

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 18, 2014

Item 1, Report No. 9, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on February 18, 2014.

1

MCMICHAEL CANADIAN ART COLLECTION GALLERY

The Committee of the Whole (Working Session) recommends that the presentation and Communication C2, presentation material entitled, *"A Vision for Art and Creative Learning"* submitted by Ms. Victoria Dickenson, CEO, McMichael Canadian Art Collection Gallery, be received.



Shops and Cafes

C 3

COMMUNICATION

CW (WORKING SESSION)

February 11, 2014

ITEM - 2

How Cultural Planning Makes a Difference

Workshop for the City of Vaughan

By Gail Lord, Co-President, Lord Cultural Resources

February 11, 2014

About Lord Cultural Resources

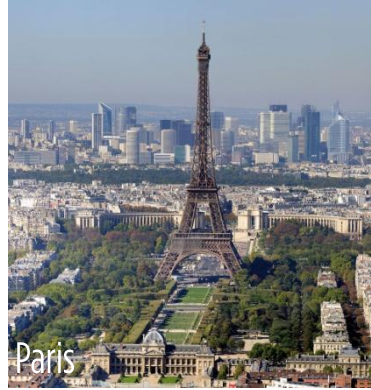




Toronto



New York



Paris



Mumbai



Beijing

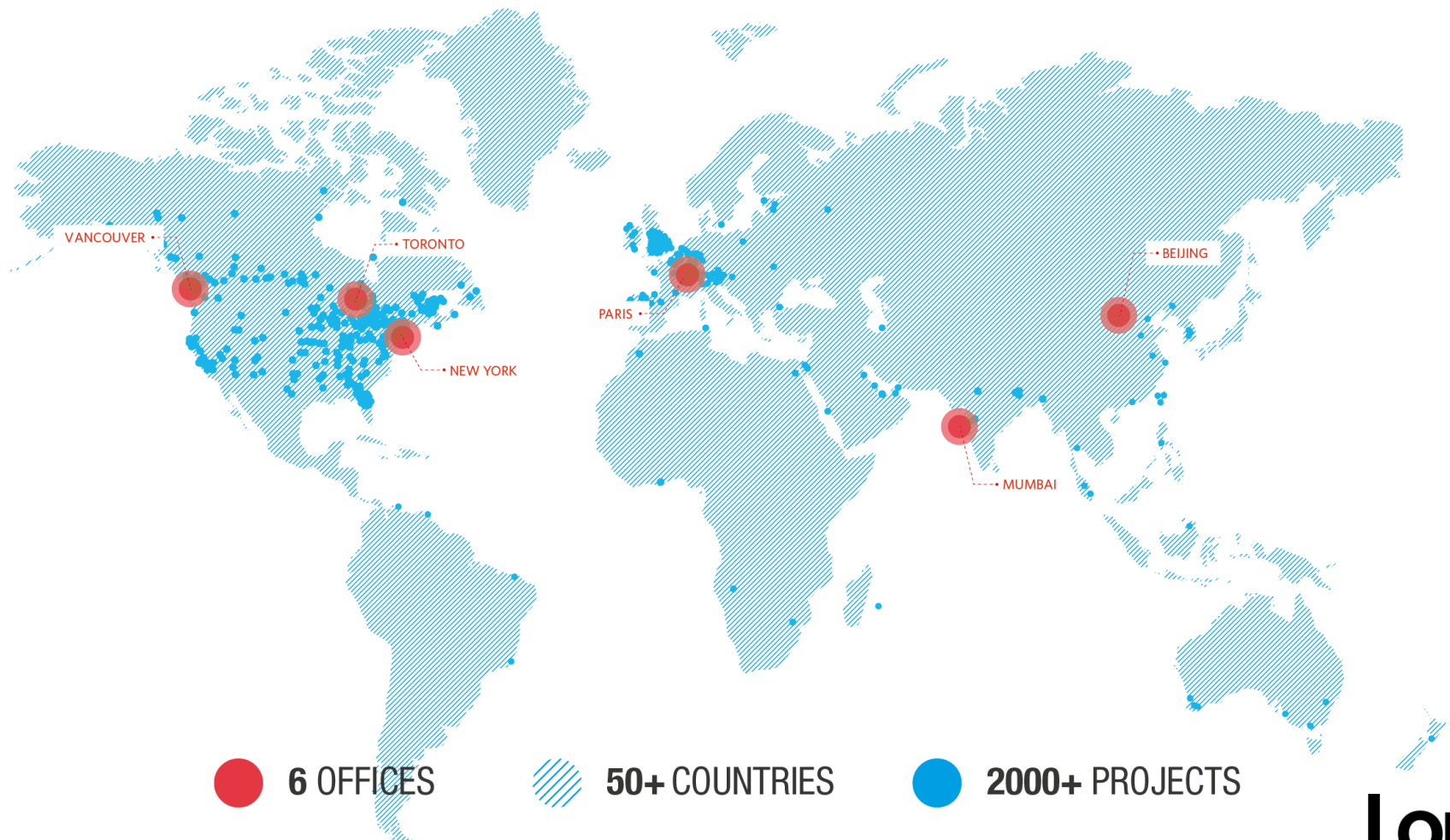
Lord Cultural Resources

Creating Cultural Capital

Founded in 1981 in response to an emerging need for specialized planning services in the museum, cultural and heritage sectors:

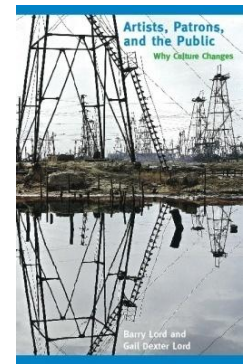
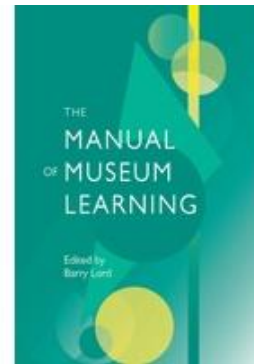
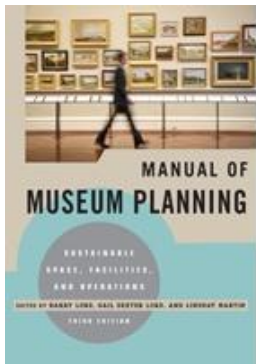
- The world's **largest cultural professional practice**
- **2,000+ assignments** over 30 years
- **50+ countries** on 6 continents
- **6 offices** worldwide
- An international reputation for **sector leadership, innovation and excellence**

As the leader in cultural consulting services, Lord Cultural Resources relies on **a global network of offices** in Toronto, Vancouver, New York, Paris, Mumbai and Beijing.



Lord Cultural Resources Writes the Books

*We share our knowledge in presentations, articles
and publications.*



An aerial photograph of the Marina Bay Sands hotel in Singapore, featuring its three iconic towers and a skybridge. In the foreground, the Esplanade - Theatres on the Bay is visible, characterized by its lotus-like design. The background shows the city skyline and the sea under a blue sky with scattered clouds.

Marina Bay Sands Art Science Museum Singapore, 2007-09

The image shows the exterior of the Louvre Lens building at dusk. The building is a long, rectangular structure with a facade made of large glass panels, reflecting the twilight sky. The interior is visible through the glass, showing people and interior lighting. The building is situated on a paved plaza with some circular garden beds in the foreground. In the background, another building is visible under the same sky.

Le Louvre Lens France, 2005-2011

City of Chicago
Cultural Plan
Illinois, 2012





Inspire St. Catharines:
Culture Plan 2020
Ontario, 2011-12



Chattanooga Public Library Tennessee, 2013 - Ongoing

Economic Impact Study Toronto Public Library , 2013



Toronto Media Arts Cluster Ontario, 2013 - Ongoing



Museum Of Nature Jerusalem, Israel, 2000





S.A.N. – Science, Art & New Technology Florence, Italy, 2012-Ongoing

What is **culture**?

Culture is the collective identity of Vaughan - its people, places, expressions. It is the shared experiences that bind you as a community – your traditions, memories, values, vision, creations and legacies.

Why is **culture** important?

- *Culture is an expression of who we are as a community.*
- *Culture is one of the four major pillars to create and maintain a healthy, vibrant and sustainable city.*
- *Culture serves to help shape and define our civic identity.*
- *Culture contributes to the economic growth of the City of Vaughan.*

Economic Impact of **Culture** in the Community

- *Cultural vitality contributes to a prosperous future and sustainability for a community.*
- *Contributes to innovation, entrepreneurship and a creative workforce.*

Economic Impact of **Culture** in the Community

- *Attracts and retains investment and businesses with more people spending in the community on direct cultural activity as well as indirect.*
- *Attracts tourism dollars – performing arts, festivals, blockbuster exhibitions*

What is a Cultural Plan?



What is a **Cultural Plan**?

A Cultural Plan is a framework for the integration and planning of culture into decision-making for the future sustainability of the City of Vaughan.


What is a **Cultural Plan**?

The plan will become an essential tool for the City to use to:

- *plan and deliver arts and heritage services and resources*
- *respond to the growing cultural sector*
- *address the diversity of the community*
- *reinforce culture as a cornerstone for place-making and community identity*

Why **now**?

- *A comprehensive planning tool is required to guide and manage culture.*
- *It is part of Vaughan's formative steps in establishing a greater understanding of emerging trends, challenges, issues and approaches related to the establishment and further development of Vaughan's creative, cultural and entertainment assets.*
- *And there is a need to respond to the city's cultural growth, maturation and regional transformation.*

A photograph of a group of people, mostly middle-aged and older, sitting around a table in a meeting room. They are engaged in a discussion, with some looking at a laptop screen. The room is filled with other people in the background, suggesting a large gathering or conference. The lighting is warm and indoor.

People want to Participate
in Charting the Cultural
Direction of their City



Challenges faced by fast growing cities: knowledge economy and competitive workforce

Industrial Economy

- Physical strength
- Follow orders
- Organized
- Some problem solving
- Memorization
- Basic communication
- Aggregate

Knowledge Economy

- Intellectual strength
- Lead
- Individualistic
- All problem solving
- Improvisation
- Great communication
- **CREATE!**



The Eventful City

A City with Events

- Sectoral
- Tactical
- A container of events
- Competition
- Pandering to audiences
- Market led
- Spectacle
- City marketing

The Eventful City

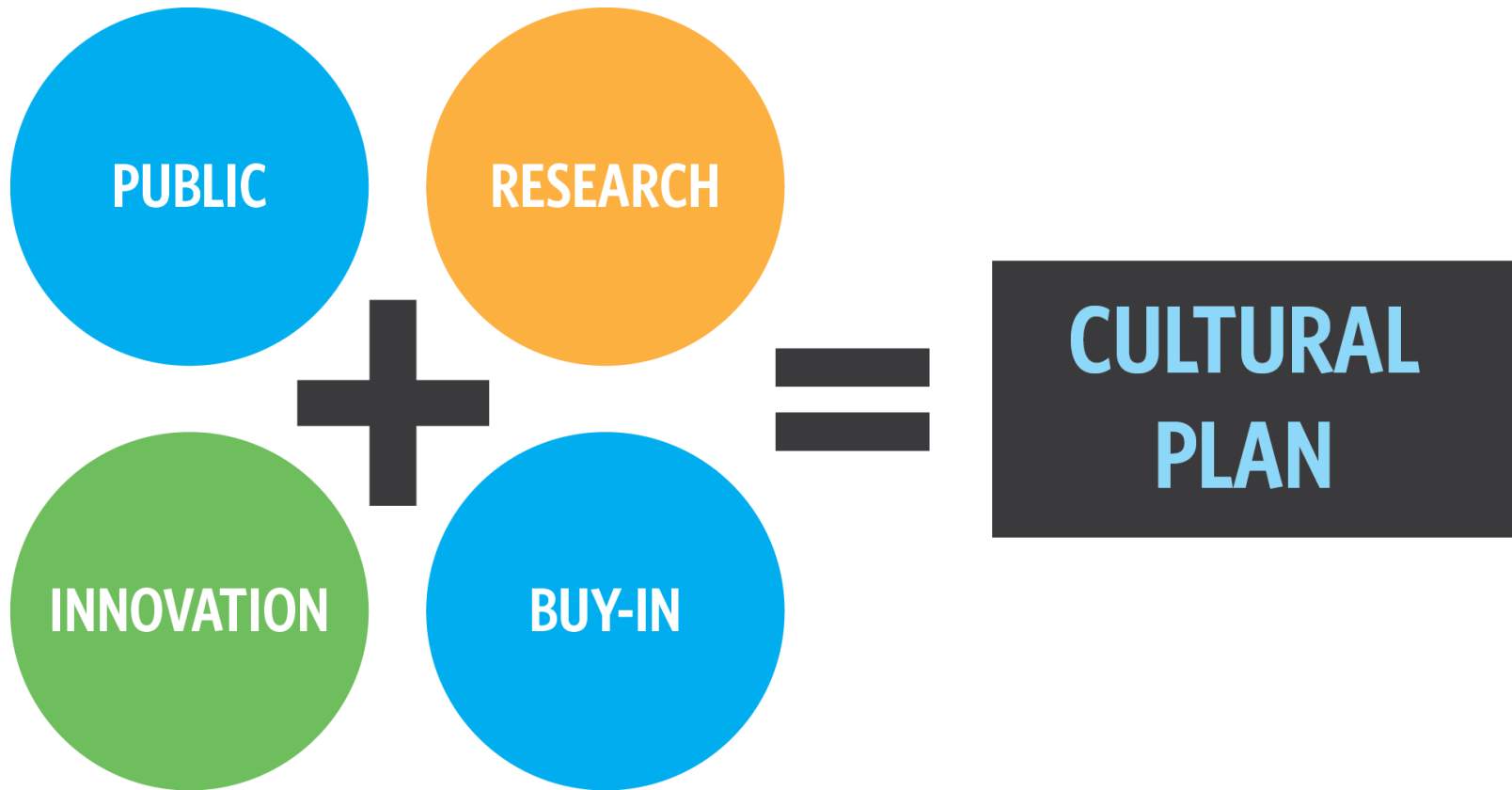
- Holistic
- Strategic
- A generator of events
- Cooperation
- Provoking publics
- Market leader
- Involvement
- **City making**



Involve Children & Families



How to Conduct a Cultural Plan





Planning Culturally

Incorporating culture in planning City-wide.

Four pillars to planning:

- Social: public services, education;
- Economic: industry, knowledge, leadership;
- Environmental: liveability;
- Culture: identity, amenities, aesthetics, heritage.





Cultural Planning Projects in Ontario



City of Toronto, Planning Space for Culture



City of Lethbridge, Culture Master Plan



City of St. Catharines, Cultural Arts Master Plan



City of St. Albert, Cultural Master Plan



Town of St. Marys, Municipal Cultural Plan



City of Kingston, Cultural Tourism and Cultural Heritage Strategies



City of Thunder Bay, Cultural Policy and Implementation Plan



Niagara Region, Economic Impact Assessment of Cultural Sector and Creative Economy



Port Hope, Cultural Arts Master Plan

THANK YOU.

Contact details:

Gail Lord, Co-President

glord@lord.ca



www.lord.ca

www.culturalchange.com/blog



Lord

Cultural Resources

C 4
COMMUNICATION

CW (WORKING SESSION)

February 11/14

ITEM - 2

Creating Cultural Capital

PERFORMING ARTS

NATIVE EARTH
PERFORMING ARTS ▶

Toronto

Photo: Native Earth Performing Arts



FESTIVALS

TORONTO INTERNATIONAL FILM
FESTIVAL BELL LIGHTBOX ▼



PAVILIONS

QATAR PAVILION AT
RIO+20 SUMMIT ▲

CORPORATIONS

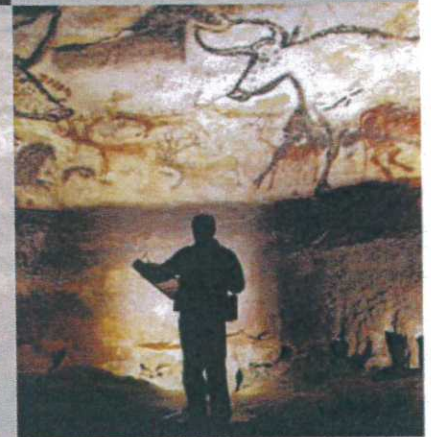
CONSERVATOIRE DES
CRÉATIONS HERMÈS ▼

Paris, Shanghai
Photo: Hermès



HERITAGE SITES

LASCAUX
INTERPRETATION CENTRE ▶
France



DEVELOPERS

EUROPA CITY ▲

Photo: BIG



MIXED USE DEVELOPMENTS

RIGA CONTEMPORARY
ART MUSEUM ◀

Latvia

Photo: Office of Metropolitan Architecture
Rem Koolhaas



SPORTS MUSEUMS

MUSEE NATIONAL
DU SPORT ◀

Nice, France

Photo: Musée National du Sport



GOVERNMENTS

WEST KOWLOON
CULTURAL DISTRICT ◀

Hong Kong

Photo: Foster + Partners



CHILDREN'S MUSEUMS

ZOOM CHILDREN'S
MUSEUM ◀

Vienna

Photo: Bettina Mayr-Siegl

Engaging Communities • Planning the Experience • Building the Vision



CULTURE IS FOR EVERYONE

Culture attracts people, creates community, creates an experience and destination, creates emotional connection, builds reputation, brings people back.



Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We offer a comprehensive range of integrated services including master planning, business planning, feasibility studies, cultural and heritage tourism planning, strategic planning, facility planning, functional programming, architect selection, interpretive planning, exhibition design, project management, training and recruitment.

Our cultural projects include museums, mixed-use developments, cultural centres, art galleries, science centres, world expositions, visitor centres, heritage sites, festivals, theatres, archives, libraries and gardens. Our clients are in all sectors including private and public corporations, foundations, governments and non-profit institutions.

Lord Cultural Resources

collaborates with people to
plan and manage cultural places,
programs and resources that deliver
excellence in the service of society.



HISTORY MUSEUMS

SMITHSONIAN NATIONAL
MUSEUM OF AFRICAN
AMERICAN HISTORY
AND CULTURE ▶
Washington, DC

Photo: Smithsonian Institution



ART MUSEUMS

PERMM –
CONTEMPORARY
ART MUSEUM ▶
Russia

Photo: Meganom Architects



NATURAL HISTORY AND SCIENCE MUSEUMS

MIAMI SCIENCE MUSEUM ◀

Photo: Grimshaw Architects, 2010



ARCHIVES AND LIBRARIES

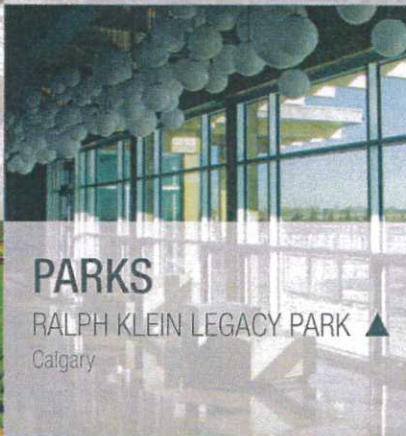
LIBRARY OF CONGRESS,
CENTER FOR EDUCATION ◀
Washington, DC

Photo: Chris Phan

GARDENS

LONGWOOD GARDENS ▼
Kennett Square, Pennsylvania

Photo: Gregg Ober



PARKS

RALPH KLEIN LEGACY PARK ▲
Calgary

EXPOS AND EVENTS

ONTARIO HOUSE
2010 OLYMPIC AND
PARALYMPIC WINTER
GAMES ▶
Vancouver

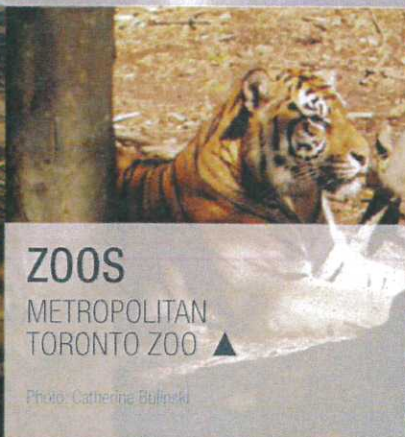
Photo: Symantia J. Walker



CULTURAL CENTRES

KING ABDULAZIZ CENTER
FOR WORLD CULTURE ▶
Saudi Arabia

Photo: King Abdulaziz Center
for World Culture



ZOOS

METROPOLITAN
TORONTO ZOO ▲

Photo: Catherine Bullinski

CULTURAL DISTRICTS

KOC CULTURAL CAMPUS ▼
Istanbul



GOVERNMENTS

WEST KOWLOON
CULTURAL DISTRICT ◀
Hong Kong

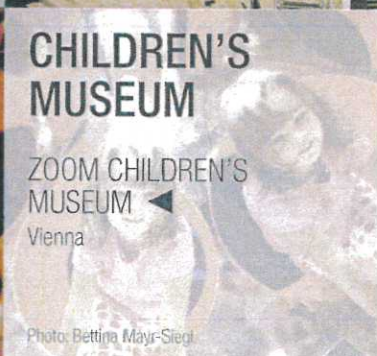
Photo: Foster + Partners



CHILDREN'S MUSEUM

ZOOM CHILDREN'S
MUSEUM ◀
Vienna

Photo: Bettina Mayr-Siegl

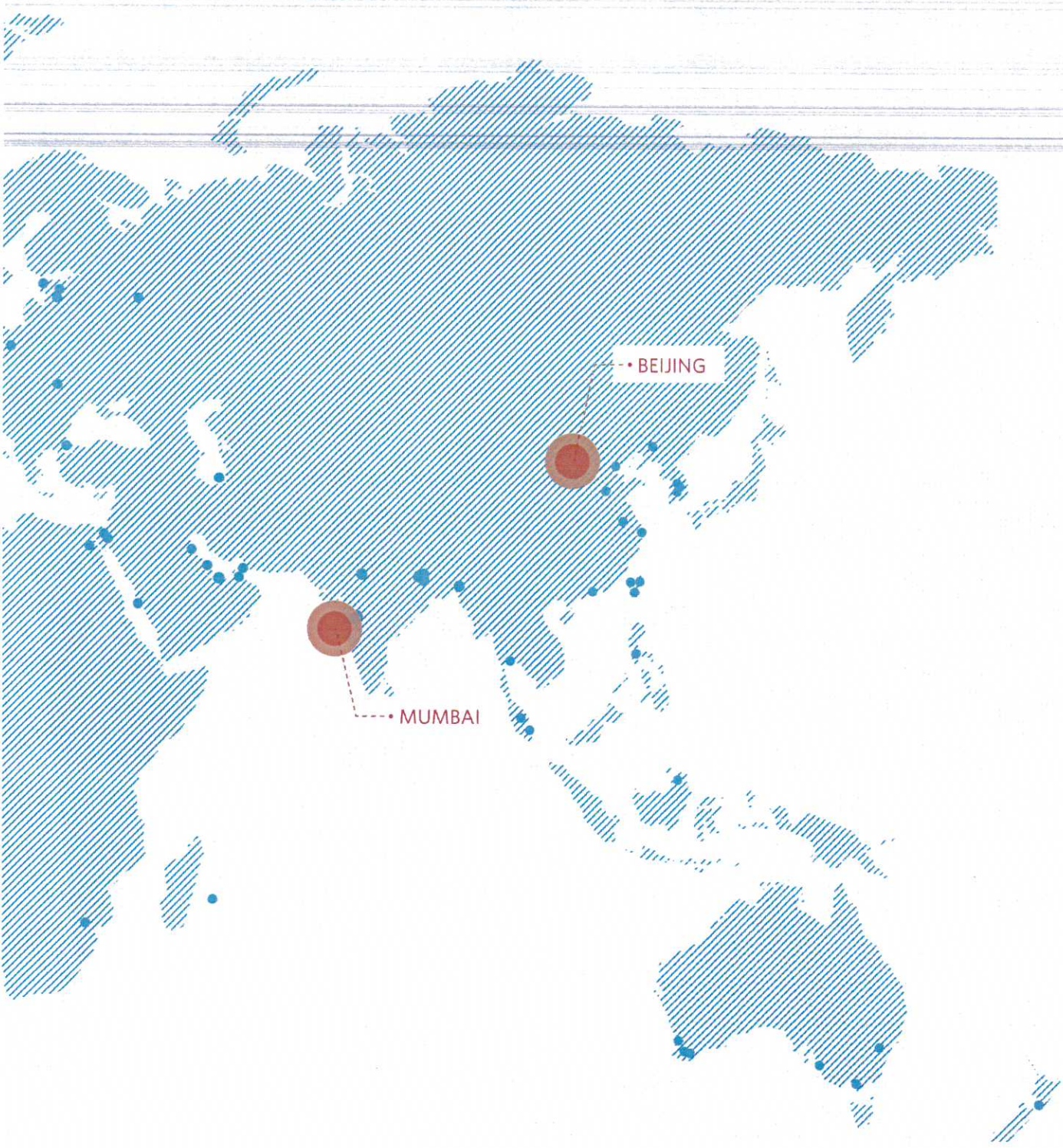


A GLOBAL PROFESSIONAL PRACTICE



Lord Cultural Resources operates offices in Canada, the United States, France, Spain and China. These offices are situated in many of the world's most exciting and culturally significant cities. Our offices are fully networked and managed to provide an integrated global service to local and international projects. Highly valued resources for cultural initiatives, **our staff are sector leaders in innovation and professional practice.**

Professional, approachable, collaborative, and skilled as listeners and learners, our people are the best in the business, deserving of their international recognition for leadership in a challenging sector.



6 OFFICES



50+ COUNTRIES

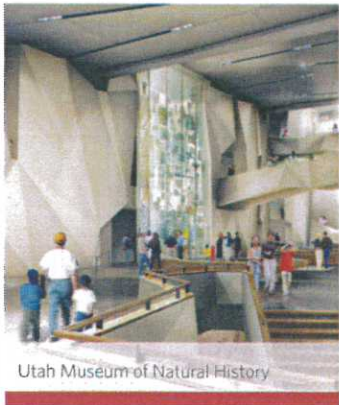


2000+ PROJECTS

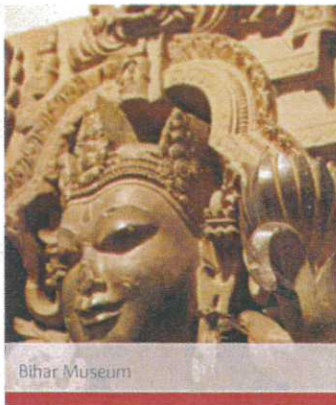
We are a value-based company, conducting ourselves with respect for uniqueness, diversity and cultural characteristics. We embody the highest standards of integrity, ethics and practice in all our relationship and work.

OUR SERVICES

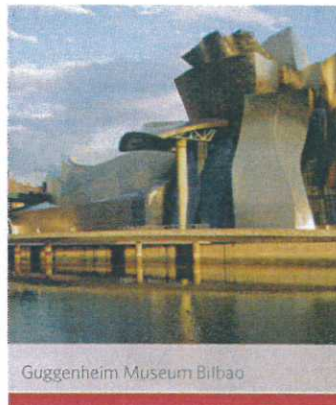
Lord Cultural Resources offers a full range of integrated services for new and established cultural institutions. No matter what service is required, **we collaborate with our clients to find the most creative solution possible.**



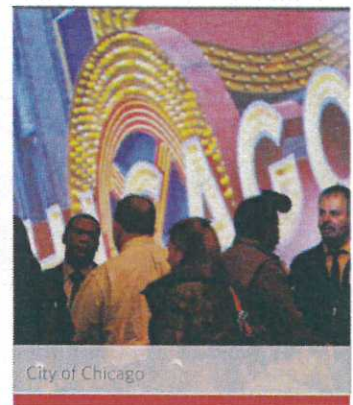
Utah Museum of Natural History



Bihar Museum



Guggenheim Museum Bilbao



City of Chicago

BUSINESS PLANNING

- Concept development
- Concept and market testing
- Operating and business strategies
- Attendance, cost and revenue projections

Photo: Courtesy Utah Museum of Natural History

MASTER PLANNING

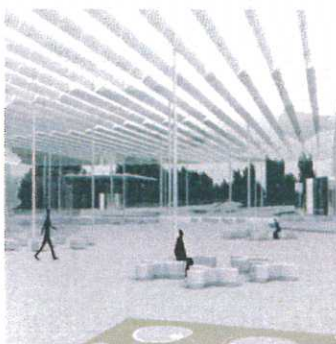
- Vision, mission and mandate statements
- Concept development and market positioning
- Institutional planning
- Governance
- Attendance, cost and revenue projections
- Marketing, positioning and communication strategies

STRATEGIC PLANNING

- Internal and external consultations
- Visioning sessions and charettes
- Strategic positioning and best practices
- Development of goals and objectives
- Implementation planning

CULTURAL & TOURISM PLANNING

- Cultural asset assessment
- Comparables analysis and benchmarking
- Community and stakeholder consultations
- Cultural and implementation planning
- Cultural policy



Musée du Louvre, Lens



National Archaeological Museum Aruba



Grand Egyptian Museum



Forward+50, Rio+20 Summit

FACILITY PLANNING

- Facility strategy
- Functional brief (or program)
- Design review
- Architectural selection processes

Photo: SANAA

EXHIBITION PLANNING

- Interpretive and concept planning
- Cultural program planning
- Content development
- Exhibition design

PROJECT MANAGEMENT

- Client representation
- Architectural supervision
- Exhibition production and control
- Partnerships implementation

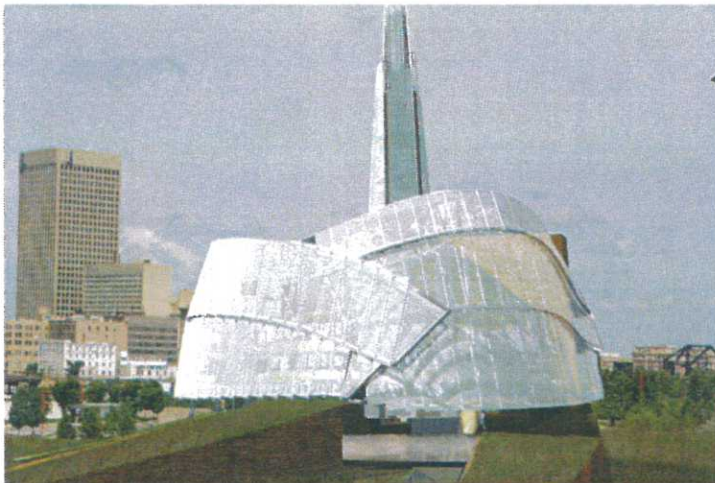
OTHER SERVICES

- Event production
- Training
- Recruitment
- Procurement
- Site management

COLLABORATING WITH OUR CLIENTS

Lord Cultural Resources is dedicated to the pursuit of excellence and the creation of value on behalf of those we serve. Our clients have benefited from the invention, development and renewal of facilities; the enhancement of organizational reach and responsibility; the heightening of public and user awareness, respect and engagement; the attraction of new partners; and the management of sustainable operations.

We undertake projects of all sizes, from a visioning workshop to the comprehensive transformation of a plot of land into a thriving cultural facility.



We will be forever grateful to you for helping us 'reach for the stars' and making the dream of the Canadian Museum of Human Rights become a reality.

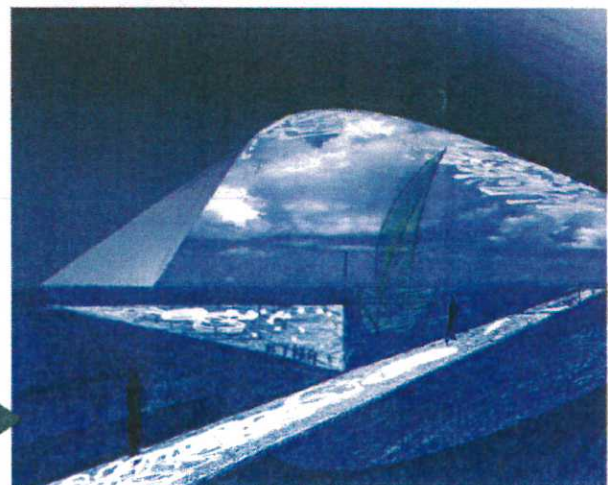
Gail Asper,
Chair, Capital Campaign

Planning for Canadian Museum for Human Rights, Winnipeg, Canada.
© Canadian Museum for Human Rights.

One of the world's most experienced museum consultants, Lord Cultural Resources, has been appointed to plan content and operational matters for the Sheikh Zayed National Museum and the Maritime Museum.

Abu Dhabi Tourism Development
and Investment Company

Planning and Advisory Services for Saadiyat Island Cultural District, Abu Dhabi, United Arab Emirates. © Drawing for Maritime Museum by Tadao Ando. Tourism Development & Investment Company.





After more than one year of collaboration, we congratulate ourselves on the choice of Lordculture for the complex mission which supposes strong capacities of adaptation, dialogue and synthesis, requiring good knowledge, especially at the international level, of the cultural field and its frontiers.

Christophe Dalstein,
Director of Europa City, Immochan

© Europa City.

Longwood Gardens chose Lord Cultural Resources as its planning partner, because it was the only firm that could truly provide the depth and quality of comprehensive planning services that we needed to achieve our planning goal. The level of professionalism, responsiveness, attention to detail and willingness to go beyond the call of duty to deliver a solid product was unquestionable to the entire Lord team. Longwood Gardens didn't want just a Consultant... we wanted a partner and found it with Lord Cultural Resources.

Paul B. Redman,
Director, Longwood Gardens

Master and interpretive planning for Longwood Gardens, Pennsylvania, USA.
© Longwood Gardens



Lord Cultural Resources contributed an **efficient methodology and a multi-disciplinary approach** that made it possible to integrate the expectations and viewpoints about the Museum's operations from representative spheres of the local society and the museum world in general.

Juan Ignacio Vidarte,
Director General, Guggenheim Museum Bilbao

Strategic Planning for the Guggenheim Bilbao Museum, Spain.
Fuentes Klein. Photo: Erika Barahona Ede.
© FGBM Guggenheim Museum Bilbao.

COLLABORATING WITH OUR CLIENTS



The planning work that Lord Cultural Resources has done for the Natural History Museum of Utah has been critical to our success. A master plan for the Museum analyzed our physical facilities, market, collections, and programs and laid the foundation for the work that led to the construction of the new building, the Rio Tinto Center. Their business planning provided a road map for the successful operation of the Museum prior to and after opening the new building. And the strategic plan set direction for the Museum after its transformation from a small academic museum to a large, community-based institution.

Sarah B. George,
Executive Director, Utah Museum of Natural History

© Natural History Museum of Utah.

The contribution of Lord Cultural Resources to the American Indian Cultural Center & Museum project is immeasurable.

Your services have enabled our project team to understand and implement the goals of a successful Cultural Center that will serve to communicate our mission in a meaningful way, as well as create awareness among all people of the viewpoint, experience and contribution of American Indians past and present.

Glen Howard, Deputy Director,
Native American Cultural & Educational Authority,
American Indian Cultural Center & Museum, Oklahoma, USA

Planning for the American Indian Cultural Center and Museum, Oklahoma, USA.
© Johnson Fain Architects.



Lord played an integral role in ensuring that Ontario House was completed on time and under budget. Throughout the project, the team was enthusiastic, creative and results-driven. I would gladly and whole-heartedly recommend Lord Cultural Resources for future projects.

Lorrie Pella,
Ontario Ministry of Tourism and Culture

Programming and design for the Ontario House Pavilion at the 2010 Olympic and Paralympic Winter Games in Vancouver, Canada.
© Samantha J. Walker Photography.

The services of Lord Cultural Resources team has been just exemplary from start to finish: the conception of the project goals; the clear communication to both Board and Management of the planning process and their respective roles; the intelligence the team brought to the benchmarking and research work; the facilitation of the board and staff retreat dates; and the final drafting of the plan.

Janice Price,
CEO, Luminato

Strategic Planning for Luminato Festival.
© Stephanie Berger.



Our Clients include:

Cultural Institutions

Musée du Louvre, Canadian Museum for Human Rights, Guggenheim Museum Bilbao, Tate Modern, Smithsonian, Pushkin Museum, King Abdulaziz Center for World Culture, National Art Museum of China

Public Authorities

European Parliament, City of Chicago, United Nations, City of Toronto, City of Vancouver, West Kowloon Cultural District, Poznan City, Department of Interior (USA)

Architects

Foster+Partners, Tadao Ando, Jean Nouvel, Snøhetta, Moshe Safdie, Zaha Hadid, Grimshaw, Renzo Piano, OMA, Moriyma & Teshima

Corporations

Louis Vuitton, BMW, Magnum, Groupe Bel, Santralistanbul, Maison Hermès, Odéon Investments, S. C. Johnson, Hudson's Bay Company, Bank of Montreal

Developers

Immochan, The New Three Brothers, Lower Manhattan Development Corp., Tourism Development & Investment Company, STT Group, Ensof, Toronto Waterfront Development Corp.

BUILDING INTELLECTUAL CAPITAL

Lord Cultural Resources builds and shares intellectual capital every day. We are active and contributing members of museum and cultural associations. We teach courses at universities worldwide, and serve as a resource for the distribution of knowledge in the form of presentations, articles and publications. These are available in a variety of languages, and many are freely available. Visit our website at www.lord.ca for current events, articles and presentations.



Read our **blog**

about the world of culture

www.culturalchange.ca



Cultural Capital

Celebrating Sustainable Practice

www.lord.ca/CulturalCapital



Cultural News

Our global round-up of
what's happening in culture

Sign up at www.lord.ca

Connect with **Lord**



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LordCultural



LordCultural

Lord Publications are available through booksellers and our website. These include our Manuals on various aspects of cultural planning and management, and our Lord museum books for young people.

We are active in developing an educational curriculum that advances training for the sector. In addition, the Lord Cultural Resources **Global Internship Program** provides valuable and practical experience for qualified students embarking on professional careers in the cultural sector.

Publications:

Manual of Museum Planning. 1991, 2nd Edition 1999, 3rd Edition 2012.

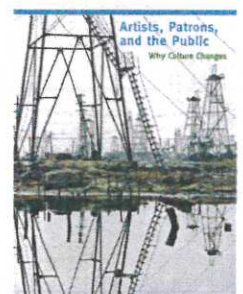
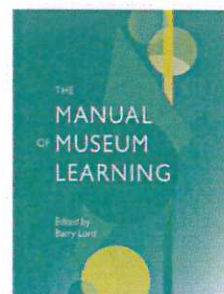
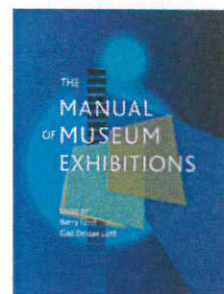
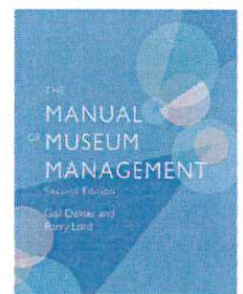
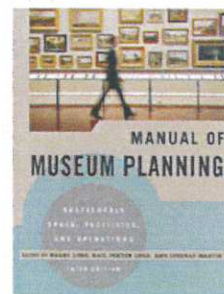
The Manual of Museum Management. 1997, 2nd Edition 2009. (Chinese, Georgian, Russian and Spanish translations also available.)

The Manual of Museum Exhibitions. 2001.

The Manual of Strategic Planning for Museums. 2007.

The Manual of Museum Learning. 2007.

Artists, Patrons, and the Public: Why Culture Changes. 2010. Published by AltaMira Press, Maryland. www.altamirapress.com.





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Email: info@lordculturalrecruitment.ca
www.lordculturalrecruitment.ca

CULTURAL CENTRES

KING ABDULAZIZ CENTER
FOR WORLD CULTURE ►

Saudi Arabia

Photo: King Abdulaziz Center
for World Culture



NATURAL HISTORY AND SCIENCE MUSEUMS

MIAMI SCIENCE MUSEUM ◀

Photo: Genshavi Architects, 2010



GARDENS

LONGWOOD GARDENS ▼

Kennett Square, Pennsylvania

Photo: Greg Cost



PARKS

RALPH KLEIN LEGACY PARK ▲

Calgary

HISTORY MUSEUMS

SMITHSONIAN NATIONAL
MUSEUM OF AFRICAN
AMERICAN HISTORY
AND CULTURE ►

Washington, DC

Photo: Smithsonian Institution



www.lord.ca
www.culturalchange.ca/blog

COMMITTEE OF THE WHOLE (WORKING SESSION) – FEBRUARY 11, 2014

BUILDING AN ARTS, CULTURE AND DESIGN DISTRICT IN VAUGHAN

Recommendation

The Director of Economic Development in consultation with the Executive Director, Office of the City Manager recommends:

1. THAT the presentation from Gail Lord, President of Lord Cultural Resources on fostering the arts in the Vaughan Metropolitan Centre (VMC) be received.

Contribution to Sustainability

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. Under this definition, activities related to economic development contributes to the sustainability of the City.

Economic Impact

All costs associated with the presentation by Lord Cultural Resources are accounted for in the Economic Development Department's 2014 operating budget. There is no economic impact with receipt of this report.

Communications Plan

The presentation materials will be available in hardcopy format and distributed to Mayor, Members of Council and Senior Management. Additional hardcopies will be available upon request. An electronic copy in a PDF format will be posted on the City's website.

Purpose

The purpose of this report is to provide Council with an overview of the trends, opportunities and best practices that exist for cities as it relates to cultural planning and creating vibrant cultural spaces.

Background – Analysis and Options

The City of Vaughan's new downtown, the Vaughan Metropolitan Centre will be a centre of commerce, an office node, a vibrant residential enclave, and a regional mobility hub. Inherent to the City's vision of a lively, stimulating people place, the VMC will also be the centre of arts, entertainment, culture and creative endeavours. These humanistic endeavours have the ability to be an economic driver animating public spaces, attracting office and commercial tenants as well as providing a platform for new ideas and innovations that extend into the other business sectors that are part of Vaughan's diverse economy.

The positive economic and social contributions of the arts and culture are well known and documented. As such, the City has incorporated goals and activities in a number of its master plans that address the attraction of these types of investments. Policies exist in the Vaughan Official Plan 2010, Creative Together Cultural Plan and Economic Development Strategy which relate to enhancing the City's culture and creative potential. Council and Staff have actively sought opportunities to engage with potential stakeholders and partners in realizing these types of investments.

Most recently, Item 33, Report No. 52 of the Committee of the Whole: “City of Vaughan Arts, Design and Cultural Campus”, ratified by Council on December 10, 2013 directed Staff to engage an expert in the field of arts, culture and tourism to make a presentation at the Committee of the Whole (Working Session) meeting of February 11, 2014, which included case studies, best practices, trends and best fit for the City of Vaughan, which will provide the foundation for discussion in arriving at a shared vision for the Vaughan Metropolitan Centre as it relates to the approved 10-year Economic Development strategy.”

Recognized as an industry expert and thought leader on arts and cultural institutions, Staff has invited Gail Dexter Lord, President of the Lord Cultural Resources to make a presentation on arts and culture as it relates to placemaking, fostering economic development and tourism (Attachment 1 - Professional Profile for Gail Dexter Lord).

Lord Cultural Resources is one of the world’s largest cultural professional practices completing more than 2,000 projects in more than 50 countries, across six continents (Attachment 2 – Lord Cultural Resources Corporate Profile). The firm specializes in developing strategies to foster economic growth, creativity and quality of life. The breadth of their consulting practice, from large cultural capitals to small towns, arts galleries, libraries and other public institutions, allows Lord to bring a high level perspective on arts and cultural asset development, framing it within the context of cultural tourism, economic development, neighbourhood revitalization, community development, heritage preservation, environmental sustainability, as well as public health and safety.

This holistic perspective is extremely helpful in informing Vaughan’s discussion about developing an arts, design and cultural district. The focus of Ms. Lord’s presentation will include:

- Trends in cultural planning in communities throughout Ontario, Canada and further afield.
- The issues that communities face in building vibrant cultural spaces and in sustaining them.
- The approaches that work and why.

The presentation is to provide Council and Staff with an understanding of current best practices and their applications to creating an arts and culture strategy that is grounded by a solid understanding of the cultural ecology of the community; and which can be economically sustained.

Relationship to Vaughan Vision 2020 / Strategic Plan

This report is consistent with the priorities previously set by Council. Specifically, this report assists in fulfilling Vaughan Vision 20|20 Goal: Manage Growth and Economic Well-being.

Furthermore, this report is consistent with the City’s Economic Development Strategy: Building a Gateway to Tomorrow’s Economy, and specifically:

- Goal 2: Develop Vaughan as an incubator of entrepreneurial and economic activity for the economic region.
- Goal 4: Growing Vaughan’s dynamic quality of place and creative economy.

Regional Implications

There are no regional implications arising from the recommendations of this report.

Conclusion

Ensuring that the VMC has a comprehensive arts, cultural, entertainment and design district that serves the needs of residents, students and businesses as well as attracts tourist visits, is an endeavour that will require a tremendous investment of resources. At this time, such an expansive project may be beyond the City's reach without a strong private sector catalyst. This presentation is part of Vaughan's formative steps in establishing a greater understanding of the emerging trends, challenges, issues and approaches related to the establishment and further development of the City of Vaughan creative, cultural and entertainment assets.

Attachments

1. Professional Profile for Gail Dexter Lord, President of Lord Cultural Resources
2. Lord Cultural Resources Corporate Brochure

Report prepared by:

Shirley Kam, Senior Manager of Economic Development
Jennifer Ladouceur, Director of Economic Development

Respectfully submitted,

Jennifer Ladouceur
Director of Economic Development

GAIL DEXTER LORD

President



Gail Dexter Lord—experienced, innovative, effective, creative—is one of the world's foremost museum planners. Gail has extensive experience in the museum and cultural sector and brings exceptional vision and knowledge to each of the projects she leads.

Gail has been instrumental in developing the field of museum planning, having co-authored with Barry Lord *The Manual of Museum Planning*, 3rd edition, AltaMira Press, California, 2012 (Co-Edited with Barry Lord and Lindsay Martin); 2nd edition (rev.) AltaMira Press, California, 2003 (Co-Edited with Barry Lord); 2nd Edition, The Stationery Office, London, 1999, 1st Edition, The Stationery Office, London, 1991 (Co-Edited with Barry Lord), *The Manual of Museum Exhibitions* (2002), *The Manual of Museum Management* (1997; re-printed 1998 and 2002; 2nd edition 2009), and *The Cost of Collecting* (1991). Gail has co-authored with Kate Markert *The Manual of Strategic Planning* (2007) and has published numerous articles on a wide range of museum topics. Gail and Barry's most recent book is *Artists, Patrons, and the Public: Why Culture Changes* (AltaMira Press, California, 2010).

Her in-depth knowledge of museum audiences and sensitivity to the cultural resources that all communities have, as well as their need to nurture and develop those resources for the public benefit make Gail particularly effective in planning for innovative approaches to cultural organizations such as the National African American Museum of History and Culture, the new branch of the Smithsonian Institution on the National Mall in Washington, Canada's new national museum, the Canadian Museum for Human Rights, the Master Plan for Harvard University Museums, the Museum of the African Diaspora in San Francisco, the Lowry in Salford, launched in 2000 as one of the UK's Landmark Millennium Projects, and the Bahrain Monument.

Art museums and contemporary art centres employing her expertise include Tate in London, Museo Guggenheim Bilbao, the Brooklyn Museum of Art, the Los Angeles County Museum of Art, the Indianapolis Museum of Art, the Cleveland Museum of Art, The Walters Art Museum in Baltimore, the Villa Stuck and Lenbachhaus in Munich, the International Center of Photography in New York and many more.

Gail's studies in cultural tourism and community arts have made significant contributions to the understanding of the cultural sector and its economic and social significance in times of change. Gail has directed over 15 planning assignments for children's museums around the world including the award winning Roald Dahl Children's Museum in Buckinghamshire, England and has published widely in this area.

Educated in History at the University of Toronto, Gail has been a well-known art critic, feature writer and commentator for national print and broadcast media, and helped to develop the interdisciplinary arts programs in film and photographic arts at the Ryerson University, where she taught for five years. She is a frequent presenter at professional conferences, including the American Association of Museums, the British Museums Association, The International Council of Museums and the Canadian Museums Association. Gail has taught museum planning and management at Museum Studies departments around the world, including the University of Victoria, the University of Colorado, the University of Barcelona, Koç University in Istanbul and the Reinwardt Academy in Amsterdam.

One of Gail's students commented, "Gail has a natural gift for teaching; she has tremendously interesting experience and is insightful, curious, modest and funny."

Gail co-founded Lord Cultural Resources with husband Barry Lord in 1981.

Gail is a member of the editorial board of Museum Practice and the International Advisory Committee on Distance Learning for the Commonwealth Association of Museums.

As President of Lord Cultural Resources, Gail has led hundreds of projects over twenty years. Here is a selection of her most important assignments:

2013

- OCAD University Galleries, Toronto, Feasibility Study, 2013
- Eduardo Chillida Leku Centre, Department of Education, Culture and Language Policy, Basque Government, Feasibility Study, 2013
- Jewish Museum of Canada, UJA Federation of Toronto, Master Plan, 2013
- Center for International Textiles and Dress, Museum of International Folk Art, Santa Fe, New Mexico, Master Plan, 2013
- Art Museum, Santa Fe, New Mexico, Visioning Session, 2013
- The Oscar Peterson Centre, JAZZ.FM91, Visioning and Space Plan Review, Toronto, 2013
- Toronto Public Library, The Martin Prosperity Institute, Economic Value of the Toronto Public Library, 2013
- The Guild of the Dome, Travelling Exhibition, Florence, Italy, 2013
- Banff Center, Alberta, Environmental Scan, 2012-present
- Barnes Museum, Visitor Experience Assessment, Philadelphia, Pennsylvania, 2012-present
- Museum of New Zealand Te Papa Tongarewa, 2012-present
- City of Toronto, Museum Service Review, Attendance, Revenue and Cost Control Strategies for 10 City Museums, 2012-ongoing
- Chicago Architecture Biennial, Concept Plan, 2012-present
- Vancouver Art Gallery, Site Evaluation, Business Plan and Projections, BC, 2012-present
- National Museum of New Zealand Te Papa Tongarewa, Environmental Scan and Strategic Directions Wellington, New Zealand, 2012-present
- Liaoning Science & Technology Museum, Exhibition Planning & Design, Shenyang, China, 2012-ongoing
- Nanjing Museum, Visitor Experience Planning, Nanjing, China, 2012-ongoing
- Canadian Museum of Civilization, Public Engagement, 2012-present
- Koç Museum of Contemporary Art, Istanbul, Turkey, Master Plan, 2012-present
- Fondazione Sandretto Re Rebaudengo, Turin, Italy, Exhibition Planning, 2012-ongoing
- Chinese Museum Association, Strategic Cooperation, 2011-ongoing

- Montreal Children's Museum, Master Plan, 2011-ongoing
- Beyond the Building: Museums in the 21st Century, Associate Curator, Art Centre Basel, 2009-ongoing
- Comparable Research of Arts and Cultural Facilities in Toronto for West Kowloon Cultural Development, Hong Kong, Facility Planning, 2009-present
- Bahrain National Monument, Institutional, Operations, Business/Implementation, Planning and Training, 2008-ongoing
- King Abdulaziz Center for World Culture, Saudi Aramco, Saudi Arabia, Operational, Programmatic and Organizational Development, Phase 1 & 2, 2008-ongoing
- Justice Museum, Campbell House, Toronto, Ontario, Consulting Services, 2007-ongoing
- UJA Federation of Greater Toronto, Ontario, Cultural Plan, 2004-ongoing
- City of Toronto, Ontario, Cultural Attraction Plan, Feasibility Study, Business Plan, Advisory Services, 2002-ongoing
- Canadian Museum for Human Rights, Winnipeg, Master Plan, Public Engagement and Content Development; Staff Interviews; Staff & Exhibition Readiness Opening Strategy; Client Representative, 2000-ongoing
- Audain Art Museum, Strategic Advice/Business Plan and Projections, Whistler, British Columbia

2012

- City of Chicago, Cultural Plan
- City of Florence, Pre-feasibility Study for Forte Belvedere, Identification of a New Use for San Firenze
- Creative Capital Gains, "An Action Plan for Toronto", City of Toronto, Ontario
- Design Exchange, Toronto, Strategic Plan
- Luminato Festival, Toronto, Strategic Plan
- The National African American Museum of History and Culture, Smithsonian Institution, Facilities and Management Planning, Exhibition Design
- Royal Ontario Museum, Toronto, Attendance Strategies

2011

- City of Columbia, Maryland, Cultural Master Plan, Cultural Needs Assessment
- Hillwood Estate, Museum and Gardens, Washington, DC, Strategic Plan
- International Center for Photography, Institutional Master Plan, Strategic Planning
- Nasher Sculpture Center, Dallas Texas, Strategic Plan
- Native Earth Performing Arts, Toronto, Feasibility Study
- Utah Museum of Natural History, Salt Lake City, Strategic Plan

2010

- Art Gallery of Ontario, Weston Family Learning Centre, Toronto, Vision for Life-long Learning
- Association of Art Museum Directors, New York, Strategic Plan
- Beth Tzedec Reuben and Helene Dennis Museum, Toronto, Strategic Plan
- Longwood Gardens, Pennsylvania, Strategic Master Plan
- Magnum Heritage Foundation, Paris, Strategic Plan, 2010
- Massey Hall & Roy Thompson Hall, Toronto, Future Vision for the Renovation and Renewal of Massey Hall
- Museum of Contemporary Canadian Art, Toronto, Strategic Plan

- The National Museum of the American Latino, National Park Service, Feasibility Study
- Science Gallery, Dublin, Ireland, Business Models for Partnerships
- TDIC Abu Dhabi, Master Plan

2009

- Ibercaja Bridge Pavilion, Spain, Concept Development, Functional Planning
- Las Vegas Art Museum, Facilities Planning, Management Consultancy
- Marina Bay Sands ArtScience Museum, Singapore, Exhibition Planning, Design and Implementation
- Museo Guggenheim Bilbao, Strategic Planning, 2004–06, 2008–09
- The National African American Museum of History and Culture, Smithsonian Institution, Facilities and Management Planning
- New York Economic Development Corporation, Economic Impact Study
- Ontario Ministry of Tourism, Cultural and Heritage Tourism Paper
- Peabody Museum, Harvard University, Boston, Massachusetts, Master Plan
- Photography Gallery and Graduate Research Centre, Ryerson University, Toronto, Facility Planning
- Royal Ontario Museum, Toronto, Audience Development
- Santralistanbul, Istanbul Bilgi University, Visitor Research, Interpretation Services

2008

- College Art Association, New York, Strategic Planning
- Beijing Association of Science and Technology, Building Re-Use Study
- Design Museum, London, UK, Relocation Study
- Institute for Emerging Issues, North Carolina State University, Strategic Planning Workshop
- Koç Cultural Campus, Istanbul, Turkey, Facility Strategy
- Le Laboratoire, Paris, France, Strategic Plan
- Meymenet Han, Istanbul, Turkey, Adaptive Re-Use of Heritage Building
- The Museum at Bethel Woods Center for the Arts, Liberty, New York, Materials Review, Training
- National Art Museum China, Beijing, Facility Planning
- University of Pennsylvania Museum of Anthropology and Archaeology, Strategic Planning Workshop
- The Walters Art Museum, Baltimore, Strategic Plan, 1994–05, 1999–00; Strategic Retreat Facilitation, 2008

2007

- Allston Development Group and Harvard University, Situation Analysis
- Dahesh Museum, New York, Relocation Study, Global Long-Range Planning
- Governors Island Alliance, New York, Visioning Services
- Maison de Radio France, Paris, France, Strategic Planning Services
- Musée du Quai Branly, Paris, France, Audience Development Strategy
- Silk Road Project, Strategic Plan, Evaluation Study
- Tafelmusik Baroque Orchestra and Chamber Choir, Music and Museum Initiative
- Espace Nuage, Paris, France, Business Planning
- Louvre at Lens, France, Museological Program
- McMichael Canadian Art Collection, Kleinburg, Ontario, Strategic Visioning Exercise, Partnership Strategy
- Orange County Museum of Art, Newport Beach, California, Master Plan

- The New Center for Arts and Culture, Boston, Massachusetts, Master Plan

2006

- Ellis Island, New York, Redevelopment Study, Concept Development
- Lenbachhaus Munich, Master Plan Review
- Saidye Bronfman Centre, Montreal, Strategic Planning
- World Trade Center, Memorial Museum, New York, Institutional Planning, Visitor Services

2005

- Cable Center, Denver, Strategic Planning
- Calder Museum, The Calder Foundation, New York, Business Plan
- Constitution Hill, Johannesburg, Consulting Services, Business Plan
- Guggenheim Museum, New York, Consulting Services
- Indianapolis Museum of Art, Strategic Planning
- London's Children Museum, Concept Plan and Interpretative Strategy, Positioning
- Kiptown, Soweto, South Africa, Ecomuseum Plan
- Museum of the African Diaspora, San Francisco, Master Plan

2004

- ArtsAccess Alliance, The Art Gallery of Ontario, the Woodland Cultural Centre, the MacLaren Art Gallery and the Thunder Bay Art Gallery, Feasibility Study, Business Plan
- August Wilson Center for African American Culture, Pittsburgh, Project Management, Planning and Design
- Brooklyn Museum of Art, Branding and Positioning Strategy
- Cerritos Museum, California, Master Plan
- Chicago Botanic Garden, Market Analysis, Branding and Positioning Plan
- Edmonton Art Gallery, Facilities Plan
- MacLaren Art Gallery and the Thunder Bay Art Gallery, Feasibility Study, Business Plan
- Ottawa Art Gallery, Feasibility Study
- Smithsonian Affiliations, Washington, DC, Cultural Alliance Initiative

2003

- Flemish Holocaust Museum, Mechelen, Belgium, Master Plan
- National Center for the Preservation of Democracy, Los Angeles, Strategic Plan
- Tate London, Visitor Audit, 1992, 2002–03
- Wadsworth Atheneum Museum of Art, Schematic Design Review

2002

- The Cleveland Museum of Art, Strategic Plan, 1995; 2000–02
- Dresden Castle, Germany, Circulation Study
- Los Angeles County Museum of Art, Functional Program
- The Jewish Museum, New York, Communication Strategy
- Motown Museum, Detroit, Master Plan
- Ontario Arts Council, Strategic Plan
- Ontario Underground Railroad, Cultural Tourism and Marketing Study
- Ross Creek Centre for the Arts, Canning, Nova Scotia, Feasibility Study

2001

- Be'er Sheva Science Park, Israel, Design Review
- Museum of Nature, Jerusalem, Master Plan
- Suermondt–Ludwig Museum, City of Aachen, Germany, Mission Development, Positioning Study

2000

- Cleveland Center for Contemporary Art, Planning Study
- The Lowry, Salford, United Kingdom, Master Plan, Facility Plan
- The Power Plant, Toronto, Millennium Project



At Lord Cultural Resources
**CULTURAL PLANNING IS WHERE
VISION MEETS STRATEGY**



Here's how we can help your city foster **economic growth, creativity** and **quality of life**. We help cities **plan culturally** to:

- Leverage existing cultural assets
- Attract *and retain* artists, residents and businesses
- Consolidate cultural assets
- Encourage emerging local talent
- Compete for cultural tourists
- Activate waterfront/districts



IMPACT OF CULTURAL PLANNING ON CITIES

In our work, culture is the fourth pillar of sustainability - equal to the economic, environmental and social realms of a city's vitality. We assist municipalities, foundations, developers and public-private partnerships. Results are realized across more than one organization, facility or building. Beneficiaries are community stakeholders, residents and tourists. Cultural initiatives can have an impact on a broad scope of **citywide objectives**, including:

"The activation of the community, the conversations that come out of the plan, has been one of the best results of the [Chicago] Cultural Plan."

Eileen LaCario, Vice President,
Broadway in Chicago, Chicago, IL, USA

- Cultural Tourism
- Economic Development
- Neighborhood Revitalization and Community Development
- Capacity Building
- Heritage Preservation
- Arts Education
- Early and Lifelong Learning
- Smart Growth
- Environmental Sustainability
- Public Health
- Public Safety

CULTURAL PLANNING SERVICES

- Public Engagement
- Cultural Asset Inventory
- Making the case for Cultural Initiatives
- Public Art
- City Branding
- Culture Policy
- Waterfront/Downtown Activation
- Partnerships/Alliances
- Capital Funding Priorities
- Cultural Tourism and Marketing
- Organizational Sustainability
- Economic Development and Other Broad Civic Initiatives

WHAT CLIENTS SAY ABOUT US:

"The services of Lord Cultural Resources team has been just exemplary from start to finish: the conception of the project goals; the clear communication to both Board and Management of the planning process and their respective roles; the intelligence the team brought to the benchmarking and research work; the facilitation of the board and staff retreat dates; and the final drafting of the plan."

Janice Price, CEO, Luminato, Toronto, Ontario, Canada

"After more than one year of collaboration, we congratulate ourselves on the choice of Lordculture for the complex mission which supposes strong capacities of adaptation, dialogue and synthesis, requiring good knowledge, especially at the international level, of the cultural field and its frontiers."

Christophe Dalstein, Director of Europa City, Immochan, Gonesse, Greater Paris, France

"I was surprised at how effectively you could listen to the various constituencies to learn their views, and then influence the Committee with facts, realities and comparative data from other communities attempting to incorporate cultural features into their mixed use developments."

Maureen O. Hurley, Chair, Erie Canal Harbor Development Corporation Cultural Steering Committee, Buffalo, New York, USA



At neighborhood cultural conversations, participants were asked, "What do you LOVE about your neighborhood?"

CASE STUDY: CHICAGO CULTURAL PLAN 2012

The City of Chicago and the Department of Cultural Affairs and Special Events (DCASE) initiated its **Cultural Plan** in February 2012; and Mayor Rahm Emanuel launched the Plan on October 15, 2012 in a star-studded event at a local primary school. Lord Cultural Resources was selected to facilitate the plan.

We engaged thousands of people to share their ideas in 43 neighborhood cultural conversations, arts sector workshops, priority-setting forums and town halls, as well as a website and social media. We analyzed Chicago's arts facilities, their distribution throughout the city, and how Chicago is positioned in the highly competitive national and international contexts.

The result is a roadmap for Chicago's cultural development and for building Chicago's reputation as a global destination for creativity, innovation and cultural tourism. Two of the key recommendations that have already been implemented by the Mayor are expanding arts education in public schools and "planning culturally" – planning culturally means that every city department from transportation to social services is being asked to work with artists to make their services more creative and

meaningful. The plan in its draft and final form has been downloaded an amazing 53,000 times.

The journey to these outcomes has been a dynamic process of co-creation among Lord Cultural Resources, City staff and an advisory council, under the leadership of DCASE Commissioner Michelle T. Boone. It was Mayor Rahm Emanuel's inspiration to make the creation and implementation of a Cultural Plan a focus of his new administration.

On a recent visit to Chicago, US National Endowment for the Arts Chair, Rocco Landesman said:

"It really is a visionary plan. It focuses on the relationship of the arts and the real world. It's about the integration of the arts and neighborhoods. It's about collaboration among the various city agencies that might have an effect on the arts."

Download the **Chicago Cultural Plan 2012** at www.chicagoculturalplan2012.com or www.cityofchicago.org/dcse. Join the conversation on Facebook and Twitter @ChiCulturalPlan.

Our Cultural Planning projects include:

- **City of Bergamo, European City of Culture Application**
Italy, 2013-Present
- **City of Baton Rouge, Cultural Plan**
Louisiana, USA, 2013-Present
- **West Kowloon Cultural District**
Hong Kong, Concept Plan, 2003-04; Financial Planning 2006-07; Development Plan, 2009, Facility Planning, 2009-Present
- **City of Toronto**
Ontario, Canada, Museum Service Review, Attendance, Revenue and Cost Control Strategies for 10 City Museums, Cultural Facilities Study, 2012-13
- **City of Chicago, Cultural Master Plan**
Illinois, USA, 2012
- **City of Sugar Land, Cultural Plan**
Texas, USA, 2012-13
- **City of Lethbridge, Culture Master Plan**
Alberta, Canada, 2012
- **Town of St. Marys, Municipal Cultural Plan**
St. Marys, Ontario, Canada, 2012
- **City of Kingston, Cultural Tourism and Cultural Heritage Strategies**
Ontario, Canada, 2011-12
- **City of St. Catharines, Cultural Arts Master Plan**
Ontario, Canada, 2011-12
- **City of St. Albert, Cultural Master Plan**
Alberta, Canada, Feasibility Study, 2010-11
- **Municipality of Port Hope, Cultural Arts Master Plan**
Ontario, Canada, 2011-12
- **Luminato Festival, Strategic Plan**
Toronto, Ontario, Canada, 2011-12
- **Niagara Region, Economic Impact Assessment of Cultural Sector and Creative Economy**
Ontario, Canada, 2011-12
- **City of Richardson, Cultural Plan**
Texas, USA, 2011-12
- **City of Florence, San Firenze Cultural Redevelopment Plan**
Italy, 2011-12
- **Buffalo Canal Side, Cultural Master Plan**
New York, USA, 2010
- **City of Scottsdale, Cultural Tourism and Marketing Strategy**
Arizona, USA, 2010
- **Decatur, Cultural Arts Master Plan**
Georgia, USA, 2010
- **City of Columbia, Cultural Master Plan**
Maryland, USA, 2010
- **City of Sarasota, Festivals Study**
Florida, USA, 2010
- **Basque Province, Cultural Plan**
Spain, 2009
- **Ontario Cultural Tourism Strategy and Policy**
Canada, 2008
- **New York City Economic Development Corporation Cultural Plan**
USA, 2008
- **Saadiyat Island Cultural District**
Abu Dhabi, UAE, Governance Structure, Master and Facility Planning for Museums, 2006-08
- **Knoxville Cultural Heritage Tourism Initiative**
Tennessee, USA, 2005
- **Munich City Museums, Development Options**
Germany, 2004-05
- **City of Thunder Bay, Cultural Policy and Implementation Plan**
Ontario, Canada, 2004

Your Cultural Planning Team:



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Co-President



Brad King
Vice President



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