

AUTHENTICITY

Creating Urban Wealth

Ontario Association of Community Futures Development Corporations
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These slides are part of an Authenticity presentation and are incomplete without the accompanying oral commentary.

Presentation



- **The Why?**
 - Building creative rural economies
- **The What and How?**
 - Municipal Cultural Planning
- **Case Studies**
 - Prince Edward County

Creative Rural Economies



- Massive economic restructuring
- Agriculture – Industry – Knowledge – Creativity
- New strategies for economic growth and wealth creation

Place-Based Wealth Creation



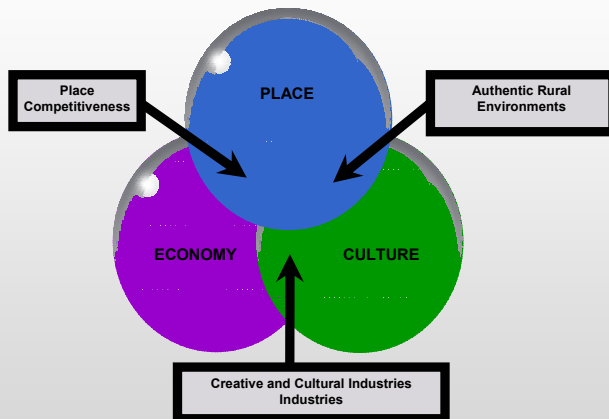
Concept	Author	Key Ideas
Home Grown Economies	George Latimer	<ul style="list-style-type: none"> •80% of future investment and economic growth is driven by assets <i>already in the city</i> •Rather than leveraging these assets, economic development offices spend too much time chasing a small number of business/industry relocations
Place Marketing	Philip Kotler	<ul style="list-style-type: none"> •Strategic marketing of place is key to building vigorous local economies •Cities must invest in essential public infrastructure and market distinctive local features and assets
Industry Clusters	Michael Porter	<ul style="list-style-type: none"> •Economic success depends on geographic concentrations of interconnected companies, suppliers and research infrastructure •Cluster strategies are needed to map existing strengths and assess gaps/weaknesses
Creative Economies	Richard Florida	<ul style="list-style-type: none"> •Creativity and culture are the new economic drivers •Quality of place is a now core competitive advantage because business and investment follow people – not vice versa

Utilitarian and Creative Values



Utilitarian Perspective	Creative Perspective
"Stretch tax dollars"	"Make beauty necessary and necessity beautiful"
Cost	Benefit
Function	Form inseparable from function
Generic and predictable	Original and unique
Homogeneous	Heterogeneous
Simplicity	Complexity
Efficiency of space	Quality of place
Formulaic	Artistic
Reducing cost	Adding value
Same as the other place	Unique to this place
Immediate results	Long-term change
Repetition	Innovation
Rigid systems	Ecology
Growth	Development
Separation	Integration
Build	Design

Place + Culture + Economy = Wealth



Municipal Cultural Planning



**“If creative cities are the end, cultural planning
is the means”**

- The strategic and integrated planning of cultural resources to support economic and community development

Municipal Cultural Planning Partnership

Municipal Cultural Planning Partnership



- Provincial ministries
 - Ministries of Culture; Municipal Affairs and Housing; Tourism, Economic Development and Trade; OMAFRA; Citizenship, Northern Development and Mines
- Association of Municipalities of Ontario + individual municipalities
- Cultural groups – arts, heritage, libraries, creative industries
- University of Waterloo

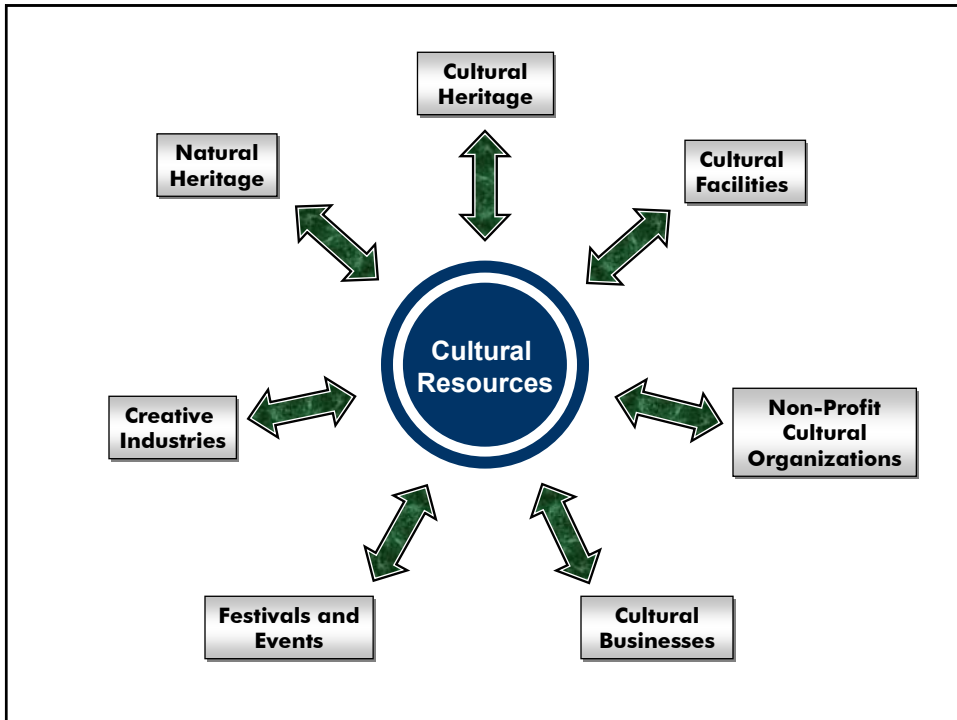
Municipal Cultural Plans



- Large urban – Toronto
 - Creative City Planning Framework
- Mid-size – Barrie
 - Building a Creative Future: A Cultural Plan for Barrie
- Mid-size – Oakville
 - Liveability, Creativity, Economy: A Cultural Plan for Oakville
- Small rural municipality – Prince Edward County
 - Leveraging Growth and Managing Change: A Cultural Plan for Prince Edward County

Cultural Resources





Cultural Mapping



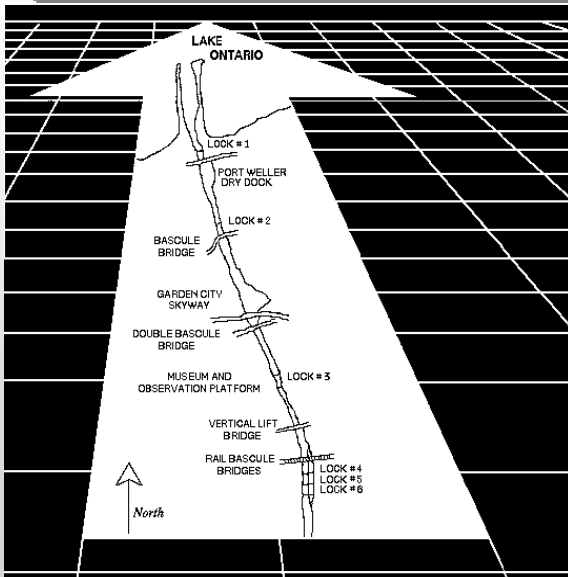
- Mapping 'cultural resources' not 'arts and culture'
- Two kinds
 - Resource mapping – 'things'
 - Identity mapping – 'stories'

Whole Systems



It puts all the SILOS on the same farm

Ongoing



A verb, not a noun

Building capacity to implement plans & act

Anchoring a new mindset

Embracing a cultural lens

Cultural Lens



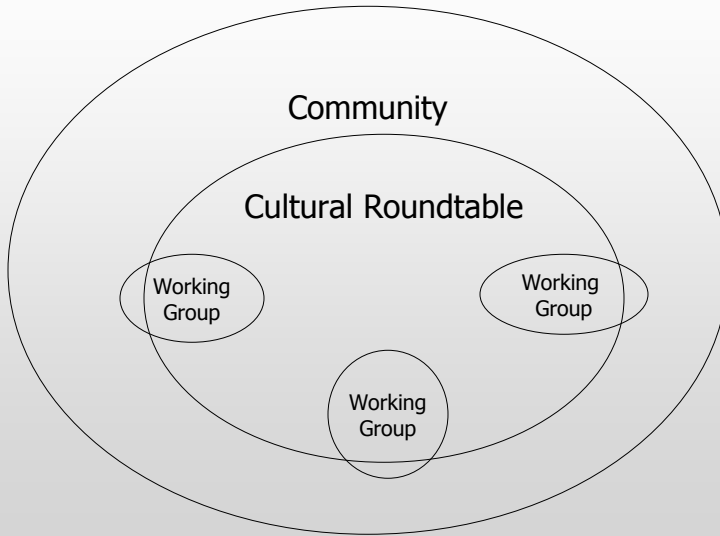
- Culture integrated with
 - Official Plans
 - Economic Development Strategies
 - Environmental Strategies
 - Diversity and inclusion
 - Youth strategies

Shared Responsibility



- Government-Business-Community
- 'Six pillars' of municipal cultural planning
 - Council
 - Staff
 - Business
 - Creative and cultural sector
 - Community agencies – e.g., Community Foundations, United Ways
 - Post-secondary institutions

Partnership Model





Overview

- Municipal Cultural Planning in **'The County'**
- Why
- Outcomes
- Conditions for Success
- Obstacles
- MCP 2.0; Creative Rural Economy



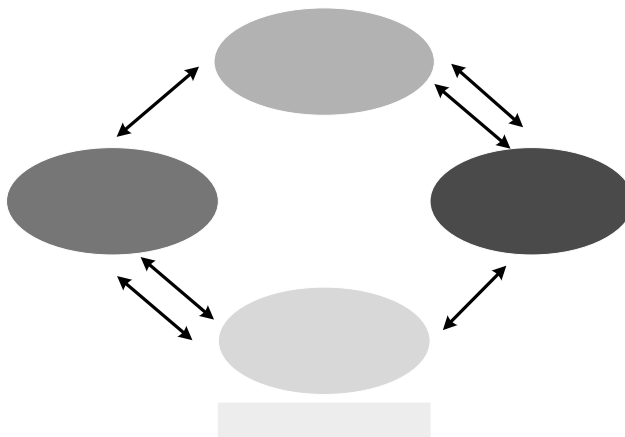
Why Locally?

- 2004 Economic Development Strategic Plan
- PEC – 0 Competitive advantages in attracting “traditional industry”
- Quality of Place was a significant competitive advantage

Why Globally ?

- Shifting economic trends
- Globalization
- Shift in industry
- Manufacturing – services
- Baby Boomers
- Concentration of wealth, demographics, location

Prince Edward County





Creative Rural Economy



Case Study / Success Story

- Gone from not valuing our culture - 20 years ago
- Curious about this culture thing
- Planning for culture
- Economic Engine
- Stated Community Council Priority
- Strategic Council Priority
- Implementation !
- Culture takes top Economic Development strategic plan award, plus, plus, plus ...



Results

- \$45 Million in wine industry investment (over 7 years)
- \$18M per annum in wine sales today
- \$50M-\$85M in wine sales potential 5-7 years out - doubling Ag GDP
- Building permits up 300% over 7 years. \$150M in incremental
- Tourism visits up 74% spend up 168%
- Assessment up $\frac{3}{4}$ of a \$Billion
- Picton downtown revitalization \$20-\$30 Million
- Declining population rising 2% - 5yrs



Why?

- We had the base
- 200 yr old agricultural based loyalist settlement
- Untouched for 50 yrs, progress passed us by
- Ireland comparison
- Opportunity to market our past for future community & economic development



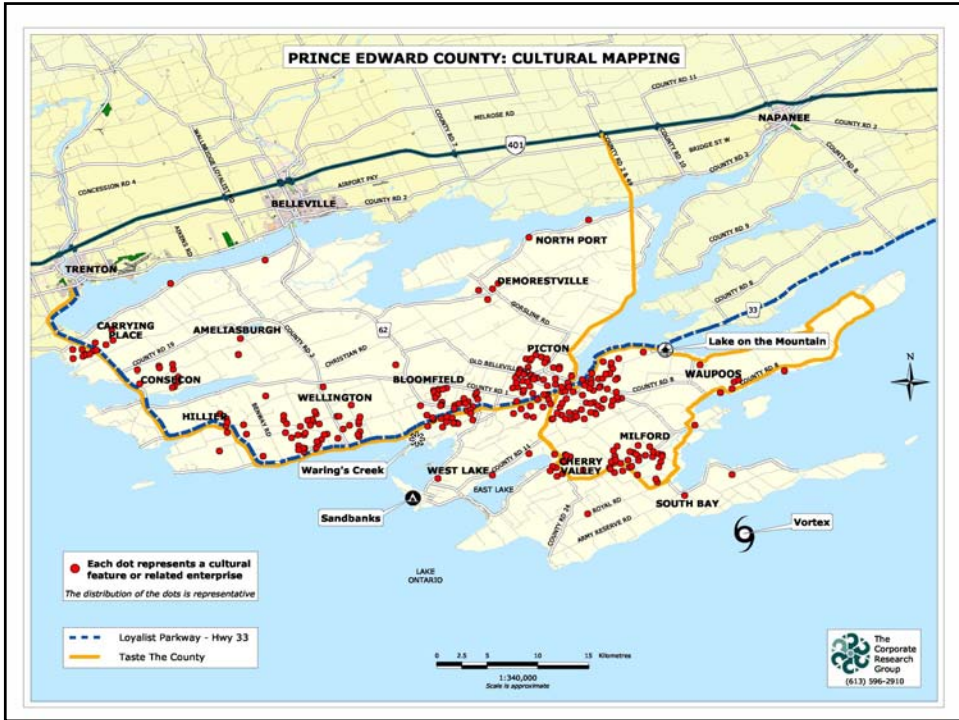
Plans & Strategies

- 2004 – Economic Development Strategy
- 2005 – Municipal Cultural Plan
- 2006 – Tourism, Value-Added Agriculture,
- 2007 - Agri-markets, Culinary Tourism
- 2008 – Creative Rural Economy Strategy – MCP 2.0



Municipal Cultural Plan

- Multi-stakeholder Steering Group
- Cultural resource mapping
- Community consultation – buy-in
- Confirm plan - council adopts
- Municipal Cultural Policy
- Implementation and governance



Shared Responsibility

Cultural Governance
• BUY IN = path to success

Cultural Round Table OWNS Cultural Planning

- Monthly Meetings
- Quarterly Outreach
- Annual Rally



Outcomes

- WOW!
- Culture was an under-appreciated community asset
- We were asset rich and appreciation poor
- Huge political shift – business shift



Conditions for Success

- 0 Competitive advantage for industry!
- If not Industry, what?
- Arts, culture, heritage - under developed
- Community dynamics changed
- Vision 2009



Challenges

- Where are my factories?
- 1950's mentality
- Punch clock result
- Show some vision
- Somebody has to lead



Governance and Capacity

- MCP – Leadership Structure
- Didn't want another NFP
- Limited Resources (Capacity)
- Cultural Round Table
 - Loose Structure
 - Self Governed
 - Self Motivated
 - Powerful Machine



Mindset Shift

- Not valuing our culture - 20 years ago
- Curious about this culture thing
- Planning for culture
- Economic engine
- Stated Community Council Priority
- Strategic Council Priority
- Implementation !
- Culture takes top Economic Development strategic plan award, plus, plus, plus ...

What's Next?



- Creative Rural Economy Strategy for Ontario
- Phase One
 - Literature review and best practices
 - Identification of pilot communities and in-community assessment
 - Develop detailed project plan
- Phase Two
 - Developing and testing tools
 - Ongoing resource and engagement strategy
 - Policy recommendations

Thank You!

