



# Town of Whitby Staff Report

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**Report Title:**      **Culture Plan: Phase One – Background Report and Engagement Summary; and Phase Two – Draft Vision and Guiding Principles**

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**Report to:**      **Committee of the Whole**

**Date of meeting:**      November 18, 2019

**Report Number:**      **CMS 28-19**

**Department(s) Responsible:**

Community Services Department  
Office of the Chief Administrative Officer

**Submitted by:**

John Romano, Commissioner of  
Community Services  
Sarah Klein, Director of Strategic  
Initiatives

**Acknowledged by M. Gaskell, Chief  
Administrative Officer**

**For additional information, contact:**

Matt Powers, Manager of Parks, Long  
Range Planning and Culture, x7415;  
Aimee Pugao, Parks Planner II, x7419

Maria McDonnell, Senior Manager –  
Community Advancements, x2205

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## 1. Recommendation:

1. That Council receive Report CMS 28-19 as information;
2. That Council endorse in principle the draft Vision and Guiding Principles as outlined in Section 4 of this report in order to guide the development of the Culture Plan through Phase Three.

## 2. Highlights:

- The Town has embarked on the development of its first Culture Plan with the purpose to provide strategic direction for the provision of arts and culture programs, services and facilities in Whitby, while responding to the changing demographic and cultural composition of the community over the next 10

- years. The Plan looks at building capacity in the culture sector, and functions as an economic driver that retains and attracts talent, and capital investment.
- The Plan has three Phases:
    - Phase One: background research; cultural resource inventory; and community and stakeholder engagement;
    - Phase Two: developing the Vision and Guiding Principles;
    - Phase Three: developing the Culture Plan and Implementation Strategy.
  - The Plan is currently at the end of Phase Two. The draft Vision and Guiding Principles have been developed as a result of community and stakeholder engagement.
  - This Report provides an overview of the Background Research of Phase One and is seeking Council's endorsement in principle of the draft Vision and Guiding Principles in order to inform the development of the Culture Plan.

### **3. Background:**

In May 2018, Council approved the Terms of Reference for the development of Whitby's first Culture Plan (Staff Report [CMS 15-18](#)). The Town retained a consultant in the fall of 2018.

The Culture Plan is intended to provide strategic direction regarding culture in the Town of Whitby over the next 10 years. The purpose of the Culture Plan is to identify the role and impact of the creative economy for community-building and economic development in Whitby. The creative economy includes a mix of industries that range from performing and visual arts to digital media and design and innovation in the technology sector.

The Plan's intent is to enhance the role arts and culture can play in supporting the Town of Whitby's economic viability, and quality of life. It also builds capacity in the culture sector, as an economic driver that retains and attracts talent, and capital investment. The creative sector is viewed as key contributors to attracting and retaining innovative businesses and residents.

An academic definition for culture is:

"Culture is what counts as culture for those who participate in it." (Colin Mercer)

Culture is a reflection of the community. Culture in Whitby is being defined and uncovered through the Culture Plan Study process.

The Culture Plan is not intended to be the forum to discuss and plan for cultural/ethnic diversity or sport within Whitby. Cultural/ethnic groups and sport stakeholders have been consulted; however these are not the focus of this Plan.

The Project Team for this initiative is comprised of municipal staff from Community Services, Strategic Initiatives, Corporate Services, and Corporate Communications, as well as staff from the Region of Durham, the Whitby Public Library, Station Gallery and a Board member from the Whitby Court House Theatre.

A Culture Plan for Whitby has been identified in a number of Whitby plans, studies, and initiatives, some of which are indicated below:

- Council Goals (2018-2022)
- Whitby Official Plan (2017)
- The Culture, Parks, Recreation and Open Space Master Plan (CPROS), 2006
- Corporate Sustainability Plan (2017)
- Downtown Whitby Action Plan (2016)
- Economic Development Strategy (2010)

#### **4. Discussion:**

##### **Overview of Phase One: Background Report and Engagement Summary**

The Background Report (Attachment No. 1) includes an analysis of the Town's planning framework, the project's review of cultural assets in Whitby, and a look at best practices from other municipalities of similar size and scale.

Whitby Planning Policy Context:

A review of municipal and provincial plans was conducted for their relevance to cultural planning in Whitby. The common themes that emerged from across the policies were:

- Maintenance and enhancement of cultural and natural heritage resources;
- Promotion of economic development and tourism (often through the cultural and natural heritage resources);
- Development of complete communities, through pedestrian-oriented downtowns, mix of uses and attractions in proximity to transit, walkability, cycling routes and community infrastructure; and
- Inclusion of spaces for positive social interaction and fostering civic identity.

Cultural Resource Inventory:

A review of existing cultural resources or assets to develop a foundational inventory was conducted. Tangible cultural assets include physical cultural resources – facilities, spaces, events, and local groups or organizations. Intangible cultural assets include the living expressions, traditions and stories of a people or community.

Whitby's initial cultural inventory includes 466 cultural resources:

- Natural Heritage (132) 28.33%,
- Cultural Facilities and Spaces (123) 26%,
- Cultural and Creative Enterprises (96) 21%,
- Cultural Heritage (82) 18%,
- Cultural Events and Festivals (21) 4.51%, and
- Community Cultural Organizations (12) 3%.

The results of this inventory are shown on page 14 of Attachment No. 1.

**Whitby Market Context:**

Culture and creativity have a role in driving local economic development. The role of culture in Whitby's economy was compared to Newmarket, Burlington, Richmond Hill and St. Catharine's. These municipalities were selected because they have similar population size to Whitby and they have adopted culture plans. However, the ability to properly compare the role that culture plays in these municipalities' economies is limited by the availability of suitable data. For example, cultural organizations often use a significant amount of part-time, casual workers or volunteers, and the cultural sector is not a traditional sector for which data is regularly collected.

When comparing Whitby's employment in culture to these municipalities in 2011 and in 2017, Whitby's culture sector is for the most part smaller than the other municipalities but is on par with Newmarket. However, Whitby's culture sector has slightly grown, as has Burlington and St. Catharine's while Richmond Hill's has declined.

In terms of cultural establishments, Whitby's culture sector is currently dominated by amusement and recreation facilities and services (approximately 40%), followed by independent artists, writers and performing arts (approximately 30%). This is consistent across the comparators.

The comprehensive comparative data is found on pages 16 – 22 of Attachment No. 1.

**Whitby People Context:**

Key demographic indicators were reviewed based on the most recent census data from Statistics Canada. Demographic data and characteristics provide insight to inform and prioritize cultural investment. Demographic indicators reviewed include: age composition, educational attainment, household income, and diversity of Whitby and general trends.

- In Whitby, 13% of the population are seniors (65 and over) and 67% are of working age (15 to 64). There are opportunities to meet the age-related needs of the population and create an age friendly public realm that is pleasant, safe and accessible.
- Higher education attainment is prevalent in Whitby with 92% of the population holding a high school diploma or equivalent; 31% aged between 25-64 hold a university degree or higher, and 29% hold a college diploma (2016 data). Median household income in Whitby exceeds the

regional, Ontario and Canadian median, with a median household income in Whitby of \$103,809 in 2015.

- High education attainment and a higher household income are strong indicators to predict how likely people are to participate in a cultural activity that is more traditional in nature (theatre, dance, music, festivals). Whitby's population is therefore more likely to participate in traditional forms of arts and culture activities. These connections are important for the marketplace for cultural products and offerings.
- Ethno cultural diversity is also an important demographic marker regarding traditional cultural participation. There may be an opportunity for Whitby to enhance or expand existing cultural offerings to ensure ethno cultural groups are represented and connected to the arts and culture in Whitby.

This analysis is found on pages 23 – 24 of Attachment No. 1.

### **Cultural Trends**

In the past decade, the benefits of cultural planning have been widely promoted across Canada. To date, 72 municipalities in Ontario have developed first-time culture plans. Many of these culture plans address a broad range of policy goals. Lessons learned from these first-time Culture Plans include:

- Plan with culture; not only for culture;
- Conduct meaningful engagement;
- Consider many types of art, culture and creativity;
- Embrace intangible heritage;
- Truth and reconciliation; and
- Prioritize outcome-focused goals and metrics.

Cultural trends demonstrate a shift regarding the role of culture in growing local economies. Many municipalities are embracing a broader definition of culture, indicative of a local identity, such as outdoor festivals and markets, public art, and place-making initiatives. Cultural trends in growing local economies include:

- Cultural Tourism: Cultural planning is an ideal process for municipalities, like Whitby, to understand how their unique identity and cultural resources can leverage tourism. This includes tangible resources such as museums, galleries, theatres and festivals to intangible cultural resources of local rituals, customs, stories of place and ways of life.
- Partnerships with Post-secondary Institutions and Private Sector: In response to the rapid expansion of cultural enterprises, particularly film and video, music and sound recording, and digital media animation, cities are looking to leverage the links between post-secondary institutions and municipalities to encourage partnerships for fostering innovation and labour market opportunities.
- Rural Cultural Economy: Municipalities, like Whitby, that have both urban and rural attributes may consider initiatives that embrace and enhance

local place-based products and services, in the fields of food, wine, information technology, tourism, and hospitality.

### **Best Practices in Cultural Planning**

A review of four municipal cultural planning practices relevant to Whitby was conducted based on the following overarching themes. A few highlights of lessons learned are also noted:

- Integrating culture (the cultural lens approach): developing new approaches and processes of integrating culture within community-building and municipal initiatives.
  - Case studies: Kingston, Ontario and Calgary, Alberta.
  - Learnings: Culture can spark collaboration among staff from different divisions and art can raise awareness; artists can be integrated in municipal planning and urban design in an interdisciplinary manner; art projects can be combined with infrastructure projects.
- Engaging the private sector: diversifying revenue sources and opportunities for culture.
  - Case study: St. Catharines, Ontario.
  - Learnings: Municipalities can help art organizations orient towards opportunities in the private sector and diverse revenue sources to support surviving in the long term.
- Utilizing underused public spaces for creative place making: creating cultural spaces in alternative or unconventional ways.
  - Case study: Regina, Saskatchewan.
  - Learnings: Develop strategic partnerships with community groups or business associations (such as a BIA), pilot through pop-up events or activities, revive underperforming cultural facilities through partnerships and leverage municipally-owned heritage assets to support multiple cultural planning goals.

These four municipalities were selected based on their similar demographic and geographic size to Whitby, with a particular focus on those municipalities located close to major urban centres, and consisting of both urban and rural environments.

The review of these case studies can be found on pages 36 – 45 of Attachment No. 1.

### **Engagement Summary**

The Engagement Summary (Attachment No. 2) provides an overview of the engagement tactics and summarizes the key messages that emerged during the consultations held between January and July 2019. Key messages from the consultation were:

- Culture means many different things to different people;
- While existing cultural places, facilities and events are appreciated and used, there is a desire for more;

- There is an untapped creative community in Whitby;
- Consider the evolving nature of Whitby while acknowledging its history;
- Create publicly accessible spaces for culture;
- Leverage Whitby's growing food culture;
- Promote Whitby's urban-rural cultural identity;
- Develop or enhance partnerships with Whitby's existing organizations and businesses;
- Create an identity for Whitby with a specific theme of culture (i.e. Stratford with Theatre);
- Establish processes for the Town of Whitby to better support culture; and,
- Support complete community objectives, which includes diverse modes of transportation.

Throughout all engagements, there were some overarching priorities identified:

- Invest in bricks and mortar cultural facilities (both those existing and new cultural hubs);
- Prioritize gathering places to bring people together;
- Celebrate Whitby's diversity and history;
- Incorporate cultural planning into strategies for public realm and streetscape improvements;
- Increase support for existing cultural organizations;
- Enhance performing, visual and literary arts (both spaces and activities);
- Support and celebrate local food culture (restaurants, breweries, and farms);
- Embed culture into Town strategic town-building decisions;
- Ensure that the Town's population is aware of and active in culture;
- Embed public art within the fabric of the Town;
- Approach culture from a regional perspective;
- Emphasize culture, attract jobs, improve the economy, and create an attractive place to live/work;
- Build on the architecture and atmosphere of our two (2) downtowns;
- Acknowledge, celebrate, nurture diversity;
- Waterfront and natural harbour area is full of potential and under-utilized; and,
- More Indigenous learning and celebration of Indigenous and black culture and heritage.

The Culture Plan study presents an opportunity to engage and build relationships with First Nations groups in this area of the province. As part of the project, the consultant team includes experts in Indigenous consultation to support and facilitate the work around engagement, education and training on the historical and cultural relationship (a.k.a. Ground Truthing and Reconciliation) between the

First Nations communities and Whitby. Section 6 of this report describes the engagement thus far.

### **Phase Two: Draft Vision and Guiding Principles**

The draft Vision and Guiding Principles (Attachment No. 3) have been informed by all the research and feedback obtained through Phase One of the Culture Plan. An initial draft of the Vision and Guiding Principles was presented for input to:

- Town of Whitby Corporate Culture Team;
- Stakeholders; (representatives from visual arts, performing arts; literature; culinary; educational institutions; festivals and events; sport; not-for-profit groups; creative economy; Indigenous community);
- Community at Whitby's Open Streets event; and
- Culture Plan Project Team.

All the groups provided feedback in developing the current draft Vision and Guiding Principles (Attachment No. 3). They are presented here as follows:

Vision:

Rooted in history and forward looking, Whitby offers accessible, inclusive and equitable cultural experiences and spaces to its diverse communities, including both residents and visitors.

The Guiding Principles:

- 1) Inclusive and Diverse: Champion inclusion, diversity and Indigenous truth and reconciliation within the cultural planning framework;
- 2) Accessible and Equitable: Ensure equitable access to culture;
- 3) Sustainable and Resilient: Prioritize environmental stewardship, resilience and sustainability;
- 4) Flexible and Open: Foster adaptable and integrated approaches to culture and cultural planning; and,
- 5) Collaborative: Develop partnerships and accountable cultural planning processes.

Detailed descriptions of the guiding principles are provided in Attachment No. 3.

The development of the final Vision and Guiding Principles continues to be an iterative process into the start of Phase Three: Development of the Culture Plan and Implementation Strategy.

In order for the Culture Plan project to move forward, Staff is seeking Council's endorsement in principle of the draft Vision and Guiding Principles at this time.

### **Next Steps:**

Phase Three: Development of the Culture Plan and Implementation Strategy

- Develop the draft Culture Plan including strategies and associated actions (Q4 2019 – Q1 2020)

- Consultation with community at large, stakeholders and Project Team on draft Culture Plan (Q1 2020)
- Report to Council with recommended Final Culture Plan (early Q2 2020).

## **5. Financial Considerations:**

The project is advancing and remaining within budget. The total approved budget for this Study is \$110,000. Costs for implementation of strategies and actions will be identified in the Final Culture Plan and included in future budgets for Council's consideration.

## **6. Communication and Public Engagement:**

### **Phase One: Background Report and Engagement Summary**

Engagement activities commenced in mid-March 2019 and continued over the spring and summer months. The engagement tactics included:

#### **Stakeholder Engagement:**

- Stakeholder interviews with key stakeholders (9 respondents).
- Stakeholder survey for key stakeholder representatives as identified by the Project Team in the areas of (but not limited to): visual arts, performing arts; literature; culinary; educational institutions; sport; festivals and events; not-for-profit groups; creative economy (25 respondents).

#### **Community Engagement:**

- Public survey (May through August 2019 - 695 respondents).
- Community Open House at Town Hall (June 4, 2019 - 60 participants).
- Interactive community engagement continued into July and included collage making activities to garner discussion about Whitby culture and seek input about how culture is experienced and what culture the community envisions for Whitby. These pop-up engagements were showcased at the Farmers Market (dates), Canada Day (July 1), Culture in the Square (July 9), Whitby Seniors' Activity Centre (July 10), Youth Leadership Program (July 15), WAVE Summer Music at Station Gallery (July 11), Whitby's Music in the Park (July 17), and Brooklin's Music in the Park (July 18). (400 participants)

#### **Indigenous Engagement:**

- Invitations to 12 First Nations communities have been delivered of which four have replied with an interest to learn more about the Culture Plan and allow opportunity for relationship building. These contacts and connections are part of a process called Ground Truthing – allowing for an intimate understanding of the historical and cultural relationship between the First Nations communities and Whitby. Staff has currently connected with the Huron-Wendat and the Mississaugas of Scugog Island. These initial conversations have created an opportunity for further dialogue.

## **Phase Two: Vision and Guiding Principles**

Engagement activities commenced in September and continue to the end of November 2019. The following engagement tactics took place:

- Workshop with the Town's newly created Culture Team (September 17). Not to be confused with the Culture Plan Project Team, this new Culture Team stems from the Corporate Strategic Plan and is intended to drive workplace culture shifts around the corporate values of collaboration, accountability, respect, and engagement. The workshop discussed the concept of embedding culture into the municipal structure – “planning with culture” vs “planning for culture”; and facilitate dialogue about how to champion culture within the Town.
- Stakeholder Workshop (September 17): Reviewed the research and findings to date and to review a draft vision and guiding principles.
- Art Activation at Open Streets Whitby (September 28). Reviewed “what we heard” and sought out people’s perspectives on the vision for Whitby’s cultural future; people contributed to the creation of an art wall, a chalkboard installed at 128 Brock St. S (the former Chamber of Commerce building).
- Youth Engagement (October 22): Reviewed “what we heard” and sought out youth perspective on the vision for culture in Whitby.

### **7. Input from Departments/Sources:**

The Project Team (steering committee) for the Culture Plan is comprised of Town Staff from Strategic Initiatives, Technology Information Services, Community Services, Corporate Communications, and external stakeholders, including the Region of Durham, Whitby Public Library, Station Gallery and the Whitby Court House Theatre.

### **8. Strategic Priorities:**

The Culture Plan aligns with the Council Goals as it will identify the role and impact of the creative economy for community-building in Whitby. The Plan’s intent is to enhance the role that arts and culture can play in supporting the Town of Whitby’s economic viability, and quality of life. It is also intended to build capacity in the culture sector by attracting and retaining talent and by enhancing current attractions.

The Culture Plan focuses on collaboration and engagement to achieve results in the creative sector, aligning with the Corporate Strategic Plan’s core values of collaboration and engagement. The Plan will aid in determining how we allocate and optimize resources, and implement policies and programs that support the community.

The Culture Plan is committed to sustainability as an initiative to respect and revive local identity and culture; encouraging the involvement of people in shaping the community and contributing to a creating a complete community.

The intent of the Culture Plan is to attract, create and facilitate meaningful partnerships, to promote inclusivity, and encourage community engagement, while respecting diversity in the creative industry sector and support opportunities for economic development that foster a diverse local economy.

**9. Attachments:**

[Attachment 1 – Background Report](#)

[Attachment 2 – Engagement Summary](#)

[Attachment 3 – Draft Vision and Guiding Principles](#)



# CULTURE PLAN **SURVEY**

Attachment 1

## **Town of Whitby Culture Plan**

Phase 1

# **Background Research Summary Memorandum**

**Date:** September 11th, 2019

**To:** **Maria McDonnell**, Senior Manager, Strategic Initiatives, Town of Whitby

**Matt Powers**, Manager, Community Services, Town of Whitby

**Aimee Pugao**, Parks Planning, Community Services, Town of Whitby

**From:** **PROCESS and Collaborators**

Nadia Galati, Sara Udow, Sophia Weinrib, Geoff Dobilas, Jeff Biggar



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# Introduction



The Town of Whitby is developing its first Culture Plan that will launch in 2020. The plan will set a long-term vision for culture, identifying priorities and actions to enhance and facilitate arts, culture and heritage within Whitby. It will also consider how culture can assist to achieve broader municipal strategic objectives. A key factor of success is collaboration between various partners, including municipal and regional staff, cultural organizations, stakeholders and the general public.

Whitby is a fast growing, vibrant municipality, known for offering a small-town atmosphere with the sophistication and amenities of a large urban centre. Whitby currently has numerous cultural assets including institutions like the Station Gallery, Whitby Public Library, Lynde House Museum and Whitby Courthouse Theatre. There are also many community events such as Open Streets, tree lighting events, Culture in the Square and Movies in the Park. The town is also known for its built and natural heritage, including the waterfront, parks and greenspaces, two (2) historic downtowns and productive agricultural areas.

As one of the fastest growing municipalities in Ontario, the Town is looking at sound planning tools to manage growth pressures and maintain the high quality of life that makes Whitby so attractive to residents and businesses. A thriving cultural sector is critical to maintaining and enhancing this high quality of life.

The purpose of the Whitby Culture Plan is to enhance Whitby's existing cultural assets, make room for new cultural activities and development, demonstrate a commitment to local art and culture, and contribute to other Town goals including building an age-friendly community, revitalizing the two (2) downtowns, and attracting and retaining capital investment and talent, leading to a strong economy. The plan will be a high-level document that provides strategic directions and actions to guide cultural activity for the next ten (10) years.

# What is the Culture Plan Process?

## The Culture Plan is rooted in a collaborative, community-driven and creative approach.

The cultural planning process includes extensive community consultation. Various and diverse perspectives are needed to help the Town strategically identify cultural resources in the municipality and to plan for how cultural resources can achieve broader civic goals. As this is the first culture plan for the Town and there is no baseline cultural inventory, an extensive stakeholder and public engagement program has been developed to crowd-source a cultural inventory and to identify strengths, challenges and priorities for culture in the Town.

There are three (3) phases to the Culture Plan:

1. Getting to know Culture in Whitby (What's happening today?) - Spring/Summer 2019;
2. Goal Setting and Community Aspirations (What should the future look like?) - Summer/Fall 2019; and
3. Let's Launch the Culture Plan (What are the steps to get us there?) - Fall 2019/Winter 2020.



### Guiding 2018-2022, are a series of Town Council goals that include:

- To deliver local jobs and prosperity through strategic planning and promotion that builds resilience and economic diversity;
- To accelerate the pedestrian focus of our historic downtown cores; to leverage municipal tools and resources to generate downtown supportive investments; to facilitate the continued growth of our Innovation District; and to gain care and control of Baldwin Street through downtown Brooklin.
- To remain the community of choice for families and become the community of choice for seniors and job creators; and to focus new growth around the principles of strong, walkable and complete neighbourhoods that offer mobility choices.
- To become the destination of choice for visitors; to realize the economic, cultural and social potential of our downtowns, waterfront, green spaces and major attractions; to support and facilitate new community events and increase recreational opportunities along our waterfront.

# Organization of this Report

Phase 1 – Background Research - Summary Memorandum includes the project’s review of cultural assets in Whitby, an analysis of the Town’s planning framework, and a look at best practices from other municipalities of similar size and scale. The Report also includes a summary of key findings from stakeholder interviews, and public engagement tactics (which includes an online survey, open house and pop-ups at various culture events in Whitby). The engagement during this phase was aimed to better understand user experiences, perspectives and priorities for defining culture in Whitby.

## Understanding Whitby: Current State

- **Whitby Planning Policy context:** review of municipal and provincial plans that focuses on aspects of the plans and policies that align with potential cultural planning aspects;
- **Cultural Inventory in Whitby:** review of existing cultural assets to develop a foundational inventory of cultural resources;
- **Whitby People Context:** overview of key demographic indicators based on the most recent census data from Statistics Canada
- **Whitby Market Context:** the role of culture in the economy of Whitby is compared with Newmarket, Burlington, Richmond Hill and St. Catharines.

## Cultural Trends and Best Practices

- **Making a Case for Culture:** substantial academic and policy research on the benefits of culture for individual citizens and communities;
- **Understanding Cultural Planning in Ontario:** review of how municipalities in Ontario are approaching cultural planning;
- **Cultural Trends:** review of current cultural trends in municipalities;
- **Best Practices Review:** review of four (4) municipal cultural planning practices relevant to Whitby.

## Phase 1 Consultation Research Findings

- **Key Messages:** summary of key messages from public and stakeholder consultations

# The Planning Context



Our team reviewed a number of provincial and municipal plans and strategies that may have relevance to the cultural planning process. The review focuses on aspects of the plans and policies that align with potential cultural planning aspects. Understanding these alignments, will assist to identify opportunities in the Culture Plan to integrate with and/or support other municipal priorities.

The following plans, policies and documents were examined for their relevance to cultural planning in the Town of Whitby (see **Appendix 2** for more policy review details).

Policy Document	Alignment with Culture
<b>Town of Whitby Official Plan</b>	Guides the enhancement and maintenance of cultural resources, specifically in the Downtowns (Whitby and Brooklin), the Lake Ontario Waterfront and the system(s) of natural heritage resources. There are further objectives that incorporate principles of complete communities (mix of uses and attractions, interconnected public spaces and support for community facilities and infrastructure).
<b>Council Goals (2018-2022)</b>	Outlines the need to emphasize pedestrian-oriented downtowns, job growth, complete communities, tourism (that takes advantage of current resources), and opportunities and spaces to enjoy.
<b>Waterfront Parks and Open Space Master Plan (2016)</b>	Highlights direction for the waterfront and includes elements which can align with the Culture Plan (accessibility and connectivity, natural spaces, education and tourist opportunities, recreation and community services).
<b>Corporate Strategic Plan (2019-2022)</b>	<p>Sets out a mission, vision and values as well as three strategic priorities:</p> <ol style="list-style-type: none"> <li>1. People: Foster an inclusive environment for employees;</li> <li>2. Organization: Establish a high performing, innovative, effective and efficient organization;</li> <li>3. Customer: Provide a consistent, optimized and positive customer service experience.</li> </ol> <p>Ultimately, the strategic plan is based on making a difference in the community, inspiring excellence through a culture of respect, working collaboratively and respectfully.</p> <p>The Town has established a Culture Team to provide input and support the corporate initiatives, enhance the corporate culture, engage employees in order to imbed the Town's core values from the Strategic Plan. Opportunities to align the work of the Culture Plan with the Culture Team will be explored.</p>
<b>Culture Parks and Recreation Open Space Plan (2006)</b>	Outlines the strategic direction for leisure activities and resources within Whitby, providing goals and direction that align with culture within the Town.

<b>Policy Document</b>	<b>Alignment with Culture</b>
<b>Cycling and Leisure Trails Plan (2010)</b>	Recommends cycling and leisure network and includes links to cultural resources.
<b>Brooklin Community Secondary Plan</b>	Provides direction for growth while maintaining the heritage elements in the Downtown. There is an emphasis for complete communities, mixed-uses, and community gathering places.
<b>Brooklin Heritage Conservation District Plan (2008)</b>	Guides preservation of cultural heritage resources within Brooklin, while allowing for appropriate growth and enhancement of the public realm.
<b>Werden's Plan Neighbourhood Heritage Conservation District (HCD) Plan (2019)</b>	Identifies landmarks, buildings, and public spaces which can be incorporated into the plan.
<b>Port Whitby Community Secondary Plan (2018 Update)</b>	Encourages cultural activities and creation of complete communities with regards to the Port Whitby Community.
<b>Sports Facility Strategy (2016)</b>	Outlines population trends in terms of recreational facilities (this knowledge can be incorporated into understanding the community needs). Incorporates recommendations for creating indoor and outdoor sports and recreation facilities which can be considered for the culture plan.
<b>Whitby Tourism Asset Mapping and Gap Study (2015)</b>	Identifies tourism resources and opportunities to expand or add to these resources. These opportunities align with cultural resources in Whitby and can be taken into consideration.
<b>Whitby Public Library Strategic Plan (2019 – 2023)</b>	Outlines a vision for the libraries to be core and vibrant community places that act as a catalyst to launch learning, ideas and inspire imagination. The Whitby Public Library is a trusted partner and should be considered for the culture plan.
<b>Ontario Culture Strategy: Telling our stories, growing our economy (2015)</b>	Indicates the need to promote cultural engagement and inclusion, strengthen culture in communities, fuel the creative economy and promote the value of arts throughout government.
<b>Provincial Policy Statement (2014)</b>	Includes policies related to healthy and active communities, community infrastructure, place-making, economic development, cultural heritage and Indigenous interests in planning and cultural heritage and archeological resources
<b>Growth Plan (2005)</b>	Includes direction for compact, complete communities, support for a strong economy, and efficient use of land and infrastructure, including community and open space, and employment opportunities.

## Summary of Policy Review

Some common themes emerging from across these policies that are relevant for cultural planning include:

- Maintenance and enhancement of cultural and natural heritage resources;
- Promotion of economic development and tourism (often through the cultural and natural heritage resources);
- Development of complete communities, through pedestrian-oriented downtowns, mix of uses and attractions in proximity to transit, cycling routes and community infrastructure; and
- Inclusion of spaces for positive social interaction and fostering civic identity.



Image of Feedback written during public consultation at Whitby Town Hall

# Understanding Whitby: Current State



## Inventory of Whitby's Cultural Resources

To understand culture in Whitby, a review of existing cultural assets was undertaken with the goal of developing a foundational inventory of cultural resources. To demonstrate value and investment potential in cultural resources, the first step is to build knowledge of what culture looks like today, where it is located, and how it relates to communities.

## Cultural Mapping – Methodology and Terminology

The methodology for creating an inventory employs cultural resource mapping, a systematic approach to identifying, recording, and classifying a community's cultural resources to describe and visualize them<sup>1</sup>. This approach has been widely used by municipalities across Canada. Cultural mapping distinguishes cultural resources by two categories:

1. **Tangible Cultural Assets:** The identification of physical cultural resources, including facilities, spaces, events, and local groups or organizations;
2. **Intangible Cultural Assets:** The living expressions, traditions and stories of a people or community.

Each community comprises different cultural assets, which shape its identity and understanding of its past, present, and future. By identifying existing cultural resources, a baseline of knowledge and information is created to inform future discussions and decision-making about cultural planning in Whitby.

## Classifying Culture and Data Collection

The Province, and many municipalities that have adopted cultural plans, promote and use a Cultural Resources Framework (see **Figure 1**) to determine a consistent set of categories for cultural resources<sup>2</sup>. A common source for defining cultural resources is Statistics Canada's *Canadian Framework for Cultural Statistics*<sup>3</sup>, which defines the composition of Canada's cultural sector as based on a broad definition of culture. This framework has been adopted by many municipalities in Canada that have completed culture plans and is therefore the approach to data collection we are using for the Town of Whitby. The Cultural Resource Categories capture a wide range of things, all which include important elements in understanding what is inclusive of the word culture. The categories used to collect the data are: 1) Cultural Enterprises, 2) Community and Cultural Organizations, 3) Cultural Facilities and Places, 4) Cultural Events and Festivals, 5) Natural Heritage and 6) Cultural Heritage.

<sup>1</sup> Municipal Cultural Planning Incorporated Inc. (2010). Cultural Resource Mapping: A Guide for Municipalities

<sup>2</sup> AuthentiCity, Municipal Cultural Planning Inc.: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. 2010

<sup>3</sup> <https://www150.statcan.gc.ca/n1/pub/87-542-x/2011001/section/s9-eng.htm>

**Cultural Enterprises:** Businesses and non-profit groups involved in the creation, production, manufacturing and distribution of cultural goods and service. Under the Statistics Canada framework, this category includes a range of enterprises from pottery making to creative software design.

**Community and Cultural Organizations:** organizations representing arts, heritage, and ethno-cultural interests in the community. These are typically non-profits but can include arts and heritage advisory committees, arts councils, and ethno-cultural organizations.

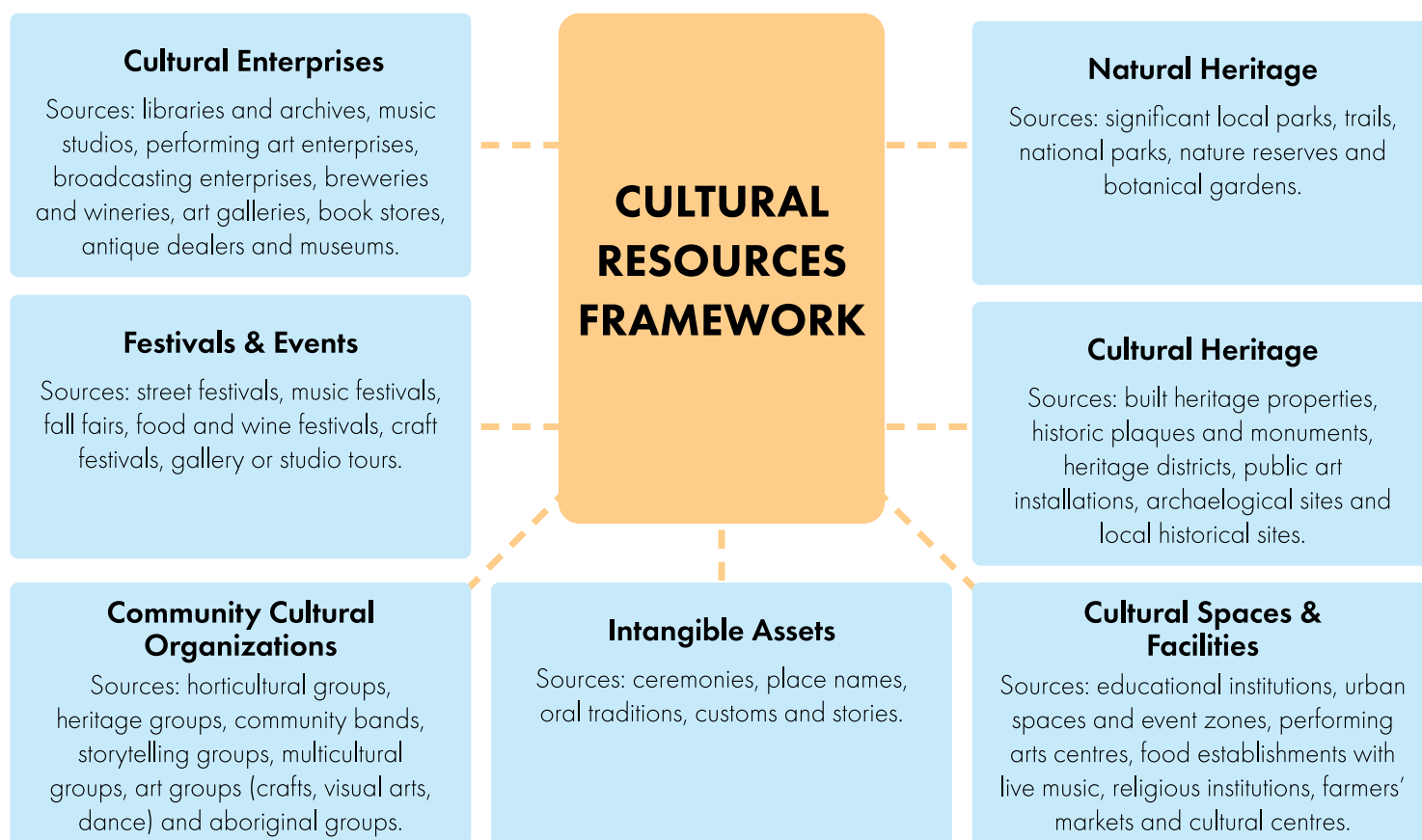
**Cultural Facilities and Spaces:** buildings and sites that host cultural activity, including spaces that are public and private; purpose-built facilities and facilities including cultural programming.

**Cultural Events and Festivals:** community-oriented events such as performing arts, food truck events, seasonal celebrations and many others.

**Natural Heritage:** areas and landscapes of environmental and cultural significance. These resources include municipal parks, trails, conservation areas, and botanical and community gardens.

**Cultural Heritage:** The management, preservation, and exhibition of objects, buildings, sites, and landscapes of historical, cultural, and educational value. These may include everything from heritage properties to public art and archive collections

**Figure 1: Cultural Resource Framework**



## Data Collection for the Town of Whitby

A first step in creating the database started from existing sources, including:

- Initial mention of resources at the culture plan steering committee kick-off meeting
- Statistics Canada's *Canadian Framework for Cultural Statistics* Cultural Industries composition reflected by North American Industry Classification System (NAICS) Code
- InfoCanada directory data of cultural resources and business in Whitby tied to NAICS code
- Town of Whitby's community events and festivals calendar
- Town of Whitby's list of Heritage Designated Properties
- Town of Whitby's Parks, Trails and Outdoor Facilities Database
- Additional Web-based research and information provided by Town Staff



Image from Public Consultation at Whitby Town Hall

## Data Limitations to Cultural Mapping

Cultural resource mapping presents important limitations. Firstly, a baseline cultural resource framework is not an exhaustive set of categories of cultural assets in a community. The framework is a working template, open to interpretation and adaptable to specific needs and circumstances. Secondly, comprehensive efforts were taken to locate all relevant information, but invariably some information will be missed. The mapping, categorizing, and classification of cultural resources is constantly evolving; new resources may emerge just as quickly as existing ones become obsolete. Similarly, locating cultural information can be challenging.

Information and data is collected and counted differently by individual government agencies, with varying degrees of accuracy and relevance. Lastly, the cultural inventory is intended to be a live document, with a plan for new entries to be added. Therefore, a large part of this inventory will be developed through stakeholder and public engagement. Similarly, discussions on how other resources considered integral to Whitby's culture, such as sports, agriculture and food, will be integrated into the framework is also being discussed through stakeholder and public engagement. At this point, the inventory provides a manageable starting point for staff to think about cultural planning frameworks, and a basis for the sharing of local knowledge among those in the culture sector.

## A Note on Intangible Culture

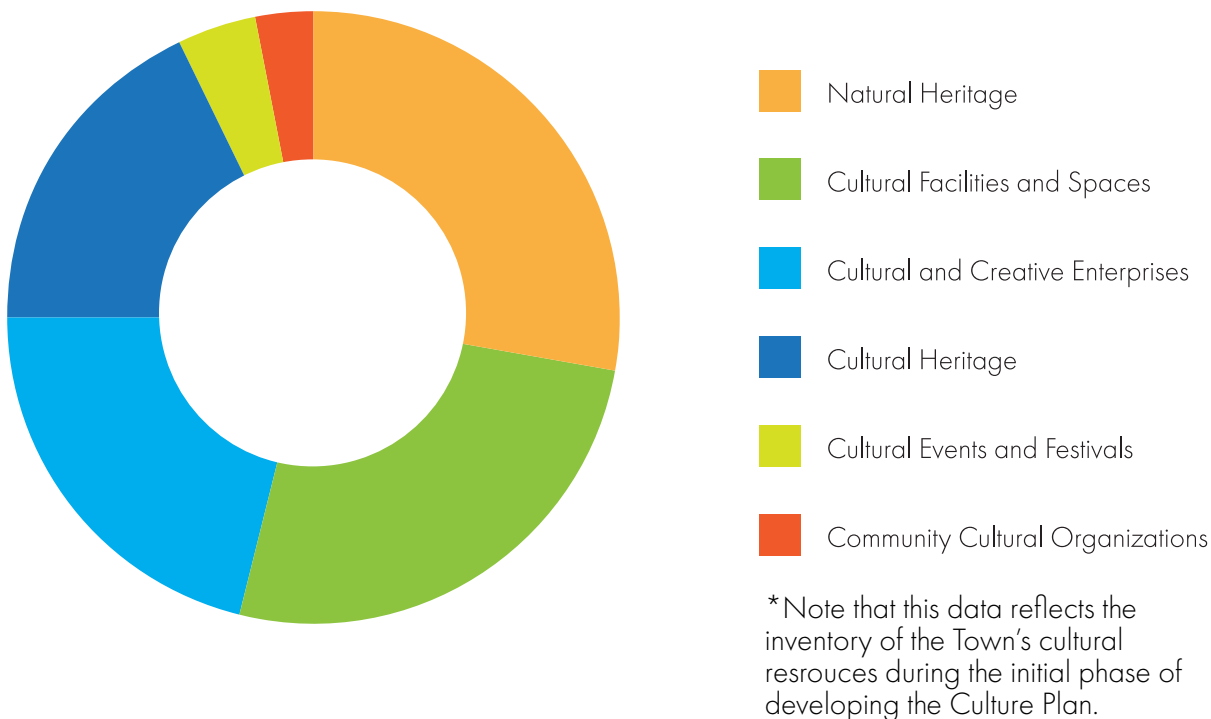
Intangible culture does not exist in a formal database, nor is it documented or recorded in a way that could be placed in a database and quantified. Stories, expressions, ways of life are best documented through other, qualitative means: storytelling, videography, and other documentary film.

This culture planning process is taking a community-driven approach to map intangible cultural resources in Whitby, through public engagement. This includes in-person public consultations, stakeholder interviews as well as the online survey and social pinpoint.

## Cultural Resources in Whitby by Category

Based on the Cultural Resource Categories, Figure 2 illustrates the cultural resources that have been identified in the Town of Whitby (see Appendix 1 - Initial Cultural Inventory for more details).

Figure 2: Whitby's Cultural Resource Framework to Date



The Inventory includes 466 cultural resources in Whitby, with natural heritage and cultural facilities and spaces representing the highest proportion of Whitby's cultural resources (28% and 26%). Notably a large proportion of trails and parks are found in the natural heritage category. Cultural facilities and spaces are found in a wide variety of locations where art, culture, and community activities occur, such as schools, community centres and other facilities like Port Whitby Marina. Taken together, interior and graphic design services are among the largest sub-sector of cultural and creative enterprises followed by commercial printing and photography. While relatively small in the inventory, community cultural organizations are often overlooked in formal data collection but are typically identified through community consultation with key stakeholders. Similarly, Whitby has a large and diverse offering of festivals, ranging from Open Streets to Harvest Festival. Note that only a selection of Town-led and Town-supported events are captured in the formal database, leaving room for community members to populate this category. Lastly, Whitby's rich cultural heritage is found in the many buildings, districts, plaques and sculptures that are considered significant by the Town in its heritage registry.

It should be noted that in some instances, the same item appears in multiple categories. For example, a theatre can be categorized as a cultural and creative enterprise and important employer in the community; however, it can also provide space to community groups to use for programming and is therefore considered a cultural facility.

# The Market Context



## Cultural Economy - Whitby's Cultural Economy Compared

For over two decades there has been an understanding that creativity and culture are driving forces in modern economies – international, national, regional and local. At the national level, several attempts have been made over the years to provide estimates of the contribution made by culture and the creative economy to GDP. For instance, the Conference Board of Canada estimate that the creative economy contributed \$53.4 Billion (3.4%) to national GDP in 2010. Furthermore, a recent estimate of the GDP contribution of the creative economy to the Ontario economy amounted to \$23.8 Billion. Based on this context, it is imperative that local communities and municipalities both understand the role of culture and creativity in driving local economic development and provide conditions through policy development and planning through which it can grow and develop.

While the creative sector cuts across all sectors of the economy, one subset of it is the creative culture sector. This sector is the focus of our examination of the Town of Whitby's cultural economy. In this section of the report, the role of culture in the economy of Whitby is compared with Newmarket, Burlington, Richmond Hill and St. Catharines.

## Methodology

The municipalities (comparators) identified above were selected on the basis that they have populations of similar size to Whitby's and because they have already adopted culture plans. For the purpose of the current exercise, the comparisons focus on various aspects of employment in culture-related jobs and culture establishments. Data is drawn from various datasets within the Ontario EMSI Analyst Database and the operating budgets of the individual comparators. However, it is important to note that the ability to properly compare the role that culture plays in these municipalities' economies is limited by the availability of suitable data.

**The term Creative and Cultural Sector (CCS) is referred to often in the research and practice of creative placemaking.**

**The CCS is a broad and evolving mix of industries that range from the performing and visual arts to magazine publishing, digital media and design.**

**There is an emerging consensus that the key industries that constitute its core are: general creative fields (visual arts, etc), cultural industries (film + television, etc.) and creative services (design consultancies).**

## Data Limitations on Employment in the Culture Sector

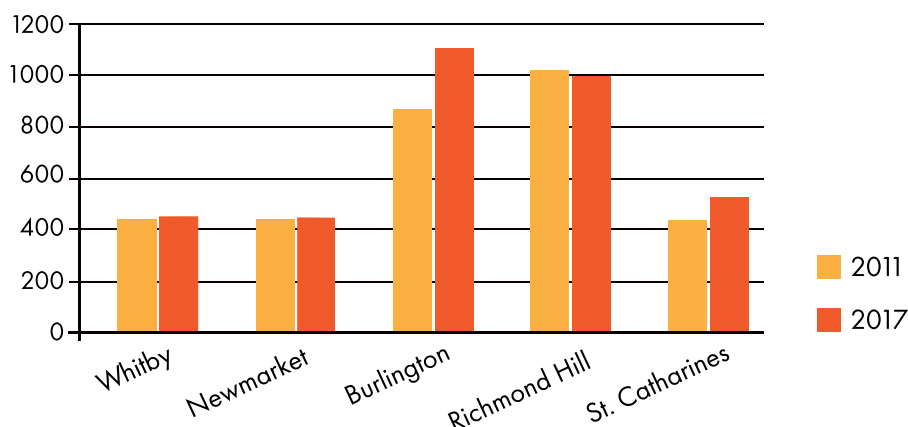
Similar to gathering information for cultural inventories and maps, gathering data on cultural activities, employment and impacts is an inherently difficult task. As such, it is important to recognize that government statistics do not provide a complete picture of many aspects of the cultural sector. Indeed, the cultural sector does not constitute a traditional sector for which data are regularly collected. Cultural organizations often use significant levels of informal workers i.e. volunteers, part-time and casual workers, leading to an undercounting of the level of human resources deployed. Furthermore, these informal workers are often employed full-time in occupations other than in the cultural sector where their primary employment may be captured in more traditional sectors. This means the effort of the informal workers is not captured either in occupational or income measures. All of this complicates the ability to determine the economic impact of the cultural sector too.

## Culture Occupations

Statistics Canada defines culture occupations as those that involve “creative, artistic activity and the goods and services produced by it, and the preservation of heritage.” More specifically, creative occupations are defined as involving “the creation, production and dissemination of culture goods and services. Examples of creative occupations include librarians and curators, producers, actors and musicians, artists, photographers, architects, designers, artisans, writers, editors, translators, film editors and game developers.”<sup>4</sup> Additionally, the Canadian Framework for Culture Statistics includes cultural support activity as part of the cultural sector. This includes managers of cultural activity, broadcasters, camera operators, technicians etc. as well as camera makers, printers, binders, translators, audio and video recording artists etc.

Using the above characterization, **Figure 3** shows total employment in the culture sector in Whitby in 2011 and 2017 compared with Newmarket, Burlington, Richmond Hill and St. Catharines. The figure shows that Whitby’s culture sector, as measured by the occupations of its residents, is for the most part smaller than other municipalities but is on par with the Town of Newmarket. However, it also shows that the Town’s culture sector has grown, along with Burlington and St. Catharines. In contrast, Richmond Hill’s culture, has declined.

**Figure 3 Employment in Cultural Occupations 2017**

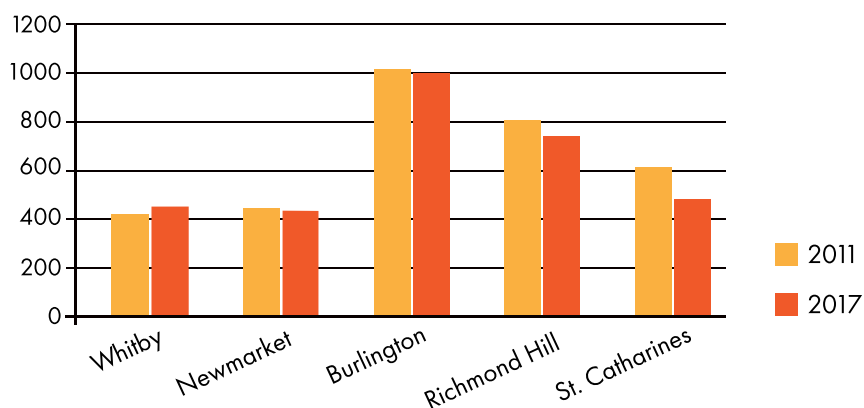


Source: Ontario EMSI Analyst Data

<sup>4</sup> <https://www150.statcan.gc.ca/n1/pub/87-542-x/2011001/section/s9-eng.htm>

**Figure 4** compares total employment in cultural support occupations in Whitby with the four other municipalities. The figure shows Burlington to have the highest level of employment in cultural support occupations although diminishing somewhat over the 2011-2017 period. Amongst the comparators selected, only Whitby showed growth in the number of its residents engaged in culture support occupations.

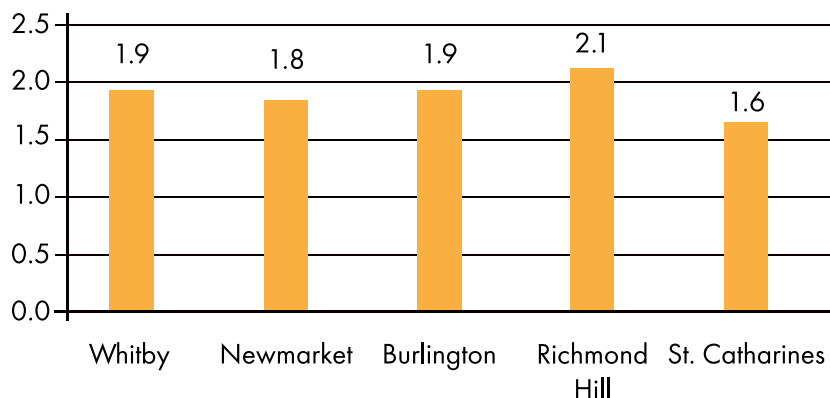
**Figure 4 Cultural Support Occupations**



Source: Ontario EMSI Analyst Data

In terms of the relative importance of the culture sector, the culture sector varies between 1.6% of all employment in St. Catharines in 2017 to 2.1% in Richmond Hill. Whitby's share stood at 1.9% of all employment (see **Figure 5**).

**Figure 5 Culture and Culture Support Share of All Employment (%), 2017**



Source: Ontario EMSI Analyst Data

**Figure 6** (page 19) breaks down culture sector employment by occupation, showing percent change between 2011 and 2017. The figure illustrates that employment in culture occupations was highly variable in the period examined with some occupations growing and some declining. The highest rates of growth occurred among Photographers (115%), Musicians and Singers (50%), Theatre, fashion and other creative designers (25%) and Interior designers and decorators (22%). Declines occurred in the number of Editors (-49%), Journalists (-32%) and Producers, directors, choreographers and related occupations (-13%). Similar levels of variability are evident in the comparators.

**Figure 7** (page 20) breaks down culture support employment by occupation for Whitby and comparators showing percent change between 2011 and 2017. As with culture occupations described above, there is significant variability in the nature of change in culture support employment in the same time period. In Whitby, significant rates of growth occurred in the number of Landscape and horticulture technicians and specialists (83%), Industrial engineering and manufacturing and manufacturing technologists and technicians (73%) and Library and archive technicians (32%). Declines occurred in the following: Managers of publishing, motion pictures, broadcasting and performing arts (46%), Printing press operators (36%) and other technical and coordinating occupations in motion pictures, broadcasting and the performing arts. Again, similar levels of variability are evident in the comparators. Interestingly, the pattern of growth and change amongst culture and culture support workers appears to be random with no obvious specializations or declines evident in either Whitby or the comparators.

Figure 6 Employment Change by Occupation for Culture Occupations 2011 -2017															
Occupation	Whitby			Newmarket			Richmond Hill			Burlington			St. Catharines		
	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change
Architects	64	72	--	37	46	55%	104	101	65%	35	51	13%	19	25	17%
Authors and writers	30	34	13%	28	31	24%	66	83	[3%]	60	69	46%	29	30	32%
Dancers	<10	19	13%	11	17	11%	26	43	26%	39	44	15%	24	28	3%
Editors	81	41	-49%	99	46	[54%]	103	70	[32%]	39	69	77%	21	44	110%
Graphic designers and illustrations	107	106	-1%	110	121	10%	278	277	0%	304	358	18%	145	154	6%
Industrial designers	20	23	15%	29	36	24%	44	48	9%	66	50	[24%]	24	16	[33%]
Interior designers and interior decorators	63	77	22%	54	68	26%	134	117	[13%]	84	156	86%	45	76	76%
Journalists	25	17	-32%	32	17	[47%]	39	36	[8%]	45	68	51%	19	33	74%
Librarians	28	28	0%	16	20	25%	53	67	26%	48	48	[17%]	58	35	[40%]
Musicians and singers	18	27	50%	28	24	14%	65	60	[8%]	53	63	19%	37	42	14%
Photographers	13	28	115%	13	28	115%	31	36	16%	34	52	53%	14	27	93%
Producers, directors, choreographers and related occupations	23	20	-13%	22	16	[27%]	80	64	[20%]	79	84	8%	35	41	17%
Theatre, fashion, exhibit and other creative designers	12	15	25%	20	26	30%	44	39	[11%]	27	44	63%	18	22	22%
Total	490	505	3%	498	496	0%	1,067	1,043	[2%]	921	1,155		488	575	18%

Source: Ontario EMSI Analyst Data

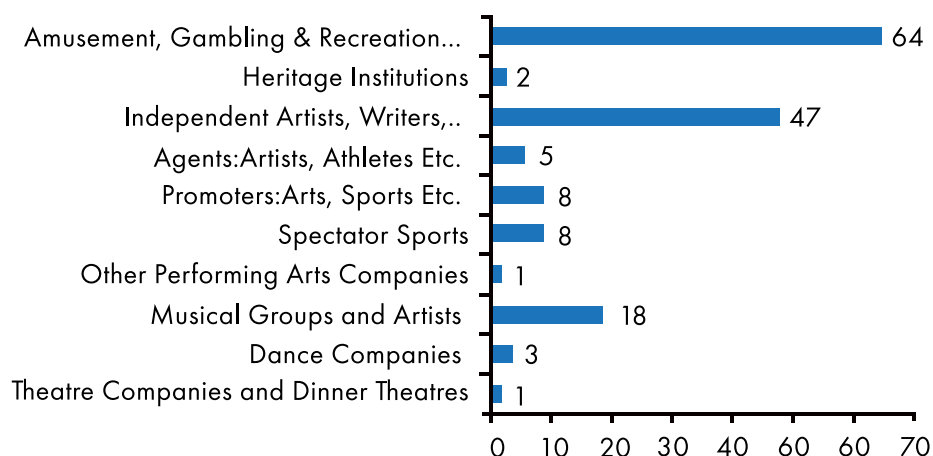
Figure 7 Employment Change by Occupation for Culture Support Occupations 2011 -2017															
Occupation	Whitby			Newmarket			Burlington			Richmond Hill			St. Catharines		
	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change	2011	2017	%Change
Audio and video recording technicians	13	12	[8%]	<10	<10	--	40	28	[30%]	33	26	[21%]	23	15	[35%]
Binding and finishing machine operators	13	10	[23%]	21	<10	--	22	27	23%	66	25	[62%]	23	15	[35%]
Correspondence, publication and regulatory clerks	92	88	[4%]	114	90	[21%]	163	140	[14%]	128	114	[11%]	127	93	[27%]
Drafting technologists and technicians	48	59	23%	40	47	18%	196	154	[21%]	83	81	[2%]	88	60	[32%]
Industrial engineering and manufacturing technologists and technicians	40	69	73%	46	87	89%	147	204	39%	55	103	87%	44	53	20%
Landscape and horticulture technicians and specialists	23	42	83%	22	32	45%	48	56	17%	21	35	67%	37	40	8%
Library and public archive technicians	22	29	32%	15	20	33%	46	40	[13%]	31	48	55%	37	29	[22%]
Library assistants and clerks	50	47	[6%]	25	32	28%	115	108	[6%]	86	109	27%	99	71	[28%]
Managers-publishing, motion pictures, broadcasting and performing arts	26	14	[46%]	31	13	[58%]	18	28	56%	44	31	[30%]	<10	15	--
Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	14	10	[29%]	12	<10	--	19	40	111%	31	23	[26%]	12	23	92%
Plateless printing equipment operators	16	21	31%	18	18	0%	36	35	[3%]	49	49	0%	28	19	[32%]
Printing press operators	57	37	[35%]	68	30	[56%]	125	103	[18%]	144	68	[53%]	88	50	[43%]
Supervisors, library, correspondence and related information workers	<10	<10	--	11	12	9%	19	18	[5%]	15	17	13%	17	12	[29%]
Support occupations in motion pictures, broadcasting, photography and the performing arts	11	<10	--	<10	<10	--	21	28	33%	23	20	[13%]	15	15	0%
Translators, terminologists and interpreters	13	18	38%	15	19	27%	22	19	14%	31	27	[13%]	14	10	[29%]
Total	445	473	6%	456	435	[5%]	1,037	1,028	[1%]	838	775	[8%]	661	521	[21%]

Source: Ontario EMSI Analyst Data

## Cultural Establishments

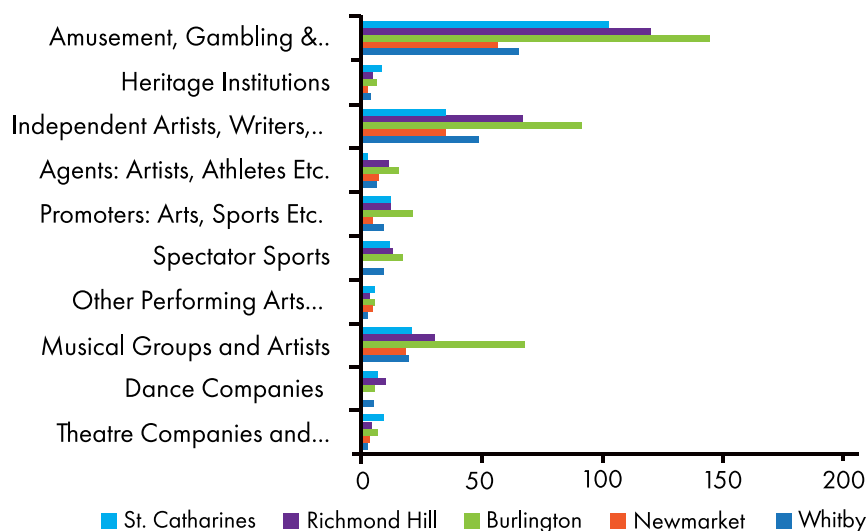
In terms of the cultural establishments in Whitby, **Figure 8** shows the number of cultural industry establishments by type in its culture sector in June 2018. The figure shows that Whitby's culture sector is currently dominated by Amusement, Gambling and Recreation industries<sup>5</sup> followed by Independent Artists, Writers and Performing Artists. This pattern appears to be consistent across comparators (see **Figure 9**).

**Figure 8 Number of Cultural Industry Establishments by Type, Whitby June 2018**



Source: Ontario EMSI Analyst Data – Canadian Business Patterns

**Figure 9 Number of Culture Industries by Type Whitby and Comparators, 2018**



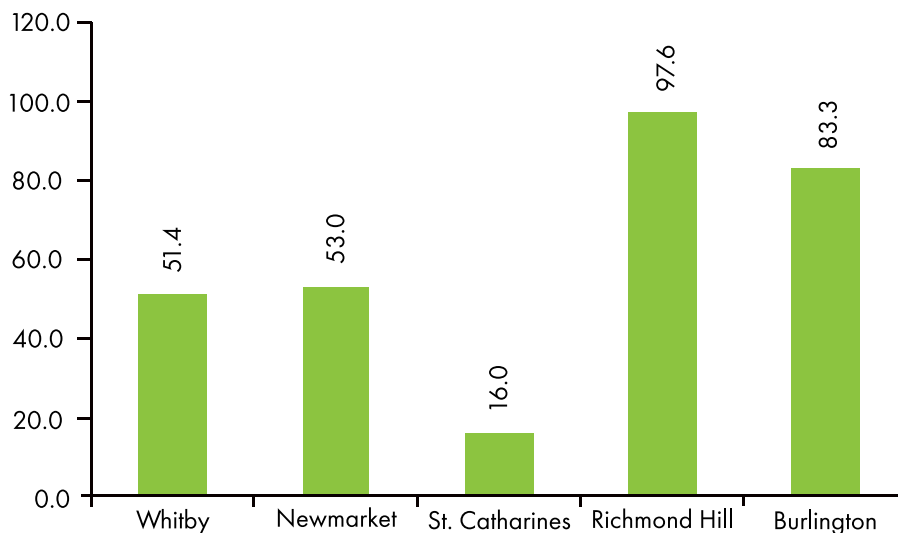
Source: Ontario EMSI Analyst Data – Canadian Business Patterns

<sup>5</sup> Amusement, gambling and recreation industries comprises establishments primarily engaged in operating recreation, amusement and gambling facilities and services. Examples of establishments in this subsector are golf courses, skiing facilities, marinas, recreational sports and fitness centres, bowling centres, amusement parks, amusement arcades and parlours, casinos, bingo halls, operators of video gaming terminals and operators of lotteries. For more information, see the Statistics Canada definition [here](#).

## Culture Expenditures Per Capita

Exploring operating budgets of market comparators to identify *Culture Expenditures per Capita* proves difficult because of differing budget styles and line items and differing interpretations of what line items connote. Additionally, available information on comparators does not clarify what capital expenditures are assigned to the culture sector of each municipality. For reference (see Figure 10), the City of Toronto in 2018 reached a 5-year goal of \$25 per capita expenditures on culture and for Montreal in 2018, \$55 per capita. Figure 10 illustrates the inability to compare and fully interpret other municipal culture expenditures based on what is available. This knowledge coupled with the interpreted/illustrated culture per capita budgets for Richmond Hill and Burlington seem suspect unless there were extraordinary expenditures in each in 2018.

Figure 10 Culture Expenditures per Capita, 2018



Source: Municipal Operating Budgets, 2018

# The People Context



Culture plays an important role in improving quality of life and enhancing civic spirit. Therefore, determining how to prioritize cultural investment must be informed by demographic characteristics, which have changed and evolved. This section provides an overview of key demographic indicators based on the most recent census data from Statistics Canada. Demographic data provides some insight into particular segments of the population regarding connections to culture but does not capture the nuances of population and their preferences for what culture is and how they choose to experience it.

The Town of Whitby is located in Durham Region. Demographically, Whitby is considered a census subdivision within the census division of Durham. Whitby's population is growing. The Town saw a 5.2% population growth between the 2011 and 2016 census years, growing from 122,000 people in 2011 to 128,000 in 2016. This change is higher than the provincial average (4.6%), lower than the regional average (6.2%) and on par with the national average (5%). Whitby ranks as the 20th largest municipality in the Province by population size. The estimated population in 2018 is approximately 136,000 and is forecasted to grow to 147,000 by 2021 and 192,000 by 2031.

## Age Composition

Whitby skews slightly younger compared to the rest of Ontario and Canada. The average age for Whitby residents is 38 years compared to 41 in the province and Canada. Those between the ages of 0-19 and 40-59 are proportionately larger than the rest of Ontario. Those between the ages of 50-59 are the largest age segment in Whitby and Ontario. Ontario Seniors (65 and over) represent approximately 18% of the population compared to 13% in Whitby and those of working age (15 to 64) in Whitby represent approximately 67% of the total population.

Like Whitby, Canada's senior population is growing. This increases the importance of supporting the health and well-being of Whitby's elders. Making communities "age-friendly" is believed to be one the best ways to achieve this. In relation to culture, an age-friendly Whitby could include:

- Seniors participation in cultural activities associated with museums or libraries and other socially active opportunities
- Cultural opportunities understand and meet the age-related needs of seniors
- The public realm is pleasant, safe and accessible

<sup>6</sup> Statistics Canada. [2006-2016 Census Data. Focus on Geography Series for Whitby.](#)

<sup>7</sup> Public Health Agency of Canada. 2016. [Age-Friendly Communities](#)

## Educational Attainment

Whitby is a highly educated municipality. As of 2016, approximately 92% of the population had a high school diploma or equivalent certificate, higher than the provincial average of 87.9% and the national average of 86%. 31% of people aged 25 to 64 had a bachelor's degree or higher and 29% had a college degree or CEGEP or other non-university certificate or diploma as their highest level of education. Whitby's educational attainment level for those with a university diploma or degree is on par with the provincial average (31%) and approximately 11% higher than the national average (28.5%).

Educational attainment is a strong indicator to predict how likely people are to participate in a cultural activity that is more traditional in nature – theatre, dance, music, festivals. In Canada, higher education equates to higher arts participation<sup>8</sup>. This means a population with high educational attainment, such as Whitby, is more likely to participate in traditional forms of arts and culture activities. These figures are important when thinking about the marketplace for cultural products and offerings.

## Household Income

As per the 2016 Census, Whitby exceeds regional, Ontario, and Canadian median income levels (Durham Region: \$103,800, Ontario: \$74,287; and Canada: \$70,336). As of 2015, the median total income of households in Whitby was \$103,809, a change of 4.2% from \$99,632 in 2005. Similar to high educational attainment, higher household income is an important indicator of arts and culture participation. Canadians with higher household income levels attend more traditional cultural activities and events than other Canadians.<sup>9</sup>

## Diversity

Diversity highlights from Whitby's Community Snapshot reveal that approximately 23% of Whitby residents are immigrants, while approximately 25% self-identify as a visible minority.

Ethnocultural diversity is also an important demographic marker regarding traditional cultural participation. For instance, immigrant women in Canada are much less likely than non-immigrant women to attend popular music performances. Overall, arts participation rates are similar between racialized and non-racialized Canadians. However, racialized Canadians attend theatre and popular music performances less than non-racialized Canadians.<sup>10</sup>

There may be an opportunity for Whitby to enhance or expand existing cultural offerings to ensure ethnocultural groups are both represented and connected to the arts and culture activities of the Town. For example the Ethnocultural and Diversity Advisory Committee will be engaged to inform recommendations for the culture plan.

<sup>8,9,10</sup> Hill Strategies. (2019). Demographic Patterns in Canadians' Arts Participation, 2016. Prepared for the Canada Council for the Arts.

# Cultural Trends and Best Practices: Making the Case for Culture



“culture is one of the two or three most complicated words in the English language” - Raymond Williams

“culture is what counts as culture for those who participate in it” - Colin Mercer 1996: 61

There is substantial academic and policy research on the benefits of culture for individual citizens and communities, outlined below: <sup>11,12</sup>

- **Culture is often personal.** It is a means of expressing creativity; of cultivating an identity.<sup>13</sup>
- **Cultural offerings help to improve learning and training opportunities.** The links between arts and educational attainment are well-documented. For youth, participation in culture helps develop thinking skills, builds self-esteem, and improves resilience – which all enhance education outcomes. UNESCO considers the transfer of shared values and benefits across generations as an essential aspect of cultural participation.

<sup>11</sup> Ministry of Tourism, Culture and Sport. (2016). Environmental Scan of the Culture Sector. Ontario Culture Strategy Background Document. Prepared by Communications MDR.

<sup>12</sup> Department of Canadian Heritage (2016). Social Impacts and Benefits of Arts and Culture: A literature Review.

<sup>13</sup> The Conference Board of Canada, “Valuing Culture: Measuring and Understanding Canada’s Creative Economy” (The Conference Board of Canada, July 2008)

<sup>14</sup> Hawkes, J. 2001. The Fourth Pillar of Sustainability: Culture’s Essential Role in Public Planning. Melbourne, Australia: Common Ground

**There is no universal definition of culture, but its value is easily understood.** Cultural policy theorist John Hawkes remarks that culture is the “bedrock of society, covering both the values upon which a society is based and the embodiments and expressions of these values in the day-to-day world of that society.”<sup>14</sup> This definition of culture is used within cultural planning policy. Cultural planners recognize that culture is much more than art galleries, theatres, and traditional elements of the Western European high culture. It encompasses the physical, natural, and intangible manifestations of everyday life, be this taking in an outdoor play, experiencing public art, attending a food truck festival, sport, or stumbling across buskers in a park. Cultural experiences can therefore include opportunities for leisure, entertainment, learning, belonging, and sharing experiences with others.

- **Creativity and cultural participation can provide positive advantages toward health, ageing and wellbeing – particularly among older adults.** Participation in the arts and culture is often linked to improved personal well-being and quality of life by combatting feelings of social isolation and lack of social support networks.<sup>15,16</sup> In Canada, people who participate in culture (e.g., attend events, venues) are more likely to report satisfaction with their life and good health than those who do not participate in cultural activity.<sup>17</sup> The impact of arts therapy, such as the therapeutic use of music to enhance cognitive function and ease depression, has shown to help improve mental health outcomes. Similarly, emerging community-based arts initiatives focused on health are seen to have positive physical and mental health outcomes.
- **Culture is inherently social, the expression of a social group's values and aspirations.** Communities with a strong cultural scene are better connected and more likely to consist of diverse groups who share common experiences and listen to new perspectives.<sup>18</sup> For instance, participatory projects (e.g., dance, visual arts, cooking, theatre) work to promote community cohesion. However, at the same time, social inclusion and social cohesion are not inextricably linked. Social networks in small communities can be challenging for newcomers working in the cultural industries to break through due to their perceived outsider status.<sup>19</sup>

While the importance of culture for people and communities is evident, identifying how to prioritize cultural assets for municipalities is less clear. First, municipalities have a difficult task of negotiating overlapping and competing notions of culture. Second, municipalities also must put a somewhat intangible concept into policy and implementable actions. Once shared understandings of culture emerges within a municipality, cultural activities and assets can help to tell compelling narratives, for residents, tourists, and investors alike. The following section (Understanding Cultural Planning in Ontario) is a review of how municipalities in Ontario are approaching cultural planning.

<sup>15</sup> Crossik, G., & Kaszynska, P. (2016). Understanding the value of arts & culture: The AHRC Cultural Value Project. Arts and humanities research council.

<sup>16</sup> Noice, T., Noice, H., & Kramer, A. F. (2013). Participatory arts for older adults: A review of benefits and challenges. *The Gerontologist*, 54(5), 741-753.

<sup>17</sup> Hill, K. (2013). The Arts and Individual Well-Being in Canada. Canada: Hill Strategies. [Retrieved here](#)

<sup>18</sup> Alberta Foundation for the Arts. 2012. "Arts impact Alberta: ripple effects from the arts sector," Government of Alberta.

<sup>19</sup> Grant, Jill L., and Benjamin Buckwold. 2013. "[Precarious Creativity: Immigrant Cultural Workers](#)." *Cambridge Journal of Regions, Economy and Society* 6(1): 1–17.

# Understanding Cultural Planning in Ontario



Governments and decision-makers, in Ontario and worldwide, are recognizing that cultural vitality is the 'fourth pillar of sustainability' alongside the three traditional pillars of economy, environment, and social.<sup>20</sup> Integrating the culture pillar into city decisions and initiatives has been the basis of municipal cultural planning in countries like Australia and Canada.

In the past decade, the benefits of cultural planning have been widely promoted across Canada. To date, 72 municipalities in Ontario have developed approved culture plans.<sup>21</sup> Many of these culture plans generally address a broad range of policy goals (economic development, social policy, environment, infrastructure). In identifying cultural assets and resources, municipalities are well-positioned to capitalize on the opportunities of changing local, national and global economic conditions. Two common definitions of cultural planning used in the province and employed through municipal cultural plans are included below<sup>22</sup>:

- "A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making."
- "An integrated place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality"

These definitions show that cultural planning does not end with a plan itself; it is an ongoing set of actions to integrate culture across all aspects of municipal planning and decision making.

## Review of Ontario Culture Planning Processes: Key Takeaways

To best understand lessons learned about cultural planning in Ontario, our team conducted a high-level review of select culture plans in the province.<sup>23</sup> This was supplemented by existing academic research reviewing the same plans as well as non-academic sources citing perspectives from cultural planning practitioners.

This review provides key insights on what we call 'the first-generation of cultural planning' in Ontario. First-generation culture plans refer to plans developed and adopted between the years 2009 and 2013. These early cultural planning efforts received funding from

<sup>20</sup> External Advisory Committee on Cities and Communities (2006). From Restless Communities to Resilient Places. Infrastructure Canada.

<sup>21</sup> [http://www.mtc.gov.on.ca/en/culture/cul\\_planning.shtml](http://www.mtc.gov.on.ca/en/culture/cul_planning.shtml)

<sup>22</sup> AuthentiCity, Municipal Cultural Planning Inc: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. 2010.

<sup>23</sup> The following plans were reviewed: City of London, City of St. Catharines, City of Hamilton, Town of Oakville, Town of Gravenhurst, City of Waterloo, City of Oshawa, City of Peterborough, Town of Newmarket, Town of Richmond Hill

Ontario's creative community prosperity fund, a \$3 million fund to help municipalities identify how their cultural resources could generate opportunities for economic growth. Starting in 2009, resources were made available to municipalities on how to initiate a culture plan, including how to make the case for culture as the fourth pillar of sustainability. Various industry groups emerged to help municipalities understand how to use these resources, such as Municipal Cultural Planning Incorporated (MCPI) and the Creative City Network of Canada. Each group provided guides for developing plans, cultural mapping, and assessment tools. The push to develop culture plans also created opportunities for consultants to lend their expertise. Following the completion of the creative community prosperity fund in 2013, Ontario is now seeing the second generation of culture plans emerge, but without the dedicated provincial resources provided to the early adopters.

In general, early culture plans were ambitious in scope and carried an aspirational quality. They were fueled by a renewed excitement for culture and its role in municipalities. In recognizing a broader definition of culture, plans aspired to move beyond traditional arts to include diverse cultural forms such as community-based arts, placemaking and the creative economy. But while plans made many forward-thinking recommendations, some staff found these aspirations unfocused, difficult to resource, at times unrealistic and not scalable. There was also a perception that culture plans were being replicated by the same consultants, leading to a cookie-cutter approach and recycling of ideas, not innovating new ones.<sup>24</sup> Even with these critiques, early-adopter municipalities really tested the waters for cultural planning's potential, leaving us with knowledge of how to improve and advance plan development into the future.

The following are specific insights drawn from these first-generation culture plans and processes:

- **Meaningful engagement with cultural communities is key:** Engagement activities associated with the cultural planning process can draw skepticism from the arts and culture community. Artists and creative workers often see culture as an organic process, not one to be planned by municipal staff. Planning may inadvertently trivialize existing cultural activity by lumping cultural forms together or overlooking the forces and energy through a narrow vision. Similarly, having too predetermined of a vision for culture plans can turn people off from participating, making it challenging to get buy-in from key stakeholders. Engagement processes must therefore follow community planning principles where municipal staff and planners ask questions, listen and facilitate conversation, aware not to impose their own biases of culture.
- **Streamline arts, culture, and creativity:** Some first-generation culture plans have been criticized as traditional arts policy (e.g. focused on performing arts, galleries, etc.) with a different name. There is a need to better define the different aspects associated with a culture plan, including both tangible and intangible cultural resources as well as creative economies.

<sup>24</sup> Roundtable Discussion on Implementation Challenges with Cultural Planning. Creative City Network of Canada Annual Conference. Hamilton, Ontario: June 11th to 13th, 2014.

- **Plan with Culture; not only for culture (Integration within municipal structures and processes):** Many culture plans identify how to plan for culture. However, more successful and sustainable plans embed culture within planning departments and city structures, as well as within engagement processes. This is especially important as culture services can be seen as a non-essential service for municipalities. In consideration of institutional realities, putting culture on the minds and agendas of leaders and key decision-makers must be thought about early on in the planning process.

The process of integrating culture with other planning, development, and strategic objectives needs to start with internal socialization of cultural planning to gain buy-in. Staff leading cultural planning efforts could develop cultural staff champions who work across divisions to build cross-departmental competences, transfer and build knowledge. A parallel process could also unfold where culture staff acquire knowledge of economic and community development and land use planning. Much of the success of integration hinges on the position of culture within a municipal government. Municipalities manage culture differently from a resource perspective. Some have created a new department or position (for example, the City of Barrie developed a creative economy department to oversee cultural planning efforts), whereas others combine culture with existing departments (for example, Hamilton's culture division is housed in economic development and planning whereas Newmarket's culture department is in community services). Assuming economic development and planning has a larger budget than community services, this may mean a City like Hamilton can expect more resources and profile for culture.

- **Communicate Culture's importance:** As part of integrating culture within planning processes and municipal structures, it is essential to make the case for culture internally to staff and council. Communicating its value and establishing buy-in will help to ensure culture is a priority within municipalities.
- **Outcome-focused goals and metrics should be prioritized:** Some culture plans can be characterized as aspirational with value-based goals of an ambitious scope. For example, the City of Hamilton has 76 action items tied to 12 broad recommendations, many of which are exploratory with no concrete outcome attached to them. Evidence from Australia, the birthplace of cultural planning, shows that many cultural plans fail to deliver measurable actions because plans are aspirational and value-based.<sup>25</sup> This is a cautionary tale to consider when developing objectives that serve as measurable steps toward a city's goals to make change achievable.

One challenge in moving away from aspirational to outcome-based goals is attaining better data related to a cultural resource base, including how data can serve as an input into other planning and development functions. For example, broad support for the arts and culture is well-supported, but an evidence-base for more specific elements such as community-arts festivals are often less available. To address these limitations, the City of London and Town of Oakville recommend locating staff on their cultural planning steering committee to be point persons who

<sup>25</sup> Uppal, S., & Dunphy, K. Outcome-focussed planning in Australian local government: How council plans and cultural development plans measure up. *Australian Journal of Public Administration*.

can develop metrics and prepare materials on the return on investment of culture. In the absence of available data, it is important for cultural planning efforts to leverage engagement exercises as key methods for data gathering. An outcome of the City of Mississauga's culture plan was a culture report card, an annual report sharing measurable success of arts and culture in advancing the City's vision and goals.<sup>26</sup> This type of initiative also addresses communication challenges by reporting on what culture looks and feels like in Mississauga.

- **Incorporating Intangible Cultural Heritage:** Identifying intangible cultural assets was not an official consideration in MCPI's cultural resource framework guidelines and as such has been pursued by some municipalities, but not all. So far, the Province or industry groups have not created a toolkit or methodology that can truly capture the full range of experiences that define a community's cultural life. Accordingly, municipalities have struggled with integrating heritage planning efforts in cultural planning.<sup>27</sup> Addressing this gap is more pressing now than ever as conserving and promoting cultural heritage (which includes intangible culture) is an opportunity identified in the province's culture strategy, where cultural planning has an important role to play in implementing heritage policies tied to the Provincial Policy Statement.
- **Recognizing Indigenous Culture in a Meaningful Way:** Recognizing the role of Indigenous culture particularly as an expression of intangible and tangible cultural heritage is essential. This includes oral traditions and expression, language, social practices of a culture and people, rituals, knowledge and practices concerning nature and the universe, traditional craftsmanship.<sup>28</sup> Since the first generation of culture plans, the Truth and Reconciliation Commission of Canada released 94 calls to action. The Town of Whitby should consider opportunities to respond to these actions through the cultural planning processes.

## Lessons Learned from Ontario Cultural Planning Processes

A decade into its existence, cultural planning in Ontario is at an inflection point. The first generation of culture plans legitimized cultural planning in municipalities, creating an important precedent for other cities and communities to leverage culture in impactful and meaningful ways. Looking ahead, cultural planning can continue to focus on traditional investment in the arts and cultural industries or move towards alternative forms of culture that represent a broader and more diverse offerings (more placemaking, indigenous arts, food economy, cultural tourism, creative incubation projects), avoid engaging the usual suspects of the cultural community, and spark larger and more meaningful conversations with internal and external stakeholders.

<sup>26</sup> [Mississauga Culture Division Report](#)

<sup>27</sup> Baeker, G. (2018). Cultural Planning: Critiques and some ways forward. Municipal World.

<sup>28</sup> [The UNESCO convention for the Safeguarding of Intangible Cultural Heritage](#) (2003).

# Current Cultural Trends in Growing Local Economies

In addition to reviewing first-generation culture plans, we also conducted a review of current cultural trends in municipalities. These cultural trends demonstrate a shift regarding the role of culture in growing local economies, where municipalities are moving away from traditional high-arts notions of culture (e.g., performing arts) to place-based cultural scenes indicative of a local identity. Many communities, rural and urban, are embracing a broader definition of culture, providing opportunities for people to experience arts and culture in less traditional ways and settings, such as outdoor festivals and markets, public art, and placemaking initiatives. We also see that an expanding job market in the culture-creative sector means universities and municipalities are working together to prepare young people for the new economy. Culture of this dynamic nature is what cultural planning efforts could tap into.

## Cultural Tourism

In simple terms, cultural tourism is experiencing cultural activity while outside one's home community or country. The cultural tourist is bound by certain characteristics that differentiate them from other tourists: they seek out cultural experiences (both traditional and off-the-beaten-path), exercise creativity through travel, and look to combine leisure, self-fulfillment and business in the course of a trip. The motivations and behaviours of tourists are tied to the uniqueness of a particular place. In summary, key attributes of cultural tourists include: <sup>29</sup>

- Affluence, education, and consciousness of culture and history (compared to those of other tourism sectors);
- Having a curiosity to explore, specifically are on the search for unique, personalized experiences at special events, festivals, and major attractions. Cultural tourists value these events because of their temporary nature and their likelihood to be memorable;
- High purchasing or spending power at their destination;
- Issues of sustainability of visiting sites and local populations matter;
- The "City as a stage": many cultural tourists seek out attractions and collaborations across a territory rather than single attractions or events;
- Often work in the cultural-creative economy, and therefore enjoy culture at home.

<sup>29</sup> Richards, G. (2014). Creativity and tourism in the city. *Current issues in Tourism*, 17(2), 119-144.

Cultural tourism is a quickly growing segment of the regional and global tourism industry. Tourism is a vital aspect of Ontario's economy, and culture is a key aspect of tourism activities. In 2016, approximately 12.9 million visitors participated in cultural activities in Ontario and spent a total of \$7.7 billion on trips and activities in the province.<sup>30</sup> The Ontario Cultural Attractions Fund (OCAF) has played a big role in realizing this impact over the past 20 years. OCAF supported events have attracted over 70 million visitors and generated over \$235 million in earned revenues. Although not a new phenomenon, cities and governments the world over are increasingly recognizing the opportunity to convert regular tourists to cultural tourists by elevating their place-based assets and creating market-ready opportunities.

To capitalize on the potential of cultural tourism, cities and regions are positioning their cultural assets strategically. Successful municipalities maintain a holistic understanding of culture, have a solid understanding of their cultural character, and understand the travel motivations and behaviours of cultural tourists.<sup>31</sup>

**Key takeaways for Whitby's cultural planning process include:**

- Cultural planning is an ideal process for municipalities, like Whitby, to understand how their unique identity and cultural resources can leverage tourism. This includes tangible resources such as museums, galleries, theatres and festivals to intangible cultural resources of local rituals, customs, stories of place and ways of life;
- Developing a tourism strategy as place-based, rooted in cultural resources (instead of attraction-based) can maximize a destination's appeal to the cultural tourist while considering the revenue-generating potential of that destination.

<sup>30</sup> <https://news.ontario.ca/mtc/en/2019/01/ontario-supporting-cultural-tourism.html>

<sup>31</sup> Thorne, Steve. 2008. "Place as Product": A Place-Based Approach to Cultural Tourism. Municipal World.

## Post-Secondary Institutions

In response to the rapid expansion of cultural enterprises, particularly film and video, music and sound recording, and digital media animation, cities are looking to leverage the links between post-secondary institutions and municipalities to encourage partnerships for fostering innovation and labour market opportunities. For example, the town of Oakville is home to Sheridan College – a renowned school for digital media and the arts. Noticing many graduates leave Oakville for employment opportunities, they saw an opportunity through to prioritize incubation within the City to encourage retention of students within the local labour market.

The Ontario government's entertainment and creative cluster framework acknowledges the importance of strengthening ties between post-secondary institutions and this sector to maximize innovation efforts.<sup>32</sup> Universities and Colleges are responding to the growth of the cultural sector through both program offerings and industry partnerships. The past decade alone has seen the rise of partnerships between colleges, universities, municipalities and the private sector to develop business incubator and accelerator initiatives. Some examples include Ryerson University's Digital Media Zone, University of Waterloo's Stafford accelerator centre and VeloCity project and nGen, a new media incubator with multiple public and private partners including multiple post-secondary institutions in the Niagara Region (Brock University and Niagara College).<sup>33</sup> Ryerson University launched a creative industries program in 2012, providing a range of courses meant to equip students with knowledge of both traditional cultural industries as well as entrepreneurial and management processes. Similarly, the University of British Columbia offers a certificate in cultural planning as part of their extending learning curriculum.

### Key Takeaway for Whitby's cultural planning process

These types of programs and initiatives legitimize the field of cultural planning, while responding to the need for transferable skills outside the cultural sector to prepare students for the new economy and the future of work. The Ontario Tech University and Durham College are located in Oshawa and are interested potential partners for Whitby. It has also currently established "The City Idea lab", which is intended to provide open concept learning for students working across disciplines with policy experts in City of Oshawa to discuss community development, co-create solutions and explore areas of advancement. Through the Culture Plan, the Town could consider partnerships with the university.<sup>34</sup> Another example is 1855, a technology accelerator, strategically initiated and funded by the Town of Whitby and the CEO of 360insights. At 1855 high potential tech and innovation companies are given an opportunity to "accelerate" growth to commercialization. 1855 vision is to cultivate the growth of Whitby's innovation district, filling a defined gap that exists in the Durham Region innovation ecosystem. 1855 and Durham College are already invested partners. Consideration should be directed to building on existing strengths and relationships.

<sup>32</sup> [http://www.mtc.gov.on.ca/en/creative\\_cluster/creative\\_cluster\\_report.shtml](http://www.mtc.gov.on.ca/en/creative_cluster/creative_cluster_report.shtml)

<sup>33</sup> Biggar, J. 2014. Creative Labour Markets and Outcomes: A Review of Literature. Policy review paper for the Ontario Ministry of Training, Colleges, and Universities (MTCU).

<sup>34</sup> <https://research.uoit.ca/partners/teachingcity-city-idea-lab.php>

## Rural Cultural Economy

Many discussions about culture contain an urban bias. In cultural planning, policies and initiatives are geared towards objectives of the night-time economy, programmable public spaces, and multidisciplinary festivals, which are arguably better suited for large urban-centres. Municipalities, like the Town of Whitby, that have both urban and rural attributes may instead consider initiatives that embrace and enhance local place-based products and services in the fields of food, wine, information technology, tourism, and hospitality. For example, in the Ontario municipalities of Stratford and Muskoka cultural planning has facilitated the development of food clusters as part of culinary tourism initiatives led by non-profit organizations.<sup>35</sup> These initiatives work to highlight natural heritage while providing local economic development through tourism.

Trends in the rural cultural economy are indicative of how culture is prioritized outside of large cities. Culture plans of Ontario's mid-sized cities tend to address broad goals, from social inclusion to enhancing the aesthetic of place; however, most plans address intangible culture regarding heritage.<sup>36</sup> Similarly, research on cultural planning in smaller cities (population under 20,000) found that two-thirds municipalities included intangible cultural resources (e.g. stories, histories, customs) as part of their cultural mapping and inventory process.<sup>37</sup> For example, residents in the Town of Georgina, Ontario mapped community assets as a way to "shape Georgina's future by celebrating its attributes. The Town created a series of maps accompanied by stories featuring people and events from the community's past and present. Intangible resources can be sorted by history, lore, stories, areas of concern, special places, recreation, food, and events.

### Key Takeaway for Whitby's cultural planning process:

- Developing the notion of a cultural-creative rural economy is an important consideration for municipalities, such as Whitby, that are both urban and rural.

<sup>35</sup> Lee, A. H., Wall, G., & Kovacs, J. F. (2015). Creative food clusters and rural development through place branding: Culinary tourism initiatives in Stratford and Muskoka, Ontario, Canada. *Journal of rural studies*, 39, 133-144.

<sup>36</sup> Kovacs, J. F. (2011). Cultural planning in Ontario, Canada: arts policy or more?. *International Journal of Cultural Policy*, 17(3), 321-340

<sup>37</sup> Jeannotte, M. S. (2015). Cultural mapping in Ontario: The big picture. In *Cultural Mapping as Cultural Inquiry* (pp. 99-116). Routledge.

# Best Practices in Cultural Planning



Lastly, our team conducted a review of four (4) municipal cultural planning practices relevant to Whitby. We selected case studies based on three overarching themes that were decided upon with the Town of Whitby staff:

1. Integrating Culture (the Cultural Lens): Developing new approaches and processes of integrating culture within city-building and municipal initiatives;
2. Engaging the private sector: Diversifying revenue sources and opportunities for culture; and
3. Utilizing underused public spaces: Creating cultural spaces in alternative or unconventional ways.

These themes reflect how cultural initiatives are implemented within Cities. Of note is that some examples and activities tied to case studies developed organically (outside formal culture plan) whereas others are initiatives recommended in culture plans.

**Methodology:** A select review of cultural planning activity in Ontario mid-sized cities combined with desktop research of other municipalities further afield was conducted. General inclusion/exclusion criteria included two components to determine cases:

- *Geographic:* The review focused on municipalities of similar demographic and geographic size to Whitby, with a particular focus on those municipalities located close to major urban centres, and consisting of both urban and rural in their environments
- *Organizational/Institutional:* Municipalities showing some evidence of establishing processes, policies or initiatives to integrate culture as a key consideration across some facets of municipal planning and decision-making; including signs of implemented programs and/or metrics, reporting and evaluation in place.

A longer list was presented by the consultant team to Town of Whitby staff. Based on feedback, we have selected the following case studies for analysis (see **Appendix 3** for long list of case study).

# Case Studies



## Integrating Culture (The “Cultural lens” Approach)

### CASE STUDY 1: Kingston, Ontario

#### Overview

Since developing a culture plan in 2010, the Cultural Services Department has made great strides to both integrate cultural planning and strengthen the reach and impact of cultural facilities and programs. Part of this success can be attributed to culture being understood as a strategic priority. Up until 2016, the culture division was located within Corporate and Strategic Services.<sup>38</sup> This enabled the division to connect their work with broader goals of the council, be at the table for discussion of corporate strategic initiatives, and work cross-departmentally to encourage others to adopt a culture lens. By the end of 2018, the City completed 80% of the 60 recommendations developed in the culture plan.<sup>39</sup>

#### Process

In adopting the culture plan, cultural vitality was formally recognized as the fourth pillar of sustainability and integrated into the city’s corporate strategic plan as a means to achieve livability objectives. In the past decade, the role of the culture division shifted from a focus on being a service provider to a strategic planning partner. The division focuses on core cultural assets (e.g. facilities management) and programming, as well as integrated planning and artist engagement. The following are some key highlights that characterize Kingston success in cultural planning.

#### Key Attributes

- The Culture division led the development of the city’s initial cultural heritage and tourism strategy now being included in the ongoing development of Kingston’s Tourism Strategy.
- The Culture division played a leading role in helping to develop the Kingston Youth Strategy, a recommendation of the culture plan to make Kingston a youth friendly and inclusive city. The strategy supports or complements the work of multiple city divisions: planning, environment and housing.
- Culture staff work cross-departmentally to encourage the use of the “culture lens”, but also use other plans (i.e., Sustainable Kingston plan) to inform and shape their own work.<sup>40</sup>

<sup>38</sup> Cultural Services is now located within Community Services.

<sup>39</sup> [Kingston Strategic Priorities Update](#)

<sup>40</sup> Personal communication: Colin Wiginton, Cultural Director, City of Kingston

- Two key council priorities have assisted to implement the culture plan: (1) Facilitating the implementation of the culture plan through artistic engagement is a strategic goal of Council; and (2) Recognizing arts, heritage and culture is key to a vibrant community and economic drivers for the local economy.
- The Culture division has prioritized municipal-arts and culture collaboration to facilitate arts investment and heritage preservation through the creation of the Tett Centre for Creativity and Learning.
- Artists were heavily involved in the creation of Kingston's public art plan.
- The Culture Division developed cross-sector partnerships to address programming gaps. 'Kick & Push' is a performing arts festival occurring every summer. A partnership between Festival' Kingston Theatre Alliance, Single Thread Theatre, Theatre Kingston, Blue Canoe Productions, Downtown Kingston! BIA, The Great Waterway, Kingston Accommodation Partners and Tourism Kingston.

## Lessons Learned

- Understanding what culture is and can do: The value and benefits of culture are recognized when it has a strategic role.
- Council buy-in: Council priorities tied to culture plan objectives and recommendations make for implementation success.
- Culture can spark collaboration among staff and different divisions: The culture lens must work both ways - reciprocating by using the work of other divisions to inform respective priorities, and to create a culture of collaboration;

# A Public Art Plan for Expressive Potential of Utility Infrastructure

## CASE STUDY 2: Calgary, Alberta

### Overview

The City of Calgary uses their public art policy to achieve objectives and goals of multiple divisions. The city's percent for public art policy (2004) provided a framework for Community Services and Environment departments to develop and implement public art plans. The policy allocates one-percent of the capital budget on public and private infrastructure projects dedicated to public art.<sup>41</sup> Notably, in 2007 the Utilities and Environmental Protection Department (UEP) launched "a public art plan for the expressive potential of Utility Infrastructure" in order to promote local awareness of Calgary's watershed through art.<sup>42</sup> An outcome of the plan was the development of Watershed +, an artist-led pilot program run out of the UEP department by artists between 2011 and 2016. During this time, artists worked alongside municipal staff in planning and delivered temporary public art projects that raised awareness of water issues. Lead and visiting artists were provided workspaces in the UEP with the goal of encouraging interaction and collaboration to foster new ideas and approaches to delivering public art. While the pilot program did not become a permanent feature, the 2015 public art master plan identified a commitment for the City to develop similar opportunities to place artists in City departments. In recognizing the role of public art in achieving department goals, the UEP plan serves as an example of public sector innovation in public art and cultural planning more broadly. To date, the plan has commissioned local, national, and international artists to engage the City about their watershed and visualize the hidden nature of infrastructure.

### Process

- The City of Calgary adopted their public art policy in 2004. Included in the policy was a one percent for public art commitment where one percent of all project costs for municipal capital projects over one million dollars be dedicated to public art.
- The UEP saw a strategic opportunity through public art to guide the expenditure of their sizeable share of allocable public art funds (estimated at \$14M between 2014-2018)
- UEP completed public art plan in 2007, with the goal of engaging artists to utilize public art to raise awareness of water as a critical and finite resource.
- UEP hired international artist collective Sans Façon to work on a wetland restoration project with engineers and municipal staff, paving the way for the Watershed+ project

<sup>41</sup> It should be noted that following committee review, the City of Calgary suspended their public art policy in June 2018 and staff continue to review the overall public art program before reinstating the policy.

<sup>42</sup> <http://www.calgary.ca/CSPS/Recreation/Documents/Public-art/UEP-Art-Plan-report.pdf>

- In 2010, Sans Façon created the Watershed+ Manual – a 25 yearlong public art programme calling for artists to be integrated within the planning framework of UEP.
- Watershed + saw lead artists embedded within the day-to-day core activities of the strategic services section of UEP. A total of eight residences for visiting artists were created in the five year pilot program, occurring in multiple studio spaces across the City.
- In addition to creating their work, artists were expected to collaborate with staff on site. Lead artists played an active role on project teams to generate interest and public awareness of the watershed for Calgarians. Figure 5 shows a sanitary lift station and pumping facility which moves wastewater to treatment plants. The project visualizes sewage flow using LED lights in the exterior wall. Under Watershed +, the project was a collaboration between artists, engineers, architects, lighting experts and municipal staff.
- Succession planning was a goal of the program, where the lead artists would transition out of their role and be replaced by new artists to deliver upon the objectives of the Watershed + Manual. This step has yet to happen as the pilot was not made permanent.

## Key Attributes

- Unlike traditional public art plans, the UEP plan funded temporary works of art that integrate art into public infrastructure through interdisciplinary collaboration.
- UEP plan provides a framework to formalize the role of artists in a planning process, a key distinguishing feature from other public art plans. This helped to guide the success of the Watershed + program.<sup>43</sup>
- Public art worked to untangle entrenched interests and silos within the City by bringing together disparate divisions and staff (e.g., biologists in water services and engineers in UEP).
- A win-win: a goal of UEP-Watershed + was to bridge knowledge gaps between artists and UEP staff. Artists were to inform UEP employees with an understanding of art practices, and inversely, UEP staff were to help provide artists with insights into engineering and planning practices.
- A tangible example of the application of a cultural lens to municipal planning decisions.

<sup>43</sup> Kovacs, J. F., & Biggar, J. (2018). Embedding Artists within Planning: Calgary's Watershed+ Initiative. *Planning Practice & Research*, 33(1), 51-69.

“A celebration of infrastructure, a celebration of the things that we do to make it possible to live in an urban setting” - Tristan Surtees, Sans Façon

Figure 12 The Forest Lawn lift station



Photo source: Sans Façon

## Lessons Learned

- **Culture doesn't have to always lead:** Public art programs don't have to be delivered through a culture office or division of a municipality to be successful.
- **Art with functional purpose:** The notion of 'art as infrastructure' applied in practice reimagines the role of infrastructure for not just its functionality but as a creative opportunity.
- **Artists are not just outsiders:** Municipalities can see artists as a strategic asset in municipal planning and urban design to work in an interdisciplinary manner.
- **Public art can cast a new light on existing landscapes:** Public art can inject creativity and imagination into places, combatting the dullness and uniformity of contemporary development.
- **Public art can be a value-add:** Combining art projects with new infrastructure may increase the impact and value of both investments.
- **Art can raise awareness:** Public art can contribute to focused recognition of our built environment, shifting perceptions of everyday infrastructure that is invisible yet integral to the functioning of energy systems

# Engaging the Private Sector through Cultural Granting Programs

## CASE STUDY 3: St. Catharine's, Ontario

### Overview

St. Catharine's Cultural Investment Program (SCCIP) provides city culture grants to arts and culture organizations, with a focus on helping them leverage private sector money. The program was established in 2004 and furthered by the development of the cultural investment policy, which provides a framework for the program's purpose and priorities. In 2015, the city adopted their culture plan which recommended increasing financial support for the SCCIP, and broadening eligibility criteria to include the creative sector. The policy is intended to strengthen local arts creation and cultural distribution and engagement to improve the civic spirit and quality of life for residents. The SCCIP had made inroads to drive growth in the non-profit arts sector, facilitate investment in new arts facilities, create jobs and foster private sector and upper-level government investment. The ability of the program to generate revenue and garner a positive economic return demonstrates the many benefits of investing in the cultural sector. The program has continued to play an important role in growing the non-profit arts community over the past fifteen years.

### Process

- Arts and culture organizations can request funding twice annually through six program streams.
- To evaluate the submission, The Arts and Culture Advisory Committee established the SCCIP Review Committee to evaluate applications.
- Evaluation criteria and eligibility criteria were established in the policy for each program stream and adhered to by the review committee.<sup>44</sup>
- Organizations were required to show current or potential private sector revenue to be eligible.
- SCCIP investment was directly tied to three goals of the cultural pillar in the City's culture and strategic plan regarding increasing support for the creative sector and supporting festivals and events. The program also supports goals of social and economic pillars through the attraction of public and private investment, partnerships, and contributing to quality of life.
- SCCIP is funded by culture departmental budgets.
- Organizations who receive funding are required to submit a final report following the completion of their project

<sup>44</sup> <https://www.stcatharines.ca/en/investin/resources/SCCIP-Policy-2017.pdf>

## Key Attributes

- The program has two funding categories with three funding streams attached to each category. The Sustaining Funding category offers funds for established groups through the (1) core program, (2) midsized program, and (3) festival program. These programs provide core operating funding. The Development Funding stream offers funding for emerging groups and organizations through (1) Arts Development Program, (2) Culture Builds Community Program, (3) Culture Days Activity Program. These programs provide project and capital funding.
- Unlike traditional grants programs, explicit in the eligibility criteria is that applicants must demonstrate private sector support from fundraising and/or capital support.
- Funding for the program remained stagnant between 2008 and 2013 at around \$1.14 per capita but in the last five years has increased to \$2.54 per capita or a 125% increase in funding from \$150,000 to \$340,000 between 2015 and 2018.
- In the first 12 years of the program, the City invested 1.7 million into the cultural sector through the SCCIP by funding 70 plus organizations. Strong return on investment demonstrates its success. Between 2009 and 2011, SCCIP recipients saw a 27% increase in total revenue, doubled their private sector funding, and created new full-time jobs
- The economic and cultural success of SCCIP played an important role in catalyzing the feasibility of a new arts centre (First Ontario Performing arts Centre) in 2015 in partnership with Brock University
- Some of the funding is allocated towards culture days programming, which has seen an increase in applicants with the doubling of investment in the SCCIP. Accordingly, the city has been recognized nationally as a top ten city for events in mid-size cities.<sup>45</sup>

**Figure 13 SCCIP recipient In the Soil Arts Festival run annually by Suitcase in Point, a performing arts ensemble organization**



Photo source: Suitcase in Point

<sup>45</sup> [St. Catharines Cultural Investment Program](#)

## Lessons Learned

- **Providing core and project funding:** At a time when many local arts organizations struggle to keep afloat due to lack of sustainable funding and organizational capacity, access to both core and project funding is essential to both keep the lights on and administer programming.
- **Promoting market-readiness:** Arts organizations need to orient themselves towards market opportunities in the private sector to diversify revenue and survive for the long-term. SCCIP's emphasis on engaging the private sector to increase revenue generation assumes public grants may deplete or be removed from city budgets or short durations.
- **Increasing Cultural Spending Drives Results:** Gradual per-capita increase on culture through the SCCIP demonstrates the revenue generation and economic development potential of cultural granting programs.
- **Cultural Planning and Strategic Goals Working in-Tandem:** The complementary nature of culture and strategic goals extend the impact of programs like SCCIP and reflect positively on intentions of council. They also provide a greater scale of benefit of the program and provide a solid basis to justify continued support and expanded budgets.
- **Adopting a Cultural Policy for Specific Reasons:** The accompanying Cultural Investment Policy is a specific framework tied to the SCCIP focused on investment as opposed to a general cultural policy supporting all cultural activity. A consideration when deciding what kind of cultural policy to develop.

# Utilizing Existing and Underutilized Public Spaces for Creative Placemaking

## CASE STUDY 4: Regina, Saskatchewan

### Overview

Pop Up Downtown commissions visual artists to create high-impact window installations in underused downtown spaces. The initiative is a partnership between the Regina Downtown Business Improvement District (RBDID), the Creative City Centre (artist-run centre), and the Dunlop Gallery (a local gallery in the City's downtown). Launched in 2012 by the Creative City Centre, the current partnership is in its fourth year. The initiative recruits BIA members in the downtown to permit the installation of original art works into storefront windows. The initiative aims to activate public spaces, promote art, and create vibrancy in the downtown. Each year brings a new theme to the event reflected in the call for artists.

### Process

- The event runs for just under four months, either in the spring or fall and has historically coincided with Culture Days events in October.
- Prospective artists must meet the following selection criteria: Compelling (dynamic and eye-catching); Viable (achievable and doable within time and resource constraint); and Relevant (reflective of the yearly theme and responsive to the place context of the downtown).
- A jury comprised of staff from the project partner groups oversees the selection process.
- Each year, the event has a project launch, walking tour and opening reception.
- Self-guided tours are facilitated through maps and audio-based guides; tours are free and accessible to all ages.

### Key Attributes

- Pop up Downtown is managed by the RBDID's yearly artist in residence.
- Participating artists receive an artist fee compliant with the CARFAC (Canadian Artists' Representation/Le Front des artistes canadiens) rate, and an additional \$1,000 commission fee to support the creation of their work, as well as artist fees to participate in related talks and tours.
- Space sponsors include public and private businesses who must agree to provide their window space for artwork for the duration of the event: 24 hours a day, seven days a week.
- Works are displayed 24 hours a day for the duration of the project.
- The initiative launched with one partner organization (Creative City Centre), gaining the RBDID as an additional partner halfway through its tenure.

## Lessons Learned

- **Start small, make it scalable:** Behind the initiative is a straightforward concept combining the power of art to animate space while highlighting the role of local businesses in the downtown.
- **Strategic Partnerships:** While the starting point for the initiative was an artist-run centre, it has become a tangible event run by multisector partnerships that combines business and the arts. This includes the involvement of the downtown BIA as a natural progression to give this kind of initiative the staying power required to propel it forward as a lasting event for the city.
- **Strengthening community ties:** Pop up Downtown builds and strengthens existing partnerships between artists and business communities in Regina's downtown each year. As the event matured, additional businesses join in each year, many are returning sponsors. Figure 7 shows a walking tour underway.
- **Adding Duration to Temporary Art:** Unlike a traditional art walk held to a few days of the calendar year, a four-month initiative complete with multiple walks and constant display increases visibility and engagement by community members and tourists alike.
- **Placemaking outcome:** Facilitates everyday encounters with art for residents and passerby in public and private spaces.
- **Reviving underutilized civic space for culture:** Underperforming cultural facilities can be revived through partnerships; city-owned heritage assets can be leveraged to support multiple cultural planning goals.

Figure 14 Walking tour, Regina Popup downtown



Source: Regina Downtown Business Improvement District

# Phase 1 Consultation Research Findings



## Culture Plan Phase 1: Engagement Goals

The goals of the Phase 1 engagement were to:

1. Introduce the overall project to Whitby residents and create awareness about the goals, process and opportunities to participate;
2. Collectively explore the Town's current cultural assets, including the strengths and weaknesses, and priorities for the future to inform Phases 2 and 3; and
3. Build capacity and interest for long term engagement throughout the cultural planning process and beyond.

695

Public Survey Respondents

400

Pop Up Participants

60

Public Meeting  
Participants

27

Social Pointpoint  
Participants

25

Key Stakeholder  
Survey Respondents

9

Key Stakeholder  
Interviews

7

Project Steering  
Committee Members

# How We Engaged

The approach to engagement for Phase 1 ensured many opportunities to meet with a diversity of stakeholders in Whitby, including those deeply involved in the cultural sector and members of the general public. Below is an overview of who we've engaged to date:

## Project Steering Committee

A Steering Committee, which includes Town staff and key cultural stakeholders (see **Appendix A** for Project Steering Committee members) met twice to review the project objectives, discuss strengths, weaknesses and opportunities and provide guidance on the cultural planning process. This included advice on which stakeholders to engage in detailed interviews and through a targeted online survey.

## Stakeholder Engagement

**Stakeholder Interviews:** In March 2019, PROCESS facilitated nine (9) interviews with key stakeholders from various cultural sectors (see **Appendix B** for Stakeholder list). The purpose of stakeholder interviews is to capture in-depth feedback from those involved in the culture sector in Whitby today, to build relationships and support for the project, inform them of the project's process and collect feedback on their experiences and priorities for culture in Whitby (see **Appendix C** for Stakeholder Interview Questions).

**Stakeholder Survey:** In addition to the in-depth interviews, a detailed survey, with similar questions, was sent to 30 other stakeholders (see Appendix B for Stakeholder list). Participants were asked to map out relevant cultural places, through the online tool [Social Pinpoint](#). 25 participants responded to the survey.



Image from Open House at Whitby Town Hall



Image from Pop-Up at Whitby Town Hall

## Public Engagement

**Open House:** On June 4th, 2019, Town staff and PROCESS facilitated one (1) afternoon pop-up and one (1) community meeting open house at Town Hall. Over 60 participants were engaged through this process. The afternoon session was held in the Town Hall foyer, which acted as a 'drop-in.' The pop-up included boards with information on the cultural planning process and three stations to collect feedback. The three stations included questions about how participants define and experience culture in Whitby, a cultural asset mapping exercise and a prioritization activity. The evening community meeting open house followed a similar format and included a presentation from PROCESS, the consultant team. Most meeting participants were either passing through Town Hall, interested in or working in the cultural sector, engaged citizens or Town staff.

**Online Survey:** For those unable to attend the open house, a survey was distributed online. It was promoted through social media channels and through pop-ups. Participants were asked about their experiences in Whitby and recommendations for the future. They were asked to add to the social pinpoint online map of cultural resources through [Social Pinpoint](#). 695 people responded to the survey. Respondents came from diverse socio-economic, cultural and geographic backgrounds.

## Pop-Ups

Town staff attended eight (8) community events and festivals across Town throughout the early summer. The main purpose of the pop-ups was to meet people where they are, share information about the Culture Plan and collect feedback. While meetings and workshops support detailed and in-depth discussions and information sharing with participants who have the availability, accessibility, and interest to attend, pop-ups aim to attract those who do not attend.

At the pop-ups, Town staff introduced the project, provided information about the online survey and collected feedback on how participants experience and define culture in Whitby (through a collage-making activity). Altogether, approximately 400 people had conversations with Town staff at the pop-up events.

## Social Pinpoint

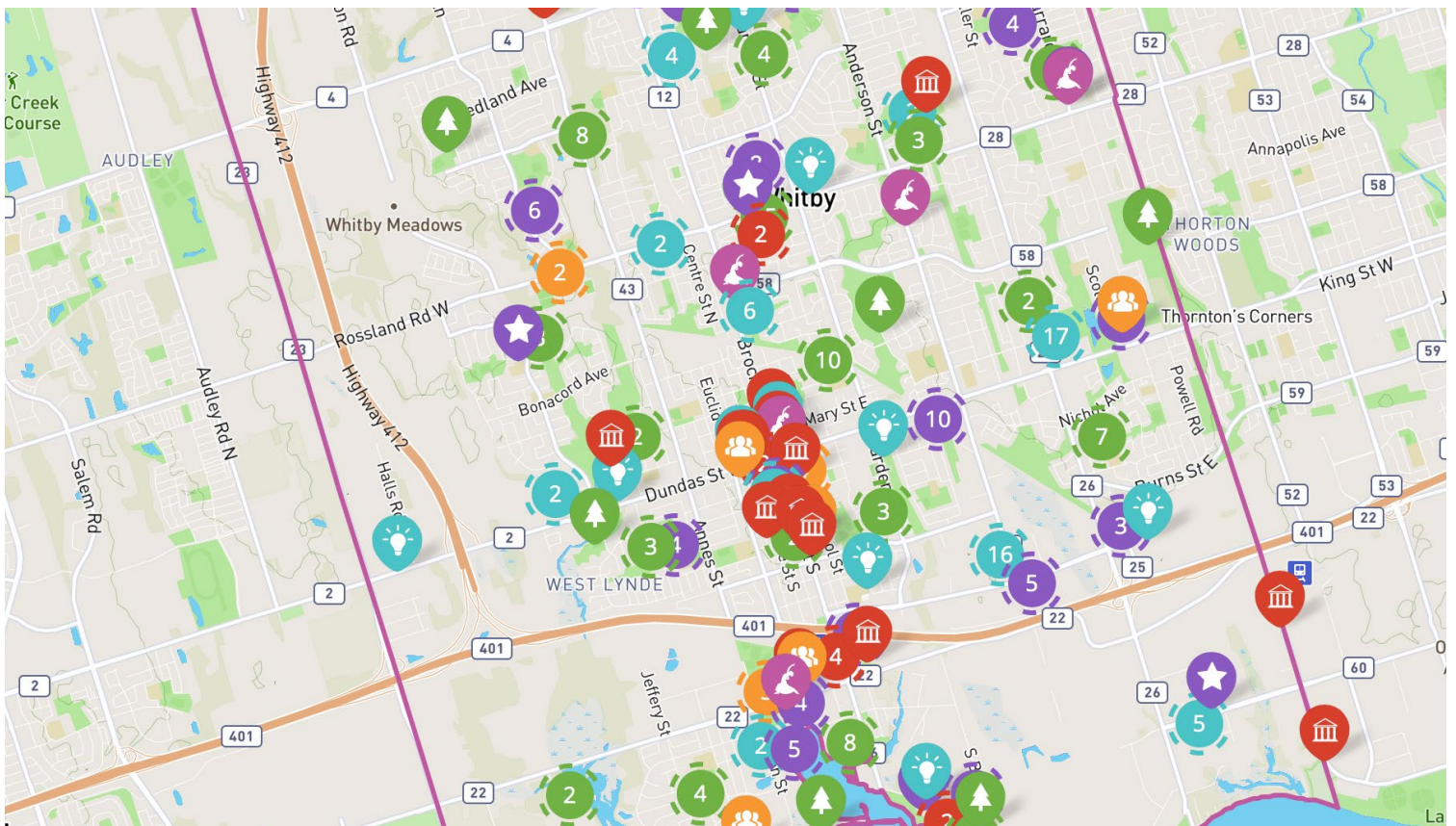
Social Pinpoint is a community engagement software with interactive mapping. This tool was used to create GIS maps of the Culture Plan inventory work as well as crowd-source additional cultural inventory from people. Participants were invited to map different cultural assets in Whitby under Statistics Canada's Canadian Framework for Cultural Statistics Categories: community and cultural organizations, natural heritage, cultural heritage, cultural enterprises, cultural facilities and spaces and cultural events. 27 people contributed. The resulting maps are a baseline visual inventory of Whitby's cultural resources (see Figure 15).

## Indigenous Engagement

Our team recognizes that Indigenous voices are critical to ensuring the Culture Plan is inclusive and reflects the past, present and future of the land and culture of the area. This includes Indigenous oral traditions, language, social practices, rituals and knowledge.

Not only is it important to recognize Indigenous culture and history, the Culture Plan presents opportunities to respond to the 2015 Truth and Reconciliation Commission's 94 calls to action. Phase 2 will include Indigenous cultural training as well as consultation with Indigenous community members to unearth stories connected to this land and build relationships between the Town and Indigenous communities moving forward.

Figure 15 Excerpt of Map of Whitby's Cultural Assets



# Key Consultation Messages



**Culture means many different things to different people.** The majority of participants define culture as visual and performing arts, the heritage and history of the area, as well as food and culinary experiences. Some participants also indicate that there are intangible aspects that contribute to culture in Whitby, such as the sense of a collective community and the diverse stories and narratives of the Town. Many people also describe culture as being inclusive and accessible to people of diverse backgrounds, and of all ages and abilities.

While sport is seen as a key cultural component in the Town, the majority of participants indicate that sport should not be a priority of the Culture Plan.

**While existing cultural places, facilities and events are appreciated and used, there is a desire for more.** Participants indicate that they currently engage in a variety of cultural activities in Whitby including performing arts, visual arts, literary arts, natural heritage, and food culture. Specifically, participants mention enjoying many of the cultural events put on in the town, including the Christmas Market, Doors Open, Culture in the Square, Harvest Festival, performances at Courthouse Theatre and events at Station Gallery.

However, participants also mentioned the need for a larger variety of organizations, programs, and events that highlight local culture. There is also a sense that Whitby lacks a “large draw” which brings people to Whitby from around the region. People reference other municipalities and the experiences they offer, such as the City of Oshawa’s Robert McLaughlin gallery, which are able to draw larger audiences through cultural offerings.

**There is an untapped creative community in Whitby.** There are many people working in the cultural and creative sector as artists, designers, writers, etc. However, it is suggested that many work out of their homes or commute to larger municipalities for work. For example, cultural workers who moved to Whitby from Toronto mention that they, and many friends, work out of their homes or coffee shops and often travel to Oshawa or Toronto for cultural activities and events. As larger municipalities in the region become less affordable, there is speculation that the population of cultural workers in Whitby will grow. However, there is also some concern of a “talent brain drain”, wherein people working in the creative and cultural sectors relocate from Whitby to more seemingly culturally-rich communities. Therefore, some participants indicate a need for cultural hubs and coworking spaces within Whitby. They also identify a need to be able to access more culture locally. Suggestions include animating both downtowns and the waterfront.

“Two downtowns is a bonus for us and can be utilized for everyone’s advantage. They can work together and share; they can also work separately to provide more!” - Public Survey respondent

**Consider the evolving nature of Whitby while acknowledging its history.** We heard that Whitby should embrace and showcase diversity as the Town grows and changes, while also reflecting the many historical narratives of the Town, including Indigenous history and stories of influential figures in the town's more recent history. This may be in the form of plaques, school programs or larger scale events.

"Too many residents don't know of our interesting history, and many don't even know we have a history museum." - Stakeholder Survey participant

"The future of Whitby is a community that is conscious of its past, and looking ahead to the future" - Stakeholder Survey participant

"Heritage gives a sense of place and creates collective memory. Heritage Buildings should be preserved for the future. Whitby Archives and all aspects of heritage support the culture of Whitby"" - Open House attendant

**Create publicly accessible spaces for culture.** It was identified that there is a lack of gathering spaces in Whitby. Recommendations to incorporate culture, such as public art, in publicly accessible spaces like parks and the waterfront have been made. There is also a desire for spaces which facilitate community-led cultural initiatives.

"Venues are not readily available for all activities - and should remain open to the public even when not in use. i.e. Courthouse Theatre is locked up. Booking of spaces is difficult and unclear for groups wishing to host cultural events." - Public Survey respondent

"Hosting events in Brooklin would be great (Bandshell/Stage)" - Pop-up participant

"Free activities and art reflect the community and give the voiceless a voice" - Open House attendant

**Leverage Whitby's growing food culture.** Many participants want to see increased support for restaurants, farms, and breweries in the town. Participants enjoy Harvest Fest, food markets, and restaurant and brewery tours. Many express a desire for more opportunities to engage with food and drink culture. We also heard participants mentioned that it is important for the diversity of Whitby to be reflected in its food culture scene.

"Whitby's culinary scene is unlike any of the surrounding municipalities...By supporting and further developing local farms, restaurants, breweries, Durham College Centre for Food, and our farmers market, Whitby could have a culinary scene other municipalities envy." - Open House attendant

"Downtown Whitby has a great culinary tradition, it is "on the map". However, the foodprint could be extended and the range of offerings needs to be expanded/extended. I would like to see more ethnic food such as bao, jollof rice, injera" - Open House attendant

**Promote Whitby's urban-rural cultural identity.** Many participants recognize that Whitby has a unique location geographically as it has both rural and urban amenities. This also includes the many natural heritage features located directly within the Town. For instance, the waterfront is identified as underutilized and therefore presents an opportunity to be activated with cultural programming, events, and public art. In addition, participants mention walking tours of heritage districts and public art as opportunities for people to engage and learn about the cultural identity of Whitby.

"I think our hiking trails, waterfront trail, parks and green spaces are a huge asset and should be protected and preserved. These assets get people into the community, interacting with nature and each other" - Open House attendant

"Make the waterfront a destination (ex. the Jubilee in Oshawa) with cultural offerings and not just a dog park." Open House attendant

**Develop partnerships with Whitby's existing organizations and businesses.** Many participants indicate that while there are many cultural organizations and businesses within the town, there is minimal collaboration between them. The Town should therefore foster partnerships between organizations and businesses that align with the Culture Plan's goals. Specifically, look at areas slated for growth, identify community assets in need of support and strive to build bridges between disparate groups with shared interests (i.e., cultural spaces lacking in resources but flexible space with cultural organizations looking for flexible space).

"I would like to see innovative collaborations between existing members of the cultural sector" - Stakeholder Survey respondent

**Establish processes for the Town of Whitby to better support culture.** Some participants would like the Town to take a more active role in facilitating cultural activities. This could be through financial support, providing in-kind space to artists or cultural producers in need, finding opportunities to work with artists in communities, act as a connector between different organizations and businesses, and offer promotional or marketing support. Many stakeholders indicate opportunities to break down siloed planning models within the Town and Region through this Culture Plan.

"We need more funding for the arts" - Public Survey respondent

"Whitby does not provide ongoing significant public support for the operation of public heritage structures like Lynde House and Rowe Houses" - Survey respondent

**Support complete community objectives, which includes diverse modes of transportation.**

Participants indicate that there is limited active transportation to participate in cultural events and activities. Many would like to see cyclist and pedestrian infrastructure that connects to areas and events where cultural activities occur.

"There is a lack of transit, pedestrian and cycling-friendly routes to and from activities" - Public Survey respondent

"I would like to see more accessibility, way-finding, and a variety of activities" - Public Survey respondent

"Increasing the walkability of the area" - Public Survey respondent

## Priorities

**Throughout all engagements, there were some overarching priorities identified:**

- Invest in bricks and mortar cultural facilities (both those existing and new cultural hubs);
- Prioritize gathering places to bring people together;
- Celebrate Whitby's diversity and history;
- Incorporate cultural planning into strategies for public realm and streetscape improvements;
- Increase support for existing cultural organizations;
- Enhance performing, visual and literary arts (both spaces and activities); and
- Support and celebrate local food culture (restaurants, breweries, and farmers).

## Next Steps

The Town of Whitby Culture Plan is now entering Phase 2, which consist of public, stakeholder and Town Council consultation, defining the Culture Plan's vision and principles and beginning to identify recommendations for Whitby's cultural future.

# Appendix 1 - Initial Cultural Inventory

Initial Cultural Inventory			
Breakdown			
Cultural and Creative Enterprises	96	21%	
Community Cultural Organizations	12	3%	
Cultural Facilities and Spaces	123	26%	
Natural Heritage	132	28.33%	
Cultural Events and Festivals	21	4.51%	
Cultural Heritage	82	18%	
Total	466		
Cultural Community Organization			
NAME	ADDRESS	POSTAL CODE	Sub-Category
DURHAM CELTIC SPORTS	110 ASH ST	L1N 4A9	RELIGIOUS ORGANIZATIONS
GLADIATORS BASKETBALL CLUB	3001 COUNTRY LANE	L1P 1M1	CIVIL & SOCIAL ORGANIZATIONS
GLADIATORS BASKETBALL CLUB	4081 THICKSON RD N	L1R 2X3	CIVIL & SOCIAL ORGANIZATIONS
WHITBY LAWN BOWLING CLUB	833 BROCK ST S	L1N 4L4	CIVIL & SOCIAL ORGANIZATIONS
MUSLIM WELFARE CTR	425 DUNDAS ST E	L1N 2J2	CIVIL & SOCIAL ORGANIZATIONS
CANADIAN UNION-SKILLED WORKERS	4855 ANDERSON ST	L1R 2W2	CIVIL & SOCIAL ORGANIZATIONS
CUPE	1800 DUNDAS E	L1N 2L4	CIVIL & SOCIAL ORGANIZATIONS
OPSEU 331	700 GORDON ST	L1N 5S9	CIVIL & SOCIAL ORGANIZATIONS

Initial Cultural Inventory			
WHITBY MINOR HOCKEY ASSN	500 VICTORIA ST W	L1N 9G4	FITNESS & RECREATIONAL SPORTS CENTERS
ONTARIO BASKETBALL	55 GORDON ST	L1N QJ2	SPORTS TEAMS & CLUBS
WHITBY IROQUOIS SOCCER CLUB	695 ROSSLAND RD W	L1R 2P2	SPORTS TEAMS & CLUBS
Downtown Whitby BIA	129 BYRON ST N	L1N 4M8	BUSINESS IMPROVEMENT AREA ASSOCIATION
Cultural Enterprise			
NAME	ADDRESS	POSTAL CODE	SUB-CATEGORY
SISTERS WINERY	3 HISCOX CRT	L1N 9A6	WINERIES
CREATIVE LASER PRODUCTS & SVC	1380 HOPKINS ST	L1N 2C3	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
CUSTOMPRINTING.CA	105 INDUSTRIAL DR	L1N 5Z9	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
DURHAM PRINTING CO	110 SCOTIA CRT	L1N 8Y7	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
GOLDING GRAPHICS LTD	151 BROCK ST N	L1N 4H3	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
GRAPHICS HOUSE LTD	14 BRIGGS CRES	L1M 2E8	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
PRESSPRINT.COM	21 JOSHUA BLVD	L1M 2J3	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
PRINTING HOUSE	325 HOPKINS ST	L1N 2C1	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
REPOL PRINTING INC	1001 BURNS ST E	L1N 6A6	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
TOTAL REPRODUCTIONS INC	1450 HOPKINS ST	L1N 2C3	COMMERCIAL PRINTING (EXCEPT SCREEN & BOOKS)
G-FORCE MARKETING SVC	98 WILLOWBROOK DR	L1R 2T9	SUPPORT ACTIVITIES FOR PRINTING
SACRED QUEST WELLNESS SPA	118 JOHN ST E	L1N 2T3	BOOK STORES
COMIC BOOK ADDICTION	1022 BROCK ST S	L1N 4L8	BOOK STORES
COMIC BOOK ADDICTION	1032 BROCK ST S	L1N 4L8	BOOK STORES

<b>Initial Cultural Inventory</b>			
DAILY PLANET	1615 DUNDAS ST E	L1N 2L1	NEWS DEALERS & NEWSSTANDS
IMAGINE THAT ART GALLERY	965 DUNDAS ST W	L1P 1G8	ART DEALERS
SINFUL INFLICTIONS	108 DUNDAS ST W	L1N 2L9	ART DEALERS
SHOP METALWORKING TECH	416 WHITBY SHORES GREENWAY	L1N 9R5	BOOK PUBLISHERS
AQUABYTE DATA SYSTEMS INC	1645 DUNDAS ST W	L1P 1Y9	SOFTWARE PUBLISHERS
DATACOM BUSINESS SYSTEMS	1450 HOPKINS ST	L1N 2C3	SOFTWARE PUBLISHERS
FIRST COLOMBIA DEVMNT CORP	101 1/2 MARY ST W	L1N 2R4	SOFTWARE PUBLISHERS
GAEA TECHNOLOGIES LTD	87 GARDEN ST	L1N 9E7	SOFTWARE PUBLISHERS
SOFT CENTER-SOLUTIONS	10 BETTLEY CRT	L1N 6B7	SOFTWARE PUBLISHERS
LANDMARK CINEMAS 24 WHITBY	75 CONSUMERS DR	L1N 9S2	MOTION PICTURE THEATERS (EXCEPT DRIVE-INS)
MEDIA VISON INC	4 CANNON CRT	L1N 5V8	RECORD PRODUCTION & DISTRIBUTION
SINCLAIR MEDIA INC	12 MAPLEWOOD DR	L1N 7A5	RADIO STATIONS
SURE CONNECT BROADCAST SVC	701 ROSSLAND RD E	L1N 9K3	TELEVISION BROADCASTING
WEBRITE DESIGN SOLUTIONS	5 STRATTON CRES	L1R 1V3	DATA PROCESSING, HOSTING & RELATED SERVICES
DURHAM BIZ MARKETING	67 FLINT CRES	L1R 1K1	DATA PROCESSING, HOSTING & RELATED SERVICES
UNIQUE MOBILE MEDIA	1375 HOPKINS ST	L1N 2C2	DATA PROCESSING, HOSTING & RELATED SERVICES
ROSSLAND PUBLIC LIBRARY	701 ROSSLAND RD E	L1N 8Y9	LIBRARIES & ARCHIVES
WHITBY PUBLIC LIBRARY	405 DUNDAS ST W	L1N 6A1	LIBRARIES & ARCHIVES
MARANDO CORPORATE SVC	601 BROCK ST S	L1N 4L1	ALL OTHER INFORMATION SERVICES
BROOKLIN PUBLIC LIBRARY	8 VIPOND RD	L1M 1B3	ALL OTHER INFORMATION SERVICES
BRYAN BARRY ASSOC LTD	250 WATER ST	L1N 0G5	ARCHITECTURAL SERVICES
GADZOVSKI ARCHITECT	51 KENNETT DR	L1P 1L5	ARCHITECTURAL SERVICES
AMBLER INTERIOR DESIGN INC	611 KING ST	L1N 4Z9	INTERIOR DESIGN SERVICES
ENDLESS IDEAS	3 CASSELS RD E	L1M 1A4	INTERIOR DESIGN SERVICES

<b>Initial Cultural Inventory</b>			
HELP ME RHONDA'S DECORATING	1124 BROCK ST S	L1N 4L9	INTERIOR DESIGN SERVICES
HELP ME RHONDA'S INTERIORS	305 TRENT ST W	L1N 1M3	INTERIOR DESIGN SERVICES
PENNEY & CO	303 MARY ST E	L1N 2P6	INTERIOR DESIGN SERVICES
ROUSSEAU'S	216 MARY ST E	L1N 2P5	INTERIOR DESIGN SERVICES
WHITE SWAN PROPERTIES	423 PRINCE OF WALES DR	L1N 6P3	INTERIOR DESIGN SERVICES
EYETOEYE DESIGN	80 ARDWICK ST	L1N 9K7	GRAPHIC DESIGN SERVICES
HKW GRAPHICS INC	19 JUBILEE CRT	L1N 6R3	GRAPHIC DESIGN SERVICES
I C SOLUTIONS	902 WHITE ASH DR	L1N 7S8	GRAPHIC DESIGN SERVICES
KEN MUNRO	30 GARSIDE AVE	L1M 1A7	GRAPHIC DESIGN SERVICES
PERRY VISUAL WORKS	600 EUCLID ST	L1N 5C2	GRAPHIC DESIGN SERVICES
PURE CREATIVE	15 OGLEVIE DR	L1R 2Y4	GRAPHIC DESIGN SERVICES
WARREN'S PRINTING PLACE INC	1751 WENTWORTH ST	L1N 8V5	GRAPHIC DESIGN SERVICES
CANADIAN COMMUNICATIONS	7 CENTRE ST E	L1M 1C3	MEDIA REPRESENTATIVES
SIGNET SIGNS	1515 HOPKINS ST	L1N 2C2	OUTDOOR ADVERTISING
DAVID BENNETT DISPLAY	600 EUCLID ST	L1N 5C2	OUTDOOR ADVERTISING
UPS STORE	701 ROSSLAND RD E 1B 1B	L1N 9K3	DIRECT MAIL ADVERTISING
DISTRIBUTION SOLUTIONS LTD	101 1/2 MARY ST W	L1N 2R4	ADVERTISING MATERIAL DISTRIBUTION SERVICES
L M MEDIA MARKETING SVC LTD	209 DUNDAS ST E	L1N 7H8	ADVERTISING MATERIAL DISTRIBUTION SERVICES
MARGARET HINES AESTHETICS	89 THICKSON RD N	L1N 3P7	PHOTOGRAPHY STUDIOS, PORTRAIT
PHOTOS UNLIMITED	4100 BALDWIN ST S	L1R 3H8	PHOTOGRAPHY STUDIOS, PORTRAIT
YOUR CAPTURED MOMENTS	1751 WENTWORTH ST	L1N 8V5	PHOTOGRAPHY STUDIOS, PORTRAIT
ANDREW J URANOWSKI PHOTOGRAPHY	67 GLEN HILL DR	L1N 6Z8	COMMERCIAL PHOTOGRAPHY
PHOTO PLUS	1615 DUNDAS ST E	L1N 2L1	COMMERCIAL PHOTOGRAPHY
STARLIGHT POTTERY	15 WHITEWATER ST	L1R 2S9	FINE ART SCHOOLS
MY MUSIC CTR	15 THICKSON RD N	L1N 8W7	FINE ART SCHOOLS

<b>Initial Cultural Inventory</b>			
PATRICK'S GUITAR-RECORDING STD	71 BALDWIN ST	L1M 1A3	FINE ART SCHOOLS
WHITBY SCHOOL OF MUSIC	103 DUNDAS ST W	L1N 2M1	FINE ART SCHOOLS
MUSIC SCENE	1916 DUNDAS ST E	L1N 2L6	FINE ART SCHOOLS
SONG SPOT	61 BALDWIN ST	L1M 1A3	FINE ART SCHOOLS
CENTRE STAGE CUSTOM COSTUMES	1621 MCEWEN DR	L1N 9A5	FINE ART SCHOOLS
TUHAM SCHOOL OF BALET	1618 DUNDAS ST E	L1N 2K8	FINE ART SCHOOLS
BROOKLIN DANCE ACADEMY	200 CARNWITH DR E	L1M 0A1	FINE ART SCHOOLS
DAVIS STUDIO OF DANCE	600 EUCLID ST	L1N 5C2	FINE ART SCHOOLS
EXPRESSIONS DANCE CTR INC	900 HOPKINS ST	L1N 6A9	FINE ART SCHOOLS
KIM THOMAS DANCE PROJECT	1450 HOPKINS ST	L1N 2C3	FINE ART SCHOOLS
PRIMA DANCE ACADEMY	58 BALDWIN ST	L1M 1A3	FINE ART SCHOOLS
TRADITIONS ACADEMY OF DANCE	307 BROCK ST N	L1N 4H8	FINE ART SCHOOLS
MICHELLE'S BILLIARDS & LOUNGE	601 DUNDAS ST W	L1N 2N3	SPORTS & RECREATION INSTRUCTION
PLANET GYMNASTICS	105 INDUSTRIAL DR	L1N 5Z9	SPORTS & RECREATION INSTRUCTION
A T MARTIAL ARTS TRAINING	1910 DUNDAS ST E	L1N 2L6	SPORTS & RECREATION INSTRUCTION
FAMILY KARATE SCHOOLS ASSN	1012 CENTRE ST S	L1N 4X6	SPORTS & RECREATION INSTRUCTION
INTERNATIONAL CHITO RYU KARATE	2100 FORBES ST	L1N 9T3	SPORTS & RECREATION INSTRUCTION
JUN TAEKWONDO ACADEMY	1380 HOPKINS ST	L1N 2C3	SPORTS & RECREATION INSTRUCTION
RIM'S TAE KWON DO SCHOOL	308 TAUNTON RD E	L1R 0H4	SPORTS & RECREATION INSTRUCTION
RIM'S TAE KWON DO SCHOOL	31 BALDWIN ST	L1M 0A7	SPORTS & RECREATION INSTRUCTION
KINGSDAR TRADE	1450 HOPKINS ST	L1N 2C3	SPORTS & RECREATION INSTRUCTION
SWIM ZONE	75 CONSUMERS DR	L1N 9S2	SPORTS & RECREATION INSTRUCTION
VDI ENTERTAINMENT	400 DUNDAS ST W	L1N 2M7	
ROAD AHEAD MEETINGS & EVENTS	277 GLEN HILL DR	L1N 7J6	PROMOTERS WITH FACILITIES

<b>Initial Cultural Inventory</b>			
ENTERTAINERS	3 KIRBY CRES	L1N 6T1	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
BOB THE MAGICIAN HAVE RABBIT	3 SATO ST	L1R 2E6	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
IN & OUT VIDEO	1645 DUNDAS ST E	L1N 2K9	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
CREATIVE LIFELINE	27 JERMYN ST	L1N 5M4	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
L GAGNON WRITER	1610 CRAWFORTH ST	L1N 9B1	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
ERIC ROSSER PORTRAITS	4745 COUNTRY LANE	L1P 1Y6	INDEPENDENT ARTISTS, WRITERS & PERFORMERS
LYNDE HOUSE MUSEUM	900 BROCK ST N	L1N 4L6	MUSEUMS
STATION GALLERY	1450 HENRY ST	L1N 0A8	MUSEUMS
Whitby Courthouse Theatre	416 Centre Sreet South	L1N 4W2	THEATRE

<b>Cultural Facilities and Spaces</b>			
NAME	ADDRESS	POSTAL CODE	SUB-CATEGORY
ALL SAINTS CATHOLIC SECONDARY	3001 COUNTRY LANE	L1P 1M1	SCHOOLS
AUTHENTIC MONTESSORI ACADEMY	126 ASH ST	L1N 4A9	SCHOOLS
BELLWOOD PUBLIC SCHOOL	30 BELLWOOD DR	L1N 8M4	SCHOOLS
BLAIR RIDGE PUBLIC SCHOOL	100 BLACKFRIAR AVE	L1M 0E8	SCHOOLS
BLYTH ACADEMY	209 DUNDAS ST E	L1N 7H8	SCHOOLS
BROOKLIN HIGH SCHOOL	20 CARNWITH DR W	L1M 0K7	SCHOOLS
BROOKLIN MILL MONTESSORI SCH	25 CASSELS RD E	L1M 1A4	SCHOOLS
BROOKLIN VILLAGE PUBLIC SCHOOL	25 SELKIRK DR	L1M 2L5	SCHOOLS
C E BROUGHTON PS	80 CRAWFORTH ST	L1N 9L6	SCHOOLS
CAPTAIN MICHAEL VANDENBOIS PS	3121 COUNTRY LANE	L1P 1N3	SCHOOLS

<b>Initial Cultural Inventory</b>			
CHRIS HADFIELD PUBLIC SCHOOL	160 CARNWITH DR W	L1M 0A5	SCHOOLS
COLONEL J E FAREWELL PUBC SCH	810 MCQUAY BLVD	L1P 1J1	SCHOOLS
CONFERENCE OF INDEPENDENT SCHL	112 ATHOL ST	L1N 3Y9	SCHOOLS
CVI ANDERSON	400 ANDERSON ST	L1N 3V6	SCHOOLS
DONALD A WILSON SECONDARY SCH	681 ROSSLAND RD W	L1P 1Y1	SCHOOLS
DR CLARK'S DURHAM READING CTR	420 GREEN ST	L1N 8R1	SCHOOLS
DR ROBERT THORNTON PUBLIC SCH	101 HAZELWOOD DR	L1N 3L4	SCHOOLS
DURHAM DISTRICT SCHOOL BOARD	400 TAUNTON ROAD EAST	L1R 2K6	SCHOOLS
DURHAM DISTRICT SCHOOL BOARD	485 WHITBY SHORES GREENWAY	L1N 9P6	SCHOOLS
E A FAIRMAN PUBLIC SCHOOL	620 WALNUT ST W	L1N 2W8	SCHOOLS
ECOLE ELEMENTAIRE CATHOLIQUE	1001 HUTCHISON AVE	L1N 2A3	SCHOOLS
ECOLE SECONDAIRE STE	4101 BALDWIN ST S	L1R 2W6	SCHOOLS
FALLINGBROOK PS	155 FALLINGBROOK ST	L1R 2G2	SCHOOLS
FR LEO J AUSTIN SEPARATE SCH	1020 DRYDEN BLVD	L1R 2A2	SCHOOLS
GLEN DHU PUBLIC SCHOOL	29 FALLINGBROOK ST	L1R 1M7	SCHOOLS
HENRY STREET HIGH SCHOOL	600 HENRY ST	L1N 5C7	SCHOOLS
IMMANUEL CHRISTIAN SCHOOL	100-A ROSSLAND RD W	L1N 3H9	SCHOOLS
INTENSIVE TLC	301 COLBORNE ST E	L1N 1W3	SCHOOLS
JACK MINER PUBLIC SCHOOL	144 WHITBURN ST	L1R 2N1	SCHOOLS
JOHN DRYDEN PUBLIC SCHOOL	40 ROLLING ACRES DR	L1R 2A1	SCHOOLS
JULIE PAYETTE PUBLIC SCHOOL	300 GARDEN ST	L1N 3W4	SCHOOLS
KENDALWOOD MONTESSORI SCHOOL	104 CONSUMERS DR	L1N 5T3	SCHOOLS

<b>Initial Cultural Inventory</b>			
MEADOWCREST PUBLIC SCHOOL	20 CHAREST PL	L1M 2B3	SCHOOLS
ORMISTON PUBLIC SCHOOL	20 FOREST HEIGHTS ST	L1R 1T5	SCHOOLS
PRINGLE CREEK PUBLIC SCHOOL	80 RIBBLESDALE DR	L1N 8M1	SCHOOLS
ROBERT MUNSCH PUBLIC SCHOOL	20 NORISTA ST	L1R 0J2	SCHOOLS
SEW SIMPLE SEWING SCHOOL	97 GARTSHORE DR	L1P 1N8	SCHOOLS
SINCLAIR SECONDARY SCHOOL	380 TAUNTON RD E	L1R 2K5	SCHOOLS
SIR SAMUEL STEELE PS	55 BAKERVILLE ST	L1R 2S6	SCHOOLS
SIR WILLIAM STEPHENSON PS	1125 ATHOL ST	L1N 4A6	SCHOOLS
ST BERNARD CATHOLIC SCHOOL	1000 DRYDEN BLVD	L1R 2A2	SCHOOLS
ST JOHN THE EVANGELIST SCHOOL	1103 GIFFARD ST	L1N 2S3	SCHOOLS
ST LEO'S CATHOLIC SCHOOL	120 WATFORD ST	L1M 1H2	SCHOOLS
ST MARGUERITE D'YOUVILLE	250 MICHAEL BLVD	L1N 6B1	SCHOOLS
ST MARK THE EVANGELIST	95 WALLER ST	L1R 1Z7	SCHOOLS
ST MATTHEW EVANGELIST SCHOOL	60 WILLOWBROOK DR	L1R 2A8	SCHOOLS
ST THERESA CATHOLIC SCHOOL	173 CRAWFORTH ST	L1N 3S4	SCHOOLS
TRAFALGAR CASTLE SCHOOL	401 REYNOLDS ST	L1N 3W9	SCHOOLS
WEST LYNDE PUBLIC SCHOOL	270 MICHAEL BLVD	L1N 6B1	SCHOOLS
WHITBY MONTESSORI SCHOOL	95 TAUNTON RD E	L1R 3L3	SCHOOLS
WILLIAMSBURG PS	20 KIRKLAND PL	L1P 1W7	SCHOOLS
WINCHESTER PUBLIC SCHOOL	70 WATFORD ST	L1M 1E8	SCHOOLS
DURHAM COLLEGE SKILLS CTR	1610 CHAMPLAIN AVE	L1N 6A7	POST-SECONDARY EDUCATION
SPRINGFIELD STABLES RDNG ACAD	7143 ASHBURN RD	L1M 1L6	RECREATIONAL SPORTS CENTRES

<b>Initial Cultural Inventory</b>			
SHAKTI CONNECTION	14 GARRARD RD	L1N 3K3	ALL OTHER MISCELLANEOUS SCHOOLS & INSTRUCTION
LIAISON COLLEGE DURHAM REGION	701 ROSSLAND RD E	L1N 8Y9	POST-SECONDARY EDUCATION
OXFORD LEARNING CTR	5969 BALDWIN ST S	L1M 2J7	EDUCATIONAL SUPPORT SERVICES
OXFORD LEARNING CTR	3050 GARDEN ST	L1R 2G7	EDUCATIONAL SUPPORT SERVICES
FINANCIAL EDUCATION INSTITUTE	45 TIDEWATER CRES	L1P 1M2	EDUCATIONAL SUPPORT SERVICES
VBCP	45 CASSELS RD E	L1M 1A4	EDUCATIONAL SUPPORT SERVICES
LUTHER VIPOND MEMORIAL ARENA	67 WINCHESTER RD E	L1M 1B4	RECREATIONAL SPORTS CENTRES
MC KINNEY CTR	222 MCKINNEY DR	L1R 3M3	RECREATIONAL SPORTS CENTRES
DURHAM ESCAPE ROOMS	1121 DUNDAS ST E	L1N 2K4	Food and Entertainment
LASER QUEST WHITBY	23 CONSUMERS DR	L1N 9S2	Food and Entertainment
DEVIL'S DEN GOLF CTR	745 WINCHESTER RD W	L1M 1V5	OTHER FACILITIES OR SPACES
LAKERIDGE LINKS-WHISPERING	1355 BRAWLEY RD W	L1M 1N1	OTHER FACILITIES OR SPACES
LYNDEBROOK GOLF COURSE	5055 BALDWIN ST S	L1M 1T4	OTHER FACILITIES OR SPACES
WINCHESTER GOLF CLUB	750 WINCHESTER RD E	L1M 1X6	OTHER FACILITIES OR SPACES
PORT WHITBY MARINA	301 WATSON ST	L1N 9G3	OTHER FACILITIES OR SPACES
SWANS YACHT SALES	1710 CHARLES ST	L1N 1C2	OTHER FACILITIES OR SPACES
WHITBY YACHT CLUB	701 GORDON ST	L1N 5S4	OTHER FACILITIES OR SPACES
WHITBY CURLING CLUB	815 BROCK ST N	L1N 4J3	RECREATIONAL SPORTS CENTRES
MASONIC HALL RENTALS	203 COCHRANE ST	L1N 5H9	EVENT SPACES
BROOKLIN COMMUNITY CTR	45 CASSELS RD E	L1M 1A4	COMMUNITY CENTRE
SPENCER COMMUNITY CTR	7035 COUNTRY LANE	L1M 1N4	COMMUNITY CENTRE
IROQUOIS PARK COMPLEX	500 VICTORIA ST W	L1N 9G4	RECREATIONAL SPORTS CENTRES
FITNESS GARAGE	1801 WENTWORTH ST	L1N 8R6	Food and Entertainment
KIDS ZONE FAMILY FUN CTR	12 STANLEY CRT	L1N 8P9	Food and Entertainment
MILESTONE MOTORSPORTS	701 BROCK ST N	L1N 8R3	Food and Entertainment
SKY ZONE TRAMPOLINE PARK	240 SOUTH BLAIR ST	L1N 0G3	Food and Entertainment
PUTTING EDGE FUN CTR	75 CONSUMERS DR	L1N 9S2	Food and Entertainment

<b>Initial Cultural Inventory</b>			
CHARLEY RONICK'S PUB & RSTRNT	3050 GARDEN ST	L1R 2G7	Food and Entertainment
GRYPHON	114 DUNDAS ST E	L1N 2H7	Food and Entertainment
JACK ASTOR'S BAR & GRILL	75 CONSUMERS DR	L1N 9S2	Food and Entertainment
MILESTONE'S GRILL & BAR	75 CONSUMERS DR BLDG T	L1N 2C4	Food and Entertainment
SHAM ROCK'S PUB & GRILL HOUSE	1100 DUNDAS ST E	L1N 2K2	Food and Entertainment
ST LOUIS BAR & GRILL	10 BROADLEAF AVE	L1R 0B5	Food and Entertainment
TEARSON PUB	101 MARY ST W	L1N 2R4	Food and Entertainment
BROOKLIN PUB & LOUNGE	15 BALDWIN ST	L1M 0K8	Food and Entertainment
TAP & TANKARD	224 BROCK ST S	L1N 4K1	Food and Entertainment
ROYAL HOTEL	171 BROCK ST N	L1N 4H3	Food and Entertainment
BOSTON PIZZA	20 TAUNTON RD E	L1R 0A1	Food and Entertainment
ALL SAINT'S ANGLICAN CHURCH	300 DUNDAS ST W	L1N 2M5	Food and Entertainment
BROOKLIN UNITED CHURCH	19 CASSELS RD E	L1M 1A4	Food and Entertainment
CHRIST THE KING LUTHERAN CHR	1825 MANNING RD	L1N 3M4	RELIGIOUS ORGANIZATIONS
DURHAM FULL GOSPEL CHURCH	419 BROCK ST N	L1N 4H8	RELIGIOUS ORGANIZATIONS
FAITH BAPTIST CHURCH	95 TAUNTON RD E	L1R 3L3	RELIGIOUS ORGANIZATIONS
HEBRON CHRISTIAN REFORMED CHR	4240 ANDERSON ST	L1R 2W1	RELIGIOUS ORGANIZATIONS
KENDALWOOD SEVENTH DAY ADVNTST	300 KENDALWOOD RD	L1N 2G3	RELIGIOUS ORGANIZATIONS
REAL LIFE CHURCH	100 SUNRAY ST	L1N 8Y3	RELIGIOUS ORGANIZATIONS
RENAISSANCE BAPTIST CHURCH	40 VIPOND RD	L1M 1B3	RELIGIOUS ORGANIZATIONS
SALVATION ARMY	710 MCQUAY BLVD	L1P 1R3	RELIGIOUS ORGANIZATIONS
SERBIAN ORTHODOX CHURCH	508 BYRON ST S	L1N 4R3	RELIGIOUS ORGANIZATIONS
SO-MANG KOREAN PRESBYTERIAN	800 WINCHESTER RD W	L1M 1V4	RELIGIOUS ORGANIZATIONS

<b>Initial Cultural Inventory</b>			
ST ANDREWS PRESBYTERIAN CHURCH	209 COCHRANE ST	L1N 5H9	RELIGIOUS ORGANIZATIONS
ST JOHN EVANGELIST ROMAN	903 GIFFARD ST	L1N 2S3	RELIGIOUS ORGANIZATIONS
ST JOHN'S ANGLICAN CHURCH	150 VICTORIA ST E	L1N 9L8	RELIGIOUS ORGANIZATIONS
ST LEO'S CATHOLIC CHURCH	130 WATFORD ST	L1M 1H2	RELIGIOUS ORGANIZATIONS
ST MARK'S UNITED CHURCH	201 CENTRE ST S	L1N 4V7	RELIGIOUS ORGANIZATIONS
ST THOMAS ANGLICAN CHURCH	107 WINCHESTER RD E	L1M 1C6	RELIGIOUS ORGANIZATIONS
WESTMINSTER UNITED CHURCH	1850 ROSSLAND RD E	L1N 3P2	RELIGIOUS ORGANIZATIONS
WHITBY BAPTIST CHURCH	411 GILBERT ST E	L1N 1R6	RELIGIOUS ORGANIZATIONS
WHITBY CHRISTIAN ASSEMBLY	100 ROSSLAND RD W	L1N 3H9	RELIGIOUS ORGANIZATIONS
WHITBY FREE METHODIST CHURCH	1916 ROSSLAND RD E	L1N 3P5	RELIGIOUS ORGANIZATIONS
WHITBY OSHAWA BAPTIST CHURCH	122 KENT ST	L1N 4X9	RELIGIOUS ORGANIZATIONS
ANGLICAN BISHOP OFFICE-WHITBY	965 DUNDAS ST W	L1P 1G8	RELIGIOUS ORGANIZATIONS
CHABAD JEWISH CTR OF DURHAM	1121 DUNDAS ST E	L1N 2K4	RELIGIOUS ORGANIZATIONS
EASTERN CANADIAN DISTRICT CMA	11 STANLEY CRT	L1N 8P9	RELIGIOUS ORGANIZATIONS
MUSLIM ASSOCIATION-WHITBY	221 KENDALWOOD RD	L1N 2G1	RELIGIOUS ORGANIZATIONS
ASHBURN COMMUNITY CENTRE	780 MYRTLE ROAD W	L0B 1A0	COMMUNITY CENTRE
BROOKLIN COMMUNITY CENTRE	45 CASSELS ROAD E	L0B 1C0	COMMUNITY CENTRE
CENTENNIAL BUILDING	416 CENTRE STREET SOUTH	L1N 4W2	COMMUNITY CENTRE
HEYDENSCHOTE PAVILLION	589 WATER STREET	L1N 9V9	EVENT SPACES
<b>Cultural Events and Festivals</b>			

## Initial Cultural Inventory

Name	Address	POSTAL CODE	SUB-CATEGORY
Family Day			CELEBRATIONS
Whitby in Bloom Speaker Series			SEASONAL CELEBRATIONS
Doors Open			CULTURAL HERITAGE TOURS
Culture in the Square	405 Dundas St W	L1N 6A1	MUSICAL FESTIVALS AND EVENTS
Fresh Air in the Square			RECREATIONAL ACTIVITIES
Movies in the Park			FILM FESTIVALS AND EVENTS
Music in the Park			MUSICAL FESTIVALS AND EVENTS
Whitby in Bloom Garden Tour			NATURAL HERITAGE TOUR
Brooklin Harvest Festival			SEASONAL FAIR
Open Streets Whitby			CELEBRATIONS
Brooklin Christmas in the Village			SEASONAL CELEBRATIONS
Whitby's Christmas Tree Lighting			SEASONAL CELEBRATIONS
Brooklin Spring Fair			SEASONAL CELEBRATIONS
Food Truck Frenzy			FOOD AND WINE EVENTS
Whitby Farmers Market	405 Dundas St W	L1N 6A1	FOOD AND WINE EVENTS
Whitby Rib Fest			FOOD AND WINE EVENTS
Santa Claus Parade			SEASONAL CELEBRATIONS
Artfest			VISUAL ARTS FESTIVALS AND EVENTS
Mardi Brock			CELEBRATIONS
Cherries on the Promenade			NATURAL HERITAGE TOUR
Beerfest			FOOD AND WINE EVENTS

## Natural Heritage

NAME	ADDRESS	POSTAL CODE	SUB-CATEGORY
Manning Trail			TRAILS AND PARKS
Wyndfield Park			TRAILS AND PARKS
Whitby Optimist Park			TRAILS AND PARKS
Baycliffe Park			TRAILS AND PARKS
Country Lane Park			TRAILS AND PARKS
Medland Park			TRAILS AND PARKS

<b>Initial Cultural Inventory</b>			
Whitburn Park			TRAILS AND PARKS
Kapuscinski Park			TRAILS AND PARKS
Sato Park			TRAILS AND PARKS
Heard Park			TRAILS AND PARKS
Central Park			TRAILS AND PARKS
Cenotaph Park			TRAILS AND PARKS
Rotary Centennial Park			TRAILS AND PARKS
Iroquois Park			TRAILS AND PARKS
Kirby Park			TRAILS AND PARKS
Huron Park			TRAILS AND PARKS
Suse Eggert Park			TRAILS AND PARKS
Majestic Park			TRAILS AND PARKS
Iroquois Beach Park			TRAILS AND PARKS
Victoria St Soccer Fields			TRAILS AND PARKS
Portage Park			TRAILS AND PARKS
Ash Park			TRAILS AND PARKS
College Downs Park			TRAILS AND PARKS
Guthrie Park			TRAILS AND PARKS
Cachet Park			TRAILS AND PARKS
Stockton Park			TRAILS AND PARKS
Pier 7			TRAILS AND PARKS
Windsor Bay Park			TRAILS AND PARKS
Port Whitby Marina			TRAILS AND PARKS
Pier 8			TRAILS AND PARKS
Pier 6			TRAILS AND PARKS
Pier 5			TRAILS AND PARKS
Pier 4			TRAILS AND PARKS
Pier 3			TRAILS AND PARKS
Pier 2			TRAILS AND PARKS
Pier 1			TRAILS AND PARKS
Watson Park			TRAILS AND PARKS
Lions Promenade			TRAILS AND PARKS

<b>Initial Cultural Inventory</b>			
Kiwanis Heydenshore Park			TRAILS AND PARKS
Whitby Kinsmen Park			TRAILS AND PARKS
Robinson Park			TRAILS AND PARKS
Pilkington Park			TRAILS AND PARKS
Glenayr Park			TRAILS AND PARKS
Willow Park			TRAILS AND PARKS
Cullen Central Park			TRAILS AND PARKS
Lynde Creek Trail			TRAILS AND PARKS
Kinross Park			TRAILS AND PARKS
Waterfront Trail			TRAILS AND PARKS
Longwood Park			TRAILS AND PARKS
Greenfield Park			TRAILS AND PARKS
Elmer Lick Park			TRAILS AND PARKS
Peel Park			TRAILS AND PARKS
Jack Wilson Park			TRAILS AND PARKS
Willowbrook Park			TRAILS AND PARKS
Vanier Park			TRAILS AND PARKS
Hobbs Park			TRAILS AND PARKS
Carnwith Park			TRAILS AND PARKS
Brooklin Horticultural Society Garden			TRAILS AND PARKS
Vipond Park			TRAILS AND PARKS
Brooklin Optimist Park			TRAILS AND PARKS
Palmerston Park			TRAILS AND PARKS
D'Hillier Park			TRAILS AND PARKS
Divine Park			TRAILS AND PARKS
Eric Clarke Park			TRAILS AND PARKS
Forest Heights Park			TRAILS AND PARKS
Rosedale Park			TRAILS AND PARKS
Otter Creek Park			TRAILS AND PARKS
Hannam Park			TRAILS AND PARKS
River's Edge Parkette			TRAILS AND PARKS

<b>Initial Cultural Inventory</b>			
Birch Park			TRAILS AND PARKS
Duggan Park			TRAILS AND PARKS
Tom Edwards Park			TRAILS AND PARKS
Selkirk Park			TRAILS AND PARKS
Rolling Acres Park			TRAILS AND PARKS
Kelloryn Park			TRAILS AND PARKS
Davies Park			TRAILS AND PARKS
Town Hall			TRAILS AND PARKS
Pringle Creek Trail			TRAILS AND PARKS
Pringle Creek Park			TRAILS AND PARKS
Myrtle Station Park			TRAILS AND PARKS
Teddington Park			TRAILS AND PARKS
Chipperfield Park			TRAILS AND PARKS
Ennisclare Park			TRAILS AND PARKS
Fallingbrook Park			TRAILS AND PARKS
Deverell Park			TRAILS AND PARKS
Darren Park			TRAILS AND PARKS
Iona Park			TRAILS AND PARKS
Lady May Park			TRAILS AND PARKS
St. Thomas Trail			TRAILS AND PARKS
St. Thomas Park			TRAILS AND PARKS
Brooklin Lions Trail			TRAILS AND PARKS
Brooklin Memorial Park			TRAILS AND PARKS
Grass Park			TRAILS AND PARKS
Bradley Park			TRAILS AND PARKS
Civic Recreation Center			TRAILS AND PARKS
Whitby Civic Park			TRAILS AND PARKS
Wallace Park			TRAILS AND PARKS
Manning Park			TRAILS AND PARKS
Glen Hill Park			TRAILS AND PARKS
Harold Park			TRAILS AND PARKS
Folkstone Park			TRAILS AND PARKS

<b>Initial Cultural Inventory</b>			
Norista Park			TRAILS AND PARKS
Carson Park			TRAILS AND PARKS
Coach Park			TRAILS AND PARKS
Brookvalley East Phase 5			TRAILS AND PARKS
Prince of Wales Park			TRAILS AND PARKS
Pinecone Park			TRAILS AND PARKS
Pipeline Trail			TRAILS AND PARKS
Oshawa Creek Trail			TRAILS AND PARKS
Brookvalley Subdivision			TRAILS AND PARKS
Ash Creek Channel Trail			TRAILS AND PARKS
Nichol Park			TRAILS AND PARKS
Scott Trail			TRAILS AND PARKS
Hydro Corridor Trail			TRAILS AND PARKS
Rotary Sunrise Lake Park			TRAILS AND PARKS
Jeffrey Street Off Leash Dog Park			TRAILS AND PARKS
Lupin Park			TRAILS AND PARKS
Coronation Park			TRAILS AND PARKS
Rossland Road Soccer Complex			TRAILS AND PARKS
Pringle Creek Trail Open Space			TRAILS AND PARKS
Cathedral Park			TRAILS AND PARKS
Brock and Rossland Park			TRAILS AND PARKS
Front Street Park			TRAILS AND PARKS
Cochrane Street Off Leash Dog Park			TRAILS AND PARKS
Oceanpearl Park			TRAILS AND PARKS
Lynde Creek Valley Trail			TRAILS AND PARKS
Ashburn Park			TRAILS AND PARKS
Annes Park			TRAILS AND PARKS
Longueuil Place			TRAILS AND PARKS
Brooklin Kinsmen Park			TRAILS AND PARKS
Biodiversity Trail			TRAILS AND PARKS

<b>Initial Cultural Inventory</b>			
<b>Cultural Heritage</b>			
NAME	ADDRESS	POSTAL CODE	SUB-CATEGORY
Brooklin Pioneer Cemetery	21 ALBERT ST		INDIVIDUAL DESIGNATED PROPERTY
James Matthewson House	7413 ASHBURN ROAD		INDIVIDUAL DESIGNATED PROPERTY
Albert G. Alexander House	75 BALDWIN ST		INDIVIDUAL DESIGNATED PROPERTY
Methodist Episcopal Parsonage	9060 BALDWIN ST NORTH		INDIVIDUAL DESIGNATED PROPERTY
Chronicle Building	173 Brock Street N		INDIVIDUAL DESIGNATED PROPERTY
William Westlake House	604 BROCK STREET S		INDIVIDUAL DESIGNATED PROPERTY
THOMAS JACKSON HOUSE	1200 BROCK STREET S		INDIVIDUAL DESIGNATED PROPERTY
THE TERRACE	122-130 BYRON STRRET N		INDIVIDUAL DESIGNATED PROPERTY
JOHN MIHCAEL HOUSE	202 BYRON N		INDIVIDUAL DESIGNATED PROPERTY
ROBERT PARDON HOUSE	207 BYRON ST N		INDIVIDUAL DESIGNATED PROPERTY
LEWIS HOUCK HOUSE	210 BRYON ST N		INDIVIDUAL DESIGNATED PROPERTY
WILLIAM ROBSON HOUSE	300 BYRON ST N		INDIVIDUAL DESIGNATED PROPERTY
JAMES BREBNER HOUSE	407 BYRON ST N		INDIVIDUAL DESIGNATED PROPERTY
FORMER ALL SAINT'S ANGLICAN CHURCH RECTORY	208 BYRON ST N		INDIVIDUAL DESIGNATED PROPERTY
JACOB BYRON HOUSE	300 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
ADAMS-BECKMAN HOUSE	402 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
GEORGE WALLACE HOUSE	404 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
WILLIAM CARPENTER HOUSE	413 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
JUDGE ROBERY RUDDY HOUSE	501 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
FORMER ST. ANDRES PRESBYTERIAN CHURCH	508 BYRON ST S		INDIVIDUAL DESIGNATED PROPERTY
ROBERT DARLINGTON HOUSE	42 CASSELS RD E		INDIVIDUAL DESIGNATED PROPERTY
DR. HENRY WARREN HOUSE	4 CASSELS ROAD W		INDIVIDUAL DESIGNATED PROPERTY
Former Methodist Church Tabernacle	202 CENTRE ST N		INDIVIDUAL DESIGNATED PROPERTY
Hood-Hare House	301 CENTRE ST S		INDIVIDUAL DESIGNATED PROPERTY

<b>Initial Cultural Inventory</b>			
Donald McKay House	401 CENTRE ST S		INDIVIDUAL DESIGNATED PROPERTY
THE CENTENNIAL BUILDING	416 CENTRE ST S		INDIVIDUAL DESIGNATED PROPERTY
ARTHUR ARCHIBALD HOUSE	513 CENTRE ST S		INDIVIDUAL DESIGNATED PROPERTY
THE SHIER-WILLIS HOUSE	800 CENTRE ST S		INDIVIDUAL DESIGNATED PROPERTY
STEPHEN THOMAS HOUSE	90 COLSTON AV		INDIVIDUAL DESIGNATED PROPERTY
MAPLE SHADE FARM	360 COLUMBUS RD E		INDIVIDUAL DESIGNATED PROPERTY
WATSON/GALBRAITH HOUSE	1733 DUFFERIN ST		INDIVIDUAL DESIGNATED PROPERTY
Donald A. Wilson House	519 DUNDAS ST E		INDIVIDUAL DESIGNATED PROPERTY
Old Whitby Library	132 DUNDAS ST E		INDIVIDUAL DESIGNATED PROPERTY
Anderson Flint House	28 FLINT CRESCENT		INDIVIDUAL DESIGNATED PROPERTY
Captain James Rowe House	299 FRONT STREET W		INDIVIDUAL DESIGNATED PROPERTY
Inverlynn	1300 GIFFARD STREET		INDIVIDUAL DESIGNATED PROPERTY
Bames House	301 GILBERT STREET E		INDIVIDUAL DESIGNATED PROPERTY
Stone Gate Feature	800 Walnut St W		STATUE OR SCULPTURE
Stone Wall with Plaque	Winchester Rd E		STATUE OR SCULPTURE
Stone Wall with Plaque	Winchester Rd E		STATUE OR SCULPTURE
Stone Wall with Plaque	Winchester Rd E		STATUE OR SCULPTURE
Statue/Sculpture	2008 Boundary Rd		STATUE OR SCULPTURE
Stone Gate Feature	67 Winchester Rd E		STATUE OR SCULPTURE
Stone Wall	131 Carnwith Dr W		STATUE OR SCULPTURE
Stone Wall	131 Carnwith Dr W		STATUE OR SCULPTURE
Statue/Sculpture	Winchester Rd E		STATUE OR SCULPTURE
Statue/Sculpture	300 Taunton Rd W		STATUE OR SCULPTURE
Statue/Sculpture	75 Darren Ave		STATUE OR SCULPTURE
Statue/Sculpture	Winchester Rd E		STATUE OR SCULPTURE
Statue/Sculpture	111 Dundas St E		STATUE OR SCULPTURE
Statue/Sculpture	41 Baldwin St		STATUE OR SCULPTURE
Status/Sculpture	800 Walnut St W		STATUE OR SCULPTURE
Statue/Sculpture	800 Walnut St W		STATUE OR SCULPTURE
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION

<b>Initial Cultural Inventory</b>			
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	249 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	76 Lady May Dr		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Memorial Plaque	589 Water St		TREE OR BENCH DEDICATION
Tree Dedication	575 Rossland Rd E		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Tree Dedication	30 Bassett Blvd		TREE OR BENCH DEDICATION
Memorial Plaque	131 Carnwith Dr W		TREE OR BENCH DEDICATION
Memorial Plaque	131 Carnwith Dr W		TREE OR BENCH DEDICATION

## **Appendix 2 - Planning Context**

Appendix 2			
Policy Document	Description of Document	References which align with Culture/Cultural Planning	Key Points of Opportunity
<b>Town of Whitby</b>			
Town of Whitby Official Plan	<p>The Official Plan provides general policy and planning direction to guide development and manage growth until 2031. The plan articulates goals and objectives for the community to grow and develop in a coordinated fashion, providing a planning framework to assess and manage the effects (social, economic, and environmental) of growth over the short and long-term for the municipality.</p> <p>Whitby's vision is to be a healthy, sustainable and complete community providing for balanced residential and employment growth, while maintaining a high quality of life and enhancing its cultural and natural heritage attributes.</p>	<p><b>The Plan's Vision for Whitby:</b>          "To be a healthy, <i>sustainable</i>, and complete community providing for a balanced residential and employment growth, while maintaining a high quality of life and enhancing its cultural and natural heritage attributes". (p.3)</p> <p>The plan contains five guiding principles relevant to cultural development and planning: Manage growth which balances quality of life and health of a community, and recognized the Municipality's unique character, civic identity and natural and cultural heritage assets; encourage orderly, compact, and mixed-use growth and opportunities for community renewal with supporting infrastructure and community facilities; encourage the continued revitalization of Downtown Whitby and Downtown Brooklin in a way which reflects their cultural heritage significance, promote a mix of uses and attractions which enforce the Downtowns as cultural, administrative, entertainment retail and social focal points; maintain the diverse interconnected system public spaces which are convenient, accessible, safe, and healthy environments serving all components of the population, and enhancing the Lake Ontario Waterfront as a focal point; support of the natural heritage system throughout the Municipality including those associated with the Oak Ridges Moraine, Greenbelt, Former Lake Iroquois Beach, Lake Ontario Waterfront, and watercourses (p.3).</p> <p><b>Goals and Strategic Objectives</b>          Three (3) primary sustainable development goals support cultural planning aims have the downtowns as focal points of the community, supporting cultural, business, and entertainment commercial, and residential function with diverse land use patterns, services and facilities to encourage social interaction, public safety, and accessibility for all ages and abilities. As well as to support arts and culture, public spaces, and recreation to continue vibrant and livable communities.</p> <p>Three (3) Community Character goals reflect attributes of cultural planning:          1) To encourage the development of communities which are compact, pedestrian- and age-friendly, and provide an appropriate mix of housing types, community facilities, commercial and service uses, and open spaces.          2) To foster a sense of civic identity through a high standard of community design in all future development and redevelopment that considers:              o a high degree of visual diversity and aesthetic quality              o a well-defined public realm, including an interconnected open space network              o the sensitive integration of new development and redevelopment with existing development, including cultural heritage resources.          3) To encourage and support public art and cultural facilities and opportunities for place-making, events, and experiences throughout the Municipality as a means to foster community and neighbourhood identity and contribute to a vibrant and creative Municipality</p> <p>Two (2) Economic Prosperity objectives and accompanying policies support creative enterprises and cultural tourism:          1) Objective: To recognize and protect the Municipality's natural heritage and cultural heritage resources to attract economic development, including tourism opportunities              o Policy: The Municipality will encourage the expansion of recreation and tourism based on assets such as the Lake Ontario Waterfront, arts and cultural facilities, cultural heritage resources, natural heritage features, active and passive recreational areas, and tourist destinations.          2) Objective: To encourage the retention and growth of existing businesses in the Municipality, wherever possible              o Policy: The Municipality may consider innovative infrastructure financing tools, including public/private partnerships and developer front-end financing to provide community facilities and infrastructure through the development approval process</p> <p>Two (2) sustainability community planning objectives aligns with heritage principles of cultural planning:          1) preserves, protects, and enhances the natural heritage system, including sustainable development standards addressing natural heritage preservation and enhancement          2) enhances the health, safety, and social well-being of the Municipality's residents</p> <p>The Plan's sustainability strategy for urban agriculture supports food related aspects of cultural planning:          • The Municipality shall support the establishment of community gardens, rooftop gardens, and farmers' markets in appropriate locations to contribute to the accessibility of locally grown produce in urban areas, thereby lowering energy consumption, greenhouse gas emissions, and transportation costs</p> <p>Land use          Central area land use goals for community use contain one cultural heritage objective:          • To conserve and enhance cultural heritage resources within the Major Central Areas.          - Institutional, Cultural, and Community Facilities          - Parks and Major Open Spaces</p> <p>Community Development          - Cultural Heritage Resources and Archaeological Resources          - Community Improvement</p> <p>Implementation and Interpretation</p>	<p>Focus on the enhancement and maintenance of cultural resources, specifically in the Downtowns (Whitby and Brooklin), the Lake Ontario Waterfront and the system(s) of natural heritage resources. There are further objectives that incorporate principles of complete communities - mix of uses and attracted, interconnected public spaces and support for community facilities and infrastructure.</p>
Council Goals (2014-2018)	<p>Whitby Council 2014-2018 Goals aim to enhance the environment both within Council, as well as throughout the Municipality. There are 8 goals, two of which focus on the internal aspects of Council, while the rest consider the municipality in its entirety focusing on economic, development, social, and cultural aspects of the Town.</p>	<p>There are three (3) goals which focus on culture in the Town of Whitby. The first goal focuses on creating downtowns which are pedestrian focused destinations, leveraging municipal tools to generate jobs and investment on the lands, specifically surrounding the lands around fire hall site and to gaining local ownership of Baldwin St. in downtown Brooklin. Another goal which aligns with culture is maintaining a community of choice for families and becoming a community of choice for seniors and job creators with a focus on growing which creates strong, walkable, complete communities with diverse mobility choices. The final goal aligning with culture is to become a destination of choice for visitors across Durham Region and Greater Toronto Area, which realizes the economic and social potential of the downtowns, waterfront, and green spaces, creating more opportunities and spaces to enjoy.</p>	<p>Focus on ensuring Whitby focuses on pedestrian-focused downtowns, job growth, complete communities, tourism that takes advantage of current resources, while creating more opportunities and spaces to enjoy.</p>
Waterfront Parks and Open Space Master Plan	<p>The Whitby Waterfront Parks and Open Space Master Plan (2016) is a 20 year plan which provides a comprehensive strategy to enhance the waterfronts natural, heritage, cultural and recreational features. The plan creates an overall vision for the waterfront area, as well as site specific visions for six (6) precincts: Cranberry and Lynde Marshes; Lynde Shores; Port Whitby Community; Pringle Creek; (Former) Dupont and Gerdau Shoreline; Corbett Creek Marsh.</p>	<p>The vision for the plan is to make the waterfront a destination in Whitby, attracting persons of all ages and abilities, balancing significant natural, cultural, and built features (p. 2).</p> <p>The plans guiding principles which focus on culture include:          • Balance active park uses, passive open space uses, and preserving natural areas;          • Increase accessibility and connectivity of parks and open spaces for people of all ages and abilities.          • Waterfront as a focal point which is well connected and accessible by multiple modes of transportation.          • Incorporate educational and tourist opportunities to experience natural, cultural and heritage features of the waterfront.          • Establish interfaces with the waterfront that incorporate recreation uses and commercial services benefiting people living, working, and visiting the waterfront.          • Enhance the Town's recreational tourism potential.          (p. 2-3)</p> <p><i>*Each precinct has specific policy direction which can be reviewed for future reference and incorporation into action plans.</i></p>	<p>Highlights direction for the waterfront and includes elements which can align with the Culture Plan (accessibility and connectivity, natural spaces, education and tourist opportunities, recreational and community services).</p>

Culture Parks and Recreation Open Space Plan (2006)	The Culture, Parks, Recreational and Open Space Strategic Master Plan (2006) provides goals, principals, and strategic directions which guide the provision of leisure facilities, programs, services, parks and open space over a 10 year period and beyond.	<p>"The vision promotes healthy lifestyles, high quality, and equitable services, pride in the Town's built and natural heritage, preservation of the natural environment, all provided in a manner that is fiscally sustainable" (p.26)</p> <p>The plan outlines service goals for Whitby to fulfill in terms of culture (p. 18). These include:</p> <ul style="list-style-type: none"> <li>● Whitby as a leader in leveraging community resources and community actions to benefit all members of the community.</li> <li>● Provide and support leisure experiences which are accessible to all members of the community and contribute to healthy lifestyles, experiences of accomplishment, and a sense of community.</li> <li>● Maximize and attract community resources to support the delivery of leisure services.</li> </ul> <p>There are service delivery directions outlined in the plan which aim at achieving the above goals which involve financial accessibility, respecting environmental stewardship and preservation, and an inclusive approach to providing and supporting leisure services</p> <p>The plan directs prioritizing resources to core services such as leisure activities that promote healthy and active lifestyles, building community leadership, contribute to a sense of accomplishment, as well as leisure facilities which support these activities. It also emphasis support for community groups involved in the delivery of leisure services, open space stewardship and providing and managing parks, trails and open spaces (p.21)</p> <p>The plan provides strategic direction as a response to change and gaps identified in the plan, and provides responsive direction which aligns with the plans service goals under four (4) themes:</p> <p>Program Direction (p.30)</p> <ul style="list-style-type: none"> <li>● Focus resources on initiatives that contribute to the physical, social and emotional wellness of residents.</li> <li>● Strengthening the role of the Civic Recreation Complex as a hub for wellness and active living</li> <li>● Adopt the role that the Community and Marketing Services Department are responsible for leisure interests which include active sports, and recreation, arts, heritage and culture, community festivals, social events and activities, as well as parks, trails and open spaces.</li> </ul> <p>Facilities (p.37):</p> <ul style="list-style-type: none"> <li>● Provide indoor and outdoor leisure facilities that support Town-wide, community, and neighbourhood interests.</li> <li>● Provide leisure facilities which respond to the needs of growth.</li> <li>● Consider space for art and cultural activities, as well as the display of public art and history in new developments or when adding to existing facilities.</li> <li>● Focus municipal funding of facilities that accommodate broad community needs and interests.</li> <li>● Pursue opportunities to develop and manage future leisure facilities in partnership with providers.</li> </ul> <p>Parks and Open Space (p.52)</p> <ul style="list-style-type: none"> <li>● Continue efforts for a continuous and publicly accessible waterfront.</li> <li>● Develop a linked system of parks, open space, bikeways, pathways, which incorporate trail-based recreational activities.</li> </ul>	Outlines the strategic direction for leisure activities and resources within Whitby, providing goals and direction that align with culture within the Town.
Cycling and Leisure Trails Plan	The Cycling and Leisure Trails Plan (2010) was created as a response to the increased popularity of the Town's existing trail network and the desire to create a more connected system of trails. This plan arose from the direction from the Culture, Parks, Recreation, and Open Space Master Plan (2006) and the vision from the Transporation Master Plan.	<p>The vision of the Cycling and Leisure Trails Plan encompasses objectives relating to creating links which are comfortable for families to use in neighbourhoods, provide access from residential neighbourhoods to employment and commercial centers in adjacent municipalities, and create comfortable access to the Waterfront Trail and its amenities (p. 1).</p> <p>The plan contains a recommended cycling network and leisure trail network, creating a 327 km trail combined network (located in Map 2 of the plan), which is intended to be implemented over the next twenty (20) plus years. The plan includes Waterfront Trail connections, Downtown Whitby Routes, Downtown Brooklin Routes, North-south Routes, and East-west Routes (p.3-4). The plan considers key destinations which includecommercial areas and shopping centers, as well as community centres and libraries (p.33). The recommended network links natural, cultural, employment, recreation, open space/parks, schools, residential and other features in the Town of Whitby (p. 70).</p> <p>The plan has created specific policy and practice recommendations which support its vision and addresses four main areas of action: creating a bicycle-friendly and leisure trail community, developing the cycling and leisure trail network, supportive practices, and supportive programs (p.71). Important policies in the recommendations which can align with culture objectives include:</p> <ul style="list-style-type: none"> <li>● Provide bike parking and promote end-of-trip facilities at Town-owned buildings.</li> <li>● Create a program that encourages bicycle parking at existing commercial development and places of work.</li> <li>● Collaborate with adjacent municipalities to create continuous links between communities</li> <li>● Work with partners to promote cycling and bicycle tourism in the Town</li> </ul>	Recommends cycling and leisure network and includes links to cultural resources.

Brooklin Community Secondary Plan	<p>The Brooklin Secondary Plan (2017) amends the Town of Whitby's Official Plan through OPA #108 to update the Secondary Plan for the existing Brooklin Community. It introduces new land use designations for Brooklin and provides a vision and objectives which maintain the intent of the Official Plan. The area is generally located outside of the Provincial Greenbelt Plan area, south of Brawley Rd., north of Conlin Rd., west of the Whitby-Oshawa boundary and east of Country Land, including lands along Highway 407 and in Conlin Road/Anderson Street Area.</p>	<p>The vision of the Brooklin Secondary Plan intends to maintain the small-town community feel while evolving to into a complete community though maintaining the heritage character in the downtown, enhancing the pedestrian comfort of Baldwin Street, and adding additional retail to extend the 'main street' character south of Winchester Road (p. 12).</p> <p>11.5.1.2 Objectives, has directions which align with culture are provided in:</p> <p>Downtown Brooklin Major Central Area North - a heritage downtown Objectives focus on ensuring Downtown Brooklin continues to be a focus for shopping, dining, entertainment, and conserving significant cultural heritage resources (which are identified in the Brooklin Heritage Conservation District Plan). Along with ensuring Baldwin Street, it is a safe, vibrant, accessible street for all users with an emphasis on pedestrian and animated environments (p. 12-13)</p> <p>Downtown Brooklin Major Central Area South - an urban village: The objectives are to create a diverse, vibrant, and pedestrian-oriented mixed-use village south of Winchester Rd. which will support the historical Downtown (p. 13).</p> <p>Healthy living: The objective is to promote active and healthy living for all ages and abilities by developing accessible parks, trails, safe and walkable streets and recreational facilities, as well as protecting significant natural areas and features (p. 13)</p> <p>Community and Culture: These objectives aim to encourage community and cultural amenities and events that meet the diverse needs of the community and provide social meeting places. Another objective is to develop infrastructure which supports community gardens, providing healthy food choices and encourages social connectivity (p. 14).</p> <p>Section 11.5.7 plan also identifies Community Central Areas, where mixed-use is encouraged, there are targets for leasable floor space to accommodate retail facilities, and it identifies a Comprehensive Block Plan focusing on mixed-use (p. 21).</p> <p>11.5.8 of the plan details the Brooklin Heritage Conservation District Plan (p.22)</p> <p>11.5.24.6 Urban Squares Publicly accessible Urban Squares are located on the northwest, southwest, and southeast corners of the intersection of Baldwin Street and Winchester Rd. These are to promote the identity of the Downtown Brooklin Major Central Area and create a public gather space which can be programmed for public events, encouraging social connection within the community. The squares should be accessible and visible to the public, are designed in a way for multiple uses by diverse users through having passive and programmed activities, and displaying public art (p.39)</p>	<p>Provides direction for growth while maintaining the heritage elements in the Downtown. There is an emphasis for complete communities, mixed-uses, and community gathering places.</p>
Brooklin Heritage Conservation District Plan	<p>The Brooklin Heritage Conservation Plan aims to conserve the heritage character of Brooklin by providing guidance for all future changes to the area within the District boundary (identified in the Plan). The Plan meets the requirements from the Ontario Government regarding policies in the Provincial Policy Statement, Ontario Heritage Act, and the Ontario Heritage Tool Kit and follows the Heritage Conservation District Study adopted by Council in 2006.</p>	<p>The Plans purpose is to conserve and enhance the existing heritage resources and character in Brooklin while allowing for growth through modern infill development, an already present character for the area (p.9).</p> <p>The goals and objectives of the Plan are to preserve and maintain existing buildings and structures with historic and/or architectural value; preserve and enhance streetscapes which aid to the character of the district; to enhance built and natural features; to promote an increased awareness of the historic value (p.11).</p> <p>Section 3.2.1 Conservation of Local Character through Downtown Revitalization, identifies an opportunity which aligns with culture such as improving the design and capacity of existing event venues and creating more events throughout all seasons. It also outlines an opportunity to attract tourists through improving the local "brand" and marketing image (p.34).</p> <p>Section 3.2.4 Conservation and Enhancement Initiatives, identifies opportunities that align with culture and support heritage conservation in Brooklin including actions such as public projects which include streetscape, library/community centre, banners, Landmark Square (p.36)</p> <p>Section 3.3 Conservation and Development Goals, Objectives and Policies, outlines policies which conserve and enhance the Districts heritage character and allow for compatible new development. Subsection 3.3.2 Objectives aim at retaining and conserving heritage building, encourage 'heritage friendly development', and foster appreciation of heritage through supporting community events (p.37-37)</p> <p>Section 3.5.3 Parks, Open Spaces and Community Centres, identifies an existing network of public parks, open spaces, and community centers which should be maintained and enhances with the District and ensure connections to adjacent areas (p.41)</p> <p>Section 8.2 Guidelines for Streetscapes provides direction for preservation and development of streetscapes including preservation of cultural heritage significant features, develop pedestrian amenities which enhance the appreciation-Historichistoric District, and preserve current open spaces an public parks while creating new opportunities for them (p.107-108)</p>	<p>Guides preservation of cultural heritage resources within Brooklin, while allowing for appropriate growth and enhancement of the public realm.</p>
Werden's Plan Neighbourhood Heritage Conservation District (HCD) Plan	<p>Werden's Plan Neighbourhood Heritage Conservation District (HCD) Plan is a commitment between the Town of Whitby and property owners to preserve the neighbourhoods small-town historic character. The plan guides long-term physical change.</p>	<p>The plan outlines distinct cultural heritage buildings, structures, landmarks, and the character of the public realm.</p> <p>The plans goal is to conserve and enhance the neighbourhood's small-town historic character (p.36).</p> <p>Section 3.2 outlines the objectives of the plan which can align with culture including:</p> <ul style="list-style-type: none"> <li>● Subsection 3.2.1 Land Use, aims to recognize the place and function of the five identified historic landmarks (listed on p.36).</li> <li>● 3.2.2 Buildings, encourages maintaining the neighbourhood's six landmarks and encourage preservation and maintenance of historic buildings (p.37)</li> <li>● 3.2.3 The Public Realm and Private Open Space, looks to acknowledge, preserve and enhance public open spaces including Celebration Square, Gilbert Street West right-of-way, R.A. Sennett schoolyard, and the courthouse block and Rotary Centennial Park (p.38).</li> </ul> <p>Section 4 outlines policies to guide the objectives of the plan such as preserving landmarks, retaining historic properties, and maintaining public open spaces identified in the plan as well as marking and identifying the heritage district (p.40-50).</p>	<p>Identifies landmarks, buildings, and public spaces which can be incorporated into the plan.</p>

Port Whitby Community Secondary Plan (Refer to Section 11.1 of the Whitby Official Plan at the following link - <a href="https://www.whitby.ca/en/resources/pl-community_wop-op2018consolidation.pdf">https://www.whitby.ca/en/resources/pl-community_wop-op2018consolidation.pdf</a> )	Port Whitby Community Secondary Plan amended the Town of Whitby's Official Plan through OPA 104 which outlines policies for the area bounded by Highway 401 to the north, the boundary created by Pringle Creek, the adjacent industrial lands to the east, and Water Street and South Blair Street in the southeast, Lake Ontario to the south, and Gordon Street to the west. The plan was created to encourage appropriate new development and positive growth into the fabric of the existing Port Whitby community.	The objectives of the plan which align with culture include: Policy 11.1.2.1, maximize the potential for Whitby Harbour by utilizing public open spaces to active and passive recreation (p.23). Policy 11.1.2.3, create compact communities with range of services, amenities, and transportation options (p.23) Policy 11.1.2.4, promote a vibrant, diverse, livable space, with opportunities for intensification, entertainment, leisure, and civic activities with a range of retail and residential uses available (p.23). Policy 11.1.2.5, foster a civic identity through integrating public and private spaces and a well-defined public realm connected to open space network.	Encourages cultural activities and creation of complete communities with regards to the Port Whitby Community.
Sports Facility Strategy	The Sports Facility Strategy guides planning and management for the Town of Whitby's sports facilities until 2031. It considers Whitby's growing population and changing demographic needs when assessing indoor and outdoor sports and recreation facilities.	The vision of the plan is to enhance the quality of life for Whitby residence through the promotion of sport by providing innovative and include facilities that accommodate programming for a broad range of needs and serve as welcoming destinations where people can connect (p.11).  The plan has strategic goals which can be linked back to culture, such as maximizing the number of residents participating in sports which facilitates healthy lifestyles and social interactions, which aid in creating a vibrant community. As well as providing sports facilities that minimize barriers for all ages and abilities, allowing for equity and inclusivity in sport (p.11).  Section 3 contains an action plan for indoor sports facilities, including an assessment of current indoor facilities which identified utilization statistics and recommendations for the facilities for the future for the following: <ul style="list-style-type: none"> <li>• Arenas (p.14-19);</li> <li>• Indoor aquatic centres (p.20-22);</li> <li>• Gymnasiums (p.24-28);</li> <li>• Fitness spaces (p.29-32); and</li> <li>• Indoor artificial turf facilities (p.33-35).</li> </ul> The needs assessment for Whitby identified a number of facilities that will need to be constructed including: a twin-pad arena containing an 85' by 190' ice pad (one of which is possibly encircled by a three-lane indoor walking/jogging track); indoor aquatics centre containing a 25 metre lap pool with deep end and separate leisure pool(s); active living/wellness studio; and an indoor turf field (p.36). These can be incorporated into a multi-use community centre, table two (2) identifies the estimated land requirements for these facilities as well as preferred site location (p.36).  Section four details an action plan for outdoor sports facilities, including level of service and suggested recommendations for: <ul style="list-style-type: none"> <li>• Sports fields (e.g. soccer fields, ball diamonds, cricket pitches and multi-use fields) (p.42-55);</li> <li>• Tennis courts (p.56-60)</li> <li>• Basketball and multi-use courts (p.61-65);</li> <li>• Outdoor fitness equipment (p.66);</li> <li>• Skateboard and bike parks (p.67-71); and</li> <li>• Bocce courts and lawn bowling (p.72-74).</li> </ul> The needs assessment identified a number of outdoor sports facilities to be constructed by Whitby and which can be considered for the culture plan including: 10 tennis courts; 4 multi-use courts in West Whitby and 6 multi-use courts in Brooklin, to be confirmed based on geographic distribution; 1 park featuring outdoor fitness equipment; and 2 skateboard parks (plus a replacement venue for Brooklin Memorial Park, if needed).	Outlines population trends in terms of recreational facilities (this knowledge can be incorporated into understanding the community needs).  Incorporates recommendations for creating indoor and outdoor facilities which can be considered for the culture plan.
Whitby Tourism Asset Mapping and Gap Study	Whitby Tourism Asset Mapping and Gap Study looks at identifying opportunities for new tourism activity and associated investment within the Town. The study creates an inventory of Whitby's tourism assets, assesses tourism product mix, conducts a market assessment and gap analysis and evaluate new opportunities for tourism.	In section 2 the study provides a statistical analysis of growth in Whitby and quantifies tourists coming to the area (p.2-14) which can help inform who uses and will use cultural resources.  Section 3 creates an asset inventory, which identifies the number of cultural resources and what percent each makes up. Tables help identify categories for resources and how many of each are found within Whitby (p.15-17). Subsection 3.3. identifies 4 tourism precincts, including Downtown Brooklin, Cullen Central Park, Downtown Whitby, and Port Whitby, as well as some of the major tourism assets within each. These assets align with significant cultural resources (p.18-20).  Section 4 identifies a list of tourism opportunities for Whitby, a total of 25 tourism opportunities were identified which align with culture (p.23)	Identifies tourism resources and opportunities to expand or add to these resources. These opportunities align with cultural resources in Whitby and can be taken into consideration.
<b>Provincial</b>			
Ontario Culture Strategy: Telling our stories, growing our economy	As the first Culture Strategy in Ontario, the strategy identifies a vision for culture in Ontario, principles to guide government support for culture, overarching goals, and strategy directions.	A Vision for Culture in Ontario: An Ontario where every person has the opportunity for creative expression and cultural participation, and where the diversity of our stories and communities is reflected, valued and celebrated, now and as part of our legacy to future generations.  Ontario's first Culture Strategy focuses on four key goals: 1. promote cultural engagement and inclusion 2. strengthen culture in communities 3. fuel the creative economy 4. promote the value of the arts throughout government.	Indicates the need to promote cultural engagement and inclusion, strengthen culture in communities, fuel the creative economy and promote the value of arts throughout government.

Provincial Policy Statement	<p>The Provincial Policy Statement (PPS) 2014 is a statutory document integrating all provincial ministries' land use interests, guiding local land use activity and planning decisions in municipalities. The PPS is issued under Section 3 of the Planning Act and states that all decisions affecting land use planning matters "shall be consistent with" the PPS.</p>	<p>Policies related to healthy communities, public and open spaces, coordination have direct connections to cultural development. Placemaking, cultural landscapes, integration, and culture plans representative of aboriginal interests have specific policies attached to them. Under provincial legislation, municipalities must protect cultural heritage and archaeological sites and consider the interests of indigenous communities along the way. The mention of "cultural plans" in the PPS provides a strong rationale to link culture with land use activities at the local level.</p> <p>Policy 1.5.1, Healthy and Active Communities: "Planning public streets and facilities to be safe, meet the needs of pedestrians, foster social interaction and facilitate active transportation and community connectivity." (b) "Planning and providing publically-accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages</p> <p>Policy 1.6.5: "Public service facilities should be co-located in community hubs"</p> <p>Policies 1.7.1 Economy and Employment: "Promote investment-ready communities, place-making and mixed use areas to support economic development."</p> <p>Policy 4.11: Interpretation and Implementation: "Promote coordinated, integrated planning processes</p> <p>Cultural Heritage: "Significant built heritage resources and significant cultural heritage landscapes should be conserved"</p> <p>Policy 2.6.4 "Recognize Aboriginal interests in land use planning and promote the conservation of cultural heritage and archaeological resources, including the use of archaeological management plans and cultural plans."</p>	<p>Includes policies related to healthy and active communities, community infrastructure, place-making, economic development, cultural heritage and Indigenous interests in planning and cultural heritage and archeological resources</p>
Growth Plan	<p>The updated Growth Plan indicates that growth should be managed through compact, complete communities, support for a strong economy, and efficient use of land and infrastructure. This includes accommodating an appropriate range of land uses such as housing, community and open space, and employment opportunities.</p>	<p>Section 1.2.1 outlining the guiding principals of the Growth Plan which include the support of complete communities which meet the needs of peoples daily lives, and ensure and promote cultural heritage resources to support the social, economic, and cultural well-being of all communities.</p> <p>Section 4.2.5 includes policies related to Public Open Space</p> <p>Section 4.2.7 include policies related to 'Cultural Heritage Resources</p>	<p>Section 1.2.1 outlining the guiding principals of the Growth Plan which include the support of complete communities which meet the needs of peoples daily lives, and ensure and promote cultural heritage resources to support the social, economic, and cultural well-being of all communities.</p> <p>Section 4.2.5 includes policies related to Public Open Space</p> <p>Section 4.2.7 include policies related to 'Cultural Heritage Resources</p>

# Appendix 3 - Long List of Case Studies

## Best Practice Selection – Long List of Case Studies by Theme

\* see below for selection methodology

### Theme 1: Utilizing Existing and Underutilized Public Spaces

1. Regina, Saskatchewan

**Pop Up Downtown** commissions visual artists to create high-impact window installations in underused downtown spaces.

2. Sydney, Australia

**Creative Spaces Sydney** is a program where government owned offices and storefronts are made available for cultural organizations at below commercial rents.

3. San Francisco, California

**Pavements to Parks Program** is a city-run, cross-departmental program that takes underused land (e.g., parking spaces) and converts them into publicly useable space for pedestrians.

4. Sheffield, England

**Sheaf Valley Park** is an underutilized park space turned open-air amphitheatre located behind Sheffield Train Station. A public-private partnership, including the City of Sheffield, created and implemented the project.

### Theme 2: Engaging the Private Sector

1. St. Catherine's, Ontario

**The Cultural Investment Program** provides city culture grants to arts and culture organizations, with a focus on helping them leverage private sector money. Unlike traditional culture grants, organizations must show current or potential private sector revenue to be eligible.

## 2. Business for the Arts, Ontario (Regional)

**ArtsVest Mentorship Program** is a training and mentorship program that helps arts and culture organizations connect with corporate and private partners. Opportunities for matching funds are available to participating organizations who gain new sponsors or partners.

## 3. Toronto, Ontario: Partners in Art

**Partners in Art** is a member-based organization that promotes the visual arts through partnerships between member groups, the private sector, and arts donors.

## 4. Calgary, Alberta

**Arts Commons** is a former performance arts centre turned “creative gathering place” for the performance and visual arts. In the past decade, the facility has shifted from a dependence on public funding for operating revenue to private, philanthropic and endowment-based revenue streams.

# Theme 3: Integrating Culture (The “Cultural lens” Approach)

## 1. Kingston, Ontario

Culture is recognized as **the forth pillar of sustainability and integrated into the corporate strategic plan**. The culture division is housed within corporate and strategic services, which places them in a strategic position to implement cultural planning goals.

## 2. Regina, Saskatchewan

**Design Regina** is the city’s official community plan (ocp), created in 2013. Cultural policy is integrated into the plan. Culture staff strategically aligned culture goals with the ocp goals to gain support for the development of the City’s culture plan in 2018.

## 3. Calgary, Alberta

**A Public Art Plan for Expressive Potential of Utility Infrastructure:** The Utilities and Environmental Protection Department created their own public art plan to integrate public art into the provision of utility infrastructure.

## 4. Humboldt, Saskatchewan

**Our Humboldt Strategic Plan** is the city’s strategic plan, but it doubles as a cultural plan. The culture-led growth plan “looks towards the future through a cultural lens.”

## Theme 4: Creative Placemaking

### 1. Richmond Hill, Ontario

**Community Murals Program** is a partnership between Bell Canada, the Canadian government, Community Matters Toronto, and the Town. The program engages artists in painting outdoor bell utility boxes to promote the unique history of the town.

### 2. Allentown, Pennsylvania

Third Thursday Arts Walk is hosted by a local arts coalition, in partnership with local businesses in the city's downtown. Venues include galleries and restaurants as well as the studios of the artists participating in the Artist-in-Residency program.

### 3. Fargo, North Dakota

The Fargo Project is a community-based ecological project transforming a barren storm water basin site into a green space of ecological significance and community use.

### 4. Sault St. Marie, Ontario

The Animating Project shares historical, cultural, and ecological information about settlement areas surrounding a 22km public trail through digital storytelling. The trail functions as a cultural, educational, and tourist destination.

## \* Methodology

Criteria for general case selection. Specific criteria vary by theme

- Demographics and size of municipality – small to mid-size municipality
- Distance to major urban centre (50-100km)
- Cultural plan in place
- Municipalities facing outward cultural pressures due to geographical location
- Applicability to scale of available resources and capacity for small to mid-size municipality
- Implemented programs, with metrics, reporting and evaluation
- Visibility of projects in public eye
- Culture as a strategic and/or corporate municipal priority
- Change in organizational structure in a municipality to include culture
- Cross-sector partnerships among city divisions or community groups
- Signs of local level cultural ecosystem to support cultural planning goals



# CULTURE PLAN **SURVEY**

## STAY CONNECTED WITH THE PROJECT

To stay up to date with the Town's new Culture Plan and to participate in future opportunities to inform the development of the plan – go online today to [whitby.ca/cultureplan](https://whitby.ca/cultureplan)

Or contact the Culture Plan Project Team to join the Interested Parties List

**Matt Powers**

Manager – Parks, Long Range Planning and Culture

Town of Whitby

[powersm@whitby.ca](mailto:powersm@whitby.ca)

**Maria McDonnell**

Manager – Sustainability, Downtowns and Cultural Heritage

Town of Whitby

[mcdonnellm@whitby.ca](mailto:mcdonnellm@whitby.ca)

**Aimee Pugao**

Planner II – Parks Planning and Development Division

Town of Whitby

[pugaoa@whitby.ca](mailto:pugaoa@whitby.ca)



# CULTURE PLAN **SURVEY**

Attachment 2

## Town of Whitby Culture Plan

Phase 1

# Engagement Summary

**Date:** September 11th, 2019

**To:** **Maria McDonnell**, Senior Manager, Strategic Initiatives, Town of Whitby

**Matt Powers**, Manager, Community Services, Town of Whitby

**Aimee Pugao**, Parks Planning, Community Services, Town of Whitby

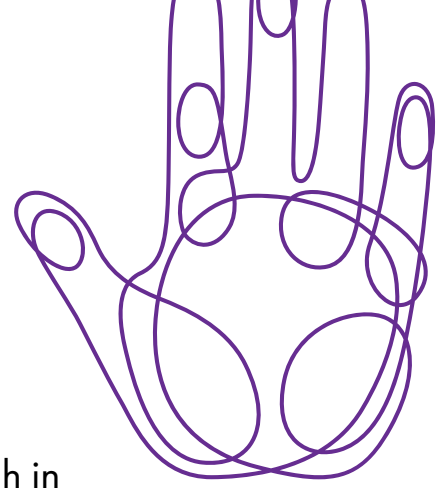
**From:** PROCESS

Sara Udow and Nadia Galati

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# What is the Whitby Culture Plan?



The Town of Whitby is developing its first Culture Plan that will launch in 2020. The plan will set a long-term vision for culture, identifying priorities and actions to enhance and facilitate arts, culture and heritage within Whitby. It will also consider how culture can assist to achieve broader municipal strategic objectives. A key factor of success is collaboration between various partners, including municipal and regional staff, cultural organizations, stakeholders and the general public.

Whitby is a fast growing, vibrant municipality, known for offering a small-town atmosphere with the sophistication and amenities of a large urban centre. Whitby currently has numerous cultural assets including institutions like the Station Gallery, Whitby Public Library, Lynde House Museum and Whitby Courthouse Theatre. There are also many community events such as Open Streets, tree lighting events, Culture in the Square and Movies in the Park. The town is also known for its built and natural heritage, including the waterfront, parks and greenspaces, two (2) historic downtowns and productive agricultural areas.

As one of the fastest growing municipalities in Ontario, the Town is looking at sound planning tools to manage growth pressures and maintain the high quality of life that makes Whitby so attractive to residents and businesses. A thriving cultural sector is critical to maintaining and enhancing this high quality of life.

The purpose of the Whitby Culture Plan is to enhance Whitby's existing cultural assets, make room for new cultural activities and development, demonstrate a commitment to local art and culture, and contribute to other Town goals including building an age-friendly community, revitalizing the two (2) downtowns, and attracting and retaining capital investment and talent, leading to a strong economy. The plan will be a high-level document that provides strategic directions and actions to guide cultural activity for the next ten (10) years.

# What is the Culture Plan Process?

## The Culture Plan is rooted in a collaborative, community-driven and creative approach.

The cultural planning process includes extensive community consultation. Various and diverse perspectives are needed to help the Town strategically identify cultural resources in the municipality and to plan for how cultural resources can achieve broader civic goals. As this is the first culture plan for the Town and there is no baseline cultural inventory, an extensive stakeholder and public engagement program has been developed to crowd-source a cultural inventory and to identify strengths, challenges and priorities for culture in the Town.

There are three (3) phases to the Culture Plan:

1. Getting to know Culture in Whitby (What's happening today?) - Spring/Summer 2019;
2. Goal Setting and Community Aspirations (What should the future look like?) - Summer/Fall 2019; and
3. Let's Launch the Culture Plan (What are the steps to get us there?) - Fall 2019/Winter 2020.

Figure 1 Culture Plan Engagement + Communications Work Plan

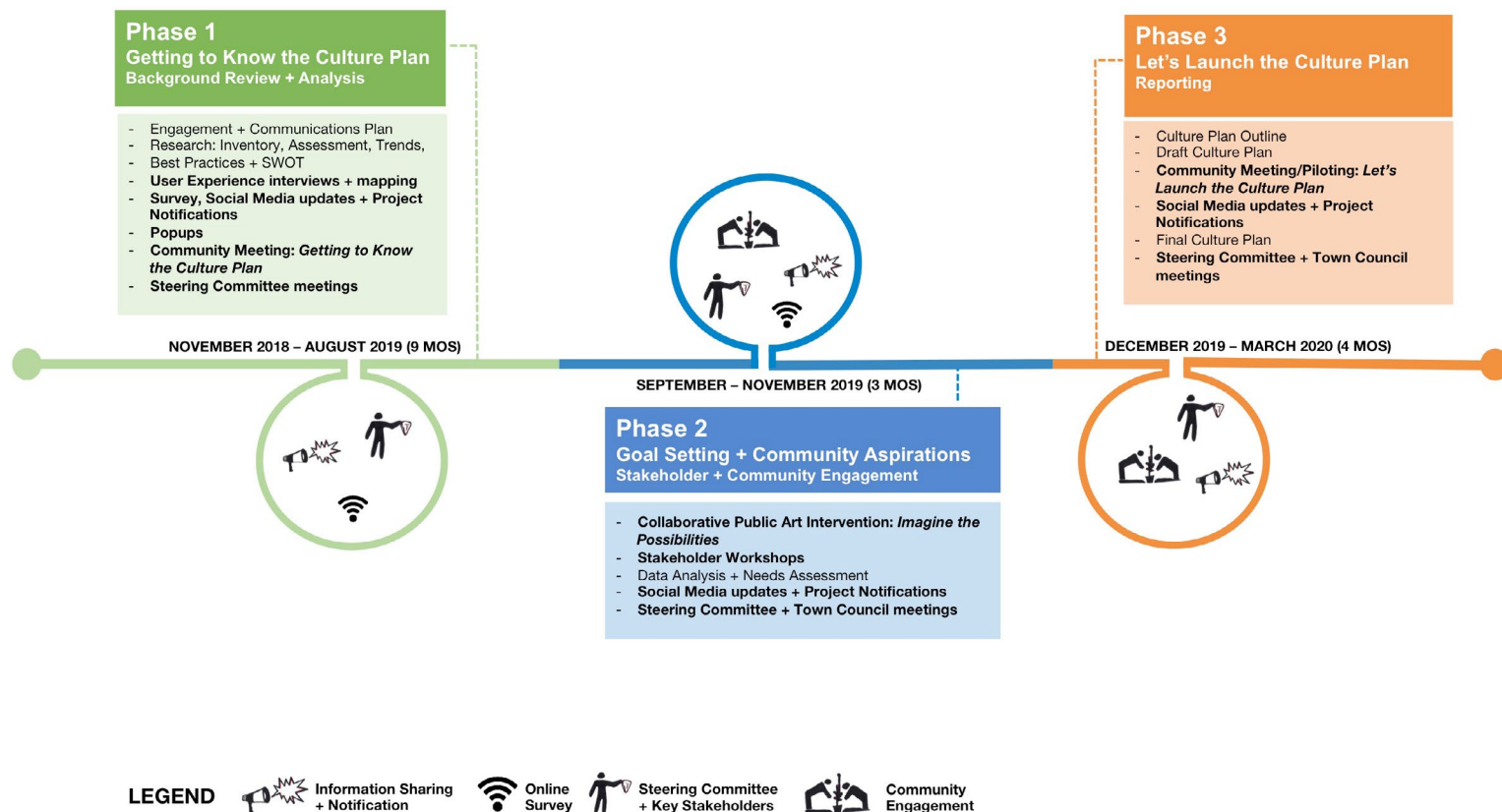
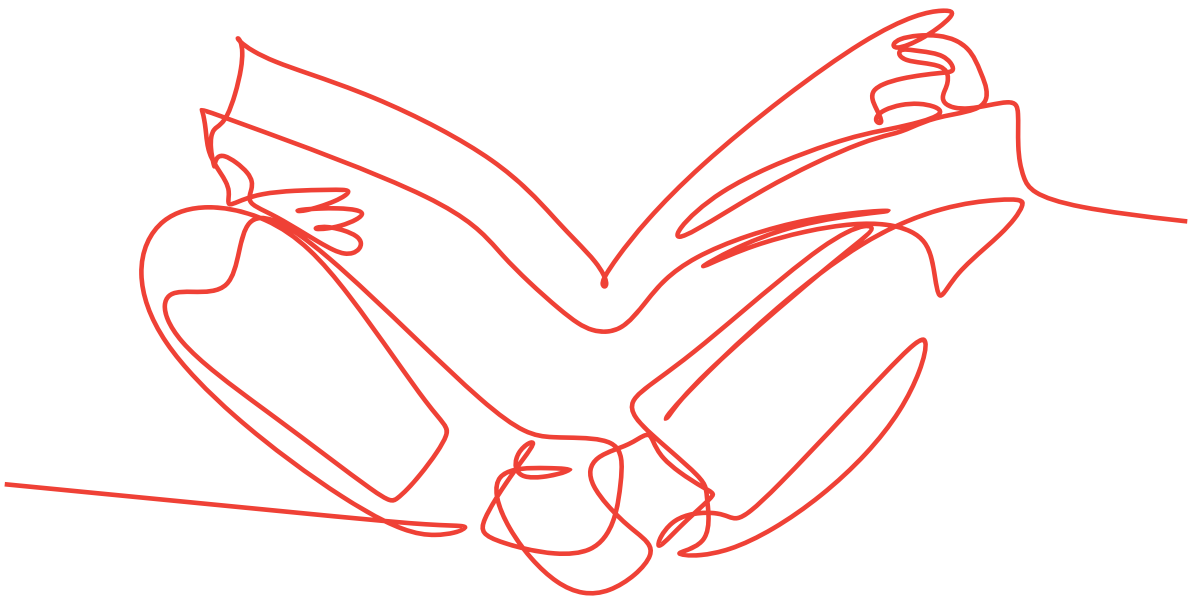
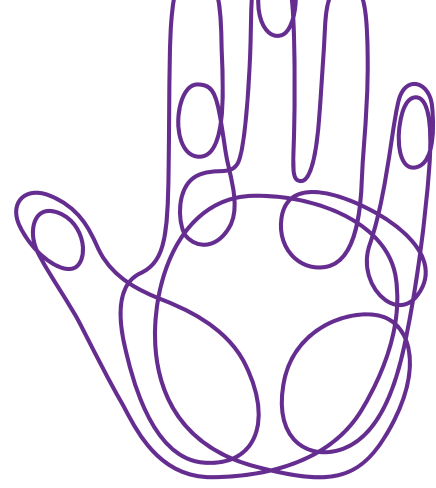




Image of feedback written during public consultation at Whitby Town Hall



# Phase 1 Engagement



## About This Report

This report summarizes the key messages that emerged during the stakeholder and public consultations held between January and July 2019 as part of Phase 1 of the Culture Plan process. The feedback gained in Phase 1 helps to establish the foundation of the Culture Plan, which includes an inventory of cultural assets and an understanding of the experiences and priorities for culture in Whitby.

## Engagement Goals

The goals of the Phase 1 engagement were to:

1. Introduce the overall project to Whitby residents and create awareness about the goals, process and opportunities to participate;
2. Collectively explore the Town's current cultural assets, including the strengths and weaknesses, and priorities for the future to inform Phase 2 and 3; and
3. Build capacity and interest for long term engagement throughout the cultural planning process and beyond.

695

Public Survey Respondents

400

Pop Up Participants

60

Public Meeting  
Participants

27

Social Pointpoint  
Participants

25

Key Stakeholder  
Survey Respondents

7

Project Steering  
Committee Members

9

Key Stakeholder  
Interviews

# How We Engaged

The approach to engagement for Phase 1 ensured many opportunities to meet with a diversity of stakeholders in Whitby, including those deeply involved in the cultural sector and members of the general public. The following is an overview of who we've engaged to date:

## Project Steering Committee

A Steering Committee, which includes Town staff and key cultural stakeholders (see **Appendix A** for Project Steering Committee members) met twice to review the project objectives, discuss strengths, weaknesses and opportunities and provide guidance on the cultural planning process. This included advice on which stakeholders to engage in detailed interviews and through a targeted online survey.

## Stakeholder Engagement

**Stakeholder Interviews:** In March 2019, PROCESS facilitated nine (9) interviews with key stakeholders from various cultural sectors (see **Appendix B** for Stakeholder list). The purpose of stakeholder interviews is to capture in-depth feedback from those involved in the culture sector in Whitby today, to build relationships and support for the project, inform them of the project's process and collect feedback on their experiences and priorities for culture in Whitby (see **Appendix C** for Stakeholder Interview Questions).

**Stakeholder Survey:** In addition to the in-depth interviews, a detailed survey, with similar questions, was sent to 30 other stakeholders (see **Appendix B** for Stakeholder list). Participants were asked to map out relevant cultural places, through the online tool [Social Pinpoint](#). 25 participants responded to the survey.



Image from Open House at Whitby Town Hall



Image from Pop-Up at Whitby Town Hall

## Public Engagement

**Open House:** On June 4th, 2019, Town staff and PROCESS facilitated one (1) afternoon pop-up and one (1) community meeting open house at Town Hall. Over 60 participants were engaged through this process. The afternoon session was held in the Town Hall foyer, which acted as a 'drop-in.' The pop-up included boards with information on the cultural planning process and three stations to collect feedback. The three stations included questions about how participants define and experience culture in Whitby, a cultural asset mapping exercise and a prioritization activity. The evening community meeting open house followed a similar format and included a presentation from PROCESS, the consultant team. Most meeting participants were either passing through Town Hall, interested in or working in the cultural sector, engaged citizens or Town staff.

**Online Survey:** For those unable to attend the open house, a survey was distributed online. It was promoted through social media channels and through pop-ups. Participants were asked about their experiences in Whitby and recommendations for the future. They were asked to add to the social pinpoint online map of cultural resources through [Social Pinpoint](#). 695 people responded to the survey. Respondents came from diverse socio-economic, cultural and geographic backgrounds.

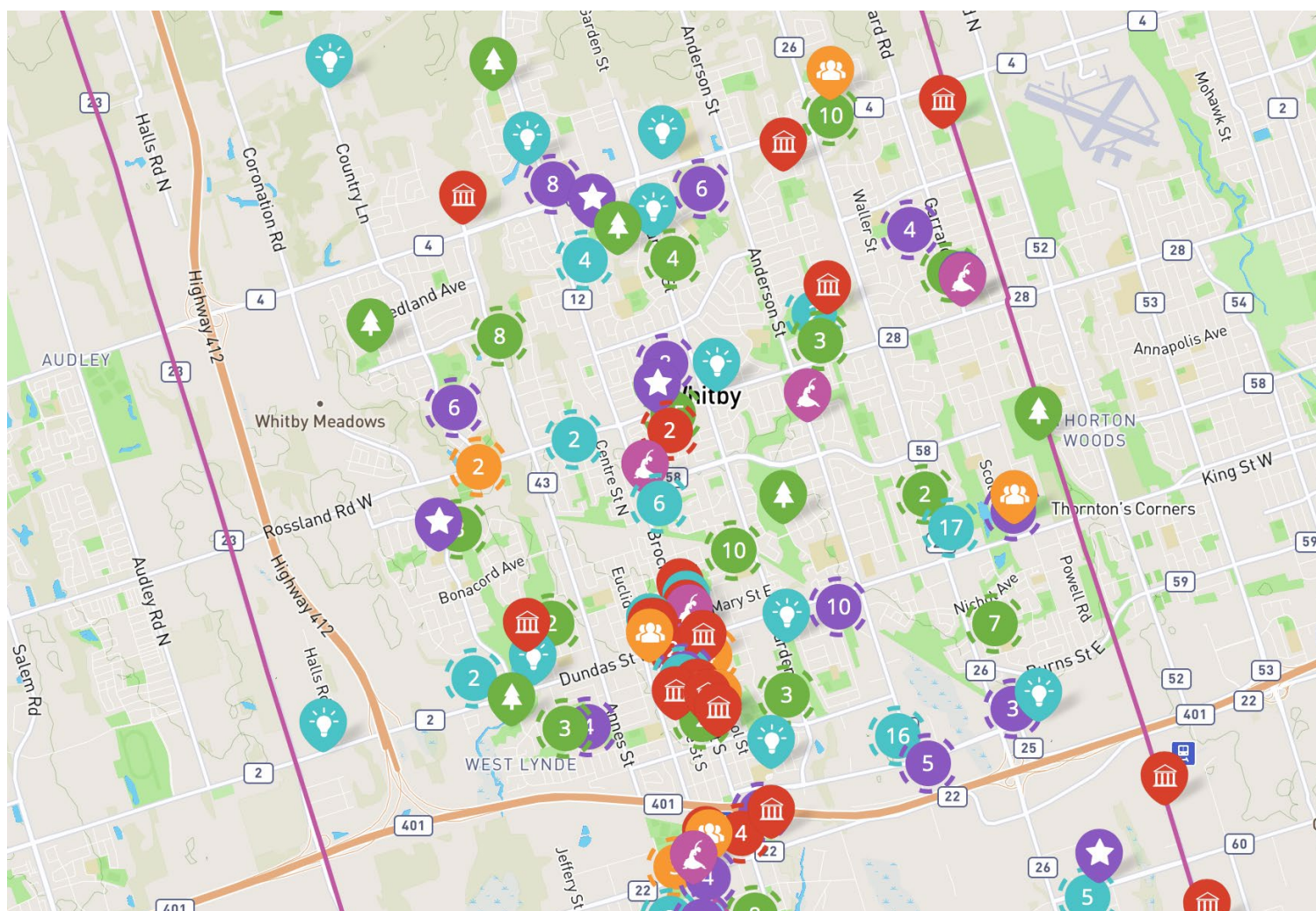
**Pop-Ups:** Town staff attended eight (8) community events and festivals across Town throughout the early summer. The main purpose of the pop-ups was to meet people where they are, share information about the Culture Plan and collect feedback. While meetings and workshops support detailed and in-depth discussions and information sharing with participants who have the availability, accessibility, and interest to attend, pop-ups aim to attract those who do not attend.

At the pop-ups, Town staff introduced the project, provided information about the online survey and collected feedback on how participants experience and define culture in Whitby (through a collage-making activity). Altogether, approximately 400 people had conversations with Town staff at the pop-up events.

## Social Pinpoint

Social Pinpoint is a community engagement software with interactive mapping. This tool was used to visualize the cultural inventory that was created as a part of the Culture Plan Phase 1 Background Report as well as crowd-source inventory from the people of Whitby. Participants were invited to map different cultural assets in Whitby under Statistics Canada's Canadian Framework for Cultural Statistics Categories: community and cultural organizations, natural heritage, cultural heritage, cultural enterprises, cultural facilities and spaces and cultural events. 27 people contributed. The map resulting interactive map in an inventory of cultural resources within Whitby (see **Figure 2**).

**Figure 2 Inventory of Cultural Assets within Whitby**



## Indigenous Engagement

Our team recognizes that Indigenous voices are critical to ensuring the Culture Plan is inclusive and reflects the past, present and future of the land and culture of the area. This includes Indigenous oral traditions, language, social practices, rituals and knowledge.

Not only is it important to recognize Indigenous culture and history, the Culture Plan presents opportunities to respond to the 2015 Truth and Reconciliation Commission's 94 calls to action. Phase 2 will include Indigenous cultural training as well as consultation with Indigenous community members to unearth stories connected to this land and build relationships between the Town and Indigenous communities moving forward.



Image from Open House at Whitby Town Hall

# Key Consultation Messages



**Culture means many different things to different people.** The majority of participants define culture as visual and performing arts, the heritage and history of the area, as well as food and culinary experiences. Some participants also indicate that there are intangible aspects that contribute to culture in Whitby, such as the sense of a collective community and the diverse stories and narratives of the Town. Many people also describe culture as being inclusive and accessible to people of diverse backgrounds, and of all ages and abilities.

While sport is seen as a key cultural component in the Town, the majority of participants indicate that sport should not be a priority of the Culture Plan.

**While existing cultural places, facilities and events are appreciated and used, there is a desire for more.** Participants indicate that they currently engage in a variety of cultural activities in Whitby including performing arts, visual arts, literary arts, natural heritage, and food culture. Specifically, participants mention enjoying many of the cultural events put on in the town, including the Christmas Market, Doors Open, Culture in the Square, Harvest Festival, performances at Courthouse Theatre and events at Station Gallery.

However, participants also mentioned the need for a larger variety of organizations, programs, and events that highlight local culture. There is also a sense that Whitby lacks a “large draw” which brings people to Whitby from around the region. People reference other municipalities and the experiences they offer, such as the City of Oshawa’s Robert McLaughlin gallery, which are able to draw larger audiences through cultural offerings.

**There is an untapped creative community in Whitby.** There are many people working in the cultural and creative sector as artists, designers, writers, etc. However, it is suggested that many work out of their homes or commute to larger municipalities for work. For example, cultural workers who moved to Whitby from Toronto mention that they, and many friends, work out of their homes or coffee shops and often travel to Oshawa or Toronto for cultural activities and events. As larger municipalities in the region become less affordable, there is speculation that the population of cultural workers in Whitby will grow. However, there is also some concern of a “talent brain drain”, wherein people working in the creative and cultural sectors relocate from Whitby to more seemingly culturally-rich communities. Therefore, some participants indicate a need for cultural hubs and coworking spaces within Whitby. They also identify a need to be able to access more culture locally. Suggestions include animating both downtowns and the waterfront.

“Two downtowns is a bonus for us and can be utilized for everyone’s advantage. They can work together and share; they can also work separately to provide more!” - Public Survey respondent

**Consider the evolving nature of Whitby while acknowledging its history.** We heard that Whitby should embrace and showcase diversity as the Town grows and changes, while also reflecting the many historical narratives of the Town, including Indigenous history and stories of influential figures in the town's more recent history. This may be in the form of plaques, school programs or larger scale events.

"Too many residents don't know of our interesting history, and many don't even know we have a history museum." - Stakeholder Survey participant

"The future of Whitby is a community that is conscious of its past, and looking ahead to the future" - Stakeholder Survey participant

"Heritage gives a sense of place and creates collective memory. Heritage Buildings should be preserved for the future. Whitby Archives and all aspects of heritage support the culture of Whitby"" - Open House attendant

**Create publicly accessible spaces for culture.** It was identified that there is a lack of gathering spaces in Whitby. Recommendations to incorporate culture, such as public art, in publicly accessible spaces like parks and the waterfront have been made. There is also a desire for spaces which facilitate community-led cultural initiatives.

"Venues are not readily available for all activities - and should remain open to the public even when not in use. i.e. Courthouse Theatre is locked up. Booking of spaces is difficult and unclear for groups wishing to host cultural events." - Public Survey respondent

"Hosting events in Brooklin would be great (Bandshell/Stage)" - Pop-up participant

"Free activities and art reflect the community and give the voiceless a voice" - Open House attendant

**Leverage Whitby's growing food culture.** Many participants want to see increased support for restaurants, farms, and breweries in the town. Participants enjoy Harvest Fest, food markets, and restaurant and brewery tours. Many express a desire for more opportunities to engage with food and drink culture. We also heard participants mentioned that it is important for the diversity of Whitby to be reflected in its food culture scene.

"Whitby's culinary scene is unlike any of the surrounding municipalities...By supporting and further developing local farms, restaurants, breweries, Durham College Centre for Food, and our farmers market, Whitby could have a culinary scene other municipalities envy." - Open House attendant

"Downtown Whitby has a great culinary tradition, it is "on the map". However, the foodprint could be extended and the range of offerings needs to be expanded/extended. I would like to see more ethnic food such as bao, jollof rice, injera" - Open House attendant

**Promote Whitby's urban-rural cultural identity.** Many participants recognize that Whitby has a unique location geographically as it has both rural and urban amenities. This also includes the many natural heritage features located directly within the Town. For instance, the waterfront is identified as underutilized and therefore presents an opportunity to be activated with cultural programming, events, and public art. In addition, participants mention walking tours of heritage districts and public art as opportunities for people to engage and learn about the cultural identity of Whitby.

"I think our hiking trails, waterfront trail, parks and green spaces are a huge asset and should be protected and preserved. These assets get people into the community, interacting with nature and each other" - Open House attendant

"Make the waterfront a destination (ex. the Jubilee in Oshawa) with cultural offerings and not just a dog park." Open House attendant

**Develop partnerships with Whitby's existing organizations and businesses.** Many participants indicate that while there are many cultural organizations and businesses within the town, there is minimal collaboration between them. The Town should therefore foster partnerships between organizations and businesses that align with the Culture Plan's goals. Specifically, look at areas slated for growth, identify community assets in need of support and strive to build bridges between disparate groups with shared interests (i.e., cultural spaces lacking in resources but flexible space with cultural organizations looking for flexible space).

"I would like to see innovative collaborations between existing members of the cultural sector" - Stakeholder Survey respondent

**Establish processes for the Town of Whitby to better support culture.** Some participants would like the Town to take a more active role in facilitating cultural activities. This could be through financial support, providing in-kind space to artists or cultural producers in need, finding opportunities to work with artists in communities, act as a connector between different organizations and businesses, and offer promotional or marketing support. Many stakeholders indicate opportunities to break down siloed planning models within the Town and Region through this Culture Plan.

"We need more funding for the arts" - Public Survey respondent

"Whitby does not provide ongoing significant public support for the operation of public heritage structures like Lynde House and Rowe Houses" - Survey respondent

**Support complete community objectives, which includes diverse modes of transportation.**

Participants indicate that there is limited active transportation to participate in cultural events and activities. Many would like to see cyclist and pedestrian infrastructure that connects to areas and events where cultural activities occur.

"There is a lack of transit, pedestrian and cycling-friendly routes to and from activities" - Public Survey respondent

"I would like to see more accessibility, way-finding, and a variety of activities" - Public Survey respondent

"Increasing the walkability of the area" - Public Survey respondent

## Priorities

Throughout all engagements, there were some overarching priorities identified:

- Invest in bricks and mortar cultural facilities (both those existing and new cultural hubs);
- Prioritize gathering places to bring people together;
- Celebrate Whitby's diversity and history;
- Incorporate cultural planning into strategies for public realm and streetscape improvements;
- Increase support for existing cultural organizations;
- Enhance performing, visual and literary arts (both spaces and activities); and
- Support and celebrate local food culture (restaurants, breweries, and farmers).

\* For a detailed summary of feedback from Culture Plan Stakeholders and the public see the following section.

# Detailed Summary of Feedback

## Stakeholder Engagement

This section presents a SWOC (strengths, weaknesses, opportunities, challenges) analysis, based on meetings with Town staff, stakeholder interviews and the stakeholder survey.

### Strengths

**Natural and Cultural Heritage Assets:** Whitby's built form includes a mix of old (heritage) and new (modern new builds). The Brooklin Heritage Conservation District, the Werden's Neighbourhood Heritage Conservation District and sizable heritage designated buildings and structures in Whitby's downtown demonstrate a strong preservation ethos supporting cultural heritage resources. Natural Heritage assets such as parks, the waterfront, and trails serve as important features of Whitby's landscape that are cherished by residents for recreational activity and horticulture value.

**Recreational Culture and Sport:** Whitby is proud to consider sport part of its culture, which is perhaps a unique marker of the Town's identity in comparison to similar municipalities. At the same time, however, this also presents a challenge to the perception of culture beyond sport as some feel the Town may be pigeonholed as a 'sport destination'.

**Established Cultural Places, Facilities and Events:** Stakeholders particularly referenced The Station Gallery, Whitby Public Library, Whitby Courthouse Theatre, the Abilities Centre, Centennial Building, Food Truck Frenzy, Brooklin Heritage, Doors Open and the Whitby Comic Arts Festival (WhitCAF). The majority of stakeholders felt that events and festivals were fun and engaging.

**Creative Culture:** Stakeholders interviewed also describe Whitby as having a 'creative culture', identifying support for innovation and creativity in its people, businesses, and places.

**Urban-Rural Cultural Identity:** Many described Whitby as unique within Durham Region, referred to locally as an "urban town." Stakeholders suggested Whitby is a place with a small-town feel that is friendly and welcoming while at the same time incorporates aspects common within urban environments, including two (2) traditional main street downtowns with historic streetscapes and modern entertainment.

**Historical Significance:** Stakeholders identified Whitby as having a rich and important history, connecting the lands with the Indigenous peoples, as well as important and famous figures, such as Peter Perry.

**An Evolving Town with Increasing Diversity:** Whitby was described by many as being in a 'transformation stage' as it continues to grow, evolve and become more diverse. Stakeholders felt that Whitby is inclusive of all people within the town and describe the development of a culture plan as well-timed to respond to and forge a path for this transformation.

**Sense of community and identity:** Stakeholders identified Whitby as having a distinct identity in the Durham region. There is also a sense of belonging and community within the town.

- "Whitby has great natural spaces like the waterfront trail, parks, hiking trails" - Stakeholder Survey respondent
- "The Waterfront community is an asset" - Stakeholder Survey respondent
- "Recognition of diversity and diverse contributions" - Stakeholder Survey respondent
- "Vibrant community organizations and businesses that are creating great local events" - Stakeholder Survey respondent

## Weaknesses

**Lack of awareness of and engagement with cultural activities:** Some stakeholders described a lack of awareness of current cultural activities within the Town and that there is a dearth of "live atmosphere." Stakeholders suggested that there is also not a 'large draw' to bring people to Whitby from around the Region and that there is a lack of recognition or celebration of Whitby's culture. Stakeholders indicate that residents often go to nearby municipalities to experience the culture, rather than engaging locally. Specifically, they suggested that the downtown and waterfront are underutilized.

**Lack of Accessibility:** Some stakeholders indicated that some of the buildings and events are not accessible for all people, which should be rectified through this process.

**Lack of connection between cultural organizations:** Stakeholders indicated that while many of the cultural organizations and businesses within Whitby have similar goals or programs, there is a lack of connection, partnerships, and awareness between them. They are also dispersed throughout the town and therefore lack spatial connections.

"Poor communication strategy to publicize and get people involved and participate" - Stakeholder Survey respondent

## Opportunities

**Enhance cultural places and facilities:** While the cultural places and facilities were identified as a strength, it was also suggested that certain spaces, resources, and programming could be enhanced and better utilized for culture, particularly the Centennial Building in Downtown Whitby. The building has an existing reputation as a cultural hall and meeting space, but more can be leveraged from this facility. In addition, stakeholders discussed the need for more investment into the “bricks and mortar” of facilities. There were also suggestions to create a large attraction/event space, to accommodate different users, events and activities (for local Whitby residents and for people from around the region and province). There was also an emphasis on having more publicly accessible places, such as public art or an outdoor stage in a park.

**Promote the growing food culture:** A burgeoning culinary scene offering breweries (e.g., Brock street brewery) restaurants and farm-to-table experience across the Town is indicative of a growing food culture. More opportunities were identified to expand the profile of breweries, events and performances that tap into local musical and artistic talent. As well, developing community-based strategies to leverage foodie culture through rotating pop-up events featuring culinary experiences was considered an important opportunity.

**Leverage existing natural resources,** such as the waterfront and conservation/natural heritage areas, as key cultural focal points within the town.

**Invest in the downtowns** by prioritizing ‘complete community’ objectives. This includes walkable amenities, housing and workplaces that are well connected to transit. Many stakeholders emphasized that the downtown can serve as a “Cultural Hub”. They feel that investing in culture can serve as an economic driver.

**Engage diverse voices:** Whitby has a diversifying population. Stakeholders emphasized that many people in the Town are excluded from culture. Having more diverse opportunities for a wide range of people can get more diverse voices engaged in Whitby’s culture.

**Foster collaboration and partnerships:** The Town should assist to better connect the diverse organizations and businesses to find opportunities for alignment.

### Other opportunities identified by stakeholders include;

- Embed culture into Town strategic town-building decisions;
- Ensure that the Town’s population is aware and active in culture;
- Embed public art within the fabric of the Town;
- Approach culture from a regional perspective;
- Create an identity for Whitby with a specific theme of culture (i.e. Stratford with Theatre);
- Emphasize culture, attract jobs, improve the economy, and create an attractive place to live/work;
- Building on the architecture and atmosphere of our two (2) downtowns;
- Acknowledge, celebrate, nurture diversity;
- Waterfront and natural harbour area is full of potential and under-utilized; and
- More Indigenous learning and celebration of Indigenous and black culture and heritage.

Potential partnerships include:

- Durham College is home to a media art and design group as well as the Centre for Food – both untapped opportunities for connecting up cultural planning efforts through partnership possibilities;
- The Library offers specialized programming and space for events. The library is also interested in creating a maker space and
- The Abilities Centre specializes in transforming communities across the province, country, and elsewhere into inclusive communities and would like to be involved and be a partner in creating this plan.

Other initiatives to be considered for partnerships:

- 1855 Whitby Accelerator;
- W. Galen Weston Centre for Food, Durham College;
- Whitby Courthouse Theatre is interested in partnering on performance or culture centre;
- Whitby Chamber of Commerce connects businesses and organizations;
- Station Gallery 50th anniversary;
- BIA public art budget; and
- Ontario Shores events and partnerships.

- "... cultural events make people of different cultures feel welcome" - Stakeholder Survey respondent
- "Innovative collaborations between existing members of the cultural sector" - Stakeholder Survey respondent
- "Adding a bandshell for outdoor summer performances, this could be used for both music and theatre" - Stakeholder Survey respondent
- "Improve accessibility to cultural events (traffic, parking, public transit...etc.)" - Stakeholder Survey respondent
- "Promote self-guided walking tours of our HCD designated areas [Werden; Perry; Four Corners; Library; Station Gallery; Iroquois Sports facility; etc.]. Develop Celebration Square for cultural activities; Think of creating mini-Whitby Squares and green spaces where people can practice and exhibit/perform their various art forms" - Stakeholder Survey respondent
- "Information to be available to help newcomers learn about their community" - Stakeholder Survey respondent
- "Whitby should have a defined entertainment district downtown " - Stakeholder Survey respondent
- "Improving the arrangement and location of cultural resources was suggested to aid in connecting businesses and people to them (such as having a "cultural district").- Stakeholder Survey respondent

## Challenges

**Resistance to Change and Growth:** Some Whitby residents are concerned new growth will undo the aspects of Whitby they cherish. As a growing municipality, many are still discovering issues of diversity and change and thinking through how they feel about the future of their Town. Stakeholders indicated that engaging people in new approaches to culture may be challenging.

**Geographic barriers:** Whitby is dispersed geographically, creating both physical and psychological barriers between businesses and residents of North Whitby (Brooklin) and South Whitby. Each area brings its own (often competing) interests and priorities to the attention of the Town, making it challenging for the Town to focus priorities.

**Funding constraints:** Many organizations indicated they are at capacity (both in terms of space and resources). Obtaining funding to support their programming is essential to ensure that they are sustainable. They feel that there is currently inadequate funding being offered for arts and cultural organizations.

**Siloed planning:** Stakeholders identified that municipalities in the Durham region often plan in silos and do not collaborate.

**Need for diverse perspectives within decision-making processes.** Some stakeholders identified that the town should consider the diversity of people within Whitby when planning for its residents, in order to make it more inclusive.

"The town is not diverse. The council is not diverse. The town creates things like the current Active Transportation Plan without considering people with disabilities, parents with strollers or different cultures... it only addresses bicycles... this is not inclusive." - Stakeholder Survey respondent

## What should the future of Whitby look like over the next ten (10) years

Stakeholders were asked what the future of Whitby should look like in ten (10) years. Responses are summarized below:

**Complete Communities:** Whitby will be a 'complete community' that is walkable and transit-oriented and has an emphasis on culture. Residential development will be in close proximity to cultural resources. There will be environments where people can connect and share ideas.

**Investment in culture:** Sustainable financial investment will be a part of Whitby's future. There will be support for businesses to grow and prosper over a long period of time. The cultural resources available will also reflect the diverse culture of Whitby. Large attractions will not only benefit the local community but will also draw visitors from around the Region.

"As the population continues to grow, I think it's essential to create sustainable funding for the cultural organizations that contribute to community and quality of life in Whitby. I think the focus should be on preserving and supporting the cultural resources that we have and less on the big-scale attractions that are meant to be magnets for people outside of Whitby. Supporting culture and community is preserving the things that make Whitby a liveable city are very important to me." - Stakeholder Survey respondent

"I'd like to see a focus on preserving & promoting our heritage, rather than tearing it down." - Stakeholder Survey respondent

# Conversations with the Public

In order to gain a better understanding of how people experience culture in Whitby, we asked participants to share their experiences with and perspectives on culture. Specifically, we asked them to a) share their perspectives on the strengths and areas of improvement for culture in the Town; b) prioritize opportunities for culture in Whitby; and 3) to identify specific locations where they want to preserve and improve cultural activity within the Town. Below is a summary of what was heard from the open house, pop-ups and online survey.

## Defining Culture in Whitby

Participants at the Open House and at the pop-ups were asked how they define culture in Whitby. There was a mix of responses, including reference to performing and visual arts activities, town-owned facilities, cultural heritage, natural spaces and culinary experiences. Many participants also identified fewer tangible definitions, such as inclusion, diversity and accessibility. Some responses from the open house are included below:

- How we see ourselves as individuals and as a group. Culture is a mirror.
- Agricultural Hall of Fame in Brooklin
- The Whitby Historical Society and the Lynde House Museum
- Local artists and musicians, culinary scene, art classes, small businesses
- Accessible - all ages, educational and fun
- Music
- Inclusive, welcoming, active, family, innovative
- Whitby Central Library
- Great, creative street art
- Shopping, dining, sports, history
- History, outdoor, family, fun, restaurants, events, festivals, libraries, galleries
- Diversity in experiences (culinary, sports, performing arts, museums)
- Open streets
- Inclusion
- Canada

## Experiencing Culture in Whitby

Participants were asked how they currently experience culture in Whitby and how they want to experience culture in Whitby. The following were mentioned:

**Culture in Whitby Today:** Participants responded that they experience culture in Whitby when they:

- Visit Whitby's cultural facilities (such as the Courthouse Theatre, the Lynde House Museum, the Station Gallery, the Brooklin Museum, Centennial and the public library);
- Attend events and festivals within the town (such as the Beer Fest put on in Downtown Whitby, Music in the Park, Doors Open, events at Celebration Square and other community events);
- Participate in recreational activities (at the Seniors Centre, the Whitby Civic Recreation Complex, etc.);
- Enjoy outdoor recreational activities, along the waterfront trail, in the Herbers Down Conservation District and in parks;
- Experience culinary offerings, by dining out; and
- Connect with friends and community.

**Future of Culture in Whitby:** When asked how they want to experience culture in Whitby, the following were mentioned:

- Celebrating different cultures in Whitby;
- Experiencing more cultural events and public art along the Waterfront and in green spaces;
- Attending a concert hall/performance venue (more music options);
- Interacting with public art;
- Through educational participatory events and community-led events (such as walking tours, music and events "where citizens can set up for free");
- Visiting more food festivals, food markets and other culinary events;
- Increasing recreational activities and opportunities; and
- Improving and enhancing gathering spaces.

**Participants were asked specifically about their priorities for Whitby. They were given seven (7) themes to choose from:**

- Performing Arts;
- Visual and Literary Arts;
- Passive Outdoor Activities;
- Active Outdoor Activities;
- Cultural heritage;
- Culinary arts; and
- Intangible

The following comments were provided:

## Performing, visual and literary art culture in Whitby

**Experiences in Whitby Today:** The majority of participants expressed an appreciation for the diverse range of performing, visual, and literary arts in Whitby, recognizing that the arts aid in creating and engaging communities. Specifically, they suggest that the arts can connect people from all cultures, socioeconomic statuses, ages, and abilities. However, participants felt that arts and culture is currently an afterthought in the Town and not recognized as an economic driver.

**Priorities and Opportunities for the Future:** Residents indicated that they would like to see more financial support, investment and resources put into performing, visual and literary arts. This could include opportunities to use Town-owned spaces for cultural purposes, or assistance with marketing and promotions of events and organizations. They expressed a need for a diversity of art and culture options available for people to engage with. They would also like to see cultural opportunities that showcase Whitby's local artists and diverse cultures, such as installing public art or educational events and community-led initiatives.

"A strength of Whitby's is its appreciation for live arts (music and theatre)" - Public Survey respondent

"Visual and literary arts contribute so much to the quality of life and community building in Whitby. The Station Gallery and the public library engage the community with creative, informative and entertaining events. I would love to see sustainable investment and financial support for the great work they do. Public art throughout Whitby would help to bring creativity to life in the streets."

- Pop-up participant

"Increase entertainment and music options. Provide a mix for everyone! (e.g. country)" - Pop-up participant

"Culture is not seen as contributing to economic development."

- Survey respondent

"We need more funding for the arts" - Survey respondent

## Cultural Heritage

**Experiences in Whitby Today:** Residents expressed that built heritage (house, downtowns, and sites like Lynde House Museum) contribute to the town's identity and should be preserved. Many felt like there is a lack of support in the town to preserve heritage. There is also a lack of recognition of the diversifying demographics of the Town.

**Priorities and Opportunities for the Future:** Residents want to acknowledge both recent and Indigenous peoples histories of the land while recognizing how the town has changed over time, representing the diverse cultures in Whitby today. Recommendations included recognizing and sharing cultural heritage through educational opportunities, formal commemorations (plaques), and events that celebrate diversity.

"Whitby does not provide ongoing significant public support for the operation of public heritage structures like Lynde House and Rowe Houses" - Survey respondent

"Preserve historic downtown streetscape - it is nice being able to walk to restaurants, coffee shops, and run errands quickly"  
- Open House attendant

"Explore Whitby's Indigenous connections to the land "  
- Open House attendant

"More awareness about the museum and the relationship it has from the Town...provide Speaker Series, music nights, education"  
- Open House attendant

"Strive to keep heritage-related artifacts i.e. houses, objects, sites"  
Open House attendant

"Whitby's heritage is important in creating the town identity."  
- Public Survey respondent

"Heritage gives a sense of place and creates a collective memory. Heritage Buildings should be preserved for the future. Whitby Archives and all aspects of heritage support the culture of Whitby"  
- Open house attendant

"Very focused on historical events, not enough on newcomers and their cultures" - Public Survey respondent

## Food Culture

**Experiences in Whitby Today:** Residents of Whitby indicated the importance of gastronomy, referencing the town's restaurants, breweries, and local producers. Participants identified that experiencing food is a way for Whitby residents to socialize and connect with one another. Residents suggested that Whitby's culinary culture is unique in the Durham Region and draws people to visit Whitby.

**Priorities and Opportunities for the Future:** Residents recommended more opportunities to support and celebrate local agriculture and restaurants, through events like Harvest Fest. Other suggestions include walking tours of locally-owned restaurants and breweries. Participants expressed the desire for the culinary scene to expand to reflect the diverse cultures in Whitby.

"Whitby's culinary scene is unlike any of the surrounding municipalities...By supporting and further developing local farms, restaurants, breweries, Durham College Centre for Food, and our farmers market, Whitby could have a culinary scene other municipalities envy." - Open House attendant

"Food is a universal language with diverse dialects. We have amazing venues for food + beverage in Whitby and we can use more!" - Open House attendant

"Downtown Whitby has a great culinary tradition, it is "on the map". However, the foodprint could be extended and the range of offerings needs to be expanded. I would like to see more ethnic food such as bao, jollof rice, injera" - Open House attendant

"Having more events like the Harvest Festival." - Pop-up participant

"More ethnic foods!!! - Public Survey respondent

## Passive Outdoor Activities and Natural Heritage

**Experiences in Whitby Today:** Participants appreciate the number of natural heritage areas and greenspace within Whitby. People enjoy hiking and using the natural trails in Whitby. The waterfront is considered an asset, but participants find it difficult to access.

**Priorities and Opportunities for the Future:** Residents would like to preserve and enhance green space throughout the town. Recommendations included adding street trees or more green space as well as adding public art and cultural events within green spaces and natural areas. Participants also expressed the desire to use the waterfront as an area for cultural activity.

“Preserve and enhance nature within Whitby” - Open House attendant

“I think our hiking trails, waterfront trail, parks and green spaces are a huge asset and should be protected and preserved. These assets get people into the community, interacting with nature and each other”  
- Open House attendant

“The Waterfront is an absolute jewel and I think the priority is continued open access, rather than the commercial development.”  
- Open House attendant

“Make the waterfront a destination (ex. the Jubilee in Oshawa) with cultural offerings and not just a dog park.” - Open House attendant

“I think our hiking trails, waterfront trail, parks and green spaces are a huge asset and should be protected and preserved. These assets get people into the community, interacting with nature and each other”  
- Pop-up participant

## Active Outdoor Activities

**Experiences In Whitby Today:** A large number of participants identify that sports culture dominates Whitby.

**Priorities and Opportunities for the Future:** Residents feel that culture in Whitby should “go beyond sports.” They suggest that there are many strategies that prioritize sport and recreation and recommend that the Culture Plan could acknowledge its importance in Whitby but consider strategies to enhance other cultural priorities in the Town.

“Whitby is a sports destination.” – Public Survey respondent

“There is a vast variety of sporting activities especially for youth”  
– Public Survey respondent

“Whitby is known for its excellent organized sports” – Public Survey respondent

“There needs to be more focus on the arts. There is already a huge focus on sports” - Open House attendant

## Intangible

**Experiences in Whitby Today:** There was an indication that there is a lack of representation from Indigenous communities, who pass down stories from generations. Participants experience culture in Whitby by sharing and connecting with a variety of different people.

**Priorities and Opportunities for the Future:** Few participants identify stories and traditions as a priority for the culture plan. Some suggest the desire to foster the sharing of cultural stories and experiences and facilitating spaces for community connections.

“It is important that seniors share stories with youth” – Pop-up participant

“A priority is the spoken word and oral traditions in Whitby” – Pop-up participant

## Other priorities and opportunities we heard

Through engaging members of the public, other recommendations emerged, summarized below:

### **Incorporate diversity into the Culture Plan**

Whitby residents recognize and appreciate that Whitby is diversifying. Many participants indicated a desire to celebrate and learn about the diverse cultures in Whitby. This could be through music, events, culinary experiences and educational opportunities. They also want to involve people of all ages and abilities in cultural activities.

“Through educational participatory events, there could be lectures on different faiths, cultural dances and lessons. Whitby is a mosaic of cultures that should be celebrated” - Pop-up participant

“Create other events that celebrate other Holidays/Cultural Traditions” - Pop-up participant

“Strength of Whitby is diverse people with diverse age groups. However, all of the activities are focused on engaging children. We need to figure out how to engage different age groups. This would make Whitby culture better.”

“Whitby is a community for newcomers” - Survey respondent

“Increased awareness of Whitby’s cultural diversity” - Survey respondent

“I think there should be an attempt to build connections with other cultures - particularly with Indigenous Peoples. We say we are inclusive and open-minded, yet I don’t think we are as a community until we know about or understand their culture”. - Survey respondent

“More awareness and inclusion for people with disabilities” - Survey respondent

## **Improved cultural spaces and facilities**

Similar to what was heard from stakeholders, the public feels that Whitby is lacking in cultural facilities and spaces. Participants suggested creating a multi-purpose space that can host a variety of large-scale events in town. Participants also emphasized opportunities to support culture by creating publicly accessible outdoor spaces and using them to host events (such as outdoor music and performances in parks or having more public art in the downtowns).

“There is no performing arts/event centre like The Regent (Oshawa) or St. Francis Centre (Ajax)” - Survey respondent

“There is a lack of a good performing arts theatre space, something to encourage more shows and performances” - Survey respondent

“Limited outdoor accessible visual cultural symbols (e.g. street art)” - Survey respondent

“There is a lack of public open space to host events” - Survey respondent

## **Accessibility and Active Transportation**

Residents emphasized that accessing cultural areas and events can be a challenge. Participants expressed a need to improve accessibility and wayfinding to cultural areas and events, especially in the downtowns and waterfront. This includes improved transit and cycling routes as well as pedestrian-friendly trails and walkable communities.

“There is poor access to, and lack of integration with the waterfront.”  
- Survey respondent

“Public transit needs to be improved.”

## Cultural Mapping

Attendants at the Open House on June 4th were asked to map out elements in Whitby that they would like to be preserved or improved. Below is a summary of the main findings from this activity.

### Elements participants want to preserve:

- Current performing and visual art resources and organizations;
- Historic buildings and sites;
- Places of worship;
- Natural areas.

### Elements participants want to Improve:

- Publicly accessible outdoor spaces that can be used to foster for culture (specifically in the form of performing and visual arts);
- Accessible venues and facilities for cultural performances;
- Gastro and brewery events, festivals, walks, and experiences that will engage different cultures and promote the agricultural sectors and tourism;
- Promoting local restaurants, breweries, farmer markets and produce;
- Acknowledgement of the Town's diverse histories, including Indigenous peoples' knowledge and presence on the land;
- Accessible nature trails and areas.

### Key locations that participants want to preserve or improve:

#### Places to preserve

- Brooklin's downtown heritage elements
- Whitby Central Library
- Lynde House Museum
- Whitby Courthouse Theatre
- Baldwin Street (Downtown Brooklin)
- Station Gallery
- Lynde House Museum

#### Places to improve

- Whitby's downtown
- The waterfront open space
- Waterfront trail
- Celebration Square
- Grass Park
- Rotary Centennial Park
- Port Whitby Marina
- Lynde Creek
- Centennial Building

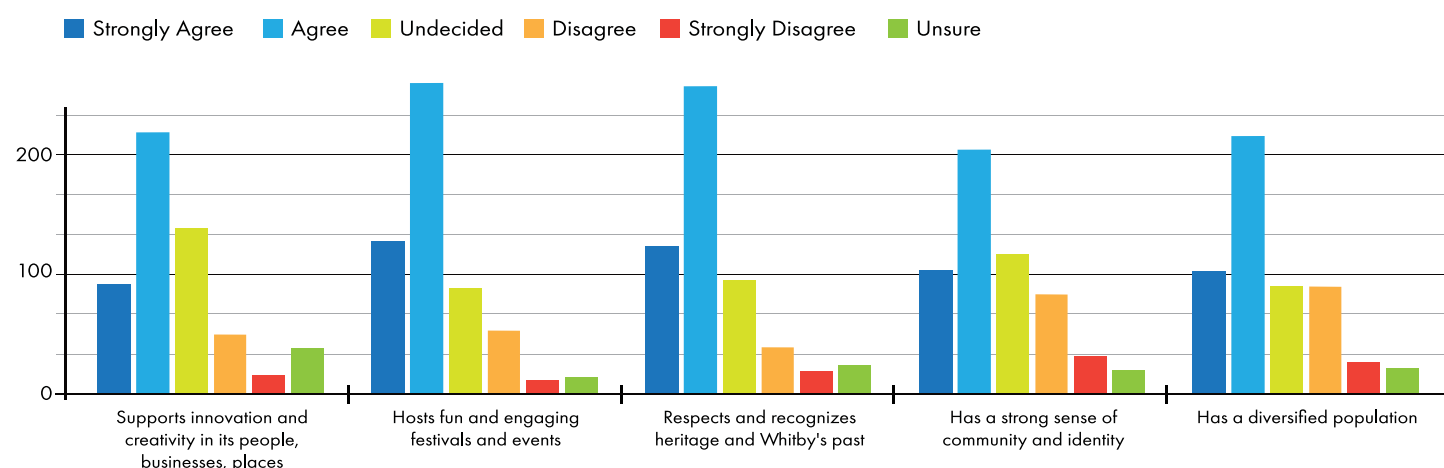
## Survey Respondents

Online survey participants were asked if they agreed or disagreed with the initial strengths and challenges identified through stakeholder interviews. Here is a snapshot of what we heard:

### Strengths

The majority of survey respondents agree that Whitby does a good job respecting and recognizing Whitby's past, supports innovation and creativity in its people, businesses, places; and hosts fun and engaging events and festivals. They also believe that Whitby has a strong sense of community and has a diversified population.

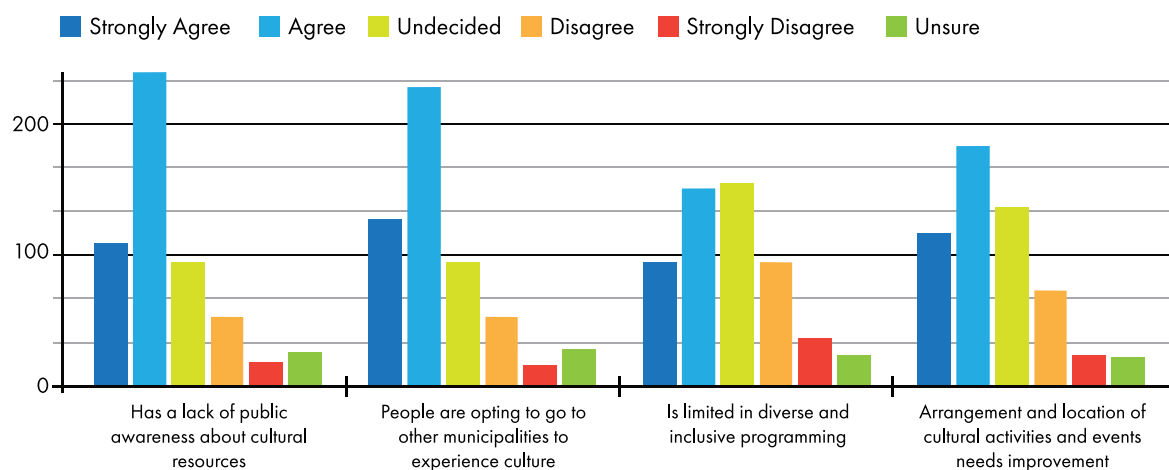
**Figure 3 Question: During initial conversations for the Culture Plan, some of Whitby's strengths were emphasized. Please rate the following statements in relation to Whitby.**



### Challenges

Most participants agreed that Whitby faces challenges with lack of public awareness about cultural resources and people opting to go to other municipalities to experience culture. Others either agreed or were unsure that Whitby is limited in diverse and inclusive programming and that the arrangement and location of cultural activities and events need improvement.

**Figure 4 Question: Initial conversations noted some challenges that may be experienced in Whitby. Please rate the following statements in relation to Whitby.**



# Appendix A - Project Steering Committee Members

## Project Steering Committee Members include:

- Maria McDonnell, Strategic Initiatives, Town of Whitby
- Aimee Pugao, Community Services, Town of Whitby
- Matt Powers, Community Services, Town of Whitby
- Kerri King, Whitby Station Gallery
- Daniel Van Kampen, Economic Development, Town of Whitby
- Brandon Pickard, Tourism Region of Durham
- Rhonda Jessup, Whitby Public Library
- Edward Niles, Whitby Courthouse Theatre
- Erin Mikaluk, Communications, Town of Whitby
- Joy Soulliere, GIS, Town of Whitby

## Consultants:

- Nadia Galati, PROCESS
- Sara Udow, PROCESS

# Appendix B - Stakeholder List

Legend	
	Interviewed
	Telephoned prompt to fill out form with questions
	Emailed questions

## STAKEHOLDER GROUPS

### VISUAL ARTS

Kniterary

Blue Phoenix Productions

Station Gallery

Curator, Station Gallery

Lynde House Museum

Ashburn Arts Circle

### LITERATURE

Whitby Public Library

Author

Comic book writer

Whitby Public Library

# STAKEHOLDER GROUPS

## PERFORMING ARTS (MUSIC, THEATRE, DANCE, ETC.)

Whitby Courthouse Theatre

Durham Community Choir

Ontario Philharmonic

Whitby Brass Band

Durham Philharmonic Choir

Driftwood Theatre Group

## NOT-FOR-PROFIT GROUPS AND CULTURAL ORGANIZATIONS (i.e., Ethno-cultural and Diversity Advisory Committee; Community Connection; Sport organizations; etc.)

Oshawa and Durham Metis Council

Whitby Chamber of Commerce

Durham Irish Association of Canada

Indo-Canadian Cultural Association of Durham

Kiwanis Club of Sydenham

Pro Amor

Rotary Club of Whitby-Sunrise

Rotary Club of Whitby

Art with a Heart

Ethno-Cultural representation

Durham Chinese Cultural Association

Whitby Youth Council

Durham Celtic Supporters Club

# STAKEHOLDER GROUPS

Durham Tamil Association

Optimist Club of Brooklin

Evergreen

EDAC - Ethno-Cultural and Diversity Advisory Committee

## PHYSICAL ASSETS (i.e. creative economic spaces)

360insights.com

Whitby Public Library

Community Innovation Lab

Spark Centre

Lynn Phillip Hodgson

## CULINARY

Bistro 67

KB Food

Tap and Tankard and Town Brewery

Bella Notte

Brock Street Brewing Co.

Durham Centre For Food, Durham College

Bistro 67 Durham College Centre For Food

City Lab Durham College

## HUMAN ASSETS

# STAKEHOLDER GROUPS

Historian

Writer – Spoken Word Artist

## FESTIVALS AND EVENTS

Whitby BIA

Nurse Chevrolet

Brooklin Spring Fair

Geekspeak Inc.

Santa Claus Parade – JCI Durham

Group 74

Town of Whitby Events

## SCHOOL BOARDS/EDUCATIONAL INSTITUTIONS/AGENCIES/PARTNERS

Durham Tourism

Central Counties Tourism

Brooklin Horticultural Society

Durham Agricultural Advisory Committee

Durham Region Environmental Advisory Committee

Central Lake Ontario Conservation Authority

Lakeridge Health Foundation

Brooklin Heritage Society

Olde Whitby Neighbourhood Association

Whitby Historical Society at Lynde House

# STAKEHOLDER GROUPS

James Rowe House

Director of Education – Durham Catholic School Board

Director of Education Durham District School Board

Durham College - Music Business Management

University of Ontario Institute of Technology

All Saints Catholic High School

Ontario Shores Centre for Mental Health Sciences

Abilities Centre

## Sports Groups

Whitby Figure Skating Club

Whitby Girls Hockey Association

Whitby Minor Hockey Association

Whitby Ringette Association

Whitby Minor Lacrosse Association

Whitby Dolphin Swim Club

BWGRFA

WGSA

WMBA

WISC

Whitby Tennis Club

Lady Blue Knights

Whitby Lawn Bowling Club

Whitby Seniors (Pickleball)

Whitby Social Activity Club

# Appendix C - Stakeholder Interview Questions

Below is a list of interview questions that helped to guide the Culture Plan conversation/ interviews.

## Town of Whitby Stakeholder Interview Questions:

### Experiencing Culture in Whitby

1. Please describe who you are and how your work/role is connected to culture in Whitby.
2. What cultural activities in Whitby do you participate/engage with? Where do these cultural activities take place? Please locate on the Social Pinpoint map.
3. How do you define culture?
4. What are some of the strengths of culture in Whitby? What makes Whitby's culture distinct?
5. Do you see any opportunities or challenges for culture in Whitby?

### The Future of Culture in Whitby

6. Why is having a culture plan important for the Town of Whitby?
7. From your perspective, what should culture in Whitby look like over the next ten (10) years?
8. What projects/programs is your organization/are you planning over the next ten (10) years? Anything that should be captured in a culture plan? Is there any potential for partnerships?
9. What places and approaches to culture are you interested in seeing prioritized through the Culture Plan?
10. Are there any examples of culture in Whitby (or elsewhere) that you think are successful or not successful that you would like to share with us? Why?
11. Do you have any other recommendations as we develop the Culture Plan for the Town of Whitby?

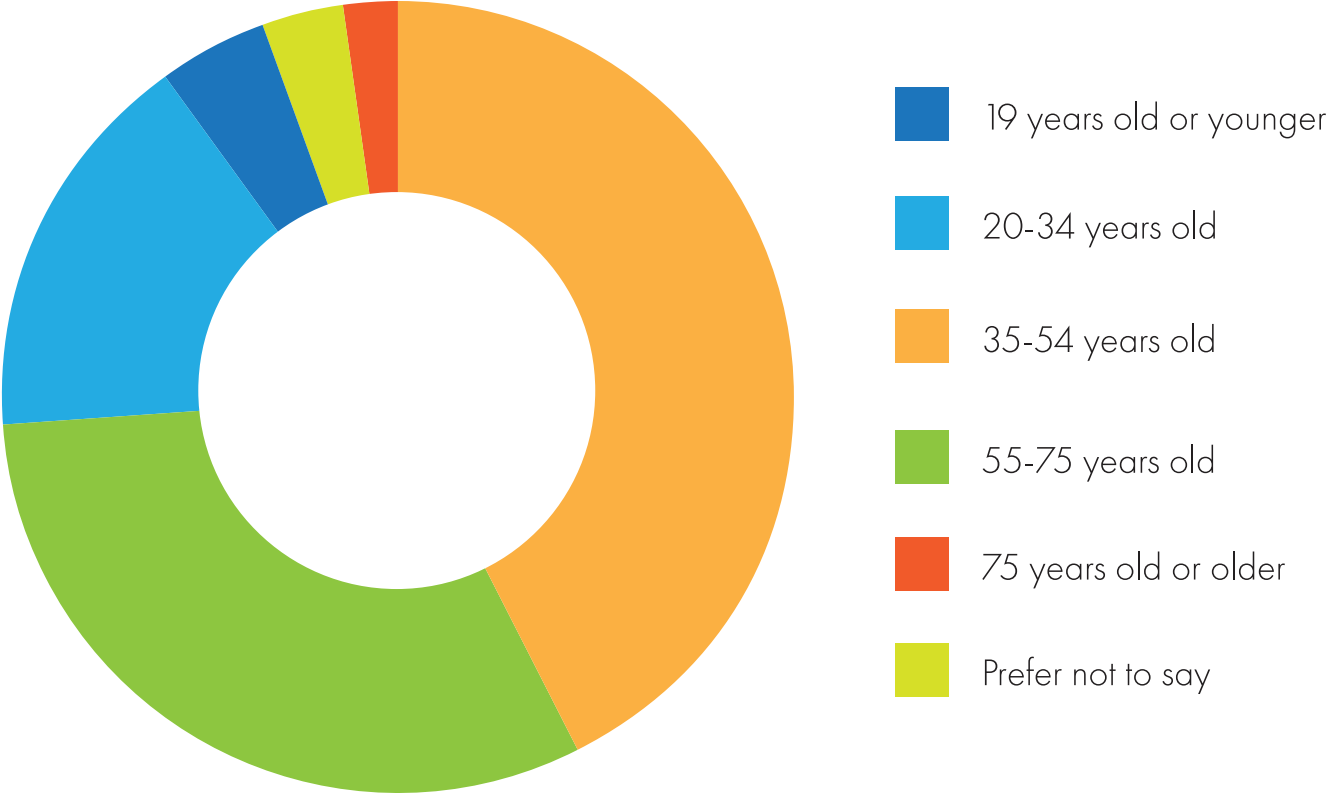
# Appendix D: Public Survey

## Demographics

We wanted to understand who engages in Whitby’s culture and how. Graphics below look at understanding the main demographics of people who responded to the online survey. Of the total 695 respondents, approximately 540 responded to the demographic questions.

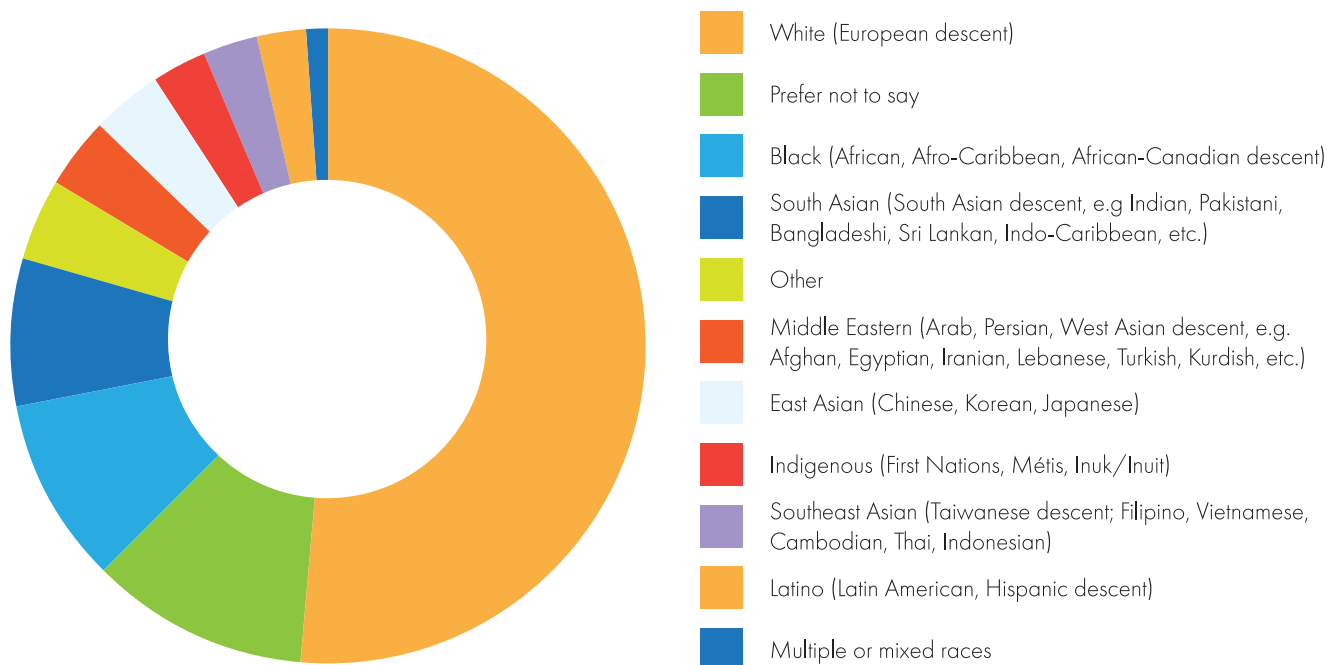
### Age of respondents

Figure 5



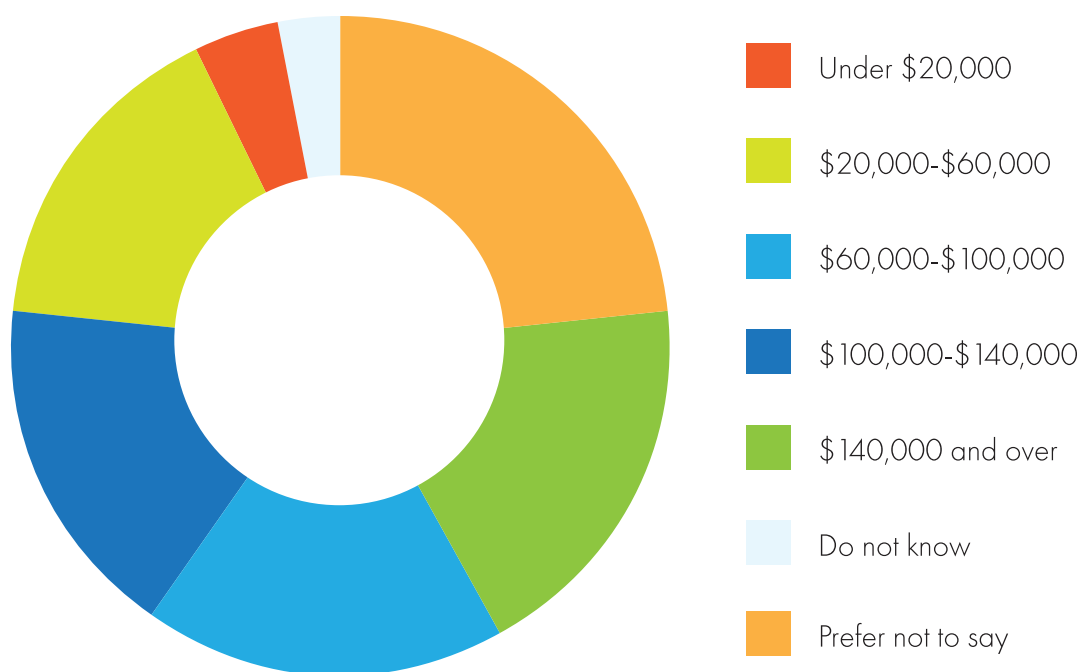
## Racial/ethnic backgrounds of respondents

Figure 6



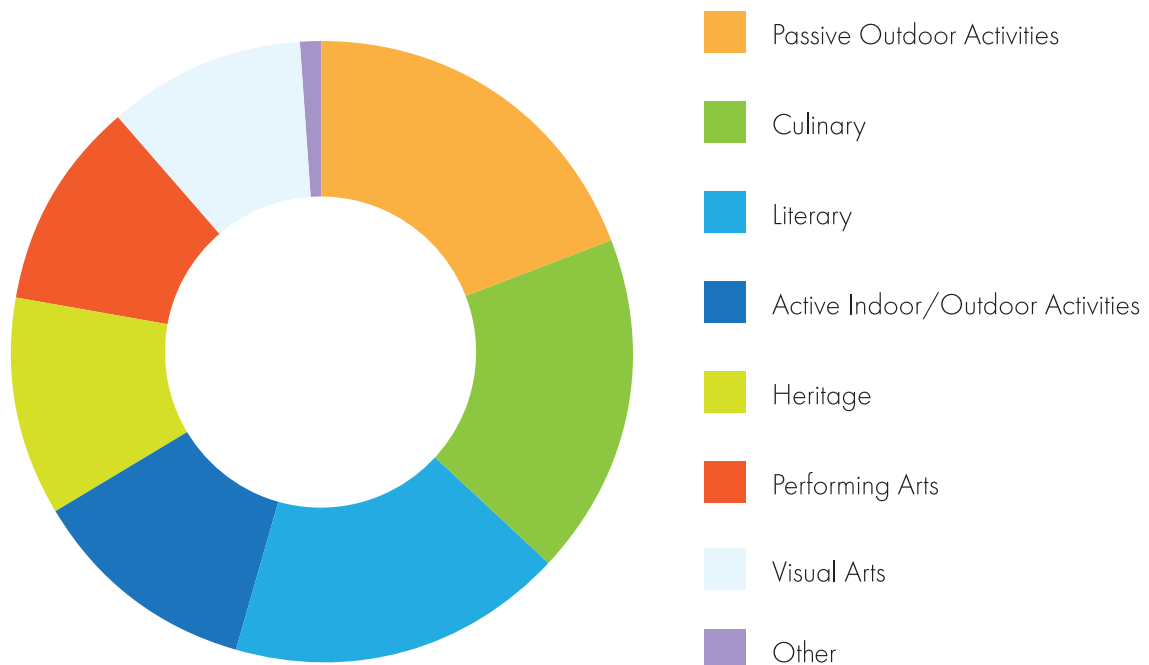
## Annual household income before taxes of respondents

Figure 7



## What culture activities residents participate in

Figure 8





# CULTURE PLAN **SURVEY**

## STAY CONNECTED WITH THE PROJECT

To stay up to date with the Town's new Culture Plan and to participate in future opportunities to inform the development of the plan – go online today to [whitby.ca/cultureplan](https://whitby.ca/cultureplan)

Or contact the Culture Plan Project Team to join the Interested Parties List

**Matt Powers**

Manager – Parks, Long Range Planning and Culture

Town of Whitby

[powersm@whitby.ca](mailto:powersm@whitby.ca)

**Maria McDonnell**

Manager – Sustainability, Downtowns and Cultural Heritage

Town of Whitby

[mcdonnellm@whitby.ca](mailto:mcdonnellm@whitby.ca)

**Aimee Pugao**

Planner II – Parks Planning and Development Division

Town of Whitby

[pugaoa@whitby.ca](mailto:pugaoa@whitby.ca)



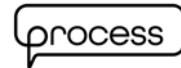
## Whitby Culture Plan: Updated Vision and Guiding Principles

**Vision:** Rooted in history and forward looking, Whitby offers accessible, inclusive and equitable cultural experiences and spaces to its diverse communities, including both residents and visitors.

### Guiding Principles

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- |   |   |
|---|---|
| <p>1) <b>Inclusive and Diverse:</b> Champion inclusion, diversity and Indigenous truth and reconciliation within the cultural planning framework</p> <p>2) <b>Accessible and Equitable:</b> Ensure equitable access to culture</p> <p>3) <b>Sustainable and resilient:</b> Prioritize environmental stewardship, resilience and sustainability</p> <p>4) <b>Flexible and Open:</b> Foster adaptable and integrated approaches to culture and cultural planning</p> <p>5) <b>Collaborative:</b> Develop partnerships and accountable cultural planning processes</p> | <ul style="list-style-type: none"><li>• As Whitby continues to grow and evolve, the Town will provide, foster and facilitate inclusive cultural experiences that reflect the diversity within the municipality. Diversity includes various gender, age, ability, income, ethno-cultural, religious, linguistic and artistic identities.</li><li>• The Town will acknowledge and share the diverse histories and narratives of the Town.</li><li>• The Town commits to deepening existing and developing new relationships with Indigenous communities.</li><li>• Whitby residents and visitors have equitable access and opportunity to engage with art and culture locally.</li><li>• Arts and culture are easy to get to throughout the Town, specifically within the two downtowns, neighbourhoods, community places and spaces, civic facilities and natural spaces, such as the Waterfront.</li><li>• The Town will explore opportunities for cultural planning to foster sustainable and resilient communities, considering health and wellness, infrastructure and environment, leadership and strategy, in the face of pressures, such as climate change.</li><li>• Understanding the landscape Whitby is built on, we will ensure a culture that leverages the urban-rural identity of the Town, and respects the natural environment and built heritage.</li><li>• The Town will develop, facilitate and support creative and entrepreneurial ideas and approaches to cultural planning and culture in the municipality.</li><li>• The Town will consider opportunities to embed culture within complete communities initiatives, considering affordability, environmental sustainability, design, and liveability.</li><li>• The Town will prioritize collaborative and transparent processes that aim to build relationships and partnerships between the municipality, community members, nonprofit sector and businesses.</li></ul> |
|---|---|
-



Glossary:

**Diversity:** refers to the wide range of human qualities including, but not limited to; ages, abilities, ancestry, culture, ethnicity, family dynamics, gender, gender identity, gender expression, language, race, religion, sex and sexual orientation.

- Town of Whitby

**Inclusion:** The process of bringing in and making space for those who are marginalized by those with privilege.

- Oshawa's Diversity and Inclusion Plan

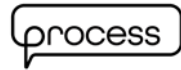
**Equity:** refers to processes that ensure all people have the resources or opportunities to succeed. It recognizes that true justice may demand treating people differently since they have different needs and capacities.

- Oshawa's Diversity and Inclusion Plan

**Accessibility:** A concept integral to human rights that refers to the absence of barriers that prevent individuals and/or groups from fully participating in all social, economic, political and cultural aspects of society. The term is often linked to people with disabilities and their rights to access, and also refers to design characteristics of products, devices, information, services, facilities or public spaces that enable independent use, or support when required, and access by people with a variety of disabilities.

- City of Toronto Corporate Accessibility Policy

**Sustainability:** is about meeting the needs of the present generation without compromising the ability of future generations to meet their own needs.



***Simple ways to describe the differences:***

- *Inclusion is about folks with different identities (diverse folks) feeling included, valued etc.*
  - *You can have diversity but people may not feel included.*
  - ***“Diversity is being asked to the party. Inclusion is being asked to dance.”***
- *Diversity is an outcome: “Oh man, this company is really diverse!”*
- *Inclusion is also an outcome: “We do frequent internal temperature checks, and as far as we know we have an inclusive and welcoming place for women and people of color here.”*
- *Equity is not an outcome. Equity refers to the process a company consistently engages in to ensure that people with marginalized identities have the opportunity to grow, contribute, and develop—regardless of their identity.*