

Culture Connects Whitby

Whitby's First Culture Plan
2021-2031





Foreword

Whitby's first Culture Plan, Culture Connects Whitby, was developed over 18 months through a collaborative, inclusive and creative process. Members of Whitby's creative and cultural sector, the public and municipal staff came together to imagine what culture should look like in Whitby over the next 10 years. We heard that culture in Whitby should be deeply connected and integrated within the fabric of the municipality; it should be 1. Flexible and Imaginative, 2. Sustainable and Resilient, 3. Collaborative and Engaged, 4. Diverse and Inclusive, and 5. Accessible and Equitable.

Culture and COVID-19

At the time of finalizing this Culture Plan, the COVID-19 pandemic hit, which has changed many of the ways we experience culture in our municipalities for the foreseeable future, and has deeply impacted the arts and cultural sector.

This Culture Plan provides opportunities to leverage existing cultural assets, foster more inclusive and equitable cultural opportunities and build stronger relationships amongst people, places, stories, cultural and creative experiences. The Whitby Culture Plan intends to embed culture within the municipal structure, to ensure that investments in culture translate to the Whitby community.

Culture Connects Whitby is a framework that will guide inclusive, creative and collaborative cultural planning in Whitby over the next decade and beyond.

Culture is essential to how we recover from COVID-19 and reimagine a Whitby that is inclusive and equitable for all. Connecting Whitby through culture is more important now than ever. Culture helps to bring people together, connect people through dialogue and activism, support health and wellbeing and contribute to economic development. This includes investing in neighbourhood initiatives, prioritizing local approaches to cultural tourism and fostering a sense of community and belonging.

Acknowledgements

We would like to thank all the residents, stakeholders, organizations, Whitby Council and Whitby staff who participated in the development of the Culture Plan. This Plan would not have been possible without your participation and support!

The Culture Plan was developed in partnership between Whitby staff, the consultant team from PROCESS, a Steering Committee composed of diverse Town staff and community representatives and residents from across Whitby.

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PROCESS - weareprocess.ca

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The Centennial Building, Whitby

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Executive Summary

Culture Connects Whitby provides strategic directions and actions to guide cultural activity for the next ten years. It outlines actions to promote and enhance Whitby's existing cultural assets, attract new cultural activities, demonstrate a commitment to local art and culture, spur economic development, and contribute to other Town goals.

The Culture Plan is rooted in a collaborative, community-based and creative process. Extensive consultation with members of the culture sector, the general public and Town staff were paramount to its development. This Plan is divided into the following components:

Introduction includes a brief overview of culture planning and the culture planning process for Whitby.

Whitby's Cultural Planning Landscape summarizes significant cultural elements in the municipality.

Vision and Guiding Principles outlines the vision, mission and guiding principles for how Culture Connects Whitby.

Directions and Goals provides a detailed description of the Culture Plan's directions, goals and actions, as well as notes on implementation.

Each direction and goal is critical to the success of culture in Whitby and supports the vision for a more connected, vibrant and inclusive cultural community. Specific actions are included within the main body of the plan. Costs, timelines and responsibilities are included in the Culture Plan Matrix in **Appendix A**.

Through this process, the following vision, mission, guiding principles and strategic directions were established:

Vision

Culture Connects Whitby's diverse people, creative communities, cultural places and distinct stories.

In 2031, we envision a Whitby where its distinct and vibrant cultural assets are integrated throughout the municipality; where creative events, places and partnerships act as connectors that bring people together; and where the cultural landscape plays a central and vital role in connecting the future of Whitby's economy and evolution.

Mission

The Municipality will connect and facilitate cultural collaborations within and across municipal government, and with wider public, private and non-profit sectors to foster a connected, inclusive and thriving culture scene in Whitby.

Enhancing and attracting culture in Whitby requires collaboration within and across municipal government and with the wider public, private and non-profit sector. Through collaborations, there are opportunities to share responsibility and pool resources in a more impactful way. This sense of a shared responsibility was echoed through the stakeholder and public engagement process of the Whitby Culture Plan.

Guiding Principles

1. Flexible and Imaginative
2. Sustainable and Resilient
3. Collaborative and Engaged
4. Diverse and Inclusive
5. Accessible and Equitable

Directions

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.

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

2. Connecting Communities

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.

- Goal 1 Build and strengthen private sector partnerships and investment within the cultural sector
- Goal 2 Leverage, promote and enhance capacity amongst local leaders, community members and organizations
- Goal 3 Collaborate with arts and community organizations to support and enhance cultural diversity and opportunities within the community
- Goal 4 Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities
- Goal 5 Work collaboratively with Whitby's educational and postsecondary institutions

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.

- Goal 1 Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development
- Goal 2 Prioritize equity and inclusion in places and spaces
- Goal 3 Preserve, enhance and promote built heritage and rural and natural features
- Goal 4 Enhance public spaces and support meaningful placemaking and placekeeping
- Goal 5 Leverage cultural resources to support the revitalization of Downtown Whitby and Downtown Brooklin

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.

- Goal 1 Increase awareness of culture in Whitby
- Goal 2 Share history and stories through education and naming of significant sites and spaces
- Goal 3 Share social and cultural stories of Whitby’s history, present and future aspirations, priorities and initiatives

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.

- Goal 1 Invest in Culture
- Goal 2 Develop an evaluation framework to measure success of the Culture Plan and culture-related initiatives
- Goal 3 Establish a governance structure and leadership model to implement the Culture Plan

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, Harvest Festival 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 plan that provides strategic directions and actions to guide cultural activity for the next ten years.



Port Whitby Marina, Whitby Waterfront

What is Culture?

Culture is a difficult concept to define. It means different things to different people. It is much more than art galleries, theatres, and performances. Culture can include many aspects of our everyday life, be it taking in an outdoor play, experiencing public art, attending a cultural festival, visiting local restaurants, or stumbling across musicians in a park.

Culture is at the centre of building communities. A vibrant cultural scene enables relationship building amongst people, providing opportunities for connections, both formal and informal. Culture can mean local artists getting to know one another as members of an arts council, or a local business owner chatting with a familiar customer about a new upcoming exhibit. In many places, arts and culture act as a tool for community development, bringing people together to address and advocate for changes needed in their neighbourhoods or communities, such as shaping infrastructure, transit, and core amenities.

Culture is essential for economic development and vitality. It provides opportunities for employment, skills development, volunteering, tourism and business. A recent estimate of the GDP contribution of the creative economy to the Ontario economy amounted to \$23.8 Billion¹.

Culture nurtures health and strengthens wellbeing. Engaging in cultural activity is often linked to improved personal well-being and quality of life by combating feelings of social isolation and lack of social support networks. In Canada, people who participate in culture (e.g., attend events, venues) are more likely to report satisfaction with their life and good health than those who do not participate in cultural activity². The impact of arts therapy, such as the therapeutic use of music to enhance cognitive function and ease depression, has shown to help improve mental health outcomes. Similarly, emerging community-based arts initiatives focused on health are seen to have positive physical and mental health outcomes.

Culture is central to storytelling of the past, present and future. A municipality's cultural sector can help to share unique stories about its people, places and values. Sharing stories through culture, such as music, visual arts or food, enables understanding of diverse histories and experiences. Cultural activities and experiences can spark dialogue and help reimagine possible, equitable futures, where people from diverse backgrounds, including those historically underrepresented, have a voice in their community.

¹ Note: This estimate is pre COVID-19. COVID-19 has negatively impacted the cultural sector, with the closure of venues, galleries, events, festivals, conferences, theatres, seasons, and gigs. However, as municipalities look to rebuild their economies during and post-COVID, culture is viewed as an essential service in recovery.

² Hill, K. (2013). The Arts and Individual Well-Being in Canada. Canada: Hill Strategies.

“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

What is Cultural Planning?

The purpose of a Culture Plan is to help negotiate overlapping and competing notions of culture and priorities within a community. A Culture Plan also helps to bring somewhat intangible concepts of history, activity and sense of community into policy directives and implementable actions. The Town of Whitby’s cultural planning process collaboratively helps to define and prioritize key elements of culture for a diversity of people living, visiting and working in Whitby.



Chalkboard at Open Streets, Downtown Whitby

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 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 (**See Appendix B: Whitby Culture Plan Engagement Process for more details**).

The three-phased cultural planning process is summarized below:



Engagement by the Numbers

Phase 1

695

Public Survey Respondents

400

Pop Up Participants

60

Public Meeting Participants

27

Social Pinpoint
Participants

25

Key Stakeholder
Survey Respondents

9

Key Stakeholder
Interviews

7

Project Steering
Committee Members

Phase 2

175+

Pop-Up Attendees, Open
Streets

16

Whitby Culture Team
Members

17

Stakeholder
Workshop
Attendees

3

Visit/Calls with
neighbouring First
Nations Communities

30

Youth in a workshop

7

Project Steering
Committee Members

Phase 3

140

Public Survey Respondents

22

Virtual Stakeholder
Workshop Attendees

7

Project Steering
Committee Members

What We Heard

Throughout the consultations, we heard from a diversity of Whitby residents about their experiences, perceptions and needs for culture in Whitby. Key takeaways are summarized below.

Culture Connects Whitby

An overarching theme that emerged is the desire for culture to be embedded within Whitby, where residents and visitors can be connected - connected to each other, connected to creative opportunities, and connected to cultural experiences, events, places and stories.

The Culture Plan should reflect the evolving and growing community of Whitby

Participants noted that Whitby is evolving and growing and any decisions should reflect these changes. For instance, participants indicated that while Whitby currently has incredible local cultural resources, there is still a sense that people have to leave Whitby to experience culture. Participants highlighted the need to showcase Whitby as more than a ‘bedroom community’, so that residents are able to experience culture where they live and work. There is agreement that the plan should emphasize Whitby as a vibrant, inclusive and accessible place to experience culture.

“We need to talk about “whose culture?” A culture plan [needs to] reflect the growing diversity in Whitby.”

- Phase 3 Virtual Workshop Participant

Promote, enhance and foster existing and new cultural activities

We heard there should be increased supports for the incredible cultural activities that make Whitby great. This includes supporting the growing food culture, live music scene, performing arts, and others. In addition, we heard there is a need to foster new opportunities within Whitby, including support for emerging artists and for people from different backgrounds to become engaged.

“Whitby’s culinary scene is unlike any of the surrounding municipalities...By supporting and further developing local farms, restaurants, breweries, Durham College Centre for Food, and our farmers market, Whitby could have a culinary scene other municipalities envy.”

- Phase 1 Open House Participant

Celebrate diversity and inclusion and promote equitable access

Whitby is home to diverse populations. Participants indicated that residents from all backgrounds should feel welcome and see themselves represented and reflected in the Culture Plan and cultural activities.

“Include more cultures outside of the people who mainly engage. Give opportunities and take extra steps to include more people.”

- Survey Respondent

Highlight Whitby’s diverse stories; past, present and future

Participants feel that culture should be rooted in history and forward looking. Specifically, participants believe that the culture plan should amplify and celebrate diverse voices and narratives, and stories of influential figures of Whitby’s history. Participants specifically discussed opportunities for Whitby residents to better learn about history through the culture plan such as through education, storytelling and relationship building.

“The future of Whitby is a community that is conscious of its past, and looking ahead to the future”

- Phase 1 Survey participant



Develop cultural partnerships

Whitby has an abundance of creative people and organizations but there are limited opportunities to connect and share resources, information and build relationships. Participants mentioned the desire to better connect and build relationships. Ideas included opportunities for networking and an inventory of the cultural sector. This further includes developing approaches to sponsorship, donations, and partnership development. There are also opportunities for arts and cultural organizations to connect with technology and innovation related businesses, such as 1855 Whitby Technology Accelerator.

“I would like to see innovative collaborations between existing members of the cultural sector”

- Stakeholder Survey respondent

Create publicly accessible cultural spaces and infrastructure

Participants indicated the need to invest in transportation (active transportation and public transit) to connect people to cultural activities throughout the Town (i.e. not just located within the Downtowns). While there was interest in promoting art and culture as an approach to downtown revitalization and investment, there were also calls to disperse cultural activities and spaces throughout the various neighbourhoods in Whitby, ensuring equitable access to culture.

Participants also discussed the need to invest in bricks and mortar, including offering more affordable and accessible cultural spaces, music and performing arts venues, live-work spaces for artists, affordable housing, public gathering spaces and public art.

“If you want Whitby to act as an artistic magnet, you need infrastructure that supports artists...to pull them away from the gravity of Toronto.”

- Phase 3 Virtual Workshop Participant

Raise awareness

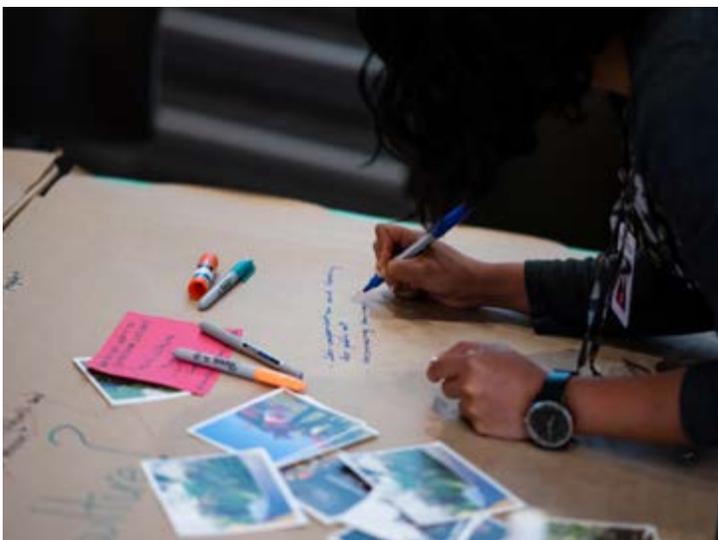
We heard there is a lack of awareness and poor communication of Whitby's culture scene to the public. There were recommendations for the municipality to create an information hub that shares information about cultural organizations and events on the Town's website.

Invest in Culture and redefine municipal processes

There were suggestions to better consider funding models, partnership opportunities and structural changes to better integrate and prioritize culture within Whitby. For instance, participants asked to establish municipal processes that include artists and cultural workers in decision making. There were also requests to remove red tape and rethink protocols for how events, festivals and cultural activities are delivered and fostered.

For more detailed responses, see whitby.ca/cultureplan. In the Directions, key aspects of what we heard are also included at the start of each direction.

Images from Phase One Open House at Whitby Town Hall



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.

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 green spaces, 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, Music in the Park 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 Whitby Technology Accelerator. With a vision to develop an innovation district, there are many synergies to integrate art, culture and technology.



Culture in the Square Performance

Equity, Diversity & Inclusion in Whitby's Culture Sector

As Whitby grows, it continues to be home to a diversity of residents, including people from different racial and ethnic backgrounds, ages, socioeconomic status, sexual orientation, gender identity and abilities. For instance, in 2016, Whitby's population included 25.3% visible minorities, with 23.1% of the population being recent immigrants (in the past 10 years) and 1.2% identified as Indigenous³.

There is a keen desire to build on the vibrancy and diversity within Whitby and ensure that all people are represented in the culture sector. This means, taking an equity-based approach to cultural planning. (Refer to **Appendix D: Diversity, Inclusion and Equity**) For Whitby, cultural equity means prioritizing equitable opportunities to tell distinct histories and stories of Whitby, fostering inclusive and accessible cultural programming and events, and investing in cultural places and spaces located throughout Whitby's various neighbourhoods and the Downtowns. (Refer to **Appendix E: Key Terms**)

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 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 [available online](#).

³ https://www.whitby.ca/en/townhall/resources/cm-Diversity_Highlights_Whitby_FINAL.PDF

Imagining Possible Futures

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

It is important to consider a wide range of trends because culture in municipalities is deeply integrated with broader municipal initiatives and policies and should be steeped within diverse communities and places. Therefore, there is a need to understand how various trends relate to culture and may impact the social, environmental and economic vitality of Whitby.

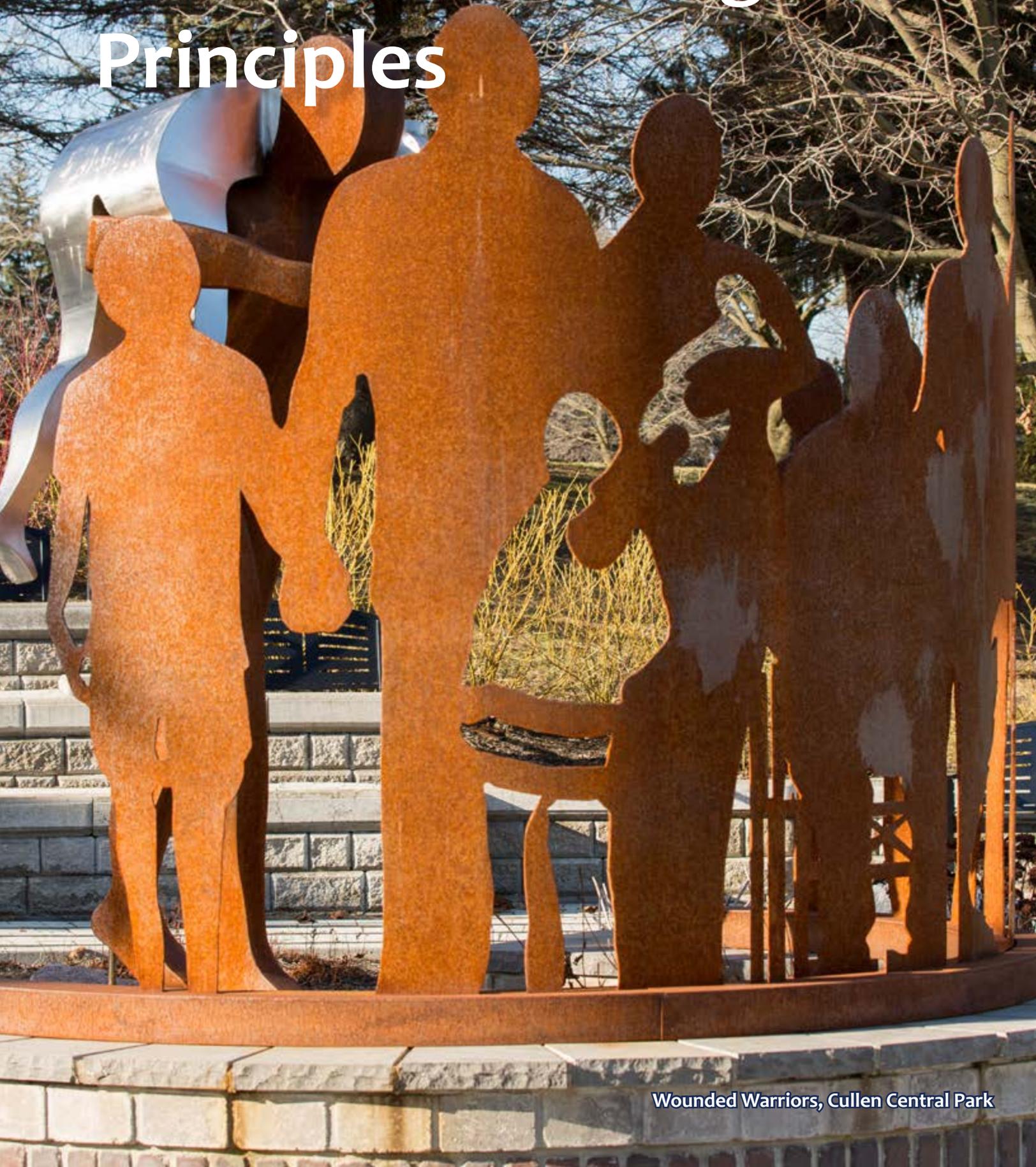
Similarly, for a Culture Plan that is looking 10 years into the future, it is important to not only consider trends we are seeing today, but to also imagine possible futures trends and envision the Culture Plan accordingly. This will ensure a plan that is implementable yet also flexible, depending on 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 have been 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 the [Directions](#) are considerations of themes, including trends and future scenarios, essential to the planning process. These considerations were introduced through the stakeholder consultation process:

- Approaches to **integrate culture within innovation** oriented spaces, digital **technology and infrastructure**;
- The need for **enhanced community and cultural spaces**, networking opportunities (virtual and in-person) and participatory arts;
- Opportunities for **housing affordability and income equity**, for artists, cultural producers and all residents;
- The role that various arts and technology players can advance **climate change initiatives**; and
- Opportunities to build **inclusion and equitable systems** as Whitby becomes more diverse.

Vision and Guiding Principles



Vision

Culture Connects Whitby's diverse people, creative communities, cultural places and distinct stories.

In 2031, we envision a Whitby where its distinct and vibrant cultural assets are integrated throughout the municipality; where creative events, places and partnerships act as connectors that bring people together; and where the cultural landscape plays a central and vital role in connecting the future of Whitby's economy and evolution. Specifically, the vision includes five main pillars:

Connect Creativity, by exploring greater opportunities for people working in Whitby's diverse culture sector, be it performing arts, visual arts, food, or other creative fields.

Connect Communities, by building stronger relationships amongst the various levels of government, fostering better relationships with the private and non-profit sector and building stronger capacity amongst existing cultural organizations.

Connect Places, by animating all corners of Whitby and fostering the availability of affordable and accessible cultural spaces, public spaces and public art.

Connect Stories, by raising awareness of culture in Whitby, fostering dialogue and sharing diverse histories.

Connect the Process, by integrating culture within Whitby's municipal structure and prioritizing investment.

The municipality will turn this vision into action by delivering on a series of strategic goals and actions connected to these five pillars, outlined in the Directions.

Mission

The Town of Whitby will connect and facilitate cultural collaborations within and across municipal government, and with the wider public, private and non-profit sectors to foster a connected, inclusive and thriving culture scene in Whitby.

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; municipalities are adopting a facilitator-enabler approach to delivering public policy and services.

This approach requires collaboration within and across municipal government and with the wider public, private and non-profit sector. Through collaborations, there are opportunities to share responsibility and pool resources in a more impactful way. This sense of a shared responsibility was echoed through the stakeholder and public engagement process of the Whitby Culture Plan.

With COVID-19 creating the environment for physical distancing, 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.

Guiding Principles

1) Flexible and Imaginative

Foster adaptable and integrated approaches to culture and cultural planning, by facilitating and supporting the creative economy and entrepreneurial ideas.

2) Sustainable and Resilient

Prioritize sustainability, resilience and environmental stewardship, in the face of external pressures, such as climate change. Consider the intersection between culture and health, infrastructure, environment, leadership and strategy.

3) Collaborative and Engaged

Develop partnerships and transparent cultural planning processes that aim to build relationships between the municipality, community members, the non-profit sector and businesses.

4) Diverse and Inclusive

Champion diversity and inclusion 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 gender, age, ability, income, ethno-cultural, religious, linguistic, and uniqueness.

5) Accessible and Equitable

Ensure equitable access to culture by prioritizing values, policies and practices that support residents who have been historically underrepresented based on race/ethnicity, age, ability, sexual orientation, gender, gender identity, socio-economic status, geography or religion.

Directions



The Town of Whitby's Culture Plan is built upon five strategic directions as outlined in the vision and reflective of the 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 Communities

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.



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

GOAL 1: 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 (i.e. embrace and champion the concept of buy/build/invest local).
- 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).
- Action D** Recognize, collaborate and enhance Whitby's food and drink scene (i.e. brewery and culinary tours, Whitbylicious, community gardens serving as local cultural hubs, storytelling, food focused events - Food Truck Frenzy).

Whitbylicious

This culinary event showcases local restaurants serving up affordable prix fixe menu's highlighting some of Whitby's best talent! Held during the winter, this annual event is a staple for many who look forward to sampling the exquisite dishes by top chefs.



Highlight - 1855 Whitby

A strategic initiative that began with the Town of Whitby and the CEO of 360insights, 1855 Whitby 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 Whitby MASTERCLASS with members of Arcade Fire

GOAL 2: 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, Whitby 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. (i.e. 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 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.

Embracing and Celebrating Cultural Diversity in Whitby

Culture is an essential and effective way to meaningfully connect diverse communities. Prioritizing equity in culture means that all the residents of Whitby will see themselves expressed in the Town's cultural pursuits and have access to culture.



Action D

Explore the creation and implementation of a Whitby Diversity, Equity & Inclusion Initiative (i.e. Work with the Diversity and Inclusion Advisory Committee and Abilities Centre to identify barriers and strategies to increase participation in cultural activities; Conduct a cultural audit of access to culture for historically underrepresented and equity seeking communities; Evaluate the Town's protocols for welcoming and providing information to newcomers; Indigenous Truth and Reconciliation).

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. Meetings were held to discuss and 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, to stay current with the latest trends and information to learn best practices from other municipalities to incorporate culturally diverse groups and leverage untapped economic resources through arts and culture.

GOAL 3: Embrace digital technology as an opportunity to connect art, culture, creativity and community

- Action A** Explore opportunities for digital art content and cultural programming by collaborating with and/or commissioning artists, arts and cultural organizations and other partners.
- Action B** 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 C** 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 municipal 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 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.

GOAL 4: Enhance accessible and diverse arts and cultural programming

As Whitby grows, there is a desire to access a range of cultural offerings within Whitby. Because culture is for everyone, these offerings should reflect the needs and diversity of a growing population. To ensure an equity-based approach, targeted opportunities for historically underrepresented and equity seeking communities should be prioritized.

- Action A** Strategically explore, develop and encourage cultural programming (led by the Town of Whitby, non-profit, or other private sector enterprises) related to agri-culinary experiences within Whitby, including cycling and walking tours of farms, restaurants and breweries.

- Action B** Explore opportunities to better support participatory arts and culture, where community members help to co-create and contribute work in meaningful ways (i.e. art installations, murals downtown, rotating outdoor exhibitions etc).

- Action C** Promote and provide opportunities for historically underrepresented and equity seeking artists and cultural workers through proactive outreach, communications and resource sharing.

- Action D** Inventory and evaluate the success of Whitby’s municipal and third party events, programs and cultural activities (i.e. Open Streets, Community Connection, Fitness, Senior’s, Youth etc.) from an equity, access, transparency and efficiency lens. Leverage relationship with the Whitby Diversity and Inclusion Advisory Committee, the Accessibility Advisory Committee and the Abilities Centre to ensure arts, cultural and heritage spaces and services are addressing the diversity and accessibility needs of the Whitby community.

- Action E** Integrate live music programming within venues, facilities and capital projects in support of a growing music scene.

- Action F** Continue to develop and deliver existing and emerging municipally run and third party festivals, celebrations, and events.



Downtown Whitby BIA Mural

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 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, Toronto, ON

“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.



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.**

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.**

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.**

Goal 1 **Build and strengthen private sector partnerships and investment within the cultural sector**

Goal 2 **Leverage, promote and enhance capacity amongst local leaders, community members and organizations**

Goal 3 **Collaborate with arts and community organizations to support and enhance cultural diversity and opportunities within the community**

Goal 4 **Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities**

Goal 5 **Work collaboratively with Whitby's educational and postsecondary institutions**

GOAL 1: 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

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, Whitby Public Library, Whitby Courthouse Theatre, Station Gallery, Lynde House Museum and other relevant organizations on initiatives that target Whitby's arts, culture and heritage sector. This could include promotional, educational and professional development support, celebrating local authors, music and theatre performances at local restaurants etc.

The Whitby Chamber of Commerce represents over 700 businesses in Durham Region, and is an important partner in the fabric of the Town of Whitby. The Chamber believes in supporting the community through volunteerism at events such as Whitby Rotary Clubs Ribfest, Downtown Whitby BIA Beer Fest, Tim Horton's Smile Cookie Day, and McDonalds McHappy Day.

The 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.



Action B

Continue to work with 1855 Whitby and other innovation companies to connect with cultural partners, artists and creative workers.

Action C

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 municipality.

GOAL 2: 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 build connections.

- Action A** Continue to support local organizations, such as the Whitby Public Library, Lynde House Museum, Station Gallery, Whitby Courthouse Theatre, and Abilities Centre to deliver programs and advance art, culture and heritage in Whitby.
- Action B** Celebrate volunteer involvement in the municipality and highlight the amazing work of residents and volunteers' contributions to the community. (i.e. host an annual volunteer appreciation night).
- Action C** Engage strong community leaders (i.e. speakers, scientists, authors, artists, musicians) to participate in cultural events through activities that showcase ideas and possibilities.
- Action D** Support and strengthen neighbourhood identity through localized community neighbourhood associations and gatherings (i.e. Caremongers Whitby has created a group for sharing and organizing community resources in response to COVID-19).

Whitby's Event Volunteer Program

A strong and enthusiastic community of volunteers is a pillar for a vibrant, inclusive and engaged municipality. The Town recognizes that to successfully engage event volunteers, it needed to design a volunteer program aligned with the expectations, expertise, knowledge, and interests of those dedicating their valuable time. In April of 2019 the Town launched the new Event Volunteer Program and within one year had over 200 new volunteers apply who contributed over 1000 hours to events. In February of 2020 at the Festivals and Events Ontario Awards Gala, Whitby's Event Volunteer Program was recognized as the best in Ontario.



GOAL 3: Collaborate with arts and community organizations to support and enhance cultural diversity and opportunities within the community

In addition to prioritizing and providing equitable access to individual artists and cultural producers in Whitby, it is also essential to build relationships with organizations that work with residents historically underrepresented.

Action A 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 cultural and creative equity opportunities to support underrepresented groups.

Action B Continue to meaningfully build relationships with nearby First Nations communities, specifically those in nearest proximity to Whitby (Alderville and Scugog Island First Nations) to engage and seek opportunities for cultural and artistic representation.

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 C

Support and advance resources and partnership opportunities with cultural organizations dedicated to advancing productions (i.e. food festivals, art events, music celebrations, etc.) amongst equity seeking communities.

Potential Partnerships

Artists & Artisans Development Network (AADN) is a community development network for immigrant artists and artisans. The organization provides training to artists, shares resources, connects artists with festivals and events to showcase their talent, crafts, visual arts, music and dance in order to express themselves, and maintain their cultural heritage. They work with over 500 artists in over 12 languages providing them access to culture and economic opportunities.



The image shows three individuals—two women and one man—standing behind a table displaying a variety of colorful, handmade cards. Each person is holding one of these cards. The cards feature diverse designs, including floral patterns, geometric shapes, and illustrations of people. The background is a simple indoor setting.

ARTISTS & ARTISANS
Development and Network

WWW.ARTISTSANDARTISANS.ORG
INFO@ARTISTSANDARTISANS.CA
@ARTISTSANDARTISANSNETWORK
@ARTISTSANDARTISANSNETWORK
@ARTISTSANDARTISANSNETWORK
@ARTISTSANDARTISANSNETWORK

GOAL 4: 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** Develop a community-driven Whitby Tourism Strategy that leverages the municipality's cultural and heritage assets, distinctive identity and supports eco-tourism and local food. 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 new Whitby residents, local, regional, national and international visitors year-round in alignment with the Region's Tourism priorities.

- Action B** 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 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 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 Continue to explore partnerships and opportunities to work with Whitby's postsecondary institutions. (i.e. Durham College's Centre for Food participation in Doors Open Whitby and Local Chefs and Barbecue Bests for Canada Day). 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, Downtown 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 the 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. This direction offers actions that preserve and enhance our spaces and places.
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.
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.

- Goal 1** Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development
- Goal 2** Prioritize equity and inclusion in places and spaces
- Goal 3** Preserve, enhance and promote built heritage and rural and natural features
- Goal 4** Enhance public spaces and support meaningful placemaking and placekeeping
- Goal 5** Leverage cultural resources to support the revitalization of Downtown Whitby and Downtown Brooklin

GOAL 1: 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, encouraging opportunities for cultural development outside the Downtowns is often seen as a ‘hub and spoke model’. This ensures culture is accessible throughout Whitby to a diversity of residents.

The Hub and Spoke Model in Whitby

While culture may be centrally located in Downtown Whitby and Brooklin, acting as the ‘hub’ for culture, it should also be integrated throughout Whitby’s diverse neighbourhoods through ephemeral offerings and partnerships. This is a model that prioritizes equitable access to culture in all geographic locations of a municipality.

Action A Undertake a Creative Space Inventory and 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 (art, live music, food, etc.) 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 to build and expand partnerships with Durham Region School Boards, Places of Worship and the Abilities Centre to encourage the use of arts and culture as part of the community use of space in their schools, places of worship and centres. This includes the Durham Region School Boards terms for renting space (i.e. the Community Connection Program) and the Durham Region Catholic School Board’s Community Use of School Program.

Creative Uses in Places of Worship

Knights of Columbus is a Catholic Fraternal Organization 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 attended a Downtown Whitby Development 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 and creative architecture into private developments and connect private developers with cultural organizations and providers, 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. (i.e. 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 that 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.

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 2: Prioritize equity and inclusion in places and spaces

As development continues in Whitby and Durham Region, it is important to engage artists and cultural workers from diverse groups and persons of all abilities, early and often on major planning projects and developments in the Town.

Action A Involve culturally diverse artists and representatives on policy development, major infrastructure projects, major park revitalizations and public art selection committees. **(See Direction 3, Goal 4, Action B: Public Art Policy).**

Moccasin 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. Image of Trillium Park and William G Davis Trail at Ontario Place, Toronto, ON.



GOAL 3: 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 including more informal and formal gathering points/stopping points (i.e. gazebos, historical points of interest) 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 the Waterfront Trail.
- 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.



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 placemaking, 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 placemaking 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 initiatives into Whitby capital projects that support more walkable and pedestrian friendly spaces (including implementation of the Waterfront Master Plan and the future 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.

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.” Art policies and guidelines shall involve artists and the community in the decision making process.

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 (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.)

Action D

Create opportunities (temporary or permanent) for destination places and experiences for Whitby residents and tourists (i.e. I Love X “City” Signs).

Highlight - plazaPOPS

plazaPOPS is a high impact, low cost, and replicable demonstration of the potential of 'pop up' community gathering places within privately-owned public spaces (POPS). 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.



GOAL 5: 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.



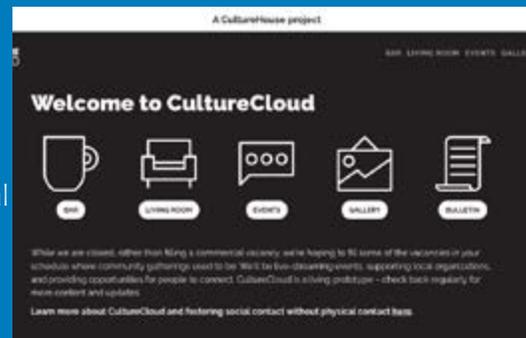
Toronto Pilots DIY Performance Spaces in DIY City Buildings

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.



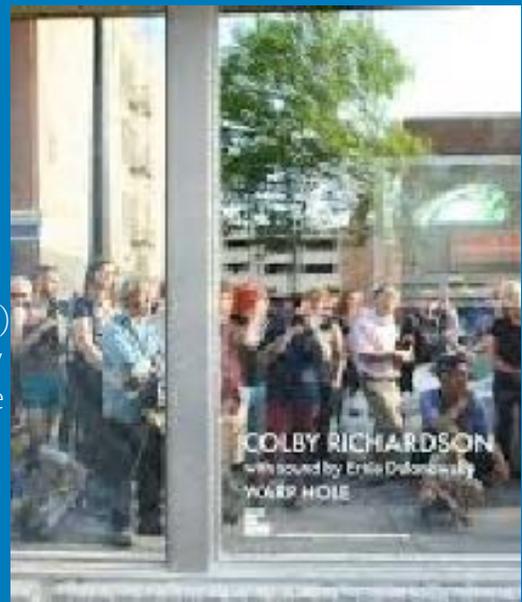
Culture House is a non-profit that helps to turn vacant storefronts into communal pop-up spaces. In the time of COVID-19, the non-profit has set up **CultureCloud**, which encourages social contact, without physical contact by providing online resources and activities.



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 Explore partnership with municipal facilities such as 1855 Whitby, Centennial Building, Lynde House, Brooklin Community Centre, etc. to develop an innovative creative cultural hub, coworking space.

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 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.



IF YOU WOULD
LIKE TO PERFORM
HERE, PLEASE
CONTACT THE
PARK DEPARTMENT
FOR MORE INFORMATION
AND TO RESERVE
THIS SPACE FOR YOUR
EVENT. THANK YOU!

Performance in Brooklin, Grass Park



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.
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.
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.

Goal 1	Increase awareness of culture in Whitby
Goal 2	Share history and stories through education and naming of significant sites and spaces
Goal 3	Share social and cultural stories of Whitby's history, present and future aspirations, priorities and initiatives

GOAL 1: Increase awareness of culture in Whitby

Communicating cultural activity and stories in Whitby will better connect people to cultural places, events and experiences.

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 in order for the Town and community groups to better understand what exists and identify gaps. 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 3 for more actions on digital technologies. content. **See Direction 1, Goal 3** 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.



Performers, Culture in the Square

GOAL 2: Share history and stories through education and naming of significant sites and spaces

Sharing diverse histories that reflect the people within the Town of Whitby helps to foster a sense of place and belonging. As Whitby continues to grow and evolve, capturing and communicating tangible and intangible cultural heritage will be important to look towards the future. This can include sharing and learning about Whitby's history through walking tours or engaging on social media sites.

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

Action B Recognize and commemorate Whitby's diverse stories, places and names across municipal assets (such as streets, bridges, parks, plazas and buildings).

Intrepid Park – Camp X

In 1941 at the height of World War II, a spy training school, known as Camp X, was established on farmland along the Whitby / Oshawa border. This remote location along the shores of Lake Ontario provided the seclusion needed for covert operations including top-secret communications between Canada, Great Britain and the United States. Although the buildings no longer remain on site (the camp was decommissioned in 1969), the area is now commemorated as a National Historic Event in Canada. The Park is named after Sir William Stephenson (code name 'Intrepid') who was the Director of the British Security Co-ordination (BSC) and established the training program at Camp X.



Action C

Enhance heritage districts and significant places in Whitby (such as the Centennial Building block), through the development approvals process and municipal projects. Incorporate Whitby's history and other historical stories through site interpretation methods to acknowledge the past, present and future stories in Whitby. This includes specific attention to groups historically and currently underrepresented. (i.e. artist interpretations, audio tours, augmented reality, digital/armchair tours, Vintage Whitby Facebook, temporary public art, etc.)

Action D

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.

Talking Historical Plaques in Whitby

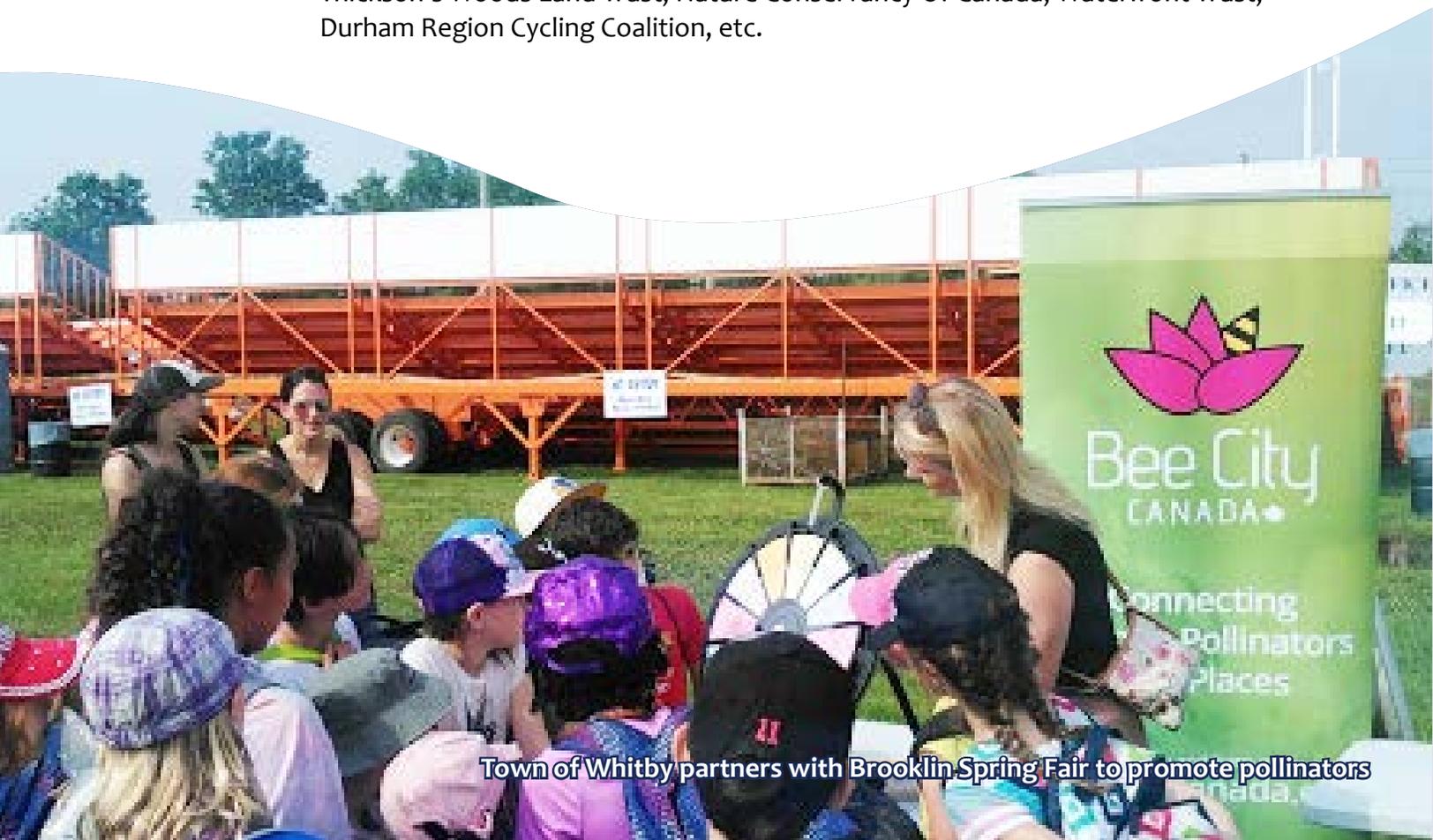
Wade Szilagyi, who launched Vintage Whitby on Facebook, also introduced Talking Historical Plaques, an initiative that brings the plaques in Downtown Whitby and Downtown Brooklin to life through the use of an augmented reality app on mobile devices. Some teachers from the Durham District School Board 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."



GOAL 3: Share social and cultural stories of Whitby's history, present and future aspirations, priorities and initiatives

Working with the creative and cultural sector, the Municipality can engage residents in an inspirational way to learn and experience Whitby's priorities, initiatives, and policies which helps to foster involvement, dialogue and important conversations.

- Action A** Review the recently developed Community Engagement Strategy to identify opportunities to connect and engage with residents more creatively (i.e. through storytelling) about pressing issues and policies within the municipality.
- Action B** Celebrate 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 preserve naturalized areas and open spaces, create new pollinator gardens and encourage green buildings and infrastructure.
- Action C** Promote cross-collaboration between cultural and arts organizers, innovators, entrepreneurs, environmentalists and other community advocates. This could be through networking opportunities or encouraging partnerships such as CLOCA, Thickson's Woods Land Trust, Nature Conservancy Of Canada, Waterfront Trust, Durham Region Cycling Coalition, etc.



Town of Whitby partners with Brooklin Spring Fair to promote pollinators

Highlight - Awareness Art Partnership

The Hissing Folly poses critical questions about human relationships and invasive species. The project embodies the colonial, consumer, and cultural systems responsible for the passage of phragmites from Europe to North America. The Hissing Folly reflects, on “the dissonance between the generative and destructive capacities of organisms mediated by human values and activities.”

The Artist, Cole Swanson created the project in partnership with the Central Lake Ontario Conservation Authority and Thickson’s Woods Land Trust. All invasive material was removed from the Thickson Woods marsh in Whitby and was used to create the artpiece on display at Visual Arts Centre of Clarington, 2020-2021.



The Hissing Folly, Cole Swanson. Image credit: Toni Hafkenscheid

How does culture connect to climate change?

The Challenge: A changing climate

On June 24, 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.



Connecting Process

Elevate and integrate culture's role in Whitby'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.**

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 Municipality should better consider funding investments, partnership opportunities and structural changes in process to better integrate and prioritize culture within Whitby. We also heard that the cultural priorities identified align and are embedded within other strategies and initiatives, including economic development, tourism, sustainability and climate change, transportation, senior services, etc. Identifying municipal champions to integrate culture within their work is essential to connecting culture throughout Whitby.**

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 organizational structure, strategies and priorities.**

Goal 1 **Invest in Culture**

Goal 2 **Develop an evaluation framework to measure success of the Culture Plan and culture-related initiatives**

Goal 3 **Establish a governance structure and leadership model to implement the Culture Plan**

GOAL 1: Invest in Culture

To ensure culture is thriving throughout Whitby, the Municipality must prioritize investments, by providing additional cultural funding programs.

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

Ensuring cultural contributions are evaluated will help the Municipality better understand where and how to best support culture in Whitby.

- 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, 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.

GOAL 3: 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 Sustainability Plan to include culture as a fourth sustainability pillar (environmental, social, economic, cultural).
- Action D** Develop an internal cross-departmental Whitby Culture Plan 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 supporting establishment of an arms-length/independent arts authority (or another cultural arms-length group).
- Action F** Include an artist-in-residence program for the corporation. This program is designed to provide opportunities for artists to support municipal projects by creatively engaging the public, promoting placemaking and civic pride, and/or animate public space(s).
- Action G** Explore opportunities to relax insurance requirements for grassroots community events and artists participating in municipal events.
- Action H** Join the [Creative Cities Network of Canada](#) to tap into the expertise of peer municipalities across the country.
- Action I** Act as a facilitator and connector within the culture sector. This includes helping to establish better processes that foster public-private partnerships supportive of local culture and cultural organizations and developing tools for local organizations to grow and thrive (without complete dependence on government funding).

Conclusion



Culture Connects Whitby aims to build a cultural framework where Whitby's cultural assets can be leveraged and enhanced in ways that connect Whitby's diverse people, creative communities, cultural places and distinct stories. This plan identifies how culture can have a central and vital role in Whitby's economic and community development strategies and initiatives.

As Whitby continues to grow and evolve, the municipal staff can act as a connector and facilitator of culture, supporting the incredible people, initiatives and partnerships already underway as well as those yet to be developed.

Next Steps

To ensure the success of this Culture Plan, a monitoring and evaluation plan should be developed. This includes the development of short, medium and long-term outcomes, performance measures and indicators to monitor progress for the five directions included in this plan. Once Council approves the Culture Plan, facilitating working sessions with Town staff and other relevant stakeholders to collaboratively develop evaluation criterion is an important first step in the success of Culture Connects Whitby.

Appendices



Appendix A
Whitby 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 process:** 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 that should be started immediately, and in fact, have started before the plan was completed. These specific actions are identified below.

Cost

The actions also include cost estimates. Note that Staff Time would be required for all projects.

- \$ - Under \$5,000
- \$\$ - Under \$25,000
- \$\$\$ - Under \$50,000
- \$\$\$\$ - More than \$50,000
- **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.

DIRECTION 1:

CONNECTING CREATIVITY

GOAL 1: Attract, nurture and retain creative enterprises

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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).</p>	<p>ToW: Strategic Initiatives Partners: Downtown Whitby BIA, Whitby Chamber of Commerce, BACD, 1855 Whitby, Ontario Musicians Co-operative Inc. (OMCI)</p>	<p>\$-\$\$ Operating</p>	<p>Short/ Ongoing</p>
<p>Action B: Incorporate arts, culture and creative entrepreneurs and workers in future economic development strategies and policies (i.e. Embrace and champion the concept of buy/build/invest local).</p>	<p>ToW : Strategic Initiatives Partners: Downtown Whitby BIA, Whitby Chamber of Commerce, BACD, 1855 Whitby, Station Gallery, OMCI</p>	<p>\$\$\$ Capital / Operating</p>	<p>Short/ Ongoing</p>
<p>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).</p>	<p>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, OMCI, Abilities Centre</p>	<p>\$-\$\$ Operating</p>	<p>Short/ Medium/ Ongoing</p>
<p>Action D: Recognize, collaborate and enhance Whitby’s food and drink scene (i.e. brewery and culinary tours, Whitbylicious, community gardens serving as local cultural hubs, storytelling, food focused events - Food Truck Frenzy).</p>	<p>ToW : Strategic Initiatives Partners: Restaurants, Breweries, Service Groups, Culinary Entrepreneurs, Downtown Whitby BIA, Durham College Centre for Food, Arts and Cultural Organizations</p>	<p>Operating</p>	<p>Short/ Medium/ Ongoing</p>

GOAL 2: Support and retain diverse arts and cultural workers by increasing and improving inclusive, accessible and equitable opportunities within Whitby

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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. (i.e. Culture Awards night).</p>	<p>ToW : Strategic Initiatives</p>	<p>\$ Operating</p>	<p>Short/ Medium</p>
<p>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.</p>			
<p>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 to sit on the Council.</p>	<p>ToW: Strategic Initiatives, Community Services Partners: Whitby Diversity and Inclusion Committee, Accessibility Advisory Committee, Whitby Youth Council, Durham School Boards, Post-Secondary Institutions</p>	<p>\$\$ Operating</p>	<p>Medium</p>
<p>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.</p>	<p>ToW: Strategic Initiatives, Community Services, Staff Advisory Committee Liasions</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action D: Explore the creation and implementation of a Whitby Diversity, Equity & Inclusion Initiative (i.e. Work with the Diversity and Inclusion Advisory Committee and Abilities Centre to identify barriers and strategies to increase participation in cultural activities; Conduct a cultural audit of access to culture for historically underrepresented and equity seeking communities; Evaluate the Town’s protocols for welcoming and providing information to newcomers; Indigenous Truth and Reconciliation).</p>	<p>ToW: Strategic Initiatives, Community Services Partners: Diversity and Inclusion Advisory Committee, Accessibility Advisory Committee, Abilities Centre, Williams Treaties First Nations</p>	<p>-\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>Action E: Join the Coalition of Inclusive Municipalities and the Canadian Coalition of Municipalities against Racism and Discrimination, to stay current with the latest trends and information to learn best practices from other municipalities to incorporate culturally diverse groups and leverage untapped economic resources through arts and culture.</p>	<p>ToW : Led by Strategic Initiatives, Community Services, applies to all departments</p>	<p>Staff Time</p>	<p>Short</p>
<p>GOAL 3: Embrace digital technology as an opportunity to connect art, culture, creativity and community</p>			
<p>Action A: Explore opportunities for digital art content and cultural programming by collaborating with and/or commissioning artists, arts and cultural organizations and other partners.</p>	<p>ToW: Strategic Initiatives, Corporate Communications, Technology and Innovation Services Partners: Digital Based Companies, Arts and Culture Community</p>	<p>\$\$-\$\$\$ Operating</p>	<p>Medium</p>
<p>Action B: 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.</p>	<p>ToW: Strategic Initiatives, Corporate Communications, Technology and Innovation Services Partners: Digital Based Companies, Arts and Culture Community</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action C: Explore opportunities to develop more broadly-based digital media in partnership with industry players and/or alongside creative hubs.</p>	<p>ToW: Strategic Initiatives, Corporate Communications, Technology and Innovation Services Partners: Digital Based Companies, Arts and Culture Community</p>	Staff Time	Medium
<p>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 “<u>Staying Connected</u>” 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.</p>			
<p>GOAL 4: Enhance accessible and diverse arts and cultural programming</p>			
<p>Action A: Strategically explore, develop and encourage cultural programming (led by the Town of Whitby, non-profit, or other private sector enterprises) related to agri-culinary experiences within Whitby, including cycling and walking tours of farms, restaurants and breweries.</p>	<p>ToW: Multiple departments Partners: Advisory Committees, Private companies, Downtown Whitby BIA, Durham College Centre for Food, Local farms, Breweries and Restaurants</p>	\$-\$\$\$ Capital or Operating	Medium/ Ongoing
<p>Action B: Explore opportunities to better support participatory arts and culture, where community members help to co-create and contribute work in meaningful ways (i.e. art installations, murals downtown, rotating outdoor exhibitions etc).</p>	<p>ToW: Strategic Initiatives Partners: Downtown Whitby BIA, Station Gallery, Arts and Culture Community</p>	Operating	Ongoing
<p>Action C: Promote and provide opportunities for Indigenous education, art and culture through proactive outreach and connections with Indigenous groups and organizations.</p>	<p>ToW: Community Services, Strategic Initiatives Partners: Williams Treaties First Nations, Whitby Diversity and Inclusion Committee, Whitby Public Library, Arts and Culture Community</p>	Staff Time	Medium

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action D: Inventory and 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, the Accessibility Advisory Committee and the Abilities Centre to ensure arts, cultural and heritage spaces and services are addressing the diversity and accessibility needs of the Whitby community.</p>	<p>ToW: Strategic Initiatives, Community Services Partners: Whitby Diversity and Inclusion Committee, Accessibility Advisory Committee, Rotary, Brooklin Spring Fair Board, Downtown Whitby BIA, Abilities Centre</p>	<p>\$\$\$ Capital</p>	<p>Continue/ Ongoing</p>
<p>Action E: Integrate live music programming within venues, facilities and capital projects in support of a growing music scene.</p>	<p>ToW: Strategic Initiatives, Community Services Partners: Ontario Musicians Co-operative Inc.</p>	<p>\$\$\$\$ Operating</p>	<p>Ongoing</p>
<p>Action F: Continue to develop and deliver existing and emerging Town run and third party festivals, celebrations, and events.</p>	<p>ToW: Strategic Initiatives Partners: Rotary, Brooklin Spring Fair Board, Downtown Whitby BIA, JCI, Arts and Culture Community</p>	<p>\$\$\$\$ Operating</p>	<p>Continue/ Ongoing</p>

DIRECTION 2:

CONNECTING COMMUNITIES

GOAL 1: Build and strengthen private sector partnerships and investment within the cultural sector

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action A: 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, Whitby Public Library, Whitby Courthouse Theatre, Station Gallery, Lynde House Museum and other relevant organizations on initiatives that target Whitby’s arts, culture and heritage sector. This could include promotional, educational and professional development support, celebrating local authors, music and theatre performances at local restaurants etc.</p>	<p>ToW: Strategic Initiatives, multiple departments Partners: Whitby Chamber of Commerce, Downtown Whitby BIA, BACD, Whitby Public Library, Whitby Courthouse Theatre, Station Gallery, Lynde House Museum etc.</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>
<p>Action B: Continue to work with 1855 Whitby and other innovation companies to connect with cultural partners, artists and creative workers.</p>	<p>ToW: Strategic Initiatives Partners: 1855 Whitby, Station Gallery, Arts and Culture Community</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>
<p>Action C: 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.</p>	<p>ToW: Strategic Initiatives</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

GOAL 2: Leverage, promote and enhance capacity amongst local leaders, community members and organizations

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
Action A: Continue to support local organizations, such as the Whitby Public Library, Lynde House Museum, Station Gallery, Whitby Courthouse Theatre, and Abilities Centre to deliver programs and advance art, culture and heritage in Whitby.	ToW: Strategic Initiatives, Partners: Whitby Public Library, Lynde House Museum, Station Gallery, Whitby Courthouse Theatre, Abilities Centre	Staff Time	Short/ Ongoing
Action B: Celebrate volunteer involvement in the municipality and highlight the amazing work of residents and volunteers' contributions to the community. (i.e. Host an annual volunteer appreciation night).	ToW: Strategic Initiatives, Partners: Whitby Public Library, Lynde House Museum, Station Gallery, Whitby Courthouse Theatre, Abilities Centre	Staff Time	Short/ Ongoing
Action C: Engage strong community leaders (i.e. speakers, scientists, authors, artists, musicians) to participate in cultural events through activities that showcase ideas and possibilities.	ToW: Strategic Initiatives, Community Services Partners: 1855 Whitby, Abilities Centre, Whitby Public Library, Whitby Chamber of Commerce, Post Secondary Institutions	Staff Time	Short/ Ongoing
Action D: Support and strengthen neighbourhood identity through localized community neighbourhood associations and gatherings (i.e. Caremongers Whitby has created a group for sharing and organizing community resources in response to COVID-19).	ToW: Strategic Initiatives, Community Services, Corporate Communications, Planning and Development Partners: Neighbourhood Associations/Groups	Staff Time	Long/ Ongoing

GOAL 3: Collaborate with arts and community organizations to support and enhance cultural diversity and opportunities within the community

Action A: 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 cultural and creative equity opportunities to support underrepresented groups.	ToW: Strategic Initiatives, Community Services Partners: Advisory Committees, Station Gallery, Whitby Public Library and Lynde House Museum	\$-\$\$ Operating	Continue; Initiated through Culture Plan Process
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ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action B: Continue to meaningfully build relationships with nearby First Nations communities, specifically those in nearest proximity to Whitby (Alderville and Scugog Island First Nations) to engage and seek opportunities for cultural and artistic representation.</p>	<p>ToW: multiple departments Partners: Williams Treaties First Nations</p>	<p>Staff Time</p>	<p>Continue; Initiated through Culture Plan Process</p>
<p>Action C: Support and advance resources and partnership opportunities with cultural organizations dedicated to advancing productions (i.e. food festivals, art events, music celebrations, etc.) amongst equity seeking communities.</p>	<p>ToW: multiple departments Partners: Artists & Artisans Development Network, 1855 Whitby, Abilities Centre, Whitby Public Library, Whitby Chamber of Commerce, Post Secondary Institutions</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>
<p>GOAL 4: Enhance capacity with the Region of Durham and other partners to support cultural tourism opportunities</p>			
<p>Action A: Develop a community-driven Whitby Tourism Strategy that leverages the Town’s cultural and heritage assets, distinctive identity and supports eco-tourism and local food. 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 new Whitby residents, local, regional, national & international visitors year-round in alignment with the Region’s Tourism priorities.</p>	<p>ToW: Strategic Initiatives Partners: The Region of Durham, Central Counties Tourism, Arts and Culture Community</p>	<p>-\$-\$ Capital</p>	<p>Short</p>
<p>Action B: 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.</p>	<p>ToW: Strategic Initiatives Partners: The Region of Durham</p>	<p>Operating</p>	<p>Short/ Ongoing</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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).</p>	<p>ToW: Strategic Initiatives Partners: Central Counties Tourism, The Region of Durham, other area municipalities</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>
<p>GOAL 5: Work Collaboratively with Whitby’s educational and postsecondary institutions</p>			
<p>Action A: Continue to explore partnerships and opportunities to work with Whitby’s postsecondary institutions. (i.e. Durham College’s Centre for Food participation in Doors Open Whitby and Local Chefs and Barbecue Bests for Canada Day). The Town of Whitby can also explore the potential to establish a relationship with the City Idea Lab to collaborate on cultural initiatives.</p>	<p>ToW: Strategic Initiatives Partners: Post Secondary Institutions</p>	<p>Staff Time</p>	<p>Medium/ Ongoing</p>

DIRECTION 3:

CONNECTING PLACES

GOAL 1: Leverage available spaces and places in centralized locations in Whitby to support culture-led social and economic development

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action A: Undertake a Creative Space Inventory and 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 (art, live music, food, etc.) could take place. Identify the type(s), locations, operating structure and funding of new and/or available appropriate arts and culture facilities.</p>	<p>ToW: Community Services, Technology and Innovation Services, Strategic Initiatives, Planning and Development</p>	<p>Staff Time</p>	<p>Medium</p>
<p>Action B: Continue to build and expand partnerships with Durham Region School Boards, Places of Worship and the Abilities Centre to encourage the use of arts and culture as part of the community use of space in their schools, places of worship and centres. This includes the Durham Region School Boards terms for renting space (i.e. the Community Connection Program), and the Durham Region Catholic School Board’s Community Use of School Program.</p>	<p>ToW: Community Services, Strategic Initiatives Partners: Durham Region School Boards, Places of Worship, Abilities Centre</p>	<p>Staff Time</p>	<p>Medium/ Long</p>
<p>Action C: Continue and expand opportunities to incorporate cultural spaces and creative architecture into private developments and connect private developers with cultural organizations and providers, both within and outside the downtown cores, such as new condominiums, commercial areas, and subdivisions.</p>	<p>ToW: Planning and Development, Public Works, Strategic Initiatives, Community Services Partners: Developers</p>	<p>Staff Time</p>	<p>Medium</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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. (i.e. 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).</p>	<p>ToW: Strategic Initiatives, Planning and Development Partners: Developers, Property Owners</p>	<p>\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>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.</p>	<p>ToW: Strategic Initiatives, Planning and Development Partners: Non-profit, willing landowners</p>	<p>Staff Time</p>	<p>Long</p>
<p>Action F: Through the implementation of the Active Transportation Plan, guide and build linkages and connections to cultural venues and spaces.</p>	<p>ToW: Public Works, Community Services Partners: The Region of Durham</p>	<p>\$\$\$\$ Capital</p>	<p>Short/ Medium/ Long</p>
<p>GOAL 2: Prioritize equity and inclusion in places and spaces</p>			
<p>Action A: Involve culturally diverse artists and representatives on major park revitalizations and public art selection committees. (See Direction 3: Goal 4: Action B: Public Art Policy).</p>	<p>ToW: Community Services, Strategic Initiatives, Planning and Development Partners: Arts and Culture Community</p>	<p>\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>GOAL 3: Preserve, enhance and promote built heritage and rural and natural features</p>			
<p>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.</p>	<p>ToW: Planning and Development, Strategic Initiatives , Partners: Heritage Whitby Advisory Committee, Downtown Whitby BIA, Property owners and business owners</p>	<p>\$\$\$\$ Capital</p>	<p>Medium/ Long</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action B: Explore opportunities to connect trails throughout the municipality including more informal and formal gathering points/stopping points (i.e. gazebos, historical points of interest) through the implementation of the Active Transportation Plan, including the Waterfront Trail, Greenbelt Cycling Routes, north to south connections that run through Whitby.</p>	<p>ToW: Community Services, Public Works Partners: Active Transportation and Safe Roads Advisory Committee, Accessibility Advisory Committee, Heritage Whitby Advisory Committee</p>	<p>\$\$\$\$ Capital</p>	<p>Short Medium Long</p>
<p>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 the Waterfront Trail.</p>	<p>ToW: Community Services, Strategic Initiatives, Public Works</p>	<p>\$\$-\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>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.</p>	<p>ToW: Community Services, Strategic Initiatives, Public Works Partners: CLOCA</p>	<p>\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>GOAL 4: Enhance public spaces and support meaningful placemaking and placekeeping</p>			
<p>Action A: Identify opportunities to incorporate placemaking and placekeeping initiatives into Whitby capital projects that support more walkable and pedestrian friendly spaces (including implementation of the Waterfront Master Plan and the future 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.</p>	<p>ToW: Community Services, Strategic Initiatives, Public Works Partners: Community Groups and Advisory Committees, Downtown Whitby BIA, Station Gallery</p>	<p>\$\$\$\$ Capital</p>	<p>Short/ Medium/ Long</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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.</p>			
<p>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.” Art policies and guidelines shall involve artists and the community in the decision making process.</p>	<p>ToW: Strategic Initiatives, Financial Services, Planning and Development, Public Works, Clerks, Corporate Communications Partners: Station Gallery, Community Groups, Advisory Committees and the Public</p>	<p>Staff Time</p>	<p>Medium</p>
<p>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.)</p>	<p>ToW: Community Services, Strategic Initiatives, Public Works, Planning and Development Partners: Community Groups and Advisory Committees, Arts and Culture Community, and the Public</p>	<p>\$-\$\$\$\$ Capital</p>	<p>Short/ Medium/ Long</p>
<p>Action D: Create opportunities (temporary or permanent) for destination places and experiences for Whitby residents and tourists (i.e. I Love X “City” Signs).</p>	<p>ToW: Planning and Development, Strategic Initiatives, Community Services, Public Works, Corporate Communications Partners: Developers, Arts and Culture Community</p>	<p>\$ - \$\$\$\$ Capital & Operating</p>	<p>Short/ Medium/ Long</p>

GOAL 5: Leverage cultural resources to support the revitalization of Downtown Whitby and Downtown Brooklin features

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$/\$/\$/\$/\$/\$/\$/\$/\$ Capital and/or Operating	TIMELINE
<p>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.</p>	<p>ToW: Planning and Development, Community Services, Legal Services, Strategic Initiatives Partners: private property owners, Arts and Culture Community</p>	<p>\$-\$\$\$ Operating</p>	<p>Medium/ Long</p>
<p>Action B: Develop a storefront Creative-in-Residence program to leverage interested landlords looking to rent/animate downtown spaces for creative uses.</p>	<p>ToW: Strategic Initiatives Partners: Downtown Whitby BIA, Property Owners</p>	<p>Staff Time</p>	<p>Medium</p>
<p>Action C: Explore partnership with municipal facilities such as 1855 Whitby, Centennial Building, Lynde House, Brooklin Community Centre, etc. to develop an innovative creative cultural hub, coworking space.</p>	<p>ToW: Strategic Initiatives, Planning and Development, Community Services, Legal Services Partners: Station Gallery, Downtown Whitby BIA, Whitby Chamber of Commerce, 1855 Whitby</p>	<p>\$-\$\$\$ Operating and Capital</p>	<p>Medium/ Long</p>
<p>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.</p>	<p>ToW: Strategic Initiatives, Public Works, Planning and Development, Community Services, Financial Services Partners: Heritage Whitby Advisory Committee, Downtown Whitby Development Steering Committee, Downtown Whitby BIA</p>	<p>\$\$-\$\$\$\$ Capital</p>	<p>Short/ Medium</p>
<p>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.</p>	<p>ToW: Strategic Initiatives, Community Services, Partners: Whitby Public Library, Arts and Culture Community, Heritage Whitby Advisory Committee, Brooklin Downtown Development Steering Committee</p>	<p>\$\$ Operating</p>	<p>Short/ Ongoing</p>

DIRECTION 4:

CONNECTING STORIES

GOAL 1: Increase awareness of culture in Whitby

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
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	Short Medium Long
Action B: Build a central cultural database and website that includes the cultural mapping undertaken through this process in order for the Town and community groups to better understand what exists and identify gaps. 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 3 for more actions on digital technologies).	ToW: Strategic Initiatives, Corporate Communications, Technology and Innovation Services	Staff Time	Medium

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 2: Share diverse histories and stories through education and naming of significant sites and spaces

Action A: Promote, provide and encourage education about Whitby’s history (such as 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	\$ Operating	Short/ Ongoing
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ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action B: Recognize and commemorate Whitby's diverse stories, places and names across municipal assets (such as streets, bridges, parks, plazas and buildings).</p>	<p>ToW: Public Works, Planning and Development, Strategic Initiatives, Community Services, Partners: Advisory Committees, Williams Treaties First Nations</p>	<p>\$\$\$-\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>Action C: Enhance heritage districts and significant places in Whitby (such as Centennial Building block), through the development approvals process and municipal projects. Incorporate Whitby's history and other historical stories through site interpretation methods to acknowledge the past, present and future stories in Whitby. This includes specific attention to groups historically and currently underrepresented (i.e. artist interpretations, audio tours, augmented reality, digital/armchair Tours, Vintage Whitby Facebook, temporary public art, etc.)</p>	<p>ToW: Planning and Development, Strategic Initiatives, Partners: Heritage Whitby Advisory Committee, Community members, Business owners, Arts and Culture Community</p>	<p>\$\$ Operating</p>	<p>Medium/ Long</p>
<p>Action D: 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.</p>	<p>ToW: Strategic Initiatives, Public Works, Community Services, Corporate Communications, Clerks Partners: Whitby Chamber of Commerce, Downtown Whitby BIA, Advisory Committees</p>	<p>\$\$\$\$ Capital</p>	<p>Medium/ Long</p>
<p>GOAL 3: Share social and cultural stories of Whitby's history, present and future aspirations, priorities and initiatives.</p>			
<p>Action A: Review the recently developed Community Engagement Strategy to identify opportunities to connect and engage with residents more creatively (i.e. through storytelling) about pressing issues and policies within the municipality.</p>	<p>ToW: Strategic Initiatives, Corporate Communications Partners: Arts and Culture Community, and the Public.</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action B: Celebrate 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 preserve naturalized areas and open space, create new pollinator gardens and encourage green building and infrastructure.</p>	<p>ToW: Strategic Initiatives, Community Services Partners: Whitby Sustainability Advisory Committee, Volunteers</p>	<p>\$-\$\$ Operating / Grants</p>	<p>Short/ Ongoing</p>
<p>Action C: Promote cross-collaboration between cultural and arts organizers, innovators, entrepreneurs, environmentalists and other community advocates. This could be through networking opportunities or encouraging partnerships such as CLOCA, Thickson’s Woods Land Trust, Nature Conservancy Of Canada, Waterfront Trust, Durham Region Cycling Coalition, etc.</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, Whitby 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, Abilities Centre</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

DIRECTION 5:

CONNECTING THE PROCESS

GOAL 1: Invest in Culture

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>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.</p>	<p>ToW: Strategic Initiatives, Financial Services Partners: Community Development Fund Committee</p>	<p>Grants, Fund Raising</p>	<p>Medium</p>
<p>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.</p>	<p>ToW: Strategic Initiatives, Financial Services</p>	<p>Staff Time</p>	<p>Medium</p>

GOAL 2: Develop an evaluation framework to measure success of the Culture Plan and culture-related initiatives

<p>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.</p>	<p>ToW: Strategic Initiatives, Community Services</p>	<p>Staff Time</p>	<p>Medium/ Ongoing</p>
<p>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.)</p>	<p>ToW: Strategic Initiatives, Community Services, Corporate Communications</p>	<p>Staff Time</p>	<p>Short/ Ongoing</p>

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
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, Corporate Communications	Staff Time	Short/ Medium/ Long
GOAL 3: Establish a governance structure and leadership model to implement the Culture Plan			
Action A: Integrate the Culture portfolio within Strategic Initiatives.	ToW: Strategic Initiatives	Staff Time	Short
Action B: Create a full-time Cultural Officer/Coordinator position to help execute and implement the action items within the Culture Plan.	ToW: Strategic Initiatives, Organizational Effectiveness	\$\$\$\$ Operating	Medium
Action C: Review the Corporate Sustainability Plan to include culture as a fourth sustainability pillar (environmental, social, economic, cultural).	ToW: Strategic Initiatives	Staff Time	Medium
Action D: Develop an internal cross-departmental Whitby Culture Plan 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	Staff Time	Medium
Action E: Create opportunities for participatory decision-making by supporting establishment of an arms-length/independent arts authority (or another cultural arms-length group).	ToW: Strategic Initiatives Partners: The Region of Durham, Station Gallery, Whitby Chamber of Commerce, Downtown Whitby BIA, BACD, Arts and Culture Community	Staff Time	Medium/ Long
Action F: Include an artist-in-residence program for the corporation. This program is designed to provide opportunities for artists to support municipal projects by creatively engaging the public, promoting placemaking and civic pride, and/or animate public space(s).	ToW: Strategic Initiatives, Organizational Effectiveness	\$\$\$\$-\$\$\$\$ Operating	Medium/ Long

ACTIONS	RESPONSIBILITY / LEAD Include Partners	COST \$/\$\$/\$\$\$/\$\$\$\$ Capital and/or Operating	TIMELINE
<p>Action G: Explore opportunities to relax insurance requirements for grassroots community events and artists participating in municipal events.</p>	<p>ToW: Financial Services, Strategic Initiatives</p>	<p>Staff Time</p>	<p>Short/ Medium</p>
<p>Action H: Join the Creative Cities Network of Canada to tap into the expertise of peer municipalities across the country.</p>	<p>ToW: Strategic Initiatives, Community Services</p>	<p>\$ Operating</p>	<p>Short</p>
<p>Action I: Act as a facilitator and connector within the culture sector. This includes helping to establish better processes that foster private partnerships supportive of local culture and cultural organizations and developing tools for local organizations to grow and thrive (without complete dependence on government funding).</p>	<p>ToW: Strategic Initiatives, Community Services Partners: arms-length/independent arts authority (or another cultural arms-length group).</p>	<p>Staff Time</p>	<p>Long</p>

Appendix B
Whitby Culture
Plan Engagement
Process

The following summarizes the Phased approach to engagement. Detailed summaries of the engagement from Phase 1, 2 and 3 can be found on Whitby's website.

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.

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.

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 4, 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.

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, the scope of work required indigenous engagement and 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.

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 Missisaugas 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. A KAIROS Blanket Exercise was conducted. The blanket exercise 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. This responds to Truth and Reconciliation Commission’s call to action 57 (More details provided in Appendix C).

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. While some actions can be initiated through the work of the Culture Plan, much more work is needed beyond the scope and work of the Culture 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.

In June 2020, an online survey was launched to obtain feedback on the draft Vision, Guiding Principles and Goals. Participants were asked to rank the importance of each goal in addition to how they may be participating in culture today (during the pandemic).

- The Vision was well received by some, while many found it lacked clarity and required further explanation. Therefore an explanation statement was added to reflect feedback received.
- The majority of responses indicated that they are supportive of the Guiding Principles noting that they help to make the vision come to life.
- Several of the goals resonated with participants, while some goals were modified or changed to reflect the comments received to ensure inclusion, accessibility, sustainability, partnership opportunities, and engagement are brought forward as part of the actions of the Culture Plan.
- Many respondents indicated that throughout the pandemic they are now participating in cultural activities in an online / virtual format (i.e. yoga online, virtual paint night etc).

In addition to the online survey, a Virtual Stakeholder Workshop meeting was held in June 2020 to present the draft Culture Plan and encourage dialogue and connections between the participants, many who represented various artistic, cultural and community organizations. Key takeaways from the discussion included:

- Integrate accessibility and equity throughout the plan
- Support for openness and flexibility of the Culture Plan with a clear desire for the plan to change and evolve over time
- Consider connections with other priorities in Whitby and how the municipality will invest in culture
- Ensure culture and innovation are provided for in the plan including digital technology
- Continue to leverage festivals, markets and events to support art and culture
- Support cultural tourism opportunities
- Ensure culture is extended to all Whitby neighbourhoods (not just the downtowns)
- Continue to build and expand partnership opportunities
- Increase awareness of art and culture in the community

The comments and feedback received as part of the Phase 3 Engagement was a vital component to transform the Culture Plan so that it is reflective of the community's vision for how Culture Connects Whitby.

Appendix C
Indigenous
History, Truth and
Reconciliation

Indigenous History

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 Saagiig 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.

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. 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.

The narrative around the historic experiences and significance of the Indigenous’ communities deep cultural connections to the land has been 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).

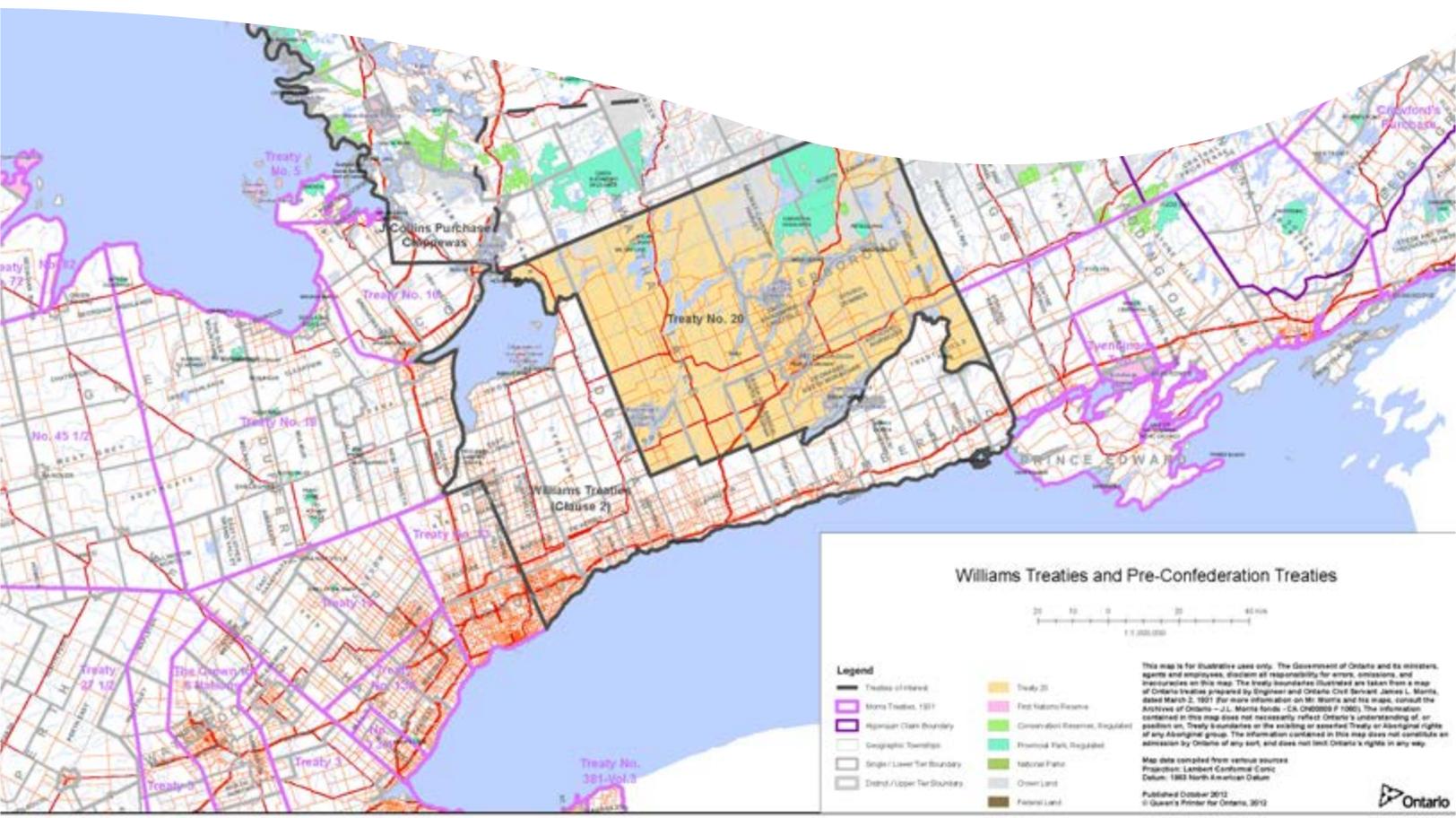
Truth and Reconciliation

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.

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 learn about the history of the Indigenous peoples to gain a deeper understanding of their stories. Colonization has erased indigenous history from the mainstream. The path to reconciliation is a complex and evolving process. 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

Released in 2015, the Truth and Reconciliation Commission (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.

The following are the specific TRC'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.

Whitby's Responsibility to Calls to Action

As described in **Appendix B**, the Whitby Culture Plan team, including consultant Trina Moyan Bell, met with nearby First Nations communities to inform this Culture Plan and to begin to develop relationships. 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 Culture Plan. In addition, other Divisions at the Town are looking at how to develop a broader Indigenous Engagement Strategy for the municipality.

Appendix D

Diversity, Inclusion

and Equity

Equity in Cultural Planning

To ensure culture can positively benefit everyone in a municipality, there are increasing calls to ensure **cultural equity** is considered in plans and policies.

“Cultural equity embodies the values, policies, and practices that ensure that all people — including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion — are represented in the development of [cultural] policy; the support of [cultural workers]; the nurturing of accessible, thriving venues for expression; and the fair distribution of programmatic, financial, and informational resources.”

— **Americans for the Arts**

The difference between Diversity, Inclusion and Equity

Whereas **diversity** often refers to a demographic mix of a municipality, **inclusion** refers to the process of creating the conditions where a diversity of people feel welcome and respected, often focusing on groups that remain underrepresented. It is important to note that while a truly ‘inclusive’ group is necessarily diverse, a ‘diverse’ group may not be inclusive. **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. This is different than equality, which prioritizes treating everyone the same. As Ibram Kendi, author of ‘How to be an Anti-racist’ explains, “In order to treat some persons equally, we must treat them differently.”

“In order to treat some persons equally, we must treat them differently.”

— **Ibram Kendi, How to be an Anti-Racist, 2019**

Appendix E

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 identify 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.