THE LEADERSHIP EXCHANGE PROGRAMME IN ACTION

CITY SOLUTIONS TO GLOBAL CHALLENGES IMPACT REPORT 2018–2023

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World Cities Culture Forum is the leading global network of civic cultural leaders from over 40 creative cities. Our city partners span six continents representing a total population of over 245 million and 60 UNESCO World Heritage Sites.

Our network of cultural city leaders shares cultural solutions to meet the challenges of the 21st century – from climate change to growing affordable workspace in our cities, developing strategies for cultural tourism and the night-time economy, and increasing diversity in the public realm by placing culture at the heart of city planning and investment.

World Cities Culture Forum was founded in 2012 around the belief that global cities can achieve more by working together and being generous with ideas rooted in the creative. It was founded and is chaired by Justine Simons OBE, London’s Deputy Mayor for Culture and the Creative Industries, and Sadiq Khan, the Mayor of London, is the Patron.

A decade on, we’ve established the principle that culture is a golden thread in cities: supporting our communities, our health and wellbeing, attracting tourists and boosting economies. Our leaders learn from one another to build a world where culture is at the heart of thriving cities. We champion practical solutions through our global Summit and partnerships with leading institutions. As a global thought-leadership group, we make the case for culture with leading research, data and case studies.

At the World Cities Culture Forum, we believe that by being generous with our ideas and learning from one another we can build fairer and more prosperous cities. This is why in 2017, we launched our Leadership Exchange Programme supported by Bloomberg Philanthropies, which is all about going deeper into our common challenges together.

It is now our members’ most valued programme and they have looked at a whole range of priority areas in cities today. Together our cities are protecting affordable creative space, making the public realm more representative and leading reconciliation with indigenous cultures. Our cities have a space to debate and share solutions at the annual World Cities Culture Summit. But for these conversations to lead to real change in our cities, they require dedicated time, often the involvement of wider city colleagues and the benefit of seeing the projects in action and in real time. The Leadership Exchange Programme enables all this and more.

I will always remember my conversation with the then San Francisco Commissioner, Tom de Castruey on the top of a double decker bus during the 2015 London Summit; we discussed the crisis of affordable workspace and Tom mentioned the CAST project, a new idea that was delivering real results. Inspired by this, we set up our own version in London - the Creative Land Trust, a model that is now being replicated in Austin, Sydney and Amsterdam.

The Leadership Exchange Programme proves that a shared approach can bring back home actionable insights from tried and tested solutions. It has accelerated learning, raised the ambition of our city leaders, and fast-tracked policy implementation. Some participants said it was the best learning experience of their careers. Importantly, it has created long-lasting ties between cities.

This report looks at the impact of the two cohorts of exchanges involving 22 world cities. It showcases each exchange and its outcomes so far: from better mapping of cultural infrastructure to learning how to best host a Cultural Olympiad, from decentralising cultural offer into neighbourhoods, to protecting culture at risk and new financing models for affordable creative space.

I want to thank all the participants for their leadership and generosity and Bloomberg Philanthropies for guiding and supporting this valuable work.

I hope these generous, practical and inspiring exchanges continue to deepen as we work together to unlock the transformational power of culture around the globe.
The Leadership Exchange Programme has now completed two cohorts. The first launched in 2018 and the second in 2020. Some of the exchanges were delivered online during the Covid-19 pandemic, others were put on hold and resumed when travel restrictions were lifted.

Cities applied for exchanges and an international jury reviewed and selected the awarded projects. The first cohort enabled four exchanges on the following topics:

1. How to grow affordable creative space
2. How culture is helping drive zero-waste cities
3. How to bring culture to people’s doorstep
4. How to reconcile with indigenous cultures

The second cohort enabled seven exchanges on:

5. How to make culture count: innovations in mapping data
6. How to design art biennales with civic participation
7. How to decentralise culture
8. How to hardwire affordable space in the city’s growth
9. How to deliver equity and inclusion within a cultural olympiad
10. How to protect culture at risk
11. How to explore new funding models for culture

This report offers an overview of the exchanges, illustrates their impact, and imparts lessons learned by the participating cities, with the aim of enabling other cities to also benefit from their learning experience. We hope the exchanges spark ideas and inspire future collaborations.

The exchanges offer opportunities for personal and professional growth. They foster cultural immersion and a global perspective. Policymakers gain diverse skills, expand networks, and enhance cultural sensitivity. The Leadership Exchange contributes to global problem-solving by addressing unique challenges - international exchanges empower individuals with valuable skills and insights.
LEADERSHIP EXCHANGES AT A GLANCE

“From a professional point of view, it is a unique experience of getting insights from another city that shares common challenges and has found innovative solutions to meet them. From a personal point of view, it is also a very rich experience.”
LEADERSHIP EXCHANGE PARTICIPANT

2018

ONE-WAY EXCHANGE
Amsterdam, Austin, London, New York, San Francisco, Sydney, Warsaw→Toronto
How to Grow Affordable Creative Space
Rapid development in cities means property rents and taxes increase, leading to the loss of artist studios. How can cities protect and grow affordable creative work space as the city grows?

ONE-WAY EXCHANGE
London→New York
How Culture is Helping Drive Zero-Waste Cities
Waste management is a big issue for cities. As cities develop zero waste policies, how can the creative economy help reduce, recycle and reuse?

ONE-WAY EXCHANGE
Buenos Aires→London
How to Bring Culture to People’s Doorstep
Cultural gems are found across our cities, often in hidden areas and neighbourhoods outside of city centres. How can we celebrate them and bring culture to every corner of our cities? How can all citizens enjoy the cultural riches of our cities on their doorstep?

2019

TWO-WAY EXCHANGE
Sydney↔Toronto
How to Reconcile with Indigenous Cultures
Some of our cities are built on first nation and indigenous territories. How can we celebrate indigenous communities and contribute towards reconciliation?

2021

ONLINE EXCHANGE
Amsterdam, Austin, Barcelona, Chengdu, Moscow, London, Los Angeles, Milan, Montreal and Stockholm
How to Make Culture Count: Innovations in Mapping Data
Cultural infrastructure is often invisible in city planning processes. From community spaces to rehearsal rooms and making spaces, we can’t protect what can’t be counted. What kind of data do we need to influence city planning and protect culture?

2022

TWO-WAY EXCHANGE
Warsaw↔Lagos
How to Design Art Biennales with Civic Participation
Art Biennales are emerging in many global cities as forums for art trade and also city branding. How can citizens engage with and help shape city art biennales?

TWO-WAY EXCHANGE
Lisbon↔Montreal
How to Decentralise Culture
A city’s cultural offer tends to concentrate in the city centre. Yet most citizens want to enjoy culture in their own neighbourhoods. How can a city create neighbourhood cultural quarters?

ONE-WAY EXCHANGE
Austin→Sydney, Melbourne
How to Hardwire Affordable Space in the City’s Growth
Affordable workspace in cities is under increasing pressure from high rents and temporary leases. How can cities protect affordable creative space using planning and new financing models?

2023

TWO-WAY EXCHANGE
Los Angeles ↔ Paris
How to Deliver Equity and Inclusion within a Cultural Olympiad
As part of hosting the Olympic Games, a city must also programme a Cultural Olympiad. How can hosting a global sports event bring the city’s culture to life and include its citizens?

ONE-WAY EXCHANGE
New York→London
How to Protect Culture at Risk
Cultural and community spaces in our cities are at risk of closure from high rents, rapid development, and tax increases. What powers can the city use with culture working with planning and business economic development teams?

TWO-WAY EXCHANGE
Zurich↔Vienna (Online)
How to Explore New Funding Models for Culture
The pandemic showed that cities could be agile and distribute funding quickly. In addition, digitalisation brings opportunities to distribute funding and support culture with impact. What new funding models can we create for culture?

“Very practical approach, focused on achieving goals and implementing projects, not just talking. A lot of data and proof these sort of actions can be actually very effective, sometimes at a very low cost.”
LEADERSHIP EXCHANGE PARTICIPANT
LEADERSHIP EXCHANGE OUTCOMES

- Accelerated new policies to protect affordable workspace for creatives in London, Austin, Sydney and Amsterdam.
- Leveraged city funding for initiatives to engage and represent indigenous and first nation cultures in Sydney and Toronto.
- Replicated successful models to decentralise culture, celebrate neighbourhoods and take art to people’s doorstep in London and Buenos Aires, Montreal and Lisbon.
- Fast tracked innovative policies in New York and London to contribute to zero-waste and to protect culture at risk.
- Shared different approaches to collect and use data on the city’s cultural infrastructure in Amsterdam, Austin, Barcelona, Chengdu, London, Los Angeles, Milan, Montreal, and Stockholm.
- Replicated and built on policies to protect culture at risk in New York using a tried and tested initiative from London.
- 10 cultural leaders developed
- 185 exchanges
- 80% of participants gained new ideas through the exchange
- 82% world cities participated
- 15 cities participated more than once
- 59% are planning future projects or collaborations with cities they met in person
- 77% of cities have taken or plan to take action as a result of the exchange
- 22 city cultures have taken part in the Leadership Exchange

LEADERSHIP EXCHANGE IN NUMBERS*

* Leadership Exchange Programme evaluation report, Annabel Jackson Associates Ltd, 2023

- Sydney and Toronto’s Leadership Exchange on engaging and representing indigenous culture led to securing additional funding for Sydney’s reconciliation program, boosting the Reconciliation Action Plan budget from $5 million in 2013 to $7 million in 2022.
- Following the Leadership Exchange study visit in Toronto on supporting affordable art spaces, London established the Creative Land Trust, drawing inspiration from Toronto and also from San Francisco’s Community Arts Stabilization Trust (CAST) model. London’s Creative Land Trust now includes 240 studio spaces spanning 44,500 square feet and has secured £7 million in investment, and it continues to expand.
- Austin Leadership Exchange with Sydney and Melbourne supported the establishment of the Economic Development Corporation as Austin’s nonprofit organisation initiating its own Cultural Trust portfolio. This includes a 7,000 square feet city-owned space and more creative spaces in the pipeline and nearly $20 million allocated to safeguard creative and community venues.
- Inspired by London’s Borough of Culture award, Buenos Aires Barrios Creativos launched in 2018 with 30 cultural organisations taking part in 2019. The programme increased access to culture, strengthened local networks and provided visibility to the neighbourhood’s identity, as well as boosting citizens’ pride.
- Lisbon’s ‘A Theatre in Each Neighbourhood’ was inspired by visiting Montreal and its outdoor festivals and public realm initiatives. Montreal’s City Memoir which showcases citizens’ memories across public spaces has inspired memory conservation projects like the Aljube Museum and Marvila Interpretation Center in Lisbon.
- Inspired by the visit to New York’s Materials for the Arts, London’s theatre industry is now contributing towards a zero-carbon city. The creation for a Theatre Reuse and Recycling Centre with the National Theatre is underway. It will improve sustainability by repurposing theatre production materials.
- New York is creating the first ever Culture at Risk office in North America, based on London’s initiative. New York’s study visit to London fast tracked implementation with a more efficient model built from London’s learnings. For example, New York’s office has a cross-departmental team from the outset.
- The Leadership Exchange brought together for the first time city leaders from Olympic host cities Sydney, London, Tokyo, Paris and Los Angeles to discuss Cultural Olympiads.
- The partnership to create Cultural Olympiads for all citizens between Paris and Los Angeles is ongoing. The exchange is also developing a creative collaboration between Paris 2024 and Los Angeles 2028.
- Warsaw and Lagos shared findings from their Leadership Exchange at the East European Biennial Alliance sharing how to work with art biennales to increase artistic and social engagement.

“Standing on the shoulders of giants; using the knowledge gained by those who have done it before in order to make rapid progress, summarises how the exchanges create impact.”

LEADERSHIP EXCHANGE PARTICIPANT

© Sofian Boussaid
1 HOW TO GROW AFFORDABLE CREATIVE SPACE

THE CHALLENGE
Rapid development and regeneration in cities put affordable workspace, artists' studios, and cultural spaces at risk. Artists move to affordable areas of the city and when property developers move into the area, artists are displaced by the rising rents. How can cities protect and grow affordable arts spaces as the city grows? World Cities Culture Forum's 'Making space for culture' report (2017) identified the global affordability crisis as one of the biggest threats to culture in global cities.

THE EXCHANGE
Participants from Amsterdam, Austin, London, New York, San Francisco, Sydney and Warsaw met city planners, cultural leaders and artist studio providers, to learn from Toronto's approaches to protecting affordable creative space. The City of Toronto has prioritised affordable art studios, by leasing city-owned spaces below market rate. By collaborating with private developers and non-profit organisations, the city can mitigate the effects of skyrocketing property values and property taxes.

LESSONS LEARNED
• To create successful partnerships between developers and arts organisations there needs to be a nuanced matching and an understanding of differing objectives and values.
• An intermediate organisation can add value by mediating between artists' needs, government and developers and provide long-term solutions for creative spaces. Models like Community Arts Stabilisation Trust (CAST) in San Francisco and the Creative Land Trust in London are good examples of intermediate organisations.
• Managed workspaces thrive when the cost of managing and running the building can be shared between tenants.
• Capturing the value of creative space to a neighbourhood is important. In 2006, the Toronto-based organisation ArtSpace coined the term ‘creative placemaking’ to describe how they leverage culture as a catalyst for community and urban development.

“I was equipped with a sort of toolbox on how to approach investors and developers, city officials and artists to make an effective cooperation.”

LEADERSHIP EXCHANGE PARTICIPANT

IMPACT
Culture Counts
The learnings from the exchange were turned into a report “Culture Counts: new approaches to evidence-based cultural policymaking in World Cities”, World Cities Culture Forum (2021).

A new Economic Development Corporation in Austin
As a result of this exchange, Austin created a new Economic Development Corporation (AEDC) in 2020 which acts as a public real estate developer to create and preserve affordable art spaces. AEDC, through purchases and long-term leases, creates affordable spaces that support artists and arts organisations and preserves historic and iconic cultural buildings and spaces for creative and cultural uses. A new Cultural Trust has been formed as part of AEDC to support acquisition and preservation of arts, cultural, and music spaces.

Austin also designed a program to help arts organisations understand real estate, financing, investment, business planning, and capital campaigns. It also simplified its processes to make it easier for small businesses operating new creative spaces.

Creative workspace protected in Sydney’s city planning
After the exchange, Sydney adopted a target for retaining creative workspace in its Community Strategic Plan. The exchange strengthened the relationship between the culture and town planning departments, resulting in new planning policies to create and protect creative workspace. A 2020 study explored the cultural infrastructure of Sydney and helped the City run a six-months long “Making Space for Culture Incubation programme” in 2021 to build relationships between developers and arts organisations which led to new local partnerships.

Artists co-designing spaces with developers and investors in Warsaw
The exchange inspired Warsaw to devise a new program for artists and affordable space to be part of the city’s revitalization and regeneration projects. The project equips artists with tools and top tips on how to approach investors, developers, city officials, for effective cooperation.

Strengthening New York’s art spaces
The exchange strengthened New York City’s commitment to affordable real estate for artists and arts workers. The city engaged in further discussions with Toronto around capacity-building opportunities for local non-profits offering affordable workspace.

A new Creative Land Trust for London
Inspired by Toronto’s strategic approach to preserving artists’ studios, London set up a Creative Land Trust (CLT). This social enterprise aims to own more than 1,000 studios across London so they can be used by artists and makers in perpetuity. By securing a blend of funding – bringing together donors, investors and grant-givers – the CLT will sustain the future of London’s studios via the purchase of freeholds or long leases, gifts and asset transfers. Using local agreements and Community Infrastructure Levies the CLT will set affordable rents based on transparent assessments of local conditions.

Further reading
Making Space For Culture, World Cities Culture Forum (2007)
Making Space for Culture in Sydney – cultural infrastructure study City of Sydney (2020)
Creating Public Value. Future of London (June 2021)
Creative Places Create Value. Creative Land Trust, Creative Entuity & Get Living (October 2021)

Related city projects
London – Creative Land Trust
Austin – Economic Development Corporation
Sydney – Making space for culture incubation programme
San Francisco – Creative Land Trust, Creative Estuary
London – Creative Land Trust (CAST)

Exchange date: June 2019
Host city: City of Toronto
Visiting cities:
Amsterdam, Austin, London, New York, San Francisco, Sydney, Warsaw
Category: Creative economy
Tags: Creative Spaces; Cost of Living; Creative Industries
**2 HOW CULTURE IS HELPING DRIVE ZERO-WASTE CITIES**

**THE CHALLENGE**
Waste management is a big issue for cities. How can the creative economy help reduce, recycle and reuse? For example, London has an annual waste bill exceeding £2 billion (Too Good to Waste report, 2022). With the creative economy employing 1 in 5 jobs in London, how can the city encourage the creative industries toward a zero-waste city?

**THE EXCHANGE**
London visited Materials for the Arts in New York, a project that collects used materials and offers them for free to cultural organisations and schools, diverting almost 1,000 tons of waste from landfills each year. Materials for the Arts is a partnership between New York’s Department for Cultural Affairs, and Materials For Her Education Centre, setting up a collaboration with the city boroughs and a local resource management company. The exchange allowed the London team to rethink their initial approach to waste management. They worked with ReLondon (formerly the London Waste and Recycling Board) to look at how knowledge could be shared more widely with the creative sector. The work was interrupted by the Covid-19 pandemic.

Today, London is leading the creation of a Theatre Reuse and Recycling Centre, set to enhance sustainability in the theatre industry.

**SPOTLIGHTING NEW YORK’S CIRCULAR ECONOMY**

The exchange highlighted the need for better awareness of the programme as Materials for the Arts is currently expanding its engagement programs to educators and practitioners. Its education centre runs artist-in-residence programmes, a gallery, and free monthly creative reuse workshops.

**IMPACT**

**Informing London’s circular economy**

Inspired by New York, London embarked on a mission to establish a similar program. The project had to adapt to London’s municipal structure and funding landscape and work in collaboration with the city boroughs and a local resource management company. The exchange allowed the London team to rethink their initial approach to waste management. They worked with ReLondon (formerly the London Waste and Recycling Board) to look at how knowledge could be shared more widely with the creative sector. The work was interrupted by the Covid-19 pandemic.

Today, London is leading the creation of a Theatre Reuse and Recycling Centre, set to enhance sustainability in the theatre industry.

**Related city projects**

- Oslo – Car Free Livability Programme
- Paris – Circular Economy & Cultural Sector
- Chengdu – Tianfu Greenway

**Exchange date:** May, 2018
**Host city:** New York City
**Department for Cultural Affairs, and Materials For the Arts (MFTA)**
**Visiting cities:** London, New York, Category: Waste
**Tags:** Circular Economy, Supply Chains, Net Zero

**LESSONS LEARNED**

To replicate this initiative in another city you need to establish a collaboration between arts organisations, waste disposal companies, sanitation, education, and culture departments.

The project is set on three steps:
1. RECEIVE: divert surplus items away from the waste stream by taking in donations from individuals and businesses.
2. REUSE: Schools and organisations find innovative ways to use these materials by creating artwork and unique projects.
3. REDISTRIBUTE: Materials are given out for free to non-profits and schools with ongoing arts programming in the city.

**Further reading**


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**3 HOW TO BRING CULTURE TO PEOPLE’S DOORSTEP**

**THE CHALLENGE**

How can all citizens enjoy the cultural riches of our cities? Can we celebrate the city’s cultural hidden gems and bring culture to people’s doorsteps? London’s Borough of Culture award launched in 2017 by the Mayor of London to provide funding and support to a borough each year to put on a cultural programme. It puts culture at the heart of local communities, illuminating the character and diversity of the city’s boroughs and showing culture is for everyone. It engages Londoners in cultural and creative programmes on their doorstep by supporting work designed and led by local people, empowering communities and contributing to the increased health and wellbeing of residents.

Buenos Aires launched Barrios Creativos (Creative Neighbourhoods) in 2018, a new project that shared similar aims, so an exchange was a clear win!

**THE EXCHANGE**

Buenos Aires visited London and the programme included:
- Meeting the London Borough of Culture team to learn about the competition process.
- Visiting Waltham Forest, the first ever winner of London Borough of Culture.
- Exploring how the programme was co-designed with communities and local organisations as well as some of the city’s flagship organisations.
- Meeting with cultural organisations including: Tate, Arts Council England, Battersea Arts Centre, and Roundhouse who are delivering partners of the programme.
- Visiting some of the activities from heritage music trails, dance festivals, community conversations, new sculptures and more.
- Learning how the programme celebrates local artists and talent.
- Learning how the programme worked with all schools in the borough, engaged over 1000 local volunteers and 85% of households and achieved 500,000 additional visits to cultural activity.

**LESSONS LEARNED**

- Neighborhood culture programmes can improve access to culture outside of city centres and foster local pride.
- Programmes are successfully locally led and can be developed in partnership with the city’s flagship organisations who want to reach out to local audiences.
- The local culture programme can deliver the area’s wider agendas like addressing youth engagement and social isolation.
- Plan for the legacy from the outset to ensure the programme has long term impact.

**IMPACT**

- Buenos Aires applied insights including how to engage boroughs, cultural organisations and citizens, and how to measure and evaluate impact.
- Buenos Aires awarded three Barrios Creativos: Chacarita, Abasto and Villa Crespo.
- Abasto’s Barrio Cultural delivered cultural activities in the public realm; large-scale events, art installations and events in cultural venues across the neighbourhood.
- Barrios Creativos used participatory processes, local organisations who want to reach out to local audiences.
- The local culture programme can deliver the area’s wider agendas like addressing youth engagement and social isolation.
- Plan for the legacy from the outset to ensure the programme has long term impact.

**Further reading**

- London Borough of Culture Programme
- Related city projects: Buenos Aires – Abasto, Barrio Cultural
- Istanbul – Together Stronger choir
- Edinburgh – Dementia Friendly Communities Project
- Exchange date: July, 2018
- Host city: London
- Visiting cities: Buenos Aires, London Borough of Culture team
- Category: Civic economy
- Tags: Participation, Communities

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**“It’s so useful to hear first-hand how cultural competitions are designed and launched, and how entrants and winners have experienced the process.”**

**LEADERSHIP EXCHANGE PARTICIPANT**
THE CHALLENGE
Some of our cities are built on first nation and indigenous territories. How can we celebrate indigenous communities and contribute towards reconciliation?

The indigenous communities play a significant role in the social fabric of Toronto and of Sydney. Yet both cities faced a common challenge: the historical lack of visibility and recognition for their indigenous communities. Their aim was to explore the potential of public art and innovative urban design to celebrate local identities to celebrate and integrate indigenous arts and culture into their urban policies.

In 2017, Toronto City Council established a new Office for Aboriginal Affairs to make progress into the city’s action plan for truth and reconciliation with Aboriginal peoples. The City of Sydney was committed to creating a Eora Journey - ‘Eora’ means ‘the people’ in the Gadigal language, so the Eora Journey is ‘the people’s journey’ as part of the Sustainable Sydney 2030 plan including a commitment to creating works of national significance by Aboriginal and Torres Strait Islander artists and designers.

THE EXCHANGE
Toronto visited Sydney and the programme included:
• Learning about ‘Eora Journey’ public art program and cultural mapping initiatives.
• Visiting the Tribal Warrior tour of Sydney harbour, hosted by Aboriginal guides.
• Visiting Carriageworks, one of Australia’s most significant contemporary arts organisations.
• Gaining insights on engaging with local Aboriginal community elders and key organisations.

Sydney visited Toronto and the programme included:
• A tour of Toronto’s indigenous past with First Story, an indigenous community-based organisation.
• Meeting indigenous artists, curators and culture leaders.
• Learning about the City of Toronto’s Parks, Forestry and Recreation’s new approaches to placemaking.
• Exploring how Aboriginal culture is now part of the city’s planning system.

LESSONS LEARNED
• Public artworks can be a powerful commitment to reconciliation.
• Reconciliation programmes need to be led and informed by first nation and indigenous communities.
• Aboriginal arts and culture can be integrated into urban policy and placemaking.
• Long term commitment from the city to improving representation in the public realm.

IMPACT
Toronto
• Inspired by the exchange, the city of Toronto launched its first Reconciliation Action Plan describing the experience as career-defining for many participants.
• Toronto drew inspiration from Sydney’s collaboration with artist Tony Albert, culminating in the monumental sculptural piece ‘Yininmadjeem, Thou Didst Let Fall.’ This guided Toronto’s major public monument project.
• The National Anthem played at the beginning of Toronto City Council is now performed in three languages – English, French and Ojibwe.

Sydney
• Following the exchange Sydney increased its commitment to reconciliation by increasing its budget from $5 million in 2013 to $17 million in 2022.
• Sydney embraced a holistic approach to public art, emphasizing Indigenous applications and integrating cultural inclusivity into its urban fabric.
• The City of Sydney has publicly supported the “Yes” referendum vote for First Nations representation in the Australian Constitution, ahead of a landmark vote in October 2023.

“Our exchange was a career defining moment.”
LEADERSHIP EXCHANGE PARTICIPANT

Further reading
Why we support a First Nations Voice in the Australian Constitution, City of Sydney (2023)
San Francisco’s Monuments And Memorials Advisory Committee Final Report
Totem pole begins ‘rematriation’ from Edinburgh to Nisga’a nation in Canada

Related city projects
Montreal – 2020–2025 Strategy for Reconciliation with indigenous peoples
Sydney – Yaranunmla Walking On Country
Toronto – Recognition Review and Renaming Dundas Street

Exchange date:
October 2018 and September 2019
Host city: City of Toronto, City of Sydney
Visiting cities: Sydney, Toronto
Category: Equity & Inclusion, Social Justice
Tags: Indigenous Culture, Reconciliation
5 HOW TO MAKE CULTURE COUNT: INNOVATIONS IN MAPPING DATA

THE CHALLENGE
Data and mapping on cultural infrastructure provide key insights for evidence-based policy. Whilst cities have data on spaces for cultural consumption, there is little data on spaces for cultural production (like rehearsal rooms, recording studios, or maker spaces). The data required for these as well as for community spaces is often more granular and detailed than what is typically captured in the main measurement systems. What other kinds of data are needed to better inform policy?

THE EXCHANGE
This exchange was delivered online due to Covid-19 travel restrictions. Between January to September 2021, the cities of Amsterdam, Austin, Barcelona, Chengdu, London, Los Angeles, Milan, Montreal and Stockholm met regularly online. City team members from the culture, economic development and urban planning departments participated.

The Culture Counts project showcases innovative city approaches from:
• Amsterdam’s Cultural Target group model, developed through a cultural audience study, enables understanding of audience preferences using ticketing data.
• Montreal uses public library and census data to prioritise library expansion projects.
• Stockholm and London created bespoke tools for developers, such as the London Cultural Infrastructure map, and Stockholm’s Culture Calculator, which assesses cultural infrastructure needs and their impact on land value.

The “Culture Counts: new approaches to evidence-based cultural policymaking in World Cities” report resulted from this exchange showcased how cultural data influences policymaking.

IMPROVEMENTS
The report shows that a data-driven approach has a direct link to addressing urban challenges and enriching citizens’ lives. The insights shared in the report offer a guidance to cities worldwide seeking to unlock the potential of their cultural assets for building equitable and thriving urban communities.

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The Antelope Valley Art Outpost project led to hiring an artist as a mediator to address racial and cultural tensions in Los Angeles County’s land use plans.

LESSONS LEARNED
The groups developed six principles to commissioning city data and research projects:
1. See measurement as a process, not an end-point
2. Decide specifically what needs to change, and be clear about the ‘why’
3. Identify the target audience(s)
4. Use both recognised and innovative data sources and research methods
5. Bring together domain experts and technical experts
6. Make it more than numbers

Further reading
Culture Counts: new approaches to evidence-based cultural policymaking in World Cities World Cities Culture Forum (2022)
Related city projects
Oslo – Green Producers Tool
Participating cities:
Amsterdam, Austin, Barcelona, Chengdu, Moscow, London, Los Angeles, Milan, Montreal, Stockholm
Category: Innovation
Tags: Mapping, Data, Research

6 HOW TO DESIGN ART BIENNALES WITH CIVIC PARTICIPATION

THE CHALLENGE
Art biennales are emerging in many global cities as forums for art trade and also city branding. Fostering cultural diplomacy and international exchanges. But can they help bring local cultural policy to life? And how can citizens engage with and help shape city art biennales?

The aim of the exchange was to discover how biennales can engage citizens in both city-wide and global issues and how to assess their long-term impact and legacy. It also looked at how cultural organisations navigate cultural sensitivities when inviting artists and visitors from different countries.

Lagos hosted its first Biennale in 2017 “Living on the Edge”, and Warsaw hosted their first one in 2019. “Let’s Organise Our Future!” Both cities use the biennale format as a tool for social intervention, building a commentary on current urban trends involving city residents, and changing the perception of the city and its districts.

THE EXCHANGE
Lagos visited Warsaw with a programme that included:
• A tour of cultural institutions including the Museum of the History of Polish Jews POLIN.
• Walked the Warsaw Ghetto route and saw the “Greetings from Jerusalem Avenue” sculpture, all reminders of the Jewish culture lost in Poland during World War II.
• Met with Warsaw Biennale organisers, city officials and cultural institutions that took part in the 2019 Biennale.
• Met with artists of Nigerian descent living in Warsaw.
• Discussed how imagined identities of communities are created through art, and the role of large-scale urban events to create counter-narratives.

Warsaw visited Lagos with a programme that included:
• Learning about the community programme of the art biennale as an invaluable vehicle to convey messages to policy makers.
• Visited non-profit organisations including Spaces for Change and Lagos Urban Development Initiative (LUDI) that are community-led and promote sustainable social change through Biennale interventions.
• Met with cultural leaders in organisations like Tutuala Institute and Vernacular-Art Space Laboratory Foundation who have helped shape the Biennale.

LESSONS LEARNED
• Biennales can harness art and culture for strategic debate and influence policymaking.
• Involving artists, citizens and marginalised communities to shape the programme can ensure it is accessible, decolonized and meaningful.
• Small-scale biennale interventions across a city may be more accessible than traditional Biennales pavilions.

IMPACT
Warsaw and Lagos presented their findings to the East European Biennial Alliance, which stimulated global dialogue and knowledge-sharing among biennials worldwide.

Further reading
Biennale Warszawski
Lagos Biennale
5 reasons why Africa is leading the creative revolution.
World Cities Culture Forum (2022)
Related city projects
Toronto – Public Art Strategy
Seoul - Street Arts Creative Centre
Milan – A name in every neighbourhood

Exchange date:
September 2021
February 2022
Host city: Warsaw
Lagos
Visiting cities: Lagos, Warsaw
Category: Tourism, Participation, Inclusion
Tags: Biennales, Major events

“Being on-site and being able to discuss directly with the people who initiated and led projects, makes it easier to understand the impacts and the issues and therefore, to start imagining how the projects could be adapted to our own reality.”

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Visiting cities: Lagos, Warsaw
Category: Tourism, Participation, Inclusion
Tags: Biennales, Major events
7 HOW TO DECENTRALISE CULTURE

THE CHALLENGE
Despite efforts to reach all citizens, large sections of the population in world cities can still feel disconnected from the city’s culture and art. In its Strategies for Culture (2017), Lisbon identified the need to create “proximity cultural centres”, particularly in the north of the city where citizens have little access to culture. But rather than build new venues, they wanted to build on what was already there, connect citizens to heritage through storytelling and animate public spaces in new cultural quarters.

After Montreal presented its approach to creating the new Quartier des Spectacles at the World Cities Culture Summit, Lisbon realised the two cities were both trying to engage citizens in cultural activities beyond the city centres by creating creative quarters.

THE EXCHANGE
By using cultural mediation, the two cities could address this challenge and democratise culture throughout city neighbourhoods. Cultural mediation involves crossing linking the cultural and social spheres, and building new relationships between policy, culture and public space.

Montreal first visited Lisbon in early September 2022, and had a tour of their “Lojas com História” project, which highlights historical shops in neighbourhoods and learnt about their “Neighbourhood Lives and Memories” oral history project which captures the older generation’s memories of the city. Delegates also went on a tour of the Parque das Nações neighbourhood to see murals created during the MURO Festival. Started in 2015, it brings street art to districts away from the city centre and helps to rejuvenate neglected areas. The Festival engages people of all ages, including senior citizens.

“We realised what we are doing right and what we are doing wrong. That happened several times with this exchange.”

LEADERSHIP EXCHANGE PARTICIPANT

Lisbon visited Montreal a few weeks later and visited the Saint-Laurent and Verdun cultural districts (the latter was voted one of Time Out’s 40 coolest neighbourhoods in the world in 2020), part of their Cultural Neighbourhoods programme; the redeveloped 9km² Quartier des Spectacles which hosts more than 100 shows a month in 8 different spaces, including the Centre des mémoires montréalaises (Centre of Montrealais memories).

“THE EXCHANGE”
I’m sure we are going to keep talking to Montreal and working together because we have already built a lot of bridges across the Atlantic now.”

LEADERSHIP EXCHANGE PARTICIPANT

LESSONS LEARNED
• Cultural mediation can be done through huge urban transformation projects like the Quartier des Spectacles but is also effective as smaller interventions that focus on existing heritage and assets like Lisbon’s historical shops, weaving meaning and narrative across a city.
• Capturing and telling the stories of citizens and their experience - “intangible heritage” - is critical for social inclusion, tolerance and participation. Montreal does this with their Memories Museum, while Lisbon had a temporary exhibition about homosexuality in the time of the dictatorship.
• Lisbon already had a citizen-centred approach whereas Montreal prioritised personal interactions between audiences, artists, and cultural expressions, considering the diversity of the audience and their needs.

“I’m sure we are going to keep talking to Montreal and working together because we have already built a lot of bridges across the Atlantic now.”

LEADERSHIP EXCHANGE PARTICIPANT

IMPACT
Montreal’s citizen-centred Cultural Development Policy
Delegates from Montreal embraced Lisbon’s citizen-centred approach to cultural interventions and weaved it into their new Cultural Development Policy. Montreal already has two street art festivals a year and murals are a huge part of the city’s identity. But inspired by the Urban Art Gallery (GAU) in Lisbon, they also carried out a pilot project to integrate mural art and social development to engage people experiencing homelessness.

A confident cultural quarters policy for Lisbon
For Lisbon, the exchange helped them feel confident about their cultural quarters policy. The visit from Montreal made them realise they already had a lot of citizen-centred cultural initiatives and could build on those in more neighbourhoods. Culture is now part of the city’s draft “Multiannual Investment Plan 2023-2027.”

They also developed “A Theatre in each Neighbourhood” programme, inspired by the governance model discussion they had with Montreal during the exchange. The close relation with local stakeholders and smooth articulation with the administrations of the boroughs is something they intend to replicate.

“The exchange was really great because every meeting, every encounter that we had was really an exchange between the Lisbon delegation and us.”

LEADERSHIP EXCHANGE PARTICIPANT

Further reading
• Transformational Cultural Projects Report, World Cities Culture Forum (2014)

Related city projects
• Seoul - Seoul is Museum
• San Francisco – Cultural Districts Initiative
• Taipei – Culture in the Alley

Exchange date: September 2022
Host city: Lisbon
Visiting cities: Montreal, Lisbon
Category: Urban Development
Tags: Decentralisation; Equity & Inclusion; Street Art
8 HOW TO HARDWIRE AFFORDABLE SPACE IN THE CITY’S GROWTH

THE CHALLENGE
Most of our cities struggle to retain affordable space as rapid development displaces creatives with rising rents and increased taxes. Cities are developing innovative solutions and models to secure and grow affordable workplace, which is so crucial to the creative economy.

Cities like San Francisco and London have developed models including CAST (Community Arts Stabilisation Trust) and the Creative Land Trust respectively and successfully shoring up affordable space in their cities.

Austin has a growing demand for creative space and wanted to learn from Sydney and Melbourne about their economic development policies and public-private approaches.

THE EXCHANGE
Austin visited Sydney and Melbourne with a programme that included:

• Learning about Sydney’s Creative Spaces and Built Environment project established in 2015.
• Sessions about Sydney’s changes in the city building and planning laws to adapt to the creative economy and responding to the needs of small businesses.
• Met with the cross-disciplinary team of city specialists that was created and is developing recommendations for regulatory reforms.
• Learning about Melbourne’s Creative Strategy 2018–2028.
• Met with leader for Creative Spaces a Melbourne program that manages affordable creative spaces from artist studios to exhibition galleries.
• Learnt about the Creative Spaces website as the go-to resource for artists looking for affordable space.

LESSONS LEARNED

• Bringing together the right mix of city departments required for regulatory changes will bring long-term impact and systemic change.
• Mapping cultural spaces and infrastructure makes it easier to track what is at risk of loss.
• Mapping affordable spaces allows the creation of a city directory useful for creatives.
• The directory can include permanent and meanwhile spaces, office out-of-hours or unlikely spaces such as empty shops or disused car parks.

“Overall – it was perfect. Honestly. The organisers did a totally amazing job. It was very intense, and site visits were very well balanced with discussions and workshop sessions.”

LEADERSHIP EXCHANGE PARTICIPANT

IMPACT

Austin’s Creative Space Assistance programme
Since the exchange, Austin has launched a Creative Space Assistance Programme, which offers awards between $5,000 and $50,000 to commercial creative spaces facing displacement or new leases at higher and unaffordable rates. Grant funds may be used for revenue-generating space improvements, partial lease payments, and gap financing for creative space purchases. $1.5million was awarded to 65 applicants in 2023 and the fund is due to open for another round in 2024.

Additional initiatives are in the pipeline, including support for 13 creative spaces, with nearly $20 million allocated to safeguard and maintain community-accessible creative venues.

Further reading
Making space for culture: World Cities Culture Forum (2017) Creative Land Trust

Related city projects
Hong Kong – Art Space Scheme
Art Up – Innovation Incubator

Exchange date:
September 2022
Host city:
Sydney and Melbourne
Visiting cities:
Austin
Category:
Infrastructure
Tags:
Affordable Space

9 HOW TO DELIVER EQUITY AND INCLUSION WITHIN A CULTURAL OLYMPIAD

THE CHALLENGE
How can cities hosting the Olympics and Paralympics Games, run a Cultural Olympiad that brings the city’s culture to life and includes citizens?

Paris is hosting the Olympics in 2024 and Los Angeles in 2028. Both cities have hosted the Olympics twice before, so are aware of both the benefits but also the challenges that a global sporting event brings to the city. Culture has the potential to bring the benefits across citizens and across the city.

The aim for the Paris and Los Angeles’ exchange was to learn about approaches to delivering cultural diversity and inclusion and building a lasting and city-wide legacy.

“Both culture and sport bring us together to experience shared thrills. The Cultural Olympiad, launched in 2021 in Paris and Seine-Saint Denis, illustrates this beautifully. I am delighted that we are taking the time with Los Angeles to reflect upon this exceptional moment, before handing over the torch in 2024. A true collaboration, in the spirit of the Games!”

LEADERSHIP EXCHANGE PARTICIPANT

IMPACT

Bringing five Olympic cities to share their best ideas
As part of the exchange, there was a public online event bringing together former Olympic host cities including London, Sydney, Tokyo, Los Angeles and Paris. The event was moderated by Kate D. Levin, Bloomberg Philanthropies and was also attended by Angelito Teo, Director of the Olympic Foundation for Creative & Heritage. The event was attended by 200 people from across 20 cities.

A new collaboration between Paris and Los Angeles
The exchange has sparked a conversation about a creative collaboration between Paris and Los Angeles. So watch this space!

Further reading
How to host a cultural Olympiad blog and webinar: World Cities Culture Forum (2023)

The golden thread: culture and sport in Paris and LA World Cities Culture Forum (2022)

Related city projects
Tokyo – Tokyo Festival 13 Montreal – Diversity & Equity Index Tool
Oslo – City of Oslo Event Strategy

Exchange date:
March 2023, June 2023
Host city:
Los Angeles, Paris
Visiting cities:
Paris, Los Angeles
Category:
Tourism
Tags:
Olympics, Major Events

LESSONS LEARNED

• To leave a lasting legacy. Cultural Olympiads should be organized in three phases: before, during, and after the Games.
• Balancing inclusive events for local audiences with iconic moments to capture international imaginations is crucial for the success of Cultural Olympiads.
• Embracing artistic expressions, even if political, contributes to the authenticity of the event, connecting the Olympics to civic issues like homelessness, health, wellbeing, justice and sustainability.
• Empowering local artists and arts organizations, particularly those from disadvantaged communities, is essential to seize the opportunities presented by Cultural Olympiads fully.
• Providing capacity-building support ensures their participation and enhances the impact of the event.

“Both teams have a deepened respect for the vital role of strategic partnerships for building clarity within roles and goals.”

LEADERSHIP EXCHANGE PARTICIPANT

THE EXCHANGE
Paris visited Los Angeles with a programme including:

• Discovering the city’s long music and movie history at the Walt Disney Concert Hall, Academy Museum and Grammy Museum.
• Exploring the historic and indigenous heart of Los Angeles at the Plaza de Cultura y Artes and El Pueblo historical monument marking the birthplace of the city.
• Met with hip-hop artists to learn how they boost participation in the arts across the city.
• Met with cultural leaders hosting some of Los Angeles outdoor festivals that help widen access to culture.

Los Angeles visited Paris with a programme including:

• Attending a hip-hop performance at Le Place, one of the few cultural venues dedicated to the promotion of hip-hop culture in France.
• Learning how ‘Breaking’, a style of dance that originated in the US in the 1970s, is being introduced as an Olympic sport in 2024.
• Visiting cultural projects that combine art and sport including one involving 15 artists writing and working with runners, and another combining tennis and theatre.
• Learning about Paris work with schools where young people choose the artworks for the city’s public collection.
THE CHALLENGE
How can cities protect cultural and community spaces at risk from high rents, planning changes, and business rate increases? In March 2022, New York released a blueprint for the city’s Economic Recovery with a focus on equity and inclusivity. The plan included a commitment to create a “Culture at Risk” response team to protect New York City’s creative businesses and neighbourhood institutions. This was inspired by London’s Culture at Risk office.

THE EXCHANGE
New York learnt about the Culture at Risk office, which was set up in 2016 and in its first year, helped over 200 cultural spaces. The London office uses research and mapping to benchmark data and works with a range of city departments to inform new policy interventions. For example, it has implemented new policies to save London music venues and launched an LGBTQ+ Venues Charter to stem the loss of LGBTQ+ venues and encourage growth.

New York’s objectives for the exchange were clear:
- How best to establish and grow a Culture at Risk Office;
- How to measure success;
- How to build equity into the programme.

Participants visited London cultural spaces that had been at risk including:
- Brixton, one of the most diverse neighbourhoods in London, visiting local landmarks such as the Black Cultural Archives and Brixton House both celebrating Afro-Caribbean heritage.
- Somerset House Studios who offer spaces and support for up to 70 artists.
- Hackney Empire, where they met artistic director Yamin Choudry, and trustee, Jasmyn Fischer Rider, who spoke movingly about what “culture at risk” means to them as artistic leaders from ethnic minority backgrounds.
- Hackney Wick and Fish Island, one of the Mayor of London’s first designated Creative Enterprise Zones protecting affordable workspace and maker space for designers and creative working across the creative, digital and tech industries.

LESSONS LEARNED
- Mapping cultural infrastructure enables the identification of venues at risk.
- Identifying areas where community and grassroots organisations are facing displacement can track geographical and thematic challenges such as music or LGBTQ+ venues.
- A tool like an LGBTQ+ Venues Charter can help make spaces more visible and valued in their neighbourhoods.
- Local insight is key to track spaces at risk and tailor responses to protect them. In London, the Culture at Risk office works closely with the 33 local boroughs.
- Creative Enterprise Zones can focus investment and efforts to protect at risk spaces and communities in a specific area.

IMPACT
New York setting up Culture at Risk 2.0
New York is setting up a Culture at Risk office building on a tried and tested model in London. In addition, New York is able to bring in the expertise from multiple city departments beyond culture, including economic development, planning, and transport. Adopting a cross-departmental approach from the outset means the office will be more efficient, fostering a comprehensive community protection strategy.

This exchange and discussions with London helped New York colleagues build equity into the programme and prioritise safeguarding spaces that offer social, cultural and economic value to their communities and to the city as a whole.

“I think what was great is the mix of being in the field, having conversations about projects and having a view on the macro process.”

LEADERSHIP EXCHANGE PARTICIPANT

Further reading
How to protect culture at risk, World Cities Culture Forum (2023)
Making Space for Culture, World Cities Culture Forum (2017)

Related city projects
Amsterdam - Night Vision
London – Culture At Risk Office
Melbourne – The Warehouse Residency

Exchange date: April 2023
Host city: London
Visiting cities: New York
Category: Urban Development
Tags: Culture at Risk; Night-time economy; Creative Enterprise Zone

“I walked away feeling like a Culture at Risk program is possible in NYC.”

LEADERSHIP EXCHANGE PARTICIPANT
11 HOW TO EXPLORE NEW FUNDING MODELS FOR CULTURE

THE CHALLENGE
What new funding models can we create for culture? The pandemic showed that cities could be agile and distribute funding quickly, but it also showed that city funding often doesn’t reach the most vulnerable communities. In addition, digitalisation brings opportunities to distribute funding and support culture with impact.

The Cultural Affairs Office in Zurich and Vienna are exploring new forms of funding for artists and creative communities and new city funding models. With both cities experiencing demographic and social changes, how can city funding best reach new communities? For both cities making the funding and support processes more accessible and ensuring impact is a priority. The cities are focusing on fair pay for artists, urban development and accessibility to cultural spaces.

THE EXCHANGE
The exchange is taking place through online meetings developing insights and knowledge into each other’s funding models. Building on lessons from the pandemic, the cities discuss how to use technology to make grant-giving easy for artists and communities, particularly providing low-threshold grants. They also discuss how to reach new artists and communities who usually don’t have access to city grants including offering information and advice sessions and developing multi-stage submissions.

LESSONS IN PROGRESS
• Lessons from City of Zurich’s ‘Laboratory for New Forms of Cultural Promotion’ show that funding processes can be co-designed with users. Artists and cultural practitioners can advise on the amount and type of grant needed, feedback on the application process before it goes live, and even be part of the decision-making panel.
• Smaller grants require less due diligence which can make them more agile and easier to distribute quickly. This was the case during the pandemic.
• Some funders are using video applications or peer-reviewed applications to make the application process more inclusive.
• Funding alone is not always the solution. Support and advice helps applicants spend funding with confidence and as it was originally intended.

EXPECTED IMPACT
Kultur Labor Zürich.
The Exchange is influencing Kultur Labor Zürich, a new city initiative with three funding programmes: ‘Arts for the Future’, ‘Community-based’ and ‘Creative Tech for Good’. These pilot projects are jointly developed, carried out and evaluated by a team of artists, experts and staff from the Cultural Affairs Office. This is a 3-year project which aims to gain insights for a future-oriented funding system, support new forms of art and strengthen participation by artists and the public. The project is like a laboratory and all content is developed through participation and exchange between art and culture professionals, experts and employees of the Cultural Affairs Office as well as the Zurich University of the Arts.

Vienna is currently developing a wide array of funding programmes to directly support artists, subsidise construction costs of cultural institutions, and has a dedicated programme to decentralise culture. Vienna has been developing a Fair Pay policy for creatives since 2018.

Further reading
Evaluation of Fair Pay in Vienna’s cultural policy between 2018-2021, Edurbalt (2022)
Creative Recovery? The Role of Cultural Policy in Shaping Post-COVID Urban Futures, World Cities Culture Forum and Kings College London (2023)

Related city projects
Austin – Cultural Funding Review
New York – Cultural Development Fund
Reforms
Paris – Regional Fund for Emerging Talent
Melbourne – Reinscribing cultural policy-making to include disabled people

Exchange date: 2022 & 2023
Participating cities: Vienna, Zurich
Category: Funding
Tags: Culture finance; Grants; Tourism; Public Private Partnerships

LEADERSHIP EXCHANGE PARTICIPANT

“The exchange was absolutely invaluable in terms of giving us different perspectives, lessons learned, identifying gaps in our capacities, sharing successes, and building stronger relationships between our cities to continue the shared dialogue.”

LEADERSHIP EXCHANGE PARTICIPANT

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The Leadership Exchange Programme Jurys

For each cohort, the programme had an International Jury that reviewed and selected the winning exchanges. We are thankful to the jury panel members for their input and expertise.

International Jury – First Cohort 2018-2019

Kate D. Levin, Bloomberg Philanthropies (Jury Chair)
Ruth McKenzie CBE, Artistic Director, Théâtre du Châtelet
Deanna Haggag, President & CEO, United States Artists
Jochen Volz, General Director, Pinacoteca de São Paulo
Marina Guo, Founder & President, Huashan Multiversity, Rotating Chair
China Innovation Service Alliance for Culture & Technology

International Jury – Second Cohort 2020-2023

Kate D. Levin, Bloomberg Philanthropies (Jury Chair)
Ruth McKenzie CBE, Artistic Director, Théâtre du Châtelet
Marina Guo, Founder & President, Huashan Multiversity, Rotating Chair
China Innovation Service Alliance for Culture & Technology

Luisella Mazzu, Head of Global Programmes & Operations, Google Arts & Culture
Guillermo L.Masutti, Former Advisor to Minister of Culture, City of Buenos Aires

Leadership Exchange Participants

How to grow affordable space | 25 Participants  
June 2018


Name | Role | Organization
--- | --- | ---
David Beaumont | Community Engagement Coordinator | City of Sydney
Elke Cox | Indigenous Leadership & Engagement | City of Sydney
Emily McDaniell | Curator | Freerank Art Curator
Bridget Smyth | Urban Design | City of Sydney
Glenn Wallace | Public Art | City of Sydney
Judy Wisse | Art | Freerank Art & Curator
Matthew Cutter | Parks Forestry & Recreation Manager | Toronto Parks & Forestry
Sally Han | Cultural Partnerships | City of Toronto
Lisa Myers | Art & Curator | Freerank Art
Selina Young | Director, Indigenous Affairs | May枚 OFFICE, Toronto
Marina Brokhus | Strategic Advisor, Arts & Culture | City of Amsterdam
Lotte van Zulepen | Strategic Advisor, Arts & Culture | City of Amsterdam
Meghan Wells | Cultural Arts Division Manager | City of Austin
David Crilligan | Chief Operating Officer | Austin Economic Development Corporation
Kristen Dunn | Senior Cultural Strategy Officer | Greater London Authority
Jackie McNeeley | Senior Culture Manager | Greater London Authority
Professor Sadie Morgan | Founding Director | Architect sDMM
Dennis Wang | Cultural Affairs Advisor | New York City
Carla Lewis | Deputy Chief of Staff, Housing & Economic Development | Mayor’s OFFICE, Toronto
Mike Eng | Executive Director | Community Arts Stabilization Trust
Suneetha Venigalla | Director, Real Estate Development & Partnership | Community Arts Stabilization Trust
Lois Cothern | Manager, Cultural Strategy | City of Sydney
Benjamin Pachey | Policy Advisor, Lord Mayor on Urban Renewal | City of Sydney
Parni Seanis | Deputy Director, Architecture & Planning | City of Warsaw

How culture is helping drive zero-waste cities | 8 Participants  
May 2018


Name | Role | Organization
--- | --- | ---
Eliza Grace | Senior Manager | Westside London
Sam Alexander | Manager | Lycum Enterprise
Andrew Thomas | Culture Manager | Lodon Borough of Lewisham
Jose Todd | Education & Youth Team | Greater London Authority
Jackie McNeeley | Senior Manager Culture | Greater London Authority
Ryan Max | Director, External Affairs | Department of Cultural Affairs, New York City
Cafaro Left | Deputy Chief of Staff Housing and Economic Development | New York City
Dennis Wang | Cultural Affairs Advisor | New York City

How to bring culture to people’s doorstep | 7 Participants  
July 2018

Participating Cities: London & Buenos Aires | Host: London | Type: One Way Exchange

Name | Role | Organization
--- | --- | ---
Enrico Avograd | Minister for Culture | Ministry of Culture
Dancer Aston | Curator | Barnes
Hilda Fomvane | Journalist | Freerank Journalist
John Bowles | Culture Manager | Ministry of Culture
Magdalen Ayes | Chief of Staff | Greater London Authority
Adrian Briones | Senior Culture Manager | Culture
Jackie McNeeley | Senior Manager Culture | Greater London Authority

How to design art biennales with civic participation | 6 Participants  
May 2019

Warwick as host – Feb 2022 | Lagos as host – Sept 2021

Participating Cities: Warsaw & Lagos | Host: Warsaw & Lagos | Type: Two Way Exchange

Name | Role | Organization
--- | --- | ---
Barbara Trzeciakow | Deputy Director | Bienne Warsaw
Elina Lomak | Curator & Creative Producer | Bienne Warsaw
Marta Michalak | Head of Production | Bienne Warsaw
Folouis Ochenh | Founder and Director | Lagos Biennial
Gina Almeida | Executive Producer | Lagos Biennial
Opeyemi Balogun | Head of PR & Social | Lagos Biennial

How to develop culture | 5 Participants  
May 2019

Participating Cities: Lisbon & Montreal | Host: Lisbon & Montreal | Type: Two Way Exchange

Name | Role | Organization
--- | --- | ---
Rute Mendes | Adviser: Deputy Mayor of Culture | City of Lisbon
Alexede Salamin | Adviser: Deputy Mayor of Culture | City of Lisbon
Marco Guevara | Curator | Freerank Curator
Saulo Sueno | Curator | Freerank Curator
Diogo Moraes | City Councilor, Culture, Economy & Innovation | City of Lisbon
Kevin Donnelly | Division Manager | MIE-Centre des Mémories Mémoriales
Amanullah Lakhbier | Cheff de division | City of Montreal
Genevieve Trespier | Culture Manager | City of Montreal
Stephanie Rose | Head of Public Art & Cultural Facilities | City of Montreal
“Culture has the power to transform communities and to bring people closer together. Now, more than ever, there is a pressing need to reach out to our neighbours and celebrate London’s unique and diverse culture. London Borough of Culture is a great way to do just that whilst showing the world that our cultural gems extend way beyond the centre of the capital to all corners of the city.”

SADIQ KHAN, MAYOR OF LONDON AND PATRON OF WORLD CITIES CULTURE FORUM
Leadership Exchange Program outcomes

Leadership Exchange Program, for instance, worked to tap into the power of numbers by mobilizing a large number of colleagues and being able to observe concrete results in our cities, which has contributed to forging stronger collaboration. Leadership Exchange Program outcomes have allowed us to learn from the accumulated knowledge of our predecessors and, thus, to go beyond the limits of our own vision.

This rapport presents case studies drawn from the two editions of the World Cities Culture Forum, covering 37 cities participating in any of the two editions of the World Cities Culture Forum (22 individual cities and 15 city networks). It has also been used for the exchanges on how to support emerging cultural ecosystems, such as Bloomberg Philanthropies, the City of London, the City of Amsterdam, and the City of Copenhagen. It is a testament to the potential of transformation that porte en elle la culture à travers le monde.

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Le Creative Land Trust a instauré le Creative Land Trust en s’inspirant de Toronto et du Creative Land Trust de Londres. Les deux initiatives se sont concentrées sur la protection d’espaces de créativité et la mise en œuvre d’un modèle plus efficace qui tire les leçons de l’expérience londonienne.

Pour la première fois, le Leadership Exchange Programme a réuni des représentants de la police et des citoyens de plusieurs villes (Sydney, Tokyo, Paris et Los Angeles) pour discuter des Olympiades culturelles.

Dans le cadre de leur partenariat, Los Angeles et Paris échangent leurs idées sur le meilleur moyen de proposer des Olympiades culturelles s’adressant à tous les citoyens. Ces échanges se traduisent également par une collaboration créative entre Paris 2024 et Los Angeles 2028.

À l’occasion de l’Exposition internationale de Varsovie, Lassco et Lago ont présenté leurs concepts de partenariat entre le Leadership Exchange Programme. Elles ont obtenu sur la meilleure façon de se sensibiliser aux biens d’art pour stimuler la participation artistique et sociale.

**JAPON**

**JAPANESE**


Londres a instauré le Creative Land Trust et la City Arts Stimulation Trust (CAST) à San Francisco. Le Creative Land Trust compte désormais 240 studios d’une surface totale de 37,000 m² et a obtenu 7 millions de livres sterling d’investissements, et ce n’est pas fini.

La ville de Toronto a instauré le Creative Land Trust en s’inspirant de l’initiative londonienne. Le Creative Land Trust a été instauré et est en marche.

Dans le cadre de la gouvernance, les initiatives de création et de culture ont classes aux côtés des initiatives à la mairie. Ces échanges se traduisent également par une collaboration créative entre Paris 2024 et Los Angeles 2028.

À l’occasion de l’Exposition internationale de Varsovie, Lassco et Lago ont présenté leurs concepts de partenariat entre le Leadership Exchange Programme. Elles ont obtenu sur la meilleure façon de se sensibiliser aux biens d’art pour stimuler la participation artistique et sociale.

**PORTUGUESE**

Justine Simons OBE Vice-Préfet de Cultura e Indústrias Criativas na Prefeitura de Londres Fundadora e Presidente do World Cities Culture Forum

No World Cities Culture Forum, acreditamos que, ao nosso conhecimento, são as ideias e aprendendo uns com os outros, podemos construir cidades mais justas e prosperas. É por isso que, em 2017, lançamos o nosso Programa de Lidar com Inovação em Liderança, apoiado pela Bloomberg Philanthropies, que visa aprofundar ainda mais os nossos desenhos com o mundo.

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Espaço que estes intercâmbios generosos, práticos e inspiradores continuam a aprofundar-se a medida que trabalhamos juntos para liberar o poder transformacional da cultura em todo o mundo.

Kate D. Levin, Bloomberg Associates

Os desafios enfrentados pelos líderes municipais nas cidades globais podem parecer únicos — as pressões deste problema neste contexto neste momento. Portanto, há um valor extraordinário em ver como empanhados colegas em outros lugares estão abordando versões dos mesmos problemas. O Programa de Intercâmbio de Liderança do World Cities Culture Forum estrutura estas colaborações cruciais, fornecendo informações sobre os sucessos e o processo de tentativa e erro para chegar a esses sucessos, em relação a diversas questões que envolvem o setor criativo em todo o mundo.

Até agora, o Programa de Intercâmbio de Liderança serviu de veículo para 22 cidades membros do World Cities Culture Forum, para aquir ideias e co-criar soluções, desde que fortalecimento da economia noturna, a promoção de novos modelos de financiamento para a cultura, a reconciliação com as comunidades indígenas, até a disponibilização de cultura para pessoas em cidades em constante crescimento. Cada intercâmbio ajuda a catalisar um grupo de partes interessadas internas, muitas vezes incluindo o setor privado e o governo. Os estudos de caso neste relatório, extraídos das duas primeiras rodadas do Programa de Intercâmbio de Liderança, oferecem aprendizados específicos: quais iniciativas podem ser replicadas, como os avanços sobre novas abordagens e implementação mudam necessariamente em reconhecimento a diferentes prioridades e oportunidades locais.

Ao compartilhar essas ideias sobre a replicação de grandes ideias, o World Cities Culture Forum documenta como os interesses mútuos e as conversas casuais são transformadas em colaborações visíveis através das pesquisas aprofundadas, planejamentos e observações presenciais. O impacto do Programa de Intercâmbio de Liderança resultou do desenvolvimento de defensores da cultura em áreas governamentais não culturais, enriquecendo oportunidades de desenvolvimento profissional para líderes culturais, melhorando processos para iniciativas políticas e integração das artes em programas mais amplos da cidade.

O Programa de Intercâmbio de Liderança demonstra que uma abordagem compartilhada pode cultivar ideias e táticas que ampliam a maneira de pensar e centrar as artes na promoção de qualidade de vida, sustentabilidade e criatividade nas cidades. A Bloomberg Philanthropies tem o prazer de apoiar o programa exclusivo do World Cities Culture Forum, e tem a expectativa que o fórum continuará a avançar para a melhoria das nossas cidades e das nossas vidas.

Resultados do Intercâmbio de Liderança

Resumo do Impacto do Programa de Intercâmbio de Liderança:

→ Acelerou novas políticas para proteger espaços de trabalho acessíveis para setores creativos em Londres, Austin, Sydney e Amsterdã.

→ Impulsionou o financiamento para cidades quanto a iniciativas para envolver e representar as culturas indígenas e das primeiras nações em Sydney e Toronto.


→ Acelerou políticas inovadoras em Nova Iorque onde a Arte é feita para contribuir para o desapredio zero e para proteger a cultura em risco.

→ Compartilhou diferentes abordagens para coletar e usar dados sobre a infraestrutura cultural de cidades em Amsterdã, Austin, Barcelona, Chengdu, Londres, Los Angeles, Milão, Montreal e Estocolmo.

“Apoiar-se nos ombros de gigantes”, o que significa usar o conhecimento adquirido daqueles que vieram antes para facilitar o progresso rápido, resume sucintamente a maneira pela qual os intercâmbios geram impacto.

O Intercâmbio de Liderança de Sydney e Toronto sobre o envolvimento e a representação da cultura indígena levou ao financiamento adicional para o programa de reconciliação de Sydney, aumentando o orçamento do Plano de Ação de Reconciliação de 5 milhões de dólares em 2013 para 17 milhões de dólares em 2022.

O Intercâmbio de Liderança de Austin e Sydney, com financiamento do Creative Land Trust, resultou no aumento de investimentos de 7 milhões de dólares para a cidade, e continua a se expandir.

O Intercâmbio de Liderança de Austin e Sydney informou o estabelecimento do Creative Land Trust, inspirando-se em Sydney e também no modelo Community Arts Stabilization Trust (CAST) de São Francisco. O Creative Land Trust de Sydney agora possui 210 estudios, abranger 4 mil metros quadrados, garantiu 7 milhões de dólares em investimentos, e continua a se expandir.

O Intercâmbio de Liderança de Melbourne e Sydney apoiou o estabelecimento do Creative Land Trust. Em 2021, o Creative Land Trust de Melbourne teve 60 milhões de dólares de financiamento, e continuou a se expandir.

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O Programa de Intercâmbio de Liderança reuniu pela primeira vez líderes de cidades-sede das Olimpíadas em Tóquio, Paris e Los Angeles, para discutir os desafios e as oportunidades locais.

→ Aparência dos quadros de propriedade da cidade e mais espaços criativos em desenvolvimento e quais 20 milhões de dólares alocados para proteger locais culturais e comunitários.

→ Iniciou um novo modelo de financiamento para o programa de reconciliação de Sydney, aumentando o orçamento do Plano de Ação de Reconciliação de 5 milhões de dólares em 2013 para 17 milhões de dólares em 2022.

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“The Leadership Exchange Programme is an extraordinary and unique support to municipal leaders to learn from each other in a deeply practical and meaningful way.”

LEADERSHIP EXCHANGE PARTICIPANT