

# *A five-point rationale for a cultural strategy*

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# Core principle: cultural mapping before cultural planning

- Ask (or enable) questions
- Do (or enable) research
- Understand the cultural ecology, its dynamics and pay-off
- Embed mechanisms for ongoing consultation, research, and performance indication.

*‘Survey before plan’*

# 1. Quality of life: *the strategic context and the connecting logic*

- Safety, attractiveness, vitality of an area
- Quality of amenity
- Capacity to attract and hold visitors, residents, businesses
- Key factor in business decision-making on location, quality of workforce, etc.
- Connecting logic of corporate and strategic planning for LAs

*“Quality of life as a strategic urban and community asset”*

## 2. Economic and industry development: *creativity and innovation*

- £112 billion turnover per annum/ 5% of workforce and rapidly growing
- Knowledge-based, clean, content industries
- Connection to high-yield tourism in cultural and heritage sectors
- Knowledge and skill-base for the new knowledge economy
- Know your cultural/creative industries...as....
- A special *ecology*

*“Towards a creative infrastructure”*

### 3. Social and community development: *inclusion and community capacity-building*

- Social and human capital development
- Community building and development - managing community assets
- Diversity and cohesion - productive diversity
- Sense of identity, image, heritage and history - for self and others
- The reality of the third sector

*“Towards a soft infrastructure”*

## 4. Infrastructure use and development: *culture 'takes place' everywhere*

- Streets, shopping centres, heritage sites, parks, riversides, factories, are 'cultural centres'
- Avoid the 'civic boosterism' of the set-piece cultural/sports centre
- Make the connections with the planners (cultural planning)
- Libraries, for example, can be simultaneously cultural and business information centres, one-stop-shops, and walk-in access points to the knowledge economy

*“Towards integrated and strategic cultural mapping and planning”*

## 5. Management and funding: *partnerships for the ecology of culture*

- Change of logic from ‘provision’ to ‘facilitation’
- Partnership logic provided by the inescapable fact that some 90% of cultural activity takes place in commercial sector but crucially reliant for content, skills, innovation, on the subsidised sector (ecology)
- Need for strategic program management and budgeting (pmb) linking cultural to other policy and planning areas
- Arts/cultural development managers and officers should operate in a world of ‘brokerage’ and ‘leverage’

*“Towards an ecology of culture”*

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