

*A five-point approach to
cultural planning and
strategies*

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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 and quality of place
- Capacity to attract and hold visitors, residents, businesses, investment
- Key factor in business decision-making on location, quality of workforce, etc.
- Connecting logic of corporate and strategic planning for local authorities

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

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

- UK - £112 billion turnover per annum/ 5% of workforce and rapidly growing. Globally \$US 2.4 trillion, 7.4% of GDP and growing at 14% per annum
- Knowledge-based, clean, content and lifestyle industries
- Knowledge and skill-base for the new knowledge and ‘experience’ economy
- Know your cultural/creative industries quantitatively and qualitatively as ...
- A special *ecology* - creative industries and cultural sector mapping

“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 as basis for innovation
- Sense of identity, image, heritage and history - for self and others
- The reality of the third sector and a robust civil society as a basis for cultural, social *and* economic development.

“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: folk-work-place
- Libraries, for example, can be simultaneously cultural and business information centres, one-stop-shops, and walk-in access points to the knowledge economy
- ‘Soft boundaries’ are crucial to avoid the ethnic segregation of urban space.

“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' (incubation) and from subsidy to investment
- 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)
- Arts/cultural development managers and officers should operate in a world of 'brokerage' and 'leverage': cultural provision and creative industry development
- Example of UK Local Strategic Partnerships and Local Area Agreements, Community Plans and Cultural Strategies

"Only connect: towards an ecology of culture"