

Culture Connects Whitby

The Town of Whitby's
First Culture Plan
2020-2030

DRAFT





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Introduction



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 places like the Station Gallery, Whitby Public Library, Lynde House Museum and Whitby Courthouse Theatre. There are also many community events such as the award-winning Open Streets Festival, Doors Open, 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 historic downtowns and productive agricultural areas.

As one of the fastest growing municipalities in Ontario, the Town of Whitby 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 a high quality of life for Whitby residents and visitors.

The purpose of the Whitby Culture Plan is to develop policy, leadership and capacity to enhance Whitby's existing cultural assets, make room for new cultural activities, demonstrate a commitment to local art and culture and economic development, and contribute to other Town goals.

Culture Connects Whitby is a high level document that provides strategic directions and actions to guide cultural activity for the next ten years.



What is a Culture Plan?

“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 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.” Culture is therefore defined by the physical, natural, and intangible manifestations of everyday life, be it taking in an outdoor play, experiencing public art, attending a food truck festival, or stumbling across buskers in a park.

Cultural offerings often result in personal, social and economic benefits, by providing opportunities for leisure, entertainment, learning, employment, self expression and sharing experiences with others. From an economic standpoint, the Conference Board of Canada estimate that the creative economy contributed \$53.4 Billion (3.4%) to national GDP in 2010. A recent estimate of the GDP contribution of the creative economy to the Ontario economy amounted to \$23.8 Billion.¹

While the importance of culture for people and communities is evident, identifying how to prioritize cultural assets for municipalities can be less clear. The purpose of a Culture Plan is to help negotiate overlapping and competing notions of culture and priorities within a community. It also helps to bring somewhat intangible concepts of history, activity and sense of community into policy directives and implementable actions. The Town of Whitby cultural planning process collaboratively helps to define and prioritize key elements of culture for a diversity of people living, visiting and working in Whitby. For the purpose of this plan, two definitions of cultural planning are considered:

- “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.” ²
- “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.” ²

¹ See Appendix A: Phase 1 Background Report for a detailed review of the positive impacts of Culture and an analysis.

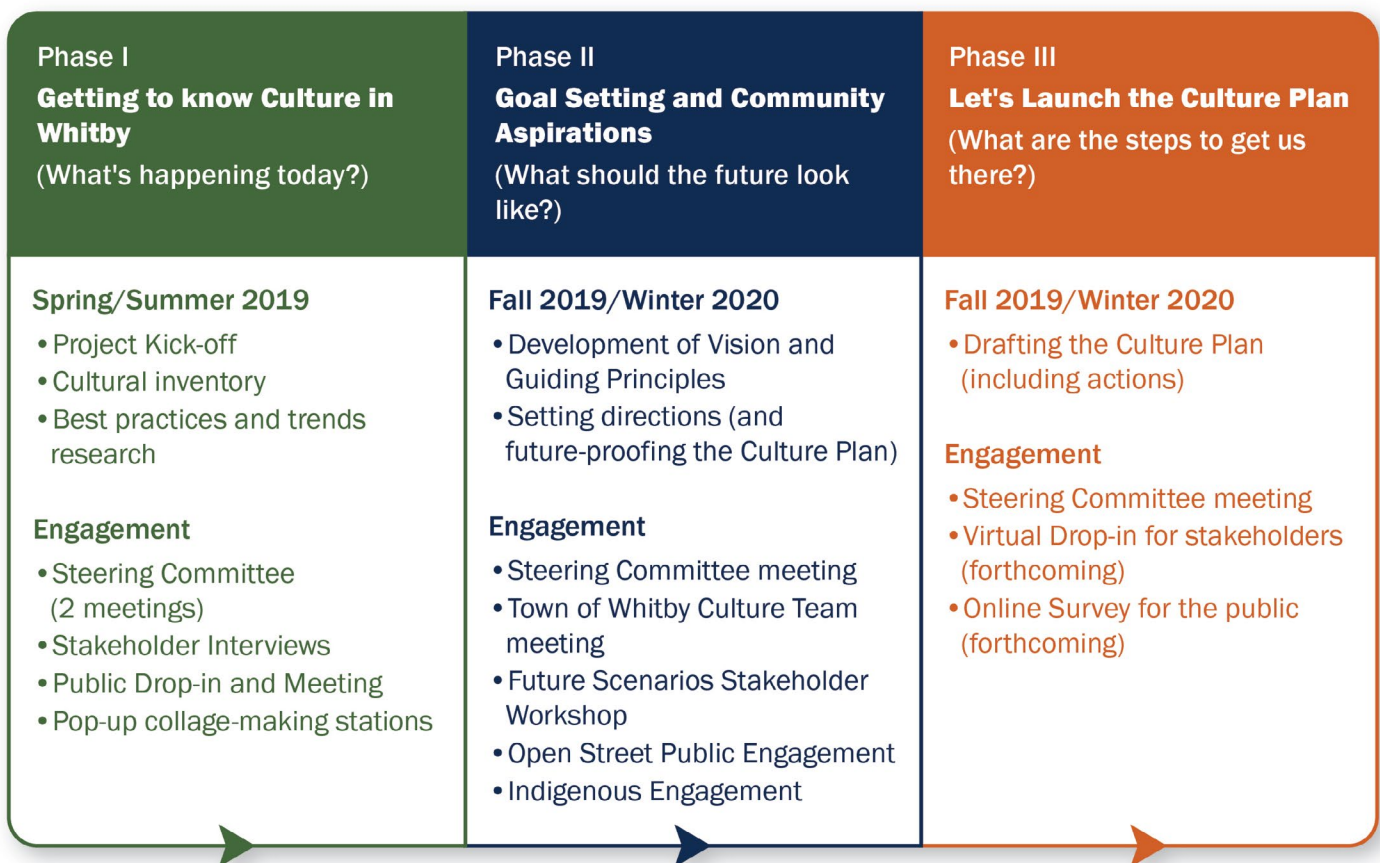
² AuthentiCity, Municipal Cultural Planning Inc: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. 2010.

The Whitby Cultural Planning Process

The Whitby Culture Plan is rooted in a collaborative, community-driven and creative process. Embedded in the municipality's local context, the plan is also informed by best practices research.

Whitby's cultural planning process has included extensive community consultation. Various and diverse perspectives have been included to help the Town of Whitby strategically identify cultural resources in the municipality and to plan for the future. The approach of 'Culture Connects Whitby' is not only aimed to collect feedback through the engagement process but to help build capacity and develop community ownership of the plan. To assist with this goal, in each phase we connected with the Culture Plan steering committee, communicated with stakeholders and engaged the broader public through in-person and online engagement.

The three-phased cultural planning process is summarized below:



Phase 1 engagement by the numbers

695 **400** **60**

Public Survey Respondents

Pop Up Participants

Public Meeting Participants

27 **25** **9** **7**

Social Pointpoint
Participants

Key Stakeholder
Survey Respondents

Key Stakeholder
Interviews

Project Steering
Committee Members

Phase 2 engagement by the numbers

175+ **17** **~16** **7**

Open Street Pop-Up
Attendees

Stakeholder
Workshop
Attendees

Whitby Culture Team
Members

Project Steering
Committee Members

Phase 3 engagement by the numbers

- Forthcoming



Public Consultation at Whitby Town Hall

Phase 1 Getting to know the Culture Plan

The objective of Phase 1 was to gain an understanding of the current context of culture, including the strengths, weaknesses, challenges and opportunities to inform the plan. A detailed Phase 1 report that includes Whitby-specific research, cultural planning trends and best practices analysis was completed in November 2019 and can be found in Appendix A.

Background Research and Inventory

We conducted in-depth desk research to better understand the current cultural state within Whitby. This included:

- A review of policies and plans related to Whitby cultural planning;
- A review of Whitby cultural assets and resources (both tangible and intangible cultural assets);
- An analysis of the market economy; and
- A demographic analysis.

As part of this Phase 1 background research, we conducted extensive stakeholder and public engagement. Consulting with stakeholders and members of the public is essential for any work that is intended to serve people in a municipality. For the Town's first Culture Plan, this is a priority since there was no baseline of information gathered. More information and detail on who engaged and key messages can be found in **Appendix B: Phase 1 Engagement Summary**.

Objectives of Phase 1 Engagement

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

Stakeholder Engagement

- **Stakeholder Interviews:** PROCESS facilitated interviews with key stakeholders from various cultural sectors.
- **Stakeholder Survey:** In addition to the in-depth interviews, a detailed survey was distributed and participants were asked to map out relevant cultural places, through the online tool Social Pinpoint.

Public Engagement:

- **Open House:** At Town Hall on June 4th, 2019, Town staff and PROCESS facilitated one afternoon pop-up and one evening community meeting open house.
- **Online Survey:** For those unable to attend the open house, an online survey was distributed. It was promoted through social media channels and through pop-ups.
- **Social Pinpoint:** Social Pinpoint is a community engagement software with an interactive mapping tool. This tool was used to crowd-source a cultural inventory from people within Whitby.
- **Pop-Ups:** In early summer 2019, Town staff attended eight community events and festivals across Town.

Images from Open House at Whitby Town Hall



Phase 2 Goal Setting and Community Aspirations

The objectives of Phase 2 were to co-develop a set of visions, guiding principles and strategic directions based on the research and information gathered through Phase 1. This includes extensive stakeholder and public engagement to help establish the future of culture for Whitby.

Objectives of Phase 2 Engagement

- Collect feedback on work to date;
- Collectively consider future scenarios and visions for culture in Whitby;
- Strategically develop directions; and
- Continue to build interest, excitement and commitment to the Culture Plan.

Stakeholder Engagement

- **Culture Team Workshop:** On September 17, 2019, PROCESS team members met with the Whitby (Corporate) Culture Team.
- **Future Scenarios Workshop:** On September 17, 2019, the Town of Whitby hosted a Culture Plan stakeholder workshop which explored a draft vision and guiding principles for the Culture Plan, and brainstormed strategic directions through imagining ideal cultural experiences in the year 2030.

Public Engagement

- **Interactive Chalkboard:** During Open Streets Festival in September 2019, the team set up an interactive chalkboard, which was installed for over one month to collect feedback.
- **Presentation to Town Council:** In November 2019, PROCESS presented the Phase 1 findings and the vision and guiding principles, developed with the public, to Council to collect feedback on the progress to date and ensure opportunity for Council to formally inform the future plan.

Indigenous Engagement

In Phase 1 research, we identified the importance of Indigenous culture as an expression of intangible and tangible cultural heritage for Whitby. This includes oral traditions and expression, language, social practices of a culture and people, rituals, knowledge and practices, specifically for First Nations communities of the Williams Treaty First Nations and for Indigenous people living in/or have interest in Whitby.³

³ See Section 2.0 Indigenous Truth and Reconciliation and the Glossary for more terms.

In Phases 2 and 3, the Town of Whitby took this recommendation seriously and retained PROCESS collaborator Trina Moyan Bell, an Indigenous consultant specializing in Indigenous engagement. The purpose of this engagement work is to begin to build relationships with the First Nations communities located nearby and to educate residents in Whitby about the Indigenous history (Indigenous and non-Indigenous folks). Instead of identifying Indigenous engagement only as an action within the finalized Culture Plan, the team recognized the importance of using the cultural planning process to begin to build relationships between neighbouring First Nations communities and the Town of Whitby. The following relationship building steps have been initiated:

- In August 2019, the team contacted a number of First Nations communities and invited them to the Culture Plan stakeholder workshops and/or offered to meet with them separately;
- A Council member of the Mississaugas of Scugog Island attended the September 2019 Future Scenarios stakeholder workshop;
- In October 2019, the team had a phone call with members of the Huron-Wendat First Nation;
- In January 2020, Trina Moyan Bell and municipal staff visited Curve Lake and Hiawatha First Nations;
- In February 2020, Trina Moyan Bell led an Indigenous cultural competency training workshop for the Steering Committee and municipal staff. This responds to Truth and Reconciliation Commission's call to action 57 (More details provided below in Section 2).

In all conversations, the main objectives were to begin to build relationships and to listen and learn about Indigenous histories, current experiences and future opportunities for the Town of Whitby. While the initial engagement with Indigenous communities is a start to relationship building, much more work is needed. Actions for continued and meaningful Indigenous engagement are included throughout this plan.

Phase 3: Let's Launch the Culture Plan

With the vision, guiding principles and directions developed, the purpose of Phase 3 was to create draft strategies and actions for the directions. Phase 3 was an iterative process. It began with an action planning workshop with the steering committee and has included an extensive exchange and continued research with municipal staff to refine details and strategies. It will be followed by a survey and virtual drop-in.



Indigenous Truth and Reconciliation



The Town of Whitby is situated within the traditional homelands of the Michi Saagiig (Mississauga Anishnabeg) Nation that encompass a vast area of what is now known as Southern Ontario. The Michi Saagiig are known as “the people of the big river mouths” and were also known as the “Salmon people” who occupied and fished the north shore of Lake Ontario where the various tributaries emptied into the lake.

The Michi Saagig are a part of the Anishnaabeg Nation which represents many peoples who speak various dialects of the Anishnaabemowin language within the Algonquian linguistic family. The people of the Anishnaabeg Nation reside in both Canada and the United States. Here in the province of Ontario, the Michi Saagig Anishnabeg sit within the Anishnaabeg Three Fires Confederacy which is comprised of the ‘Ojibwe (Chippewa’ag, Michi Saagig, Nippissing), Potawatomi/Bodewadmi and Odawa’ peoples.⁴ “The Michi Saagig oral histories speak to their people being in the area of Ontario for thousands of years.”⁵

The Michi Saagig hold oral histories telling of traditional wampum (agreements) with the Petun, Neutral, Wendat (Huron), and Haudenosaunee (Iroquois Six Nations) peoples who also lived upon these lands. Today, Indigenous people who live within Ontario and Whitby have ancestral ties to many of these groups including people who come from other Indigenous nations including the Métis and Inuit peoples from across Canada.

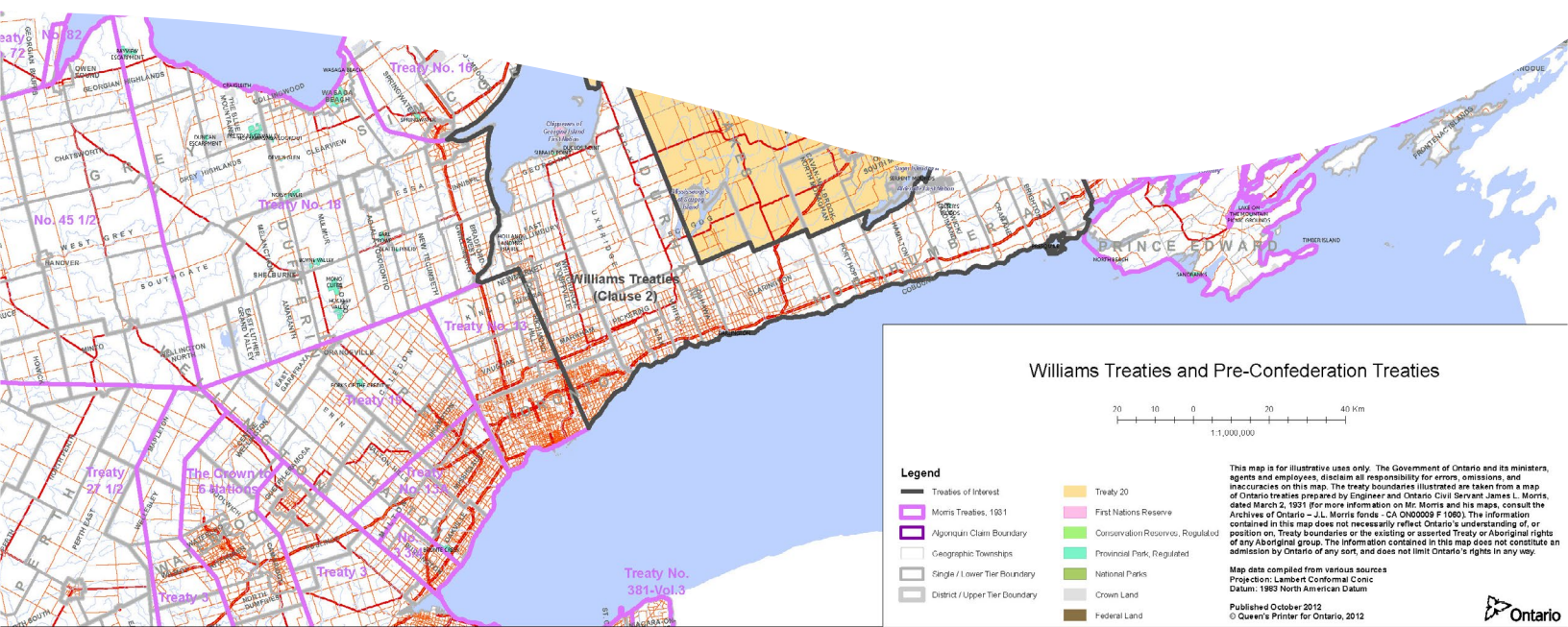
⁴ Michi Saagiig Nishnaabeg: This is our Territory. 2018. Gidigaa Migizi (Doug Williams) pg. 34.

⁵ Julie Kapyrka of Curve Lake First Nation. 2015. Before, During, and After: Mississauga Presence in the Kawarthas. In Peterborough Archaeology, Dirk Verhulst, editor, pp. 127-136. Peterborough, Ontario: Peterborough Chapter of the Ontario Archaeological Society.

The Michi Saagiig Nation are also part of eighteen treaties first signed between 1781 and 1923 that allowed the growing number of Europeans to settle in Ontario. The relationships created through these treaties are collectively known as the Williams Treaties, and Whitby specifically sits within the Gun Shot Treaty of 1792. The First Nations communities within the Williams Treaties include Alderville First Nation, Chippewas of Beausoleil First Nation, Chippewas of Georgina Island First Nation, Chippewas of Rama First Nation, Curve Lake First Nation, Hiawatha First Nation and Mississaugas of Scugog Island First Nation. Alderville First Nation and Scugog Island First Nation are the closest in proximity to Whitby.

Unfortunately, many key aspects of the agreed upon treaties between 1781-1923 were not honoured by the European settlers and the Canadian government. In 2018, after years of legal dispute, the Williams Treaties First Nations were compensated 1.1 billion dollars for loss of land and harvesting rights. At that time, in 2018, the Government of Canada apologized for the negative impacts of the 1923 Williams Treaties on the Williams Treaties First Nations in Rama, Ontario. Settler histories and experiences dominate decision-making and narratives about the Town of Whitby, Ontario, and Canada, rendering Indigenous communities' deep cultural connections to the land largely invisible. Actions within this Culture Plan provide opportunities to learn about Whitby's Indigenous history and presence, making their voices and culture visible today and in the future.

As Whitby continues to grow and evolve as a municipality, it is important to recognize the Indigenous communities that have legal treaty rights to the land and have practiced their cultures on these lands for thousands of years and continue to do so today. This includes Indigenous people who currently live within Whitby as well as the adjacent First Nations communities within the Williams Treaties (Alderville First Nation, Chippewas of Beausoleil First Nation, Chippewas of Georgina Island First Nation, Chippewas of Rama First Nation, Curve Lake First Nation, Hiawatha First Nation and Mississaugas of Scugog Island First Nation).



Truth and Reconciliation

In 2008, Canada's Truth and Reconciliation Commission was created to inform Canadians about what happened in Indian Residential schools and document the truth of survivors, families, communities and anyone affected by their experience with residential schools. Released in 2015, the TRC recommends 94 Calls to Action aimed at federal, provincial, municipal and community levels and are intended to create and renew relationships between Indigenous and non-Indigenous peoples.

Reconciliation is more than a word. It's a process of relationship building, and will take many years. Reconciliation is also an ongoing learning process for both non-Indigenous and Indigenous people. The first step of reconciliation is to speak about the truth and learn about the history of the Indigenous peoples. Many Indigenous peoples have deep understandings and knowledge of their history and are willing to share their stories. However, because of colonization and an erasure of Indigenous history from the mainstream, there are Indigenous and non-Indigenous people alike who are only beginning to learn of the cultural traditions and the pre-contact and post-contact histories, including the traumas that many people endured. Once we all have a shared understanding of the truth, and can share the history of Canada, we can begin on the path of reconciliation, a complex process of building solidarity, honouring treaties, and building a better future for Canada.

“... Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour.”

- Truth and Reconciliation Commission

Calls to Action that specifically speak to municipalities

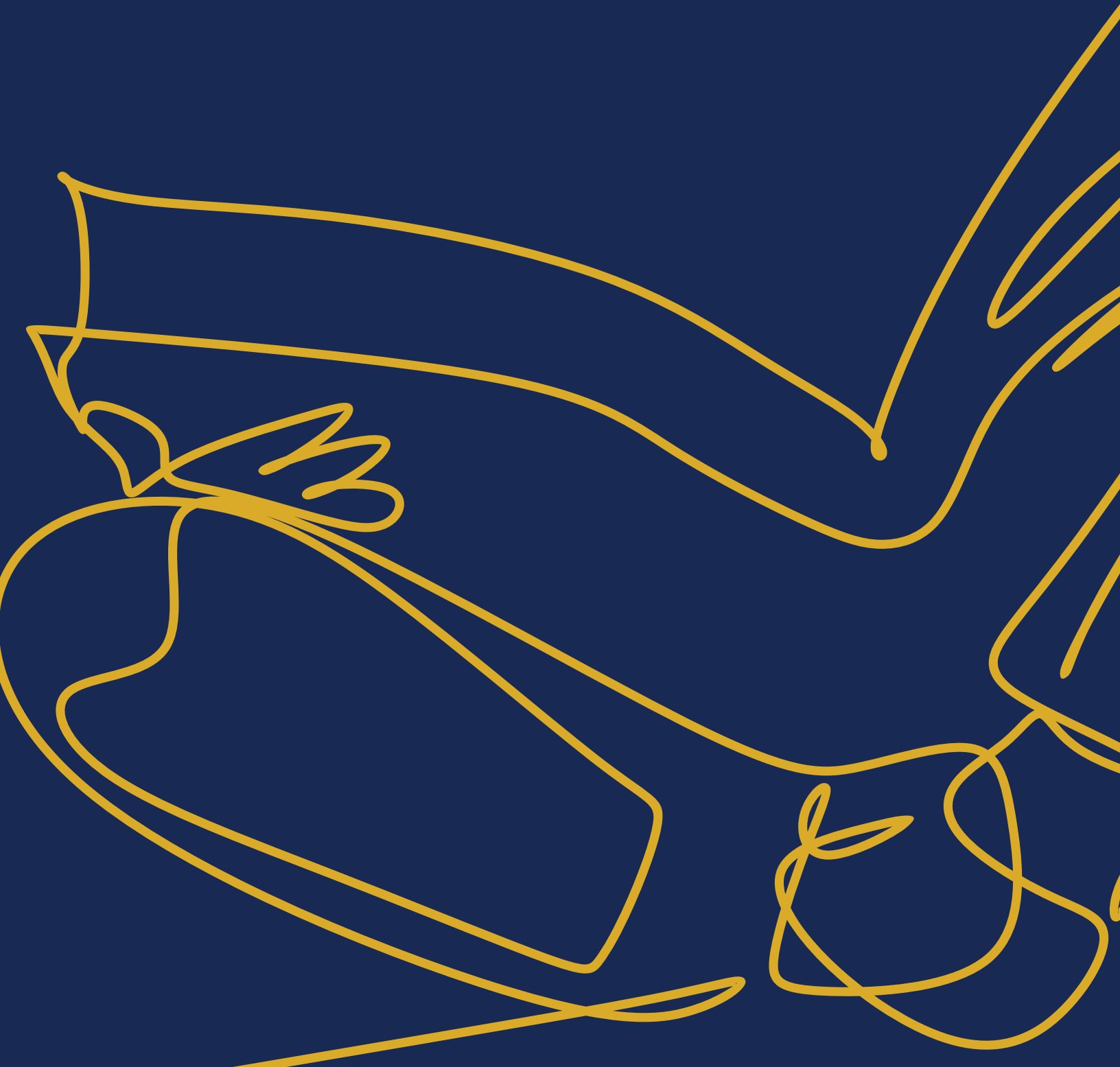
The following are the specific Truth and Reconciliation Commission's Calls to Action for Canadian municipalities:

- 43.** We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.
- 47.** We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.
- 57.** We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skillsbased training in intercultural competency, conflict resolution, human rights, and anti-racism.
- 75.** We call upon the federal government to work with provincial, territorial, and municipal governments, churches, Aboriginal communities, former residential school students, and current landowners to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries or other sites at which residential school children were buried. This is to include the provision of appropriate memorial ceremonies and commemorative markers to honour the deceased children.
- 77.** We call upon provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.



Walking In Our Moccasins, Culture in the Square 2019

Whitby's Cultural Planning Landscape



Whitby's Unique Position

Whitby is a fast growing and evolving municipality, situated in the middle of an expanding and connected Region. Surrounding the Town of Whitby, are growing cities, townships, agricultural lands and the Scugog First Nation, all with their own unique cultural assets.

Based on research and consultations, it is evident that the Town of Whitby has an opportunity to embrace broader definitions of culture and provide opportunities for people to experience arts and culture in less traditional ways and settings. Instead of focusing investment on a large-scale performance centre, there are incredible opportunities to leverage the Town and community's experiences and unique position, including:

- **Urban and Rural Elements:** With a series of parks and greenspaces, two historic downtowns and productive agricultural lands, there are opportunities to experience nature and local food while visiting the distinctive urban centres.
- **Invested and dynamic arts and culture sector:** Currently, there are many ways to experience culture in Whitby. There are a number of cultural venues and organizations such as the Lynde House Museum, the Courthouse Theatre, Station Gallery, the Whitby Library and many more. The Town of Whitby hosts many community events such as the award-winning Open Streets Festival, Doors Open, Culture in the Square and Movies in the Park and is increasingly known for its farm to table food and brewery scene.
- **Growing investment, education and innovation:** In recent years, the Town of Whitby has become home to a number of educational institutions and the recent introduction of the 1855 technology accelerator. With a vision to develop an innovation district, there are many synergies to integrate art, culture and innovation.

Highlighting Cultural Connections in Whitby

Through the process, an overarching theme that emerged is the desire for culture to be embedded within Whitby, so residents and visitors can be connected to creative opportunities, cultural experiences, events, places and stories. Through the cultural planning process, some residents indicated that Whitby is not currently seen as a place to experience culture, noting that many often visit Oshawa or Toronto for cultural offerings. There is a further need to build awareness of the arts and cultural institutions and offerings that exist within the Town. Residents envision a Whitby where culture permeates the municipality; where culture is accessible to all. In order to make this happen, many prioritize a “culture of collaboration,” where relationship building and inclusive processes with diverse communities and cultural organizations are essential. The detailed Culture Plan’s engagement summaries are included in **Appendix B**.

Policy Context

There are a number of provincial and municipal plans and strategies that are relevant to the cultural planning process, including the Official Plan, Town Council Goals 2018-2022, as well as a number of parks plans and secondary plans. A full policy review is included in **Appendix A: Background Research Report**.

Some common themes that emerged from the policies reviewed 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.
- While the Official Plan includes reference to a public art policy, it has not yet been developed.

Imagining Possible Futures

In establishing a vision, directions and actions for a Culture Plan, it is important to consider various future scenarios.

Planning, as a field of technical practice, often considers a linear approach to thinking about the future that is based in the past. For instance, demographic projections consider trends from previous census information. For a Culture Plan that is looking 10 years into the future, it is important to not only consider trends we are seeing today, but to also imagine possible futures and envision the Culture Plan accordingly. This will ensure a plan that is implementable yet also flexible, depending on the realized future.

Currently, we are caught in a future that we could not have imagined. **COVID-19** hit Canada during Phase 3 of the Town of Whitby's cultural planning process. The pandemic has changed our lives for at least the immediate future. All the ways we have come together to connect physically is halted, to protect ourselves and those around us. The need to consider various futures and how we can imagine better ones is essential right now.

Interspersed throughout **Section 5: Directions** are considerations of themes, including trends and future scenarios, essential to the planning process. These considerations were introduced through the stakeholder consultation process:

- Opportunities to build **inclusion and equitable systems** as Whitby becomes more **diverse**;
- Ways to embrace digital arts as **civic technology and digital infrastructure** are increasingly integrated within municipalities;
- Responses to **housing affordability and income inequality**, for artists, cultural producers and all residents, such as land trusts and placekeeping initiatives;
- The need for **enhanced community and cultural spaces**, networking opportunities (virtual and in-person) and participatory arts to abate social isolation and loneliness;
- Approaches to **integrate culture within innovation** oriented spaces;
- The role that various arts and technology players can play in the fight against **climate change**.

Vision and Guiding Principles



Vision: Culture Connects Whitby

Culture is at the centre of building communities. Culture connects people to place; history to present; youth and newcomers to a creative workforce; arts organizations to new partnerships; rural to urban, and new ideas to business opportunities. As Whitby evolves, culture will be the connective tissue that brings people together through history, stories, creativity, and community.

Town of Whitby's Role

Increasingly, as municipalities learn the benefits of culture to improve planning, and as traditional funding models change, there is a shift in local government from the traditional focus of solely being a deliverer to a connector; a facilitator-enabler approach to delivering public policy and services. Collaboration within and across municipal government and with the wider public, private and non-profit sector is paramount.

In adopting Culture Plans, cities such as Hamilton, Mississauga, Saskatoon and Calgary have embraced this shift, seeing their role as a proactive convener and trusted partner to create the conditions for culture to thrive in their communities. Through collaborations, there are opportunities to share responsibility and pool resources in a more impactful way. Similarly, this sense of a shared responsibility was echoed through the stakeholder and public engagement process of the Whitby Culture Plan.

Guiding Principles

1) Diverse and Inclusive

Champion diversity, inclusion and Indigenous truth and reconciliation within the cultural planning framework. As Whitby continues to grow and evolve, the Town of Whitby provides, fosters and facilitates inclusive cultural experiences that reflect the diversity within the municipality. Diversity includes various gender, age, ability, income, ethno-cultural, religious, linguistic and artistic identities.

- Whitby acknowledges and shares the diverse histories and narratives of the Town.
- Whitby commits to working with the Williams Treaties First Nations to represent the Indigenous history of the land that Whitby is situated upon.
- Whitby commits to the Principles of Reconciliation outlined in the [TRC Final Report 2015](#).
- Whitby commits to deepening existing and developing new relationships with Indigenous peoples living within Whitby.

2) Accessible and Equitable

Ensure equitable access to culture

- Whitby residents and visitors have equitable access and opportunity to engage with art and culture locally.
- Arts and culture are easy to get to throughout the Town, specifically within Downtown Whitby and Downtown Brooklin, neighbourhoods, community places and spaces, civic facilities and natural spaces, such as the Waterfront.

With COVID-19 creating physical distance, the importance of building deep relationships and community connections are essential. **The vision Culture Connects Whitby is more powerful now than ever.** Similarly, the guiding principles outlined here can help inform future decision-making, to ensure it is thoughtful and compassionate of a diversity of Whitby residents and strategic when considering possible futures.

3) Sustainable and Resilient

Prioritize environmental stewardship, resilience and sustainability

- The Town of Whitby explores 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.
- Understanding the landscape Whitby is built on, the Town of Whitby ensures a culture that leverages the urban-rural identity of the Town and respects the natural environment and built heritage.

4) Flexible and Open

Foster adaptable and integrated approaches to culture and cultural planning

- The Town of Whitby develops, facilitates and supports creative and entrepreneurial ideas and approaches to cultural planning and culture in the municipality.
- The Town of Whitby considers opportunities to embed culture within complete communities' initiatives, considering affordability, environmental sustainability, design, and liveability.

5) Collaborative

Develop partnerships and accountable cultural planning processes

- The Town of Whitby prioritizes collaborative and transparent processes that aim to build relationships and partnerships between the municipality, community members, non-profit sector and businesses.



Images from #ChalkYourWalk

Directions



The Town of Whitby's Culture Plan is built upon five strategic directions that reflect the vision, guiding principles and desired outcomes emerging from the cultural planning process. It is important to note that the five directions are interconnected:

1. Connecting Creativity

This direction focuses on strengthening and diversifying Whitby's local arts, culture, heritage and creative sector offerings through investments in **people and programs**.

2. Connecting Community

Culture thrives when community is on board. This direction provides approaches to foster and build **community and partner support** in order to build capacity and resilience within the art and culture sector.

3. Connecting Places

The Town's cultural spaces and places generate a sense of belonging and pride amongst a diversity of Whitby residents. This direction offers actions that **preserve and enhance our spaces and places**.

4. Connecting Stories

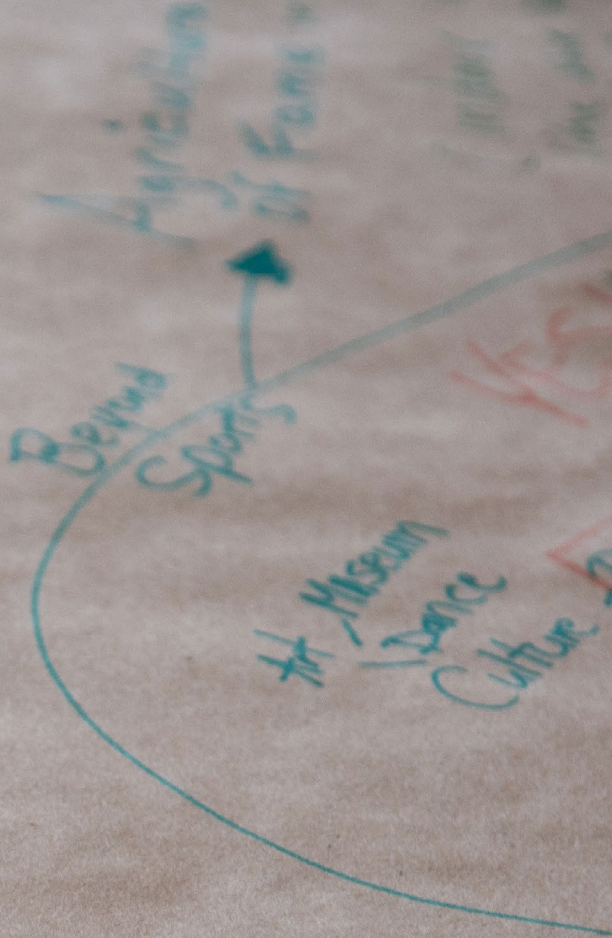
This direction outlines approaches to **celebrate and engage with culture** in Whitby so that all residents see themselves reflected in the cultural landscape, narratives and daily life within Whitby.

5. Connecting the Process

To ensure culture connects Whitby, the structure and process within the municipality must work to **elevate and integrate culture's role within internal processes**. This direction provides tactics to better internally support culture, structurally and financially.

in Whitby
Built in Suburbia
with a debt to
mow past that!

ACCESSIBLE → ALL AGES
EDUCATIONAL
FUN



BRING
CULTURE
TO
GREEN ST

Whitby Community
Trust
Green
St

Timeline

The actions include a Timeline for implementation, outlined below. The detailed timelines are included in **Appendix C**.

- **Short-Term:** 0 - 2 years
- **Medium-Term:** 2 - 5 years
- **Long-Term:** 5 - 10 years
- **Ongoing:** An initiative the Town has started and should continue to do.
- **Initiated in the cultural planning pocess:** An initiative started through the cultural planning process that should be upheld and continue to be implemented moving forward.

Pilot Projects/Quick Wins

In addition to the big picture ideas and actions, this plan incorporates pilot projects and quick wins that should be started, monitored and evaluated right away (within the first six months).

- **Pilot Project:** Pilot projects are ways to modify or test planning / policy ideas by collecting data, monitoring and evaluating performance or effectiveness at achieving objectives. They're also a great way to make adjustments on-the-ground. Pilots are implemented at a lower cost than permanent projects and can be easily removed or modified.
- **Quick Win:** There are some initiatives we know should be started immediately, and in fact, have started them before the plan was completed. These specific actions are identified below.

Cost

The actions also include cost estimates, included in **Appendix C**.

- **\$** - Under \$5,000
- **\$\$** - Under \$25,000
- **\$\$\$** - Under \$50,000
- **\$\$\$\$** - More than \$50,000
- **ST** – Staff Time
- **Operating** – Operating Cost
- **Capital** – Capital Costs

Responsibility

As discussed, the Culture Plan is intended to guide the municipality but is built on an understanding of collaboration and connection. The Town of Whitby's intention to assume a catalyst role in culture, supports the idea that cultural practices must be community-driven and must be collaborative. To facilitate a high level of collaboration among partners and local stakeholders, this Culture Plan establishes the various responsibilities for the Town and of partners to implement the vision and help culture flourish in Whitby. **See Appendix C** for details.

Moving the Plan Forward

As the plan is used to direct Whitby's culture steps over the next decade, it is essential that it remains responsive to the real-time evolution of the Town and adapt to the changing arts, culture and heritage landscape, as well as other current trends happening with the municipality. For the plan to succeed, the Town and key partners will continue to engage in ongoing conversations and consult with broader community members to ensure the plan remains relevant over the next 10 years.

This Culture Plan lays out the next 10 years, incorporating a large-scale vision for the future in order to establish a strategic and holistic approach to culture in Whitby. In addition to a long-term vision, the plan includes pilot projects and quick wins to drum up excitement, community support and to ensure things happen.

Priority

The level of priority for each action is based on several criteria, including:

- The timeframe, as identified above;
- Resources required (i.e. the cost of implementing the action given real time state of municipal budget);
- Ability to contribute to the vision and overall guiding principles within this Culture Plan;
- Alignment with other municipal priorities.

See Appendix C: Culture Plan Matrix to review timing, responsibility and resources needed.

Embracing a bold, flexible and collaborative cultural planning process

The 20th century architect and urban planner Daniel Burnham once said, **“Make no little plans, for they have no magic to stir men’s blood.”** In 1980 at the Boston Great Cities Conference, Jane Jacobs responded to this infamous statement: **“Funny - big plans never stirred women’s blood. Women have always been willing to consider little plans.”**⁵

These different viewpoints represent competing perspectives in planning. Burnham believed that big plans with a strategic vision and goals can inspire people to imagine a bold future. Big plans are seen to avoid haphazard piecemeal policy decisions and development. This belief shapes much of urban and cultural planning today.

Jacobs’ response offers a different approach to planning, where small-scale and grassroots involvement can incrementally and powerfully enact change in our cities. She believed that big plans can often stifle imagination and alternatives. Today, in our constant state of flux, many big plans often land on a shelf, lack flexibility to adjust to the evolving demands and pressures for municipalities and communities, or simply don’t make sense once approved. Increasingly, tactical and community-led involvement is influencing how we plan our cities.

The Whitby Culture Plan sets out actions for the next 10 years. It embodies both messages from Burnham and Jacobs. It is a long-term vision and bold framework with strategic policy directions while also incorporating opportunities for small-scale and tactical interventions through pilot projects. The plan is intended to be a living document; flexible, reflective, promotes action right away and community ownership to ensure its success.

⁵ <https://www.citylab.com/equity/2011/11/jane-jacobs-and-power-women-planners/502/>



Connecting Creativity

Promote and strengthen Whitby's local arts, culture, heritage and creative sector offerings by investing in programs and people.

Desired Outcome	Whitby's local arts, culture, heritage and creative industries sector is thriving. It reflects the Town's diversity with the participation of its residents from diverse demographics, organizations, community groups and businesses.
The Challenge (What We Heard)	While Whitby currently has incredible local cultural resources, there is concern that Whitby is currently viewed as a 'bedroom community.' To establish Whitby as a place to not only live, but to also experience art, culture, culinary experiences and heritage, there needs to be strategic efforts in promoting and enhancing existing cultural offerings while making room for new experiences. Similarly, as Whitby grows and evolves, there is an increasing diversity of people moving to Whitby who should be able to see their own culture represented and reflected in the Town.
What we need to get us there	The Town must invest in people and programs in order to maintain and grow a thriving arts, culture and heritage sector in Whitby. This includes existing Town-led programs and events as well as established organizations, spaces, initiatives and enterprises. It is also important to increase inclusion and diversity by addressing barriers to access for equity-seeking communities.

Goal 1	Promote Indigenous education, art and culture
Goal 2	Enhance accessible and diverse arts and cultural programming.
Goal 3	Support and retain diverse arts and cultural workers by increasing and improving inclusive, accessible and equitable opportunities within Whitby.
Goal 4	Attract, nurture and retain creative enterprises.
Goal 5	Embrace digital technology as an opportunity to connect art, culture, creativity and community.

GOAL 1: Promote Indigenous Education, Arts and Culture

Indigenous histories have been systematically made invisible since colonial presence in this country. There is a need to provide opportunities to local Indigenous people to share their stories and make their voices and culture visible today and in the future. There is also a strong need for settlers on this land to learn about Indigenous history and become allies in the path towards reconciliation.

Action A Develop an Indigenous Truth and Reconciliation Strategy. This includes reviewing and enacting the relevant Truth and Reconciliation Commission Calls to Action in all actions (Consider actions 43, 47, 57, 75 and 77).

Action B Provide opportunities for Indigenous arts, culture and heritage through proactive outreach, connections and assistance seeking funds for Indigenous groups and organizations.

Action C Help to increase participation of ethno-cultural and Indigenous communities and youth on Town boards and committees of Council, and in leadership roles of cultural institutions and organizations, including professional development and mentorship programs. Conduct an audit of current boards and committees to review opportunities.

GOAL 2: Enhance accessible and diverse arts and cultural programming

As Whitby grows, there is a desire to access cultural offerings within Whitby. Because culture is for everyone, cultural offerings should reflect the needs and diversity of a growing population.

- Action A** Continue to develop and deliver existing and emerging Town run and third party festivals, celebrations, and events.
- Action B** Evaluate the success of Whitby's existing Town run and third party festivals, events and programs and enhance as necessary from an equity, access, transparency and efficiency lens. Leverage relationship with the Whitby Diversity and Inclusion Advisory Committee and the Accessibility Committee to ensure arts, cultural and heritage spaces and services are addressing the diversity and accessibility needs of the Whitby community.
- Action C** Strategically explore, develop and encourage cultural programming (led by the Town of Whitby or other private sector enterprises) related to agri-culinary experiences within Whitby, including cycling and walking tours of farms, restaurants and breweries.
- Action D** Consider working with venues, facilities and capital projects to incorporate live music programming in support of a growing music scene.
- Action E** Explore opportunities to better support participatory arts and culture, where community members help to co-create and contribute work in meaningful ways.

What is participatory art?

Art that engages everyone, sparks dialogue and inspires connection

Participatory art and socially engaged practice art are practices that shift the audience role from one of strict spectator or consumer, to that of co-creator and contributor. In participatory arts, the audience is asked to co-create a work or engage with it in different ways that lead to its evolving creation and meaning. This creates the conditions for a more personal experience with a work of art for participants. When participatory arts practices are also used from the very beginning of the creative process, there are more opportunities for diverse experiences and voices that shape and influence the work at all stages of production. There are also more opportunities for participants to connect with the artist and the community and surroundings around them.



Everything I Wanted To Tell You Hiba Abdallah

“Everything I Wanted To Tell You” is a participatory art project that captures the narratives of Scarborough’s diversity, nuance and resilience through a 4-channel, 90 foot installation directly on the Scarborough Civic Centre during the first ever Nuit Blanche Scarborough in 2018. The collection of over 200 messages were gathered during a series of workshops with an intergenerational group of Scarborough residents through focused conversations on the community’s history, legacy and future. The group visited lesser-known historical sites in Scarborough and several organizations that are part of the backbone of the community’s cultural scene. The community consultation became the driving force behind the artwork’s final form. This project was made in collaboration with Sofia Habib, Timothy Hunter, Noor Khan, Pamila Matharu, Joy Smith, Etta Snipe, Helen Su, Zahra Tootonsa, Trevor Twells, Islin Waite and Deshaun Whyte.

GOAL 3: Support and retain diverse arts and cultural workers by increasing and improving inclusive, accessible and equitable opportunities within Whitby

In order to deepen and expand cultural programming, the Town must support and attract the very people creating and producing; those working in the arts, cultural and heritage sector. This includes equitable processes to ensure a diversity of people are included and can participate.

Action A Recognize Whitby's cultural sector through appreciation, education and networking events. Establish a series of annual events to identify and provide professional development and networking opportunities for Whitby's cultural workers. (ex. Culture Awards night).

Pilot: Culture Plan Presentation and Culture Awards

Upon approval of the Culture Plan, celebrate how Culture Connects Whitby. This could include an opportunity for networking and a culture award ceremony for individuals and businesses making the Whitby community stronger via arts, culture, creativity and heritage. Town staff should evaluate the event to see whether it should be incorporated as an action moving forward.

Action B Work with the Whitby Youth Council, the Durham District School Boards and post-secondary partners to align support for arts and cultural opportunities for young people. Build on the recently completed Whitby Youth Strategy to find opportunities for alignment in communications, programs, professional training, and partnerships. Seek a diversity of youth representatives, including Indigenous youth to sit on the Council.

Art Attack!

Whitby is already incorporating cultural opportunities for youth through Art Attack, an annual partnership with Station Gallery where youth can submit artworks to be showcased at the Station Gallery.



Action C

Review and audit mechanisms that provide support to artists, cultural producers, organizations and community groups from an equitable access, transparency and efficiency lens to see if improvements are needed. Examples could include a review of event guidelines, volunteer policies, insurance policies, etc.

Embracing and Celebrating Cultural Diversity in Whitby

Culture is an essential and effective way to meaningfully connect diverse communities. Prioritizing diversity in culture means that all the residents of Whitby will see themselves expressed in the Town's cultural pursuits, while ensuring that a broad range of cultures have access, and demonstrating the inclusive and accepting attitudes of Whitby.

Diverse communities have tended to be excluded from mainstream arts and culture. This has been seen through a lack of representation of diverse artists and cultures in the production of works, or through barriers that marginalized artists face in accessing grants and other opportunities, and also through the make-up of arts organizations and institutions. The arts and culture sectors will need to change and adapt in order to address these structural challenges. They must create arts and culture activities for a wider, more diverse audience, and actively engage and make space for diverse artistic voices.

Action D

Work with the Diversity and Inclusion Committee to identify barriers and strategies to increase participation in cultural activities (ex. Conduct a cultural audit of access to culture; Evaluate the Town's protocols for welcoming and providing information to newcomers);

How Municipalities Welcome Newcomers

According to the Canadian Commission for UNESCO, the integration of refugees and immigrants in Canada does not solely rely on economic integration but also cultural inclusion. To establish dialogue, bridges need to be built between newcomers and their host society. Several cities that are members of the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD) are doing just that by including culture as part of their welcoming activities. Here are two examples:

- To welcome Syrian refugees, the City of Lethbridge, Alberta, established a multi-sectoral committee to ensure that all aspects of newcomers' lives receive support. The various people involved hold meetings to apply best integration practices. The initiative led to a partnership called Local Immigration Partnerships (LIPs), which provide accompaniment and cultural, social and economic support for newcomers.
- Libraries act as welcoming gathering spaces for newcomers and often host Newcomer Welcome Centres and other skill training and learning opportunities.

Action E

Join the Coalition of Inclusive Municipalities and the Canadian Coalition of Municipalities against Racism and Discrimination.

GOAL 4: Attract, nurture and retain creative enterprises

Culture is an economic driver and requires economic development opportunities for its workforce. This includes networking, mentorship and business supports for local businesses, entrepreneurs, and workers in the arts, cultural and creative sector.

- Action A** Collaborate with partners to develop targeted business start-up support. This includes events targeted to business for creative entrepreneurs (meeting places for collaboration, networking, speaker series, workshops).
- Action B** Incorporate arts, culture and creative entrepreneurs and workers in future economic development strategies and policies.
- Action C** Collaborate with partners to develop opportunities to become an incubator by hosting skill training workshops, capacity building and mentorship and professional development opportunities for the creative community and broader public (such as technical production, digital arts, exhibition).

Highlight – 1855 BDO Accelerator

A strategic initiative that began with the Town of Whitby and the CEO of 360insights, 1855 was created to expand the growth sector by filling a defined gap that existed in the innovation ecosystem in the Durham Region. The vision is to support established, high potential tech companies on their journey to the global stage, in a dedicated environment of driven entrepreneurs. Accelerated programming includes access to industry leaders and investors, best-in-class advisors teaching hands-on growth strategies, and high calibre mentorship from thought leadership events like 1855 MASTERCLASS.



1855 MASTERCLASS

GOAL 5: Embrace digital technology as an opportunity to connect art, culture, creativity and community

- Action A** Explore opportunities for digital-based cultural programming by collaborating with artists, arts and cultural organizations and other partners.
- Action B** Develop digital art content for the municipality through opportunities to commission local and internationally significant artists.
- Action C** Use digital technologies more effectively to promote arts and cultural events and information on the Town of Whitby website. This includes sharing a digital cultural inventory / directory of groups and partners (through the cultural resources online map) as a resource tool available to promote the sector, leverage resources and expand knowledge.
- Action D** Implement multi-platform technologies such as interactive maps, presentation software, word clouds to facilitate interactive audience participation.
- Action E** Explore opportunities to develop more broadly-based digital media in partnership with industry players and/or alongside creative hubs.

Pilot - Provide Online Opportunities for Performances and Convenings

At the time of writing this Culture Plan, it is a trying time to be connecting to creativity, people and programs, due to the COVID-19 pandemic. Whitby created a website and campaign “Staying Connected” that provides online resources for residents. This includes digital collections of the Whitby library and other virtual tours and activities for people to participate in. The Town can further support local arts and culture groups set up online opportunities for performances and convenings, such as live virtual concerts, online gift cards for future events, delivery of local food from local restaurants, etc.



Why embrace digital technology?

The Challenge: Technology for people

A 'smart' municipality uses information technology and digital infrastructure to collect and analyze data in order to increase efficiencies, reduce costs and environmental impact, and enhance quality of life. Increasingly, municipalities must embrace the role that digital technology plays in municipalities – it is clear this role will only strengthen over time. While digital technology offers a powerful opportunity for municipalities everywhere, it also holds the potential to overwhelm our lives, disconnect us from our communities, and invade our privacy. The more digitally mediated our lives become, the more we must ensure smart municipality innovations are serving the needs of people. There are also important questions around who owns this information, and who gets to use it. How can we ensure digital technologies enhance social life, and solve real problems that are important to communities?

The opportunity: Civic Tech & Digital arts

Cultural planners and policy makers might approach the relationship between arts and technology in two ways. Firstly, how can the arts use digital technology as a tool that helps people better engage with each other, their communities, and their government? For example, consider the role of culture producers in civic tech, which emphasizes greater engagement and participation of the public and the tech community in producing digital products that address civic issues. Civic tech and open data emphasize the centrality of people as builders and collaborators, as well as the end-users and beneficiaries of digital technology.

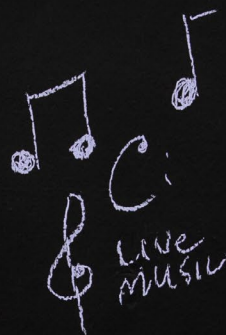
Secondly, how can digital technology change the ways the public consumes, accesses and participates in the arts? Digital arts are often at the forefront of using and experimenting with new technologies. For example, virtual and augmented reality are already changing the arts drastically, immersing participants in imaginative ways, and allowing them to engage with the world differently. With the rapid pace of technological change, we can only expect newer technologies to come that will continue to shape the arts. It is also important to consider how digital technology is changing the ways artists and cultural industries work; for example, more collaboratively, globally, and with more information easily available.

As this is written in the time of physical distancing caused by Covid-19, it is even more important to consider how digital technology can better connect us.

How do You want to experience culture in Whitby?

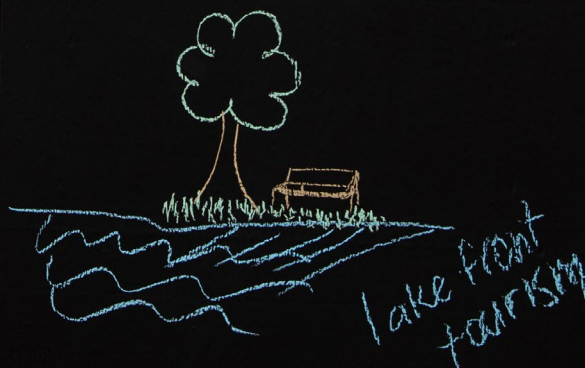


MORE FREE
CULTURAL
PROGRAMS
FOR
ADULTS



MORE
Walking
area

MORE → ART
+ culture
in public
spaces/
places!





Connecting Communities

Build on and advance cultural capacity within Whitby, through partnerships and public involvement.

Desired Outcome	Culture is championed and supported within Whitby. There is a sense of community ownership and stewardship of culture amongst partners and the general public.
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The Challenge (What We Heard)	Culture is a shared responsibility, not something government and community can do in silos. Support and investment comes from building community and relationships. However, we heard that while there are invested partners, community members and volunteers, it is a limited number and they are constantly tapped for support. There is need to thank current supporters and avoid donor/participation fatigue. Building new relationships and investing in existing ones is needed to sustain and enhance cultural activity within Whitby.
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What we need to get us there	There are opportunities to build on the cultural capacity within Whitby by developing stronger relationships with private sector partners for investment and growth, working collaboratively with Durham Region to communicate the successes of the active cultural sector, and crowd-sourcing support and organization from diverse community leaders and organizations.
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| Goal 1 | Build relationships with Indigenous communities, specifically First Nations from the Williams Treaties. |
| Goal 2 | Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities. |
| Goal 3 | Build and strengthen private sector partnerships and investment within the cultural sector. |
| Goal 4 | Leverage, promote and enhance capacity amongst local leaders, community members and organizations. |
| Goal 5 | Work collaboratively with Whitby's educational and postsecondary institutions. |

GOAL 1: Build relationships with Indigenous communities, specifically First Nations from the Williams Treaties

In addition to prioritizing and providing equitable access to Indigenous artists and cultural producers in Whitby, it is also essential to build relationships with neighbouring First Nations communities from the Williams Treaties and act as a connector to other Whitby organizations that also want to build relationships with Indigenous communities.

Action A Continue to meaningfully build relationships with nearby First Nations communities, specifically those in nearest proximity to Whitby (Alderville and Scugog Island First Nations).

First Nations and Municipalities Come Together!

In 2017, representatives from Curve Lake First Nation, Hiawatha First Nation, Selwyn Township, Otonabee South-Monaghan Township, County of Peterborough, Peterborough & the Kawarthas Economic Development and Sustainable Peterborough came together to learn more about each other and enhance a working relationship. This provided an opportunity for the municipalities to learn about the role of First Nation's Consultation protocol. Through a visit to Curve Lake First Nation, Town of Whitby staff learned that Peterborough continues to engage with Curve Lake First Nation on a regular basis. Similarly, they mentioned that the Williams Treaties "7+1" First Nations⁶ meet regularly and recommended that the Town of Whitby builds relationship with the closest First Nations, Scugog and Alderville.

Action B Assist in building stronger connections among Whitby's cultural organizations, including the Station Gallery, Whitby Public Library and Lynde House Museum to develop and/or share educational resources on colonization and increase understanding of what reconciliation means to the cultural sector (Ex. Connect organizations with nearby First Nations communities and Indigenous groups interested in partnership).

⁶ The "7+1" includes the seven nations as part of the Williams Treaties and the Mississaugas of the Credit First Nation. The Mississaugas of the Credit were not included in the 1.1 billion dollar settlement but are included because they are part of the Anishnabeg Nation.

Action C

Partner with Region of Durham to develop an Indigenous Engagement Strategy.

Potential Partnerships

Ojibiikaan Indigenous Culture Network provides opportunities to engage with the land across the City of Toronto and the outer city. The network connects with the land through activities such as medicine walks, snowshoeing, sugarbush tapping, gardening and traditional cooking. Programming is centred on ceremony, offerings, songs and storytelling. The Town of Whitby can consider developing partnerships with organizations like Ojibiikaan.

GOAL 2: Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities

Whitby's vast geography, which includes both urban and rural experiences, requires a regional approach to align public resources and agendas to support culture in an integrated way. The Region of Durham's broader approach to tourism can aid Whitby's efforts through promotions and other support.

- Action A** Work with the Region of Durham to identify existing promotional campaigns for Whitby's holistic tourism experiences. This could include featuring Town artists, design professionals, cultural organizations and creative businesses to build the image and brand of Whitby.
- Action B** Develop a community-driven Whitby Tourism Strategy that leverages the Town's cultural and heritage assets and distinctive identity. The strategy should address both cultural tourism and community development (such as neighbourhood or district level marketing), enhance partnerships with local and regional agencies, and identify opportunities to promote Whitby's cultural offerings to local, regional, national & international visitors year-round in alignment with the Region's Tourism priorities. The strategy should include Indigenous attractions (existing and proposed) as well as other historical features.
- Action C** Build on existing partnerships (such as Central Counties Tourism, Durham Economic Development Partnership, Durham Tourism) to convene municipal staff working on culture to network, share information etc. from across Durham Region (Oshawa, Pickering, Ajax, Brock, Clarington, Scugog and Uxbridge).

Art of Transition in Durham Region - Time to Reconnect?

Art of Transition symposium was held on Nov. 12, 2009 to bring together various municipal and community leaders in art and culture across Durham Region. The symposium, in which keynote speaker Dr. Richard Florida explored how Durham Region can achieve long-term economic prosperity by embracing and engaging the creative class, inspired public engagement in the community. As Whitby completes its first Culture Plan, Oshawa embarks on a Culture Plan update and other Durham Region municipalities continue to explore and offer arts and cultural offerings, this is an opportune moment to re-convene and connect with the neighbouring municipalities.

GOAL 3: Build and strengthen private sector partnerships and investment within the cultural sector

The Town's role as a convener and enabler of culture is reliant on strong and diverse private sector partnerships.

- Action A** Develop a cohesive Asset Valuation Sponsorship Strategy for the Town which can also include sponsorship support for cultural events and activities. This includes taking stock and assessing existing and potential partnerships and understanding existing and future assets and opportunities within the Town.
- Action B** Continue to work with 1855 Whitby Accelerator and other innovation companies to connect with cultural partners, artists and creative workers.
- Action C** Continue to build and maintain strong relationships with the Whitby Chamber of Commerce, the Downtown Whitby Business Improvement Area (BIA), the Business Advisory Centre Durham and other relevant organizations on initiatives that target Whitby's arts, culture and heritage sector. This could include promotional, educational and professional development support.

Quick Win – Virtual Drop In (TBD)

The Whitby Chamber of Commerce provides support and volunteers staff for various events, such as the Brooklin Spring Fair, parades, fundraising events, Doors Open, Rib Fest, Christmas Market and Food Truck Frenzy.

Downtown Whitby BIA partnered with the Town to create a streetside patio space in the heart of Downtown Whitby by donating 4 colourful Adirondack Chairs to create a pleasant sitting space for the public to enjoy.

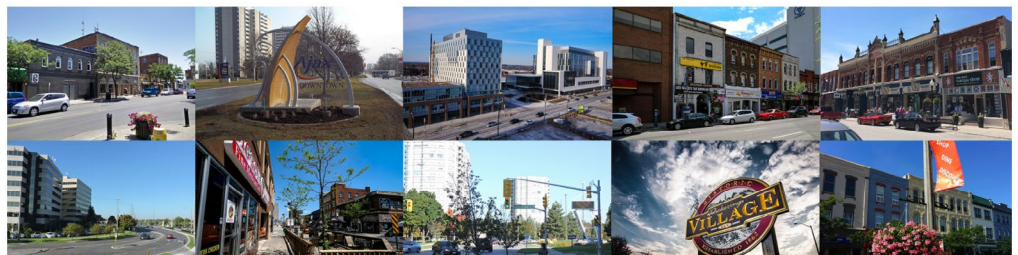


Business Advisory Centre Durham (BACD)

Business Advisory Centre Durham provides tools and resources to help small businesses grow or get started. This includes hosting business workshops, training and programs such as the Digital Durham initiative. Digital Durham's Digital Main Street program's goal is to help small main street businesses learn how to promote online, use e-commerce, and streamline their processes with digital tools to stay competitive and succeed.



The Digital Durham program's goal is to help small main street businesses learn how to promote online, use e-commerce, and streamline their processes with digital tools to stay competitive and succeed.



GOAL 4: Leverage, promote and enhance capacity amongst local leaders, community members and organizations

Whitby's cultural sector would not be nearly as strong or as vibrant today without countless community organizations and members working and often volunteering their time and skills. It is important to continue to recognize and celebrate the work of the existing volunteer networks and provide new opportunities to be involved and build connections.

Action A Continue to support local organizations, such as the Whitby Public Library, Lynde House Museum, Station Gallery and Whitby Courthouse Theatre, to deliver programs and advance art, culture and heritage in the Town.

Action B Celebrate volunteer involvement in the municipality and highlight the amazing work of residents and volunteers' contributions to the community. (Ex. Host an annual volunteer appreciation night).

GOAL 5: Work Collaboratively with Whitby's educational and postsecondary institutions

The education sector can help to support and achieve the Culture Plan objectives by acting as local champions for culture in the municipality and collaborating to deliver on Culture Plan actions where possible.

Action A Explore partnerships and opportunities to work with Whitby's postsecondary institutions. (Ex. Durham College's Centre for Food could provide opportunities to connect community, food and culture, such as including it as a site on Whitby Doors Open. The Town of Whitby can also explore the potential to establish a relationship with the City Idea Lab to collaborate on cultural initiatives).

About Durham College's Centre For Food (CFF) and School of Hospitality & Horticultural Science (HHS)

Food is a central part of culture. Maintaining connections to ways of growing, preserving, and preparing food ensures a community is connected with its past and present. By bringing people together to break bread, food is an essential conduit of cultural connectivity across ages, genders, orientations, and religions.

"Focused on field-to-fork and sustainable business practices, the spectacular W. Galen Weston Centre for Food is home to Durham College's programs in culinary, food and farming, horticulture, hospitality, and special events management, along with a retail store and Bistro '67, a fine dining restaurant." Every September, the CFF hosts an end of year Harvest Dinner on the site, with 150 community members, 200 volunteers and students. The CFF partners with WindReach Farm, Whitby BIA and the Whitby Chamber of Commerce. The CFF is expanding and is interested in becoming a community destination for people to come and experience food and culture everyday of the year.

The City Idea Lab is intended to provide open concept learning for students working across disciplines with policy, planning and development experts in City of Oshawa to discuss community development, co-create solutions and explore areas of advancement. It is a project within TeachingCity Oshawa and partners Durham College, Ontario Tech University and Trent University Durham GTA received \$322,000 from RBC Foundation as part of the RBC Future Launch program, which was presented at the 2018 Fall Student Showcase and will continue to fund the City Idea Lab until the end of the 2020-2021 academic year.



Durham College Centre for Food



Connecting Places

Preserve, enhance and develop cultural spaces and places.

Desired Outcome	The Town's cultural spaces and places generate a sense of belonging and pride amongst a diversity of Whitby residents; support artists and creatives in their work; and build the Town's capacity as a cultural destination.
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The Challenge (What We Heard)	The Town's rich built and natural landscapes are already seen as strengths to many residents, staff and visitors. Establishing better connections to public spaces and affordable and accessible cultural spaces was a key priority for community members. While some stakeholders and members of the public mentioned the desire for a state-of-the-art performance centre, an idea that was toyed with in previous years, for the most part there was consensus that the Town can leverage existing assets for cultural purposes. The focus is on smaller scale, and arguably more meaningful investments. Similarly, integrating culture within Whitby's vast natural features was seen as an incredible opportunity to ground Whitby stories in the Town's natural and open green spaces.
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What we need to get us there	There are opportunities to incorporate public realm and public art improvements in the Town's public spaces. There are also better approaches to integrate cultural connections with natural heritage areas. As the Town continues to grow, there is a need for increased investment in cultural facilities. Similarly, there is a need for increased active transportation, downtown improvements and affordability, to better support complete communities and accessibility.
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Goal 1	Incorporate Indigenous Truth and Reconciliation into places and spaces.
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Goal 2	Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development.
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Goal 3	Leverage cultural resources to support the revitalization of Downtown Whitby and Downtown Brooklin.
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Goal 4	Enhance public spaces and support meaningful placemaking and placekeeping.
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Goal 5	Preserve, enhance and promote built heritage and rural and natural features.
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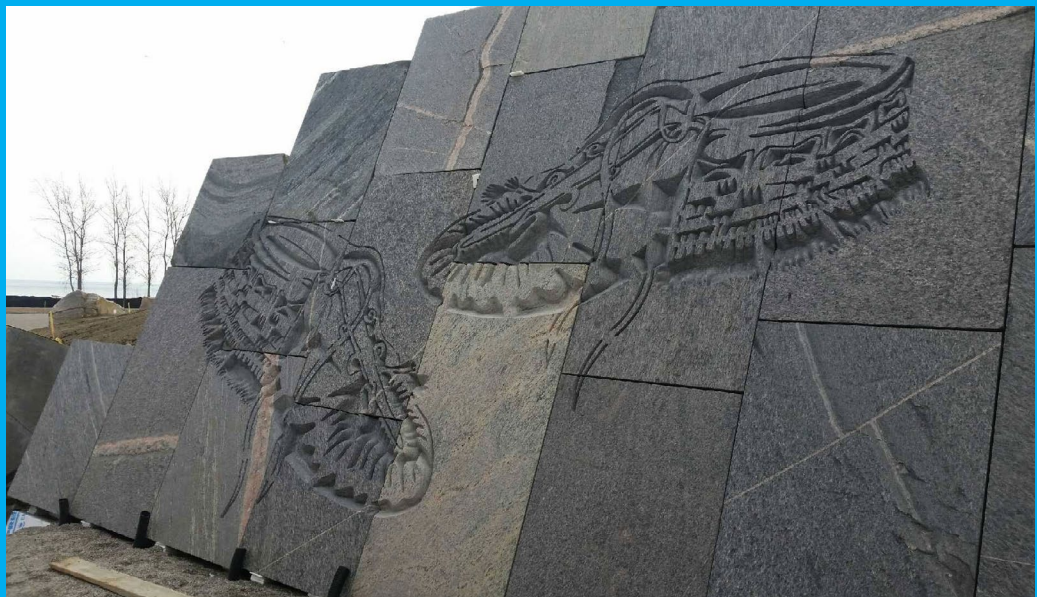
GOAL 1: Incorporate Indigenous Truth and Reconciliation into places and spaces

As development continues in Whitby and Durham Region, it is important to engage Indigenous communities, including Williams Treaties First Nations, early and often on policy changes and major planning projects and developments in the Town.

Action A Develop meaningful engagement processes with Indigenous communities on policy development, major infrastructure projects and archeological studies.

Action B Involve Indigenous artists and representatives on major park revitalizations and public art selection committees. (See Direction 3: Goal 4: Action B: Public Art Policy).

Moccassin Identifier Project is a public art project developed by Carolyn King in partnership with Mississaugas of the New Credit and the Ontario Green Belt, to promote public awareness of significant cultural historic sites and the ancestral presence of First Nations, Metis and Indigenous Communities.



GOAL 2: Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development.

There are opportunities to achieve ‘quick wins’ by maximizing existing assets and facilities instead of creating new spaces. In addition, there are opportunities to integrate cultural elements into public infrastructure projects. Specifically, centralizing cultural activities within the two downtowns creates a foundation for a ‘hub and spoke model’ of cultural development. While centralized facilities may be encouraged in the downtown, there are opportunities for more ephemeral offerings, partnerships and events in other parts of the Town.

The Hub and Spoke Model in Whitby

While culture should be integrated throughout Whitby through ephemeral offerings and partnerships, Downtown Whitby and Downtown Brooklin can be viewed as central locations for cultural investments, acting as the ‘hub’ for culture.

Action A Undertake a Creative Space Feasibility Study, which includes a comprehensive inventory of municipally owned and managed spaces (both readily available and potential) as well as private culture and heritage spaces and facilities where activities could take place. Identify the type(s), locations, operating structure and funding of new and/or available appropriate arts and culture facilities.

York Region Creative Space Feasibility Study

In 2019, York Region completed a feasibility study, with the goal to establish multi-functional, sustainable spaces for York Region artists. Top recommendations for York Region include: 1) The Mothership: One large-scale, interdisciplinary and multipurpose space offering a variety of amenities for artists, arts organizations and the public; 2) The Akin Model: Akin Collective in Toronto provides affordable studio space and arts-based programming; 3) Live-Work with common amenities and spaces; and 4) Building on existing models in York Region (such as NewMakelt and TRCA properties).

Action B

Continue and expand partnerships with Durham Region School Boards and Places of Worship to encourage the use of arts and culture as part of the community use of space in their schools and places of worship. This includes the Durham Region School Boards terms for renting space (i.e., the Community Connection Program), the Durham Region Catholic School Board's Community Use of School Program.

Creative Uses in Places of Worship

Knights of Columbus is a parish in Whitby's downtown and currently rents out their hall for weddings, community groups, dance classes, sports and award banquets, etc. In 2017, a member from the Knights of Columbus attended a Downtown Whitby Steering Committee meeting to advise the group that this hall is available for rent and to receive input on how it could be better marketed in the community. As part of a municipal inventory, this type of space, amongst others, can be properly documented and showcased for availability and use.

Action C

Continue and expand opportunities to incorporate cultural spaces into private developments, both within and outside the downtown cores, such as new condominiums, commercial areas, and subdivisions.

Action D

Explore how privately-owned spaces could act as creative and cultural venues or hubs (both within and outside the downtown cores). This could include malls, old industrial buildings, churches, etc. (Ex. Consider a specialized grant to incentivize and spur creative co-location facilities. This could be included as part of the Community Improvement Plans for Downtown Whitby and Downtown Brooklin and Official Plan Review).

Reimagining the Mall

In 2017, the City of Mississauga took a proactive step and led a study called Reimagining the Mall, which aims to develop policies that ensure future intensification in mall areas is done in a way that fosters healthy, mixed-use and "complete communities." The purpose of the project is to make sure that land use policy is proactively in place should a landowner choose to redevelop in the future. Interim mall uses are also considered, prior to the mall being redeveloped.

Action E

Explore and consider opportunities to support non-profits/citizens to develop community land trusts that provide affordable commercial and residential spaces for artists and cultural workers.

Action F

Through the implementation of the Active Transportation Plan, guide and build linkages and connections to cultural venues and spaces.

Pilot

Implement shuttle services (or an old trolley) that visit key locations in neighbourhoods to bring them to large events at Celebration Square, or to Canada Day, Harvest Festival etc.



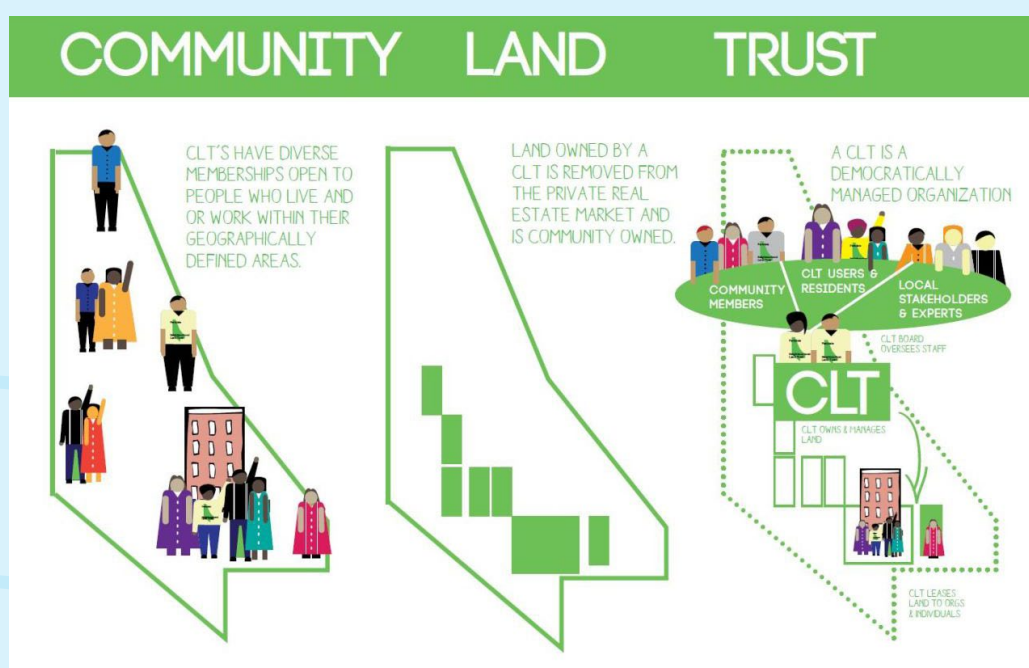
What is a community land trust?

Community Land Trusts support affordability and prevent displacement

Housing prices have increased drastically over the past decade across the Greater Golden Horseshoe. High housing and living costs can have a significant impact on a municipality's arts and culture sectors. When artists and other culture workers can no longer afford to stay in their communities, they will inevitably find new places to call home. This is true for both home owners (which in Whitby is 83% of the population according to 2016 Census data) and renters (which in Whitby is 17%).

Community Land Trusts are non-profit organizations that obtain and hold the title to a plot of land for the benefit of the community. By removing land from the market, land appreciation and inflation is greatly limited, therefore ensuring that long-term affordability is maintained in perpetuity.

Community Land Trusts can take many forms. Some are defined by a specific geographic area, for example, the Toronto Islands. Others, like several in New York City and the Parkdale Neighbourhood Land Trust in Toronto are more dispersed, where several properties throughout the city are managed to maintain access and affordability. Municipalities can support Community Land Trusts by coordinating municipal policies to allow community land trusts to flourish, offering administrative or financial support during the planning and start-up phase, followed by donations of municipal owned land and grants or low-interest loans for developing and financing projects. Administrative responsibilities lie with the Land Trust, not the municipality, to be stewards of the land.



GOAL 3: Leverage cultural resources to support the revitalization of Downtown Whitby and Downtown Brooklin

For Downtown Whitby and Downtown Brooklin to serve as cultural hubs, it is important to enhance opportunities that foster art, culture and creativity in these locations.

Social Infrastructure for Culture

Social Infrastructure refers to the physical places, organizations and systems (such as libraries, parks, community centres) that support community life and social services. Like roads and bridges, social infrastructure requires long-term investment. These investments have the power to create resilience, tackle isolation, support neighbourhood vitality, and create the kinds of community connections that are essential for the arts and culture. Municipalities are increasingly investing in community hubs and multi-use spaces to build resilience. Underutilized spaces (such as industrial buildings, schools and parks) can be repurposed and adapted to make affordable co-working or co-locating spaces where artists and culture organizations can collaborate, share the costs of space, and provide cultural programming.

Action A

Facilitate/pilot short-term leases in underutilized or vacant Town-owned or private properties to accommodate music venues, exhibition opportunities, public art and below-market tenancies for cultural organizations and cultural producers.

Win Your Space Yellowknife is a competition where the prize is a free downtown storefront for one year. In 2018, the winner was Music Space, a community centre where musicians and music learners of all levels can hang out, support one another and make connections. It is still in operation today.



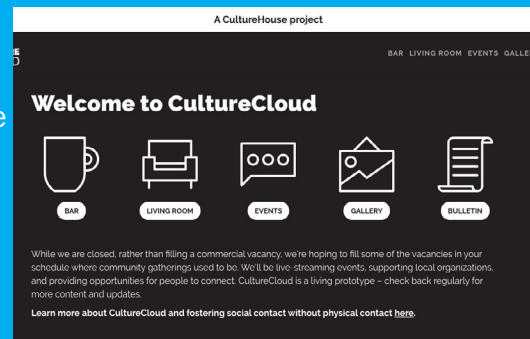
Toronto Pilots DIY Performance Spaces in DIY City Buildings

Toronto recently established a pilot project to provide venues for music and other DIY arts in City-owned spaces at below market rate.

Markets by Dream Day is a storefront location in Downtown Brooklin offering handmade goods from over 50 vendors, as well as workshops, pop-up events and more. It creates an opportunity for local crafters and creators to showcase and sell their products without having to open up their own bricks and mortar store.



Culture House is a non-profit that helps to turn vacant storefronts into communal pop-up spaces. In the time of COVID-19, the non-profit has set up CultureCloud, which encourages social contact, without physical contact by providing online resources and activities.



Action B

Develop a storefront Creative-in-Residence program to leverage interested landlords looking to rent/animate downtown spaces for creative uses.

Pop Up Downtown, in Regina, Saskatchewan commissions visual artists to create high-impact window installations in underused downtown spaces, an initiative developed by 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). The initiative aims to activate public spaces, promote art and create vibrancy by recruiting BIA members to permit the installation of artwork in their storefront windows.



Action C

Redevelop 128 Brock Street South into an innovative creative cultural hub, coworking space or affordable live/work units.

Action D

Establish and promote a “Cultural Corridor” through Downtown Whitby that links significant cultural locations, stories, gathering places, etc. and incorporates the Brock Street Redesign and Historic Gateways projects.

A Cultural Corridor: Connecting Innovation, Art, Culture and Place

“You can’t have innovation without creativity.” – American Endowment for the Arts

The Town of Whitby has taken a proactive step to facilitate the growth of an Innovation District. This includes the establishment of 1855 Whitby Accelerator in 2019. Considering approaches to integrate cultural offerings and opportunities within Whitby’s Innovation District will help to establish a more fulsome and holistic approach to innovation in the municipality. By establishing a Cultural Corridor, which clusters art and cultural offerings and offers streetscape improvements such as wider sidewalks, new public art, additional streetscape improvements and traffic calming, will foster a sense of place and destination within the downtown.



Action E

Explore opportunities to enhance arts and cultural programming within Downtown Brooklin, such as within Grass Park or the Brooklin Community Centre and Library.

GOAL 4: Enhance public spaces and support meaningful placemaking and placekeeping.

Our public spaces are major places where people connect to culture, through public art, outdoor performances, or hanging out on a patio. It is important to consider many different ways to enhance and invest in these spaces, through short-term tactical approaches and also long-term investments. This includes working with different municipal departments, local businesses and partners.

Placekeeping and Placemaking

Vibrant, engaging and accessible public spaces are integral not only to community life in municipalities, but especially arts and culture. These are places of encounter, areas for community gathering where the public interacts with each other, with works of public art, and with artists themselves, and where connections are built that help arts and culture flourish. Creative place-making, in which art plays an intentional and integrated role in place-based community planning, emphasizes creating a sense of “place” that reflects the local community. However, often an initial influx of funding comes for place-making initiatives without considering the long-term maintenance of that space, particularly in an era of austerity, strained municipal budgets, and cuts to social spending. These limitations might also make it hard for the public and artists to adequately shape the design and planning of such places.

While creative placemaking refers to the participatory creation and shaping of public spaces to express the uniqueness of local culture, placekeeping takes a longer term view, ensuring that when placemaking happens, the quality of that place is secured for the long term. Placekeeping keeps the cultural memories associated with a locale alive, while supporting the ability of local people to maintain their way of life as they choose. Placekeeping has now become a key concept in urban design and planning. Building the right partnerships from the outset, securing long-term funding, planning for the sustained management of a space, and public ownership of assets are all ways to incorporate placekeeping practices.

Action A Identify opportunities to incorporate placemaking and placekeeping opportunities into Whitby capital projects that support more walkable and pedestrian friendly spaces (including Waterfront capital projects, North Whitby Sports Complex; Dundas and Byron Streets Parkette; Brock Street Redesign; 300 King Street parkette; Brooklin green spaces; Downtown Whitby; and Gateways). This can include such elements as bike racks, bike repair stands, public restrooms, water fountains, public art etc.

Pilot - Placemaking at Dundas and Byron

Develop a placemaking pilot project parkette at a Dundas Street West vacant parcel, in partnership with the Downtown Whitby BIA. This is an opportunity to evaluate how a placemaking project could transform an underutilized area by collecting data before the intervention and after the intervention. The space could be used for gathering, performances or community uses.

plazaPOPS is a high impact, low cost, and replicable demonstration of the potential of 'pop up' community gathering places within the privately-owned public spaces (POPS) of Toronto's emblematic inner-suburban strip mall plazas. Responding to the lack of amenities along Toronto's inner suburban roads for pedestrians and TTC riders, plazaPOPS seeks to support and enhance the vibrant communities and businesses that already characterize Toronto's inner suburbs. This model can be explored elsewhere.



Action B

Implement Official Plan Policy 6.2.3.19.5, “develop a public art policy and guidelines, in consultation with the community, to guide the acquisition, funding, location, and integration of public art in public and private spaces in the community.”

Public art is “accessible work of any kind that cares about, challenges, involves, and consults the audience for or with whom it was made, respecting community and environment.”

-Lucy Lippard

Action C

Engage or retain local and regional artists in the design of public realm and parks projects in the sites identified above (as much as possible). This could include community-engaged temporary art projects or assistance with streetscape improvements (i.e., murals on utility boxes or walls, benches, street lighting, etc.)

GOAL 5: Preserve, enhance and promote built heritage and rural and natural features.

Whitby has a unique collection of existing built and natural heritage features, which should be preserved, enhanced and promoted.

- Action A** Continue to update the Heritage Register to support conservation of Whitby's cultural heritage assets. This includes the designation for additional Heritage Conservation Districts (HCDs) in Downtown Whitby, including the Perry's Plan and Four Corners.
- Action B** Explore opportunities to connect trails throughout the municipality through the implementation of the Active Transportation Plan, including the Waterfront Trail, Greenbelt Cycling Routes, north to south connections, that run through Whitby.
- Action C** Consider incorporating public art and cultural experiences within municipally owned or operated natural areas, trails and parks, such as Cullen Park, the hydro-electrical power corridor trail, and Waterfront Trail.
- Action D** Consider partnering with the Central Lake Ontario Conservation Authority to incorporate public art and cultural experiences within Heber Down Conservation Area and Lynde Shores Conservation Area.



IF YOU WOULD
LIKE TO PERMIT
THIS GAZEBO FOR
YOUR FUNCTION,
PLEASE CONTACT
IROQUOIS PARK
SPORTS CENTRE
905 668-7765

Performance in Brooklin



Connecting Stories

Celebrate culture in Whitby (past, present and future)

Desired Outcome	All residents see themselves reflected in the cultural landscape, narratives and daily life within Whitby.
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The Challenge (What We Heard)	Through consultations, 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. We also heard that there is a lack of awareness of and engagement with cultural activities, noting poor communication to get the public involved.
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What we need to get us there	As Whitby continues to grow and evolve, it is important to honour the layers of rich history while recognizing the present contributions to the Town and looking towards the future. The ways that cultural stories are represented, interpreted and displayed should be inclusive and accessible; where the residents of Whitby feel reflected, heard and a part of the narrative.
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Goal 1	Share Indigenous history and stories through Education and Naming of Significant Sites and Spaces.
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Goal 2	Capture Whitby's tangible and intangible Cultural Heritage.
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Goal 3	Increase awareness of culture in Whitby.
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Goal 4	Share stories of Town priorities and initiatives through Culture.
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GOAL 1: Share Indigenous history and stories through education and naming of significant sites and spaces

Sharing Indigenous stories through education, naming and renaming of significant sites and places in Whitby offers an important step toward truth and reconciliation. This must be done by seeking out Elders, Knowledge Keepers and language speakers from Scugog and Alderville to facilitate learning sessions about culture, language and history.

Action A Promote, provide and encourage education about Indigenous history (such as delivery of blanket exercises, arts-based storytelling, video lunch and learns etc. within the Town of Whitby community).

Pilot/Quick Win

Work with Indigenous partners, including Williams Treaties First Nations, to develop or identify educational resources for Whitby community members to learn about Indigenous Truth and Reconciliation and history. This could include organizing a series of additional blanket exercises with Town staff, other cultural partners and members of the public or preparing digital educational tools that can be promoted on the Town, library and partner websites.

Blanket Exercise with Trina Moyan Bell

On February 13th, 2020, as part of the Culture Plan process, the Culture Plan Steering Committee and members of the Town's Senior Leadership Team, participated in the KAIROS Blanket Exercise with Indigenous consultant Trina Moyan Bell. The program is a unique, participatory history lesson – developed in collaboration with Indigenous Elders, knowledge keepers and educators – that fosters truth, understanding, respect and reconciliation among Indigenous and non-Indigenous peoples.

Action B Continue to consult with Indigenous communities about the names of sports teams and clubs, places and spaces for cultural appropriateness. This could include conducting a 'cultural audit' to review colonial depictions of Indigenous people. Any renamings that include Indigenous names should be decided in consultation with Indigenous communities and in particular the Williams Treaties First Nations.

Action C Recognize and commemorate Indigenous stories, places and names across Whitby's Town assets (such as streets, bridges, parks, plazas and buildings). This will occur through deep consultation with Indigenous communities to identify and map landscapes and stories.

GOAL 2: Capture Whitby's Tangible and Intangible Cultural Heritage

Sharing diverse histories that reflect the people within the Town of Whitby help to foster a sense of place and belonging.

Action A Enhance heritage districts and significant places in Whitby (such as Centennial Building block), through the development approvals process and municipal projects. Incorporate Indigenous history and other historical stories through site interpretation methods to acknowledge the past, present and future stories in Whitby. (Examples include: artist interpretations, audio tours, augmented reality, digital/armchair Tours, temporary public art, etc.)

Talking Historical Plaques in Whitby

Wade Szilagyi, who launched Vintage Whitby on Facebook, also introduced Talking Historical Plaques, an initiative that brings the plaques in Downtown Whitby to life through the use of an augmented reality app on mobile devices. Some teachers from the Durham District School Board use it as an educational tool for their students, he noted. "It's really connecting the past with today through technology ... we weren't really taught local history in school and I always found that was missing."



Action B Revisit the idea of creating a Whitby Walk of Fame to recognize important citizens of Whitby. This Walk of Fame could be tied to the Peter Perry Award winners which honours an outstanding individual who has made significant contributions to the community. Consideration related to budget, location, appropriate recognition will need to be evaluated further.

GOAL 3: Increase awareness of culture in Whitby

Action A Integrate Whitby's cultural offerings as part of the Accessible Signage and Wayfinding Study.

Action B Build a central cultural database and website that includes the cultural mapping undertaken through this process. This will include access to information on cultural activities and experiences in the town, such as local arts, heritage, culture and performance assets and activities. Consider a portal that enables individuals to post content. **See Direction 1, Goal 5** for more actions on digital technologies.

Pilot/Quick Win

Create targeted communications strategies (social media campaign, virtual meeting or party, online survey, etc. or commission local artists to share) for the release of the Culture Plan that reach out to segments that are currently under-represented in cultural audiences.

GOAL 4: Share stories of Town priorities and initiatives through Culture

Action A Review the recently developed Community Engagement Strategy to identify opportunities to connect with residents about pressing issues and policies within the municipality.

Pilot/Quick Win

In the time of COVID-19, Town of Whitby staff can continue to promote and provide virtual opportunities to connect with Whitby's community members on how to stay socially involved, connected, and participate in cultural activities from afar [**See Direction 1, Goal 5**].

Action B Celebrate the Town of Whitby's eco-friendly initiatives, including the designation of Whitby as a Bee City, a Tree City and the Mayor's Monarch Pledge. This could include finding opportunities to improve existing and create new pollinator gardens in Whitby's parks and enhancing naturalized areas.

Action C Promote cross-collaboration between cultural and arts organizers, innovators, entrepreneurs and environmentalists to fight climate change. This could be through networking opportunities, encouraging partnerships on events for Earth Day celebrations or other engagements about climate. This could also include collaboration with Indigenous communities and individual land defenders, who's ecological knowledge is being used to preserve and protect water, habitats and land.

How does culture connect to climate change?

The Challenge: A changing climate

On June 10, 2019, Whitby Council unanimously passed a motion declaring climate change an emergency. The impact of climate change will be felt by municipalities around the world in different ways. According to a study commissioned by the Region of Durham, by 2049 the Region's climate is expected to have much warmer air temperatures, higher humidity, more frequent and intense rain in the summer, less snow and more rain in the winter, and more extreme weather events with higher winds and heavier rain. Climate change poses increased risks for the development of arts and culture and how it is experienced. For example, damage to public art and heritage properties have implications for how physical cultural assets are managed, changes in temperature and more extreme weather patterns will likely impact outdoor cultural events, potentially requiring longer program seasons, or greater need for indoor event spaces.

The Opportunity: Engage diverse sectors, including culture, to fight climate change

Julie's Bicycle is a London based charity that supports the creative community to act on climate change and environmental sustainability. The creative community is uniquely placed to transform the conversation around climate change and translate it into action. The charity provides resources, and tools for cultural organizations, including a Creative Green Certificate.

"Creativity enables us to challenge preconceptions, drive change and promote a sustainable economy and lifestyle." – Julie's Bicycle

The Living City Art Exhibition was a community engagement and curatorial project developed and run by the Toronto Region and Conservation Authority (TRCA) to engage new audiences in conversations around the TRCA's Living City Report Card. Emerging, mid-career and established artists or artist collectives worked collaboratively with TRCA environmental experts to create new artworks focusing on themes identified in The Living City Report Card - carbon, air quality, water, waste, land use, biodiversity and collaboration. The project culminated in an interdisciplinary exhibition, which is intended to foster dialogue about the issues and potential solutions outlined in The Living City Report Card, inspire innovative and creative thinking about environmental issues and provide an opportunity for artists and environmentalists working within the Toronto region to collaborate.

PASSIVE OUTDOOR ACTIVITIES
(NATURE)

Consideration
how green
passive spaces
are protected

blood is good to have
a mother's eyes
unfamiliar
little
a wonderful

Wings & sand
a broken
figure

Time of un-
block
place
W. pol...

Sub. cell
SA. Nucleus
mitochondria
-18-
-Machis
Zona

Hand color
specialty
low rate

Cognitive Mapping	
<p>What is the purpose of the map?</p> <p>What is the scale of the map?</p> <p>What is the source of the map?</p> <p>What is the date of the map?</p> <p>What is the author of the map?</p> <p>What is the title of the map?</p> <p>What is the legend of the map?</p> <p>What is the compass rose of the map?</p> <p>What is the coordinate system of the map?</p> <p>What is the projection of the map?</p> <p>What is the datum of the map?</p> <p>What is the units of the map?</p> <p>What is the contour interval of the map?</p> <p>What is the spot height of the map?</p> <p>What is the spot elevation of the map?</p> <p>What is the spot index of the map?</p> <p>What is the spot name of the map?</p> <p>What is the spot number of the map?</p> <p>What is the spot code of the map?</p> <p>What is the spot symbol of the map?</p> <p>What is the spot shape of the map?</p> <p>What is the spot size of the map?</p> <p>What is the spot color of the map?</p> <p>What is the spot texture of the map?</p> <p>What is the spot pattern of the map?</p> <p>What is the spot style of the map?</p> <p>What is the spot font of the map?</p> <p>What is the spot weight of the map?</p> <p>What is the spot angle of the map?</p> <p>What is the spot offset of the map?</p> <p>What is the spot margin of the map?</p> <p>What is the spot padding of the map?</p> <p>What is the spot border of the map?</p> <p>What is the spot background of the map?</p> <p>What is the spot foreground of the map?</p> <p>What is the spot layer of the map?</p> <p>What is the spot style of the map?</p> <p>What is the spot font of the map?</p> <p>What is the spot weight of the map?</p> <p>What is the spot angle of the map?</p> <p>What is the spot offset of the map?</p> <p>What is the spot margin of the map?</p> <p>What is the spot padding of the map?</p> <p>What is the spot border of the map?</p> <p>What is the spot background of the map?</p> <p>What is the spot foreground of the map?</p> <p>What is the spot layer of the map?</p>	<p>What is the purpose of the map?</p> <p>What is the scale of the map?</p> <p>What is the source of the map?</p> <p>What is the date of the map?</p> <p>What is the author of the map?</p> <p>What is the title of the map?</p> <p>What is the legend of the map?</p> <p>What is the compass rose of the map?</p> <p>What is the coordinate system of the map?</p> <p>What is the projection of the map?</p> <p>What is the datum of the map?</p> <p>What is the units of the map?</p> <p>What is the contour interval of the map?</p> <p>What is the spot height of the map?</p> <p>What is the spot elevation of the map?</p> <p>What is the spot index of the map?</p> <p>What is the spot name of the map?</p> <p>What is the spot number of the map?</p> <p>What is the spot code of the map?</p> <p>What is the spot symbol of the map?</p> <p>What is the spot shape of the map?</p> <p>What is the spot size of the map?</p> <p>What is the spot color of the map?</p> <p>What is the spot texture of the map?</p> <p>What is the spot pattern of the map?</p> <p>What is the spot style of the map?</p> <p>What is the spot font of the map?</p> <p>What is the spot weight of the map?</p> <p>What is the spot angle of the map?</p> <p>What is the spot offset of the map?</p> <p>What is the spot margin of the map?</p> <p>What is the spot padding of the map?</p> <p>What is the spot border of the map?</p> <p>What is the spot background of the map?</p> <p>What is the spot foreground of the map?</p> <p>What is the spot layer of the map?</p> <p>What is the spot style of the map?</p> <p>What is the spot font of the map?</p> <p>What is the spot weight of the map?</p> <p>What is the spot angle of the map?</p> <p>What is the spot offset of the map?</p> <p>What is the spot margin of the map?</p> <p>What is the spot padding of the map?</p> <p>What is the spot border of the map?</p> <p>What is the spot background of the map?</p> <p>What is the spot foreground of the map?</p> <p>What is the spot layer of the map?</p>

CULTURAL HERITAGE

AL HERITAGE

Chlorinated Hydrocarbon	Formulation
Chlorinated Hydrocarbon	<p>Chlorinated hydrocarbons are a group of organic compounds that contain chlorine atoms. They are used in a variety of applications, including as solvents, pesticides, and refrigerants.</p> <p>Chlorinated hydrocarbons are typically formed by the reaction of chlorine with a hydrocarbon. This process can be carried out in a variety of ways, including by direct chlorination, by the use of a catalyst, or by the use of a radical mechanism.</p> <p>Chlorinated hydrocarbons are often used as solvents for a variety of organic compounds. They are also used as pesticides, and as refrigerants in air conditioning systems.</p>
Chlorinated Hydrocarbon	<p>Chlorinated hydrocarbons are a group of organic compounds that contain chlorine atoms. They are used in a variety of applications, including as solvents, pesticides, and refrigerants.</p> <p>Chlorinated hydrocarbons are typically formed by the reaction of chlorine with a hydrocarbon. This process can be carried out in a variety of ways, including by direct chlorination, by the use of a catalyst, or by the use of a radical mechanism.</p> <p>Chlorinated hydrocarbons are often used as solvents for a variety of organic compounds. They are also used as pesticides, and as refrigerants in air conditioning systems.</p>

Whitby Culture Plan
June 4th Public Workshop
Date: May 27, 2019

process

Open House at Whitby Town Hall



Connecting Process

Elevate and integrate culture's role in the Town's structure and processes

Desired Outcome	Whitby's municipal staff and Council are invested in integrating a cultural lens in the priorities at the Town.
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The Challenge (What We Heard)	To date, culture has not been prioritized within most municipal strategies & investments. Municipalities are rethinking how to better integrate a cultural lens within their municipalities. We heard that the Town should better consider funding investments, partnership opportunities and structural changes in process to better integrate and prioritize culture within Whitby.
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What we need to get us there	While there are dedicated staff in the Town of Whitby who work hard to deliver cultural programs and events, there are opportunities to better embed culture within the Town's structure and processes.
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Goal 1	Establish a governance structure and leadership model to implement the Culture Plan.
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Goal 2	Invest in Culture.
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Goal 3	Develop an evaluation framework to measure success of the Culture Plan and culture-related work.
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GOAL 1: Establish a Governance structure and leadership model to implement the Culture Plan

The internal municipal structure of where culture sits and how leadership understands and views cultural planning will deeply impact how much is able to be accomplished.

- Action A** Integrate the Culture portfolio within Strategic Initiatives.
- Action B** Create a full-time Cultural Officer/Coordinator position to help execute and implement the action items within the Culture Plan.
- Action C** Review the Corporate Strategic Plan to include culture as a fourth sustainability pillar (environmental, social, economic, cultural).
- Action D** Develop an internal cross-departmental Whitby Cultural Champions team that communicates the strategies and actions and supports implementation of the Culture Plan across the organization. Meet quarterly as a team to discuss projects and potential opportunities where culture could be included.
- Action E** Create opportunities for participatory decision-making by aiding to establish an arms-length/independent arts authority (or another cultural arms-length group).
- Action F** Include an artist-in-residence program for the corporation.

Pilot the artist-in-residence program in the Strategic Initiatives Division.

City of Toronto's Solid Waste Department artists-in-residence highlight trashy habits in large-scale photos

The City's Solid Waste Management Services Division piloted an Artist-in-Residence program to generate public conversation and awareness about waste management. The program supported the recommendations in the City's Long Term Waste Management Strategy to find new and innovative communication tactics to reach those who may not have been previously engaged. As part of the pilot program, artists, Sean Martindale and JP King, created a public photo exhibit titled "Our Desires Fail Us."

- Action G** Explore opportunities to relax insurance requirements for grassroots community events and artists participating in municipal events (See Direction 1: Goal 3: Action D).
- Action H** Join the [Creative Cities Network of Canada](#) to tap into the expertise of peer municipalities across the country.

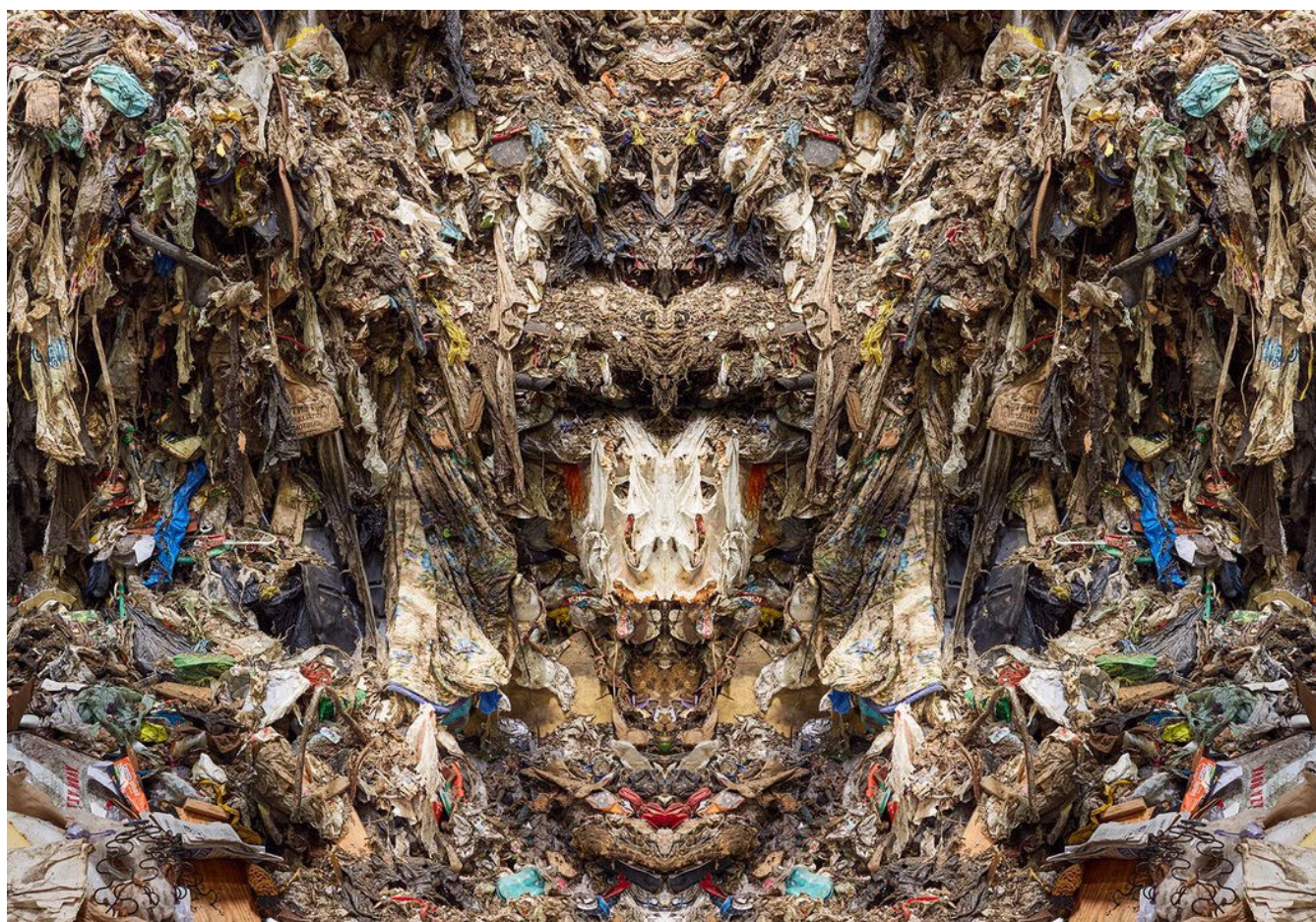


Image from *Our Desires Fail Us* by Sean Martindale and JP King

GOAL 2: Invest in Culture

- Action A** Develop an arts and cultural funding/granting program (i.e., collaborative funding model), or review and expand resources for community, cultural and arts funding.
- Action B** Study long-term cultural funding (per capita funding) examples and implement a sustainable funding program for cultural development. Identify current Council budget line items that are culture investments and begin tracking expenditures. Establish five- and 10-year targets for per capita expenditures and measure annually against the targets.

GOAL 3: Develop an evaluation framework to measure success of the Culture Plan and culture-related initiatives

- Action A** Establish and regularly update a Whitby Culture Evaluation Framework to identify core objectives, planning priorities, and key performance indicators (KPIs)/success metrics to guide the Culture Plan implementation.
- Action B** Develop and streamline research and data collection. This includes building 'culture' questions into the next Whitby Community Survey and encouraging cultural institutions in the Town to do the same (including Station Gallery, Lynde House Museum, Station Gallery, etc.)
- Action C** Create and publish a yearly Whitby Culture Report Card based on the Culture Evaluation Framework, to monitor and measure implementation and continue community engagement.

Appendices



Appendix C

Culture Plan

Matrix

The Directions, Goals and Actions are included in the Matrix below. The Matrix includes timelines, costs and responsibility:

Timeline

The actions include a Timeline for implementation, outlined below.

- **Short-Term:** 0 - 2 years
- **Medium-Term:** 2 - 5 years
- **Long-Term:** 5 - 10 years
- **Ongoing:** An initiative the Town has started and should continue to do.
- **Initiated in the cultural planning pocess:** An initiative started through the cultural planning process that should be upheld and continue to be implemented moving forward.

Pilot Projects/Quick Wins

In addition to the big picture ideas and actions, this plan incorporates pilot projects and quick wins that should be started, monitored and evaluated right away (within the first six months).

- **Pilot Project:** Pilot projects are ways to modify or test planning / policy ideas by collecting data, monitoring and evaluating performance or effectiveness at achieving objectives. They're also a great way to make adjustments on-the-ground. Pilots are implemented at a lower cost than permanent projects and can be easily removed or modified.
- **Quick Win:** There are some initiatives we know should be started immediately, and in fact, have started them before the plan was completed. These specific actions are identified below.

Cost

The actions also include cost estimates.

- **\$** - Under \$5,000
- **\$\$** - Under \$25,000
- **\$\$\$** - Under \$50,000
- **\$\$\$\$** - More than \$50,000
- **ST** – Staff Time
- **Operating** – Operating Cost
- **Capital** – Capital Costs

Responsibility

As discussed, the Culture Plan is intended to guide the municipality but is built on an understanding of collaboration and connection. The Town of Whitby's intention to assume a catalyst role in culture, supports the idea that cultural practices must be community-driven and must be collaborative. To facilitate a high level of collaboration among partners and local stakeholders, this Culture Plan establishes the various responsibilities for the Town and of partners to implement the vision and help culture flourish in Whitby.

Moving the Plan Forward

As the plan is used to direct Whitby's culture steps over the next decade, it is essential that it remains responsive to the real-time evolution of the Town and adapt to the changing arts, culture and heritage landscape, as well as other current trends happening with the municipality. For the plan to succeed, the Town and key partners will continue to engage in ongoing conversations and consult with broader community members to ensure the plan remains relevant over the next 10 years.

This Culture Plan lays out the next 10 years, incorporating a large-scale vision for the future in order to establish a strategic and holistic approach to culture in Whitby. In addition to a long-term vision, the plan includes pilot projects and quick wins to drum up excitement, community support and to ensure things happen.

Priority

The level of priority for each action is based on several criteria, including:

- The timeframe, as identified above;
- Resources required (i.e. the cost of implementing the action given real time state of municipal budget);
- Ability to contribute to the vision and overall guiding principles within this Culture Plan;
- Alignment with other municipal priorities.

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
DIRECTION 1: CONNECTING CREATIVITY			
GOAL 1: Promote Indigenous Education, Arts and Culture			
Action A: Develop an Indigenous Truth and Reconciliation Strategy. This includes reviewing and enacting the relevant Truth and Reconciliation Commission Calls to Action in all actions (Consider actions 43, 47, 57, 75 and 77).	ToW: Partner: Members of Williams Treaties First Nations		Short/Ongoing
Action B: Provide opportunities for Indigenous arts, culture and heritage through proactive outreach, connections and assistance seeking funds for Indigenous groups and organizations.	ToW : Strategic Initiatives Partners: Williams Treaties First Nations, Cultural organizations, Station Gallery, Region of Durham, Diversity and Inclusion Committee, Whitby Public Library	ST/\$\$\$\$ Capital	Short
Action C: Help to increase participation of ethno-cultural and Indigenous communities and youth on Town boards and committees of Council, and in leadership roles of cultural institutions and organizations, including professional development and mentorship programs. Conduct an audit of current boards and committees to review opportunities.	ToW: Staff Advisory Committee Liaisons, Clerks, Council Partners: 1855 Whitby Accelerator, Station Gallery, Whitby Public Library, Courthouse Theatre, Lynde House Museum, the Whitby Historical Society, etc.	ST Operating	Medium
GOAL 2: Enhance accessible and diverse arts and cultural programming.			
Action A: Continue to develop and deliver existing and emerging Town run and third party festivals, celebrations and events.	ToW: Corporate Communications Partners: Rotary, Brooklin Spring Fair Board,	ST/\$\$\$\$ Operating	Continue/ ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action B: Evaluate the success of Whitby's existing Town run and third party festivals, events and programs and enhance as necessary from an equity, access, transparency and efficiency lens. Leverage relationship with the Whitby Diversity and Inclusion Committee and the Accessibility Committee to ensure arts, cultural and heritage spaces and services are addressing the diversity and accessibility needs of the Whitby community.	ToW: Corporate Communications, Community Services Partners: Whitby Diversity and Inclusion Committee and the Accessibility Committee Rotary, Brooklin Spring Fair Board,	ST/\$\$ Operating	Continue/ ongoing
Action C: Strategically explore and develop cultural programming (led by the Town of Whitby or other private sector enterprises) related to agri-culinary experiences within Whitby, including cycling and walking tours of farms, restaurants and breweries.	ToW : multiple departments Partners: Advisory Committees, Private companies, Downtown Whitby BIA, Durham College Centre for food, local farms,	ST/\$-\$\$\$ Capital or Operating	Medium/ongoing
Action D: Consider working with venues, facilities and capital projects to incorporate live music programming in support of a growing music scene.	ToW : Corporate Communications, ToW: Community Services	\$\$\$\$ Operating	Ongoing
Action E: Explore opportunities to better support participatory arts and culture, where community members help to co-create and contribute with work in meaningful ways.	ToW : Strategic Initiatives, Corporate Communications Partners: BIA and Arts and Culture Organizations	ST Operating	Ongoing
GOAL 3: Support and retain diverse arts and cultural workers by increasing and improving inclusive, accessible and equitable opportunities within Whitby.			
Action A: Recognize Whitby's cultural sector through appreciation, education and networking events. Establish a series of annual events to identify and provide professional development and networking opportunities for Whitby's cultural workers (ex. Culture Awards night).	ToW : Strategic Initiatives, Corporate Communications	ST/\$-\$\$	Short
Action B: Work with the Whitby Youth Council, the Durham District School Boards and post-secondary partners to align support for arts and cultural opportunities for young people. Build on the recently completed Whitby Youth Strategy to find opportunities for alignment in communications, programs, professional training, and partnerships. Seek a diversity of youth representatives, including Indigenous youth to sit on the Council.	ToW : Community Services Partners: Whitby Youth Council, Durham District School Boards, Durham College, Trent University, Ontario Tech University	ST/ \$\$ Operating	Medium

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action C: Review and audit mechanisms that provide support to artists, cultural producers, organizations and community groups from an equitable access, transparency and efficiency lens to see if improvements are needed. Examples could include a review of event guidelines, volunteer policies, insurance policies, etc.	ToW : Strategic Initiatives, Corporate Services, Corporate Communications Partners: Event Partners, volunteers	ST	Medium
Action D: Work with the Diversity and Inclusion Committee to identify barriers and strategies to increase participation in cultural activities (ex. Conduct a cultural audit of access to culture; Evaluate the Town's protocols for welcoming and providing information to newcomers).	ToW : Community Services Partners: Diversity and Inclusion Advisory Committee, Accessibility Advisory Committee	ST/\$	Short to Medium
Action E: Join the <u>Coalition of Inclusive Municipalities</u> and the <u>Canadian Coalition of Municipalities against Racism and Discrimination</u> .	ToW : Strategic Initiatives; Town Wide	ST	Short
GOAL 4: Attract, nurture and retain creative enterprises			
Action A: Collaborate with partners to develop targeted business start-up support. This includes events targeted to business for creative entrepreneurs (meeting places for collaboration, networking, speaker series, workshops).	ToW : Strategic Initiatives, Partners: BIA, Whitby Chamber of Commerce, BACD, 1855 Whitby	\$\$ Operating	Short/Ongoing
Action B: Incorporate arts, culture and creative entrepreneurs and workers in future economic development strategies and policies.	ToW : Strategic Initiatives, Partners: Downtown Whitby BIA, Whitby Chamber of Commerce, BACD, 1855 Whitby, Station Gallery	\$\$\$ Capital / Operating	Short/Ongoing
Action C: Collaborate with partners to develop opportunities to become an incubator by hosting skill training workshops, capacity building and mentorship and professional development opportunities for the creative community and broader public (such as technical production, digital arts, exhibition).	ToW : Strategic Initiatives, Partners: Downtown Whitby BIA, Whitby Chamber of Commerce, BACD, 1855 Whitby, Station Gallery, Lynde House Museum, Whitby Courthouse Theatre, Post Secondary Institutions	\$\$\$ Operating	Short-Med/ Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
GOAL 5: Embrace digital technology as an opportunity to connect art, culture, creativity and community			
Action A: Explore opportunities for digital-based cultural programming by collaborating with artists, arts and cultural organizations and other partners.	ToW: Strategic Initiatives, Corporate Communications, Corporate Services Partners: Digital Based Companies, Arts and Culture Community	\$\$-\$\$\$ Operating	Medium
Action B: Develop digital art content for the municipality through opportunities to commission local and internationally significant artists.	ToW: Strategic Initiatives, Corporate Communications, Corporate Services Partners: Digital Based Companies, Arts and Culture Community	\$\$-\$\$\$\$ Capital	Long
Action C: Use digital technologies more effectively to promote arts and cultural events and information on the Town of Whitby website. This includes sharing a digital cultural inventory / directory of groups and partners (through the cultural resources online map) as a resource tool available to promote the sector, leverage resources and expand knowledge.	ToW: Strategic Initiatives, Corporate Communications, Corporate Services Partners: Digital Based Companies, Arts and Culture Community	ST Operating	Short/Ongoing
Action D: Implement multi-platform technologies such as interactive maps, presentation software, word clouds to facilitate interactive audience participation.	ToW: multiple departments Partners: Digital Based Companies, Arts and Culture Community	ST Capital and Operating	Short/Ongoing
Action E: Explore opportunities to develop more broadly-based digital media in partnership with industry players and/or alongside creative hubs.	ToW: Strategic Initiatives, Corporate Communications Partners: 1855 Whitby, Station Gallery, Digital Based Companies,	ST Operating	Short/Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
DIRECTION 2: CONNECTING COMMUNITIES			
GOAL 1: Build relationships with Indigenous communities, specifically First Nations from the Williams Treaties			
Action A: Continue to meaningfully build relationships with nearby First Nations communities, specifically those in nearest proximity to Whitby (Alderville and Scugog Island First Nations).	ToW: multiple departments Partners: Williams Treaty First Nations Community (work with Indigenous Consultant)	ST Operating	Continue; Initiated through Culture Plan Process
Action B: Assist in building stronger connections among Whitby's cultural organizations, including the Station Gallery, Whitby Public Library and Lynde House Museum to develop and/or share educational resources on colonization and increase understanding of what reconciliation means to the cultural sector (Connect organizations with nearby First Nations communities and Indigenous groups interested in partnership).	ToW: Strategic Initiatives, Community Services Partners: Advisory Committee, Station Gallery, Whitby Public Library and Lynde House Museum	\$-\$\$ Operating	Continue; Initiated through Culture Plan Process
Action C: Partner with the Region of Durham to develop an Indigenous Engagement Strategy.	The Region of Durham	ST	Medium/Long
GOAL 2: Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities			
Action A: Work with the Region of Durham to identify existing promotional campaigns for Whitby's holistic tourism experiences. This could include featuring Town artists, design professionals, cultural organizations and creative businesses to build the image and brand of Whitby.	ToW: Corporate Communications Partner: The Region of Durham	ST Operating	Short/Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action B: Develop a community-driven Whitby Tourism Strategy that leverages the Town's cultural and heritage assets and distinctive identity. The strategy should address both cultural tourism and community development (such as neighbourhood or district level marketing), enhance partnerships with local and regional agencies, and identify opportunities to promote Whitby's cultural offerings to local, regional, national & international visitors year-round in alignment with the Region's Tourism priorities. The strategy should include Indigenous attractions (existing and proposed) as well as other historical features.	ToW: Strategic Initiatives, Corporate Communications Partners: The Region of Durham, Central Counties Tourism, Arts and Culture Stakeholders	\$\$\$\$ Capital	Long
Action C: Build on existing partnerships (such as Central Counties Tourism, Durham Economic Development Partnership, Durham Tourism) to convene municipal staff working on culture to network, share information etc. from across Durham Region (Oshawa, Pickering, Ajax, Brock, Clarington, Scugog and Uxbridge).	ToW: Strategic Initiatives, Corporate Communications, Partners: Central Counties Tourism, The Region of Durham, other area municipalities	ST Operating	Short/Ongoing
GOAL 3: Build and strengthen private sector partnerships and investment within the cultural sector			
Action A: Develop a cohesive Asset Valuation Sponsorship Strategy for the Town which can also include sponsorship support for cultural events and activities. This includes taking stock and assessing existing and potential partnerships and understanding existing and future assets and opportunities within the Town.	ToW: Strategic Initiatives	ST Operating	Short/Ongoing
Action B: Continue to work with 1855 Whitby and other innovation companies to connect with cultural partners, artists and creative workers.	ToW: Strategic Initiatives Partners: 1855 Whitby, Station Gallery, Arts and Cultural organizations	ST	Short/Ongoing
Action C: Continue to build and maintain strong relationships with the Whitby Chamber of Commerce, the Downtown Whitby BIA, the Business Advisory Centre Durham (BACD) and other relevant organizations on initiatives that target Whitby's arts, culture and heritage sector. This could include promotional, educational and professional development support.	ToW: Strategic Initiatives Partners: Whitby Chamber of Commerce, Downtown Whitby BIA, BACD, etc.	ST	Short/Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
GOAL 4: Leverage, promote and enhance capacity amongst local leaders, community members and organizations			
Action A: Continue to support local organizations, such as the Whitby Public Library, Lynde House Museum, Station Gallery and Courthouse Theatre, to deliver programs and advance art, culture and heritage in the Town.	ToW: Strategic Initiatives, Corporate Communications, Partners: Whitby Public Library, Lynde House Museum, Station Gallery and Whitby Courthouse Theatre	ST Operating	Short/Ongoing
Action B: Celebrate volunteer involvement in the municipality and highlight the amazing work residents and volunteers' contributions to the community. (Ex. Host an annual volunteer appreciation night).	ToW: Corporate Communications Partners: Community Volunteers	\$ Operating	Short/Ongoing annually
GOAL 5: Work Collaboratively with Whitby's Educational and Postsecondary Institutions			
Action A: Explore partnerships and opportunities to work with Whitby's postsecondary institutions. (Ex. Durham College's Centre for Food could provide opportunities to connect community, food and culture, such as including it as a site on Whitby Doors Open. The Town of Whitby can also explore the potential to establish a relationship with the City Idea Lab to collaborate on cultural initiatives).	ToW: Strategic Initiatives, Corporate Communications Partners: Postsecondary Institutions	ST	Medium/Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
DIRECTION 3: CONNECTING PLACES			
GOAL 1: Incorporate Indigenous Truth and Reconciliation into places and spaces			
Action A: Develop meaningful engagement processes with Indigenous communities on policy development, major infrastructure projects and archeological studies.	ToW: Planning and Development, Public Works, multiple departments Partner: Williams Treaties First Nations	ST	Short/Ongoing
Action B: Involve Indigenous artists and representatives on major park revitalizations and public art selection committees. (Tie to Direction 3: Goal 4: Action B: Public Art Policy).	ToW: Community Services, Strategic Initiatives	\$\$\$\$ Capital	Medium-Long
GOAL 2: Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development			
Action A: Undertake a Creative Space Feasibility Study, which includes a comprehensive inventory of municipally owned and managed spaces (both readily available and potential) as well as private culture and heritage spaces and facilities where activities could take place. Identify the type(s), locations, operating structure and funding of new and/or available appropriate arts and culture facilities.	ToW: Community Services, Corporate Services, Strategic Initiatives, Planning and Development	ST	Medium
Action B: Continue and expand partnerships with Durham Region School Boards and Places of Worship to encourage the use of arts and culture as part of the community use of space in their schools and places of worship. This includes the Durham Region School Boards terms for renting space (i.e., the Community Connection Program), the Durham Region Catholic School Board's Community Use of School Program.	ToW: Community Services, Strategic Initiatives	\$\$\$\$ Capital and Operating	Medium to Long

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action C: Continue and expand opportunities to incorporate cultural spaces into private developments, both within and outside the downtown cores, such as new condominiums, commercial areas, and subdivisions.	ToW: Planning and Development, Public Works, Strategic Initiatives, Community Services Partners: Developers	ST	Short/Ongoing
Action D: Explore how privately-owned spaces could act as creative and cultural venues or hubs (both within and outside the downtown cores). This could include malls, old industrial buildings, churches, etc. (Ex. Consider a specialized grant to incentivize and spur creative co-location facilities. This could be included as part of the Community Improvement Plans for Downtown Whitby and Downtown Brooklin and Official Plan Review).	ToW: Planning and Development, Strategic Initiatives Partners: Developers, Property Owners	ST	Medium
Action E: Explore and consider opportunities to support non-profits/citizens to develop community land trusts that provide affordable commercial and residential spaces for artists and cultural workers.	ToW: Planning and Development, Strategic Initiatives Partners: Non-profit, willing landowners	ST	Long
Action F: Through the implementation of the Active Transportation Plan, guide and build linkages and connections to cultural venues and spaces.	ToW: Public Works, Community Services Partners: The Region of Durham	\$\$\$\$ Capital	Short-Long
GOAL 3: Leverage Cultural Resources to Support the Revitalization of Downtown Whitby and Downtown Brooklin			
Action A: Facilitate/pilot short-term leases in underutilized or vacant Town-owned or private properties to accommodate music venues, exhibition opportunities, public art and below-market tenancies for cultural organizations and cultural producers.	ToW: Community Services, Corporate Services, Strategic Initiatives Partners: private property owners, arts and culture groups	ST Operating	Medium to Long
Action B: Develop a storefront Creative-in-Residence program to leverage interested landlords looking to rent/animate downtown spaces for creative uses.	ToW: Strategic Initiatives Partners: Downtown Whitby BIA, Property Owners	ST \$	Medium

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action C: Redevelop 128 Brock Street into an innovative creative cultural hub, coworking space or affordable live/work units.	ToW: Strategic Initiatives, Planning and Development, Community Services Partners: Station Gallery, Downtown Whitby BIA, Whitby Chamber of Commerce, and 1855 Whitby	\$\$\$\$ Capital	Short to Medium
Action D: Establish and promote a “Culture Corridor” through Downtown Whitby that links significant cultural locations, stories, gathering places, etc. and incorporates the Brock Street Redesign and Historic Gateways projects.	ToW: Strategic Initiatives, Public Works, Planning and Development, Community Services, Corporate Services Partners: Heritage Whitby Advisory Committee, Downtown Whitby Development Steering Committee, Downtown Whitby BIA	\$\$\$\$ Capital	Short to Medium
Action E: Explore opportunities to enhance arts and cultural programming within Downtown Brooklin, such as within Grass Park or the Brooklin Community Centre and Library.	ToW: Corporate Communications, Strategic Initiatives, Community Services, Partners: Whitby Public Library, Arts and Cultural Organizations, Heritage Whitby Advisory Committee, Brooklin Downtown Steering Committee	\$\$ Operating	Short/Ongoing
GOAL 4: Enhance public spaces and support meaningful placemaking and placekeeping			
Action A: Identify opportunities to incorporate placemaking and placekeeping opportunities into Whitby capital projects that support more walkable and pedestrian friendly spaces (including Waterfront capital projects, North Whitby Sports Complex; Dundas and Byron Streets Parkette; Brock Street Redesign; 300 King Street parkette; Brooklin Green Spaces; Downtown Whitby; and Gateways). This can include such elements as bike racks, bike repair stands, public restrooms, water fountains, public art etc.	ToW: Community Services, Strategic Initiatives, Public Works Partners: Community Groups and Advisory Committees	ST \$\$\$\$ Capital	Short Medium Long
Action B: Implement Official Plan Policy 6.2.3.19.5, “develop a public art policy and guidelines, in consultation with the community, to guide the acquisition, funding, location, and integration of public art in public and private spaces in the community.”	ToW: Strategic Initiatives, Community Services, Planning and Development, Public Works, Corporate Services, Corporate Communications Partners: Station Gallery, Community Groups and Advisory Committees	ST	Medium

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action C: Engage or retain local and regional artists in the design of public realm and parks projects in the sites identified above (as much as possible). This could include community-engaged temporary art projects or assistance with streetscape improvements (i.e., murals on utility boxes or walls, benches, street lighting, etc.).	ToW: Community Services, Strategic Initiatives, Public Works, Planning and Development Partners: Community Groups and Advisory Committees	\$-\$\$\$\$	Short Medium Long
GOAL 5: Preserve, enhance and promote built heritage and rural and natural features			
Action A: Continue to update the Heritage Register to support conservation of Whitby's cultural heritage assets. This includes the designation for additional Heritage Conservation Districts (HCDs) in Downtown Whitby, including the Perry's Plan and Four Corners.	ToW: Planning and Development, Strategic Initiatives , Partners: Heritage Whitby Advisory Committee, Downtown Whitby BIA, Property owners and business owners	\$\$\$\$ Capital	Medium to Long
Action B: Explore opportunities to connect trails throughout the municipality, through the implementation of the Active Transportation Plan, including the Waterfront Trail, Greenbelt Cycling Route, north to south Connections, that runs through Whitby.	ToW: Community Services, Public Works Partners: Active Transportation Safe Roads Advisory Committee, Accessibility Advisory Committee	\$\$\$\$ Capital	Short Medium Long
Action C: Consider incorporating public art and cultural experiences within municipally owned and operated natural areas, trails and parks such as Cullen Central Park, the hydro-electrical power corridor trail, and Waterfront Trail.	ToW: Community Services, Strategic Initiatives	\$-\$\$\$\$ Capital	Medium to Long
Action D: Consider partnering with the Central Lake Ontario Conservation Authority (CLOCA) to incorporate public art and cultural experiences within Heber Down Conservation Area and Lynde Shores Conservation Area.	ToW: Community Services, Strategic Initiatives Partners: CLOCA	\$-\$\$\$\$ Capital	Medium to Long

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
DIRECTION 4: CONNECTING STORIES			
GOAL 1: Share Indigenous History and Stories through Education and Naming of Significant Sites and Spaces			
Action A: Promote, provide and encourage education about Indigenous history (such as delivery of blanket exercises, arts-based storytelling, video lunch and learns, etc. within the Town of Whitby community).	ToW: Community Services, Strategic Initiatives, Corporate Communications Partners: Williams Treaties First Nations, Whitby Public Library, Advisory Committees	ST/\$-\$-\$ Operating	Short/ongoing
Action B: Continue to consult with Indigenous communities about the names of sports teams and clubs, places and spaces for cultural appropriateness. This could include conducting a 'cultural audit' to review colonial depictions of Indigenous people. Any renamings that include Indigenous names should be decided in consultation with Indigenous communities and in particular the Williams Treaties First Nations.	ToW: Community Services, Corporate Communications Partners: Williams Treaties First Nations, Sports Organizations and Community Groups (work with Indigenous consultant)	ST	Short/ongoing
Action C: Recognize and commemorate Indigenous stories, places and names across Whitby's Town assets (such as streets, bridges, parks, plazas and buildings). This will occur through deep consultation with Indigenous communities to identify and map landscapes and stories.	ToW: Public Works, Planning and Development, Strategic Initiatives, Community Services, Partners: Williams Treaties First Nations	\$\$\$-\$\$\$\$ Capital?	Medium to Long
GOAL 2: Capture Whitby's Tangible and Intangible Cultural Heritage			
Action A: Enhance heritage districts and significant places in Whitby (such as Centennial Building block), through the development approvals process and municipal projects. Incorporate Indigenous history and other historical stories through site interpretation methods to acknowledge the past, present and future stories in Whitby. (Artist interpretations, audio tours, augmented reality, digital/armchair Tours, temporary public art, etc.)	ToW: Planning and Development, Corporate Communications, Partners: Heritage Whitby Advisory Committee, Community members, Business owners, Arts and Culture Community	ST/\$\$ Operating	Medium to Long

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action B: Revisit the idea of creating a Whitby Walk of Fame to recognize important citizens of Whitby. This Walk of Fame could be tied to the Peter Perry Award winners which honours an outstanding individual who has made significant contributions to the community. Consideration related to budget, location, appropriate recognition will need to be evaluated further.	ToW: Strategic Initiatives, Public Works, Community Services, Corporate Communications, Corporate Services, Partners: Chamber of Commerce, Downtown Whitby BIA, Advisory Committees	\$\$\$\$ Capital	Medium to Long
GOAL 3: Increase awareness of culture in Whitby			
Action A: Integrate Whitby's cultural offerings as part of the Accessible Signage and Wayfinding Study.	ToW: Community Services, Public Works, Strategic Initiatives, all other departments	\$\$\$\$ Capital and Operating	Medium to Long
Action B: Build a central cultural database and website that includes the cultural mapping undertaken through this process. This will include access to information on cultural activities and experiences in the town, such as local arts, heritage, culture and performance assets and activities. Consider a portal that enables individuals to post content. See Direction 1, Goal 5 for more actions on digital technologies.	ToW: Strategic Initiatives, Corporate Services, Corporate Communications	ST Operating	Medium
GOAL 4: Share stories of Town priorities and initiatives through Culture			
Action A: Review the recently developed Community Engagement Strategy to identify opportunities to connect with residents about pressing issues and policies within the municipality.	ToW: Strategic Initiatives, Corporate Communications	ST	Short/Ongoing
Action B: Celebrate the Town of Whitby's eco-friendly initiatives, including the designation of Whitby as a Bee City, a Tree City and the Mayor's Monarch Pledge. This could include finding opportunities to improve existing and create new pollinator gardens in Whitby's parks and enhancing naturalized areas.	ToW: Strategic Initiatives, Community Services, Corporate Communications Partners: Advisory Committees, Volunteers	ST Operating Grants	Short/Ongoing

ACTIONS	RESPONSIBLIITY / LEAD Include Partners	COST	TIMELINE
<p>Action C: Promote cross-collaboration between cultural and arts organizers, innovators, entrepreneurs and environmentalists to fight climate change. This could be through networking opportunities, encouraging partnerships on events for Earth Day celebrations or other engagements about climate. This could also include collaboration with Indigenous communities and individual land defenders, who's ecological knowledge is being used to preserve and protect water, habitats and land.</p>	<p>ToW: Strategic Initiatives, Community Services, Corporate Communications, Corporate Sustainability Team Partners: Whitby Sustainability Advisory Committee, CLOCA, Arts and Culture Groups, Environmental Groups, Downtown Whitby BIA, Chamber of Commerce, 1855 Whitby, Green Infrastructure Ontario, Forests Ontario, Ontario Urban Forest Council, Friday for Future Whitby, Ontario Nature, Greenbelt Foundation, Waterfront Regeneration Trust</p>	ST	Short/Ongoing

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
DIRECTION 5: CONNECTING THE PROCESS			
GOAL 1: Establish a Governance Structure and Leadership Model to Implement the Culture Plan			
Action A: Integrate the culture portfolio within Strategic Initiatives.	ToW: Strategic Initiatives	ST	Short to Medium
Action B: Create a full-time Culture Officer/Coordinator position to help execute and implement the action items within the Culture Plan.	ToW: Strategic Initiatives, Human Resources	\$\$\$\$ Operating	Short to Medium
Action C: Review the Corporate Strategic Plan to include culture as a fourth sustainability pillar (environmental, social, economic, cultural).	ToW: Strategic Initiatives	ST	Medium
Action D: Develop an internal cross-departmental Whitby Cultural Champions team that communicates the strategies and actions and supports implementation of the Culture Plan across the organization. Meet quarterly as a team to discuss projects and potential opportunities where culture could be included.	ToW: Strategic Initiatives, all departments	ST	Medium
Action E: Create opportunities for participatory decision-making by aiding to establish an arms-length/independent arts authority (or another cultural arms-length group).	ToW: Strategic Initiatives; Corporate Services Partners: The Region of Durham, Station Gallery Whitby Chamber of Commerce, Downtown Whitby BIA, BACD, other Arts and Culture Groups	ST	Medium to Long
Action F: Include an artist-in-residence program for the corporation.	ToW: Strategic Initiatives, Human Resources Partners: Artist	\$\$\$-\$\$\$\$ Operating	Medium to Long

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST	TIMELINE
Action G: Explore opportunities to relax insurance requirements for grassroots community events and artists participating in municipal events (See Direction 1: Goal 3: Action D).	ToW: Corporate Services, Corporate Communications, Strategic Initiatives	ST	Short
Action H: Join the Creative Cities Network of Canada to tap into the expertise of peer municipalities across the country.	ToW: Strategic Initiatives, Corporate Communications, Community Services	\$ Operating	Short
GOAL 2: Invest in Culture			
Action A: Develop an arts and cultural funding/granting program (i.e., collaborative funding model), or review and expand resources for community, cultural and arts funding.	ToW: Strategic Initiatives, Corporate Services Partner: Community Development Fund Committee	ST Through Fund Raising	Short to Medium
Action B: Study long-term cultural funding (per capita funding) examples and implement a sustainable funding program for cultural development. Identify current Council budget line items that are culture investments and begin tracking expenditures. Establish five- and 10-year targets for per capita expenditures and measure annually against the targets.	ToW: Strategic Initiatives, Corporate Services	ST	Medium
GOAL 3: Develop an evaluation framework to measure success of the Culture Plan and culture-related initiatives			
Action A: Establish and regularly update a Whitby Culture Evaluation Framework to identify core objectives, planning priorities, and key performance indicators (KPIs)/success metrics to guide the Culture Plan implementation.	ToW: Strategic Initiatives, Community Services and Corporate Communications	ST	Medium/ongoing
Action B: Develop and streamline research and data collection. This includes building 'culture' questions into the next Whitby Community Survey and encouraging cultural institutions in the Town to do the same (including Station Gallery, Lynde House Museum, etc.)	ToW: Strategic Initiatives, Community Services and Corporate Communications	ST	Short/ongoing
Action C: Create and publish a yearly Whitby Culture Report Card based on the Culture Evaluation Framework to monitor and measure implementation and continue community engagement.	ToW: Strategic Initiatives, Community Services and Corporate Communications	ST	Medium/ongoing

Appendix D

Key Terms

Key Terms

Accessibility

Refers to giving people of all abilities opportunities to participate fully in everyday life.

Anishnaabeg Nation

“Anishnabeg” is an alternate spelling of Anishinaabe, which is a name the Ojibway and Algonquin people use for themselves in their own language. Within the Anishnaabeg Nation are several distinct First Nations that share many cultural practices and language.

Artist

An individual who earns all or a sizable portion of their livelihood through remuneration for artistic performance or creation and is recognized by their peers as an artist.

Community Hub

A gathering place where people come together to receive services or meet one another, for a range of health and social services, cultural, recreational, and/or community needs. A community hub can be a school, a neighbourhood centre, an early learning centre, a library, a seniors' centre, a community health centre, a municipal facility, a place of worship, or another public space. (Whitby Official Plan)

Cultural resources

Cultural resources are all the institutions, activities and people in a community through which we express our shared beliefs, customs, rituals and values: the libraries, historical societies, museums, galleries, symphony orchestras, theatres, public parks, community groups, First Nations and ethnic associations, training institutions, sports organizations, colleges and schools, artists, musicians, performers, writers and more.

Cultural planning

Cultural planning is a process of inclusive community consultation and decision-making that helps local government to identify cultural resources and to think strategically about how these resources can help a community to achieve its civic goals.

Culture

Culture is what counts as culture for those who participate in it. Culture is expressive of a local identity. It includes the sharing of ideas; reflected not only in fine, visual, literary, media, material and performing arts; but also in heritage, food, markets, public places, stories and diverse experiences of history.

Cultural Mapping

Cultural mapping is an approach to recording and classifying a community's cultural resources by identifying their physical location. It involves a process of collecting and analyzing information on cultural resources to inform integrated cultural planning, which often requires crowdsourcing of information from a diversity of residents of a municipality.

Cultural Tourism

An industry that aims to attract people interested in the historical, artistic and cultural offerings of a community, region, institution or people. Tourists can be local or from more distant locations, depending on the type of demand for the destination.

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)

Equity

Refers to fairness and justice in the ways people are treated. This includes processes that ensure all people have the resources or opportunities to succeed. It recognizes that justice may demand treating people differently since they have different needs and capacities.

Equity-seeking groups are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.

First Nations

First Nations people are status or treaty Indians registered with their home reserve, band or community.

Gunshot Treaty

Was entered into in 1788 by representatives of the Crown and certain Anishinaabe peoples. The treaty covers the north shore of Lake Ontario, beginning at the eastern boundary of the Toronto Purchase and continuing east to the Bay of Quinte, where it meets the Crawford Purchase. This treaty was sometimes referred to as the “Gunshot Treaty” because it covered the land as far back from the lake as a person could hear a gunshot. These lands were the subject of a confirmatory surrender in the Williams Treaties of 1923.

Heritage

Social, cultural and ethnic practices and characteristics of a community that is often passed down from the past and create layers of identity and culture into the future. Heritage can be categorized into:

Built Heritage includes physical objects, including buildings and landmarks.

Natural heritage ranges from individual landscape features to entire ecosystems. Features and areas, including significant wetlands, coastal wetlands, fish habitat, significant woodlands, significant valleylands, habitat of endangered species and threatened species, significant wildlife habitat, and significant areas of natural and scientific interest, which are important for their environmental and social values as a legacy of the natural landscapes of an area.

Cultural heritage includes human-made concepts and works, which can be broken down into tangible and intangible heritage.

Tangible heritage includes monuments and buildings (similar to built heritage), as well as artistic, social, scientific and technological achievements of all kinds.

Intangible heritage is living heritage and includes the knowledge, practices and expressions of values that communities value and transmit through generations. The arts, oral histories, rituals, spirituality and knowledge of nature are all part of intangible cultural heritage.

Inclusion

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

Indigenous

The first inhabitants (First Peoples) of a land (including First Nations, Inuit and Métis of Canada), and the philosophies, cultures, cosmologies and rights of those “First Peoples”, in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (2007).

Inuit

This term refers to specific groups of people generally living in the far north who are not considered “Indians” under Canadian law.

Métis

“Métis” means a person who self-identifies as Métis, is distinct from other Aboriginal peoples, is of historic Métis Nation Ancestry and who is accepted by the Métis Nation.”

Placemaking

A philosophy and approach for improving places to celebrate their unique cultures and histories while facilitating community connectivity, and can be applied to the smallest parkettes and the largest neighbourhoods. As a collaborative process, placemaking requires community participation in all stages of design, implementation, and on-going maintenance. According to the Project for Public Spaces, placemaking supports dynamic uses, “paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.”

Placekeeping

While placemaking refers to the participatory creation and shaping of public spaces to express the uniqueness of local culture, placekeeping takes a longer term view, ensuring that when placemaking happens, the quality of that place is secured for the long term. Placekeeping keeps the cultural memories associated with a locale alive, while supporting the ability of local people to maintain their way of life as they choose.

Public Art

Any media that has been produced by an artist for publicly-accessible space and is intended to engage the public. It can take the form of permanent, temporary or socially-engaged art.

- Participatory Art is a form of art that engages people in the creative process so they become participants in the event or active producers of an artwork
- Permanent Public Art is designed to remain in the public realm indefinitely. Typical public art pieces include sculptures but can also be playgrounds, streetscape design.
- Temporary Public Art exists as an installation or festival and is not intended to last forever. Temporary public art can last for a few months or up to 15 years and will only be maintained if damages occur within the given time period.

Resilience

In the context of municipalities, resilience is the ability to absorb, recover and prepare for future shocks and stresses (economic, environmental, social & institutional).

Sustainability

Is about meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. Refer to four tier sustainability (culture, economic, environmental and social).

Williams Treaties

Refers to 18 Treaties signed between 1781 and 1923 in the lands surrounding and including the Town of Whitby. The harvesting and hunting rights that the Anishnaabeg Nation were promised in the Williams Treaties was not honoured. Anishnaabeg peoples were moved to parcels of land called reserves to make space for settlers. Those communities eventually came to be called First Nations communities all part of the larger Anishnaabeg Confederacy/Nation. In 2018 several Williams Treaties First Nations were compensated \$1.1 billion for loss of land and harvesting rights.