Fire Games in 2013 with a number of sporting activities being hosted across NI. Derry~Londonderry is working in partnership with Belfast City Council and DCAL on the possibility of hosting two of the programme events. Due to space limitations not all of these events referenced above have been listed in Key Table 12.

Proposed 2013 programme with UK City of Culture designation

The designation gives us an opportunity to take our Programme and Practice to unprecedented levels and would have a significant impact on the City and region. 2013 itself would see a core strand of main element programming around which a plethora of

other exhibitions, events, activities, would complement or interact. This central strand of programming would be editorially distinct and specific to the City of international and world class standard to be interwoven with other strands delivered by individual organisations, with champions and partners within and beyond the City and region. It would help us to scale up our audience levels from intimate engagement to mass audience attendance and participation. Furthermore it has allowed us to create a strategic programme of applying our core mission of Cracking the Cultural Code which dispels fragmentation and creates a momentum for cultural activity to embrace and empower the City. The proposed main element programming under the four components, include:

Unlocking Creativity

We will open our cultural programme in 2013 with the **Sons and Daughters Concert** on the parade ground introducing our Cultural Champions highlighting the world class talent that the City has produced. This will be a live performance mixed with a digital visual spectacular showcasing of history of the City of Song. It will also be the launch of our 'Lighting the City' project which is a year long installation of immense impact, lighting and animating prestigious buildings, iconic structures and historic monuments. We would be seeking an artist of the calibre of Krzysztof Wodiczko to ensure excellent public participation.

The Children's Music Promise – a new initiative aimed at engaging all school children in fifteen neighbourhood projects to be set up geographically and sectorally across the whole City to enable access to learning and use of musical instruments. The project would be delivered by the Nerve Centre in partnership with WELB and Ulster Orchestra and Neighbourhood Partnership Boards to all local school children.

Creative Connections

Cultural Embassies will facilitate a programme of artists/practitioner residencies as a result of negotiated relationships with other States who will be invited to establish an 'embassy' residency for a year for the artist to live and create in the City. Members of the Cultural Partnership Forum and other organisations will identify and negotiate and programme the presence of significant artists from across Europe and elsewhere.

The intention is to accommodate some of the ambassadors' in buildings on the Ebrington site but also elsewhere in the City Centre and community specific locations depending on the nature of their work and their practice. Important links are the British Council, Culture Ireland and Fulbright Commission, for example and to other cultural diplomatic agencies operating in the British, Irish, European and USA contexts.

Derry~Londonderry as the Creative School -

Framed by the aspiration to be the Capital of Creative Learning for NI and informed by the knowledge that Derry~Londonderry is the youngest City on the Island of Ireland as well as one of the most digitally connected in Europe, the City intends to take a dramatic step in 2013, a step not yet taken by any other UK or Irish city. It will declare the whole of the City as a Creative School or Campus in which learning can take place anywhere and at any time and in which everyone in the City can play a positive role. Guided by renowned international creativity expert Sir Ken Robinson, Derry~Londonderry's Creativity Champion for 2013 and author of the agenda-setting report *Unlocking Creativity for the NI Government*, The Creative School Programme will investigate the urgent need for the transformation and re-imagining of Twenty First Century education systems through culture and creativity, such systems arguably being one of the most important codes to crack if true regeneration is to be achieved.

It will explore also the multiple opportunities for self-generated and collaborative learning and development in particular through culture. Hugely ambitious, the Creative School Programme will build on remarkable partnerships between the City's cultural players and its schools over the last generation and seek to enmesh people involved in learning environments, informal and formal, in the whole of the 2013 Cultural Programme. It will draw on expertise locally and across NI, the UK and globally. Given the City's astonishing Diaspora, reaching to a large part of the East Coast of the USA, links would be explored with leading universities including Harvard, Princeton, Yale and Columbia to bring leading thinking to this change-making endeavour, as well as many other pioneering hubs for educational change across the world.

Celtronic Festival - has been organised by Deep Fried Funk for over ten years in the City and they have brought major dance acts and others to the City. In 2013 Deep Fried Funk will up the scale considerably to use a large capacity temporary space as well as City-wide vacant spaces to present a dispersed contemporary music, dance festival linked with Exit Festival Serbia. It is also planned to host the BBC's One Big Weekend which was previously held in Derry~Londonderry.

Cracking the Cultural Code with our Cultural Codebreakers

– running across the year a series of distinct community specific festival events would be bracketed and branded together with enhanced capabilities, scale and content to Crack the Cultural Code, acknowledging and celebrating identity and difference. The links in this programme element would include Chinese New Year, St Patrick's Day, Festival of Food and Culture, Fleadh Cheoil na hÉireann, Maiden City Festival, Gas Yard Feile, Earhart Festival and Olympic Torch Festival. As well as core content, the UK CoC Cultural Programme would involve ancillary events related to the variety of cultural identities to celebrate and also provide opportunities for inquiry and discussion around the questions of diversity and tolerance. They would attract and invite international best practice to develop aspects such as musical composition with other world leading festivals.

Digital Dialogue

Creative Access in the Digital Age will act as a motivator and a focus for the development of additional curriculum activity based through online learning and the acquisition of new skills in digital creativity. This will represent a considerable expansion on the current programme - 90 schools and 300 teachers – to reach teachers in every school in NI. The Nerve Centre which already runs the creative learning centres will co-ordinate the design and delivery of this initiative.

Disobey Gravity is about creating the space for poetry to live up to the expectation placed upon it by poets and enthusiasts. An expectation which continuously asserts that, the more you become involved in reading and writing poetry the more equipped you will be to place a counter reality weight on the scales of life.



A reality which Seamus Heaney describes in his essay
The Redress of Poetry:

“...may be only imagined but which nevertheless
has weight because it is imagined within the
gravitational pull of the actual and can therefore
hold its own...”

The project proposes to make this expectation a reality
by supporting the public to burst beyond the shroud
of gravitational pulls that envelop poetry. Gravitational
pulls which shout loud within the public consciousness
that poetry is for the few, the elite, that poetry is
obscure, boring, anachronistic and irrelevant.

Create a New Story

A potential new **Field Day Production** would set out to
reflect and address the current cultural ‘state we are in’.
Field Day originally set out to create the ‘Fifth Province’
which was the cultural space which transcended the
one dimensionality of the stagnant politics of the past.
A new challenge in a post-conflict space is to address
the future and speculate about present and future viable
‘states’. The cast and production company would be
assembled in the City to create and rehearse for a period
before opening with opportunities built in to the process
for master classes, workshops, and skills transfer around
the central production - almost a school of ‘engaged
theatre’ addressing context and place actually as well
as culturally.

Field Day now takes a variety of forms, but it is still
centred on the idea of art forms representing inquiry.
Individuals involved with the company publish, lecture,
run summer schools. This would be a new production
which would address the ‘state we are in’, globally
becoming a significant cultural moment.

Interface Biennale 2013 Arising from a range of
running visual arts initiatives, exhibitions, a major series
of public art commissions, the development of new
spaces and a proposed new art gallery on the Ebrington
site - a biennial type event, Interface, would span the
year in three parts. It is a varied range of visual arts
initiatives and exhibitions, a major series of public art
commissions and development of new spaces. The
interface, would begin at the start of 2013 and continue
throughout the year.

‘*Through A Lens*’ ... a major multi-location exploration
and celebration of how lens based media, documentary,
photography, video, film and new media have
represented conflict/post-conflict in NI and also conflict/
post-conflict elsewhere. The approach would include
significant work produced locally and place it alongside
work by others and from elsewhere. This would play to
meanings and understandings already present in the
City and for which the City is recognised. The other
intention is to connect ‘place to world’ through an
exhibition of ideas and issues which are present in the
City but are also present and unavoidable elsewhere.

‘*In Situ*’ would be an open submission project for
artists under thirty years old through an open call to
artists across the world for proposals for works to be
made in situ in the City. The proposals could range
from making traditional based paintings, to be made
in a space in the City over a period, to non-traditional
media, to the use of gallery and non-gallery space, to
local media space. Proposals would be selected by a
credible international jury. Artists’ proposals would be
selected to realise their proposals in the City. No other
such project for younger artists exists in these islands.
Ebrington’s accommodation and work spaces would
be called upon. This is intended as a recurring project
establishing Derry~Londonderry as an international site
for emerging artists.

‘*From Known to Unknown*’ would be based on
accessing bodies of contemporary and recent historical
artworks in public and private collections to be shown
in the City during the year under several thematic
headings, using Ebrington Galleries and existing
provision from the NI Museum, to feature local artists
such as award winning Willie Doherty. This would
predict an aspect of future programming and function
as a ‘door opener’ for ongoing relationships.

The Return of Colmcille “The Peace Maker”

– this commission will present a water based theatre
spectacular telling the story of the legendary Saint,
self imposed exile to Iona and his return to his beloved
Derry~Londonderry in a 21st Century currach granting
the re-born City his blessing of a new peace. As a legacy
of this gift he will give the City 10,000 new oaks to
be planted for the future wealth of a new generation,
every child in the City from the age of 1 to 13 will have

a tree planted in their name. On his return to Iona he will carry the Olympic flame from Derry~Londonderry to Glasgow. This will be timed to coincide with the Hallow’een Carnival and lift the scale beyond the existing level of carnival programming in the region and would represent a major moment of civic celebration of the UK CoC designation.

Creative Incubations Support Programme

Over the course of the next few years there will be an increase in incubation space available for the creative industries within the City. We aim to develop a bespoke Creative Incubation Support Programme for new and developing businesses. This unique service will be developed in partnership by DCC with the City’s creative industry workspace providers and business support organisations. We are confident that this support will lead to an increased skills base and will nurture entrepreneurship in global growth sectors including digital content, e-learning and computer gaming.

Closing Weekend and handover to Glasgow 2014

As a culmination to the exciting and surprising journey of the City and its people through 2013 and marking the City’s new position on a National, European and global stage, the City will present a weekend of performances, debates and events with a determinedly international focus, featuring not only talent drawn from all communities and traditions locally but also talent drawn from across the world, within and beyond the Derry~Londonderry Diaspora. Global Derry~Londonderry sets out to celebrate difference, to demonstrate the immense power of creativity, of hope and of the human spirit and to share, for one more time, one of the core messages running throughout 2013 - that “a farther shore is reachable from here.”

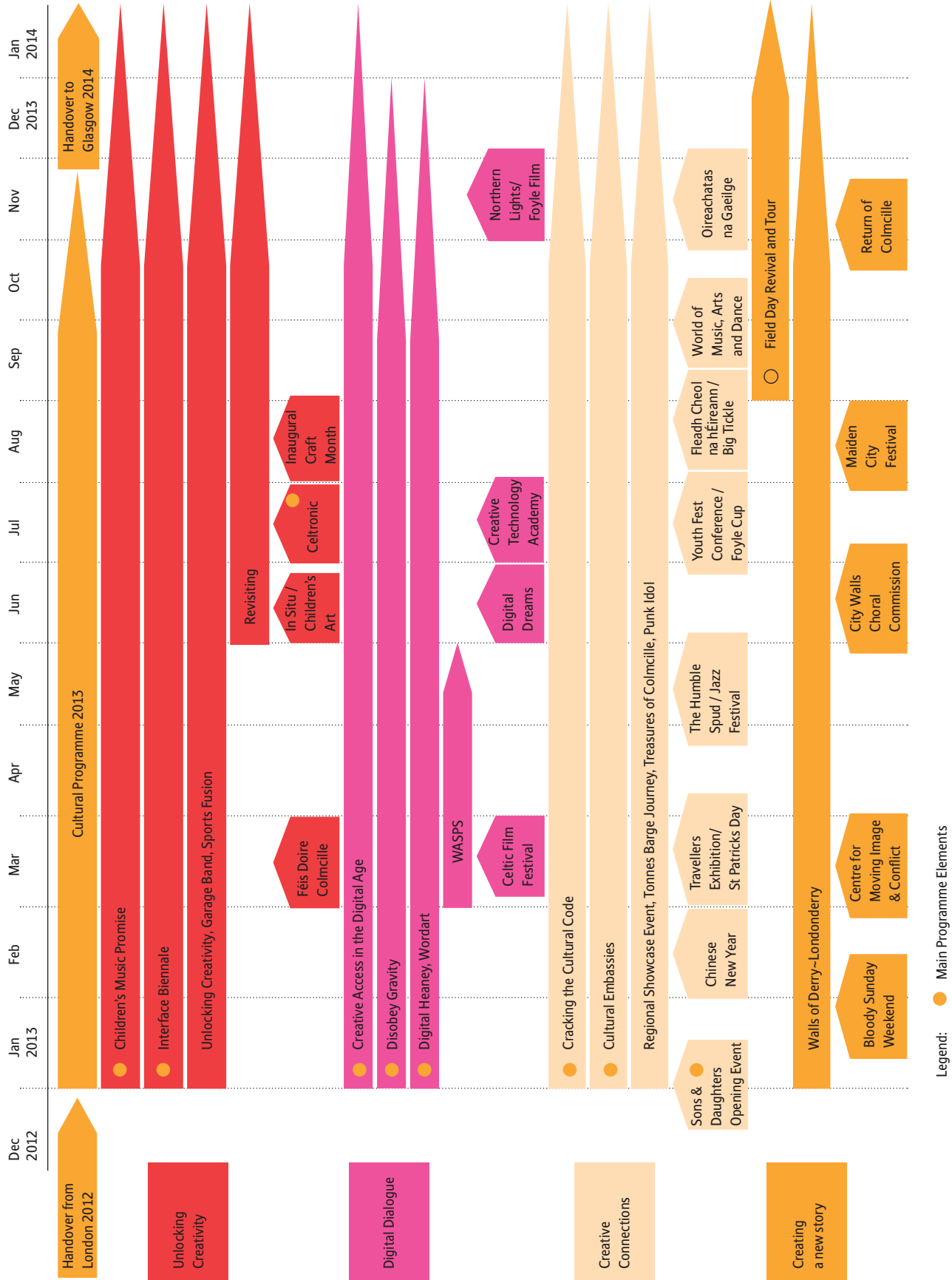
As a finale, and as another poignant moment in British-Irish relations echoing the opening of the City’s year as UK CoC, Derry~Londonderry will handover to Glasgow 2014 in a joyous flourish of Irish, Ulster Scots and Scots culture that celebrates the historic connections of the city and the two islands, from Colmcille through Plantation and centuries-old maritime and trade links to the present day - and then confidently connections into the future.

We cannot underestimate the cultural, social and economic impact designation would mean for the City but most importantly of all economically. The tantalising opportunity of being the best in the UK and working with the best in the world has generated unprecedented aspiration, animation, confidence and excitement in the City and beyond. Due to space limitations in Table 13 not all of the events described in the section have been listed.



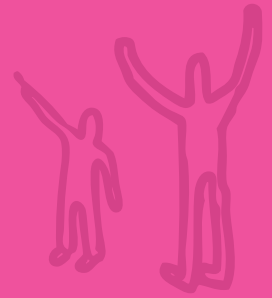
“... If the bid is successful, I will be presented with many opportunities to perform in the city, which is

Summary of our Draft Cultural Programme for 2013



Legend: ● Main Programme Elements

fantastic. As well as being able to bring my music to a local audience, I will be able to take advantage



E. Delivering Social Impact

Engaging Diversified Audiences to deliver Social Impact

A key driver in our Regeneration Plan and our bid for UK CoC is the focus on equality, good relations and social cohesion which are essential for transformation. We aim to move from a past of inequality to a vibrant economically sustainable future; to address the extreme challenges of unemployment, low skills, public sector dependence, constrained wealth levels and issues with social inclusion. In our favour we have a young population, a large student base in our University, a strong community spirit, a superb location and world class culture & heritage product. With this unique combination and through the step changes delivered with the UK CoC Cultural Programme we will create transformational change. Critically this process of change will start with hearts and minds of those living in our most disadvantaged communities.

Our City has a strong sense of Pride of Place and cohesive neighbourhoods which we want to enhance and develop by connecting people, increasing participation and promoting these positive perceptions. We will build on this sense of Civic pride, promote diversity and create opportunities within neighbourhoods by integrating cultural activities into the wider regeneration vision. Our regeneration process harnesses creative problem solving skills and instils a sense of ownership in finding the solutions to the social and economic problems we face. There is a City-wide commitment to ensuring that the benefits of regeneration are shared by those most deprived, that people are given opportunity to realise their full potential through cultural activity and engagement and in this way to the determination and delivery of their future.

Skills and Employment

38% of our children face poverty. Family poverty and poverty of aspiration are the key issues facing the City. The best way to address this inequality is through jobs and skills. In this instance culture is not a luxury or an add-on. Tourism, leisure and the creative industries in the current economic climate have proved very resilient and are growing. **We believe** we can create an additional net 900 new jobs to target the unemployed by 2013.

Culture, to a City such as Derry~Londonderry is a lifeline as the City reinvents itself and renews itself from its heyday of manufacturing to the present day by capitalising on the talent and creativity of its people. We aim to build on exciting new infrastructural opportunities such as Project Kelvin for digital opportunities in Connected Health, Creative Industries and Regional Knowledge Hub with a target 25% growth in creative industries. We will also build on the excellence of the cultural venues and arts organisations and the latent potential to grow current performance and awareness in terms of quality and productivity. We have, and will continue to, pioneer the use of 'Social Clauses' in our procurement contracts to target the long term unemployed and skill our young people. The first exemplar of this approach is the Peace Bridge contract which has created 12 jobs for apprentices and the long term unemployed. Our intention is to ensure this best practice is embedded in all our contracts in the City. We are confident that we will be able to engage those furthest from the labour market as the LSP/ DCC we already have established the infrastructure in collaboration with local NPBs.

The empowerment process of investing in skills and education brings people into employment and encourages enterprise. We have particular issues with literacy and numeracy with 1 in 4 of our population and 27% having no qualification.

Through our Creative Schools Programme we will create an escalator of skills to enable people, no matter where they are or what competencies they have, to realise their full potential. Our main element programmes such as ‘Word Art’ and ‘Creative Access in the Digital Age’ will address the skills gap and our range of other supporting programmes grouped under the Cultural Programme component of ‘Unlocking Creativity’ will develop the individual talent necessary to create a vibrant economy that is cohesive, inclusive, sustainable and fair. Our partners for these initiatives are the Verbal Arts Centre and the Nerve Centre both have demonstrable experience working with children, young people (particularly young males) and disengaged adults in skills development programmes. The Playhouse also works closely with people who have learning difficulties through drama and art.

Employers want a flexible, innovative and inventive workforce capable of coping with accelerating rates of economic, social, technological change and we will harness the new opportunities of culturally focussed inward investment, digital and communication technologies and other growing creative industries through clustered developments such as the knowledge hub at Fort George. The Regeneration Plan Skills and Education Working Group has recommended the establishment of a Skills Academy and this will ensure a co-ordinated approach to up-skilling and re-skilling in our local businesses.

To support our emerging and existing creative industries we are developing a bespoke incubation support programme. We will deliver this programme in partnership with incubation service providers and business support organisations. This will ensure that the City’s creative industries have a stronger skills base to develop business opportunities in global growth sectors including digital content, e-learning and computer gaming.

Never before has creativity been so necessary to enable us to constantly imagine new solutions, reinvent rules, experiment, innovate and be flexible, to have imagination, ambition and flair, to develop our cultural laboratories and engage our Cultural Codebreakers. We will work with Voluntary Arts Ireland and Volunteer Now to develop Cultural Volunteering as a means of

introducing our communities to the cultural treasures of their City. This further enhances the sustainability of arts organisations and venues through direct and indirect support, improves employability, a sense of responsibility and achievement whilst enhancing citizenship and civic pride.

Culture plays a key role in engaging people, fostering their creativity and building their confidence. We have identified that 28.7% of our working age population will have to be qualified to NVQ Level 4 and above if we are to be competitive in the economy of the future, our present level is 21.1%. We know that culture enhances people’s ability to learn, for example music students always outperform non-music students on achievement tests in reading and maths and our proposal under the Children’s Music Promise will enable us to harness culture in this way. We will reach all our children through the neighbourhoods they live in and the schools they attend.

Health and Wellbeing

Derry~Londonderry is classified as a Healthy City yet average life expectancy is 2 years less than the NI average; 1 in 10 children are regular smokers with average start age of 11.8 years and 25% of 13-14 year olds have been drunk in the last 12 months. We need to address these social and lifestyle issues alongside disadvantage, exclusion, individual behaviour and physical inactivity. We will work with and through the Sectoral Working Group on health, the Public Health Authority and Derry Health City Project to address these fundamental issues through culture and sport. Culture helps prevent certain illnesses, aids recovery and is vitally important in keeping our society healthy and happy. It can treat mental health problems but also prevent them in the first place by reducing a sense of fear, isolation and anxiety. In a City where suicide and self harm are key issues especially with teenage males, we will use culture to engage and explore such issues by keeping people active and creative. We will use culture to ensure we create the caring, supportive and healthy living environment our young people and engage our elderly through active programmes at local level such as Sports Fusion and the Humble Spud. We have active participation through our sports particularly in Gaelic sports, Soccer and Rugby. We will build on these models

of participation to extend the reach to all age groups and in new sports.

In recent years there has been substantial investment in the play infrastructure in the City area. Some of these have been greatly enhanced with animation programmes. We will use these exciting spaces to bring culture into local communities and through creative play build skills in our children and young people.

We will build an environmentally sustainable City which is inextricably linked to our improved economic and social well being. Through the step changes delivered by UK CoC the City and region will be able to promote a more positive image of our neighbourhoods. We have a significant wealth of natural and built environmental assets with high quality, scenic, cultural and historic attributes in particular our green space and the river; 70% of our residents are concerned about the environment and over one-third have actively been involved in environmental conservation activities in the past year. We want this number to grow and transform the image and profile of the UK CoC, tourism and leisure and create a world class experience. We aspire make this a green City by developing our riverside, the building of the Peace Bridge to extend the City centre into Ebrington and St Columb's Park and through programmes such as Rivers of the World and Planting an Oak Tree.

Inclusion of all groups

Our cultural organisations and venues have an impressive track record and resume of programmes where inclusion is central to their activity, working with people from all age groups, community backgrounds, disabilities, abilities and sexual orientation. **We believe** that engagement has always been at the core of cultural and creative activity in Derry~Londonderry: there has been no other choice. In this regard other places have much to learn from the City and the pioneering ways in which it has addressed living in a troubled context over a long period of time. But the City has much further to go and 2013 represents an ideal opportunity to develop this proud history of close and deep engagement through the shift, inherent in the proposed Cultural Programme. We will do this by connecting more fundamentally within the City, looking outwards,

making greater and more sustained national and international connections, and perhaps most exciting of all, to maximising, in this one of the most digitally-connected cities in Europe, engagement through digital platforms. This will include opensource strategies that critically will reach those people and communities currently most disengaged from the life of the City and its promising future.

We know culture can uniquely transcend a range of issues of diversity be it religion, gender, ethnicity, or age, creating the space and medium for people to embrace difference and explore intractable issues of their identify and that of others. We know that half of our Citiscope respondents considered the City a less friendly place for Protestants, ethnic communities or LGBT groups. There are a number of programmes which we propose to take forward in 2013 such as 'DiverseCity' with Holywell Trust which will help to build more inclusive, proud and confident communities.

Positive engagement requires self confidence and the need to educate 'others' about our histories creating shared spaces for such exploration and a building of trust, respect and tolerance, the development of self reliance and a feeling of belonging and not beleaguered, of being connected not dislocated and building on the work of Robert Putnam on developing both bridging and bonding social capital and civic communities. Our Cultural Programming will challenge prejudices and promote good community relations. We are not afraid to face difficult subjects of identity and difference from neighbourhood to international level. The work of SEEDs Multi-Cultural Forum locally, has shown us how we have increased the self esteem of ethnic and other groups by endorsing and embracing their culture. SEEDs currently have 891 members from 59 nationalities living, working, and studying in the North West of Ireland.

We are currently working with SEEDs to secure the WOMAD Festival in the City for 2013. WOMAD gives its name to the internationally established festival, which brings together artists from all over the globe. Its central aim is to celebrate the world's many forms of music, arts and dance. WOMAD Festivals are family-oriented, diverse and active musical events, sometimes offering as many as seven stages within the festival site. There



are also participatory workshops, where the audience has a chance to meet and learn about the visiting artists and their music. Special events for children, including organised workshops and activities, create an experience both educational and entertaining. A global village of shops is also important to the WOMAD experience; a worldwide range of international arts, crafts and cuisine stalls, which are an essential part of its unique atmosphere. **We believe** this would be an exceptional event to celebrate cultures in our emerging modern European City.

Our festivals programme running through the year is designed to acknowledge and celebrate identity and difference. All of these festivals will employ outreach programmes to break down misperceptions and to increase diverse cultural understanding. Within these festivals there are also opportunities to host major events such as the Fleadh Cheol na hÉireann Ireland's largest cultural celebration of music, song and dance, with over 200,000 people gathering from all over the world.

We have a track record of engaging the socially excluded by addressing the barriers they are experiencing, influencing the formal education and training sectors and by increasing the relevance of school work. Examples of these are the pioneering work of the Nerve Centre on establishing the first on-line A Level in Moving Image and the Verbal Arts Centre on journalism, the Pushkin work with teachers and children and the UU Setp Up programme for young people into science. This strengthens school and community links, encourages family and lifelong learning through early intervention.

We particularly wish to focus on children and young people throughout our programme. UNICEF have shortlisted Derry~Londonderry for consideration as one of their UK pilot Child-friendly Cities and we are also currently bidding for European Youth City 2013. **We believe:**

“Every child has the right to rest and live, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts”

UN Convention on Rights of the Child

We know through our ‘Sure Start’ programme that young children who engage in drama improve their reading, writing, comprehension and story understanding, whilst dance helps develop expressive and reflective skills. Learning in the arts also nurtures motivation and a disposition to pursue and sustain learning – with active engagement, better discipline, sustained attention, improved attendance and higher educational aspiration.

All our programmes, such as ‘Youth Fest’ will build on this premise and we will maximise active participation in arts, sports and play which directs energy to more constructive behaviour. We will tailor and target our programmes to cultivate a sense of belonging and civic pride at individual and collective level, to help them realise their potential.

Our **Cultural Codebreakers** programme is aimed at cross generation engagement and learning to entice and engage people to discover the cultural treasures of the City for themselves. We also will have to address a growing sense of isolation for our older people and disenfranchisement of people, particularly young people, living in deprived communities who experience low employment and education attainment levels, poor health and low morale and expectation of their future.

Creating a New Story

The appointment of a Cultural Broker underscores our commitment to investing in creative connections between and within our community across gender, race, religious belief and continues our process of transformation through culture. We seek to find local solutions through our Regeneration Plan process to build ownership, and self reliance that creates and inspires hope and galvanises our communities to unleash their potential, channel their energies and transcend their differences. Our programmes will through Joyous Celebration and Purposeful Inquiry create the opportunity for such exchange and ensure that we connect with one another and the world.

Key Table 2: Details of Activities to Deliver Social Impact

	Activity Summary	New or Enhanced Existing Activity	Current Level of Activity (Where Existing Activity) e.g. numbers engaged, scale of activity, costs.	Who is Involved in this Activity? (Target Groups)	How will they be Engaged (including any particular activities to engage hard to reach/invoke groups)?
1	Wordart, an innovative, accessible digital based literacy programme designed to engage the participant in a responsive learning environment tailored to the varying ability of the participant	New 2013 year long programme • City and Region wide	<ul style="list-style-type: none"> Current programmes for literacy skills development are currently based in education and cultural centres which may isolate many people. The project will cost £100,000 and will seek to engage up to 20,000 people 	<ul style="list-style-type: none"> One in four adults in NI has no functional literacy skills. This will be the primary target group. The Verbal Arts Centre will lead on the design and delivery of the project and will establish neighbourhood support centres 	This lead project that will be supported and delivered initially through the Wireless City free network that will enable free access to the top 20% of low income households in the City. It will also be available via the internet
2	Children Music Promise is a Civic promise that every school child in the City will have access to a musical instrument of their choice and have the means to learn to play it	New year long throughout 2013	<ul style="list-style-type: none"> Current activity is Schools based with a limited number of available instruments only allowing access to small percentage of students, £1million worth of equipment will be purchased through a existing manufactures agreement costing £300,000 	<ul style="list-style-type: none"> The target group is all children and young people who wish to learn to play an instrument. This is estimated at 50% of the existing population of Children and young people which is 15,000. The Nerve Centre as an experienced Creative Learning Centre will take the lead in the delivery of the programme 	The Project will establish 15 neighbourhood centres and equip them with requested instruments. These will be existing youth or community facilities that are accessible and open out of school hours. The centre and location will be planned to maximise the access to group of marginalised young people
3	Unlocking Creativity is a multi art form creative learning and intervention programme that will be delivered citywide and regionally	2013 throughout the year	<ul style="list-style-type: none"> Some programmes currently exist but are sporadic dependant on funding The programme will cost £300,000 and seek to engage all target groups facing issues of disadvantage e.g. physical and mental health, under achievement and socially isolated 	<ul style="list-style-type: none"> The Cultural Partnership Forum representing the Key Cultural organisations in the City will Lead the design and delivery of this programme, The target groups will be invited to learn new creative skills in an art form of their choice 	Initial engagement will begin through the established neighbourhood centres and will graduate to the key facilities which house advance learning and equipment facility. Marginalised groups will be targeted through local based engagement schemes
4	Garage band will endeavour to open up currently unused commercial and community space enabling young bands to rehearse and produce music	2013 throughout the year	<ul style="list-style-type: none"> Through stakeholder engagement and the development of the regeneration plan the lack of space to practice and rehearse was highlighted It will cost £150,000 engaging 10,000 young people 	<ul style="list-style-type: none"> The target groups are young bands that require rehearsal and practice space. It will be facilitated through the Nerve Centre and Derry City Council 	The scheme will be promoted publicly through the schools and youth organisations



Key Table 2: Details of Activities to Deliver Social Impact

	Activity Summary	New or Enhanced Existing Activity	Current Level of Activity (Where Existing Activity) e.g. numbers engaged, scale of activity, costs.	Who is Involved in this Activity? (Target Groups)	How will they be Engaged (including any particular activities to engage hard to reach/involve groups)?
5	Play trail will link and promote the City Wide multiple state of the art play facilities by providing free public transport between each of the key facilities.	Every Saturday throughout 2013	<ul style="list-style-type: none"> The City has invested up to £5million and will invest up to another £5million in the lead up to 2013 in a network of neighbourhood facilities around the City. This project form part of the process to secure UNESCO Child Friendly City Status 	<ul style="list-style-type: none"> These fantastic diverse play facilities are based in and adjacent to resident communities throughout the City The intention is to promote and encourage committees of cross generational groups to travel and visit their neighbours around the City and to celebrate and share each others play areas 	Partnership agreements with local neighbourhood groups have and will be developed, for the management of these facilities. These groups will host the visits and manage the use of their facilities.
6	Cultural Codebreakers Programme. A concept identified to encourage young people and adults to become actively engaged in researching and investigating their own communities, towns and cities	New year long throughout 2013	<ul style="list-style-type: none"> There are opportunities to market this concept nationally through distribution of game and online via digital technologies Will cost £500k 	<ul style="list-style-type: none"> Schools, Community Groups, Heritage and Cultural Organisations to reach those currently not taking part in cultural life 	Intergenerational application through schools, educational partnerships, community and voluntary network
7	Sports Fusion - Connecting series of diverse cultural understanding through sports such as Gaelic, Soccer, Cricket, Combat Sports, Darts, Boxing and Rowing	New year long throughout 2013	<ul style="list-style-type: none"> Excellence in a diverse range of sports. Hosting large events and build on success of Foyle Cup soccer tournament. London/Glasgow linked events. Will cost £100k 	<ul style="list-style-type: none"> Sporting clubs throughout the City and Region Schools to specifically target Children and Young People not already engaged in Sport linking the cultural elements and addressing issues of health and wellbeing. Working closely with Sport NI and DCC Leisure 	Tackle obesity issues in the young children (ages 1-4) with early intervention. Teenage boys and girls through school youth clubs using sports champions and large scale events

F. Delivering Economic Impact



The need for a step change

NI as a region remains towards the bottom end of the UK prosperity league with a persistent 20% differential in GVA per head and a similar large differential in productivity per job. Current forecasts suggest this lagging position is unlikely to change in the future.

With public finance pressures mounting and consumers facing pressures from rising taxation and interest rates / energy costs, the need to look to other sources of generating economic growth has become increasingly urgent. As NI comes to terms with more challenging fiscal conditions, the need to find ways to stimulate economic activity becomes even more pressing than it has been during its turbulent past.

The Derry~Londonderry labour market has persistently had higher unemployment than the NI regional average; wages and productivity are lower; and dependency on the under pressure public sector is higher. Despite a myriad of strategies and visions aimed at improving the economic fortunes of the Derry~Londonderry economy, to date these have not been able to fully tackle the relative under-performance or equality concerns. The UK CoC bid will be a catalyst to make the step change required to deliver real and lasting economic prosperity across and within the City and wider North West region.

Economic Impact and boost to the Economy

The economic outlook for Derry~Londonderry is challenging. The recession has taken its toll with the claimant unemployment rate (as a share

of the working age population) rising by 3.1 percentage points since summer 2008 (to 7.4%), placing Derry~Londonderry at 399 out of 406 local authorities in the UK as of March 2010. In addition there is the spectre of public sector cuts. The UK CoC programme however, provides an opportunity to act as the catalyst to create a more sustainable economy that not only helps develop a unique offering in NI that will continue to attract future investment, but also helps the wider NI economy by attracting tourists, raising economic performance and reducing the fiscal costs of support currently incurred by the Derry~Londonderry economy.

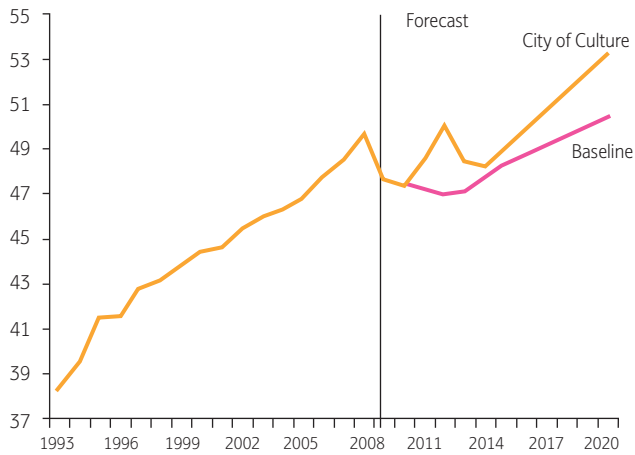
“According to the European Commission, 80% of the cities having received the title of European capital of culture between 1995 and 2004 felt that this opportunity had been the most valuable cultural event their city had experienced as it notably helped contribute to the stimulation of local development. Moreover, the initiative is seen as a way to enhance the standing and the prestige of cities in the eyes of the general public and media. It is also, according to Barroso, a factor of social inclusion”

Council of European Municipalities and Regions

Using the Citiscope model developed for the Regeneration Plan, the forecasts for the Derry~Londonderry economy under baseline conditions and the aspirational impact of the Cultural Programme are as in Fig 1 and 2.

Fig 1: Total employment in Derry~Londonderry (baseline scenario and City of Culture scenario)

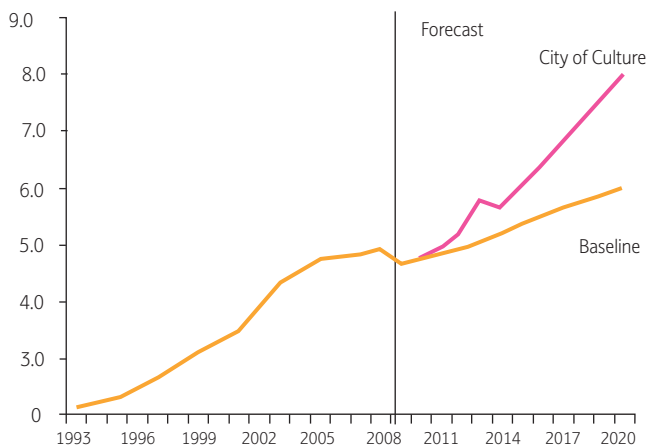
D~L: Total employment



Source: DETI, Citiscope Model (Oxford Economics)

Fig 2: Cultural & tourism employment in Derry~Londonderry (baseline scenario and City of Culture scenario)

D~L: Cultural tourism employment



Source: DETI, Citiscope Model (Oxford Economics)

The impact assessment suggests an additional 1,300 jobs by 2013 and 2,800 by 2020, with 900 and 2,000 respectively in the direct creative industries and tourist sectors.

The initial ‘step-down’ post 2013 is to be expected, especially given the scale of capital spending envisaged (i.e. construction employment will peak and fall off sharply, including employment related to new accommodation construction) and the uplift in tourist numbers in 2013.

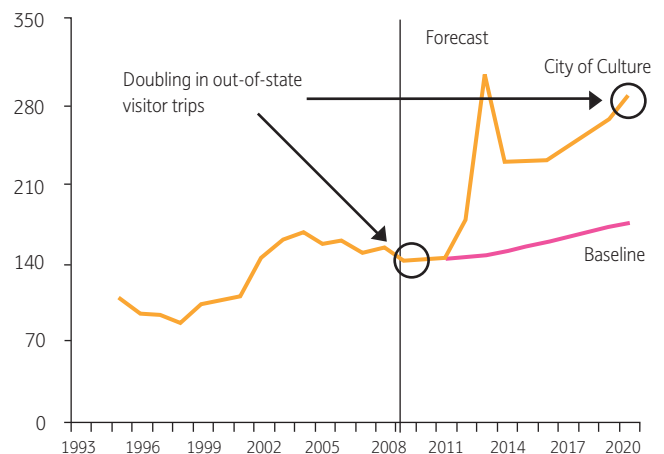
However strategic linkages with the wider Regeneration Plan will aim to avoid the UK CoC impact being one-off, by sequencing the other developments and ideas within the plan to ‘come on stream’ post the event itself. Effectively this can minimise adverse impacts on local labour and under-utilisation of new capital assets, and maintain economic momentum by capitalising on the human and intellectual capital built up during the UK CoC 2013 Programme and the raised domestic, national and international profile of the City.

The Tourism Legacy

Key to the UK CoC success and its long-term legacy is the direct short-term and long-term impact on tourism numbers. This is summarised below in Fig 3 & 4 charts taken from the Citiscope model of the UK CoC programme.

Fig 3: Out-of-state overnight tourist trips (baseline scenario and City of Culture scenario)

D~L: Overnight tourist visitor trips

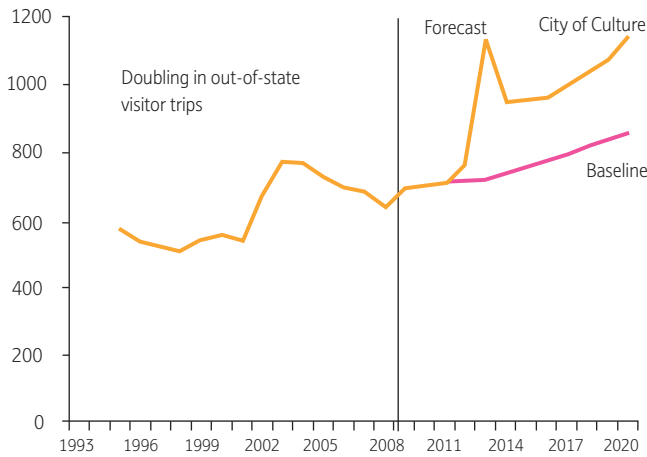


Source: DETI, Citiscope Model (Oxford Economics)

in a way that is unimaginable and unachievable with any other activity. We recognize that the bid is bringing

Fig 4: Out-of-state overnight tourist nights (baseline scenario and City of Culture scenario)

D~L: Overnight tourist visitor trips



Source: DETI, Citiscope Model (Oxford Economics)

The overall assessment of the likely impact of the proposed Cultural Programme, with respect to the lead in, the City of Culture 'year' and the legacy can be summarised as follows:

In words ...

- Growth in tourism in 2013 exceeding growth experienced by Liverpool during its year as European Capital of Culture (as Derry~Londonderry starts from a much smaller visitor base) and by 2020 a doubling in overnight visitor numbers compared to 2010 levels.
- Jump up the urban benchmark rank of cultural & tourist employment concentration, to a position alongside Nottingham and York (around 20th in the UK) from its current position of 49th.

In figures ...

- £98 million additional wages and profits (GVA) by 2020.
- 2,800 net additional workplace jobs by 2020 (one-fifth of the total number needed for Derry~Londonderry to achieve an urban benchmark mid-ranking resident employment rate - a vision for the Regeneration Plan).
- 2,300 more residents employed, including almost 1,000 from the bottom half of most deprived wards.
- 290,000 additional out-of-state tourist nights per year by 2020.

A Value Within

One of the greatest challenges facing the Derry~Londonderry economy is the need to spread economic prosperity within the City as a number of wards have amongst the highest rates of unemployment and inactivity in the UK. Despite a decade of relatively strong job growth in the Derry~Londonderry economy (6,500 net new jobs in the last ten years), this has largely passed by a number of locations within the City.

Using the Citiscope model developed for the Regeneration Plan, it is possible to model the impact of initiatives at ward level using assumptions around location of jobs, skills availability, labour mobility and past performance (see Appendix C for details on the model).

The results show a wide 'cross community' profile of jobs, especially compared to existing resident employment rates (Fig 5). More importantly they show a demonstrable impact on areas of higher deprivation, which have not enjoyed sustained economic growth during the past 20/30 years. Indeed the scenario predicts resident employment rates in the 10 most deprived wards being raised on average by 3 percentage points (of the working age population). Wards located close to Ebrington, where a significant number of additional jobs are assumed to be located, also benefit significantly from the UK CoC Programme and its legacy impact. The Citiscope model is capable of monitoring the impact of the UK CoC at this fine grain level and will be used to help ensure an appropriate spatial location to physical investment to maximise the potential benefits of the programme and its legacy.

Our Experience & Track Record

We have set ourselves ambitious but realistic targets and we are confident in our ability to deliver on these economic impacts. The City Council area has a strong track record of working in partnership to deliver key strategic projects and the UK CoC 2013 programme will galvanise the professional expertise in the City and region. Derry City Council has a dedicated Economic Development Unit within the Development Department which is tasked with enterprise development, investment attraction, economic and physical regeneration and tourism development. Over the



past 2 years it has secured £10m funding which has contributed towards the creation of 650 jobs.

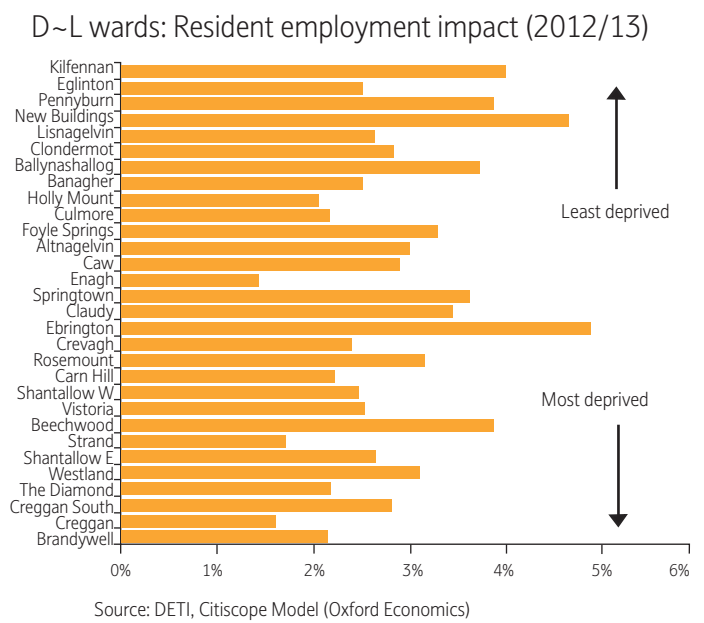
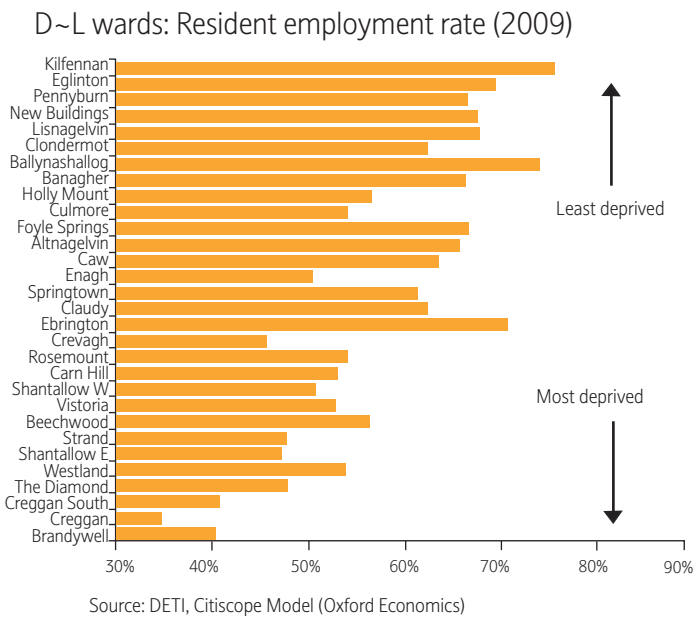
The key partners working in the City during the 08/09 financial year have contributed towards the successful delivery of a number of strategic projects including the £2m Academic, Business & Clinical Research Facility at Altnagelvin Hospital, the Computing and Financial Service Programme, UU at Magee, the NWRC Virtual Software Centre and the 50,000ft² North West business complex. Significant progress has been made in the Integrated Development Fund (IDF) with the development of the Playhouse, First Presbyterian Church, St. Columb's Cathedral, Áras Colmcille with just two projects left to start. Thanks to an IDF contribution

of almost £31m Derry~Londonderry will benefit from strategic projects with a total investment of £111m.

The City launched a new tourism development strategy in June 2009 and the infrastructure is in place to step up the delivery of the projects and programmes needed to support UK CoC and deliver visitor growth of 8% pa (roughly doubling over 10 years). The work currently being undertaken by Ilex in the preparation of the Regeneration Plan will also create the framework required for deliverability, with effective programme management and evaluation.

Fig 5: Resident employment rates for Derry~Londonderry wards (2009)

Fig 6: Resident employment rate impacts on Derry~Londonderry wards (City of Culture scenario)



Key Table 3: Visitor Economy Impacts

Indicator	Baseline (a)	Target without UK CoC 2013 (b)	Target with UK CoC 2013 (c)	Impact of UK CoC 2013 (c - b)
Geographical area to which the figures refer: Derry City Council Area (net NI visitor impacts also provided)				
Total Visitor Numbers (overnight – out-of-state and NI)	142,000	147,000	307,000	160,000
Total Visitor Numbers (day trip – NI and ROI)	507,000	523,000	862,000	339,000
Total Visitor Spend (£m 2005 prices) (day trip – NI and ROI)	£27.9m	£29.5m	£69.3m	£39.9m
Total Overnight Stays (out-of-state and NI)	690,000	714,000	1,124,000	410,000
Total International Visitor Numbers ¹	95,000	98,000	251,000	154,000
Total International Visitor Spend (£m 2005 prices)	£20.5m	£21.6m	£55.3m	£33.7m

G. Management of UK City of Culture 2013

Cultural Programme Development

One of the key strengths of our bid to date has been the strategic partnership working of an experienced team with a passion for the task. We recognise the fundamental importance of maintaining the leadership, trust, sense of purpose, momentum and commitment the bid process has galvanised.

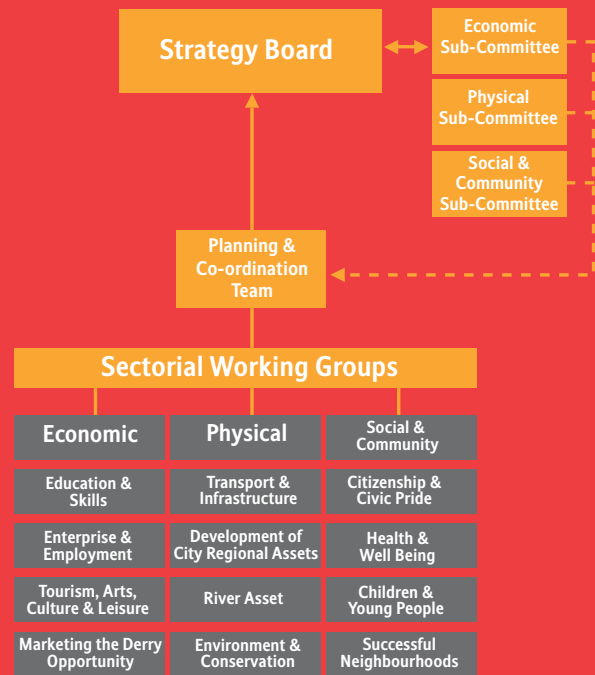
We recognise therefore a number of key next steps which need to happen to allow the proposed Cultural Programme for 2013 to be developed:

- we are in the process of appointing the Cultural Broker who will take a lead role in assisting the appointment of key positions and curating the Programme.
- we recognise the need to further develop our team with capable, skilled and experienced people.
- our primary goal is for the Cultural Programme to be artistically led and hence we recognise the need for autonomy and empowerment particularly in the creative context to develop the final programme.
- we recognise the need for continuing strong and effective leadership, good governance, excellent programme and event management systems and a strong focus on effective communications and marketing.
- we recognise the need for an interim structure which is put in place immediately in order to ensure the amazing level of support from the bid process is carried into early development for our Cultural Programme.

We have determined what type of organisation and structure we require to deliver our Cultural Programme, part of that process has been examining best practice elsewhere. We recognise that high performance is not only dependent on good systems – it needs strong, visible and dynamic leadership and a skilled and motivated team. It is the talent of

the individual team members, the quality of support and the motivation to work to achieve excellence in all that they do that will distinguish our Cultural Programme in 2013 independent.

It is the intention to establish a Culture Company which will report to the City’s Strategy Board who are currently leading the social, economic and physical regeneration of our City. The Strategy Board structure is outlined in the diagram on this page. The Board consists of a wide variety of organisations from DCC, Illex, Government and statutory bodies, politicians, Community and Voluntary Business Sectors.



In designing the proposed Culture Company structure, available in organogram format at the end of this section, we recognise the unique nature of the organisation which will have to transcend the creative world of programme development and design and the practical demands of effective and accountable delivery.

Clarity of roles and purpose will be essential from the outset not least in the determination of the posts and their remit.

The Chair of the Culture Company Board will be an independent internationally recognised expert in the cultural field and will be recruited as a matter of urgency. In the interim the CEO of the City Council would undertake this role and subsequently be the Vice Chair of the Cultural Company. This highlights the importance of the role, Councils commitment to the programme, enables continuity from the bid process and ensures the lasting legacy.

The Director role would be an advertised post, in the interim the role would be undertaken by a Senior Director from Ilex or DCC on a temporary basis.

Developing the Programme

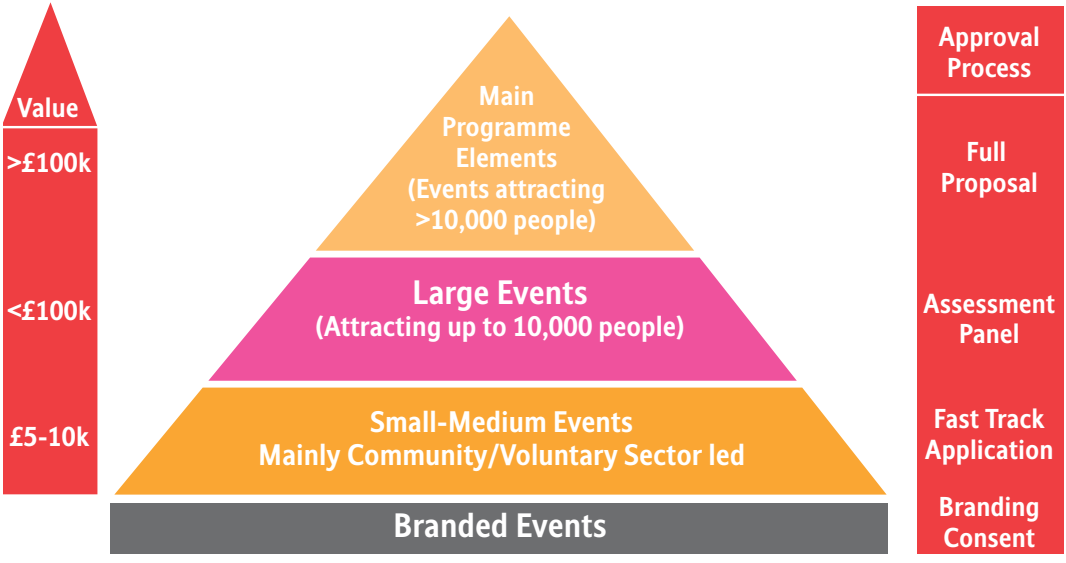
The Culture Company will operate a framework to design, develop and test the final Cultural Programme under the responsibility of the Cultural Broker. The four components of Unlocking Creativity, Digital Dialogue, Creative Connections and Creating a New Story through Joyous Celebration and Purposeful Inquiry will determine the final content.

The programme objective will deliver the vision to “connect people through culture” locally in Derry~Londonderry and beyond. Selection criteria

principles will include **Accessibility** in terms of transport and proximity of the activity especially in relationship to neighbourhoods and international markets; **Affordability** in terms of free events and pricing structure; **Awareness** with evidence of effective programme communications locally targeted at household level and internationally at the Diaspora.

The framework will comprise three tiers:

- **The first tier** would see the Cultural Programme working group and team design the main element components and the cultural innovation/intervention programme. The Cultural Broker will lead on the curatorial direction of this first tier working closely with the delivery partners. To develop programmes of national and international significance costing greater than £100k.
- **The second tier** would be major cultural programme and events not exceeding £100k that would be subject to an application process with a focus on evidence of group’s ability to deliver and the impact of the planned event or programme. It is proposed that the assessment panel would be chaired by the cultural broker.
- **The third tier** would be aimed at the community and voluntary sector and arts organisations with experience of maximising the engagement of individuals and communities through cultural activity to participate and develop skills. A fast track application process with the average grant being between £5,000 and £10,000 will be developed.



The Cultural Broker would administer these grants ensuring they were within the overall artistic aims and goals for the programme.

This Cultural Pyramid Model will connect at the second and third tier, the individual clusters under the Pyramid Model will take the lead in converging, collating and supporting art form applications. They will advise and assist other groups when necessary in the delivery of projects. Individual artists would be encouraged to work with key cultural organisations and submit an application by project in collaboration with the group.

An additional tier of association will exist with projects and organisations that are not funded but wish to be associated with the UK CoC 2013 brand. The brand will have a commercial sponsorship appeal and will be subject to a licence. It is proposed that a non-commercial licence would also be issued through an application process ensuring that the projects being promoted are aligned to the core themes and ethos of the bid in a similar way to London's 2012 programme has recognised associated non-funded groups through their Inspire Programme.

Reconciling Artistic, Funding and Political views

We recognise the fundamental importance of cultural liberty and artistic discretion which is evidenced in our appointment of the Cultural Broker position as a critical and core post. The bid to date has first class advisory support from Prof. Declan McGonagle and Mr Peter Jenkinson to ensure artistic quality and integrity in our programming and development. They have been involved in the City over a number of years on public art commissioned developments at Ebrington and have brokered strong creative links with London and Dublin. They are also advising on the appointment of the Cultural Broker post.

Using our principles which we outlined in Section A – Summary of Our Bid, we would seek to ensure each application for an event in the Programme is considered against these key principles and receives a weighting. This would allow each event to be examined for its overall merits and impact. For example ten community events may have a wider cultural, social and economic

impact than a single event of a different type and cost. Where the weighting does not resolve issues between different views on creative/artistic content or priorities over funding, then the Director will have overall responsibility to ensure a considered and appropriate balance is maintained between creative/artistic content, cost, quality and price and make a final decision.

On a cross party basis at local and regional level we have political support for our bid recognising that it has a transformative potential for Derry~Londonderry and NI as a whole. Briefings have been held with Assembly Committees, Ministers and Local Authority Councillors. A launch event also took place at City Hall in Belfast on 17th May, and a reception was hosted by Baroness Gowdie in the House of Lords. The political sensitivities in the City are one of the core elements of our programme for Purposeful Inquiry. The Chair and Director of the Culture Company will regularly report to the Strategy Board which has cross party political representatives.

Roles and Responsibilities

We recognise the importance of strong financial and budgetary controls, clear delegated authority, clear accountability for funds and expenditure recognising the diverse portfolio of funding and sponsorship support. The Culture Company will ensure the implementation of high standards of Governance and clear lines of communication and reporting to the Strategy Board. The intention is also to configure remits and responsibilities to enable our people to be flexible and creative in taking on new challenges as we progress to 2013 and beyond. The aim is to encourage communication and openness by supporting an artistically led, performance oriented approach based on team-working. There is also recognition of the need for different skills sets required at different phases of development, with creative development and funding being of immediate importance and this changing to event delivery and assuring the lasting legacy at later stages in the lifecycle of the company.

We recognise that although undertaking a programme of this scale is a challenge we have the advantage that it is relatively easy for us to put in place a compact and focussed organisation.



Culture Company Board

The Board will meet every four weeks and will:

- receive performance management reports against the targets from the Director.
- agree a shared vision for UK CoC 2013 and beyond, and identifying core priorities.
- ensure full and active engagement among the partners and the wider communities and region.
- ensure that the approved outcomes and actions for UK CoC 2013 are delivered effectively.
- report to the Strategy Board on a regular basis.

The Culture Company

The Culture Company will use their professional design and delivery experience the programme for the lead up to and during 2013. They would seek approval from the Board as to its final shape and form. They will also:

- secure and manage resources, funding and sponsorship.
- market the programme.
- facilitate partnership working.
- approve individual elements.

Shared Services

Rather than develop HR, Finance, IT, legal and procurement systems for the Culture Company it has been agreed to adopt a shared services approach.

- Derry Council would be the lead partner organisation for the Culture Company with a Shared Service Agreement for core corporate services.
- Ilex would provide programme and risk management and monitoring support.
- SIB would collaborate on financial issues relating to the Culture Programme.

Director

- leadership of UK CoC and final delivery of programme in 2013.
- commitment to high standards of probity and propriety and thereby honouring the trust shown by Board, sponsors, donors, politicians, volunteers and communities.
- management and mitigation of all risks associated with UK CoC.

Cultural Broker :

- to provide a year of high quality cultural events to reflect the distinctive spirit of the City;

- to develop the cultural cluster at Ebrington;
- to build sustainable and collaborative cultural networks
- to provide a lasting legacy;
- to raise the profile of the City nationally and internationally;
- to use digital technology to extend the reach, scope and impact of artistic and cultural activity, especially for young people.

Funding and Development Manager

- to lead on fund raising and resource generation, including the development of a funding database that will provide up-to-date information on funding sources and which will allow all applications for funding to be tracked and outcomes analysed.
- to maximise the potential of UK CoC by developing and implementing a sustainable strategy using sponsorship to generate revenue to support delivery of the Cultural Programme and maintain a lasting legacy endowment fund.
- to ensure that there is matched government and commercial funding.
- to manage high level relationships with major national and international companies.

Marketing Manager

- to market to UK CoC brand to stakeholders.
- develop marketing and audience development plans in consultation with the Director, Cultural Broker and Funding Development Manager
- to arrange contribution of advertising agencies and public relations agencies through the shared services component of the City Council.

Advisory Groups

- Recognising the principle purpose of the Culture Company is to ensure accessibility to the Arts, the interface with stakeholders and interest groups will be key. We will adopt the partnership model to consult with these groups.
- Local Government Councils in NI do not have the range of responsibilities that their counterparts have in England, Scotland or Wales and hence for example Health and Social Services, Education, Planning and several other services are delivered by other organisations. We would use our partnership model to bring these Government bodies into our consultative process.

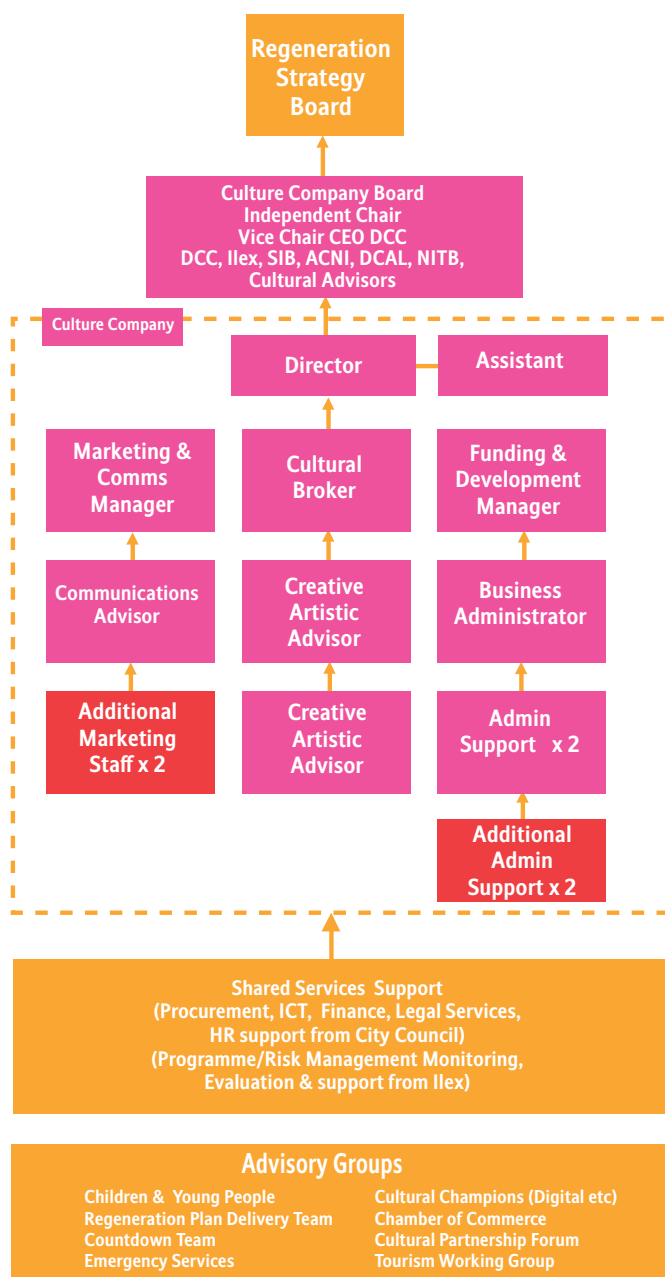
- We see the importance of involving emergency services at an early stage.

Design & Delivery Partners

- We will work with a wide variety of partners in both the design and delivery stages of the Cultural Programme. The list provided below is not exhaustive.
- Community & Voluntary Sectors
- Core Delivery Bodies
- Cultural Venues & Organisations

- Diaspora representatives & organisations
- Event Companies
- Event Promoters
- Education Sector
- Government Departments & Statutory Agencies
- Local Authority
- Marketing / Media Companies
- Private Sector
- Sponsors
- Sustainability Advisor
- Tourism Sector
- Transport & Infrastructure Companies

Organogram setting out the role of different bodies and posts in design and delivery



The proposed structure ensures that key organisations who were part of the bid process continue to be involved whilst enabling the Culture Company to be arms length in its development and delivery of the Culture Programme for 2013. The key roles in the new organisation will ultimately be new appointments however there may be the opportunity for some roles to be on a seconded basis from existing organisations. We would expect that 50% of the existing bid team would ultimately remain seconded into the Culture Company.

We have also marked several roles in our organogram which would be appointed as additional resources to the Culture Company in the run up to 2013 (additional marketing and admin support). We will review this structure and augment or reduce dependent on funding and scope of the programme in the lead in to 2013.

Lasting Legacy

We would expect that towards the end of 2013 there would be a transition of Culture Company staff with some moving into the City Council, much as has happened with other cities. This would ensure that the legacy of lessons learned would be carried into the organisation maintaining the lasting legacy for the City and region.



H. Costs & Funding



Revenue Funding

The methodology used to construct the costings for the revenue programme shown in Key Tables 4 and 5 is as follows:

Admin / Management: Using our knowledge of the organisational infrastructure required to run a programme of the scale of UK CoC 2013 supplemented by the experiences of previous host cities for the European City of Culture we have developed an organisational structure to lead and deliver all of the activities associated with our UK CoC Programme.

The costings have been built from the ground up with detailed assumptions covering:

- Number of staff required and approximate pay grades;
- Volume of external consultancy support required;
- Specific costs of benefit tracking from the outset of our programme so that we understand on a timely basis how our UK CoC programming is improving our City Region;
- Corporate costs such as accommodation, utilities and other office running costs; and
- Contingency of 10% of the total cost base to cover unforeseen events.

Programming: Our programming proposals have now been in continuous development since the start of the UK CoC competition. Costings have been developed using the experience of events management professionals with national and international experience. Final programming costs will only be known once detailed event specifications are drawn up and procured. In recognition of this cost uncertainty the revenue programming costs presented here represent our most likely cost. Which

includes a contingency of 20% to provide for the risk of additional costs as event specifications are finalised.

Marketing: The required marketing budget is based on our expectations and advice received from events management professionals on the level of resource required to ensure that the UK CoC events are a resounding success. This budget recognises that Derry~Londonderry has already received a very significant amount of pro-bono offers of support from corporates, the public sector and influential sections of the Derry~Londonderry Diaspora. The marketing budget also contains a 10% cost contingency for unforeseen additional costs.

Funding Package



Since the start of the UK CoC 2013 competition our fund raising team has received outstanding and unprecedented support from both the public and private sectors largely due to the fact that the Derry~Londonderry bid has managed to capture and harness the ownership of NI 'PLC'.

Our 'Fund raising Engine' has been in place since the start of this competition ensuring the development of a robust strategy and the maximum level of buy in

from the relevant sectors and businesses. Our progress to date is built upon a number of key pillars as shown in the diagram.

- **Our fund raising strategy** was developed setting out the key pillars of what we want to achieve with our fund raising work stream, milestones and clearly defined deliverables.

To summarise, our strategy recognises an essential focus on the three distinct phases of funding:

- Mobilisation
- The Event and Programme
- The Establishment of Legacy Funding Arrangements – the sustainable dividend.

We also believe that a broad base of private sector funding and particularly large international corporate funding will be the most effective in showcasing Derry~Londonderry as a place to make long term investment and support our long term economic goals.

- **Utilising Best Practice and Levering our Track Record:** We have incorporated the best practice from the success of the Smithsonian programme in Washington which attracted over 1million visitors and several million dollars in sponsorship. The programme represented what can be achieved on the back of a broadly cultural programme with a far reaching dividend for Northern Ireland as a whole – specifically the programme proves that the public/private sector partnership works and we have clearly proven our ability to deliver the required levels of funding, support and 'buy in' from the relevant stakeholders
- **Fund raising champions** have been identified to enable us to access expertise and networks throughout the private sector in the island of Ireland and the private sector locally, nationally and internationally with IOD, IBEC, CBI, NI Chamber of Commerce and Arts and Business being particularly supportive. In addition we have secured the support of key 'leaders' from within the private and public sectors who will provide the 'gel' and leadership for our efforts.

- **Public Sector Match Up and Reallocation:** A public sector long list was drawn up of potential funders. This list considered the type of funding and/or support each particular organisation could give the specific programming areas where they may participate and our estimate of how much each organisation may contribute based on research and exploratory conversations with the organisations on the unique opportunity offered to them by the UK CoC. An exercise was undertaken to **match the public sector funding against the emerging revenue and capital programming proposals**. This exercise let us identify areas of strength and weakness within our emerging funding package in areas where we had a surfeit of public funding and areas where more work was required.

- **Private Sector Engagement – 'The Package of Interest':** A private sector long list was developed for small, medium and large businesses locally, nationally and internationally. Using our fund raising champions we have made contact with these organisations and started negotiations for sponsorship and support based on a number of outline 'Interest Packages' – essentially innovative ways of ensuring private sector engagement and support. For example indicative private sector interest was matched with key events, in the same way as the public sector funding exercise was undertaken, to get a composite picture of available funding for the overall programme. Our sponsorship package is in ongoing development. We are using local and national expertise in developing a tiered fund raising package that appeals to international, national, local and voluntary organisations to ensure that we raise the most from our sponsorship package whilst ensuring that our UK CoC brand is accessible to every organisation with a desire to become involved in the programme. We have had considerable success to date at all levels and size of businesses to the extent that £1.39m has been pledged.

Legacy Funding

An important objective of our funding proposition is to ensure that the UK CoC award acts as a true catalyst for long term, self sustaining prosperity in our region.



This objective is why we have chosen the SIB as a partner in our bid. The SIB are a unique semi-governmental body in Northern Ireland charged with, amongst other things, overseeing all of Northern Ireland's major infrastructure developments and delivering regeneration opportunities.

A recent example of the work of the SIB is in the development of Belfast's Titanic Quarter. Titanic Quarter will bring new life to a part of Belfast that is rich in both history and potential. The site is centred upon former shipbuilding land from which vessels such as the RMS Titanic, Olympic and SS Canberra were launched - some of most innovative and complex engineering projects ever undertaken. The Titanic Quarter development is co-promoted by the Port of Belfast and Titanic Quarter Limited. The £5bn development is expected to create at least 25,000 new jobs over the next 15 years. Of the £5bn, only a small percentage is funded from public funds with the balance being funded privately through SIB's ability to leverage private investment and create successful public / private partnerships.

In Derry~Londonderry, SIB believe that Ebrington and Fort George have the potential to be major drivers of future prosperity in the region and have agreed to assist in the long term development of these sites in the same way as their work on Titanic Quarter.

As well as long term assistance on key infrastructure projects our legacy funding proposition includes the development of 'The Oak Leaf Development Fund' in conjunction with Community Foundation for NI. This fund will be a vehicle for the public and private sector to identify common opportunities for investment in the region.

This fund will build on the 'Total Place' work currently underway in Derry~Londonderry. The 'Total Place' initiative enables the civic authorities to get a composite picture of all local and central government funding as well as European funding that is available to the region with a view to identifying areas where resources could be diverted to generate increased returns for citizens. There will also be the potential for royalty opportunities in the development of the Cracking the Cultural Code commercial concept for broadcast and gaming.

Significant Capital Investments

Aside from the revenue programme there is a significant capital investment programme in place from now until 2014 totalling in excess of £200m. There are a number of particular capital projects that will form part of the platform for UK CoC events:

- Fort George Knowledge and Creative Hub: Value £13.5m. The Fort George site comprises 14 acres of a level site on the west bank of the River Foyle with circa 300 metres of river frontage. The vision for the long term future of Fort George is a prestige technology and knowledge intensive business park. Given its prime riverfront location and its designation as a key gateway to the North West the site will be developed using landmark buildings of high architectural quality and be important to the delivery of our proposals under digital dialogue building on the presence of the Hibernia Exchange Centre for Project Kelvin.

Fort George is a cleared brown field site with a World War II jetty which has been refurbished recently. It provides City centre berthing facilities and high quality public realm which can be used for public performance. It is a substantial public space being in excess of 100m long and is the only space in the City which is actually out on the river – the most underused of the City's assets. This will allow us to develop usage of the River Foyle and attract water-based events such as canoeing, scuba-diving and eco-based boat tours.

The first phase of the project, the remediation of the site is due to commence in November 2010 and complete in mid 2011. The construction of the knowledge economy hub is subject to EU INTERREG funding of £13.5m. As such, the funding deliverability risk is medium for the early phases of the project that will form part of the platform for the UK CoC events in 2013 and key to our plans for the Digital Derry Strategy.

- Ebrington Arts and Culture Cluster: Value £40.0m over five phases. Ebrington is a 26 acre site located in an elevated position adjacent to the River Foyle. The Parade Ground is due for completion in June

2011 and will provide, amongst other things, an exceptional destination space which will incorporate a variety of areas for public performance with the facility to stage events for up to 15,000 attendees. Construction is due to commence on site for the Parade Ground.

- Peace Bridge: Value £13.5m. The peace bridge is a landmark bridge connecting Ebrington to the walled city across the Foyle. The project is under construction at present and is due to complete in December 2010.
- Planned Extensions to City Centre Hotels: Value £8.0m. Significant extensions by the private sector for two of the City's hotels. These extensions will provide 70 new rooms. Planning permission has been obtained for both developments and the extensions are scheduled for completion by 2013. The deliverability risk with these extensions is the availability of finance to fund the construction. Given the operators long and successful track record this risk is not considered to be significant.

The need for 5 new hotels with 100 beds each has been identified from the Oxford Economics Citiscope model.

- Planned new city centre Hotel: £12.0m. Planning permission has been obtained for a new 50 room boutique hotel in the city centre. This project is due to be complete in 2013. The main deliverability risk is confirmation of the funding to the private sector.
- Retail developments to expand the Richmond shopping centre to be the largest in NI at a cost of £100m was recently announced as were plans for University expansion and other developments.

Key Table 4 costs include the mobilisation costs, programme costs in the run up to and during the 2013 event year and costs in 2014 as legacy initiatives and structures are established to ensure that Derry~Londonderry uses the UK CoC programming as a catalyst for long-term self sustaining change in the City Region.

Key Table 4: Breakdown of Costs of Proposed Programme (All costs in £000s)

	2010	2011	2012	2013	2014	TOTAL
Baseline spend which the City will defray as part of their UK CoC Programme (i.e. funding which would have been spent anyway, but will form part of the City's UK CoC budget)						
Admin / Management	80	80	80	80	80	400
Programming	1,116	1,113	1,112	1,896	0	5,237
Marketing	157	157	157	314	0	785
TOTAL	1,353	1,350	1,349	2,290	80	6,422
Additional Activity for UK CoC						
Admin / Management	46	426	619	619	345	2,055
Programming	250	1,250	1,663	8,115	1,089	12,367
Marketing	371	371	371	556	185	1,854
TOTAL	667	2,047	2,653	9,290	1,619	16,276
Combined Baseline + Additional Activity						
Admin / Management	126	506	699	699	425	2,455
Programming	1,366	2,363	2,775	10,011	1,089	17,604
Marketing	528	528	528	870	185	2,639
TOTAL	2,020	3,397	4,002	11,580	1,699	22,698



in becoming more involved and would be keen to look at supporting an element of the programme of activity.

Key Table 5: Funding Sources for Proposed Programme (All costs in £000s)

	2010	2011	2012	2013	2014	TOTAL
Baseline Funding which the City will marshal under their UK CoC Programme (i.e. funding which would have been spent anyway, but will form part of the City's UK CoC budget)						
Local Authority	2,020	2,508	2,500	2,500	1,611	11,139
Other Public Funding	0	0	0	0	0	0
Private Sponsorship	0	0	0	0	0	0
Ticket Sales	0	0	0	0	0	0
TOTAL	2,020	2,508	2,500	2,500	1,611	11,139
Additional Funding specifically for UK CoC						
Local Authority	0	75	780	2,950	0	3,805
Other Public Funding	0	575	400	3,500	0	4,475
Private Sponsorship	0	50	100	1,800	50	2,000
Ticket Sales	0	189	222	830	38	1,279
TOTAL	0	889	1,502	9,080	88	11,559
Combined Funding Baseline + Additional Activity						
Local Authority	2,020	2,583	3,280	5,450	1,611	14,944
Other Public Funding	0	575	400	3,500	0	4,475
Private Sponsorship	0	50	100	1,800	50	2,000
Ticket Sales	0	189	222	830	38	1,279
TOTAL	2,020	3,397	4,002	11,580	1,699	22,698

Key Table 6: Details of Progress in Securing Additional Funding Sources

Source	Amounts (£000s)	State of progress in negotiation	Plan for securing funds	Your Risk Assessment of probability of securing the money if awarded UK CoC	Risk (Red = High, Amber = Medium, Green = Low)
Local Authority					
Derry~Londonderry City Council	3,805	Agreed in principle	On agenda for next Council Committee Meeting	Low Risk in securing the funding given that the council are leading on this bid for UK CoC	●
Subtotal	3,805				
Other Public Funding					
Ilex	450	Funding Secured	Funding Secured	Low risk Ilex will ring fence from existing budget lines	●
	2,200	Negotiations started	Meetings with sponsor departments underway	For consideration in next comprehensive spending review	●
Lottery	600	Negotiations started	Detailed negotiations to be undertaken once the sponsorship package is finalised and UK CoC is awarded	Medium risk of securing the money dependent on completion of the sponsorship packages. Given the track record of Big Lottery in Northern Ireland we expect the funding process to be successfully concluded.	●
Cross Government Funding	1,225	Negotiations started	A plan of engagement is in place to determine the potential funding for each event on our proposed UK CoC programme	Low risk as Government recognises UK CoC as a unique event in Northern Ireland and has made the event a priority	●
Subtotal	4,475				

Private Sponsorship					
Various Private Sector organisations	1,340	Detailed negotiations have been undertaken with various organisations	Sponsorship package to be finalised before these organisations can formally extend sponsorship offer	Mix of Low and Medium risk given the advanced negotiations with these organisations	●
Subtotal	1,340				

Progress in securing additional funds is shown in the table above. Please note that ticket revenues are not included in this table as this revenue stream is not the result of negotiations. Additionally, the difference

in required private sector sponsorship of £2.0m and expressions of interest received above of £1.4m relates to the additional sponsorship funding to be raised as part of our ongoing sponsorship work stream.

Key Table 6A: UK CoC Budget under Different Scenarios (All costs in £000s)

	SCALED DOWN or MINIMUM (Firm Commitment)	MOST LIKELY (Expected but not committed)	SCALED UP or AMBITIOUS (Possible)
Local Authority	14,944	14,944	14,944
Other Public Funding	3,675	4,475	5,370
Private sponsorship	1,600	2,000	3,000
Ticket Sales	1,023	1,279	1,500
Total	21,242	22,698	24,814



I. Engagement and Support



Leading the Bid Process

Derry City Council is the civic local authority leading the bid on behalf of the City. The Council's strategic partners are Ilex and the SIB for NI. Derry City Council is responsible for an annual budget of circa £35m and employs over 550 people. It has thirty elected members drawn from the four main political parties in NI. Ilex is the Urban Regeneration Company for the City, which has been tasked with developing the Regeneration Plan and the transformation of two former military sites at Fort George and Ebrington. The Strategic Investment Board Ltd provides specialist advice to NI Government Ministers on strategic planning, funding and delivery of infrastructure investment.

Derry City Council, Ilex and Strategic Investment Board formed a City of Culture Steering Group chaired by the City Council's Town Clerk and Chief Executive with further representation from the local Cultural Partnership Forum, private sector and two external advisors Professor Declan McGonagle and Mr Peter Jenkinson. This team jointly have been responsible for the preparation of the bid, engaging with local stakeholders, marketing and communications.

Supporting the Bid

The bid process in itself has created a participative model of partnership that is embedded in the regeneration process and is also characterised by extensive partnerships at local, regional and national level. The bid has strong cross political party, cross regional and community support through individual artists, cultural venues, organisations and individuals, the private sector and the twelve Sectoral Working Groups of the Regeneration Plan. The involvement from the different individuals and agencies has ranged from the provision of data and material, which has helped to substantiate the bid, practical assistance



with hosting events, marketing, media support and advice on programmes and delivery. For illustrative purposes some examples have been listed on the next page.

Specific Examples of Support

NITB and TIL have confirmed that winning the UK CoC designation would make this the most significant event on the Island of Ireland in 2013. They are currently involved in developing the City profile with their extensive programmes with strategic marketing partners in RoI, UK, Europe and the US.

NWCN has provided regular reports on the status of the bid through its ezine, circulated to organisations in the North West. The Network has also facilitated engagement workshops, youth connections and rallied support from the local community.

ACNI has played a significant supportive role from the outset of the bid process. They have contributed to the proposed Cultural Programme through artistic advice and support. They have hosted engagement events and have worked with FLGA in raising the profile of UK CoC bid with regional organisations and individual artists. The ACNI has provided a commitment to assist in whatever way it can in the development and implementation of the final Cultural Programme. We also have the joint endorsement of the two Arts Councils North and South recognising the countrywide impact of the bid.

Consultation and Engagement

Since the bid was shortlisted a significant engagement process has taken place with a wide range of stakeholders to ensure inclusivity whilst also developing a meaningful Cultural Programme which could help to achieve our step changes. Stakeholder

tribute to the hard work we have all been doing to put Derry on the map. I know that the influx of

Engagement Type	Organisation
Market and Communications Support	NITB, TIL, Office of Declan Kelly U.S. Economic Envoy to NI, Local, Regional and National Media,, Slugger O'Toole
Community Engagement	NWCN, Children and Young People's SWG, Strategy Board, FLGA,CFNI, Londonderry Chamber of Commerce, CBI, IBEC, LSP, NPBs, LGBT, NI Youth Arts Network, Voluntary Arts Ireland, Community Arts Forum, Young At Art Schools, UU, NWRC and Volunteer Now, Spiritual Leaders, AADE, Health Organisations
Programme Design	Cultural Champions, Cultural Partnership Forum, Individual artists, Regional Cultural Venues, ACNI, WELB, British Council, Temple Bar Cultural Trust, UU, NWC, Donegal County Council, Boston Irish Language Centre, London Cultural Institutions, Craft NI, Arts and Businesses
Funding and Economic Analysis	Private Sector, Lottery Funders, SEUPB, IFI, AIF, Oxford Economics, DCC, ILEX, SIB
Providing Endorsements	NI Executive, Government Departments and Agencies, the Twenty Six District Councils, Irish Government, 6,000+ Facebook Fans, 1,000+ Cultural Codebreakers, School of Musicology, RUA

engagement has been extensive, intensive, informative and enlightening. Creative exchange opportunities have been facilitated, encouraging an extensive number of groups and individuals to participate in an open debate about the Derry~Londonderry UK CoC bid, entitled 'What's in It for You?', in the City, Belfast and online.

These have included presentations, face-to-face discussions, questionnaires, outreach meetings, viral and social networking opportunities, competitions and active brain storming sessions in a range of contexts and venues across the City and region. These opportunities have been well received and are seen to inform, update, and empower stakeholders in making a contribution to the evolving bid process. Individuals, Artists, Educationalists, Entrepreneurs, Activists, Voluntary, Community and Statutory sectors, Marginalised Groups, LGBT, European and International Communities are being connected as never before.

In particular, our City of Culture bid office has been a real centre of curiosity and imagination, providing a stimulating space to meet and engage. It is a vibrant hub for creativity, stakeholder engagement, innovative thinking - a cultural melting pot and an evolving canvass for masterpieces and master plans. We have welcomed over 5,000 people since the opening of the office in March. We have successfully had a vox pop booth and wishing wall coupled with extensive social networking on Facebook, Twitter and Slugger O' Toole.

Other engagement to date

Children and Young People

We have engaged with 5,000 children and young people across the City and region through schools and youth clubs. These have included children with

special needs and learning disabilities, those from marginalised areas, cross community groups and the wider communities drawn from the Derry~Londonderry area and wider region of NI. This engagement has been facilitated using a variety of creative strategies, which include face to face interviews, questionnaires, social networking opportunities and local media. The consultation has highlighted the need to prioritise the needs of children and young people.

'Cultural Codebreakers'

A concept identified to encourage young people and adults to become actively engaged in researching and investigating their own communities, towns and cities. To date there have been 1,000 Cultural Codebreakers recruited to register, research and report on their findings about the cultural provision of the City with recommendations about how to establish and encourage an even more culturally vibrant environment.

Creative Exchange for Artists, Arts Organisations Cultural providers

Approximately 600 artists and arts organisations have been engaged in meaningful dialogue about the benefits of the bid and more importantly, have built artistic networks through which to develop ideas. This is part of an evolving cultural infrastructure, one that is sustainable and legacy building in the lead up to 2013 and beyond. We have facilitated discussion and action at local and regional levels, including cross border initiatives hosted in Donegal and across NI. Our ever growing international communities are connecting groups who for many years have not had voices or opportunities to be heard, or connected to before. The establishment of the Cultural Partnership Forum provides a local arts infrastructure for well established cultural centres of artistic provision in



visitors will benefit my business. It makes the significant investment we have recently made worthwhile.

Derry~Londonderry. Ongoing connections with Donegal Cultural Forum representing major cultural providers in Donegal and the northwest region provide a unique collective operating across the island, enriching the scope of cultural provision in this region.

We have also been informed by the outworking of the Citiscope Survey on the issues the City faces in terms of regeneration of particular relevance to the bid process, which has enabled us to set meaningful targets for action.

In moving forward with our stakeholder engagement, we wish to create spaces for dialogue that are appropriate, accessible and attractive. We have developed a framework which seeks to raise awareness, generate ideas, provide ownership and build participation, audiences and volunteers. We will use multiple forms of communication including a two hour slot on our local community radio station. We will record our cultural activities on our dedicated website www.cityofculture2013.com and iPhone application for people to download.

Key Table 7: Proposed Engagement Process for Programme Development

Group Type	Size of Grouping	Method of Engagement
All of our communities with a particular emphasis on disadvantaged local communities from the top 20% most deprived areas in the City	3,000 individuals recruited as cultural codebreakers	In partnership with the Neighbourhood Partnership Boards, NWCN and Rural Area Partnership by way of information sessions/workshops, focus groups and hosting of stands in community facilities
	1,000 residents involved in the E-Residents Platform	Engagement with sectoral specific groups e.g. Disability Action, Derry City Council Equality Forum, The Junction, SEED's Multi Cultural Forum, Foyle Friend, by way of information sessions/workshops, focus groups and hosting of stands in community facilities
		Formation of an E-Residents Platform which will provide sound bites on proposed programming
		Media and social networking platforms.
Cultural Organisations and Individual Artists (local, regional, national and international)	40 local and regional Cultural Organisations	In Partnership with the local Cultural Partnership Forum, ACNI, FLGA, Donegal County Council, Donegal Cultural Forum, Audience NI and Craft NI
	500 individual artists	
Children, Young People and Older People	2,000 children and young people	In partnership with the local schools, WELB, youth based organisations, the Children and Young People Sectoral Working Group, Older Peoples Groups and NWCN
	1,000 older people	In partnership with organisations such as Destined a local organisation working with young people with mental disabilities and The NI Hub Project which is a new 'one stop shop' for all matters concerning young people with disabilities and inclusive youth work in NI and local support organisation
Intercultural Communities	30 organisations involved in community development crossing the Section 75 groups	In partnership with Derry City Council's Equality Forum and SEEDS Multi-Cultural Forum by way of information sessions/workshops, focus groups and hosting of stands in community facilities
		Media and social networking platforms
Cultural Champions	Feargal Sharkey, Ken Robinson, Seamus Heaney, Bronagh Gallagher, Sinclair Stockman and others	Through the Cultural Pyramid Model to bring international expertise, networks and artists to contribute to the Cultural Programme
Volunteers	Arriving in their hundreds at the Derry~Londonderry bid office, asking to support via email and online forms	In partnership with Voluntary Arts Ireland, Up For Arts and Volunteer Now we are committed to being inclusive and connecting with regional and local networks. We will develop a volunteer strategy to build on the existing 3,000 volunteers in the City, seeking to double this number by 2013

J. Risk and Contingency



We will utilise the Office of Government Commerce best practice methodologies of Managing Successful Programmes (MSP) and the Management of Risk (MoR) for our Cultural Programme day to day management and review.

We already use these methodologies as part of our social, economic and physical regeneration Programme Management for the City and region. The Programme Management Board meets on a quarterly basis to review all projects underway in the City, examines blockages and synergies between them and attempts to resolve any issues so as to assure a shared future for the City. The Regeneration Plan to be completed in the near future has also embedded these best practice methodologies at its heart.

In Section G – Management of UK CoC we outlined the structure of the Culture Company, and that it would make use of a shared services model. It was indicated that one of these shared services would be the provision of Programme and Risk Management skills to the Culture Company by ILEX.

The Culture Company will use these same best practice methodologies in order to enable delivery of the strategic outcomes and step changes, through the governance of a portfolio of integrated programmes and events in the Cultural Programme. This will involve:

- managing the programme on a day to day basis;
- defining a clear approach and structures for control;
- extending communications to all stakeholders;
- delivering the required benefits and value;
- managing scarce and critical financial, human and other resources;
- managing risk; and

- providing the inspiration, direction, and commitment to achieve the Cultural Programme for UK CoC in the lead up to, and during, the year of Joyous Celebration and Purposeful Inquiry.

Overall our approach is one that is risk averse and in order to ensure this we are going to:

- be realistic when assessing risk;
- work to identify risks and issues at an early stage;
- document each risk and clearly assess:
 - › proximity – when is risk likely to take place. For example a risk may not happen until the event delivery stage whereas some risks may arise during the design and development stage.
 - › likelihood – when a risk is in proximity how likely is it to happen.
 - › impact – if the risk happened what would the impact be.
 - › owner – who should be primarily responsible for the risk.
 - › mitigation – what actions are or will be undertaken to reduce the likelihood or impact of the risk and who is responsible.
- review each risk on a weekly basis at a meeting led by the Culture Company Director and the team or as and when they arise;
- use a weighting system to flag the risks which are in close proximity, most likely to happen and have the highest impact reporting monthly to the Culture Company Board.

In partnership with Oxford Economics we have put together an economic and equality impact model which is central to our UK CoC programme and we will have a real time monitoring framework to allow assessment of ongoing events as to ensure the Cultural Programme remains on track to deliver the step changes we believe to be achievable. Our funding approach is to have a database of funding

and sponsorship prospects which will also allow us to track and flag up risks with funding.

We have also ensured that an amount of contingency will be built into each part of our programme spanning all costs: management and administration; funding; the Cultural Programme for 2013; and our audience engagement and marketing.

For our Cultural Programme we will seek to ensure there is a 20% contingency built into our funding package. This will ensure that the programme can be delivered even if we fail to achieve our 100% funding target but more importantly it allows us the opportunity to scale the programme up should we be successful in achieving a greater amount.

For all other aspects of our programme we have added a 10% contingency which is common for the construction industry and relevant for the purposes of venue construction or enhancement. It will also be relevant to the management and administration costs where we may need to scale the company accordingly.

The biggest risk we can take is not to bid. The prize of UK CoC designation brings with it, as it already has, huge tangible and intangible benefits, not least in terms of raising local confidence and self belief and encouraging connectivity, collaboration and an outward facing focus. However, we are not naive and we realise that there are a number of key risks for which we must prepare mitigating measures.

In the lead up to the bid presentation in June we will seek to reduce the risks around our lead funding source by advancing discussions with Derry City Council to underwrite the do-minimum option as set out in Key Table 6A, once the requirements for this have been outlined by the Department for Culture Media and Sport.

A key milestone regarding the risk of agreeing our Cultural Programme is November 2011, at that point we will seek to finalise and sign off our Programme of events for 2013. We will have secured our key sponsors to underpin the main elements of our programme which are scheduled throughout 2013. Indeed we will have secured a considerable percentage of the overall funding for the Cultural Programme. This will be done

by ensuring that the associated funding packages and sponsorship from public and private sector and other sources for our ten main element programmes and events is rated no higher than low risk. For the remaining part of the funding and sponsorship we will ensure that none is rated higher than medium risk.

At this point the Culture Company can state with confidence that Cultural Programme for 2013 is agreed and the ten key element programmes and events have secured funding and sponsorship.

Scaling the Programme down

Funding assumptions for the 'Scaled Down' scenario are as follows:

- Local authority funding is the core funding for this UK City of Culture Bid. As such, Derry City Council's Chief Executive has sought approval for and ring fenced the funding. Given that this funding has the support of Council we firmly believe that the sum committed will neither reduce, nor is there capacity to increase the sum beyond the agreed level of funding.
- In a 'Scaled Down' scenario other public funding may reduce.
- Private sponsorship is assumed to reduce in a scaled down scenario. Given the support we have achieved to date in arriving at the £1.4m of private sponsorship stated in Key Table 6 we believe that £1.6m is the absolute minimum that will be raised for the Bid from the private sector.
- Ticket Sales are assumed to reduce in the 'Scaled Down' scenario in line with the lower level of programming that would occur under this scenario.

Our funding package is based on best practice and features a tiered approach to attract differing levels of private, public sector and other investment. We are developing a well defined sponsorship package to ensure the consistency of our proposition to corporates and have developed a structure that will ensure that fund raising and administration are appropriately governed.

Ongoing through the period from now to November 2011 we will be working to secure key sponsors for the Cultural programme, discussions which are already underway. We have provided figures outlining the level of interest in funding from private sector, public sector

and others. These show that key partners, namely DCC and Ilex are committed to securing funding and an indication of the amounts.

A key part of the performance management arrangements established for the Culture Company would be for a monthly report to be prepared by the Director and their team which would include a section on funding and sponsorship secured. This would be rated by risk much as we have used a Red, Green, Amber approach in Key Table 6.

The main funding risk is that we don't secure enough funding to meet all of our programming plans and as a consequence have to downscale or reduce the number of events.

There would be several aspects to scaling the programme down:

- assessing the impact to the overall Cultural Programme. This exercise would have to consider the following effects;
 - › on audiences locally, regionally, nationally and internationally
 - › to capital spend on for example construction jobs
 - › on event spend and thereby event-related direct logistics employment;
 - › on visitor numbers
 - › on tourist nights and spend
 - › to the legacy impact of the Programme. Particularly forecast expansion of creative industries & cultural employment.
- impacts on venues;
- impacts on the structure and size of Culture Company; and
- impacts on the level of marketing and audience engagement.

Our Citiscope model developed by Oxford Economics would allow us to consider many of the above quantitative effects of the Programme. With a reduction on funding we would consider primarily cutting funding for individual programmes and events which generate the least economic and social impact per £ of funding and have less indirect impacts on the success of other events and capital investments.

If the Cultural Programme is being scaled down, it would be important this message is conveyed to delivery partners such as those involved in: accommodation development, to avoid over building of hotels; the airports, for flight planning; and employment workspaces for creative & culture sector post 2013.

We are mitigating this risk through planning to raise a funding contingency of 20% and are confident that the total amount of funding required will be raised given the uniqueness of this opportunity to NI. The fund raising team have assessed the risks known at this time and have outlined plans to mitigate the key risks. For example, as part of our funding negotiations, we are seeking agreement on funding flexibility to cover the case where events may straddle financial years to ensure that, particularly for the public sector, funds are available if a planned event is rescheduled by two weeks from mid March to early April pushing the funding requirement into the next financial year.

Scaling the Programme up

Funding assumptions for the 'Scaled Up' scenario are:

- Local authority funding remains constant.
- Other Public funding increases recognising the significant number of public sector organisations locally and nationally with whom we have not yet engaged for support with our bid.
- Private sponsorship increases to over twice the level of our current indicative commitments. This assumption is built on the significant number of target companies that the funding team has yet to engage with.
- Ticket sales are assumed to increase with the additional programming under the 'Scaled Up' scenario mindful that event accessibility must be preserved for all sections of the programme audience.

The current programme we have developed represents a draft of the potential Cultural Programming UK CoC 2013. We believe that the current programme of circa 40 events can be extended by at least an additional 20% to allow additional and expanded programming to be undertaken and we welcome the opportunity to expand the scope of the Cultural Programme and its economic and social impacts. It would also enable the lasting legacy impact to be increased.



There would be several aspects to scaling the programme up:

- assessing the positive impact to the overall Cultural Programme.
- having sufficient supply capacity and communicating new demand needs to our delivery partners (i.e. the reverse of our scaling down issues) to ensure there is the accommodation, hotels, air routes, employment workspaces industries post 2013.
- increased venue availability;
- need to scale up the Culture Company to handle the expanded Cultural Programme;
- need to scale up the marketing and audience engagement model to attract more visitors.

It will be possible in 2012 and 2014 to run the Citiscope model to update and assess likely increased multiplier effects and other important implications, such as accommodation demand, traffic flows including by air, environmental footprint, supply chain or knock on effects. The Citiscope model will also flag warnings of impending pressures and also allow feedback into the process - for example flagging leakages out of the economy that could be addressed, traffic concerns that might require hastening of other developments, or possibly construction workforce shortages. This type of real time evaluation not only allows the impacts

to be gauged and early warnings of potential issues considered, but it also allows monitoring of the UK CoC process to be carried out as a live tracking process.

In terms of venue availability we have a capacity of flexible impromptu spaces such as vacant factory lots which could be reconfigured. Indeed one of these such spaces has the capacity for 20,000 people standing. We are also looking at opportunities for lease of temporary facilities from London 2012 for the year 2013.

The restrictions on scaling up would relate to the timing of the increased funding being made available, and the ability if required to create new venues as outlined above and have them licensed in time for their usage. For added programmes and events there would also be the need to attract performers at shorter notice than they would normally expect. Our priority with increased funding would be to consider primarily adding individual programmes and events which generate the greatest economic and social impact per £ of funding.

We are currently examining the possibility of adding venue space contingencies into the funding packages so that we have the increased space to achieve the scope of Cultural Programme in the event we achieve 100% of our funding target (i.e. the additional 20% contingency).

Key Table 8: Risk Assessment

Nature of the Risk you have identified	Likelihood – Scale from 1 to 5	Impact - Scale from 1 to 5	Proposed Mitigation
Failure to secure required funding to deliver its programme	2	5	<ul style="list-style-type: none"> • The level of funding targeted - Our funding target exceeds the cost that we expect to incur. This provides us with a contingency in the event where a funder or number of funders were unable to deliver on their financial contributions to the programme • Matching secured funding to the most those events with the greatest impact – The funding programme is tiered in terms of the certainty of deliverability of funds. Similarly, our event programme is tiered in terms of the importance and impact of the events to the UK CoC year in 2013. We will ensure that the most secure funds are allocated firstly to our ten main programme elements and then to the events with the greatest social and economic impact so that if, in a set of unforeseen circumstances not covered by the contingency, funding is insufficient to deliver all of our event programme the main events would be protected • Funding milestones – Our programme is designed to ensure that funding inflows occur well in advance of the expected outlays for events and programming. This feature of our process provides us with time to find an alternative funder in the event where funding was not secured for a particular event • Contingency – We have applied a contingency of 20% to each level of our programming

<p>Inadequate management and governance of the programme</p>	<p>1</p>	<p>4</p>	<ul style="list-style-type: none"> • Defined company structure - Establish a company limited by guarantee with a core set of roles which can be expanded to provide more capacity if needed, especially in the six-nine months in the lead in to 2013 • Defined roles and responsibilities – Organisation structure, roles and responsibilities are clearly defined with clear reporting linkages to the key funding bodies. • Autonomy – The Culture Company will have the power to manage the funding and budget within best practice financial management procedures • Shared Services Support – Finance, human resources, legal services, programme and risk management from DCC, Ilex and SIB • Health and Safety preparation – Linking into emergency services to ensure appropriate statutory controls and licenses are in place as events are planned • Financial governance – The Culture Company Director will report to the Regeneration Strategy Board and will ensure the financial activities of the company are in order • Use of best practice methodologies – We will use OGC best practice methodologies and the experience of DCC and Ilex staff and Board members
<p>Poor quality artistic programme</p>	<p>1</p>	<p>5</p>	<ul style="list-style-type: none"> • Creative Experience – Primarily the Culture Company will be the artistic lead with experienced staff at each level. The Director will have experience of financial management, planning and delivery of events. Those involved in existing large events will also be part of the process to create the cultural programme for 2013 (e.g. Halloween, Jazz festival etc) • Single point of decision making – the Director primarily responsible for reconciling differences between artistic creativity and funding issues • Advisory groups – There are a range of advisory bodies outlined in the structure that will not be part of the Culture Company however they will contribute to the development of the programme. A single Cultural Partnership Forum has recently been established. The advisory group approach will ensure that whilst they provide their preferred and professional opinions, the Culture Company ultimately controls the overall programme • Agreed cultural programme - Programme will undergo consultation with cultural bodies in run up to 2013 and be agreed by November 2011 • Cultural Broker – The imminent appointment of a cultural broker provides a visible demonstration that we are committed to attracting the right people with the skills, experience and stature to the Culture Company
<p>Failure to engage local audiences / wider audiences</p>	<p>1</p>	<p>5</p>	<ul style="list-style-type: none"> • Multiple channel delivery – We propose to use digital technologies to engage public • Accessibility – There are a range of scaled events both free and chargeable which are situated in local neighbourhoods and throughout the City to enhance accessibility and usage • Our Diaspora – We believe that the scale of our Diaspora is incredible and will attract considerable interest in our Cultural Programme via Broadcast and other Digital Technologies • A year of homecoming – We are promoting 2013 as the year to come back to “The Town I Loved So Well” and visit the City and region



really transform this city in a way that is unimaginable and unachievable with any other activity.” Ciaran O’Neill,

Failure to secure the programme’s intended legacy	1	5	<ul style="list-style-type: none"> • UK CoC Designation – We believe as has happened with other Cities across the world and recently in Liverpool that a designation of UK CoC carries an inevitable pull to encourage investment, galvanise support and really make a series of transformational step changes. • Citiscope model and Citizen Survey – Our modelling tool developed by Oxford Economics in association with the local community through surveys is unique and is the most detailed ever undertaken in this City Council area. We believe that the model is an invaluable tool in order to allow us to track, measure and report on the intended and actual lasting legacy of the UK CoC 2013 programme • The Regeneration Plan – The Regeneration Plan forms a perfect match to UK CoC with both seeking to leave a social and economic impact. The process of benefits realisation is built into both to ensure that a lasting change is realised that both programmes align
Failure to ensure Public Safety at events	1	5	<ul style="list-style-type: none"> • Stakeholder buy-in – Health, Police, Fire & Rescue and other blue and green light emergency services, such a Port and Harbour Authority will be consulted throughout the process and a core service group formed chaired by DCC CEO
Failure to have sufficient venues if additional funding is achieved	2	2	<ul style="list-style-type: none"> • Construction underway – The Peace Bridge is currently being constructed and the Ebrington Parade Ground is due to commence shortly. This provides visible evidence that work has begun and there will be a step change in the availability of large Public Realm and performance space within their completion. These developments extend the City centre and double the current capacity along the River Foyle • Contingency venues – We will seek to develop several venues in the lead up to 2013 which can be used in the event that funding increases. This would involve carrying out minor works, consultation with neighbouring communities and ensuring licenses and necessary permissions were sought in advance to enable the venues to be used, events will also be held across NI to ensure the best location is utilised
Failure to attract headline performers	2	3	<ul style="list-style-type: none"> • Support – We have already received offers of support from several headline performers. We also believe that the stature of the UK CoC award will attract major acts and performers
Failure to gain political support	1	2	<ul style="list-style-type: none"> • Cross party support – We have outlined how the Chairperson for the Culture Company and the Director will liaise with political representatives • Support – We have already received offers of support from every political party in NI supporting Derry~Londonderry
Displacement of business within NI	2	3	<ul style="list-style-type: none"> • Local and Regional draw – We are liaising with each District Council to ensure that they host their own events during the UK CoC year in 2013 to ensure there is no displacement of business within the NI region. Indeed with visitors from outside NI travelling to airports and ports across the region we expect that there will be an associated increase in the economies of other Cities and parts of NI

K. Legacy



Our Lasting Legacy

The legacy of being City of Culture 2013 is life and place changing for Derry~Londonderry drawing us from a turbulent disputed past to a shared respectful future as a European City, which is child friendly and has greatly reduced its inequalities.

Ours is an iconic City with a rich and often turbulent historical past and a superb physical setting with vast potential for leisure and commercial development. Most importantly of all we are strong, friendly, resilient and ready to build a better community for all our citizens and welcome with pride, visitors from all over the globe. As a result of the bid we are already thinking and acting differently and creatively positioning our City in a different way. The catalytic impact of City of Culture candidature is already evidenced in the City with projects secured, investment announced, new conferences and events, new branding, improvements to Public Realm, increased presence digitally and a rising confidence and ambition in our community. A more proactive, creative and collaborative way of working is emerging between key arts & cultural organisations in the City and other partners throughout NI, UK, Ireland and the USA. Furthermore by maximising our Digital connectivity, we can reach our Diaspora and most importantly those who have not engaged to date with culture and have not wanted to.

The Cultural Impacts

- Regeneration Plan framework 2020
- Cultural Partnership Forum
- Centre of excellence in Arts and Creative Technologies (North West College and University of Ulster)
- Derry~Londonderry as UK Digital Champion
- Fort George and Ebrington £40m investment
- Grow Oakleaf Endowment Fund

- Increased audiences
- Wireless City
- Cultural Broker
- Quality Calendar of international events
- Cracking the Cultural Code programme
- 50,000 Cultural Codebreakers
- Cultural Champions

Culture is embedded in our Regeneration Strategy 2020 using the Arts to deliver our social and economic objectives. The cultural impact of our regeneration will be exemplified as international best practice and our appointment of a Cultural Broker will create the impetus to drive our agenda forward, enable us to mentor others and share our experience. The Regeneration Plan process will provide the framework to drive our plans forward to 2020 and has identified tourism, culture and the arts as a key driver for change in the City.

The opportunity that arose with the bid enabled us to seize the moment through the creation of the Cultural Partnership Forum. This in itself is part of the ongoing legacy to harness the assets of the City in terms of its artists and performers which, coupled with the wealth of venues and the physical setting, creates new exciting opportunities and spaces to deliver and develop our cultural product.

The legacy for this bid will be to ensure the sustainable future for our organisations and our venues through the development of new audiences, raising of the quality and standard of the arts practice in the City by introducing the best in the world to perform and practice here. This will be a lasting legacy of our Cultural Embassies programme to bring arts to people and neighbourhoods and to project the best of our arts to the World beyond. We will grow the levels and depth of participation in culture and arts practice through large scale initiatives such as the Children's Music Promise

and Disobey Gravity at local, UK and International level, and mainstream the practice thereafter. Through our Joyous Celebrations we will connect our communities and with Purposeful Inquiry reframe their reality.

As the **UK Digital champion for culture**, with sub second connectivity to any location in the world we have the hardware necessary to not only connect and consume culture but also the software in terms of the people to create content and show the world that being peripheral is an outdated concept. With Digital technologies and viral marketing, everywhere can be the centre of the world. It will allow us to maintain our established links with our many **Cultural Champions**, in particular those who have played a leading and key role, such as Feargal Sharkey in Music and Sir Ken Robinson in Unlocking Creativity, to continue to mentor and guide us on our cultural journey post 2013. We will plug into the opportunities that they create internationally for us to share our best practice with the best in the world.

UK CoC designation would help fast forward the investment required to deliver the development of new spaces, not least the flagship developments at **Ebrington** in the arts and cultural hub and **Fort George** for the creative knowledge hub.

Other projects including the restoration of the Guildhall, the Apprentice Boys Museum, Museum of Free Derry and St Columb's Hall will have been completed by 2013, ensuring that the **physical infrastructure** in the City is of the highest quality. The sustainability of excellent programming and the creative marketing of a unified and co-ordinated product including a new **international calendar of events**, will be the key to creatively connecting our communities within this City and attracting participants and visitors from elsewhere to come and share our celebrations on a long term ongoing permanent basis. We will reach diverse audiences locally and internationally in terms of gender, age, race and religion.

We will have addressed issues of fragmentation and duplication in the **organisation of arts** in the City. The Cultural Partnership Forum was an important first step in this process, where we have pulled all of the City's culture organisations together under a

single vision and programming structure to create a stronger, sustainable arts sector. It is also our intention through the development of **Cracking the Cultural Code** concept and the Cultural Codebreakers that we will create ongoing programming for broadcast and a gaming product globally, that in the longer term could produce receipts from intellectual property. The income generated would help build up the **Oakleaf Fund**, which currently exists but which we wish to grow as an endowment to help support and sustain artistic activity in the long-term. Furthermore it will engage communities across the UK in a growing appreciation of the cultural assets on their doorsteps and grow our volunteer base through our aim to recruit 50,000 Cultural Codebreakers.

“We will build a sustainable cultural environment thereby which will nourish and enhance a unique world class cultural experience.”

Economic Impacts

- 1,300 tourism jobs by 2013 and 2,800 jobs by 2020.
 - Increase in tourism in 2013 exceeding that of Liverpool.
 - Overnight visits doubled by 2020.
 - £98 million GVA 2020
 - 290,000 additional out of state tourist nights per year.
 - Reduce unemployment
 - Project Kelvin maximised
 - Expansion of the University
 - 25% growth in Creative Industries
-

The City region has a lot to gain and subsequently sustain, in terms of addressing the underperformance of our economy. UK CoC designation will give us a new opportunity to exploit existing assets but also to invest in infrastructure and skills to create an experience that is second to none. Our aspiration is to create a virtuous circle where we will reduce social costs through increased jobs, growing our economy, greater participation, wider audience development and the vital intangibles of improved confidence and well being.

One of our greatest challenges will be to change perceptions locally, nationally and internationally to achieve the NITB tourism objective of “confidently

moving on”. We can do this by creating positive visitor experiences, showcasing the best of our culture and by exploring and explaining the past. We will tell our story of how this place has had global impact by reconnecting with our 9 million strong North West Diaspora and building on the unique opportunity afforded by Project Kelvin.

To be an exemplar of culturally led regeneration we have built and developed a very sophisticated means of monitoring and evaluating all that we do. Our model is flexible, responsive and sensitive to change, particularly in monitoring the impact on those furthest from employment and in the most disadvantaged wards – we believe this is unique. This has been the holy grail of regeneration across the world in terms of how you positively create impacts that reach those furthest from economic activity and the most disadvantaged, showing that regeneration can, other than hoping that all boats rise with the tide, target the root cause of the problems that create the disadvantage to break the cycle.

We will measure the impact of the City of Culture designation and share its results. We will use existing Citiscope Citizen Survey which was completed in 2009 and which will be revisited during 2012 and 2014 to establish a robust up to date baseline for the City. It will include a bespoke section on Arts and Culture to facilitate a comparative analysis of citizens’ engagement with Arts and Culture. We will integrate within the existing Citiscope Oxford Econometric model measures relating to employment, unemployment activity/ inactivity based on tourism and arts

Working with the NI Statistics and Research Agency we will monitor and evaluate the overall regeneration of the City using the NI Longitudinal Study database which includes a sample comprising 28% of the population to quantify the step-change occurring within the City. We are appointing a Deputy Principal Statistician from the Northern Ireland Statistics and Research Agency to develop a custom-built live research resource ‘Citiscope North West’ based on all available data and research pertaining to Derry~Londonderry on which we will monitor and evaluate the impact of the Regeneration Plan and the City of Culture strategy.

Thereby we will drive an economic renaissance that transforms the prosperity levels of our City and wider region.

Social Impacts

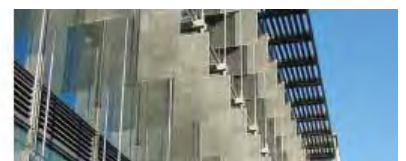
- Reduce the 27% of people with no qualifications
 - Recruit 2013 youth ambassadors
 - Community Volunteers
 - Improvement in perceptions of the City by 40% during 2013
 - Free Wireless access to 20% of deprived neighbourhoods
 - Increase self esteem
 - Econometric model
-

The economic, physical and social transformation of the City is already underway. Our inclusive approach through the economy and equality approach is ground breaking. It is about building bridges and connecting people in new conversations around the imperative of sustainable, equitable economic and social renewal, making best use of our physical assets to deliver a City and a people that make their own way in life and contribute to a more peaceful and prosperous NI, Ireland and UK.

We have mainstreamed equality, embedding Equality Impact Assessment thinking into our work from the very start. This is ensuring that people at the margins are involved in planning our Regeneration Process which will provide tangible benefits for them and for the rest of our community.

We have enrolled over 1,000 people from across the City in this transforming regenerative process to determine their future over the next decade. We have used a range of tools and techniques to create a space where the issues, needs, challenges and inequalities faced by our people can be aired, and where the possibilities open to us can be envisioned. It is a truly engaging experience for all those involved.

Our Cultural Programmes have already been recognised internationally for their best practice in how to use the arts as a tool of socialisation and reconciliation in our communities. By being internationally recognised as a



sustainability pioneer and because of our economic, physical and social renewal, propelled by culture and sustainability, we will have created opportunity, a new dynamism in the community, and exemplar ways of generating energy and reducing waste (in energy and consumption). We will devise ways that bind communities in improving their mutual care and compassion, making the future work out of both the past and the present. Our aim is to be known as the first truly regenerating City through sustainability enterprise in which culture has a key role to play, for example through our Oak Planting and Play programmes.

We will create **jobs**; 2,800 by 2020 but most importantly provide the opportunities and develop the skills and the access infrastructure for people to get those jobs. We will engage in **learning** through culture, addressing also fundamentals of literacy and numeracy through programmes such as Wordart. We will have a **Healthier City** where participation in our programmes such as Sports Fusion will lead to our growth in self confidence, tolerance and collaboration. Our communities will have an increased sense of cultural pride and community cohesion.

For us in the City, culture is very much driven by connectivity and creativity and the imagination of individuals and communities. Their inventiveness and resourcefulness has created a platform from which we can build a superb programme of events and activities in the year 2013 and beyond. Our concept of culture embraces rather than excludes, recognises difference and the respect it deserves and reaches out to everyone in our community by creating opportunities to bring people into the wider cultural debate and to continue that debate and share it with the wider world.

We know our City is bursting with **talent** which has now been identified during our bid with spontaneous performances on the streets, in shopping centres, schools and Feis, just look at some of the samples on our Facebook wall. We will unleash this talent and support and nurture it through programmes such as **Unlocking Creativity**, the Children’s Music Promise and Garage Band. We will create the stage and onto that stage our Cultural Champions will return to encourage our prodigies, to develop their talents and apply them to present us with a truly creative and connected place so

we maximise opportunities which will be global. We will create a region wide virtual digital venue which is never sold out and is always inclusive to give everyone the potential to actively participate as well as spectate. We will have reached a 100% of the people in our City by bringing culture to them from communities, their City and from around the world. Subsequently they and the many new visitors to our shores become new audiences who want to be a part of the cultural dynamic we will have created.

Thereby we will deliver a step change in equality good relations and social cohesion through culturally - led regeneration.

We will also unleash talent to build a proud, ambitious, creative, connected community.

A New Story...

We will tell the world our new story. We recognise the multiple narratives we need to tell the new story. We recognise that our cultural and political traditions sometimes approach from the past with divergent concepts and that the truth itself is lost in translation. The “sum of these unreliable parts” leaves us with the consequences of prejudicial thinking. However, we are defining a new narrative that through Purposeful Inquiry will allow alternative views and ideas to be absorbed and a recognition that no single narrative exists. UK CoC gives us the platform and tools for discussion and engagement. Enjoyment leads to comprehension and acceptance and enables us to see ourselves and others in a new light. It restores hope and builds trust through a transformative, creative, exciting and daring process which is leading us towards a shared destiny.

Our story is fascinating, authentic and universal and needs to be told. With UK CoC designation we can create a new story in our community and bring it to the international stage by reinventing and re-telling what has been and what will and can be. We will create new audiences, from these at the margins locally through to our Diaspora building on the community spirit within our neighbourhoods and the warmth of our welcome. Our school children, tourism and journalism students at NWRC and the UU, have acted as Cultural Codebreakers for the development of this bid and it is their story that we will narrate as the Digital Cultural

the UK City of Culture 2013 will be the catalyst to help make that happen..." Liam Neeson, Actor

Champion for the UK. They will show the transformative power of culture and the City's reinvention of itself to become a leading centre for curiosity and imagination, inquiry and interpretation. By sharing our music, our poetry, our literature, our art work, our crafts, our tales and dreams Derry~Londonderry can act uniquely as a beacon of hope through our cultural programming as an international centre for **study of culture and**

peace. These are high ambitions, but in truth they are eminently realisable. We can and will create links with communities, schools, groups across the world to share our culture, our treasures and establish them by interacting with the culture of others, especially those who may see no way out of the impasse they find themselves in.



Just Say Yes!

www.cityofculture2013.com



“...This would be a wonderful example to Ireland, Europe and the World. The good effects of it would eventually be felt

Key Table 9: Securing the Legacy

Key Element of Legacy in your Bid	How this will be secured by the activities associated with UK CoC up to and including 2013	How this will be maintained post-2013 (including any ongoing funding required, management, infrastructure)
Our culturally led Regeneration Plan will be internationally renowned	<ul style="list-style-type: none"> Our econometric model – baseline updated in 2012 - will enable us to measure in detail the impact up to and including 2013 where UK CoC designation will give us a national platform to disseminate the lessons Culturally led Regeneration and Investment Plan will be complete in autumn 2010 with implementation fast-forwarded by City of Culture designation Appointment of Culture Broker 2010 to develop Ebrington and deliver the City of Culture programme Peace Bridge community opening event Parade Ground Public Realm opening and associated events National Archives Development 2012 – Diaspora Dialogue Securing of finance for Gallery for the Visual Arts 2013 e.g. Interface Biennale 2013 Application for World Heritage Status for our City Walls – enhanced by designation Riverside Masterplan – International Maritime Event 	<ul style="list-style-type: none"> Citioscope Survey undertaken again in 2014 and actioned accordingly Ongoing implementation of Regeneration and Investment Plan to 2020 with resources levered from UK CoC designation Peace Bridge adopted by Department for Regional Development; Parade Ground sustained through an ongoing programme of events Ongoing funding from Derry City Council Museum Service for extension to the National Archive Maritime Museum 2013 Riverside Masterplan commenced with DCC and other partners
Our flagship cultural hub development at Ebrington and other projects will be transformational.	<ul style="list-style-type: none"> Capitalisation of Project Kelvin and construction of Knowledge Hub at Fort George Ongoing Implementation of Digital Derry Strategy 2010 - 2015 Wireless City extended to 20% of the most deprived communities 	<ul style="list-style-type: none"> Management Board in place on completion of construction of Knowledge Hub Centre for Arts Practice & Creative Technology with UU and NW College
Our status as the Digital Cultural Champion will be global in reach	<ul style="list-style-type: none"> The development of the commercial potential of the Cracking the Code concept to ensure the sustainability of our cultural sector The Cultural events programme experienced through Celebration and Inquiry The recruitment of the first 50,000 Cultural Codebreakers Continuing recruitment of Cultural Champions The identification of artists and negotiation of government support to establish the year long residencies including Ebrington – Creative Connections Programme Diaspora Dialogue Campaign to tap into the 9 million North West contacts across the world both virtually and to visit us in 2013 	<ul style="list-style-type: none"> Receipt of royalties from Cracking the Code to build the Oak Leaf Endowment Fund for the Arts Ongoing internationally recognised events calendar Ongoing recruitment of Cultural Codebreakers Ongoing support and maintenance of links with Cultural Champion network To establish permanent presence of international artists in the City with British Council The maintenance of our Diaspora audience through our tourism and cultural marketing by DCCI
Cracking the Cultural Code programme will creatively connect communities around the UK.	<ul style="list-style-type: none"> 1,300 jobs by 2013 and 290K additional out-of-state tourist nights per year and growing the creative industries – Digital Dialogue programme and events Growing creative industries and improving levels of literacy and numeracy (Wordart) 	<ul style="list-style-type: none"> 2,800 jobs and overnight visits doubled by 2020 by full implementation of the culturally led Regeneration Plan – Ilex, Derry City Council and other partners DEL to continue Wordart legacy
Our creative network of Cultural Champions embassies and our Diaspora will ensure our continuing connectivity with best cultural practice across the world.	<ul style="list-style-type: none"> We will use the culture programme and our 4 components to drive transformational change through culture: Bid for European City of Youth 	<ul style="list-style-type: none"> We will mentor and share our experience of best practice and cultural transformation – culture company University of Ulster Enhanced status of child friendly city with UNICEF
We will drive an economic renaissance that raises the level of prosperity in our city and region.		
We will be a centre of excellence for the study of culture and peace.		

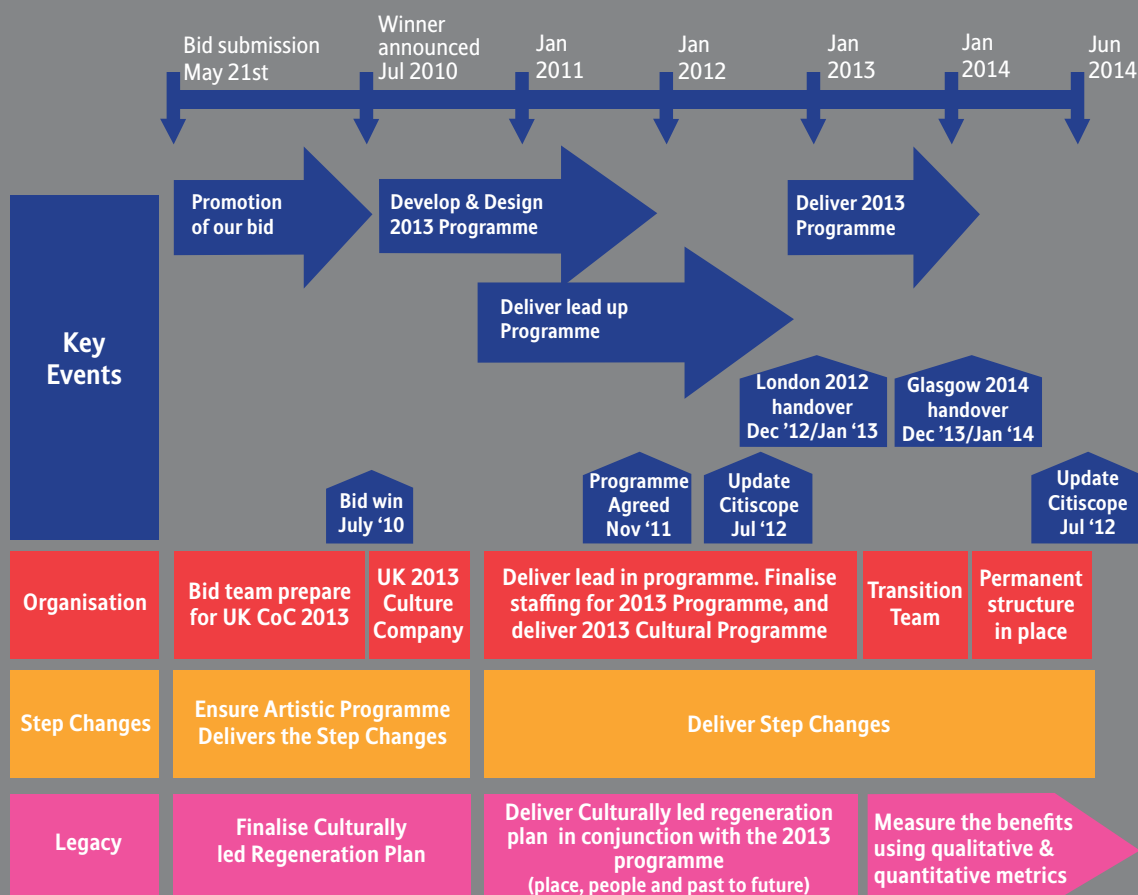
L. Milestones



We outlined in Section J – Risks and Contingency, that our Cultural Programme will utilise the OGC best practice methodologies of Managing Successful Programmes (MSP) and the Management of Risk (MoR) for our Cultural Programme management. Our draft Cultural Programme is in fact a portfolio of Programmes and Events. For example, the Sons and Daughters event is a signature event to be held in January 2013 and the Interface Biennale 2013 is a year long programme of events with key performances at particular times throughout the year.

In the diagram below we have provided a high level overview of the Programme Plan split into several key streams: **Key events** – This covers the key events happening in the lead up to 2013 and outlines the bid win, lead up Cultural Programme and the design and development of the agreed Cultural Programme

for 2013 by our milestone of November 2011. It also outlines the handing over of the cultural baton from London 2012 to Derry~Londonderry and then on to Glasgow for the Commonwealth Games in 2014; **Organisation** - Shows the establishment of our Culture Company and its development towards 2013 and also the transition to the City Council of key functions and staff towards the end of 2013 and into 2014; **Step Changes** – Using our unique Citiscope model and evaluation by professionals we will assess our 2013 Cultural Programme to ensure it will deliver an amazing and accessible range of events which attract local, regional, national and international appeal and deliver our step changes; **Legacy** – Shows how our regeneration plan forms the perfect match with the Culture Programme in 2013 to leave a lasting legacy that will be measured from mid 2013 onwards.



the shadows of the recent past and is undergoing a renaissance and, for a city of its size, it has an

Key Table 10: Milestones up to 2013

Period	Management and Administration	Funding	Programme Development	Audience Engagement and Marketing
August 2010	Continuation of UK CoC Steering Group. Establish the Culture Company Review staffing requirements	Development of the Sponsorship Package Immediate follow up of commitments received to date Development of event application process	Stakeholder engagement as outlined in Section I	Implementation of Phase I of Marketing Campaign. Ongoing implementation of Cultural Olympiad projects Launch Culture Investigators programme
September 2010	Completion of Business Plan Phase 1 Recruitment of Staff Commence Recruitment of Chairperson Implementation of Service Level Agreement with DCC	Submission of Funding applications Private Sector engagement forum Appoint fund raising champions	Formation of Cultural Pyramid Model	City Brand Campaign launched New Marketing material designed
October 2010	Finalisation of governance structure and processes for new Board	Sponsorship dinner with the Launch of Sponsorship Programme	Ongoing engagement as defined in Section I	Launch of Sponsorship Programme Diaspora online event
November 2010	Establishment of Cultural Board and Appointment of Chairperson Appointment of initial Staff	Ongoing negotiations with corporate, public and non government funding sources Fund raising events	Ambassador Programme developed	Initial discussions into Cultural Codebreakers Game
December 2010	Formation of Countdown Team Standing down of UK CoC Steering Group AGM of Culture Company	50% of funding secured for Cultural Programme Venues agreed and build or enhancement underway	Cultural Event announcing key findings from stakeholder engagement and next steps	Opening of the Peace Bridge Launch Ambassador Programme Ebrington Parade Ground Programme Launch
January 2011	Begin performance reporting on monthly basis	Event application process and fast track process agreed	Call for Project/ Programmes for Tiers 2 and 3	Cultural Codebreaker number 10,000 Launch Launch event and application process
February 2011	Phase 2 Recruitment of Staff Performance report to Board	Draft legacy funding proposal for Oakleaf etc.	Secure contract for broadcasting from Ebrington	Launch of UK campaign – Cultural experience
March 2011	Programme and Risk Management System in place Performance report to Board	Private Sector engagement forum	Commencement on the delivery of Lead in programmes	Launch UK CoC 2013 brand associated events campaign
April 2011	Performance report to Board	Complete review of all funding and sponsorship to date	Ongoing engagement through media and social networking	Community and other partnerships event
May 2011	Performance report to Board	Agreed legacy funding proposal for Oakleaf etc.	Secure main event performers	Ambassador Programme Event
Jun 2011	Design of long term Monitoring and evaluation systems Performance report to Board	80% of funding secured for Cultural Programme	Digital Dialogue Conference to launch the global connectivity of the City	Cultural Codebreaker number 20,000 Launch

extraordinary array of arts facilities...” Gabriel Byrne, Actor “...No city deserves it more...and for Derry to be

July 2011	Review of Service Level Agreement with DCC Performance report to Board	20% legacy funding secured	Negotiation and completion of delivery contracts	Diaspora online event
August 2011	Performance report to Board	Secured Fort George knowledge hub funding	Live televised concert from Ebrington	Launch internet TV channel
September 2011	Performance report to Board	Private Sector engagement forum	Review Programme and scale up/down dependent on funding	London Campaign event
October 2011	Performance report to Board	5 additional Hotels build started	Secure main event performers	Diaspora Campaign – The Town I Loved So Well
November 2011	Review staffing in light of final Cultural Programme Performance report to Board	Announcement of key sponsors	Final agreed Cultural Programme for 2013	Launch the Cultural Programme to the World
December 2011	AGM of Cultural Company Performance report to Board	40% legacy funding secured	Begin drafting post 2013 Programme	Launch Cultural Codebreakers box game and online version
January 2012	Implementation of Monitoring and Evaluation Systems Performance report to Board	Knowledge Hub planning application submitted	Ongoing engagement through media and social networking	UK/ROI Campaign Event
February 2012	Develop transition plan for key roles to Derry City Council Performance report to Board	Announcement of secondary sponsors	Review Programme and scale up/down dependent on funding	Cultural Codebreaker number 30,000 Launch
March 2012	Performance report to Board	60% legacy funding secured	Programme update	Diaspora online event
April 2012	Performance report to Board	Complete review all funding and sponsorship to date	Post 2013 Programme draft 2	Ambassador Programme Event
May 2012	Performance report to Board	70% legacy funding secured	Cultural Olympiad Events	Ambassador Programme Event
Jun 2012	Performance report to Board	Private Sector engagement forum	Olympic Relay Torch Event	Homecoming Maritime Event
July 2012	Review of Service Level Agreement with DCC Performance report to Board	100% of funding secured for Cultural Programme with contingencies in place	Secure additional or reduce main event performers based on funding	Update Citiscope Citizen Survey
August 2012	Begin transition of key staff to City Council Performance report to Board	80% legacy funding secured	Secure additional or reduce main event performers based on funding	Cultural Codebreaker number 40,000 Launch
September 2012	Performance report to Board	Complete review all funding and sponsorship to date	Conference on the Creative School	Community and other partnerships event
October 2012	Performance report to Board	Release funding for community events	Conference on the Creative School	We are Ready Campaign
November 2012	Review staffing in light of final Cultural Programme Performance report to Board	5 Additional hotels complete Venues ready	Review Programme and scale up/down	Cultural Codebreaker number 50,000 launch
December 2012	AGM of Cultural Company Performance report to Board	Final review all funding and sponsorship to date, monitor as 2013 launches Continue in securing legacy funding to 100%	Joint events with London 2012 closure and Derry~Londonderry Post 2013 Programme Finalised	Diaspora online event Ambassador Programme Event



Appendix A: Draft Proposed Programme

Key Table 11: Summary of Draft Artistic Programme Leading up to 2013

Key to Components: ■ Unlocking Creativity ■ Creating a New Story ■ Digital Dialogue ■ Creative Connections

Name of event	Type of Event	When delivered	Where delivered	Cost of delivery estimate	Expected Audience Numbers	Reach of Activity Estimate			Free / Charged Activity	Significance to Programme (leading /
						Local	Regional	National / International		
Tonnes	Enhanced existing event. A participatory Public Art project	2010 -2013	Communities connected by the River Foyle basin	£1.2m	30,000 over the year	21,000	7,200	1,800	Free	Leading - Good Relations
Bloody Sunday Weekend	Enhanced existing event. Commemorative with workshops and debates	Annual event in January-March	City Centre	£10,000	15,000	9,000	4,500	1,500	Free	Supporting – Good Relations
Féis Doire Colmcille	Enhanced existing event. Irish cultural traditions competition e.g. poetry, verse, storytelling	Annual event in March	City Centre	£30,000	15,000	7,500	4,500	3,000	Charged	Supporting – Artistic Excellence
Void Celebration Programme	Contemporary Visual Art exhibitions (Deller, Jankowski, Shaw, Collinshaw)	May- December 2010	Void Gallery	£50,000	2,000 over 8 months	1,400	480	120	Free	Supporting – Artistic Excellence
Jazz Festival	Existing enhanced event. Musical performance	Annual event in May	80 venues around the City	£200,000	42,000 over 4 days	26,000	12,200	3,800	Free/ Charged	Leading – Artistic Excellence
Noose or Necklace	Enhanced existing event. Outdoor Cultural / Historical Animation	One off event August - October 2010	Around Historic City walls	£90,000	10,000 over 3 months	7,300	2,700	0	Free	Supporting – Good Relations
All the Walls a Stage	Enhanced existing event. Cultural Animation	Annual event June – August	Around Historic City walls	£130,000	90,000 over 3 months	63,000	21,600	5,400	Free	Supporting –Tourism Development
Opening of the Peace Bridge	Outdoor community celebration	One off event in 2011	River Foyle and adjacent Public Realm	£150,000	30,000 over 7 days	21,000	7,200	1,800	Free	Leading –Good Relations
St. Patricks Day Carnival	Enhanced existing event. Multi-cultural Carnival	Annual event in March	City Centre	£150,000	40,000 over 1 day	28,000	9,600	2,400	Free	Supporting –Community Cohesion
Mute Meadow & Ebrington Arts & Culture Cluster	Largest Public Art Commissioned N.I. and Events Programme for Ebrington	Opening in May 2011 and continuing thereafter	Ebrington	£200,000	150,000 Each year after opening	105,000	36,000	9,000	Free	Leading – Artistic Excellence

Available Resources Exhibition	Contemporary Visual Art	One off event in June 2011	Citywide	£100,000	15,000 over 1 month	10,500	3,600	900	Free	Supporting – Artistic Excellence
Earl Bishop Hervey	Major New Theatre Commission	One off event in October 2011	Touring production Ireland & UK	£100,000	5,000 over 1 month	3,500	1,200	300	Charged	Supporting – Artistic Excellence
City of Song Festival	Enhanced existing event. Celebrates the City's musical reputation	Annual event in September	Various venues around the City Centre	£60,000	12,000 over one month	8,400	2,880	720	Free / Charged	Supporting – Artistic Excellence
Hallow'een Carnival	Enhanced existing event. Carnival on the Foyle	Annual event in October	Citywide	£150,000	40,000 over 1 day	28,000	9,600	2,400	Free	Supporting – Community Cohesion
In To Contact	Dance/Sport delivered by Echo Echo Dance Theatre Company	One off event in 2012	Citywide	£100,000	10,000 over 1 week	7,300	2,700	0	Free	Supporting – Community Cohesion
Nest N.I. Legacy Event	Participatory Public Art Project and music event	One off event in August 2012	Ebrington	£100,000	30,000 over 1 month	21,900	8,100	0	Free	Leading – Community Cohesion
Olympic Flame Relay	Outdoor Cultural Olympiad celebration	One off event in June 2012	City Wide	£75,000	50,000 over 1 day	35,000	12,000	3,000	Free	Leading – Community Cohesion
Maritime Programme	Maritime Event	One off event in June 2012	River Front	£1.9m	110,000 over ten days	77,000	26,400	6,600	Free	Leading – Tourism Development
Children's Art Festival	Enhanced existing event. Visual Art, Theatre, Dance & Music	Annual event in June	The Playhouse	£30,000	5,000 over 1 month	4,000	1,000	0	Free / Charged	Supporting – Skills Development
Earheart Festival	Enhanced existing event. Community Festival	Annual event in August	City Side North	£100,000	30,000 over 4 days	25,000	5,000	0	Free / Charged	Supporting – Community Cohesion
Big Tickle Comedy Festival	Enhanced existing event. Galaxy of comedy stars from around the globe	Annual event in September	City Wide	£150,000	40,000 over 1 week	28,000	9,600	2,400	Charged	Supporting – Tourism Development
Gas Yard Felle	Enhanced existing event. Community Festival	Annual event in August 2013	City Centre	£100,000	30,000 1 Week	25,000	5,000	0	Free / Charged	Supporting – Community Cohesion
Foyle Film Festival	Existing enhanced event. Embracing cinema as an art form	Annual event in November 2013	City Wide	£170,000	25,000 1 Week	17,500	6,000	1,500	Charged	Supporting – Artistic Excellence
The Sonic Academy	Electroacoustic composition in a digital environment	One off event in August 2012	City Centre Venue	£10,000	3,000 over month	3,000	0	0	Free	Supporting – Artistic Excellence

City Play	A large-scale Community Play written by the Playhouse which would then tour	One off event in September 2012	City Centre Venue	£100,000	2,000 over month	1,500	500	0	Charged	Supporting – Community Cohesion
Diversity	Enhanced existing event. Purposeful inquiry into reclaiming the walls, researching the diverse city and healing through history	2011/12 year long	City Centre Venue	£512,000	5,000 over 1 year	3,000	1,000	1,000	Free	Supporting – Community Cohesion
Foyle Cup	Enhanced existing event. Premier International Youth football tournament	Annual event in July	City and surrounding towns	£150,000	77,583 over 3 weeks	44,226	8,534	24,823	Charged	Supporting – Sport
Under 14 Féile Doire	National Festival of Gaelic Football for boys and girls	July 2010	City and surrounding towns	£120,000	15,000 over 2 weeks	3,500	10,000	1,500	Free	Supporting – Sport
British Isles Indoor Bowling Championship	National event for competitive bowling	July 2010	Lisnagelvin Bowling Greens	£60,000	5,000 over 1 week	1,700	3,800	500	Charged	Supporting – Sport

Key Table 12: Summary of Draft Artistic Programme during 2013

Name of Event / Activity	Type of Event / Activity	When delivered	Where delivered	Cost of delivery estimate	Expected Audience Numbers	Reach of Activity Estimate			Free / Charged Activity	Significance to Programme (leading / supporting event)
						Local	National	International		
Digital Heaney	Online Web Debate	2013 year long	Local and Online	£40,000	10,000 over 1 year	7,000	2,400	600	Free	Supporting – Skills Development
Wordart	Digital Literacy programme	2013 year long	Wireless City Network and Online	£100,000	20,000 in the top 20% low income housing	20,000	0	0	Free	Leading – Skills Development
Regional Showcase Event	Events held in each of the District Councils	2013 year long programme	Venues in NI, Donegal and Dublin	£250,000	180,000 over 1 year	10,000	150,000	20,000	Free / Charged	Leading – Artistic Excellence

Travellers Exhibition and Conference	A contemporary exhibition of the life, traditions and language of travellers exploring the myths and misrepresentation of an indigenous cultural group	One off event in March 2013	City Centre Venue	£100,000	20,000 over 1 month	10,000	5,000	5,000	Free	Supporting – Good Relations
Tomes The Barge Journey	Participatory public art project	2013 year long	Local, Donegal & Strabane	£500,000	40,000 Participants over 1 year	29,200	10,800	0	Free	Leading – Good Relations
Unlocking Creativity	Multi art form creative learning/intervention programme	2013 year long	City wide	£300,000	20,000 over 1 year	20,000	0	0	Free	Leading – Skills Development
Garage Band	Production /recording facilities	2013 year long	City wide	£150,000	10,000 over 1 year	10,000	0	0	Free	Leading – Skills Development
Treasures of Colmcille	Major International Historical artefact exhibition of 13th Century Celtic Art	Opening in January 2013 year long	St Columb's Hall	£1m	200,000 over 1 year	160,000	22,000	18,000	Charged	Leading – Tourism Development
Punk Idol	Broadcast Programme new anthem for a new generation	Launched in January 2013	Local, Regional, National, Online	£300,000	2,000,000 in 1 broadcast	120,000	480,000	1,400,000	Free	Supporting – Skills Development
Digital Dreams	Software programme that enables the creation and sharing of Artwork	Launched in June 2013	Globally	£70,000	60,000 over 1 year	42,000	14,400	3,600	Free	Supporting – Skills Development
Chinese New Year	10,000 lanterns released with wishes from the local community	One off event in February 2013	City Wide & Regional	£25,000	40,000 Over 1 day	28,000	9,600	2,400	Free	Supporting – Good Relations
International Centre for Moving Image and Conflict	Launch of facility	One off event in March 2013	Local, Regional, International	£150,000	40,000 over 1 year	28,000	9,600	2,400	Free/ Charged	Supporting – Good Relations
Celtic Film Festival	Celebration of film as a cultural art form	One off event in March 2013	Various Around City	£70,000	40,000 over 1 Week	28,000	9,600	2,400	Free/ Charged	Supporting – Artist Excellence
The Humble Spud	Inaugural Food Festival on the world impact of the Potato	One off event in May 2013 and annually thereafter	City Wide	£150,000	50,000 1 Week	35,000	12,000	3,000	Free/ Charged	Supporting – Tourism Development

Revisiting	Visual Art exhibition	One off event in June –December 2013	Ebrington	£200,000	50,000 over 6 Months	35,000	12,000	3,000	Free	Supporting – Artistic Excellence
City Walls Choral Commission	London Symphony Orchestra, Honourable the Irish Society,	One off event in June 2013	City Walls	£250,000	10,000 one event	7,000	2,400	600	Free	Leading – Artistic Excellence
In Situ	Visual Art Exhibition. Open submission for artists under 30	One off event in June 2013	Around the City	£200,000	50,000 over 6 Months	35,000	12,000	3,000	Free	Supporting – Artistic Excellence
Carnival of Colours	Children's outdoor spectacular on the celebration of play in creative development	Annual Weekend event in June 2013	Various play parks in the City and surrounding areas	£30,000	20,000 over 2 days	10,000	5,000	5,000	Free	Leading – Community Cohesion
Derry-Londonderry Walls What They Mean to Me	Multi Art Form/Debate Inquiry	One off event in June 2013	City Wide	£100,000	30,000 over 1 year	21,900	8,100	0	Free	Supporting – Good Relations
Youth Fest Conference	International Youth Festival – Celebrating the best of youth practice	One off event in July 2013	City Centre	£10,000	200 over 1 day	30	70	100	Free	Supporting – Skills development
Here Comes the summer	Major Concert by the biggest rock band in the world	One off event in July 2013	Ebrington	£1,000,000	15,000 over 1 day	10,500	2,100	2,400	Charged	Leading –Tourism Development
Field Day Revival / Festival/ International Symposium	New Commissioned Play that would tour UK Symposium	One off event in September 2013	Guildhall/ UK Tour/ Playhouse	£550,000	100,000 Over 1 year	70,000	24,000	6,000	Charged	Supporting – Artistic Excellence
Dancing on the Walls	International Public Dance Piece around the Historic Walls	One off event in July 2013	City Walls	£200,000	10,000 over 1 week	7,000	2,400	600	Free	Supporting – Skills Development
Fleadh Cheoil na hEireann	All Ireland Traditional Irish Music Festival	One off event in August 2013	City Wide	£200,000	200,000 1 Week	48,000	140,000	12,000	Free/Charged	Leading – Tourism Development
Maiden City Festival/ / Pageant/Parade	(Existing enhanced event) New Traditional Ulster Protestant Cultural Celebration	Annual event in August	City Wide	£300,000	50,000 1 Week	35,000	12,000	3,000	Free/Charged	Leading – Community cohesion
Planting of the Oaks	Environmental project planting of an Oak Tree for every child between 1 -13	One off event in August 2013	Derry, Donegal & Strabane	£130,000	30,000 Over 1 year	20,000	10,000	0	Free	Supporting – Community Cohesion

Oireachtas na Gaeilge	Premier Irish language Festival	One off event in November 2013	City Wide	£100,000	15,000	10,500	3,600	900	Free / Charged	Leading - Artistic Excellence
(Northern Lights) Seasonal Light Festival	A seasonal light festival of unused spaces and public realm using projections and light-based installations	One off event in November 2013	Belfast and City Wide	£150,000	25,000 over 1 month	17,500	6,000	1,500	Free	Supporting – Artistic Excellence
Sports Fusion	Connecting series on understanding diverse cultures through sports such as Gaelic, Soccer, Cricket, combat sports, darts, boxing and rowing	2013 Year long	Citywide & Regional	£100,000	25,000 over 1 year	15,000	7,500	2,500	Free	Supporting – Community Cohesion
World of Music, Arts and Dance (WOMAD)	Internationally established WOMAD Festival, which brings together artists from all over the globe	One off event in September 2013	Citywide	£250,000	50,000 over 1 week	25,000	15,000	10,000	Free/Charged	Supporting – Good Relations
Walls of Derry-Londonderry	Contemporary inquiry of the City Walls and their function in urban space in terms of protection, division, separation and presentation	2013 year long	Citywide	£50,000	10,000 over 1 year	5,000	3,000	2,000	Free	Supporting – Community Cohesion
Inaugural August Craft Month	Contemporary exhibition of modern/traditional craft organised by Craft NI	Annual event in August	Citywide	£100,000	30,000 over 1 month	15,000	5,000	10,000	Free / Charged	Supporting – Artistic Excellence
WASPS	The WASPS initiative led by the University of Ulster at Magee and is focused on providing a series of 'hands-on' practical workshops to encourage Primary 7 children to enhance their creative digital skills	Annual event in Mar-May 2013	Schools and University	£50,000	15,000 over 3 months	5,000	10,000	0	Free	Supporting – Skills Development
Creative Technologies Academy	Taking a number of young people aged 15, through part-time tuition and summer school attendance to develop their digital skills	One off event in July 2013 and annually thereafter	City Centre Venue	£10,000	500 over 1 month	100	400	0	Free	Supporting – Skills Development

Appendix B: Use of Digital Technology

Creating Culture using Digital Technology

To anticipate how digital technology will be used in 3 years time is a pursuit best left to futurologists. In 2006/07 who could have predicted the overwhelming growth of Twitter, the dominance of Facebook, the continuous growth of the iPhone/iPod?

When writing this proposal in 2010 about a programme of activities in 2013 it is our belief that it is not the technologies that are important but how they will be used that is of fundamental importance. It is our contention that current patterns and trends of usage in social networking will exponentially increase as we move towards 2013.

Underlying our proposed Cultural Programme that will allow people to create and not just consume culture is Clay Shirkey's assertion that "Communications tools don't get socially interesting until they get technologically boring". Fundamental to the success of the bid is that all of our activities will take full account of current understandings of the purpose and forms of cultural activity in the digital realm.

The basic tools enabled by the Internet of cutting, pasting, rendering, annotating, and commenting makes it much easier to create new work and engage with the work of others as well as become actively involved in an open discussion of cultural symbols and artefacts.

The low cost of storage, and the ubiquitous possibility of connecting from any location to any storage space make such engagements stable and available to others. This ease of commenting, linking, and writing to other locations of statements, in turn, increases the possibility of response and counter-response – this possibility of active dialogue lies at

the heart of the City's pursuit of purposeful inquiry. Through the use of digital technology these inquiries, these conversations can then be found by others locally, nationally and globally and at least read if not contributed to. An example of this is the 'Derry Debate' programme we have been running as part of the community engagement process with Sluggie O'Toole, the weblog which was started in June 2002 by a political analyst.

We are already seeing this cultural digital engagement in the activities of organisations like the Verbal Arts Centre and the Nerve Centre with the emergence of complex, community based digital storytelling projects that self-consciously promote a conversation about the meaning of contemporary culture as it relates to geographically specific areas and information affinity groups especially among young people or hard to reach individuals. These are projects that are centered on the concept of citizen focused story-hearing using digital technology.

At the heart of our strategy for digital engagement is the promotion of the concept of "writability".

By this we mean that in the digital domain people can take existing cultural artifacts and remix or re-curate them. And that through this active response of making and remaking people in the city enable themselves to be more sophisticated readers, listeners, and viewers as well as contributors of their own immediate and unmediated statements into a mix of collective culture.

The practical capacity of individuals in our city, notably among young people, to use and manipulate cultural artifacts, either playfully or critically, far outstrips anything possible in television, film, or recorded music, as these were previously organised.

This is due in part to programmes devised and delivered by University of Ulster, Northwest Regional

College, the Nerve Centre, the Verbal Arts Centre, the Greater Shantallow Arts Partnership and others. The Nerve Centre for example has established a network

Creative Learning Centres which includes the Amma Centre (Armagh) and Studio On (Belfast) to support over 90 schools and 300 teachers each year throughout Northern Ireland with digital technology and training. They have also developed and introduced new digital qualifications and accreditation schemes. Films and online resources made at the Creative Learning Centres are now used throughout the Northern Ireland curriculum to engage young people in 'hands-on' learning. Each centre has compiled a range of courses tailored to the needs of new students and also those seeking further professional development.



In addition the School of Creative Arts at the University of Ulster, Magee campus, has been working with the School of Computing and Intelligent Systems to develop a suite of digital content creation programmes. A Creative Technologies Academy is to be established taking in a number of young people aged from 15 years who will, through part-time tuition and summer school attendance, develop their digital skills at the highest levels. This Academy will be sponsored by a number of key UK players in the digital industries and will create a foundation for digital entrepreneurship.

Ilex in 2010 are also pioneering the establishment of a 'Virtual Learning Environment' VLE within three second level schools within which elements of the curriculum will be designed, set and marked on-line with students being 'presented' with an 'E-Portfolio' recording digitally

of all their work from second level through to graduate and post-graduate level.

Through this extended local provision both formal and informal we are seeing in the City the emergence of a new popular culture, produced on a folk-culture model and inhabited actively, rather than passively by local people.

There has always been a rich folk culture of music production and storytelling in Derry~Londonderry which is now finding active expression digitally. This digital folk culture reverses the 20th century popular cultural production model which turned individuals into passive consumers through the pervasiveness of music, from the radio or record player, or by images from the television or cinema.

The City has always been renowned for its creative abilities, a place where people tell stories, children will put on a show spontaneously or when a group is gathered together an impromptu musical session can erupt. The City's embrace of digital technology foregrounds the place in the dynamic and timely discussion of public engagement and participation within the context of a long and culturally vibrant tradition.

As online games like Second Life provide users with new tools and platforms to tell and retell their own stories, or their own versions of well-trodden paths, as digital multimedia tools do the same for individuals the City can begin to see a reemergence of folk stories and songs as widespread cultural practices.

The Serious Games and Virtual Worlds Research Team at the University of Magee focus on Experiential Based Learning in Virtual environments. Joining at www.secondlife.com allows prospective and current students to teleport to the University of Ulster at Magee Campus, find out information about courses, talk to avatars and experience events in the virtual world. As part of the lead up to 2013 the Magee Campus Second Life island would be extended to provide a complete virtual Derry~Londonderry experience, this would include the new developments of the Parade Ground at Ebrington, the completed Peace Bridge and the ability to "virtually walk the walls".

One of our 10 main proposed programme events for 2013 is **Creative Access in the Digital Age** which is aiming to fire the imagination and stimulate the creativity of the young people of the city and region by unleashing the potential of digital technologies.

Throughout the year the young people will be given access to digital tools and training and be challenged to create a digital artwork - to write a song or compose a soundtrack; to take a digital photograph or shoot a video; to publish online, to design a logo or build a web page; to edit together a video sequence or animate a story. These skills amount to a new form of literacy that is capable of engaging and energising young people in self-directed, creative learning. It would also be our intention that this leaves a lasting legacy in provision of an education infrastructure which would continue after 2013 and also provide a valuable platform for which other regions could launch similar programmes.

Disobey Gravity another of our main cultural programme will use digital technologies to facilitate submission and publishing of poetry online, enable a worldwide audience to review, comment, discuss and vote for their favourite and provide valuable feedback to the judging panel who will award prizes in 2013.

Through strategies such as our recently completed **Digital Derry Strategy and Digital Participation Plan for NI** we intend to focus on the areas of Digital Animation; Mobile & Web Content; E-learning / Serious Gaming; Film & Television; Web 2.0 Storytelling and Music which are the major growth sectors.

Our **viral marketing strategy** includes creation of an iPhone/iPod Touch application, the initial version allows **creation of “a cultural story in six words”** a concept invented by Ernest Hemingway. It is hoped that this application will launch worldwide on the Apple AppStore at the end of May 2010 with a potential audience worldwide of 75m iPhone and 32m iPod Touch devices.

Exchanging Cultural ideas, knowledge and views

We cannot take for granted that the technological capacity to participate in the cultural conversation, to

mix and make our own, will always translate into the freedom to do so.

The practices of cultural and counter cultural creation are at the very core of the battle over the institutional ecology of the digital environment. To that end as a publishing support to the creative digital process all of the digital artwork produced through the **Creative Access in the Digital Age** main programme event, by the young people, will be exhibited online on www.culturenorthernireland.org.uk – the region’s main cultural website which is developed and maintained by the Nerve Centre. These along with many other online outlets such as www.smalltownamerica.co.uk, www.verbal.fm and www.iddictive.com will be used to showcase the creative output of the region throughout 2013 and to inspire, provoke and challenge the global online community to debate with us how art and culture can drive change and regeneration in a digital age.

The **WASPS** initiative is led by the University of Ulster at Magee and is focused on providing a series of ‘hands-on’ practical workshops to encourage Primary 7 children to enhance their creative and business skills using technology. Each school will be invited to participate in a three month long project to develop an advertising campaign from idea formulation to planning and implementation using techniques such as storyboarding, software application scripting, movie making and animation on a topical area.

Developing the Creative Industries Skills Base

There is emerging a broad practice of learning by doing that makes the entire society more effective readers and writers of their own culture. Through our **Creative Access in the Digital Age** programme, we will not only empower young learners with the digital skills and creative techniques to produce their own artwork, but we will also work closely with CCEA and our schools to ensure that they gain a formal accreditation. We will offer young people a stepping stone into the creative industries while they are still at school, this will allow us to nurture the future musicians, artists, designers, film-makers and digital creators that our regional economy will depend upon.

This new digital literacy is also vital to the development of the skills base for our creative economy and



therefore our local schools and teachers are at the heart of our vision of a creative revolution in the classroom that will equip young people with the skills and qualifications required to be an active citizen and creative entrepreneur in the 21st century. Our city is strategically well placed to achieve this vision as it has taken a leading role in driving curriculum change and embedding digital literacy in the classroom through the close working partnership between the Creative Learning Centres and CCEA. This will be an important legacy of 2013 for the region, the UK and have international application.

We will increase the level of accredited skills course enrolment relating to digital technologies 50% by 2013. An example of this is the Skillset Media Academy Network which is a national footprint of colleges and universities that work with industry in developing the new wave of digital technology talent. NWRC which is part of the network, offers courses in Moving Image and Interactive Media providing accredited qualifications. Courses such as these can considerably increase ability for employment in digital technology sectors.

At the University of Ulster at Magee the SCIS offers a range of undergraduate programs devised in partnership with industry. All of the School's degree programmes include a one-year industrial placement as an integral part of the undergraduate learning experience. We will increase the overall student places at Magee from its current number of 3,800 to approximately 5,500 students, considerably enhancing the local and regional knowledge economy skill base with particular emphasis

on the digital technology skills.

The North West Direct International Connectivity Project (Project Kelvin) is a £30m transnational telecommunications project under INTERREG IV. This brings a high speed digital link into our City and the wider North West of Ireland to enable direct international connectivity. The Hibernia Exchange Centre in Fort George and Project Kelvin will become the centrepiece of a major promotional campaign for inward investment to our City and the North West and this will, in turn, widen the business opportunities available to digital and creative businesses in the region.

Our City and region have an unrivalled range of organisations involved in the digital technology sector with a number of substantial established organisations who are serving both local and international markets with high quality and leading edge delivery of content, broadcast and social interactivity.

The UK City of Culture 2013 designation offers the City, in partnership with the wider Northern Ireland region, an opportunity to create a genuinely joint approach and a step change in shared goals and the enable the most digitally creative community the widest possible range of leading edge digital technologies during the lead in and during 2013. The result would be to promote Derry~Londonderry and Northern Ireland as a centre of excellence for digital technologies across the UK and onto the world stage. It would also leave a lasting legacy for the people of the City and region.

Appendix C: Estimating Economic Impact

To assess ex-ante the potential economic impact of the UK CoC bid for Derry~Londonderry, a combination of 'bottom-up' and 'top-down' assumptions are input into the Citiscope model for the following phases:

1. Planning and capital investment phase (including required private sector accommodation investment).
2. UK City of Culture year, 2013, and its associated events.
3. Legacy impact phase.

Note by 'bottom-up' we mean detailed assumptions on the level, timing and type of capital spend and the expected number of visitors to events and visitor origin (as spend by domestic visitors is less likely to represent genuine additionality, at least to the NI economy).

Ideally information on the utilisation of new and enhanced economic assets post-2013 in the legacy phase, such as the number of events at sports venues, number of visitors to new museums etc, would be used. However understandably this information is more difficult to predict and hence it is necessary to apply 'top-down' aspirational assumptions (but linked to existing strategy objectives and physical assets), such as by 2020 doubling overnight visitor numbers.

Modelling the UK City of Culture impact

The impact of the UK City of Culture programme is modelled using the Citiscope model developed as part of the Regeneration Plan work by internationally recognised forecasters, Oxford Economics.

The model is described in more detail in Annex C but by way of summary, modelling of the impacts was done as follows:

- 1) The capital build programme was converted to construction employment
- 2) Hotel investment necessary to meet tourist and visitor demand converted was also converted into construction employment.
- 3) Event spend was converted into employment.
- 4) Visitor numbers from the list of proposed events (assumptions have been made regarding displacement effects and the type / number of trips and spending profile of the visitors) was converted into spending.
- 5) Indirect and induced effects are modelled via an input output framework and Tourism Satellite Accounts which are held within the Citiscope model

Legacy impacts are assessed by:

- 1) Looking at the initial 'fall back' in the post event year (this is based on the experiences of Liverpool after its year as European Capital of Culture)
- 2) Aligning long term tourist numbers with the new capital and visitor stock, and the aspirations of the 2009/12 Derry~Londonderry Tourism Strategy (annual average growth of 8%)
- 3) Creative and culture jobs are assessed by looking at relevant urban benchmarks and Derry~Londonderry's current position, capital (both physical and human) that will be in place as a result of the UK City of Culture

'Bottom-up' assumptions

For the planning and capital investment phase, the capital spend information was input into Citiscope. This spend is converted into construction jobs using input-output table ratios of output / turnover to employment.

In addition to capital projects directly related to the UK City of Culture, the construction impact of new hotel development, required to support the step change in overnight visitors, is included. The additional accommodation capacity required is based on the additional growth in overnight visitor nights above the baseline, and assumes existing baseline supply is just sufficient to meet the baseline growth in visitor numbers. This translates into 5 new hotels being required by 2013 (of average size 100 rooms per hotel), but it is assumed that they will need to be constructed by 2012. Note construction impacts for alternate accommodation requirements – guest houses, B&Bs etc – are not included. We are aware of private sector proposals to fill this gap.

At its peak, construction employment, sustained by capital spend and new accommodation development, is forecast to be 2,160 jobs during 2012. This would be a significant boost to the local and sub-regional construction sectors. In the wider North West, approximately 5,000 net construction jobs have been lost in the recession (although two-thirds of these net job losses are estimated to have been in Donegal alone). Note all construction jobs are assumed to be located in Derry~Londonderry.

Event Spending & Visitors

A detailed set of assumptions have been made for expected visitor numbers for each of the events in the build up and during the UK CoC year. Events are clearly identified as either being new or existing. While it would be correct, for additionality reasons, to exclude altogether visitors to existing events in estimating the UK CoC impact, it is assumed that there is a moderate UK City of Culture 'boost' to visitor numbers to these events (e.g. Hallow'een / Return of Colmcille The Peacemaker celebrations) above and beyond what might be considered 'normal' attendance levels.

Information on spending to plan for and run events is also input into Citiscope. Between now and 2013, the aggregate sum of this spend is predicted to be around £8.3m. Part of this includes spend for existing and enhanced events which cannot all be considered as additional spend (additionality adjustments are therefore more). A portion of this additional spend is then assumed to sustain employment related to running the events.

The cost of events is outlined and the proposed draft Cultural Programme is in Appendix A.

However, the major impact of the UK CoC year 2013 is from new, unique events. The figures below represent an aggregated sum of visitor numbers to all new events. Visitor / audience numbers for Digital Heaney (an online web debate) and Punk Idol (a broadcast programme with an expected audience of 2m) have been excluded from the direct visitor impact assumptions (although these events will impact on future tourism).



UK City of Culture event visitor numbers

	Up to 2013	During 2013
New events		
All events		
Local / regional visitors	389,280	1,274,700
National / international visitors	20,920	2,493,400
Excluded events *		
Local / regional visitors	0	127,000
National / international visitors	0	1,883,000
Net additional visitors		
Local / regional visitors	389,280	1,147,700
National / international visitors	20,920	610,400
Events per trip		
Local / regional visitors	3	3
National / international visitors	3	3
Net additional trips (rounded)		
Local / regional visitors	130,000	383,000
National / international visitors	7,000	203,000
Existing events		
All events		
Local / regional visitors	310,080	65,000
National / international visitors	16,920	15,000
City of Culture 'boost' factor		
Local / regional visitors	5%	10%
National / international visitors	8%	20%
Net additional visitors		
Local / regional visitors	15,504	6,500
National / international visitors	1,269	3,000
Events per trip		
Local / regional visitors	2	2
National / international visitors	2	2
Net additional trips (rounded)		
Local / regional visitors	8,000	3,000
National / international visitors	1,000	2,000

Source: Derry City of Culture Bid; Oxford Economics

Notes: * Digital Heaney (online web debate); Punk Idol (broadcast programme)

Visitor numbers then need to be converted into visitor trips. If a tourist visits more than 1 attraction during a stay, there is a risk that unadjusted visitor numbers, used to proxy for trips, would over-count. Visitor trips are estimated using assumptions on average number of events attended per trip.

The final adjustment that needs to be made, before inputting visitor impacts into the Citiscope Model, is to account for additionality, and whether a visitor would have come to Derry~Londonderry in the absence of UK City of Culture but stayed an extra day, or whether their entire stay is attributable to the UK City of Culture. This is done by classifying 4 types of visitors:

- **Type 1** – would not otherwise have visited Derry~Londonderry or NI (such visitors’ entire stay, based on Regional Tourism data on average nights per trip, is assumed to take place in Derry~Londonderry. The impact of type 1 visitors is additional to both the Derry~Londonderry and NI economies).
- **Type 2** – would have visited Derry~Londonderry (and NI) but stay an extra night (only the impact of this extra night is additional to both the Derry~Londonderry and NI economies).
- **Type 3** – pure displacement from the existing Derry~Londonderry (and NI) visitor baseline forecasts (there is no additionality from type 3 visitors to either the Derry~Londonderry or NI economies).
- **Type 4** – displacement from other locations in NI (though the impact of type 4 visitors is additional to Derry~Londonderry, it is not additional at NI level as it displaces tourist activity from other locations).



UK City of Culture event visitor additionality				
	Type 1	Type 2	Type 3	Type 4
Pre and during 2013				
NI - day-trip	0%	25%	5%	70%
ROI - day-trip	0%	60%	10%	30%
NI - overnight	20%	20%	10%	50%
GB - overnight	50%	25%	0%	25%
ROI - overnight	50%	25%	0%	25%
ROW - overnight	50%	25%	0%	25%
Post 2013 legacy				
NI - day-trip	0%	25%	5%	70%
ROI - day-trip	0%	60%	10%	30%
NI - overnight	20%	20%	10%	50%
GB - overnight	50%	25%	0%	25%
ROI - overnight	50%	25%	0%	25%
ROW - overnight	50%	25%	0%	25%

The impact of the above assumptions is to increase by 160% visitors by 2013, on 2009 levels. This is stronger growth than Liverpool’s visitor growth in its year as European Capital of Culture (35% growth - study by John Moore’s University). However as Derry~Londonderry’s starting visitor base is much smaller, simply matching Liverpool’s visitor growth would be conservative. Although it is worth remembering that the European Capital of Culture has a higher profile than the UK Capital of Culture.

‘Top-down’ assumptions

The more difficult assumptions to define ex-ante are related to legacy impacts. For these impacts, it is necessary to come at the question of assessing their impact from a ‘top down’ approach (or at least think sensibly about what targets should be) by considering the following as a useful guide.

- Published results for the net visitor impact for Liverpool in the period following its year as European City of Culture
 - A decline in visitor numbers in the year after (2009), but still higher than pre-2009 (i.e. a legacy higher level of tourism)

- A more severe rate of ‘step down’ is assumed for Derry~Londonderry post-2013 as in Liverpool (as the ‘step up’ is larger for Derry~Londonderry), with the rate of ‘step down’ moderating by 2015
- **The existing Derry~Londonderry target to double tourism¹.** A doubling in tourism performance over a decade is roughly equivalent to the Derry~Londonderry Tourism Strategy 2009-2012 target of 8% annual growth.
 - What this means is that visitor numbers (after an initial period of ‘step down’) grow above baseline growth to ensure by 2020 the number of overnight visitors has doubled on 2010 levels.
 - This will be challenging though not necessarily unrealistic given the baseline growth assumed for NI as a whole, and it would not result in Derry~Londonderry (which is two-fifths the size of Belfast in population terms) coming close to over-taking Belfast. Currently Belfast overnight visitor spend totals £112m (2009 estimate, 2005 prices – 2020 forecast is £200m) – by 2020 in the UK City of Culture scenario, Derry~Londonderry’s overnight visitor spend is predicted to rise to £56.9m.
 - If significant accommodation investments are made in the build-up to 2013 (as assumed), a high growth legacy tourism outcome would be desirable to ensure accommodation capacity is utilised (i.e. to avoid a sustained sharp drop-off in occupancy rates)
- **Urban benchmarking of the size and development, measured on a per capita job basis, of Derry~Londonderry’s cultural & tourism sector** (for which the UK City of Culture could act as a catalyst for higher growth)
 - Based on a uniform sectoral definition and referring to employee jobs only (given the lack of 4-digit data on self-employed), Derry~Londonderry ranks 49th of 86 urban authorities in the UK (see more details on this later). Belfast ranks 5th although capital and major cities rank highly (Edinburgh, Cardiff and Glasgow are all in top 20)
 - Potential benchmarks for Derry~Londonderry include York (rank 20) and Nottingham (rank 25). For Derry~Londonderry to have the same concentration of cultural & tourism employee jobs as York today (on a per head basis), it would need to create 2,000-2,500 net additional jobs in the sector.
 - A catalytic uplift in cultural employment post-2013 (think of this as growth in publishing, music, film, sport, gaming, arts, TV etc, utilising new / refurbished assets, linking to regeneration initiatives and activities at the University of Ulster Magee campus) is assumed to bring Derry~Londonderry up to the expected per capita level of Nottingham and York in 2010
 - Note the catalytic impact in cultural employment post-2013 is very important in scale terms for the overall net impact of additional jobs. While tourism spend generates an important impact, on its own it is not sufficient to sustain jobs in the region of 2,700 jobs (which is still only one-fifth of where Derry~Londonderry needs to get to achieve a mid-ranking resident employment rate as per the regeneration plan). This is partly due to the relatively small local multiplier effects produced by input-output tables and Tourism Satellite Accounts for tourism spend (though a local study of tourism supply chain linkages may reveal a higher multiplier should be assumed).



¹Note: it is assumed this relates to overnight trips.

Sectoral employment, GVA and population impacts on Derry~Londonderry (baseline scenario and UK City of Culture scenario, 2013)

	Change (2010-2013)		
	Baseline	City of Culture	Difference
Direct employment impact	-	1.3	-
Indirect and induced employment impact	-	0.3	-
Type II multiplier	-	1.2	-
Employment (000s)			
Agriculture, forestry and fishing	-0.0	-0.0	0.0
Mining & quarrying	-0.0	0.0	0.0
Manufacturing	-0.2	-0.1	0.0
Utilities	-0.0	-0.0	0.0
Construction	0.2	0.4	0.2
Retail & distribution	-0.2	0.2	0.4
Hotel & restaurants	0.1	0.6	0.5
Transport & communications	0.0	0.1	0.0
Financial services	0.0	0.0	0.0
Business services	0.5	0.6	0.1
Public administration & defence	-0.3	-0.3	0.0
Education	-0.2	-0.1	0.0
Health & social work	-0.2	-0.2	0.0
Other personal services	0.0	0.2	0.2
Total	-0.3	1.3	1.6
o/w Cultural & tourism employment	0.3	1.2	0.9
Total population (000s)	1.9	1.9	0.1
GVA (2005 prices, £m)	95.3	136.4	41.1

Source: Citiscope Model (Oxford Economics)

Sectoral employment, GVA and population impacts on Derry~Londonderry (baseline scenario and UK City of Culture scenario, 2020)

	Change (2010-2020)		
	Baseline	City of Culture	Difference
Direct employment impact	-	1.9	-
Indirect and induced employment impact	-	0.9	-
Type II multiplier	-	1.5	-
Employment (000s)			
Agriculture, forestry and fishing	-0.1	-0.1	0.0
Mining & quarrying	-0.0	0.0	0.0
Manufacturing	-0.6	-0.4	0.2
Utilities	-0.1	-0.1	0.0
Construction	0.6	0.6	0.0
Retail & distribution	0.2	0.6	0.4
Hotel & restaurants	0.5	0.7	0.2
Transport & communications	0.1	0.2	0.1
Financial services	0.0	0.0	0.0
Business services	2.4	3.0	0.6
Public administration & defence	-0.6	-0.6	0.0
Education	0.1	0.1	0.0
Health & social work	0.3	0.3	0.0
Other personal services	0.1	1.3	1.2
Total	3.0	5.7	2.7
o/w Cultural & tourism employment	1.2	3.1	1.9
Total population (000s)	6.2	6.3	0.2
GVA (2005 prices, £m)	392.2	488.3	96.0

Source: Citiscope Model (Oxford Economics)

Appendix D: Support



Seamus Heaney, Nobel Laureate

Born in Maghera, Co Derry, Seamus Heaney's poetry is grounded in local detail, often in memory of Derry or his adopted home in the Republic of Ireland. Heaney's poems first came to public attention in the mid 1960s when he was active as one of a group of poets who were subsequently recognised as constituting something of a "Northern School" within Irish writing. He was Professor of Poetry at Oxford and for many years taught at Harvard University. His writings, lectures and readings have made him one of the most popular and admired writers of our time.

Heaney also served for five years on the Arts Council in the Republic of Ireland and has acted as judge and lecturer for countless poetry competitions and literary conferences, establishing a special relationship with the annual W B Yeats International Summer School in Sligo. He is a member of Aosdana, the Irish academy of artists and writers, and a Foreign Member of the American Academy of Arts and Letters. After winning the Nobel Prize he was made a Commandeur de L'Ordre des Arts et Lettres by the French Ministry of Culture. Heaney was awarded the Nobel Prize for Literature in 1996



John Hume, Nobel Laureate

Born in Derry, Hume started his working life as a school teacher. In the mid 1960s he became a leading member of the Northern Ireland Civil Rights Association and was a founder member of the Social Democratic and Labour Party (SDLP) in 1970. Hume was SDLP Leader from 1979 to 2001, Member of Parliament from 1998 to 2004, and a Member of the European Parliament from 1979 to 2004.

In 1988 he initiated talks with Sinn Fein Leader, Gerry Adams, which proved crucial in developing the Northern Ireland peace process, culminating in the Good Friday Agreement in 1998. John Hume is regarded as one of the most important figures in the recent political history of Ireland and is widely acknowledged as the architect of the Northern Ireland peace process. Hume was awarded the Nobel Peace Prize in 1998 alongside David Trimble, the Leader of the Ulster Unionist Party. Hume is the only person to have been awarded all three major peace awards – the Nobel Peace Prize, the Gandhi Peace Prize and the Martin Luther King Award.



Brian Friel, playwright

Born in Omagh in 1929, Brian Friel taught in Derry from 1950 to 1960. He began writing short stories for *The New Yorker* in 1959 and subsequently published two collections *The Saucer of Larks* (1962) and *The Gold in the Sea* (1966). His first radio plays were produced by Ronald Mason for the BBC Northern Ireland Home Service in 1958.

Friel's play *Philadelphia Here I Come!* led to widespread acclaim in Dublin, London and New York and was followed by *The Loves of Cass McGuire*, and *Lovers*. In 1981 the Field Day Theatre Company produced the world premiere of Friel's work *Translations* in Derry's Guildhall, the cast including Liam Neeson, Stephen Rea and Ray McAnally. Other Friel works include *Freedom of the City*, *The Enemy Within*, *Volunteers*, *Faith Healer* and *Artistscrats*, *The Communication Cord*, *Molly Sweeney* and *Wonderful Tennessee*.

Arguably his most successful play *Dancing at Lughnasa* (1990) premiered at the Abbey Theatre, Dublin, transferred to London's West End, and went on to Broadway where it won three Tony Awards in 1992 including Best Play. Friel's most recent play, *The Home Place* premiered at the Gate Theatre, Dublin in 2005 and then transferred to the West End where it won the 2005 Evening Standard Award for Best Play.



Seamus Deane, poet, academic, critic and novelist

Seamus Deane was born in Derry in 1940 and was a school friend of Seamus Heaney at St Columb's College. He graduated from Queen's University Belfast (BA and MA) and Pembroke College, Cambridge University (PhD).

Deane's first collection of poetry *Gradual Wars* (1972) introduces themes relating to personal and cultural continuity in a society divided along sectarian lines. These issues form the core of *Rumours* (1977) and *History Lessons* (1983). Deane was a Director of Field Day and wrote two pamphlets: *Civilians and Barbarians* (1983) and *Heroic Styles: the Tradition of an Idea* (1984). Other works include: *Celtic Revivals: Essays in Modern Irish Literature*, *A Short History of Irish Literature*, and the enigmatic *Strange Country*, all of which offer readings of Irish literary history as tracked by colonial tension and division. Deane edited the Field Day Anthology of Irish Literature (1991). His novel *Reading in the Dark* (1996) won the Guardian Prize for fiction and was nominated for the Booker Prize. He is currently Keough Professor at the University of Notre Dame.



Phil Coulter, singer, songwriter, music producer

Born in Derry, Phil Coulter enjoys an international reputation as a successful songwriter, pianist, music producer, arranger and director. His success has spanned over four decades and he is one of the biggest record sellers in the island of Ireland.

Coulter has been awarded dozens of accolades including 23 platinum discs, 39 gold discs, 52 silver discs, two Grand Prix Eurovision awards (*Congratulations and Puppet on a String*); five Ivor Novello awards including Songwriter of the Year; three American Society of Composers, Authors and Publishers awards; a Grammy Nomination; a Meteor Award, a National Entertainment Award and a Rose d'Or d'Antibes.

One of Coulter's best known songs, *The Town I Loved So Well* deals with the embattled city of his youth during the Troubles. In 2009 he was awarded the prestigious Gold Badge from the British Academy of Songwriters, Composers and Authors (BASCA).



Anne Robinson, TV personality

Anne Robinson is best known for her assertive views and acerbic style of presenting. She was one of the presenters on the long-running British consumer affairs series *Watchdog* from 1993 to 2001 before returning in 2009, but has also gained notoriety as the hostess of the BBC television game show *The Weakest Link* which has earned her the nickname the "Queen of Mean". Ms Robinson first visited Derry~Londonderry in 1968 as a young journalist reporting on the civil rights movement. Over a ten year period she visited the city to cover the troubles and, since 2005, has been a regular visitor.



James Nesbitt, actor

Recently appointed Chancellor of the University of Ulster, James Nesbitt grew up in Coleraine, Co Derry. His early career was spent in the theatre and in 1991 he made his first film *Hear my Song*. Other films include *Waking Ned*, *Lucky Break*, and *Bloody Sunday*.

TV roles include *Cold Feet*, *Murphy's Law*, *Midnight Man*, *Walls of Silence*, *Five Minutes of Heaven*, *Occupation* and *The Canterbury Tales*. Nesbitt has recently featured in the films *Outcast* and *The Way* which have yet to be released.



Liam Neeson, actor

Ballymena-born Neeson has been nominated for an Oscar, Golden Globe and a Bafta for his roles in *Schindler's List*, *Michael Collins* and *Les Miserables*. He has also starred in *Star Wars*; *Batman Begins*, *Rob Roy*, *The Dead Pool*, *Darkman*, *Kinsey* and *Love Actually*. Neeson was the voice of Aslan in the *Chronicles of Narnia*. In the 1970s Neeson first started acting in the Lyric Theatre, Belfast, and the Abbey Theatre, Dublin. In 1981 he performed in Field Day's world premiere of Brian Friel's play *Translations* in Derry's Guildhall.



Feargal Sharkey, singer and head of UK Music

Born in Derry in 1958, Feargal Sharkey first found fame as the lead vocalist of punk band The Undertones, most famous for the hit singles *Teenage Kicks*, *My Perfect Cousin*, *Wednesday Week* and *Here comes the Summer*. DJ John Peel was largely instrumental in bringing the music of the Undertones to the forefront of the British music industry and said that the first time he heard *Teenage Kicks* on the radio "I had to pull the car over to the side of the road. There's nothing you could add to it or subtract from it that would improve it". The song was played at Peel's funeral.

As a solo artist Sharkey's single *A Good Heart* topped the British charts, later followed by *You Little Thief*. Since the end of his recording career Sharkey has worked in the music industry, initially as an A&R Manager for Polydor Records and then as Managing Director of EXP Ltd. He was appointed a member of the Radio Authority from 1998 to 2003. In 2008 he was appointed head of UK Music representing the collective interests of the commercial music industry.



Gabriel Byrne, actor, film director, film producer and writer

Gabriel Byrne has starred in over 35 feature films such as *The Usual Suspects*, *Miller's Crossing*, *Christopher Columbus*, *Defence of the Realm*, *Lionheart*, *Jindabyne*, *Julie and Julia*, and *Stigmata*. His producing credits include the Academy Award-nominated *In the Name of the Father*. Most recently he has received critical acclaim for his role in the HBO drama *In Treatment*.



Brendan Gleeson, actor

Brendan Gleeson is best known for films such as *Harry Potter (Mad-Eye Moody in Harry Potter and the Goblet of Fire, Harry Potter and the Order of the Phoenix, and Harry Potter and the Deathly Hallows part 1)*. Other films include *Braveheart*, *Gangs of New York*, *The General*, *In Bruges*, *Cold Mountain*, *Troy*, and *The Treaty*. In 2009 he won an Emmy for his portrayal of Winston Churchill in the film *Into the Storm*.



Frank McGuinness, playwright and poet

Born in Buncrana, Co Donegal, Frank McGuinness first came to prominence in the early 1980s with his plays *The Factory Girls*, *Borderlands*, *Gatherers* and *Baglady*. He achieved even greater acclaim for his play *Observe the Sons of Ulster Marching towards the Somme* (1986) which won him the London Evening Standard's Award for Most Promising Playwright. Other works include *Carthaginians*, *Mary and Lizzie*, *The Bread Man*, *Gates of Gold* and *Greta Garbo came to Donegal*.

McGuinness has adapted works by Ibsen, Chekhov, Lorca, Brecht, Sophocles, Euripides and Seneca for the theatre and published his first poetry anthology *Boosterstown* in 1994. A lecturer by profession, he has held posts in the University of Ulster; University College, Dublin; and the National University of Ireland, Maynooth. McGuinness is currently Professor of Creative Writing in the School of English, Drama and Film at University College, Dublin.



Bronagh Gallagher, actor and singer

Bronagh Gallagher was born in Derry in 1972. Her first break came when she starred in Alan Parker's *The Commitments* after which she appeared in such films as *Excalibur*; *Star Wars Episode 1: the Phantom Menace*; *Pulp Fiction*; and *Last Chance Harvey*. More recently, she starred in the West End musical *Every Good Boy Deserves Favours*. Gallagher released her first album *Precious Soul* in 2004.



Gerry Robinson Business man and TV personality

Acknowledged as one of Britain's best businessmen, Gerry Robinson was born in Donegal. He was formerly (non-executive) Chairman of Allied Domecq and the ex-Chairman/Chief Executive of Granada and began his career in Lesney products (matchbox toys) where he progressed through various accounting roles to become chief management accountant. By 1993 he was MD of Grand Metropolitan's international services division and in 1987 led a £163m management buyout of the contract services and catering division.

Robinson became Chief Executive of Granada in 1991 and steered the company through a number of mergers and hostile takeovers including London Weekend Television and the Forte Group. His first foray into broadcasting was a revival of the BBC's Troubleshooter show and in 2007 he presented a three-part series *Can Gerry Robinson fix the NHS?* which was followed by *I'll Show Them Who's Boss* and *Can Gerry Robinson Fix the NHS? One Year On*.

A familiar figure on British TV, Robinson filmed the series *Gerry's Big Decision* in 2009 where he reviewed ailing businesses to determine the feasibility of investing his own money in them. From 1998 to 2003 he served as Chairman of the Arts Council England.



Antony Gormley, sculptor



Arguably England's best known sculptor, Gormley won the Turner Prize in 1994 with *Field for the British Isles* and his best known works include *The Angel of the North*, Gateshead and *Another Place*, Crosby Beach. The 2006 Sydney Biennale featured Gormley's *Asian Field*, and in 2009 he presented *One & Other*, inviting members of the public to spend an hour on a vacant plinth in Trafalgar Square. In 1987 Project Television South West Arts invited artists to make public art in their chosen context. A considerable number of cities got involved in the process and Gormley chose Derry because of its then complex socio-political environment and the contested space of the Derry Walls (built 1613 – 1618). Gormley entitled the work *For the Derry Walls* and it consisted of three strategically placed cruciform figures representing two halves of the one whole, each half looking in the opposite direction. The idea was that people would stand up and see through the eyes of the figures to the other side. The three figures symbolised the constituent elements of British, Nationalist and Unionist perspectives and the relationship of the walls vis a vis the city's history. One figure remains on the walls at the entrance to the Millennium Forum. The other two were sold to private collectors in the US. Gormley's grandfather came from Dungiven, Co Derry.



Paul Brady, singer songwriter



Paul is often referred to as “a musician’s musician” and has been described by Bob Dylan as “one of only five artists worth getting out of bed for”. The singer-songwriter joined traditional Irish group Planxty in 1974 alongside Christy Moore. In 1978 Brady went solo and received much critical acclaim for albums such as *Welcome here Kind Stranger*, *Hard Station*, *Back to the Centre*, and *Trick or Treat*. Brady's best known song *The Island* pleaded for reason amid “the troubles” and is regarded as a latter day classic in Irish music. He has also written songs for Tina Turner (*Paradise is Here*) and for Bonnie Raitt.



Dana Rosemary Scallon, singer and TV personality



Better known as Dana, the Derry-born singer's career took off when she won the Eurovision Song Contest in 1970 with *All Kinds of Everything*. The 18-year old schoolgirl took the winning song to the top of the Irish singles chart for nine weeks and the UK singles chart for two weeks (replacing *Bridge Over Troubled Water*). Her first hit soon became a million-seller and she also topped the charts in Australia, South Africa and Singapore. Dana became such a familiar personality on TV in the 1970s and 80s that one British magazine voted her “the Most Popular Girl on Television”. She also appeared on *The Tonight Show* with Johnny Carson. In the 1990s she became involved in politics and in 1999 won a seat in the European Parliament. In 2005 Dana returned to the world of entertainment, appearing on RTÉ's *Afternoon Show*. She is now a judge on *Ireland's got Talent*.



Roma Downey, actor and producer

Roma Downey is best known for her role as Monica, the main character of the successful TV series *Touched by an Angel* which ran from 1994 – 2003. Prior to that she was best known to US TV audiences for her portrayal of Jacqueline Kennedy in the mini series *A Woman named Jackie*.

Roma was born and raised in Derry and was a student at Brighton Art College where she received her BA. She then attended the London Drama Studio where she was awarded Most Promising Student of the Year when she graduated. Downey starred in productions of many classics, including the plays of Shakespeare, Shaw, and Chekhov. Her stage credits include the Broadway production of *The Circle* opposite Rex Harrison, and off Broadway productions of *Love's Labour's Lost*, *Tamara*, and *Arms and the Man*. Her additional television credits include starring roles in the films *A Child Is Missing* and *Borrowed Hearts*, both on CBS, and *Getting Up and Going Home*. Among her feature film credits are *The Last Word* and *Devlin*.



Peter Cunnah, singer songwriter

Best known as lead singer and songwriter with 1990s dance-pop duo, D:Ream, Cunnah was born in Derry in 1966. D:Ream's main claim to fame is the fact that their biggest hit, *Things Can Only Get Better*, was chosen by the Labour Party as their campaign anthem for the 1997 general Election which swept Tony Blair to power.

Cunnah sang lead vocals on Chicane's 2003 single *Love on the Run* and helped compose music for the animation series *InuYasha*. He has returned to live performance with a new guitar-based band, 'Shane' which released debut single *The Weight of It* in May 2006.



Cara Dillon, folk singer

Born in Dungiven, Co Derry in 1975. As a teenager Cara sang with Oige, De Dannan, and Phil Coulter. She recorded and produced her first album *Cara Dillon* in 2001, later followed by *Sweet Liberty*, *After the Morning*, and *Hill of Thieves*. She has toured extensively in the UK, Ireland and Europe.

In 2004 Dillon won the prestigious Irish Meteor Award for Best Female singer in a category which also included Sinéad O'Connor and Enya. She went on to feature in a sell out tour of *A Woman's Heart* along with Mary Black, Sharon Shannon and Maura O'Connell and performed in a BBC Special with the Ulster Orchestra. In 2009, Cara recorded the official Children In Need single *All You Need Is Love* with Peter Gabriel, Terry Wogan, Hayley Westenra and others at Abbey Road Studios.



Bill Wyman

Bill Wyman was the bassist for the Rolling Stones from 1962 until 1992. Since 1997, he has recorded and toured with his own band, Bill Wyman's Rhythm Kings. He has produced both records and film, and has scored music for film in movies and television.

Wyman performed at the recent City of Derry Jazz Festival and stated that he was *"impressed by the variety of artistic performance the city has to offer. Derry most definitely has a wealth of talent about it and has clearly achieved so much in the last few years. It has a magnificent, rich cultural history and I wish it the very best in its bid to become UK City of Culture for 2013"*



Terry Waite CBE Humanitarian and author

Terry Waite was the Archbishop of Canterbury Robert Runcie's assistant for Anglican Communion Affairs in the 1980s. As an envoy for the Church of England, he travelled to Lebanon to try to secure the release of four hostages including journalist John McCarthy and was himself held captive between 1987 and 1991. He is President of the charity Y Care International (the YMCA's international development and relief agency) and Patron of Able Child Africa. He is also one of the Patrons of Emmaus UK, a charity for formerly homeless people.



Tony McCoy, jockey Northern Irish horse racing jockey

Tony McCoy is widely regarded as the finest jump jockey to date. Having recorded his first win at the age of 17 in 1992, by 2009 he had ridden over 3,000 winners and been named British jump racing Champion Jockey every year since 1995/96. His winners included the prestigious Cheltenham Gold Cup, Champion Hurdle, Queen Mother Champion Chase, King George VI Chase and, most recently, the 2010 Grand National, at his fifteenth attempt. He was awarded the MBE in 2003.



Moya Doherty & John McColgan, Riverdance

Doherty and McColgan started Tyrone Productions in 1987 and went on to have huge success in the entertainment industry, most notably with *Riverdance* in 1994. *Riverdance* shows are still currently running in Europe, Asia and America. Their company, Tyrone Productions, is now Ireland's leading TV production company with more output hours, drama, documentary and entertainment programming than any competitor. Moya has won the Veuve Clicquot Business Woman of the Year and Ernst & Young Entrepreneur of the Year Awards and has attained honorary degrees from the University of Ulster and the National University of Ireland.



Darron Gibson, footballer

Born in Derry in 1987, Darron Gibson is a professional footballer for Manchester United. In May 2006, he won the prestigious Jimmy Murphy Award as United's youth player of the year and then played regularly for United's senior team during their pre-season summer games. He made his breakthrough into the first team in 2008 and has to date won the FIFA Club World Cup, two League Cups and a Premiership title with the club.



Eva Birthistle, actor

Eva Birthistle grew up in Derry and is perhaps best known for her role in Scottish film *Ae Fond Kiss*. She won the London Film Critics Circle British Actress of the Year award in 2004, and has twice won FTA Best Actor in a leading role award. In 2002 Birthistle appeared in two dramas focusing on Bloody Sunday: the documentary-style TV drama *Bloody Sunday*, starring James Nesbitt, and *Sunday*, written by Jimmy McGovern.



Dr Janet Gray MBE

Dr Janet Gray is a blind waterski champion. Having lost her sight at the age of 21, she went on to reach the pinnacle of disabled water skiing by winning the World Disabled Championship in three disciplines (Slalom, tricks and jumps) and became the overall World Champion in 1999, 2001 and 2003 and World Record holder in all three disciplines. She almost lost her life after an horrific accident in 2004 but again recovered and went on to become the 2007 World Disabled Waterski champion and Northern Ireland personality in 2008.



Adrian Dunbar, actor

Dunbar has appeared in such notable films as *My Left Foot*, *The Crying Game*, *The General*, *Richard III*, and *Widow's Peak*. His TV work includes *Cracker*, *Tough Love*, *Inspector Morse*, *Kidnapped*, *Murphy's Law*, *Murder in Mind*, *Ashes to Ashes*, *Frost*, and the 2005 re-staging of *The Quatermass Experiment*.

Theatre credits include *The Shaughraun*, *Exiles*, *King Lear*, *Pope's Wedding*, *Conversations on a Homecoming*, *Philadelphia Here I Come!*, and *Brendan At The Chelsea*.



Ciaran McMenemy, actor

Born in Fermanagh, Ciaran McMenemy has appeared in numerous TV programmes including *4.50 From Paddington*, *The Young Person's Guide to Becoming a Rock Star*, *The Golden Hour*, and *Any Time Now*. Other roles include *Titanic Town*, *David Copperfield*, *Bollywood Queen*, *Silent Witness*, *Jonathon Creek*, *The Private Life of Samuel Pepys*, and *Pulling Moves*. McMenemy won the Kenneth Branagh Renaissance Award (June 1997) and the Gold Medal RSAMD (1998).



Consolata Boyle, film costume designer

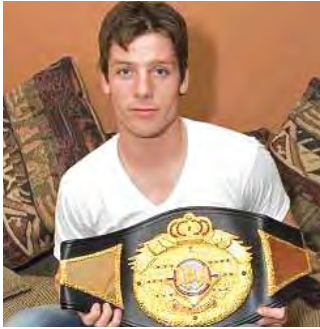
Consolata Boyle's early career included the design and set of costumes for Field Day Theatre Company's first production and world premiere of Brian Friel's *Translations* in Derry's Guildhall (1980). Having started in theatre, she progressed to costume design for film and television and has designed costumes for a wide range of films including *Cheri*, *The Queen*, *The Eclipse*, *Into the Storm*, and *The Lion in Winter*. Boyle has been nominated for BAFTA Awards, Academy Awards, Emmy Awards and Costumer Designers Guild Awards. In 2006 she won the BAFTA Award for Best Costume Design for *The Queen*. Boyle's father was from Derry.



Johnny McDaid, writer, musician, producer and recording artist

London-based Johnny McDaid was born in Derry. His songs have been featured in TV shows including *Grey's Anatomy*, *One Tree Hill*, *The Hills*, *Pushing Daisies*, *Defying Gravity* and HBO network season campaigns among others. He wrote and produced the title track for the film *House of Fools* directed by Oscar nominated director Eva Isaksen and has written and produced records for Sony BMG, Universal, EMI, PIAS, Mushroom and Capitol Records. In 2009, he was signed by Snow Patrol's publishing company Polar Patrol and later produced the Snow Patrol remix of U2's *Unknown Caller* in January 2010. He has also toured extensively with Snow Patrol playing keyboards, guitar and singing.

Johnny sprang to international fame in November 2009 when he performed *We are the One* at the Berlin Wall Anniversary Concert. The concert was covered by over 700 TV channels worldwide and also gave McDaid the opportunity to perform alongside Bon Jovi and the Berlin Philharmonic Orchestra.



John Duddy, boxer

Nicknamed *The Derry Destroyer*, John Duddy was born in Derry in 1979. He won his first Irish national title at the age of 15 and is currently based in Las Vegas. The middleweight professional boxer has lost just once in 30 bouts. 18 of his wins have been knockouts, ten of them in the first round of the fight. Duddy is the former IBA World and WBC Continental Americas middleweight title holder and has represented Ireland at European level and in Olympic qualifiers. His next fight will be against the unbeaten Julio Cesar Chavez Jr. The winner of that fight will come one step closer to a world title fight against Kelly Pavlik.



Mirenda Rosenberg, jazz singer

Having moved to Ireland from the US in 2005, Mirenda Rosenberg formed her band in 2007. The rising star's considerable stage presence and repertoire of soul, blues, funk and jazz numbers have established her as a unique talent on the live circuit. Ms Rosenberg has opened for the legendary Chuck Berry in the US and her album *Placeholder* reveals eclectic musical influences.



Maurice Harron, sculptor

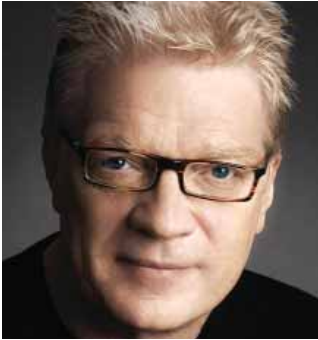
Born in Derry in 1946, Maurice Harron is primarily known for his public art works in the island of Ireland, his most famous commissions being *Reconciliation/Hands across the Divide* in Derry and *The Gaelic Chieftain* in Co Roscommon. Arguably, Harron's most popular work is *Let the Dance Begin* (Strabane, 2000). It features five semi-abstract figures (a fiddler, flautist, drummer and two dancers) and focuses on the theme of music and dance. Harron's work is to be found in the UK and also in the US where he created the *Irish Famine Memorial* on Cambridge Common, Massachusetts.



The Bogside Artists

The murals of the Bogside Artists chronicle the social history of the people of the city from the Northern Ireland Civil Rights Movement to the Northern Ireland peace process. Brothers Tom and Willie Kelly and Kevin Hasson have painted 12 large scale murals in the Bogside, known as the People's Gallery, which attracts increasing visitors to the city.

The artists have toured in the US, Australia, Canada and throughout Europe and they have given addresses in Capital Buildings, Washington; the Boston State House; Sydney University; and the Royal College of Art & Design, London. In 2007 they represented the city at the Smithsonian Folklife Festival, Washington DC and have recently received the Richard De Marco European Arts Award. Friends of the Bogside Artists include Nobel Laureate John Hume, playwright Brian Friel, artist Richard De Marco and Her Grace the Duchess of Montrose.



Sir Ken Robinson, Creativity Expert



Born in Liverpool in 1950, Ken Robinson gained his PhD in 1981 for research into drama and theatre in education and has published widely on creativity, innovation and culture. His first book, *Learning through Drama* (1977) was the result of a three-year national development project for the Schools Council and he was principal author of *The Arts in Schools: Principles, Practice and Provision* which is now established as a key text on arts and education in Britain and internationally. From 1985 to 1989 Robinson was Director of The Arts in Schools project, a national initiative to develop the arts in primary and secondary schools in England and Wales. Robinson has worked with the Independent Television network and British Telecom and was founding Chairman of Artsworld, the UK's national youth arts development agency.

As education consultant to the Council of Europe he wrote *Arts Education in Europe*, and went on to author *Facing the Future: the Arts and Education in Hong Kong* for the Hong Kong Government. In 1998 Robinson established and led a national commission on creativity, education and the economy which published *All Our Futures: Creativity, Culture and Education*. He was a central figure in developing a strategy for creative and economic development as part of the Northern Ireland peace process, producing *Unlocking Creativity*, the blueprint for change which was adopted by politicians of all parties, by business, education and cultural leaders. In 2001 Robinson published *Out of Our Minds: Learning to be Creative* and his latest book *The Element: How Finding Your Passion Changes Everything* was launched in 2009.

Robinson is in high demand as a speaker and addresses audiences internationally on the creative challenges facing business and education in global economies



Iqbal Wahhab Restaurateur and entrepreneur



Born in Bangladesh, Iqbal Wahhab moved to Britain at the age of eight months. A graduate of LSE, he left his early media career to launch multi-award winning Cinnamon Club in 2001, a restaurant and bar aimed to change the way Indian dining is viewed. In 2003 he co-authored *The Cinnamon Club Cookbook* and in 2005 opened Roast, a restaurant and bar in Borough Market celebrating the best of British cooking with the best of seasonal British produce.

He works closely with The Prince's Trust, taking children from under-privileged schools in south east London and spending half days with them at Roast and taking them on food education programmes. Wahhab was awarded Business man of the Year 2008 and is chair of the Ethnic Minority Advisory Group (EMAG) and sits on the Ethnic Minority Employment Task Force. Mr Wahhab was awarded an OBE in January 2010.



Snow Patrol, rock band

Formed at the University of Dundee in 1994, most of Snow Patrol's members are from Northern Ireland. The group rose to national fame with their major label debut, *Final Straw* in 2003. The album was certified 5x platinum in the UK and eventually sold over 4 million copies worldwide. Their next studio album, *Eyes Open* (2006) propelled the band to greater international fame. The album topped the UK Album Charts and was the best-selling British album of the year, selling over 5 million copies worldwide. In 2008, the band released their fifth studio album *A Hundred Million Suns* and in 2009 their first compilation album *Up to No w*. In the course of their career, Snow Patrol have won five Meteor Ireland Music Awards and have been nominated for three BRIT Awards. Since the release of *Final Straw*, the band have sold over ten million albums worldwide.



Nadine Coyle, Girls Aloud

Born in Derry in 1985, Nadine is best known as a member of the pop group Girls Aloud. While still at secondary school, Coyle entered the Irish talent show *Popstars*, was selected to become a member of the group Six, but was unable to join as she was under age. Music impresario Louis Walsh later invited Nadine to sing in *Popstars The Rivals* for a place in a girl band which went on to become Girls Aloud. The group's debut single *Sound of the Underground* went to no. 1 in the UK singles chart and was the 2002 Christmas no. 1. Since 2003 Girls Aloud have released a further twenty singles including *I'll Stand by You*, *Walk this Way*, and *The Promise*, all of which were no. 1 hits. The *Promise* also won Best British Single at the 2009 BRIT Awards. Nadine is now pursuing solo projects.



Eoghan Quigg, singer

Eoghan Quigg grew up in Dungiven, Co. Derry where he pursued his dream of singing and performing. He soon became a local star, playing the lead roles in school productions of *Joseph* and *Oliver*. He auditioned for the X Factor and came third in 2008 final. Since the X Factor Eoghan recorded his debut album, *Eoghan Quigg* which went to Number One in Ireland. Career highlights include supporting Boyzone on tour and his homecoming gig in Derry, where he played to 20,000 fans. He has now returned to school to finish his studies and is concentrating on song writing.



Paul 'Dudey' McCloskey, boxer

Paul 'Dudey' McCloskey from Dungiven, Co. Derry, is the European Light-Welterweight Boxing Champion. He has had a very successful career, remaining unbeaten since turning professional in 2005. His most significant victory was in November 2009, when he won the European Champion title, defeating Spanish Daniel Rasilla to a sell out home crowd in Co. Derry. Paul will defend his title this June in Belfast.



Brian Ferran, artist

Born in Derry in 1940, Brian is a graduate of the Courtauld Institute, London and of the Brera Academy, Milan. He is a former chief executive of the Arts Council of Northern Ireland. Since 1963, he has undertaken public and private art commissions and has exhibited paintings regularly in Europe and North America. His work is included in numerous public collections. At Oireachtas Exhibitions, in 1965 and 1976, he won the Douglas Hyde Gold Medal for Irish Historical Painting. In 1970 he was a Leverhulme Scholar. He is an honorary member of the RHA and the RUA, and exhibits annually at the exhibitions of both institutions. He now lives in Malin, Co. Donegal



Denise Ferran, artist

Denise Ferran trained as an art teacher at St. Mary's College of Education, Belfast and taught in Milan, Derry and St Dominic's Belfast becoming Head of the Art Department and subsequently Head of Education at the Ulster Museum. In 1996 she was awarded an Honorary MFA by the University of Ulster and in 1997 she was awarded a PH.D in Art History from Trinity College, Dublin. She has exhibited widely in Ireland and the USA and is represented in many public collections.



Willie Doherty, visual artist

Willie Doherty was born in Derry in 1959 and continues to live and work in the city. Doherty has twice been short listed for the prestigious Turner Prize, once in 1994 and again in 2003. He first came to prominence in the 1980s when he exhibited a series of powerful photographic works overlaid with text. These works, like all his subsequent photographic and video work, explore the complexities of living in a divided community. He has represented Ireland at the Venice Biennale in 1993, Great Britain at the São Paulo Art Biennial in 2003 and Northern Ireland at the 2007 Venice Biennale.



Michael Flatley, step dancer, flautist and choreographer

Born in 1958, Michael Flatley became internationally known through his theatre musicals, *Riverdance*, *Lord of the Dance* and *Feet of Flames*. He first came to fame in *Riverdance* in 1994, starring in the show which found world-wide acclaim. After leaving it Flatley produced, directed, and choreographed *Lord of the Dance* and in 1998 put together a dance production called *Feet of Flames* which toured the US in 2000 and 2001. Flatley is currently starring in Irish dance show *Celtic Tiger*, which opened in July 2005.

Appendix E: Marketing Approach

Derry~Londonderry doesn't just have Ireland's oldest City Walls and youngest population it has an energy and attitude to life that sets this thriving regional hub apart. It reflects the anthem by Snow Patrol of a positive attitude of 'Just Say Yes'.

Visitors are constantly amazed by the City's tangible historical footprint, ranging from its founding ancestor St Columba in 521AD to the recent journey through four decades of the Troubles. That unique legacy also includes its historic Walls, built in 1613 (it's the only completely Walled City in Ireland), being the home of the longest City siege in British history 1688-1689; its unique connections with London, its Guilds and The Honourable The Irish Society; the City's role as a major gateway and emigration port from 1847-1867 and hosting Europe's largest naval base during World War II.

It is this depth of history that gives an extra edge to a host of award-winning museums covering every aspect of the City's journey. There are over ten museums and centres showcasing their part of the City's story with a spectacular new maritime interpretation in the planning. Add to this the option of some sixteen guide companies in the City and it's impossible for visitors not share in its history!

According to the Lonely Planet Guide, the City also has "a determined air of can-do optimism that has made it the powerhouse of the North's Cultural Revival", and whether you are a visitor, investor or student, culture comes in many guises here. Investment in cultural venues here is significant, from the Verbal Arts Centre and its literary associations inscribed into its very walls and unique collections of digital archive of Irish films at the Oscar-nominated



Nerve Centre, to ground breaking new art galleries and theatres such as the Millennium Forum, Playhouse and Waterside Theatre which are pulsating with challenging contemporary productions. Then there's a new Irish culture centre Cultúrlann Uí Chanáin designed by award winning architects O'Donnell and Tuomey, that was recognised as a building of distinction at the Venice Biennale and recently in 2010 won the supreme award, the Downes Medal, from the AAI. A new Public Realm performance space is under development at the former Ebrington Barracks that is comparable to Trafalgar Square and the Peace Bridge will soon be completed to connect the communities across the River Foyle. These venues and the wider City are animated with vibrant events and festivals programme covering everything from Hallow'een, comedy and jazz to the resurgent Ulster Scots culture. There's also an exceptional student scene with the Foyle Arts Centre at Magee College and the NWRC both nurturing and showcasing emerging talent.

An endless choice of outdoor and other activities are available from golf, fishing, surfing, zorbing, walking, dancing, cooking, reciting, meeting and eating to Tai-Chi on the City Walls - Derry~Londonderry can really deliver on the unexpected! The City also has easy access to a transport network that includes the City of Derry Airport with direct access to five UK cities and international destinations. As a regional hub it has a growing port, rail links to Belfast and Dublin and scenic links to the UNESCO World Heritage Site of the Giant's Causeway (a step away from Bushmills, the oldest Whiskey Distillery in Ireland), and is on the doorstep of the Eurozone and the stunning natural landscape of Donegal.

In recent years, Derry~Londonderry has been transformed in every aspect of City life. A highly educated and motivated young workforce are injecting innovation, energy and talent into everyday life, helping to attract and build some of the world's most innovative companies along with leaders in nanotechnology, intelligent systems and software through to vital clinical research. The City is attracting knowledge economy investment in software; digital media; financial services; creative industries and life sciences. It has one of the fastest transatlantic digital connections in Western Europe, ensuring the City is at the heart of the international telecommunications network

between Europe and the US. With so much to offer, Derry~Londonderry's will to exploit its undiscovered potential is pulsing through its veins and the future couldn't look brighter.

Derry~Londonderry – 'Just Say Yes', this is our time

Derry~Londonderry is on the cusp of change and has arrived at a moment in time when people, place, past and future have aligned to drive its economic and social ambitions. The UK CoC 2013 is an important stepping-stone on that journey.

This accolade is considered the catalyst to invite the world to discover (and in some cases re-discover) the renaissance of this great European City as a symbol of the incredible transformation that is happening in NI and the powerful role that culture is playing in that transformation. **We believe** fundamentally that culture connects people, place, our past and future and is the key to unlocking Derry~Londonderry's potential and its future direction.

Whether these connections are with our local population, a massive and loyal Diaspora who will be invited to 'come home', our children and young people or the 20% of households in the City who are most disadvantaged, the scale and depth of the City's celebrations and inquiry during 2013 will create opportunities for a more confident, ambitious and prosperous community and make a difference to how the outside world views and experiences the City.

Specifically, our 2013 Marketing Programme will aim to accomplish the following:

- To build local participation and inspire the local residents to focus their efforts on helping to make 2013 a success.
- To harness the youthfulness of the City and to use it as a key resource to market 2013 and simultaneously create a legacy for creativity, commerce and education.
- To position Derry~Londonderry as one of the UK's undiscovered cultural treasures.
- To use 2013 as a 'call-to-action' and a catalyst for

change to make the City top-of-mind for tourism, inward investment, education and the returning Diaspora.

- To capitalise on Derry~Londonderry's positioning as being in the digital forefront in Europe as a key focus of the marketing efforts.
- To focus on creating partnerships, wherever possible, particularly through regional engagement (London 2012 and the Cultural Olympiad and Glasgow 2014) to help build stronger regional, national and international connections.

The City has already concluded a branding strategy with the positioning of Derry~Londonderry as an undiscovered European capital experience. It has energy, ambition and attitude to look for external connections and partners for a vibrant economy, a strong commitment to our young people reflected in our bid to be designated as a UNICEF Child Friendly City and our bid for European Youth Capital with continued growth in the daytime and evening experiences within the City. Culture is one of the key distinguishing assets of the brand. Its relevance and importance to all audiences strengthens the City's appeal to local residents, students, investors and visitors.

The Candidate City of Culture programme has identified 'telling the world our new story' as an essential step change. This direction has already shaped the early awareness strategy for the bid. Represented by a stylised early Gaelic symbol, 'the Awen', it encourages local organisations and individuals to 'be inspired' and share their creative success stories, opinions and views on our unique culture. These principles of celebration and inquiry are as embedded into the marketing plan as they are in the Cultural Programme. During 2013 a priority will be to tell Derry~Londonderry's new story to the world.

Priority audiences for 2013

The City of Culture bid has identified three priority audiences at the heart of its step change. These are:

1. internal audiences in the City, such as Children and Young people
2. 20% of residents in the most deprived City neighbourhoods; and
3. the external audience of the Diaspora.

Throughout the Year of Culture 2013 it is our intention to reach 100% of the people in our community and make them part of the City's new story. Their ability to participate, attend and reconnect will be central to the success of the year. Achieving maximum participation, attendance and connections during 2013 are therefore priority marketing challenges.

1. Children and Young People

Engaging with children young people during 2013 is central to the City of Culture legacy. Identifying champions within each school and third level colleges in the City Council area will assist with developing and embedding successful creative connections for this audience.

This will also be supported by a distinct curriculum-led education programme around the themes of Unlocking Creativity. Supported by an early years programme aimed at pre-school children, third-level institutions will also be encouraged to expand their course offering to include more digital and gaming skills through the development of an Academy for Arts and the Creative technologies.

A social media strategy will become the central communications tool for reaching this audience, supported by an imaginative cultural outreach programme that aims to showcase and uncover new and emerging talent. Building upon the engagement work of the Regeneration Plan, this audience will be asked to shape the communications and marketing programmes in both their preferred language and style of delivery.

2. Residents in our 20% most deprived neighbourhoods

Through the use of imaginative initiatives such as Children's Music Promise and wireless access in these areas, there is also an opportunity for communities to shape their own cultural outcome during this year. A robust marketing partnership with the agencies and communities that work daily with this audience will be central to shaping the messages and methods of reaching this group. Our Creative Connections theme establishes community Cultural Embassies with

our communities they support. This is also supported by programmes to ensure communities, through Celebration and Inquiry, can connect with wider communities within the City and throughout the UK and globally.

3. Diaspora

It is our intention to designate 2013 as the homecoming year for NI. The Irish Diaspora is estimated at 70 million worldwide, including 36 million Irish Americans, 5 million Ulster Scots Irish (in the US), 5 million Irish Canadians and 1.9 million Irish Australians, of which collectively 9 million are of north west decent. The City also has unique connections with London and will aim to build upon the 400th anniversary of this relationship with an extended invitation home to many of these historic and cultural connectors.

Reaching this audience through established online community network groups, campaigns to return home, opportunities to share cultural ideas through the Digital Dreams Initiative or to become part of the City's Second Life project will present real and virtual opportunities to connect, attend and participate in 2013 celebrations and inquiries. As a priority external audience, the call-to-action is to reconnect emotionally with the City of their home. Culture will be a strong driver of the emotional connection with this audience.

Marketing approach visitors, students and investors

In addition to the internal audiences, the priority external audiences are short-break visitors, day visitors, investors and students from across the globe. These audiences, along with internal audiences, will be targeted through an integrated welcome programme and initiatives.

Welcome ~Fáilte~ Walcum~Bienvenue~Willkommen~Witamy~ 欢迎

The City will develop an integrated welcome programme to ensure a quality experience is guaranteed for locals, visitors, investors and students. Working with the key agencies in the City, this welcome will be delivered virtually through an improved online experience, a series of iPhone/iPod Touch applications

and in person, on arrival, at a welcome centre that delivers a personalised and customised service. This integrated welcome will be supported by regular training for all frontline services to ensure awareness and information about activity during 2013 is available at all possible points of contacts such as airports, taxis, bus stations, hotels, retailers, pubs, restaurants and venues.

There are a number of elements within this programme that will encourage greater ambassador opportunities:

- **Welcome ambassadors**
The City has a regular presence of welcome ambassadors in the City centre over the summer period. During 2013 this will be increased to have daily welcome ambassadors who are mobile and available to enhance the experience during that year.
- **Cultural ambassadors**
An opportunity for volunteering during 2013 should be available for all ages with opportunities to perform, inform, organise and support the delivery of the 2013 programme and experience we will work closely with volunteer Arts Ireland and Volunteer Now to develop these programmes.
- **Youth ambassadors**
Connecting Derry~Londonderry with those cities who are designated as European Youth Capital 2013, there is an opportunity to create youth connections by establishing exchanges to showcase talent and provide valuable insights into the Derry~Londonderry story. It is intended that 2013 youth ambassadors will be appointed and supported through our Cultural Codebreakers programme.
- **City ambassadors**
Derry~Londonderry also has historic links with London, other walled cities in Europe, and our namesake cities in USA and it would be important to establish cultural events/occasions to celebrate and understand these unique connections that have shaped and will continue to shape the City moving forward including the opening Sons and Daughters event and the Return of the Peacemaker.

Cultural excellence – Discover more

2013 presents strong call-to-action for the opening event, headline events, opening of significant venues/facilities and the launching of year-long programme of activities. The packaging of short cultural breaks has a strong resonance with the UK and RoI market.

Sightseers and culture seekers are an important segment for the City. The UK market is valued at £217m in terms of tourism and forms over 70% of all overseas visitors to NI. Locally, our challenge is to grow our presence in this market.

Daytrips also represent immediate opportunities to re-package the evening economy offer for the City combining culture with a strong retail offer. An enhanced online events guide with a customised itinerary planner will ensure that regular and repeat visits from both a NI and RoI audience will continue to grow.

Within the home market, emerging interest in becoming a cultural codebreaker and discovering the hidden gems of the City's cultural landscape will be expanded as part of the experience during 2013. A City passport for culture and heritage will support these initiatives to improve access and awareness of what offer is available.

Creative excellence – Explore more

International master classes, learning labs and summer schools for creativity and language will form the components of the call-to-action for commerce and education.

Becoming a beacon for cultural-led regeneration will be central to the success story of 2013. The City's journey will be shared through a series of master class events and conferences which will appeal to policy makers, tourism, investment, place making, community planning and regeneration specialists who are keen to be part of 2013.

Our local creative industries sector will be supported and encouraged to think creatively through bespoke learning labs that bring together a mix of disciplines to share ideas and encourage new approaches to developing business. These learning labs will be informal

and are aimed at supporting the creative energy that defines entrepreneurship in the City.

A business activation programme will also create business events to ensure the benefits of 2013 can be spread among local suppliers. This will also include a skills programme. There is also an opportunity to establish an apprenticeship programme for culture and arts.

A proactive programme for international students will encourage a greater opportunity to locate in the City as part of an enhanced summer programme for culture. Summer and language school schemes will be enhanced and developed during 2013.

Home Coming – The town we love so well

The Diaspora invitation to return home will form the international call-to-action for cultural contributors, visitors and investors. As a NI campaign, UK CoC is the emotional invitation to reconnect either virtually or physically during 2013. As a gateway City to and from the USA there is a need to position the call to come home as an opportunity to participate, celebrate and be part of 2013.

The UK market and connections with London offer a perfect positioning for the City. The 400th anniversary of the London-Derry connections will be a feature of the 2013 celebrations and an opportunity to build upon links and opportunities for tourism, investment and education. The opening events in 2013, including the 'Sons and Daughters' concert, is crucial in celebrating the success of local and returning talent who have reached further shores from here.

The homecoming campaign will be supported by the City ambassador programme and through some imaginative commissions, such as a Derry~Londonderry postage stamp, which Royal Mail are sponsoring, and a limited edition authentic Derry~Londonderry birth certification. The investment potential from the Diaspora is also significant with a move towards a digital online engagement, such as links to www.irishcentral.com. From a cultural perspective linking directly to cultural networks in these key markets and trade and festival showcases, such as Celtic Connections in

Glasgow, the Best of Britain Show in London and major cultural festivals in the USA, are essential opportunities to personally deliver the invitation to 'come back home' to these audiences.

Digital Distinction- Switched-on City

It is essential that as many opportunities as possible are created to encourage innovative participation in the Year of Culture. Whether it is connecting through 'BBC Live Sites', innovative iPhone/iPod Touch applications or a gaming application for 'cultural treasures and geo caching', the ability to be part of the year digitally is an essential differentiation for Derry~Londonderry and the region. A main component of the marketing strategy will be the creation of a virtual Derry~Londonderry experience enabling the Diaspora to virtually "come back" to the City through environments such as www.secondlife.com. All promotional campaigns will have online, social media and viral marketing as an established action along with mobile versions. The programme development has already created opportunity for content and performance development through on-line services, which includes sharing of creative ideas, online debating and our iPhone/iPod Touch application which is due to launch at the end of May.

Marketing Partnerships

Partnerships are at the centre of the marketing strategy with proposals to align the City profile during 2013 with strategic marketing partners in NI, ROI and the UK. These alignments are for culture, tourism, investment, education and culture with agencies including NITB, TIL, Visit Britain and INI.

NI is already participating in the London Cultural Olympiad which includes plans to celebrate significant developments in tourism infrastructure, cultural tourism, events and festivals. During 2012 it is essential to build upon the Cultural Olympiad opportunity and the UK-wide cultural festival. A NI ministerial executive level team is in place to maximise this opportunity.

TIL is delivering £12 million on tactical and co-operative marketing activity. The organisation has offices in 30 countries and it provides the opportunity of 680 marketing platforms and 2,600 promotional opportunities worldwide. The growth in the UK market is a priority action for tourism in our region. The global

digital audience through the TIL and NITB online presence is over 11 million visitors.

Visit Britain identified that over £300 million of public funding is being spent in tourism marketing in the UK. The UK tourism market generates £85 billion per annum. The NITB work closely with Visit Britain and have already profiled the City in a collaborate effort as a Candidate City. The NITB have an annual marketing budget of £4 million covering seasonal campaigns in the NI and ROI markets. They expect to generate over £25 million of publicity annually.

INI provide skills development and market entry support. They have a series of trade events that would connect to the digital distinction of the City.

In the private sector there will be an opportunity to work creatively with broadcast providers to record the City's journey or to showcase some of the events that will be located in NI. The City already has producers of world class content that can work with regional and national broadcast partners. Similarly the City has already worked with regional airlines including Ryan Air to develop inbound air access to the North West of Ireland.

Within the City and region a partnership culture for marketing already exists and during the Cultural Olympiad the ambition is to build upon these regional partnerships for tourism, air access development, rural programmes and inward investment.

A short summary of the phasing of these initiatives is outlined in the next section.

Campaign Programme

Phase 1 –Post-award profile and action - £50,000

- **Victory Publicity July 2010**
This would include PR and announcements to publicise the City's success and begin to outline key aspects of the proposals to encourage greater interest.
- **On-line engagement July 2010**
Creating multiple opportunities for online registration as part of an expression of interest database and building on the iPhone/iPod Touch application.

- **City Brand and campaign launch September 2010**
Rolling out the City brand strategy to mark the next steps in the City's progress.
- **Opening of Peace Bridge December 2010**
Launching the benefits of the new performance space and connections at Ebrington.

Phase 2 – Inviting the World – 2011

- **UK Campaign – Cultural experiences – Spring 2011- £300,000**

This would include a profile in the main gateway markets linked to the air and sea port access to Northern Ireland. In partnership with Tourism Ireland this would include online, PR and direct mail.

- **Diaspora Campaign - the town we love so well – Autumn 2011 onward £150,000**

The Diaspora campaign call-to-action includes digital, events and an international road show. The City will identify key festival events in Glasgow, London, USA, Australia and other key markets and will combine access to these markets with an international cultural road show and the opportunity afforded by the round the international Maritime Event.

The City is currently bidding for an international maritime programme and event. Previous indicators from other locations hosting this event are that it has the potential to reach over 212million people and achieves significant international media coverage. This provides a unique opportunity to personally bring an invitation to key markets through a Cultural showcase and connections with tourism, investment and culture in the run-up to 2013. The timing of this campaign coincides with work already underway by Tourism Ireland in relation to developing a genealogy and Diaspora Campaign.

- **UK/Republic of Ireland Campaign – Spring 2012 -£150,000**

This invitation to attend 2013 would also include profile in the main gateway markets linked to the air and sea port access to NI. In partnership with Tourism Ireland this would include online, PR and

direct mail. Trade show opportunities in Glasgow and London would also be included. It is essential the publicity programme during early 2012, building on the proposals by Government to mark the anniversary of the launch of the Titanic and the events surrounding the Cultural Olympiad, is aimed at bringing journalists to the City and region to assist with greater awareness ahead of the main 'call-to-action' in the Autumn of 2012. These are some of the opportunities that will be developed in partnership with their extensive annual promotion programme for tourism and will be included as elements within the Tourism Ireland programme.

- **Homecoming event – June 2012 - £250,000**
The arrival of the maritime event in the city will be a poignant reminder of the Diaspora and the city's international connections. This is the foundation of the Diaspora activation programme.
- **Cultural Olympiad – April - Summer 2012- £50,000**
The main thrust during this period will be the creation of cultural connections with the Northern Ireland programme for cultural celebration to support the Olympics and the proposed programme of events. The opening of a series of capital projects in NI will support a new drive and invitation to visit the region and Derry~Londonderry, will work collaboratively to capitalise on this campaign.

Phase 3 – Welcoming the World

- **We Are Ready – Autumn 2012 - £366,000**
This is the main launch campaign UK CoC. It will include all the local activation and call-to-actions including training, ambassador and education programmes to support the local audience engagement during 2013. It will also include the main announcement of the annual programme for 2013. This will be supported and reinforced by trade and consumer campaigns in the UK.
- **Welcome to Our City - January 2013 to December 2013 – Tactical Plan for Promotion £350,000**
This requires partnership platforms for trade shows, media platforms, and literature etc and will be grouped around the highlight events, year-long initiatives and facility openings during 2013. These will be driven by consumer campaigns in key

gateway markets in the UK, using broadcast and print advertising along with an integrated online digital programme and trade events. These will be grouped as four seasonal campaigns in January, March, June and September and will be supported by an extensive monthly update on opportunities to engage, take part in and enjoy.

Delivery and evaluation

A designated marketing agency, at an estimated cost of £250,000 will develop, deliver and account for all the planned activity during the promotional and engagement period. This organisation will be responsible for evaluating how we improved the cultural experience in the City and measure the audience, media evaluation and participation during 2013.

The re-run of the Citiscope survey by Oxford Economics in 2012 and 2014 will provide a baseline for an analysis of activity and benefits of the development and delivery of the City of Culture 2013 from September 2010 to September 2014. This will provide data and evidence of changing patterns, behaviour and perceptions in the lead in to the City of Culture year and immediately afterwards.

Budget provision

The marketing provision for UK CoC is £2.6m. This will be sourced through sponsorship and alignment of funding from public sector and private sources. It does not include the bid fee for the Maritime event 2011/12. The NITB and TIL have also indicated their support and have also been expert partners and supporters during the bid preparation.

In 2013 Belfast will be hosting the World Police and Fire games attracting 25,000, participants. This will be the largest sporting event in the world that year and joint marketing of UK CoC 2013 with Belfast City Council and NITB will be pursued.

Staff and Resources

The Culture Company will have dedicated staff and budget resource for media and marketing activity, stakeholder and audience engagement. The team will work closely with DCC and our Tourism and Arts partners to ensure a coordinated collaborative approach to marketing across the City an NI that also aligns with NITB and Government objectives for PfG. More specialist expertise and support will be procured where necessary.

The marketing budget will be reviewed quarterly and realigned as appropriate in discussion with marketing partners.



Appendix F: Glossary



Abbreviation	Description
AADE	Association for Art and Design Education
ACNI	Arts Council for Northern Ireland
AIF	American Ireland Fund
BFI	British Film Institute
CCEA	Council for Curriculum, Examiners and Assessment
CEO	Chief Executive Officer
CFNI	Community Foundation for Northern Ireland
DARD	Department of Agriculture and Rural Development
DCAL	Department of Culture Arts and Leisure
DCC	Derry City Council
DE	Department of Education
DEL	Department of Education and Learning
DETI	Department of Enterprise, Trade and Investment
DFF	Deep Fried Funk
DFP	Department of Finance and Personnel
DHSSPS	Department of Health and Social Services and Public Safety
DOE	Department of the Environment
DRD	Department for Regional Development
DSAT	Department of Arts, Sports and Tourism (Republic of Ireland)
DSD	Department for Social Development
ESA	Education and Skills Authority
FCO	Foreign and Commonwealth Office
FLGA	Forum for Local Government and the Arts
FI	Faillte Ireland
GCE	General Certificate of Education
GVA	Gross Value Added
HR	Human Resources
IBEC	Irish Business and Employers Confederation
IFI	International Fund for Ireland
INI	Invest Northern Ireland
IT	Information Technology
INCORE	International Conflict Research Institute
INI	Invest Northern Ireland
LIFT	Labour In Faith and Trust

Abbreviation	Description
LGBT	An initialism referring collectively to Lesbian, Gay, Bisexual, and Transgender people
LSO	London Symphony Orchestra
LSP	Local Strategy Partnership
MSP	Office of Government Commerce – Managing Successful Programmes
MoR	Office of Government Commerce – Management of Risk
NESTA	National Endowment for Science, Technology and the Arts
NI	Northern Ireland
NIEA	Northern Ireland Environment Agency
NIMC	Northern Ireland Museums Council
NITB	Northern Ireland Tourist Board
NMNI	National Museums of Northern Ireland
NPB	Neighbourhood Partnership Board
NWCN	North West Community Network
NWRC	North West Regional College
OGC	Office of Government Commerce
OFMDFM	Office of the First Minister and Deputy First Minister
PFG	Programme for Government
PR	Public Relations
PRONI	Public Records Office Northern Ireland
RoI	Republic of Ireland
RUA	Royal Ulster Academy
SEEDS	Solidarity Equality Education Diversity Support
SEUPB	Special EU Programmes Body
SCIS	School of Computing and Intelligent Systems
SCNI	Sports Council for Northern Ireland
SIB	Strategic Investment Board
TIL	Tourism Ireland Limited
UK CoC	United Kingdom City of Culture
UN	United Nations
UU	University of Ulster
UK	United Kingdom
USA	United States of America
WELB	Western Education and Library Board



 **DERRY~LONDONDERRY**
Candidate City, UK City of Culture 2013

*Now is our time and we ask
you, the movers and shakers
of today to begin and
continue the momentum, so
we the next generation can
harness the energy of this
historical city and put
despair and unemployment on
the far side of revenge.*

Aoife Monaghan
age 16 years



DERRY~LONDONDERRY
Candidate City, UK City of Culture 2013

Derry City Council, 98 Strand Road, Derry~Londonderry, N. Ireland, BT48 7NN
t: 028 7136 5151 www.derrycity.gov.uk