



# Cultural Prosperity Plan

LONDON

2013





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## Cultural Prosperity Plan

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## ACKNOWLEDGEMENTS

THE DEVELOPMENT OF THE LONDON CULTURAL PROSPERITY PLAN RELIED HEAVILY ON INPUT RECEIVED FROM ALL FACETS OF THE CULTURAL COMMUNITY AND THE GENERAL PUBLIC THROUGH A HIGHLY INTERACTIVE AND COLLABORATIVE FOUR-PHASE PROCESS. WE'D LIKE TO EXTEND OUR SINCEREST GRATITUDE TO ALL THOSE INVOLVED.





# Executive Summary

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## THE LONDON CULTURAL PROSPERITY PLAN IS A STRATEGIC DOCUMENT THAT PROVIDES A COLLECTIVE VISION AND DIRECTION FOR CULTURE IN LONDON.

Culture is a deep and encompassing concept that enhances the quality of life of residents and visitors on a daily basis. Understanding and building upon the complexity of culture, and recognizing the significant value it generates, both from a quality of life and economic perspective, enables the Plan to achieve broader reaching and more meaningful outcomes. Moving forward, the London Cultural Prosperity Plan is intended to continue to drive positive change in London's cultural landscape by putting forth a series of Strategic Directions, Objectives and Actions. These will be implemented through coordinated efforts between the City of London's Cultural Office and key partners.

### THE PLAN WILL:

- » integrate culture with London's Strategic Plan 2011-2014 Results of fostering a strong economy and a vibrant and diverse community;
- » promote culture as a key component of economic growth and quality of life;
- » continue to make London a place where cultural workers choose to live, incubate new ideas, and thrive;
- » foster creativity by encouraging cross-sectoral partnerships and cultural entrepreneurialism; and
- » build awareness of London's vast array of cultural programming, assets, and quality places, through promotion and investment.





THE WESTERN FAIR IS HELD ANNUALLY IN LONDON



MUSEUM OF ONTARIO ARCHAEOLOGY



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## CULTURAL PLANNING PROCESS AND FRAMEWORK

The development of the London Cultural Prosperity Plan relied heavily on input received from all facets of the cultural community and the general public through a highly interactive and collaborative four-phase process that began with the hiring of DIALOG in December 2011. The Project Team worked in collaboration with the Steering Committee and Creative City Committee Working Group, which are supported by the City of London Culture Office, London Arts Council and London Heritage Council. The development of the Plan was financially supported by the Creative Communities Prosperity Fund through the Ontario Ministry of Tourism, Culture and Sport and matching funding provided by the City of London Culture Office. Over 500 residents provided input through stakeholder interviews, Discussion Guides, twitter, and three large public events.

## THE LONDON CULTURAL PROSPERITY PLAN VISION

Culture is at the heart of our thriving and vibrant city. It is recognized by our city for its important role in building economic and community growth, attracting and retaining talent, informing municipal decision-making processes, and elevating the profile of London as a regional cultural centre. Our culture is an expression of our identity, our shared histories, values, beliefs, and traditions - and is enriched by the diversity of our city. It is alive and celebrated.

Culture is a highly valued and fundamental aspect of our everyday life, is supported by our strong spirit of collaboration, and contributes to the vibrancy of our city. We will build on the successes we have achieved, and forge new directions.







## STRATEGIC DIRECTIONS

The Strategic Directions are the centrepiece of the London Cultural Prosperity Plan. They are designed to elevate the role of culture, particularly as a tool for promoting economic growth; to identify existing and needed resources to build cultural capacity; to explore collaborative frameworks and partnerships; and to strengthen and promote existing cultural resources.

### STRATEGIC DIRECTION 1.0 - STRENGTHEN THE ECONOMIC GROWTH OF CULTURE

The London Cultural Prosperity Plan will strengthen the links between the business and cultural sectors. The Plan will contribute to the attraction and retention of talent, promote business growth, and encourage entrepreneurialism in the cultural sector.

### STRATEGIC DIRECTION 2.0 - SUPPORT CULTURAL PROGRAMMING

The London Cultural Prosperity Plan will support, celebrate, and strengthen the cultural sector, and increase its capacity to provide quality programming through new and enhanced partnerships and collaborations.

### STRATEGIC DIRECTION 3.0 - LEVERAGE LONDON'S CULTURAL ASSETS

The London Cultural Prosperity Plan will support the cultural sector by leveraging, sustaining, maintaining, enhancing, and celebrating existing cultural assets in order to promote economic growth.

### STRATEGIC DIRECTION 4.0 – CELEBRATE AND PROMOTE CULTURE

The London Cultural Prosperity Plan will engage, celebrate and promote a deep appreciation for culture in London.

## CONCLUSION

The London Cultural Prosperity Plan outlines a vision of London as a culturally rich city that uses creativity of its citizens to make a place that will prosper in a new economic age. As the Cultural Prosperity Plan is implemented, the creative strength of the City will generate a richer home for everyone in the community. Most importantly, the Plan proposes new ways of considering and acting on culture by City staff and cultural workers, challenging them to use their own creativity, and to bring a desire for greatness to everything London does.



# Introduction

CULTURE, THE ECONOMY, AND SOCIAL WELL-BEING ARE FUNDAMENTALLY INTER-CONNECTED, EACH CONTRIBUTING TO THE ROBUSTNESS OF THE OTHER, AND EACH PLAYING AN IMPORTANT ROLE IN THE OVERALL PROSPERITY OF CITIES.



# Cultural Prosperity Plan

LONDON

Historically, a city's cultural scene was assessed based on the quality of its cultural facilities and programs – an outcome of a prosperous economy. Today, however, we understand that culture is defined through an array of tangible and intangible resources and assets that are unique to each place, and that these play a fundamental role in expressing a community's values.

In 2005, the Creative City Task Force Report was approved by London City Council, marking a major milestone in the city's evolution as a creative centre, and placing it at the forefront of cultural planning practice in Canada. As direct outcomes of the Plan, the Culture Office was established in 2005, and London became the first city in Canada to form a Creative City Committee in 2007 and a Heritage Council in 2008. The Creative City Task Force Report helped to clarify the important role of culture in promoting economic prosperity, and made the support of culture a civic priority. In 2012,

the London Cultural Profile: Economic Impact Analysis for London's Cultural Sector report quantified this role, identifying the cultural sector as contributing \$540 million to the city's Gross Domestic Product (GDP), and providing employment for 7,700 people.

The Cultural Prosperity Plan is meant to build on these successes and continue London on its path as a cultural trailblazer. It also aims to advance and improve the city's economic competitiveness. The Plan demonstrates that culture in London is not a narrowly defined notion, applicable to only a small niche of Londoners. In fact, culture is a deep and encompassing concept that enhances the quality of life of residents and visitors on a daily basis. Understanding and building upon the complexity of culture, and recognizing the significant value it generates, both from a social and economic perspective, enables the Plan to achieve broader reaching and more meaningful outcomes.

Through public and stakeholder consultation, an initial series of Cultural Drivers (which address "What Does Culture Mean" to Londoners) were generated and served as a guiding framework for the Plan's Vision and Principles.<sup>1</sup> The four Strategic Directions represent the big moves of the plan (the focus of work); the Objectives are the major steps necessary to achieve the Strategic Directions; and the Actions are the specific projects or tasks required to implement each Objective. The Implementation section provides key recommendations related to governance. A separate Implementation Plan is recommended to provide further details related to how each Action will be achieved.

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**1 FOR A FULL OVERVIEW OF THE PLAN'S CULTURAL DRIVERS AND PRINCIPLES, PLEASE REFER TO THE APPENDICES.**



ELDON HOUSE, LONDON'S OLDEST SURVIVING PRIVATE DWELLING  
EVENT: DOORS OPEN LONDON 2010



SUNFEST VICTORIA PARK





# PART ONE //

## Background

# LONDON: A HISTORY OF CULTURAL PLANNING ACHIEVEMENT

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THE LONDON CULTURAL PROSPERITY PLAN BUILDS ON A STRONG FOUNDATION OF CULTURAL ACHIEVEMENTS IN LONDON, WHICH HAS BECOME A NATIONAL LEADER IN CULTURAL PLANNING.

In June 2005, City Council adopted in principle, London's Creative City Task Force (CCTF) Report, developed by a Task Force comprised of three councillors and thirteen community representatives. The report included 87 recommendations, most of which have been successfully implemented by the City of London and its community partners.

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## THESE RECOMMENDATIONS WERE INTENDED TO:

- » enhance the image of London as a top cultural destination in the category of a mid-sized municipality;
- » make London a more beautiful, liveable, and healthy city;
- » facilitate better coordination of key cultural initiatives and issues;
- » leverage strategic investment for culture;
- » create an atmosphere that is more welcoming of diversity; and,
- » connect students with the London community for talent retention.

The CCTF Report defined culture very broadly to include creative talent as it relates to the arts, heritage, libraries, festivals, film and audio recording, cultural tourism, diversity and immigration, youth, science and technology, urban planning and design, education, and business.

The CCTF Report helped to make culture a civic priority by clarifying its important role in promoting economic prosperity. This led to real progress in the advancement of culture within London. Some of the successes that resulted from the report include:

- » Council identified “Culture” as one of its six Strategic Priorities, which formed its Community Strategic Agenda;
- » The Culture Office was created within the City Manager’s Department as a centralized department within the municipality to coordinate cultural initiatives;
- » The London Heritage Council, the first heritage council in Canada was created;
- » The creation and enhancement of the art, heritage, and immigration portals in partnership with: the Culture Office, the Intergovernmental and Community Liaison

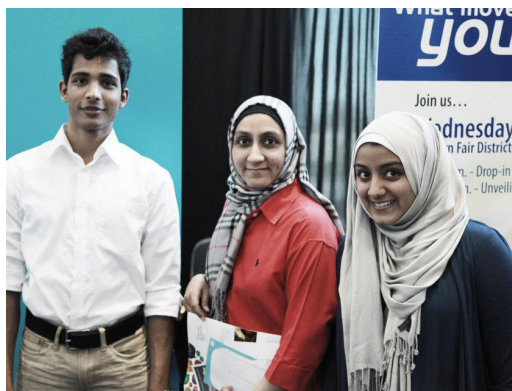
Office, the London Arts Council, the London Heritage Council, and the London Cross Cultural Learner’s Centre;

- » The Creative City Committee was established to oversee the implementation of the CCTF Report. This committee is comprised of councillors from each of the Standing Committees of Council, supported by non-voting cultural sector representatives of: arts, heritage, tourism and conventions, libraries, Business Improvement Areas, emerging leaders, diversity, youth, environment, sports, and housing;
- » The provision of more stabilized funding to the London Arts Council and to the Community Arts Investment Program Category 2 for smaller arts organizations;
- » Stronger connections between cultural planning and urban planning have



LONDON KNIGHTS, ONTARIO HOCKEY LEAGUE, PLAYING AT THE BUDWEISER CENTRE





been made with the advancement of place-making and urban design initiatives and through the Official Plan Review process;

- » Creative City neighbourhood fund initiatives were introduced and administered by the City of London Community Services Department;
- » The City of London Public Art Program was initiated in partnership with the London Arts Council;
- » Stronger connections were made with the City of London's Boards and Commissions, as well as community partners such as: Museum London, Tourism London, London Convention Centre, the London Public Library, Business Improvement Areas, the London and Middlesex Local Immigration Partnership (LMLIP) and Post-Secondary Institutions;
- » Successfully hosted "Arts Vest", a program sponsored by Business for the Arts, which matched arts and heritage organizations to new business leveraging opportunities; and,
- » The London Arts Council and the London Heritage Council hosted one of the largest annual Culture Days and Doors Open arts and heritage celebration in Canada in 2012.

# SETTING THE STAGE FOR THE LONDON CULTURAL PROSPERITY PLAN

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THE **LONDON CULTURAL PROSPERITY PLAN**  
WILL BUILD ON PAST SUCCESSES AND  
FORGE NEW DIRECTIONS FOR CULTURE  
IN THE CITY OF LONDON.

Culture is a deep and encompassing concept that enhances the quality of life of residents and visitors on a daily basis. Understanding and building upon the complexity of culture, and recognizing the significant value it generates, both from a quality of life and economic perspective, enables the Plan to achieve broader reaching and more meaningful outcomes.



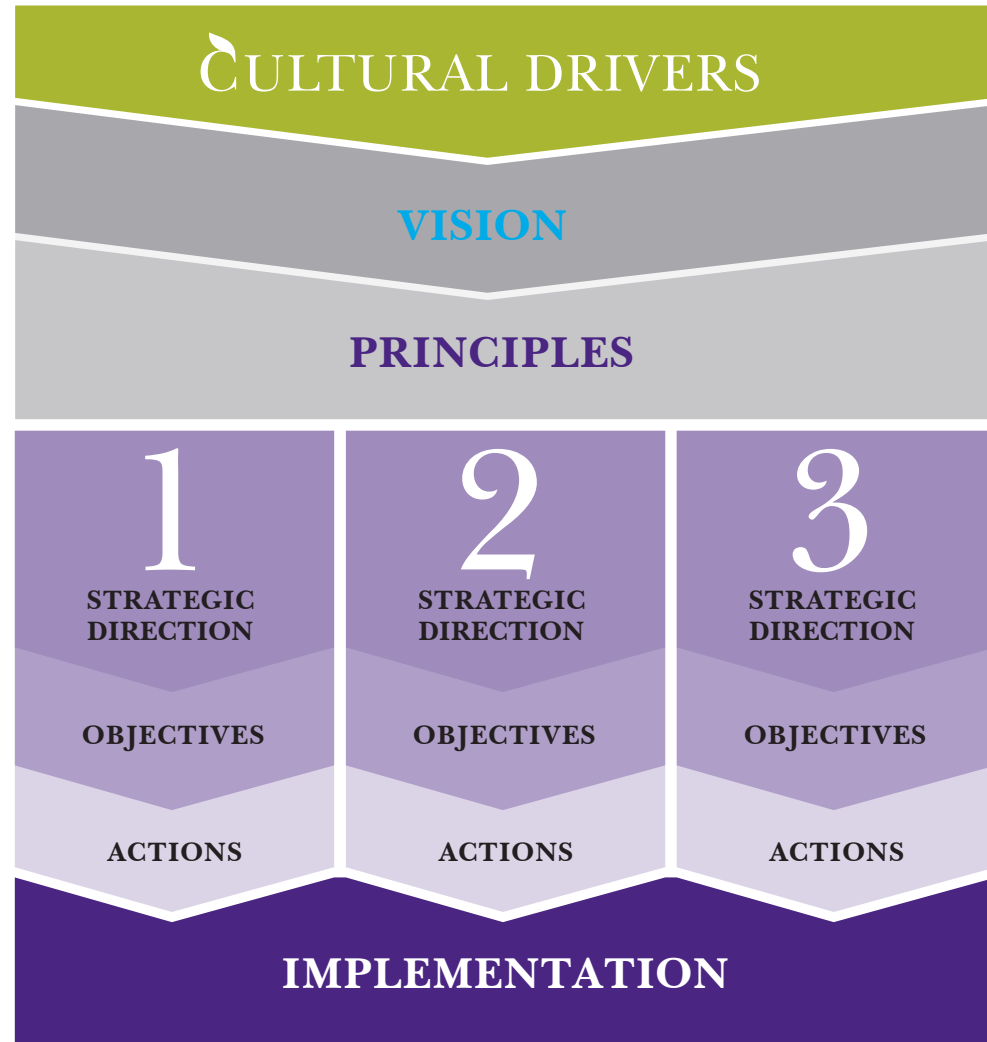
Moving forward, the London Cultural Prosperity Plan is intended to continue to drive positive change in London's cultural landscape by putting forth a series of Strategic Directions, Objectives and Actions. These will be implemented through coordinated efforts between the City of London's Cultural Office and key partners. Implementation is the first step toward future success, as the importance of long-term stewardship of the Plan is paramount. Working collaboratively with a common vision, London has the opportunity to retain its forefront position in cultural planning and achieve new milestones for the cultural sector.

## PURPOSE OF THE PLAN

The London Cultural Prosperity Plan is a Strategic document that will build on the successes of past initiatives, providing a collective vision and direction for culture in the future. The Plan will:

- » integrate culture with London's Strategic Plan 2011-2014 Results of fostering a strong economy and a vibrant and diverse community;
- » promote culture as a key component of economic growth and quality of life;
- » continue to make London a place where cultural workers choose to live, incubate new ideas, and thrive;
- » foster creativity by encouraging cross-sectoral partnerships and cultural entrepreneurialism; and
- » build awareness of London's vast array of cultural programming, assets, and quality places, through promotion and investment.

The London Cultural Prosperity Plan identifies Strategic Directions that will be implemented in collaboration with the City's community partners.



# THE LONDON CULTURAL PROSPERITY PLAN AS A STRATEGIC PLAN

Comprehensive Plans, such as the Official Plan, are broadly focused plans that consider an issue from as many perspectives as possible, resulting in a comprehensive set of recommendations. Strategic Plans define a particular direction, making decisions on how to best allocate resources and effort to achieve a particular goal. A Strategic Planning process recognizes that limited resources are best leveraged through a focused approach. The most important priorities that can be realistically implemented are identified and resources are allocated accordingly. The London Cultural Prosperity Plan is a strategic plan as it identifies the most important priorities for strengthening culture in London, and recommends implementable actions for addressing them.

## CULTURAL PLANNING FRAMEWORK

As a policy framework, the Plan begins with a set of Cultural Drivers and Themes (see Appendix A), or key opportunities and constraints for culture in London, that shaped and focused the community and stakeholder conversations throughout the planning process. Collectively, they also represent the meaning of culture to Londoners. From the Cultural Drivers and Themes, the Plan establishes a shared Vision for culture in London, and provides a set of guiding Principles (see Appendix B) that will ensure its successful implementation. The four Strategic Directions represent the big moves of the plan (the focus of work); the Objectives are the major steps necessary to achieve the Strategic Directions; and the Actions are the specific projects required to implement each Objective.

## CULTURAL PLANNING PROCESS

The development of the London Cultural Prosperity Plan relied heavily on input received from all facets of the cultural community and the general public through a highly interactive and collaborative four-phase process that began with the hiring of DIALOG in December 2011. The Project Team worked in collaboration with the Steering Committee and Creative City Committee Working Group (Appendix C), which are supported by the City of London Culture Office, London Arts Council, and London Heritage Council. The development of the Plan was financially supported by the Creative Communities Prosperity Fund through the Ontario Ministry of Tourism, Culture and Sport, and matching funding was provided by the City of London Culture Office.



## PHASE I

This phase focused on the collection of Ideas and perspectives from Londoners in order to set the direction for the London Cultural Prosperity Plan, and directly engaged more than 500 residents, community groups, businesses, and cultural organizations. After an initial round of stakeholder interviews, a Discussion Guide was created to allow residents and interested stakeholders to provide input through “Kitchen Table Conversation Groups”, and a Twitter account was established. The input generated led to the identification of a number of the cultural drivers. These were presented to more than 330 Londoners at a large kick-off event in early April, 2012, called the Cultural Planning Fair. Attendees at the fair provided input through interactive panel displays. Finally, DIALOG presented a mid-term status report to the Creative City Committee on May 3, 2012.

## PHASE II

The Cultural Prosperity Plan framework was developed and tested with the Steering Committee, the Creative City Committee Working Group representatives, the cultural sector administrators, and the general public during Phase II.

A newsletter for the public, which included the cultural drivers, was distributed in May 2012 through the Creative City Committee Working Group sector representatives, the library branches, and the Official Plan “Rethink” launch where over 1,000 participants were in attendance.

In preparation for developing the Vision, Principles, and Strategic Directions, the cultural drivers were amalgamated into several themes (See Appendix A).

In late June 2012 a Cultural Café was held to refine the cultural themes and develop the Vision and Strategic Directions for the Plan. More than 50 representatives from the cultural community attended this invitation only workshop.

## PHASE III

DIALOG worked closely with the Culture Office, Steering Committee, and Creative City Committee Working Group, to further develop the Plan’s Vision, Principles, Strategic Directions, Objectives, and Actions. These were presented to the public at a final Open House on November 8, 2012 for review and comment. The Open House was attended by over 120 members of the public.

## PHASE IV

The final Plan was presented to the Creative City Committee on January 30, 2013 and received approval in principle by Council on March 5, 2013.

The Culture Office, as the steward of the London Cultural Prosperity Plan, will take a leadership role in its implementation, working closely with the voting and non-voting members of the Creative City Committee, including the London Arts Council and the London Heritage Council.



CULTURAL MIXER – COMMUNITY CONSULTATION FOR LONDON'S CULTURAL PROSPERITY PLAN, NOVEMBER 2012





ST. JULIEN PARK COMMUNITY FESTIVAL



CALIENTE FESTIVAL, VICTORIA PARK





# PART TWO //

## The London Cultural Prosperity Plan

## VISION

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### **CULTURE** IS AT THE HEART OF OUR **THRIVING** AND **VIBRANT** CITY.

Culture is recognized by our city for its important role in building economic and community growth, attracting and retaining talent, informing municipal decision-making processes, and elevating the profile of London as a regional cultural centre. Our culture is an expression of our identity, our shared histories, values, beliefs, and traditions - and is enriched by the diversity of our city. It is alive and celebrated.

Culture is a highly valued and fundamental aspect of our everyday life, is supported by our strong spirit of collaboration, and contributes to the vibrancy of our city. We will build on the successes we have achieved, and forge new directions.



SIDEWALK ART



MUSIC BALM, AT THE AEOLIAN

PHOTO ARCHIVE: LONDON ARTS COUNCIL/LONDON HERITAGE COUNCIL  
EVENT: DOORS OPEN LONDON & LONDON CULTURE DAYS



FORKS OF THE THAMES RIVER



## STRATEGIC DIRECTIONS

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The Strategic Directions are the centrepiece of the London Cultural Prosperity Plan. They are designed to elevate the role of culture, particularly as a tool for promoting economic growth; to identify existing and needed resources to build cultural capacity; to explore collaborative frameworks and partnerships; and to strengthen and promote existing cultural resources.

Each Strategic Direction begins with a short description of its overall goal, followed by an analysis summarizing key outcomes and insights that have been derived through consultation with the public. The Plan lays out the individual policy Objectives, associated with each Strategic Direction. A set of possible indicators to measure success will be provided to the Culture Office for the implementation plan.

Note that this policy framework is intended to be expanded upon in a regularly updated implementation plan, to be developed by the Culture Office following adoption of this Plan.





# SD1

## STRATEGIC DIRECTION 1.0

### Strengthen Culture to Build Economic Prosperity

THE LONDON CULTURAL PROSPERITY PLAN WILL STRENGTHEN THE LINKS BETWEEN THE BUSINESS AND CULTURAL SECTORS. THE PLAN WILL CONTRIBUTE TO THE ATTRACTION AND RETENTION OF TALENT, PROMOTE BUSINESS GROWTH, AND ENCOURAGE ENTREPRENEURIALISM IN THE CULTURAL SECTOR.

## ANALYSIS

The cultural sector in London directly employs 7,700 workers, and is indirectly responsible for an additional 3,100 jobs.<sup>2</sup> London's active entrepreneurial legacy in the cultural sector is a leading best practice example in Canada, driving economic growth through the creation of small businesses. At the same time, the continuing transition in London's traditional economic base led to a recent peak in unemployment in 2011. London has since added 6,600 new jobs, but further initiatives to support the city's economy are required

to bring the unemployment rate below the Ontario average. New emerging growth sectors are appearing in London, including Advanced Manufacturing, Life Sciences, Information Technology, Education, and Financial Services.<sup>3</sup> A broad view of economic prosperity is required to drive growth. This broad view includes a focus on the retention and attraction of talent, particularly in terms of keeping a higher percentage of youth and post secondary graduates working in London. In addition, a focus is placed on

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2 LONDON CULTURAL PROFILE, ECONOMIC IMPACT ANALYSIS FOR LONDON'S CULTURAL SECTOR – FINAL REPORT, SIERRA PLANNING AND MANAGEMENT, NOVEMBER 2012

3 ESTABLISHING THE ECONOMIC BASELINE, INVESTMENT AND ECONOMIC PROSPERITY COMMITTEE: MAY 8, 2012, LONDON ECONOMIC DEVELOPMENT COOPERATION



strengthening London as a tourist destination by building greater recognition of the city's assets. Liveability, supported by culture, is an underlying prerequisite to continued growth in London's changing economy.

The London Cultural Prosperity Plan will reinforce these objectives by implementing actions to strengthen culture in London, while leveraging new venues of economic growth. Specifically, culture supports London's economy in four ways:

1. By attracting cultural workers, which in turn attracts creative sector employers and jobs;
2. By contributing to the retention of local talent through quality of life improvements;
3. By generating new business opportunities, particularly when cultural workers are equipped with entrepreneurial skills; and
4. By attracting new business ventures and markets to the city.



PHOTO ARCHIVE: LONDON ARTS COUNCIL/LONDON HERITAGE COUNCIL  
EVENT: DOORS OPEN LONDON & LONDON CULTURE DAYS



## STRATEGIC DIRECTION 1.0 — Strengthen Culture to Build Economic Prosperity

OBJECTIVES	POTENTIAL ACTIONS		PRIORITY
<b>SD1.1</b> Integrate culture with business leadership to encourage investment	1.1.1	Create a comprehensive business attraction package	3
	1.1.2	Create a cultural business mentorship program	3
	1.1.3	Create a Philanthropic Strategy	3
	1.1.4	Support initiatives that connect professionals in our business and cultural communities	2
	1.1.5	Strengthen relationships between the cultural and economic sectors	1
<b>SD1.2</b> Attract and retain talent, including youth, new immigrants, and creative professionals	1.2.1	Develop an engagement program that connects Londoners to the culture sector	3
	1.2.2	Develop an outreach program that encourages new residents to connect with cultural organizations in London, and conversely encourage these organizations to actively reach out to new residents	1
	1.2.3	Encourage organizations within London to develop individualized talent attraction / retention strategies	2
	1.2.4	Continue to promote, endorse, and celebrate talent, ideas, and achievement	2
<b>SD1.3</b> Create an environment where culture jobs are encouraged	1.3.1	Provide greater support to cultural producers	2
	1.3.2	Develop a policy and investment strategy so that those who are trained in cultural occupations in London are able to build their careers	2
	1.3.3	Provide greater support through existing organizations for cultural entrepreneurs with funding sources, physical space, and other resources	1

STRATEGIC DIRECTION 1.0 — Strengthen Culture to Build Economic Prosperity			
OBJECTIVES		POTENTIAL ACTIONS	PRIORITY
<b>SD1.4</b> Continue to collect and enhance measures of culture	1.4.1	Update the Cultural Investment Calculation regularly as new statistical information becomes available	2
		Identify culture workers who are not full time in culture as part of the Cultural Investment Calculation	
<b>SD1.5</b> Continue to provide funding sources for cultural programming and assets	1.5.1	Enhance the support available for large scale and smaller sized events	2
	1.5.2	Continue to liaise with the hotel industry in establishing a development fund which will support large-scale cultural sector attractions of artistic and professional excellence	3
	1.5.3	Work with cultural organizations to identify ongoing opportunities to customize and link together packages	1
	1.5.4	Continue to fund the capital restoration of City of London heritage assets through municipal funding mechanisms	2
<b>SD1.6</b> Expand existing investment mechanisms for local cultural organizations and talent	1.6.1	Continue to fund through existing granting programs of Community Arts Investment Program, Community Heritage Investment Program, and Sparks! Neighbourhood Matching Fund	1
	1.6.2	Consider offering grant incentives to leverage specific business case outcomes	3



# SD2

## STRATEGIC DIRECTION 2.0

### Support Cultural Programming

THE LONDON CULTURAL PROSPERITY PLAN WILL SUPPORT, CELEBRATE, AND STRENGTHEN THE CULTURAL SECTOR, AND INCREASE ITS CAPACITY TO PROVIDE QUALITY PROGRAMMING THROUGH NEW AND ENHANCED PARTNERSHIPS AND COLLABORATIONS.

#### ANALYSIS

During the public consultation process, substantive conversations were held on the importance of supporting cultural programming in London. London's rich cultural programming history contributes to the vibrancy and quality of life in London. Programming provides an important connection between the cultural sector and the broader public by increasing awareness, diversity and inclusion, and supporting economic growth. Specifically, cultural programming provides an economic opportunity to leverage culture

to attract tourism and stimulate consumer spending. Finding new ways to support cultural programming, both financially and through collaborative partnerships, will help achieve increased program sustainability. Strengthening and supporting cultural programming in London through the London Cultural Prosperity Plan will move London toward the objective of enhancing quality of life, attracting and retaining talent, making cultural spaces vibrant, and promoting tourism.

## STRATEGIC DIRECTION 2.0 — Support Cultural Programming

OBJECTIVES	POTENTIAL ACTIONS		PRIORITY
<b>SD2.1</b> Continue to develop linkages between the cultural sector and the food and agriculture sector, both locally and regionally	2.1.1	Connect and enhance existing programs that connect the stories of local food producers with consumers. Recognize the cultural aspect and investment value of these programs and use them as a marketing tool to promote local food	3
<b>SD2.2</b> Encourage organizational partnerships and collaborations to create unique and interesting cultural experiences	2.2.1	Work with cultural organizations to identify ongoing opportunities to customize and link together packages	2
	2.2.2	Leverage city-wide events as a way of promoting simultaneously occurring cultural events and initiatives	3
<b>SD2.3</b> Develop programming along the Thames	2.3.1	Work with organizations (arts, heritage, and community) to enhance cultural programming at the Forks of the Thames	3
<b>SD2.4</b> Celebrate and strengthen London's diversity	2.4.1	Encourage inclusion and civic engagement	2
	2.4.2	Educate Londoners about London's cultural diversity	2
<b>SD2.5</b> Connect children & youth to cultural programming	2.5.1	Identify and promote existing opportunities for children & youth to develop leadership skills and connect to culture	1
<b>SD2.6</b> Leverage London's public libraries and community centres as important cultural hubs	2.6.1	Enable the Library to explore new partnerships for the expansion of cultural programming	2
	2.6.2	Develop an inventory of community spaces for events and make the booking process easy to understand for residents	3
<b>SD2.7</b> Celebrate London's identity	2.7.1	Initiate a project to tell London's stories	3
<b>SD2.8</b> Develop Communication toolkits for event operators	2.8.1	Create a communications toolkit to assist event operators	3





# SD3

## STRATEGIC DIRECTION 3.0

### Leverage London's Cultural Assets

THE LONDON CULTURAL PROSPERITY PLAN WILL SUPPORT THE CULTURAL SECTOR BY LEVERAGING, SUSTAINING, MAINTAINING, ENHANCING, AND CELEBRATING EXISTING CULTURAL ASSETS IN ORDER TO PROMOTE ECONOMIC GROWTH.

#### ANALYSIS

Cultural assets, both physical and intangible, form the foundation of London's cultural sector, and collectively help define the local cultural identity. Through the public consultation process, feedback from London residents emphasized that cultural assets are as much about art galleries, museums, and theatres, as they are about built and natural heritage, libraries, and vibrant cultural districts. Fully leveraging London's multifaceted cultural landscape requires a collective strategy to link, support, and promote assets. Natural

heritage, such as the Thames River, should not only be preserved, but also better connected physically and socially to the residents of London. The cultural value of London's extensive built heritage assets should be promoted strategically to build greater recognition that the city has one of Canada's most significant inventories of heritage buildings. Having artistic expression in a greater range of venues and environments can bring a new level of engagement and cultural activity to the city. Enhancing London's



key cultural corridors, such as the Downtown, Old East Village, and Richmond Row through new placemaking initiatives will help cultivate a vibrant cultural ambiance that strengthens the identity and pride of Londoners. Achieving these objectives requires strategic long-term asset planning, coupled with sustained capital spending for cultural assets. By publicly recognizing the value these assets bring to quality of life and economic growth in London, as well as their future potential, greater long-term support can be realized for the city's cultural landscape.



## STRATEGIC DIRECTION 3.0 — Leverage London's Cultural Assets

OBJECTIVES	POTENTIAL ACTIONS		PRIORITY
<b>SD3.1</b> Advance heritage conservation and maintenance	3.1.1	Develop a strategy to promote the adaptive re-use of existing built heritage assets	3
	3.1.2	Ensure maintenance, revitalization, and funding of municipal heritage structures and facilities are a municipal priority	1
	3.1.3	Develop a strategy for Emergency Management / Risk Standards to be carried out for City of London owned historic buildings and properties	2
	3.1.4	Engage the community in the advancement of community heritage conservation	2
	3.1.5	Develop a municipal heritage collections policy	1
	3.1.6	Develop a heritage conservation strategy	2
<b>SD3.2</b> Promote London's natural heritage assets	3.2.1	Revitalize the Forks of the Thames and strengthen its connections to Downtown	3
	3.2.2	Promote a stronger connection between existing green spaces (including parks) and "built resources"	3
	3.2.3	Develop a Regional Trails promotional event for London	3
<b>SD3.3</b> Explore a consolidated cultural centre	3.3.1	Explore the feasibility for a municipal civic history space, including archives	3
<b>SD3.4</b> Develop more affordable studio and recording space for artists	3.4.1	Encourage community organizations to include artist studio space within their developments	2

STRATEGIC DIRECTION 3.0 — Leverage London’s Cultural Assets			
OBJECTIVES		POTENTIAL ACTIONS	PRIORITY
	3.4.2	Encourage an increased amount of recording space in the community	2
	3.4.3	Develop a Planning policy mechanism that encourages the provision of affordable studio spaces for artists	2
<b>SD3.5</b> <b>Develop a Cultural Facility Feasibility Plan</b>	3.5.1	Evaluate the need for expanded, additional, and/or more flexible performance and rehearsal spaces for artists	1
	3.5.2	Evaluate the need for additional and / or more flexible and engaging outdoor performance spaces for the community	1
<b>SD3.6</b> <b>Further Develop and Maintain London’s Public Art Assets</b>	3.6.1	Continue to enhance the City’s public art inventory and maintenance program	2
<b>SD3.7</b> <b>Create affordable space for artists and artisans to live and work</b>	3.7.1	Create affordable live/work space for artists and artisans through tax incentives	3
<b>SD3.8</b> <b>Continue to develop and maintain Cultural Asset Mapping databases</b>	3.8.1	Establish linkages to the City of London’s Geographic Information System	1
<b>SD3.9</b> <b>Strengthen London’s Cultural Districts and Cultural Nodes</b>	3.9.1	Recognize Downtown London, Richmond Row, and Old East Village as important culture districts	2
	3.9.2	Develop and maintain unique gateway features for London’s cultural districts	3





# SD4

## STRATEGIC DIRECTION 4.0

### Celebrate and Promote Culture

THE LONDON CULTURAL PROSPERITY PLAN WILL ENGAGE, CELEBRATE AND PROMOTE A DEEP APPRECIATION FOR CULTURE IN LONDON.

#### ANALYSIS

Celebrating and promoting London's culture, including its assets, programming, and other defining characteristics, is key to building awareness about the potential value and opportunities culture can bring to the city. Despite London's wide array of programming, events and unique assets, feedback from public consultation indicated that there is a general lack of awareness among the city's residents. Strategies to incorporate youth in this awareness-building will create a stronger cultural appreciation among the next generation of Londoners. Most importantly,

the celebration of local culture will help increase civic pride, respect, and recognition of the unique quality of life and history shared by Londoners. Through strategic messaging, marketing, and partnerships, the London Cultural Prosperity Plan will support the celebration and promotion of culture in London.

STRATEGIC DIRECTION 4.0 — Leverage London’s Cultural Assets			
OBJECTIVES		POTENTIAL ACTIONS	PRIORITY
<b>SD4.1</b> Build community awareness of the contribution of culture	4.1.1	Promote results of the London Cultural Profile Report	1
	4.1.2	Build awareness of the depth and range of our for-profit and not-for-profit cultural sectors	2
	4.1.3	Continue to promote connections with the media regarding awareness and celebration of different cultures	2
	4.1.4	Promote cultural sector job and volunteer opportunities to people of all ages and ethnicities	2
<b>SD4.2</b> Encourage tourism by building community awareness of our cultural assets	4.2.1	Enhance cultural tourism destination packages	1
<b>SD4.3</b> Promote marketing and communications of the cultural sector using technology	4.3.1	Develop a comprehensive marketing and communications plan to promote the city’s cultural sector to both visitors and London residents	1
	4.3.2	Promote culture through other organization’s websites and information portals	3
	4.3.3	Merge the Art Portal and Heritage Portal, and leverage community information	1
<b>SD4.4</b> Develop a way-finding strategy	4.4.1	Develop a way-finding strategy that includes improved signage to cultural destinations	2

# GOVERNANCE - ENSURING EFFECTIVE STEWARDSHIP

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THE LONDON CULTURAL PROSPERITY PLAN WILL ESTABLISH AN EFFECTIVE GOVERNANCE MODEL FOR CULTURE IN LONDON THAT WILL ENSURE ITS SUCCESSFUL IMPLEMENTATION AS A FIRST PRIORITY OF THIS PLAN.

## ANALYSIS

Effective stewardship is required to ensure the London Cultural Prosperity Plan generates a sustained legacy for London. Achieving this stewardship at the municipal level will require a strengthened governance model for culture, and a regularly updated and actionable implementation plan. Further, exploring strategies to enhance collaboration on cultural issues with a broader range of community partners will generate increased opportunities for stewardship. Implementation of the London Cultural Prosperity Plan will also be supported by an understanding and alignment with other municipal plans and community initiatives that are developed once the London Cultural Prosperity Plan has been created.

## KEY OBJECTIVES AND ACTIONS

Strengthen municipal decision-making processes and plans:

- » Continue to promote culture within other municipal plans and establish an interdepartmental collaboration mechanism for culture within the municipality.

Improve the governance model for culture:

- » Implement a new governance model for culture which involves councillors, community organizations and municipal administration.

Improve coordination with the Heritage Sector:

- » Reorganize and coordinate heritage sector roles and responsibilities within the City.

Develop an implementation plan for the Cultural Prosperity Plan:

- » Create an implementation plan for the London Cultural Prosperity Plan, which expands on how the activities will be accomplished; and,
- » Monitor and measure implementation of this Plan through an annual progress report.



FANSHAWE COLLEGE SCHOOL  
OF CONTEMPORARY MEDIA,  
BROADCASTING AND RADIO  
PROGRAM



PHOTO ARCHIVE: LONDON ARTS  
COUNCIL/LONDON HERITAGE  
COUNCIL. // EVENT: DOORS OPEN  
LONDON & LONDON CULTURE DAYS





CANADA DAY CELEBRATION AND CITIZENSHIP CEREMONY,  
FANSHAW PIONEER VILLAGE



THE FRINGE FESTIVAL



BEHIND THE SCENE AT THE GRAND THEATRE  
PHOTO ARCHIVE: LONDON ARTS COUNCIL/LONDON HERITAGE COUNCIL  
EVENT: DOORS OPEN LONDON & LONDON CULTURE DAYS



# Conclusion

## CONCLUSION

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THE LONDON CULTURAL PROSPERITY PLAN IS THE RESULT OF AN EXTENSIVE PROCESS THAT INCLUDED SIGNIFICANT CONSULTATION WITH RESIDENTS, STAKEHOLDERS, AND CITY STAFF.

It outlines a vision of London as a culturally rich city that leverages the creativity of its citizens to make a place that will prosper in a new economic age. The Plan's Vision is a reflection of the current state of culture in London, and captures the aspirations of the city's residents as to the future of culture locally. The four Strategic Directions outline a strategy for achieving the Plan's Priorities, and the major steps and Actions necessary to achieve this.





Subsequent to the conclusion of this plan, it is recommended that a separate Implementation Plan is undertaken that further details how each Action will be achieved. Ideally, the Cultural Prosperity Plan will be refreshed every five years as initiatives are brought forward and implemented.

London already has a vibrant arts and cultural scene that contributes significantly to making the city highly desirable as a place to live and work. As the Cultural Prosperity Plan is implemented, the creative strength of the city will generate a richer home for everyone in the community. Most importantly, the Plan proposes new ways of considering and acting on culture by City staff and cultural workers, challenging them to use their own creativity, and to bring a desire for greatness to everything London does.

PHOTO ARCHIVE: LONDON ARTS COUNCIL/LONDON HERITAGE COUNCIL  
EVENT: DOORS OPEN LONDON & LONDON CULTURE DAYS



## APPENDIX A – CULTURAL DRIVERS

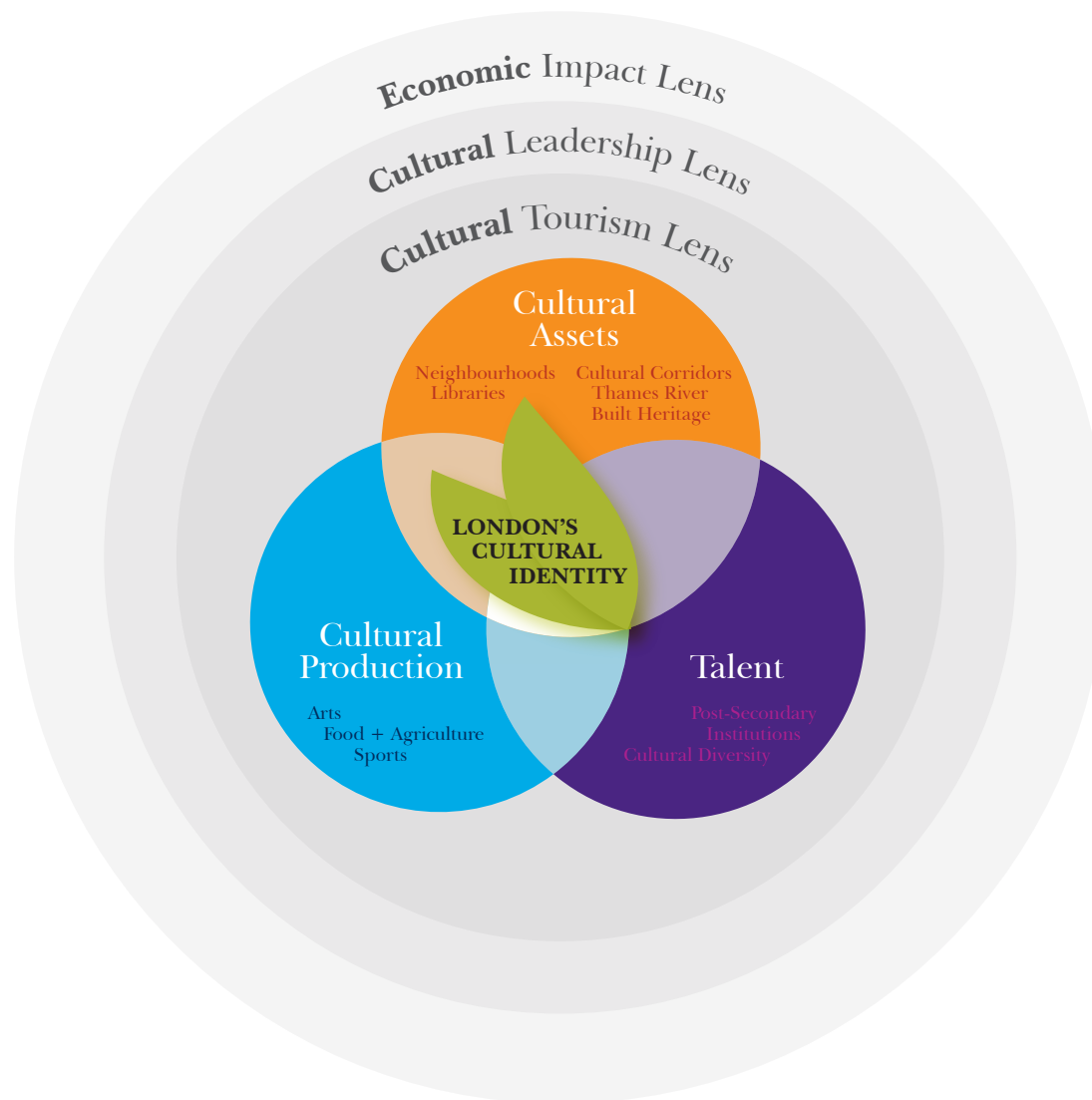
The Cultural Drivers represent both opportunities and constraints. They are the key factors or forces that were consistently identified by residents and stakeholders as important in shaping the direction and development of the Plan, and can also be understood more broadly as forming a definition of culture in London.

DRIVER	OPPORTUNITY
<b>ECONOMIC IMPACT</b>	Culture is a powerful contributor to economic prosperity and is estimated by Statistics Canada to contribute \$84 billion to Canada's GDP. While the City of London is currently working on establishing a clearer understanding of the economic impact of culture on the local economy, it is evident that a value shift still needs to occur, particularly in terms of understanding that spending on culture is a valuable investment.
<b>BUILT HERITAGE</b>	London's historic architecture tells the city's unique story and contributes to its identity. There is a sense that more should be done to preserve, enhance, and promote these important cultural assets.
<b>CAPTURING TOURISM POTENTIAL</b>	London's unique geographic advantage, in close proximity to major metropolitan centres, suggests that there is immense potential to strengthen the city's attraction as a tourist destination. Better promotion of the city's cultural assets outside of its borders will help to capture this potential in the future.
<b>CELEBRATING DIVERSITY</b>	London is a city that welcomes diversity. There is a sense that London's diversity should be better celebrated as a key feature of its identity. In addition, more inclusive platforms for community engagement will generate new opportunities for interaction among Londoners.
<b>CULTURAL ASSETS</b>	London possesses a wide array of cultural assets which contribute to its rich culture. However, there is a strong sense that these assets are not well-known by Londoners, and stronger marketing and promotion of assets is required.

DRIVER	OPPORTUNITY
<b>CULTURAL CORRIDORS</b>	London's Cultural Corridors - Downtown, Old East Village, and Richmond Row - possess many of the ingredients necessary to make them vibrant and attractive places to live, work, and play. Strengthening these key Cultural Corridors by attracting new businesses, residents, and visitors will be an important local driver of culture.
<b>CULTURAL LEADERSHIP</b>	London is well positioned to become known as a cultural leader both regionally and nationally. However, there is a sense that not enough is being done to promote and enhance the city's strongest cultural assets and strengthen business and culture sector collaborations.
<b>CULTURAL PRODUCTION</b>	London has a large pool of talented and accomplished cultural producers who are recognized across Canada and around the world for their work. There is immense potential for the cultural sector to be a driver of urban manufacturing, which can support healthy and vibrant Cultural Corridors.
<b>FOOD AND AGRICULTURE</b>	London is located in a prosperous agricultural region, and has a strong historic connection to agriculture and food production. As a culinary city, with over 600 restaurants and a vibrant food production community, London is working to advance the local food culture. These assets suggest that there is a significant opportunity to market London as a vibrant, year-round culinary tourism destination.
<b>LIBRARIES</b>	London's Public Library is a thriving and vibrant institution that plays a vital role in making culture accessible to Londoners. More popular than ever, London's libraries have become a "one stop shop" for culture. There is an opportunity for the Library to expand partnerships to meet the growing demand for cultural programming.
<b>NEIGHBOURHOODS</b>	London is a city with many distinct and vibrant neighbourhoods, and it is in their neighbourhoods that Londoners experience culture most often. There is an opportunity for collaboration with communities to ensure that the cultural assets of London's neighbourhoods are protected, nurtured, and enhanced.

DRIVER	OPPORTUNITY
<b>POST-SECONDARY INSTITUTIONS</b>	London's post-secondary institutions play an important role in fostering and enhancing the culture of London. Stronger and deeper synergies with these post-secondary institutions will have a strong positive impact on London's cultural prosperity.
<b>SPORTS</b>	Sports are one of the many ways in which culture is consumed in London, but most people do not recognize it as being a cultural activity. There is an opportunity to promote the cultural significance of sports in London.
<b>TALENT</b>	London's post-secondary institutions attract talent from all over Canada and internationally. Unfortunately, only a fraction of this talent chooses to stay in London once graduated. Similarly, businesses find it difficult to attract and retain experienced creative professionals. Investments in culture will help to lure talented workers to the city and keep them here.
<b>THAMES RIVER</b>	Although the Thames River is widely recognized in London for its historical and cultural significance, it is poorly integrated into the urban fabric of the city. There is an opportunity to revitalize the Forks of the Thames and to turn it into a thriving cultural attraction.

THE CULTURAL DRIVERS WERE FURTHER ORGANISED INTO THREE MAIN CATEGORIES THAT EACH REPRESENT AN OVERARCHING OPPORTUNITY FOR THE CULTURAL SECTOR IN LONDON, AND THREE ADDITIONAL DRIVERS WERE SEPERATED OUT AS LENSES, THROUGH WHICH TO CONSIDER THE OTHER DRIVERS. THIS HIERARCHY IS DEMONSTRATED WITH THE FOLLOWING GRAPHIC:





## APPENDIX B – PRINCIPLES

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### ECONOMIC PROSPERITY

The Cultural Prosperity Plan should propose new solutions to strengthen our community and ensure its economic prosperity.



### COLLABORATION AND PARTNERSHIPS

The Cultural Prosperity Plan should cultivate collaborative, ongoing partnerships between the private, not-for-profit and public sectors in London. These partners should share collective accountability for implementation of the Plan.



### LEADERSHIP AND ACCOUNTABILITY

The Cultural Prosperity Plan should position the City of London as a leader in promoting cultural prosperity, and help to strengthen partnerships between the City and the community.



### IDENTITY

The Cultural Prosperity Plan should articulate, enhance, and celebrate London's unique identity, and strengthen residents' pride in the city as a regional cultural centre.



### DIVERSITY AND INCLUSION

The Cultural Prosperity Plan should strive to support the diversity and inclusivity of our community.



### INNOVATION AND RESPONSIVENESS

The Cultural Prosperity Plan should be responsive to emerging opportunities and harness the potential produced by local innovation and creativity.

## APPENDIX C –

# STEERING AND CREATIVE CITY COMMITTEE WORKING GROUP MEMBERS

CHAIR OF THE CREATIVE CITY COMMITTEE	Councilor Judy Bryant
CREATIVE CITY COMMITTEE	Paul Ingram
CREATIVE CITY COMMITTEE	Kurt Holman
CREATIVE CITY COMMITTEE	Ben Benedict
CREATIVE CITY COMMITTEE	Ellen Hobin
CITIZEN	Dev Sainani
CITIZEN	Jack Malkin
LONDON PUBLIC LIBRARY	Susanna Hubbard Krimmer
LONDON FUSE	Ryan Craven and Thomas Cermak
DOWNTOWN LONDON	Janette Macdonald
OLD EAST VILLAGE	Sarah Merritt

EMERGING LEADERS	Sean Quigley
NEIGHBOURHOOD, FIRE AND CHILDREN'S SERVICES	Cheryl Smith
NEIGHBOURHOOD, FIRE AND CHILDREN'S SERVICES	John Paul Sousa
PLANNING	Gregg Barrett
LONDON ARTS COUNCIL	Andrea Halwa
LONDON HERITAGE COUNCIL	Andrea Hallam
TOURISM LONDON	John Winston
TOURISM LONDON	Marty Rice
CULTURE OFFICE	Robin Armistead
CULTURE OFFICE	Stephanie Jones



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