

OUR CREATIVE CITY BY THE SEA

An Arts and
Culture Road Map
for White Rock

DRAFT

WHITE ROCK
City by the Sea!

ACKNOWLEDGEMENTS

The City of White Rock thanks the following for their dedication and support in the creation of Our Creative City by the Sea - An Arts and Culture Road Map for White Rock:

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- M Partridge, Chair 2020/21
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- K Bjerke-Lisle, WR Museum & Archives
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EXECUTIVE SUMMARY

Our Creative City by the Sea: An Arts and Culture Road Map for White Rock is an aspirational yet practical plan providing guidance to leaders for realizing the City's potential as a desirable place to live, work and visit.

The vision of this plan is aspirational: "White Rock connects & engages the whole community by integrating arts & culture into the daily life of the City!"

The goals, objectives, and workplan are practical. They are a result of several meetings with the Arts and Culture Advisory Committee (ACAC) who designed the roadmap to be achievable. It supports Council to set priorities for arts and culture services and for staff to develop workplans. It began with a review of the City's first Cultural Strategic Plan created in 2014.

The COVID-19 pandemic limited the ability to hold forums and open houses during the creation of the updated Cultural Strategic Plan. Undaunted, the Committee members brought back feedback from their various community networks such as the Peninsula Arts and Culture Alliance (PACA), Semiahmoo Arts Society (SAS) and the Business Improvement Association (BIA). Members from other Committees, such as Economic Development and Public Art, also weighed in, as did staff from various civic departments and agencies (i.e. Recreation & Culture, Planning, Library, White Rock Museum & Archives).

The Committee focused on three goals:

- 1. Facilitate Economic Development through the Arts***
- 2. Address the Lack of Arts and Cultural Infrastructure***
- 3. Sustain Diverse Arts Programs and Festivals***





Definitions:

ART:
The expression or application of human creative skill and imagination. What we do.

CULTURE:
The collective result of our diverse experiences and imagination. Who we are.

Each goal has a set of broad Objectives and the workplan lays out timing, resources, and specific tasks to success. Implementing the workplan means the City will broaden its role in arts and culture service delivery, maximize partnerships, and foster collaboration within the creative and business sectors. Measuring success through an annual report card is a key accountability recommended in the plan for Council to monitor and recalibrate as required.

Discussion after discussion, the Committee identified hiring a Cultural Services Program Coordinator to increase cultural programming and marketing as a “Priority Objective.” This is placed at the top of the list because this action supports achievement in all three goal areas. It is recommended to be considered no later than during the 2022 operational budget deliberations.

When it comes to special events, the City does remarkably well for its size. The Plan recommends the City sustain existing events and add new events if resourced appropriately. Along the way the City will increase community participation and grow the capabilities of organizers while increasing the visibility of arts and culture in new and existing activities.

The City of White Rock is arguably one of the most creative settings in North America! The natural beauty of the mountains are a backdrop to the ocean, the mild climate, the creative industries located nearby and a population who, according to Environics Analytics, show a desire for cultural activities and value community involvement above the national average, means it makes sense to focus on cultural development as the City grows. The creative sector continues to thrive here: our café culture, small brew pubs, studios, the performing arts, along with year-round celebrations, stimulate the economy and make us a desirable place to live, work and create!

The roadmap’s goals, objectives and workplan challenges all of us to integrate arts & culture into the daily life of the City and realize our vision of a “Creative City by the Sea!”

A Cultural Strategic Plan (CSP) helps Council set priorities for arts and culture services and helps staff develop workplans. It is a guide. It details specific deliverable objectives for resource planning but also leaves room to explore new opportunities as they present themselves.

In 2014 the City of White Rock unveiled a five-year CSP. As a direct result, the City’s cultural services have grown each year, and the arts community is working more collaboratively. There also has been an increase in public art projects, special events and arts programming.



Time Horizon and Monitoring Accomplishment

The CSP is a living document. Some priorities will take years to realize, such as establishing a physical hub for the arts in White Rock, while other tasks will be shorter projects such as implementing a volunteer management system. Plans traditionally include an end date however, this plan's vision, ***Our Creative City by the Sea***, is aspirational – it will never be “done”. To ensure progress, a CSP update report will be reviewed by Council annually, using a report card style to show how well objectives are being met and may include new objectives or even goals toward achieving the Vision. Staff will prepare the report card with community input. See an example template in Appendix A.

Current Services

The Committee reviewed the current City services to identify the gaps, including:

Policies and Processes

- Event Protocol Guidelines
- Special Event Policy
- Filming Policy
- Public Art Policy

Services and Facilities

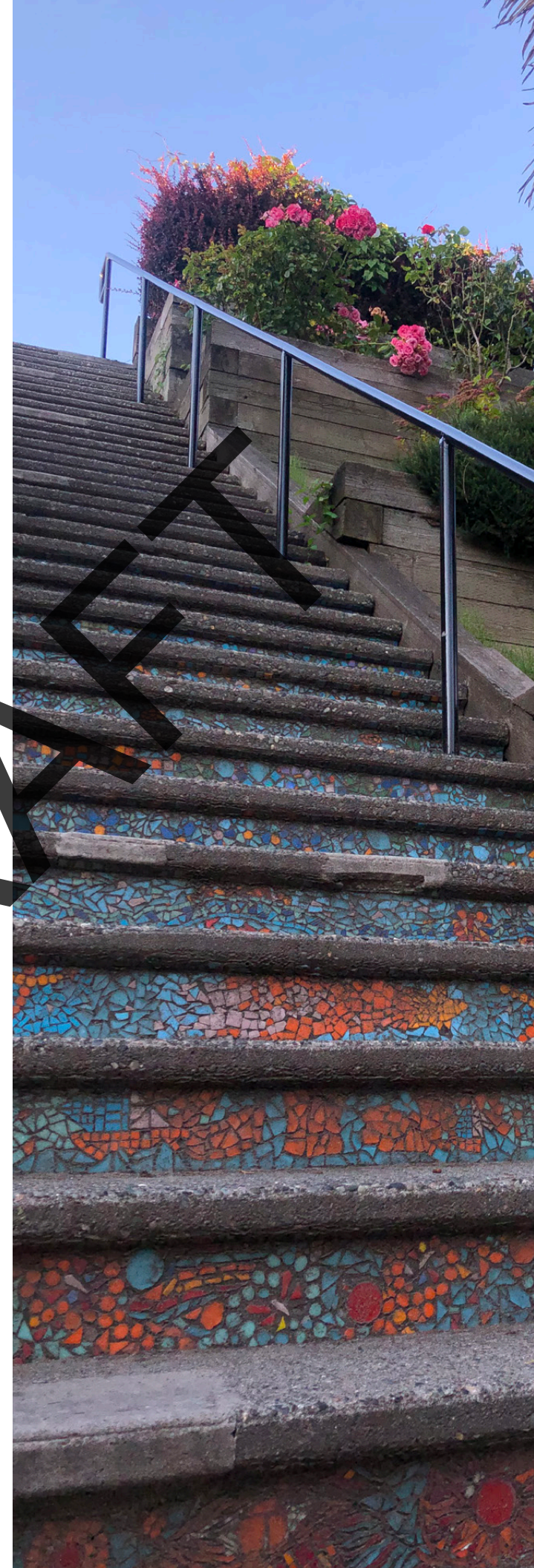
- Special Events (see Appendix B for 2020 Report to Council)
- Public Art Program
- City Website and social media used to promote Cultural activities
- Film Coordination
- White Rock Community Centre Gallery Room and Exhibition Halls
- Landmark Pop-Uptown Gallery (leased)
- Black Box Theatre in Centennial Park (leased to Peninsula Productions to December 2021)

Arts and Culture Staff

- Cultural Development Manager (1 FTE)
- Special Events and Filming Coordinator (1 FTE)
- Part-Time Special Events Assistant (.5 FTE) on hold due to COVID-19

Arts Grants

- Annual Grants-In-Aid program is \$20,000 for Not-for-Profit Organizations presenting new Arts and Culture Initiatives.



ONE BIG VISION FOR IMPACT

The Vision for Arts and Culture in White Rock is:

“White Rock connects & engages the whole community by integrating arts & culture into the daily life of the City!”

Imagining the benefits

The statement, Our Creative City by the Sea, means...

- Arts are a priority for Council and the Community
- Artists are visible and engaging with the public
- The community supports arts and artists
- Council decision-making reflects consideration and support for the arts
- Future civic development considers the arts
- Partnerships are facilitated and encouraged
- The City makes “it” happen
- People are connecting and gathering here because it’s desirable and inspiring to experience the arts
- There is a balance of planned festivals and creative activities
- Long- term solutions for enhancing the arts are a priority
- The City is ready to leverage and optimize arts
- The creative economy is incented
- There is room for everyone – inclusive
- The City has “spots of delight”

THREE KEY GOALS

The 2021 CSP focuses on three key goals to help achieve Our Creative City by the Sea Vision. Goals are necessary for contextualizing workplans so resources are allocated efficiently. The Committee focused on three key goals to provide guidance to Council and staff. Research shows that when there are too many goals, achievement goes down; by focusing tightly on a few achievable goals, greater impact is expected.

GOAL 1.

Facilitate Economic Development through the Arts

Increased economic development is desirable and the potential for White Rock to leverage its creative economy needs to be better facilitated. The term creative economy describes a range of activities from digital technology, café / small brew-house culture, the film industry, tourism/festivals, and traditional ideas of arts businesses such as dance, concert venues, galleries, and theatre.

To facilitate economic development through the arts, so that White Rock's brand is desirable to businesses, visitors and residents, ***the City will broaden its role in arts and culture service delivery, maximize partnerships, and foster collaboration within the creative and business sectors.***

GOAL 2.

Address the Lack of Arts and Cultural Infrastructure

Currently White Rock owns only one building dedicated for arts purposes (Black Box Theatre currently leased to Peninsula Productions). There are some recreation spaces that are shared with the arts, but this is a short-term solution. On the plus side, the City's thriving public art program is well supported by policy and budget and the presence of a strong arts community is seen as a key advantage to choosing White Rock to locate a business. Both reclaimed and new facilities are useful. It is a wonderful thing how the arts community can create something out of what may appear to be a non-descript space. Creating a variety of authentically unique arts spaces gives a City character along with purpose-built space. Once the arts

have a physical home or hub, a City can then reap the benefits of exponential growth. Linked also to economic development, this goal supports expanding community arts programs and could also be tied to addressing adequate programming spaces for seniors.

To address the lack of arts and cultural infrastructure, ***the City will build on its strengths and develop and implement a cultural infrastructure plan as a high priority.*** This will build our brand of Our Creative City by the Sea so that livability can thrive and people will be attracted for more reasons than the beach.



GOAL 3.

Sustain Diverse Arts Programs and Festivals

In 2019, the City hosted forty-six (46) community special events plus monthly opening receptions at the Landmark Pop-Uptown Gallery and a variety of special events at Kent Street Activity Centre. In 2020, the City and event organizers were on track to present over fifty-one (51) special events. This is considerable relative to the size of the City's events budget and staff levels. The City can accomplish this level of activity due to highly engaged community volunteers and supportive sponsors. Success indicators include number of visitors, efficient use of resources including sponsorship relations, safety, environmental protection, and volunteer engagement.

To sustain diverse arts programs and festivals, so that White Rock continues to be desirable for residents and visitors, ***the City will continue resourcing existing events, including the 1.5 FTE dedicated events staff allocated, add new events only if resourced appropriately, increase community participation, grow the capabilities of organizers, increase the visibility of arts and culture in new and existing activities and focus more on the Uptown Arts District.***

TEN OBJECTIVES

Objectives can be near, medium, or long-term. They are typically narrow in scope and, broken out in a workplan layout. The workplan includes specific outcomes for each objective including budgets and timeframes and potential partners. The achievement of the objectives will be measured each year on the annual report card.

One Overall Priority Objective

The City needs to activate the CSP to benefit from the achievement of its goals and ultimately the Vision. To do this best, the Committee identified one priority objective above all others: that is the need to hire a Cultural Services Program Coordinator to **Increase Cultural Programming and Marketing**. The benefits of economic impact and increased community connection cannot be accomplished without facilitation. In addition to cultural programs, marketing, and outreach, staff resources are required to pave the way for deeper community volunteerism. Volunteers are valuable but without support, volunteerism is not a sustainable growth strategy for cultural development.



Three Objectives for Each Goal

GOAL ONE: FACILITATE ECONOMIC DEVELOPMENT THROUGH THE ARTS

The City will broaden its role in arts and culture, maximize partnerships, and foster collaboration within the creative and business sectors by achieving the following objectives:

1.1 Objective:

Facilitate ongoing business development skills for artists

1.2 Objective:

Facilitate systemized promotion and marketing for White Rock arts community and creative industries

1.3 Objective:

Facilitate sustainable community arts and cultural organizations

GOAL TWO: ADDRESS THE LACK OF ARTS AND CULTURAL INFRASTRUCTURE

The City will build on its strengths and develop and implement a cultural infrastructure plan as a high priority by achieving the following objectives:

2.1 Objective:

Address the need for a physical hub for the arts to thrive

2.2 Objective:

Maintain and grow the Public Art program

2.3 Objective:

Include consideration of arts and culture in City planning

GOAL THREE: SUSTAIN DIVERSE ARTS PROGRAMS AND FESTIVALS

The City will increase community participation and grow the capabilities of organizers, as well as increase the visibility of arts and culture in new and existing activities and do more “beyond the beach” by achieving the following objectives:

3.1 Objective:

Maintain and grow diverse special events

3.2 Objective:

Mobilize event partners and volunteers

3.3 Objective:

Support a thriving Uptown arts district “Beyond the Beach”





WORKPLAN - OUTCOMES

The implementation of the CSP is the accountability of the City through the Recreation and Culture Department's workplan as well as other City departments as required. Where it makes sense, community partners, volunteers, and contractors will participate in the achievement of the outcomes.

GOALS:				
1. Facilitate Economic Development through the Arts	time horizon	community partners	one time budget	new - operational budget
2. Address the Lack of Arts and Cultural Infrastructure				
3. Sustain Diverse Arts Programs and Festivals				
PRIORITY OBJECTIVE:				
Hire a Cultural Services Program Coordinator to increase cultural programming and marketing				
Recruitment of a Cultural Services Program Coordinator to support the achievement of the CSP and realize the benefits of economic impact and increased community connection including volunteerism.	2022-2022	n/a	0	\$80,000.00

GOAL 1: Facilitate Economic Development through the Arts		time horizon	community partners	one time budget	new - operational budget
OBJECTIVE 1.1: Facilitate ongoing business development skills for artists					
1.1.1	Develop artists in business workshops, lectures, programming through the library and others, such as development workshops for arts & business (budget for honoraria) to build capabilities	2022 - ongoing	n/a	0	\$80,000.00
1.1.2	Maintain an inventory of talent/artists list, connect artists and businesses to facilitate art displays, artists in residence programs and sponsorship of cultural events.	2022 - ongoing	SAS, ArtsCan	0	In-house
OBJECTIVE 1.2: Facilitate systemized promotion and marketing for Community Organizations and Creative Industries					
1.2.1	Liase with staff from South Surrey and Semiahmoo First Nation to explore ways to cross-promote and optimize outreach to promote artists.	2022 - ongoing	South Surrey/ SFN	0	In-house
1.2.2	Create an annual Business and the Arts event with a clear purpose to recognize businesses that support the in White Rock or look at options for being part of SSWRCC	2023 - ongoing	SSWRCC	0	In-house
1.2.3	Create and implement an annual arts marketing plan to effectively market and promote White Rock as an arts and cultural destination and promote WR artists.	2021 - ongoing	PACA, BIA	0	\$10,000
1.2.4	Encourage local businesses to display, purchase and/ or sponsor local arts and crafts (e.g., empty storefront initiative) to encourage placemaking elements engagement with arts and business	2022 - ongoing	PACA, BIA	0	In-house
1.2.5	Implement the Film Industry Attraction Strategy to attract film industry productions	2021 - ongoing	BC Creative, BIA	0	In-house
1.2.6	Collaborate with Economic Development, Tourism, and Arts and Culture (Staff/Committee), leverage opportunities such as Sister City La Connor and other promotion to increase visits	2022 - ongoing	BIA, SSWRCC, TOURISM, PACA	0	In-house
OBJECTIVE 1.3: Facilitate sustainable community arts and cultural organizations					
1.3.1	Explore the options for creating an Arts Endowment Fund to provide a pool of arts development money available to groups	2024 - 2025	Foundations, ARTSCAN	0	In-house
1.3.2	Maintain Civic memberships with outside organizations to facilitate information flow, access grants, professional development, etc. (e.g. Alliance for Arts, Creative City Network of Canada, Metro Van Culture Network, BC Public Art Network, Americans for the Arts, HeritageBC, etc.)	2021 - ongoing		0	\$2,500
1.3.3	Review the Grants in Aid Arts and Culture Fund to recommend improvements	2022 - 2022	Finance Dept	0	In-house

GOAL 2: Address the Lack of Arts and Cultural Infrastructure		time horizon	community partners	one time budget	new - operational budget
OBJECTIVE 2.1: Address the need for a physical hub for the arts to thrive/cultural corridor					
2.1.1	Conduct an Arts and Culture Opportunity and Needs Assessment (including City owned, leased or privately owned dedicated arts spaces). As well as the possibility of merging a new seniors programming facility with arts and cultural needs. Access grants if possible.	2022 - 2023	Fed & Prov Gov't	\$25,000 (contractor)	In-house
2.1.2	Follow up the Needs Assessment with a concept plan and construction drawings for the provision of an Arts and Cultural Facility to meet community requirements including the possibility of merging a new seniors programming facility with arts and cultural needs. Be shovel ready and access grants and create budget.	2023 - 2024	Fed & Prov Gov't	\$50,000 (contractor)	In-house
OBJECTIVE 2.2: Maintain and grow the Public Art program					
2.2.1	Incorporate the Public Art Workplan objectives into the Cultural Services workplan and include in the Cultural Strategic Plan annual report card.	2021 - ongoing	PAAC	0	Existing Public Art funding formula
2.2.2	Retain a public art specific focused committee to provide guidance for the ongoing sustainability of the Public Art Program	2021 - ongoing	PAAC	0	In-house
OBJECTIVE 2.3: Include consideration of arts and culture in City Planning					
2.3.1	Ensure that planners for all future municipal-owned infrastructure projects consider integrating arts and cultural space, whether public art and/or arts programming space. Discuss arts and culture infrastructure needs with Planning department to leverage private development projects and explore input into the Official Community Plan	2021 - ongoing	City Planners and Private Developers	0	In-house

GOAL 3: Sustain Diverse Arts Programs and Festivals		time horizon	community partners	one time budget	new - operational budget
OBJECTIVE 3.1: Maintain and grow diverse special events					
3.1.1	Seek out partnerships to increase the number and variety of children and youth-oriented arts programs offered in the community and in more diverse locations.	2023-ongoing	SAS	0	In-house
3.1.2	Create a large, annual, inclusive White Rock Arts Festival (e.g., International Artist Day, Culture Days) to engage the community	2024 - 2025	SAS, Culture Days	0	\$35,000
3.1.3	Research and develop a business plan for a winter film festival to promote local industry and engage the community	2025 - 2025	SAS, BIA, CreativeBC	\$10,000	In-house
OBJECTIVE 3.2: Mobilize event partners and volunteers					
3.2.1	Optimize the volunteers interested in A level City Events and use an event planning canvas tool to build engagement and capabilities of volunteers.	2021 - ongoing	Various	0	In-house
3.2.2	Explore with Semiahmoo First Nation more cultural events at Semiahmoo Park to enrich our relationship	2022 - ongoing	SFN	0	In-house
3.2.3	Implement volunteer management software, policies and processes to realize efficiencies.	2021 - 2022		2021 Budget	In-house
OBJECTIVE 3.3: Support a thriving Uptown Arts District "Beyond the Beach"					
3.3.1	Scope a project plan to establish a cultural arts district (cultural corridor) along Johnston Road to get people to see "beyond the beach" (clustering of creative business and animated activity, public art, buskers, etc.) including integrating with Public Art, planning to achieve meaningful placemaking	2022	BIA, WRSSCC, PAAC, City Planners, Developers	0	In-house
3.3.2	Create art banners every second year to enhance the vibrancy of the Uptown District.	2022 - biannually ongoing	PAAC	0	\$13,000
3.3.3	Talk to Farmers Market & Miramar & Saltaire Management about adding arts activities to enhance the vibrancy of the Uptown District.	2022 - 2022	WRFM, Strata	0	In-house





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CONCLUSION

The United Nations has designated 2021 as the International Year of the Creative Economy for Sustainable Development. In light of how the COVID-19 pandemic has paralyzed the creative economy, revealing and worsening the pre-existing vulnerabilities within the culture sector, this is the right time for the City of White Rock to take a bold stand and embrace the vision and objectives found in this renewed Cultural Strategic Plan.

Implementing Our Creative City by the Sea Vision means we will hear people say, “in White Rock, the arts are a priority, and people connect and gather here because they have inspiring artistic experiences.”

We anticipate that people are drawn to return because of a vibrant cultural community like public art, festivals, art galleries and the performing arts, resulting in the livability and economic benefits increasing. We imagine a community where artists, cultural workers, and creative economy employers thrive. Arts and cultural activities and organizations existing naturally in White Rock’s beauty supported from both inside City Hall and in the neighbourhood - from developers to businesses to citizen volunteers - that’s Our Creative City by the Sea. Achieving the vision of “White Rock connects & engages the whole community by integrating arts & culture into the daily life of the City!”, requires agreement, commitment, and support at all levels of City leadership.

APPENDIX A - EXAMPLE REPORT CARD

DATE OF REPORT CARD: MONTH/YEAR

GOAL: Facilitate Economic Development Through the Arts

Example Objective	What was done?	What resulted?	Next Steps – Recommendation
1.2 Facilitate systemized promotion and marketing for Community Organizations and Creative Industries	1.2.5. Film Industry Attraction Strategy tasks implemented: a) Newsletter to location managers b) Improved web site c) Etc.	a) An increase in % of filming inquiries b) An increase in % of filming permits. c) An increase in % of White Rock registered on CreativeBC d) An increase in % of White Rock business registered on CreativeBC	Staff to continue to be pro-active

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