



CITY?

BUILDING LONDON'S CREATIVE

A MUNICIPAL INNOVATION CASE STUDY

Kadie Ward

Master of Arts

University of Western Ontario (2007)

Kate Graham

Master of Public Administration Candidate

University of Western Ontario (2008)

PRESENTATION OUTLINE

- London in Context
- Discourse Creation
- Acting on the Ideas
- Municipal Innovation in London?
- Issues Going Forward



LONDON'S CREATIVE TURN IN CONTEXT

- Traditional form of government – retention of Board of Control
- Reliance upon a sectoral economic development strategy with a strong manufacturing profile
- Impression of siloed city



THEORETICAL FRAMEWORK

- Situated within Florida's notion of a creative city and labour market development
- Movement towards governance model
- MCRI: speaks to the issue at the intersection of theme 3 in relation to civic governance and theme 2 in connection with talent driven labour force development and city building



DISCOURSE CREATION 1: CREATIVE CITIES TASK FORCE

- “Culture” as strategic priority
- Municipality a catalyst
- “Reinventing London as a creative city”
- Report with 12 key recommendations focusing on:
 - Increasing the profile of arts and culture
 - Talent based strategy for ED
 - Place-making and urban planning
 - Downtown revitalization



DISCOURSE CREATION 1: CREATIVE CITIES TASK FORCE

- CCTF urged the city to “aggressively promote policies to attract and retain the creative class”
- New framework and strategy
- Gained international recognition
- Cleared a path for a more detailed and focused economic report




DISCOURSE CREATION 2: LONDON'S NEXT ECONOMY (SEPT. 2005)

- Commissioned by the municipal government to examine the future of economic development in London
- Provided a review of the city's key ED agencies
- Written by a leading London technology entrepreneur
- LNE announced that what London was doing was not working - attempt to shift London's development trajectory toward high value added knowledge intensive activities



DISCOURSE CREATION 2: LONDON'S NEXT ECONOMY (SEPT. 2005)

- Identified 5 issues:
 - Lack of economic destination
 - Knowledge-exporter
 - Dependant on “branch-plant” operations
 - Grossly under-capitalized
 - Needed consistent framework to measure economic success.
 - Five year goal was to see a dramatic increase in knowledge intensive jobs and workers in London
 - LNE sought to usher in a new economy with a focus on knowledge intensive industries
 - Business compliment to the CCTF's recommendations on attracting and retaining the creative class
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SIGNALING CHANGE

- CCTF and LNE recommendations were aligned and mutually reinforcing
- Signaled a major turning point
 - “these reports constitute landmark documents for London, providing a roadmap for innovation in the economy and governance.”
- Formal institutional follow up from the reports:
 - Restructuring of the LEDC according to the lines of the LNE
 - Creation of a cultural department at the city of London



ACTING ON IDEAS: FORGING “TALENT” NETWORKS

- 3 initiatives that have talent retention and attraction as their core
- Each has identified a particular niche that focuses its activities
 - Emerging Leaders: professionals and business service providers between 22 and 44
 - InterNetwork: high tech entrepreneurs
 - Global Talent: skilled immigrants
- Municipality as enabler and facilitator



RETAINING YOUNG PROFESSIONALS: EMERGING LEADERS

- Initiated from CCTF to help develop the next generation of business leaders in the community
- Goal to engage and empower young business leaders through social networking and dialogue about London's creative possibilities



RETAINING YOUNG PROFESSIONALS: EMERGING LEADERS

- Hosted informal “think-tank” sessions around strategic questions
- Over 400 of London’s creative professionals participated
- Report and recommendations to be presented in Spring 2008
- Two specific programs have evolved:
 - MentorNet
 - On Board!
- Municipal Role – seed funding, participation, raise profile



ENABLING TECHNOLOGY ENTREPRENEURS: INTERNETWORK

- Facilitate social interaction and knowledge-sharing for the purpose of enhancing local innovation, creativity and economic dynamism
- Dynamic networking environment where entrepreneurs and professionals are able to connect with one another
- Open to anyone with an interest in technology related business initiatives



ENABLING TECHNOLOGY ENTREPRENEURS: INTERNETWORK

- EK3 Technologies have noted that InterNetwork plays an important role in connecting an emergent and still fragmented local technology scene
- Assists knowledge-sharing
- Website was created to enable professionals and prospective companies to gather information about the London IT sector
- Municipal Role – arm's lengths administration



RECRUITING NEWCOMERS: GLOBAL TALENT

- Attracting and retaining highly-skilled and knowledgeable workers
- Raise importance of fostering an international workforce
- Designed to assist local employers and newcomers to the city
- Was organized through the LEDC, and built on a local network of settlement agencies and employment services
- New form of multi-sectoral collaboration



Guide for
WORKERS



Guide for
EMPLOYERS



RECRUITING NEWCOMERS: GLOBAL TALENT

- Emphasized the need for networking and knowledge-transfer between new Canadians and local business
- Networking encouraged as strategy for cultural dialogue
- Launched a mentor program
- Cross-cultural competency training was provided to local business professionals and new Canadians.
- Launched website: www.globaltalent.ca and City's Immigration Portal
- Municipal Role – arm's length administration, funding



ACTING ON IDEAS

- The Global Talent initiative is another concrete manifestation of London's evolving effort to develop a more inclusive community and networked city as a way to promote more dynamic and self-reliant economic growth.
- As with Emerging Leaders and InterNetwork, the process has relied on an interesting combination of facilitative municipal governance that leverages the commitment of local civil society actors to forge networks of creativity and innovation where none existed before.



MUNICIPAL INNOVATION IN LONDON?

- Unique municipalities role in each initiative
- New role of City in discourse creation
- Initiatives demonstrate that municipalities in constrained context are doing “creative things”
 - London’s network facilitation suggests a low cost way to make progress
- External evidence suggests that London is on the right track to accomplishing this goal
 - EMCY award



ISSUES GOING FORWARD: THEORY AND RESEARCH

- Links within the MCRI research framework between Theme 3 on civic engagement and collaborative governance, and Theme 2 on the social foundations of talent attraction
- Relationships bridge city government and business community as well as young professionals, community agencies and immigrants
- Emerging form of collaborative governance where the role of local government is more facilitative than directive



ISSUES GOING FORWARD: QUESTIONS FOR FUTURE RESEARCH

- What is the appropriate definition of the creative city?
- How sustainable are the relationships and networks forged through EL, IN and GT over time?
- How can London overcome the challenges of immigrant attraction and settlement as a second tier city?



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QUESTIONS?