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REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **March 10, 2014**

FROM: **General Manager, Parks, Recreation and Culture**

FILE: **7710-01**

SUBJECT: **Cultural Marketing Plan for Arts and Heritage**

RECOMMENDATION

The Parks, Recreation and Culture Department recommends that Council receive the Surrey Cultural Marketing Plan for Arts and Heritage attached as Appendix I as information.

INTENT

The purpose of this report is to outline the background and planning process that resulted in the development of a new Surrey Cultural Marketing Plan for Arts & Heritage and to have Council receive the plan as information.

BACKGROUND

The development of a cultural marketing plan is identified as a recommended strategy in the *Surrey Cultural Plan – Enhancing Urbanization through Arts and Heritage*. The new plan replaces the previous cultural marketing plan.

The purpose of the cultural marketing plan is to raise the public profile and participation in arts and heritage facilities, services and programs through:

- Strategies and measurable goals for social media support for civic arts and heritage programs;
- Branding of destination civic arts and heritage venues such as the Surrey Museum, Surrey Art Gallery and Surrey Civic Theatres (Surrey Arts Centre Main Stage and Studio Theatre and Centre Stage in the new Surrey City Hall Council Chambers);
- Marketing strategies for Surrey’s civic arts and heritage facilities and services;
- A strategy for information sharing between civic and community based arts and heritage organizations; and
- A promotional strategy for shared interests of civic and community based arts and heritage programs.

Work began in June 2012 with the development of terms of reference outlining the scope, process and deliverables of the project. During late 2012 and throughout 2013, the Plan was developed in four project phases. The phases included:

1. Preparation and Preliminary Research:

A review of past Surrey arts and heritage marketing plans and promotional material and an examination of marketing plans from comparable cities across Canada and BC.

2. Research and Consultation

A Public consultation process to understand the marketing challenges and opportunities for arts and heritage facilities and services including: community stakeholder and focus group meetings and in-depth interviews, an on-line survey and public intercept surveys.

3. Analysis

A comparative analysis of best practices, the current market situation, peer venue investment levels in marketing and promotions, focus group data and survey results to develop key performance indicators for strategies and action plans.

4. Report and Presentation

Preparation of the final plan through presentation of drafts for review and feedback.

Throughout all phases of the planning process, the Culture Development Advisory Committee was provided with opportunities to share their knowledge, ideas and input with the consultants and staff team. The Committee received regular progress reports on the status of the project.

DISCUSSION

The strategic planning process revealed three significant findings related to Surrey's civic arts and heritage:

1. a need to build awareness of arts and heritage programs and services in Surrey;
2. a climate and appetite for expanding cultural opportunities in Surrey to increase community awareness and engagement; and
3. a need to improve promotional and communication tools to engage the community.

These findings inform the strategies and directions identified in the Surrey Cultural Marketing Plan for Arts and Heritage. The plan also outlines achievable goals, appropriate strategies, branding and communications directions and measures for the achievement of success.

Plan Content

The Cultural Marketing Plan for Arts and Heritage contains the following sections:

1. Glossary of Arts and Heritage Terms.
2. Executive Summary: summary of key recommendations from research findings.
3. Setting the Stage for the Cultural Marketing Plan: arts and heritage in Surrey today, demographic analysis and target markets.
4. Consultation, Communications and Research: best practices from notable cities, Surrey's community perspectives – focus group findings, interview findings, survey findings.
5. Marketing Arts and Heritage: arts and heritage awareness tools – branding, electronic promotional tools, print promotion and SMART analysis; opportunities through outreach, partnerships and sponsors.
6. Measurable Goals of the Marketing Plan.
7. Marketing Strategies.
8. Measuring Success.

Plan Findings

The Cultural Marketing Plan findings are outlined through an implementation plan with two key strategies that include measurable outcomes and goals:

Strategy I -Build Arts, Heritage and Cultural Opportunities Awareness Tools

- A. Branding Arts and Heritage
- B. Electronic Promotional Tools
 - a. Social Media Communications
 - b. Websites for Surrey Arts and Heritage
 - c. Other Electronic Promotional Tools
 - d. Co-ops, Practicums and Skills Training
- C. Traditional Print Promotional Tools
- D. Ongoing SMART Analysis of Marketing Efforts

Strategy II -Expand Cultural Opportunities through Outreach, Partnerships and Sponsors

- A. Outreach Promotion
- B. Partnerships
- C. Expanding the Role of Volunteers
- D. Sponsorships

Implementation and Annual Review

The Cultural Marketing Plan identifies that a key factor for success is a process for monitoring, evaluating and modifying the plan. Strategic goals will be implemented throughout the next three years. Annual reviews of the implementation and performance indicators will be assessed by staff in consultation with the Culture Development Advisory Committee. Ongoing evaluation will support the effectiveness of the plan and provide a process for identifying new needs and directions as Surrey continues to grow.

SUSTAINABILITY CONSIDERATIONS

The implementation of the Surrey Cultural Marketing Plan for Arts & Heritage will support the Surrey Sustainability Charter through the following goals:

- SC4: *Cultural Awareness in the Community;*
- SC8: *Municipal Outreach, Public Education and Awareness.*

CONCLUSION

The *Surrey Cultural Marketing Plan for Arts and Heritage* was endorsed by the Culture Development Advisory Committee at their meeting on January 21, 2014. The plan attached to this report as Appendix 1 is forwarded to Council as information.

Laurie Cavan
General Manager
Parks, Recreation and Culture

Appendix 1: Surrey Cultural Marketing Plan for Arts and Heritage

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SURREY CULTURAL
MARKETING PLAN
FOR **ARTS &
HERITAGE**





Historic Stewart Farm

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GLOSSARY OF ARTS AND HERITAGE TERMS

Arts Services: is a Division of the Parks, Recreation and Culture Department of the City of Surrey. It encompasses the facilities and services provided by and through the Surrey Arts Centre, the Surrey Art Gallery and the Public and Community Art programs. The Arts Services Division also extends services and support to community arts groups and organizations and fosters the development of visual, performing, literary and creative arts for the Surrey community and its visitors through decentralized arts programs.

Heritage Services: is a Division of the Parks, Recreation and Culture Department of the City of Surrey. It encompasses the facilities and services provided by the Surrey Museum, City of Surrey Archives and Historic Stewart Farm. Heritage extension exhibitions are on display at the Surrey Nature Centre and a circulation schedule throughout the community. The Heritage Services Division also develops and delivers a range of extension programs for adults and children.

Surrey Museum: is a local history museum with permanent and changing temporary exhibitions exploring Surrey's pre-history, growth and development. The Museum also examines contemporary global and

national heritage themes to foster education, knowledge, debate and social cultural cohesion. A permanent collection of artifacts related to Surrey are held in public trust for the benefit and enjoyment of current and future generations.

Surrey Art Gallery: is a contemporary art museum established in 1975. It is operated as a peer venue to other art museums in Canada such as the Vancouver Art Gallery, and offers exhibitions, education programs and maintains a permanent collection that includes numerous "national treasures."

Surrey Archives: is the civic repository for the documentary heritage collections of the City of Surrey. The Archives is open for public access and research services. Visitors can examine and view a wide range of archival records related to the history, growth and development of Surrey including: historic photographs, manuscripts, maps, plans, oral history recordings, local government records, newspapers and printed ephemera. The Surrey Archives is a "total archives" in the Canadian tradition acquiring and making accessible both private papers and public records of the City. Selected resources can be viewed on-line through the Surrey Website SAMOA landing page (Surrey Archives and Museum On-line Access).

Historic Stewart Farm: is a restored heritage designated site with eight agricultural buildings interpreted to the period 1894 – 1920. Located in Elgin Heritage Park, the Stewart Farm features a heritage farmhouse, pole barn, root cellar, woodshed, heritage demonstration gardens and orchard. Costumed guides provide tours, woodstove and other demonstrations and a range of programs for all ages.

Surrey Arts Centre: is the focal point for the arts in the city. Visitors experience visual and performing arts in stunning surroundings, featuring an atrium-style main entrance, a bright, spacious lobby, and an outdoor courtyard with reflecting pool. It is also home to the Main Stage and Studio Theatres and the Surrey Art Gallery. As a place for learning, the Centre offers opportunities for people of all ages and levels of experience to explore their creativity through visual and performing arts courses and workshops.

Surrey Arts Centre Main Stage Theatre: is a 405 seat venue with a traditional proscenium stage and fly-gallery. The venue serves as the primary rental space for performing arts groups from Surrey and surrounding communities. City of Surrey Arts Services also programs an in-house presentation series that includes the Surrey Spectacular Series featuring three touring productions from Vancouver's Arts Club Theatre. The venue is fully equipped with contemporary theatre standard technical sound, lighting and audio-visual equipment and has a professional support staff of theatre technicians, front of house ushers and box office attendants.

Surrey Arts Centre Studio Theatre: is a versatile black box space with fully retractable theatre seating for 129. Capacity varies depending on the nature of the event, which range from standard audience seating to cabaret style performances as well as meetings, seminars and special events. The space is widely used as a rental facility by various internal City of Surrey departments and external community performing arts, business and non-profit organizations. City of Surrey Arts Services programs some of its



*Convergence – Cultures of the World Living in Harmony:
Public Art at Chuck Bailey Recreation Centre*



in-house presentation series in the space as well as a variety of educational programs, mostly aimed at youth. The venue is fully equipped with contemporary theatre standard technical sound, lighting and audio-visual equipment and has a professional support staff of theatre technicians, front of house ushers and box office attendants.

Council Chambers Performance Venue: is the result of a City initiative to provide a performing arts space in Surrey Centre as part of the new Surrey City Hall. The Council Chambers can be converted into a 200 seat performance venue complete with contemporary state of the art theatre standard sound, lighting and audio-visual equipment. The venue will be available for rent to community performing arts and business organizations and will be used for a variety of events by internal City of Surrey departments. Professional support staff of theatre technicians, front of house ushers and box office attendants will be provided by Arts Services from existing staff resources at the Surrey Arts Centre.

Surrey International Children's Festival: is a three day annual arts based educational festival for children aged 0 to 12 years. Produced by the City of Surrey since 2005, the Festival takes place in Bear Creek Park and the Surrey Arts Centre. The Festival offers a broad variety of indoor and outdoor free and ticketed hands on arts activities and theatre, dance and music performances featuring local, national and international professional artists. Arts and Recreation Services staff and volunteers provide support. Support is also provided by a wide variety of other City of Surrey departments. The Festival is a member of the Canadian Children's Festival Association, a national organization that includes all major children's festivals across Canada.

Surrey Public Art Program: is the implementation program of the City of Surrey public art policy, which was adopted in 1998 and includes a private development contribution program. Public art contributes to the City's identity and character and demonstrates the significance of art in community life. Over 60 artworks have been completed, reflecting a wide range of professional artistic expression and practise, and demonstrating excellence, quality and innovation. This program is a catalyst for creativity in Surrey's diverse community by providing opportunities for community engagement, development and partnerships; and is integrated into the planning, design and execution of applicable developments.

South Surrey Arts Space: is a new facility opening in 2014. The facility is being built in a phased approach with the first phase including a 3,500 to 4,000 square foot expansion to the South Surrey Recreation Centre which will include a pottery studio, visual arts studio, multi-purpose room and storage facilities. A second phase development has been proposed on 152nd street in South Surrey town centre that would include a new arts centre with performing arts and visual arts space as well as instructional and studio areas. The South Surrey White Rock Arts Society donated \$250,000 towards the first phase of this project.

Culture: has been defined as the sum of attitudes, customs, and beliefs that distinguishes one group of people from another. Culture is transmitted, through language, material objects, ritual, institutions, and

art, music, dance from one generation to the next. In an multicultural ethnically diverse city such as Surrey the word "Culture" seems to hold to this all encompassing definition.

Arts and Heritage: is, in the City of Surrey, defined as the collective civic facilities and programs directly delivered by the City that foster and celebrate arts and heritage and encourage community involvement and support. This includes all aspects of the Arts: visual arts, dance, music, digital media and theatre. Heritage is what we inherit from the past, value in the present, and plan to preserve for the future in Surrey.

Cultural Incubator: is a venue with work space, operational and human resources, where emerging and professional cultural workers from all areas of arts and heritage can cultivate their products, services and ideas. Professionals and other mentors can serve and support cultural workers as advisors and guides.

Pilot Program: is a short term program that will help to establish the direction, viability and sustainability of a long term project. Pilot programs and other experimental initiatives are intended to engage new audiences and test new ideas in response to changing community needs and interests.



Youth Arts Council: Public art at Newton Cultural Centre

PSYTE: is a marketing research tool for analyzing and predicting lifestyle and consumer behaviours at the neighbourhood level. The system is linked to behavioural data from many of the leading Canadian marketing surveys and opinion polls. Enhanced with this additional data, PSYTE enables better understanding of consumer behaviour, ethnicity, values, tastes and expectations and preferences. Typical applications of PSYTE include profiling and pinpointing target markets, identifying new markets or untapped areas within existing markets and identifying cross-selling opportunities among existing customers.

Arts and Heritage Report Card: is a document that tracks, measures and communicates growth and success within the city's arts and heritage sector. It provides information regarding the City's investment in arts and heritage, participation numbers for various arts and heritage activities and many more informative and interesting statistics. Cultural activity and infrastructure is an indicator of a community's vitality, economic prosperity and social cohesion.

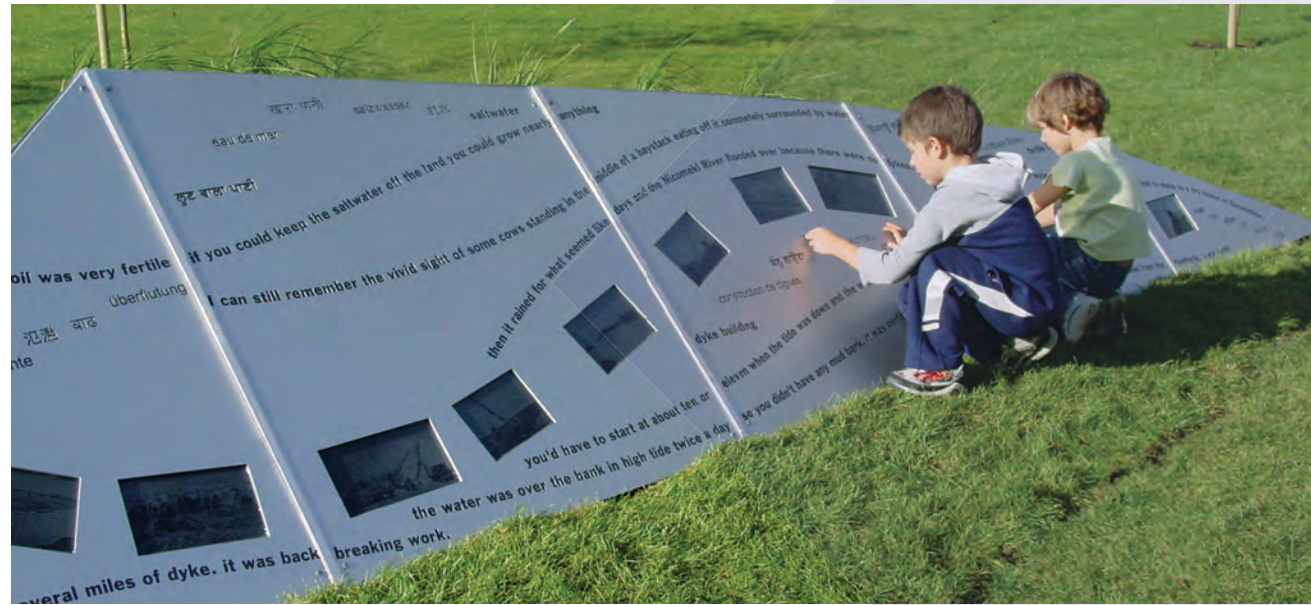
SMART analysis: is a method that seeks to answer the question 'Where do we want to go?' The purposes of SMART objectives include enabling an organization to control its marketing plan, helping to motivate individuals and teams to reach a common goal and providing an agreed, consistent focus for all functions of an organization. All objectives need to be Specific, Measurable, Achievable, Realistic and Timed.

SERVICES & PROGRAMS REFER TO:

- **Exhibitions:** visual arts (contemporary and historical), archival, material cultural (artifact) or informational displays interpreting a range of topics or themes for permanent, temporary or circulating installations.
- **Special Events:** commemorative or theme based arts, heritage, community celebrations or festivals that feature a range of activities, displays, demonstrations, performances, crafts and experiential opportunities for family audiences.
- Professional development/mentoring of volunteers and emerging arts and heritage organizations.
- **Venue Rentals:** including event development and facilitation."

PROGRAMS REFER TO:

- **Professional performances** (theatre, dance and music)
- **Education programs:** Experiential curriculum-based school programs for elementary and secondary students.
- **Tours:** Docent led guided discovery or educational tours for groups.
- **Courses and workshops**
- **Demonstrations:** Technical or skill focussed demonstrations of heritage artifacts, fine arts, theatrical performance art or new media by specialists, experts or artists.



Flood of Memories: Public art at Surrey Museum

CAPITAL ASSETS REFER TO:

- **Collections:** Fine arts, public art, material cultural artifacts or documentary heritage resources held in public trust for the education, benefit and enjoyment of current and future generations.
- Venues and facilities

DECENTRALIZATION STRATEGY:

The City of Surrey's Parks, Recreation & Culture Strategic Plan and the Cultural Plan: Enhancing Urbanization through Arts and Culture recommend decentralizing cultural opportunities by locating arts and heritage facilities and services in each of Surrey's six town centres. A comprehensive planning strategy will need to be undertaken to ensure proper capacity of resources are available for effective and successful implementation of this service model.

EXECUTIVE SUMMARY



*At the core of all marketing strategies is an understanding of the key elements that make up the marketing mix. To be successful the marketing plan must consider the following: Do we have the right **product** & services? Is it available at the right **price**? Do we have the right **place** for our public to access and enjoy our product/services? Through **promotion**, is our audience aware and informed of our programs/services? Have we considered the **people** that make up our various audiences and are we able to satisfy their individual needs, wants and expectations?*

A dynamic, sustainable and socially diverse city is characterized by its arts and heritage. To nurture and guide its evolution towards becoming a cultural destination, the Surrey Cultural Plan, adopted in 2012, identified the need for a cultural marketing plan for arts and heritage. The 2014-2016 Cultural Marketing Plan for Arts & Heritage identifies achievable goals, appropriate strategies, branding and communications directions, and measures for achievements and success. This Marketing Plan also outlines needs to be addressed in future years.

The purpose of the Marketing Plan is to:

1. Raise levels of public profile and participation in civic arts and heritage facilities, services and programs in Surrey;
2. Develop strategies and measurable goals for social media support for civic arts and heritage programs;
3. Strengthen the branding of destination civic arts and heritage venues such as the Surrey Museum, Surrey Art Gallery, Surrey Arts Centre Theatres;
4. Develop marketing strategies for Surrey's civic arts and heritage facilities and services;
5. Develop a strategy for information sharing between civic and community based arts and heritage organizations;
6. Develop a promotion strategy for shared interests of civic and community based arts and heritage programs.

This plan specifically focused on Surrey civic arts and heritage as a first stage, in order to establish a foundation of marketing strategies that would then inform and support Surrey's independent arts and heritage organizations in their own marketing and development.

The project findings reveal that while Surrey's civic arts and heritage are doing well, there is:

- A need to build awareness of Arts and Heritage programs and services in Surrey;
- A climate and appetite for expanding cultural opportunities in Surrey in order to increase community awareness and engagement, and
- A need to improve promotional and communications tools used to engage the community.

These findings inform the strategies and directions identified in this Plan.

Elder Moon: Public art at South Surrey Athletic Park



CONSULTATION, COMMUNICATIONS AND RESEARCH

A multi-faceted research and consultation process was developed to acquire information and input for the creation of the Cultural Marketing Plan for Arts & Heritage. This process centered on community consultation with key stakeholders that were both internal and external to the arts and heritage community. The research methodology included: focus groups (25 participants), depth interviews (19), industry contacts (6), and a community survey (634 responses).

Summary of Focus Groups

Youth Focus Group included 10 participants who are strong advocates for arts and heritage in Surrey. They all volunteer and participate in some type of cultural activity, and love what they do. All of the youth could be mentored as spokespeople for arts and heritage, as they are very engaged and passionate about the importance of cultural services and events in Surrey. They view Surrey as a good place for diversity, new opportunities and displaying talent. Currently, Surrey offers many good events but youth think they need more promotion with greater youth appeal. The focus group recommended: more opportunities for youth participation, more resources for promotion and free events, and more large scale events. A report documenting the youth focus group session is attached as an appendix to this report.



Surrey Art Gallery: In Transition: New Art from India

Heritage Focus Group included 6 participants whose description of heritage “where we come from, who we are, how far we have come” is built on a philosophy or value that heritage is intricately linked to culture. The focus group perceives Surrey has been slow to embrace heritage and people think they “need to go elsewhere”. Fostering awareness and participation could be achieved by revitalizing historical and multicultural societies, as well as developing partnerships with tourism. Suggested areas for improvement include: create more time, places and opportunities for people to socialize; adopt a unified approach to arts and heritage; and forge better connections to the City.

Peer Leaders Focus Group included 9 participants who are very involved and passionate about arts and heritage. They feel there are some population segments who do not participate now, and efforts should not be expended to try to attract them. They recognized an existing perception that the distance from Vancouver to Surrey is greater than from Surrey to Vancouver, thereby presenting a challenge to expanding audiences for Surrey’s arts and heritage services. While positive and optimistic about the potential for growth and investment in the City’s arts and heritage, the group also encouraged reprioritizing existing funds, more sponsorship such as naming programs, generating funding from partnerships, and coordinating donation campaigns.



Surrey Museum

What is the Arts and Heritage Report Card?

A document that tracks, measures and communicates growth and success within the city's arts and heritage sector. It provides information regarding the City's investment in arts and heritage, participation numbers for various arts and heritage activities and many more informative and interesting statistics. Cultural activity and infrastructure is an indicator of a community's vitality, economic prosperity and social cohesion.

Summary of Depth Interviews

The 19 interviewees were identified by the staff leadership team, by other interviewees, and by the consultant team. Most interviews were conducted in person. Wide ranging discussions and a variety of information was received through the interviews. Interviewees consistently made comments as follows:

- Surrey is growing as an arts and heritage destination;
- Many potential partnerships and sponsors are untapped and offer opportunities for building audiences, developing innovative programming and stretching budgets;
- There is a need to develop new programming and update activities for a changing community;
- Promotion and marketing should use all methods, old and new;
- Society needs to encourage arts for young people.

Industry Contacts

Phone interviews were conducted with six professional publicists in theatre and special events in Canada. Information culled from this work is included in the appendix research documentation. Recommendations from this research support those recommended in this strategy, including:

- Need to continue using both traditional as well as invest in electronic marketing
- Need to match investments in promotion in Surrey and for Surrey's arts and heritage operations to those in the private sector to maintain audience levels in a competitive environment.

Data from the conversations with industry contacts is documented in the appendix of this report.

Summary of Survey

It appears that some members of the general public are more responsive to the term "culture" than to "arts and heritage." Many respondents indicated they enjoy participating in cultural events. Some said they value arts and heritage even if they do not participate frequently. Other notable findings include:

- 48% of respondents rate Surrey as an excellent or good arts and heritage destination;
- 92% of respondents feel it is important that Surrey have arts and heritage venues;
- Factors that attract people to attend an event or venue include: attractiveness, interest and appeal; cost; location; friends and/or family going;
- Best promotional tools are: newspapers (65%), friends/family (i.e. word of mouth) (48%), websites (44%).



Surrey Arts Gallery Family Day

CULTURAL PLANNING AND PRACTICES FROM NOTABLE CANADIAN CITIES

The project studied leading and comparable Canadian cities to reveal best practices in the cultural field. Based on 14 selected cities, those with successful civic arts and heritage sectors have adopted the following practices:

- Cultural Incubator facilities and programs to facilitate, encourage and develop arts and heritage
- Detailed and actionable marketing plans, reviewed regularly;
- Arts and Heritage marketing progress reports with annual report cards;
- Interactive Arts and Heritage website with complementary apps and a robust, integrated social media campaign;
- Establishing inter-city and business partnerships;
- Programs to ensure partnerships remain vibrant and sustainable;
- Sustained and secure funding for arts and heritage;
- Citizens' reference and advisory committee.



Surrey Arts Centre

SMART definition:

*a method of setting objectives for a project that are **Specific, Measurable, Attainable, Relevant and Time-bound.***

***PSYTE:** is a marketing research tool for analyzing and predicting lifestyle and consumer behaviours at the neighbourhood level. The system is linked to behavioural data from many of the leading Canadian marketing surveys and opinion polls. Enhanced with this additional data, PSYTE enables better understanding of consumer behaviour, ethnicity, values, tastes and expectations and preferences. Typical applications of PSYTE include profiling and pinpointing target markets, identifying new markets or untapped areas within existing markets and identifying cross-selling opportunities among existing customers.*

SUMMARY OF KEY RECOMMENDATIONS FROM RESEARCH FINDINGS

The Arts and Heritage Marketing Plan has a number of recommendations for improving marketing for arts and heritage programs and services. These are organized within two key categories: 1. tools for building awareness of arts and heritage and 2. strategies for expanding audiences through outreach, sponsorship, and partnerships.

I. Build Arts and Heritage opportunities awareness tools:

A. Branding:

- Build an overarching collective brand and branding philosophy for arts and heritage in Surrey;
- Build identity for individual civic arts and heritage venues as attractions that are competitive with peer venues outside of the city including Surrey Museum, Surrey Art Gallery, Surrey Theatres, Surrey Archives, and the Historic Stewart Farm.
- Introduce an Arts and Heritage report card and publicize their meaning and results.

B. Electronic promotional tools:

- Enhance resources for social media tools, content and engagement within civic arts and heritage operations to deliver two-way communication with current audiences, attract new audiences and drive all traffic to arts and heritage microsite and landing pages;

- Build a high profile, collective Surrey arts and heritage website landing page to serve as a primary connection to the websites for individual arts and heritage services and program providers in Surrey as well as linking to a calendar of events (MAX guide);
- Enhance civic arts and heritage venue into microsites to be competitive with those of peer venues, and to serve as first points of contact;
- Initiate and enhance use of other electronic promotional tools such as electronic signs, radio and TV advertising, E-newsletters, E-mail bulletins and PSAs.
- Explore expanding existing co-ops, and practicums to help engage youth in arts and heritage and to provide individual career development while assisting current staff in laying the foundation for new electronic promotion tools.

C. Traditional print promotional tools:

- Enhance resources for traditional print promotion and communications tools to ensure civic arts and heritage opportunities are high profile and effectively reach intended audiences;
- Enhance print promotion to ensure civic arts and heritage venues and programs are competitive with opportunities and peer venues outside of the city;
- Enhance print promotional tools and resources to market civic arts and heritage venues to become better known tourist destinations.

D. Ongoing SMART analysis

- Develop SMART benchmarks for arts and heritage audience participation and promotion investment effectiveness;
- Invest in PSYTE data to guide future promotional initiatives and marketing strategies.

II. Expand Arts and Heritage marketing through outreach, partnerships and sponsors:

A. Outreach:

- Inform and attract new audiences by providing information at high traffic locations using strategies such as information displays at major events and civic facilities;
- Introduce potential audiences to arts and heritage opportunities by providing tools that bring them to the venues such as bus tours;
- Use tourism promotion platforms such as rack cards and tourism publication print ads to reach broader audiences;
- Outreach specifically to youth to engage them in advisory capacities, and as volunteers as well as participants;
- Provide free program samples at arts and heritage venues offered in connection with major events such as Culture Days and Doors Open;
- Program staff deliver promotions outreach for the purpose of future audience development at other venues such as senior's centres, schools, community centres, libraries, assisted living facilities, and other public venues
- Venue rental opportunities promotion

B. Partnerships:

- Expand and develop partnerships with educational institutions, businesses, cultural organizations, volunteers and other Surrey civic operations to connect with new and potential audiences, ensure participation and feedback from the community and enhance city arts and heritage organizational resources;
- Partner in the development of incubators and other marketing strategies that encourage pilot programs and other experimental initiatives intended to engage new audiences and test new ideas in response to changing community needs and interests.
- Strengthen internal partnership of civic arts and heritage

C. Volunteers:

- Enhance role of volunteers to include promotion and advocacy of arts and heritage programs and services;
- Enhance role of volunteers to provide feedback on marketing effectiveness in engaging audiences.
- Develop indicators to track volunteerism as an indicator of marketing effectiveness.

D. Sponsorships:

- Identify and develop arts and heritage sponsorship opportunities;
- Produce a sponsorship strategy for arts and heritage including an implementation plan to identify, promote, cultivate, coordinate, recognize and retain a range of sponsors.



Historic Stewart Farm: Volunteer demonstrations

SETTING THE STAGE FOR THE ARTS AND HERITAGE MARKETING PLAN

ARTS AND HERITAGE IN THE CITY OF SURREY TODAY

Arts and heritage in the City of Surrey reflects the diversity of its population. An array of activities, events, performances, exhibitions, and festivals are presented for residents and tourists to experience. Surrey citizens express a brimming enthusiasm and appetite for both arts and heritage in the City, reflective of an increasing demand for cultural programs and services.

The delivery of activities and events changes across the Town Centres, reflecting the unique characteristics of each area, from Fusion Festival in City Centre to the Blueberry Festival in Cloverdale. It is important to recognize the cultural programs and services provided in each area, as they add to the cultural richness of the city. The current primary locations for the delivery of civic arts and heritage programs and services are the Surrey Arts Centre (Main Stage and Studio Theatres, and the Surrey Art Gallery), the Surrey Museum, City of Surrey Archives, and Historic Stewart Farm.

With the diversity of services and programs offered at cultural facilities operated by the City, a cultural marketing plan is essential to guide promotion and development. This Cultural Marketing Plan is informed by input and feedback from internal and external stakeholders in arts and heritage, as well as the general public. The Plan aims to ensure that future marketing efforts are consistent with previous plans and directions, and that the resulting marketing strategies are actionable.

A key question in marketing plans is: "Who is the target customer or audience?" Understanding who the target customer is, what they want, and how they will receive it,

focuses the design of marketing initiatives to resonate with customers. By knowing how customers prefer to receive promotions and services from the City, resources can be more efficiently allocated and better results achieved. The research methodology used in the development of this Plan employed many tools, including surveys, demographic analysis, focus groups and one-on-one interviews with staff, volunteers and representatives of cultural organizations across Metro Vancouver.

As described in the 2012 Cultural Strategic Plan,

"Positioned to become British Columbia's next great metropolitan centre, Surrey is characterized as: sustainable, cosmopolitan, dynamic, notable, socially responsible, child and youth friendly. Surrey, as a rapidly evolving major urban centre, should be recognized nationally and globally as an example of successful, dynamic, sustainable and healthy urbanization. Arts and heritage sectors have been internationally recognized as key elements in enhancing the urbanization process, particularly in diverse and rapidly growing cities such as Surrey.

Surrey is renowned for its ethnic and cultural diversity and was awarded a Cultural Capital of Canada designation in 2008. It has an impressive heritage inventory and there is a strong community desire to preserve this unique heritage. Many of Surrey's citizens are distinguished for their artistic abilities and expertise or for their significant contributions to arts, heritage, culture and recreation. Given the potential contribution of Surrey's arts and heritage sectors to achieving the sustainable and healthy urbanization goals of the City, the theme selected for the 2012 Cultural Plan is 'Enhancing Urbanization Through Arts and Heritage.'

(2012 Surrey Cultural Plan: Enhancing Urbanization Through Arts and Heritage, p. 5).

KEY STAKEHOLDERS

Key stakeholders in the Arts and Heritage Marketing Plan include: Mayor and Council who have demonstrated a clear commitment to arts and heritage in Surrey through the 2012 Cultural Plan, and the creation of the Culture Development Advisory Committee (CDAC); community members including individuals and organizations involved in arts, heritage and culture in Surrey, City employees and the general public. An actionable marketing plan is informed by input and feedback from all of these internal and external stakeholders.

City employees involved in arts and heritage work as part of the Parks, Recreation, and Culture Department, developing and delivering programs and services. Collectively staff have an impressive and extensive knowledge in their area of expertise, and skills in managing arts and heritage institutions and programming. Volunteers participate in many ways both within the City, as well as with community based arts and heritage organizations. They are dedicated and strong proponents of arts and heritage, and facilitate the effective delivery of programming and services to the community.

There are many local arts and heritage groups; visual, performing and creative artists; the educational community in Surrey; companies located in the city; people working in Surrey but living elsewhere, and the general public. In some way, each and every one of these stakeholders is affected by arts and heritage, even if they are not active participants.

DEMOGRAPHIC ANALYSIS - TARGET MARKETS

Surrey is the 12th largest city in Canada and the second largest in British Columbia, second only to the city of Vancouver. Its population is growing at a faster rate than any other municipality in B.C., fuelled by immigration from other countries and migration of people from other municipalities. In 2013, the population is estimated to be 482,725, and includes young families with children (well over 25% of the residents are children aged 0-14 years). The community is culturally and economically diverse, with 46% of residents having a first language other than English. Its sprawling land mass has given rise to many communities or Town Centres, each with a distinct character and demographic mix.

This plan is informed by segments of the research included in the 2005-2007 Cultural Marketing Plan. That plan's use of geo-demographic segmentation system, PSYTE, was utilized to define and locate target markets.



Heritage Re-enactors at Canada Day

ANALYSIS OF SURREY'S CURRENT SITUATION

The development of the Plan included undertaking a SWOT analysis of Surrey's current strengths and weaknesses for civic arts and heritage. A summary of the key factors to consider is included in the following tables.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> – Enthusiastic staff, volunteers, and patrons; wealth of knowledge, experience and expertise – Support of City Council – Wide variety of high quality programs and services offered in both arts and heritage – Sites maximize their space to deliver unique programming content – Partnerships with arts (e.g., Surrey Arts Council) and heritage (e.g., Friends of the Surrey Museum & Archives Society) organizations in the community – Partnerships with external arts and heritage individuals and organizations to offer broader variety of programming (e.g., Arts Club Theatre, National Art Gallery, Royal Ontario Museum) – Popularity of festivals and special events – New City Centre density and its transit implications anticipate and encourage walking access that may lead to future arts and heritage programming. This area will offer multiple reasons to visit, including shopping, businesses and restaurants – Success of Public Art initiative (the plan, the policy and the artworks) – Relationship with School District 36 – Rental space to accommodate a large variety of group needs from business meetings to group performances and recitals 	<ul style="list-style-type: none"> – Facility locations are dispersed with little walk-by traffic, difficult to access with public transit – Size and number of venues inadequate for population and demands – Facilities restricted in number of days and hours open – Lack of staff resources to design and deliver extension programs and exhibits in the community – Inadequate staff resources to promote and market cultural tourism destinations and services – Multiple names of operations and organizations especially when they have outreach venues makes branding of a single Arts facility confusing – Arts and heritage presence as embedded in the City's website makes navigation cumbersome for public, reduces ability to convey unique arts and heritage messaging and experience – Absence of corporate and/or fundraising plan to build long-term relationships with business – Geographic distances between and differences in the operations and venues of Parks Recreation and Culture Department, and between other departments, challenge the ability to collaborate and leverage resources and opportunities – Reliance on core groups of volunteers leading to burn-out



OPPORTUNITIES

- Growing Surrey population
- Diversity of population with expanding range of interests
- Bordering cities and towns with fewer arts and heritage facilities and services
- Partnerships with SD36 and surrounding cities/towns school districts
- Increase in businesses starting up and moving into Surrey with a potential interest to support cultural activities
- Public desire to participate in community activities that are fun and interactive
- Interest among new immigrants to learn about Surrey and Canadian heritage
- High demand for leisure activities appropriate for young families and extended families
- Surrey is open to developing new venues to support arts and heritage (Surrey Museum Phase II, partnership with private developers for arts facility in South Surrey, development of the City Centre cultural centre venue, dual purpose of City Hall Council Chambers as a performance space and the City Room as an event venue)

THREATS

- Time impoverished population – public have many demands on their time
- Video-game/amusement park bias where activity is primarily entertainment, interactive, engaging, customized and dynamic in its offering
- Competition with other leisure activities and event choices available
- Competition from arts and heritage activities offered in Vancouver
- Down turn in the economy and less disposable income for entertainment and extras
- Perception that the arts is not for the “average person” and/or “very expensive to be involved in”
- Perception that heritage is about old objects and static/unchanging exhibitions
- Smaller businesses often overlooked for partnerships and large businesses called on too often
- Volunteer roles that demand ongoing commitments are becoming harder to fill

CONSULTATION, COMMUNICATIONS AND RESEARCH

A multi-faceted research and consultation process was developed to acquire information and input for the creation of the Cultural Marketing Plan.

The process, constructed in consultation with the client team, included:

- Collecting and reviewing relevant and recent arts, heritage and culture materials for Surrey;
- Identifying visionary, peer and Lower Mainland cities to be analyzed;
- Acquiring and studying cultural marketing materials from key cities;
- Preparing the research and community consultation process ;
- Designing consultation tools and techniques;
- Synthesizing and analyzing resulting information.

ARTS AND HERITAGE PLANNING AND PRACTICES FROM NOTABLE CANADIAN CITIES

Several cities across Canada are notable for their cultural planning efforts, activities and successes. This Plan is informed in part by research on the cultural plans of those cities, and their marketing initiatives. In addition, the Creative Cities Network of Canada offers municipalities cultural planning toolkits, online resources, and a network connecting peers across Canada who work in civic arts and heritage.



Surrey Arts Centre

Identifying Cities to Study

To determine which cities the Plan would analyze, a master list of notable Canadian cities was created. Lists created by Richard Florida, a well-known “urbanist” and founder of the Creative Class Group, and Peggy Cameron, Director, Research & Government Relations in Nova Scotia and co-chair of the Federal Provincial Territorial Cultural advisory group were used to focus a discussion on the cities. Three groups emerged:

1. **Visionary cities** – those considered by outside sources and the client team to be outstanding in their management and planning of culture, and viewed as cities that Surrey could aspire to emulate:
 - Edmonton
 - Montreal
 - Ottawa
 - Vancouver
 - Victoria
2. **Peer cities** – those cities that are emerging as strong forces in the cultural sector in Canada, and ones with some similarities to Surrey:
 - London (Ontario)
 - Calgary
 - Kitchener-Waterloo
 - Halifax
 - Mississauga
 - Saskatoon
3. **Lower Mainland cities** – three nearby cities that have initiated some cultural planning for arts and heritage:
 - Burnaby
 - Richmond
 - North Vancouver

Arts and Heritage Marketing Plans Review

Planning takes different forms across the cities studied, and is approached in a myriad of ways. Some plans are rich in detail and readily available on their city’s website, and others are more challenging to access and provide less insight. The Appendix to this report contains an evaluation of the materials reviewed for each of the 14 cities, including the sources, an overview of the cultural planning situation, notable ideas, performance indicators used, and best practices to be considered.

Each of the comparative cities studied developed some type of cultural marketing plan for arts and heritage, and were reviewed to identify best practices, unique and innovative ideas, as well as potential benchmark indicators. Several cities are in the midst of creating new plans, and a summary of their top best practices and key ideas are presented. Many of the municipalities examined had workable plans but no metrics to evaluate performance. Establishing performance indicators that can be easily understood and evaluated is challenging. Successful cities have opted for qualitative assessments. The establishment and use of solid quantitative and qualitative metrics will ultimately result in better planning and success for the cultural sector.

Best Practices

The review of selected cities revealed many notable practices. Below is a selection of those that are most interesting and applicable to Surrey:

- Establishing a robust and integrated social media campaign with engaging content and good social media management;

- Animating public places so that arts and heritage go to where the people are, along with different and unusual treatments of arts, heritage and culture;
- Development of an interactive culture website with enhancements such as apps (for example, a cultural e-map)
- Setting up a methodology to support community based arts, heritage and cultural groups, facilitation of their activities and shared promotion;
- Establishing cooperative partnerships within the city and between cities, and implementing a program to keep these vibrant and sustainable;
- Creating an incubation program to pilot new programming that has the potential to develop new audiences;
- Promote programming supported by civic cultural grant programs;
- Regular, at least annual, progress reporting such as: issuing cultural report cards, a culture passion meter to give a large-scale visual of the sentiments of the general public towards culture or other strategies (See Appendix).

Most compelling of the lessons from the cities with best practices is the elaborate and actionable plans they developed, that are reviewed and updated regularly. Good plans were noted to be realistic, specific and time-bound. Some cities showed a tendency to over plan and to have numerous plans that should, but do not, dovetail together. Clarity, currency, actionability and simplicity in planning appear to be the recipe for success.

Key Ideas

Some notable practices are applicable to Surrey's situation. Following is a selection of workable ideas to be considered:

Citizens' reference and advisory panel

This panel involves not only those involved in arts and heritage, but also others who would bring a different perspective. The panel would meet regularly and participate in planning, among other responsibilities. The intent is to include community members with no connection to arts and heritage, but with valuable perspectives on city growth and development. The focus may be towards Creative Economy and Cultural Heritage Tourism.

Cultural incubator:

A venue with work space, operational and human resources, where emerging and professional cultural workers from all areas of arts and heritage can cultivate their products, services and ideas. *Professionals and other mentors can serve and support cultural workers as advisors and guides.*

Bus touring programs

This program encourages group visits to arts and heritage venues to foster awareness and future participation/engagement.

Establish a promotion information management system

A highly visible, centralized, easily-accessible promotion information management system (electronic and print) promotes and distributes marketing materials from all arts and heritage sectors.

Biannual arts and heritage programmers meeting

This enables sharing of information, resources and ideas for city-wide benefit and brings consistency and synergy to arts and heritage in general.

SURREY COMMUNITY PERSPECTIVES

To glean perspectives and insights from people integral to the arts and heritage sectors, as well as to hear the views of local residents, 3 consultation methods were employed. Two of these, the focus groups and the depth interviews, provide qualitative information, the nature of which is to provide commentary but not statistical results. The third method, the survey, provides quantitative information, and statistical results are included:

1. **Focus Groups:** the focus groups were facilitated by the consultants separately and targeted involvement by the following:
 - Youth;
 - Heritage staff and volunteers;
 - Arts and heritage leaders in the community
2. **In-Depth Interviews:** 19 in-depth interviews were undertaken with Surrey arts and heritage stakeholders
3. **In-Person and Online Survey:** Community survey was conducted, with 634 responses

The focus groups brought together stakeholders from the arts and heritage community for a conversation on the key perceptions and levels of participation in arts and heritage in Surrey. The discussions probed what is working well and areas for improvement. Information drawn from the focus groups and in-depth interviews,

which is qualitative information, was useful in developing the questions for the community survey, which forms the quantitative data portion of the Plan.

Detailed findings from this research appear in the Appendix of this report. An overview of highlights is provided in the following sections.

Youth Focus Group

The youth focus group included 10 participants who are strong advocates for arts and heritage in Surrey. They all volunteer and participate in some type of cultural activity, and love what they do. All of the youth could be developed as spokespeople for arts and heritage, as they are very engaged and passionate about the importance of the cultural assets and events in Surrey.

Arts, heritage, and culture have different meanings and are described differently by different people, although the overarching concepts are common. Youth participants described Surrey as a good place for diversity, new opportunities, and displaying talent. Families can bond over cultural assets and events, and engagement of family and friend groupings is a good way to foster interest in arts and heritage.

One lively point of discussion centered around friends of the youth, and their effect on involvement. What friends think ranged from "cool, weird, and a waste of time" to "motivating, fun, and a great experience". Those who spoke of friends who view arts and heritage as not their type of thing, noted they were still supportive and intrigued by arts and heritage programming. Each participant had at least one friend who, with the right offer or encouragement, would likely become involved in some way.

Participants were asked what type of a person goes to arts and heritage events. They described someone who likes the content of the event, likes to be involved with their community, is looking for a great opportunity, and is inquisitive.

The group felt that there are many good events that take place in Surrey, but some lack youth appeal and many are not marketed well enough. They had many promotional ideas, including leveraging relationships with schools more effectively, better use of transit ads, and more strategic use of social media, in particular Facebook and Twitter. The young people shared that they were prepared to be more involved in promoting and supporting arts and heritage, and strategies to better engage youth would be welcomed.

Ideas to improve arts and heritage included resources to encourage greater youth participation, youth focused marketing resources, additional large scale events, and better opportunities for fun and excitement for attendees.

Heritage Focus Group

The heritage focus group included 6 participants, who began discussion by looking at arts, heritage and culture in general. Their description of heritage, “where we come from, who we are, how far we have come,” built on an observation that heritage is intricately linked to culture. Considering what they felt to be the perspective of the general public, participants thought that some are confused about what heritage is, and that Surrey does not do a good job of heritage. They identified a persistent public misconception that heritage is a static record of the past. There is an



Surrey Arts Centre Main Stage

opportunity to foster a greater understanding of the continuum between the past present and future (including the culture and heritage of new immigrants to Surrey.) This was well described by one group member: “it is lost; people think they have to go elsewhere for heritage events and venues.” The group acknowledged the potential to raise the profile of heritage within the city.

The community is felt to be very slow to embrace heritage, but participants said that if people are taken and shown a heritage event or asset, they get enthused. There is a need for awareness building, sharing of events with others in arts and heritage in Surrey, and engaging participants from the wider community.

Partnerships with multicultural organizations and tourism are needed, as are metrics to measure what is working and what is not. Revitalizing historical and multicultural societies would give life to heritage overall. While city managers have generally done well with arts

and heritage resources, a cost-benefit analysis would be enlightening and some reallocation of resources is needed. A strong suggestion for more resources was to make exhibits mobile and interactive – to “take heritage to the public rather than waiting for them to come to us.”

Promotion was a topic that sparked lively discussion, more promotion is needed. They suggested road signs, stories, and venue information would be beneficial. Additional targeted special events should be developed.

Participants were asked to identify one change to improve heritage in Surrey. Suggestions included: building the profile of heritage, creating spaces for people to socialize, fostering a unified approach to arts and heritage, and developing a better connection to the City of Surrey administration (city hall and civic staff).



Menaka Thakkar Dance Co.: Surrey Arts Centre Main Stage 2012

Peer Leaders Focus Group

All of the participants in this group are very involved and passionate about arts and heritage, and provided eloquent descriptions of arts, culture, and heritage. Among them were several people who have been recognized as “Civic Treasures”. As a group they felt they could be engaged as champions of arts and heritage in Surrey. Those who are Civic Treasures said they want to be more prominent as spokespeople, and that they would welcome ways they can be part of promotional initiatives.

Not surprisingly, the Peer Leaders were positive and optimistic about improving Surrey as an arts and heritage destination, and saw many opportunities for improvement. Some fragmentation of efforts could be addressed by creating a mechanism for bringing together Surrey arts and heritage stakeholders and service providers. Collectively they could establish centralized arts and heritage go-to place for information. They also believed that a more coordinated effort would make much better use of limited resources, as well as assist in building long term partnerships, and facilitate long term strategic initiatives.

Collectively, they were convinced that there is a segment of the population of Surrey who are not involved in arts and heritage, do not attend events or go to venues. In the opinion of this group, these people are disengaged and likely cannot be attracted to participate in any arts and heritage activities. It is not wise to invest resources trying to interest this group, as the return on marketing investment would be poor. A more productive investment is to reach known participants in a more targeted and frequent method. The peer leaders group, who are involved and/or interested in arts and heritage, recognized that to be in the culture sector is also to be part of the arts and heritage community, and to be informed and

inquisitive. They stressed that better promotion would further engage those currently involved and foster greater awareness through “word of mouth.”

Work on image and perception is needed to influence some residents’ preference towards greater participation in arts and heritage programming in Surrey, rather than in Vancouver. One participant explained the obstacle of the perceived distance in an interesting way: “why is the distance from Surrey to Vancouver so much less than the distance from Vancouver to Surrey?” Further, why is Vancouver considered closer to Surrey, than North Surrey is to South Surrey?

Peer leaders noted that engaging the corporate community is very important. Arts and heritage needs sponsorships, as well as a strategy to develop and steward them. Financial resources can be expanded and more funding acquired through naming programs, reallocation of funds currently available in Parks, Recreation and Culture, donation generating campaigns, and building on political connections to secure more government funding. This group also noted that individuals or companies who are approached to contribute as sponsors need to be selected by casting a wide net to include both small and large organizations. The “asks” need to be coordinated so as not to exhaust the limited number of large corporate sponsors in the community. The messages in the “asks” must relate to the organizations’ values and objectives.

In-Depth Interviews

Interviewees were identified by the staff leadership team, by other interviewees, and by the consultant team. There were many other potential interviewees identified, however time and resources limited the number that could be accommodated. Most of the 19 interviews were conducted in-person, and 3 were completed by phone. The views expressed and the ideas gathered were interesting and beneficial. Despite the wide ranging discussions and variety of information generated by the interviews, common themes emerged.

Culture is what people go to see in other places and countries.

The culture of a city is the “vibe, feel, what’s happening”. Culture is the glue that holds the community together, how we are connected to past and future. Heritage is our history and identity; arts really can be an everyday activity but also often is beyond the ordinary. The terms “culture”, “arts” and “heritage” have been widely discussed, and in visionary cities, as well as by a growing group of provincial and federal representatives, the concept of “Big C” culture is being used as the umbrella term, along with “cultural industries”.

Surrey as an arts and heritage destination is “burgeoning” and “evolving”.

This was a recurring theme throughout the qualitative research. As one way to facilitate this growth, there should be investment made in local talent and local facilities. Surrey is “getting there,” but still psychologically far away from adjacent cities. The idea is that, in the minds of some people who live in other Lower Mainland cities, Surrey feels distant and they would be unlikely to think of going there for an arts or heritage event.

Funding is an ongoing struggle.

Those who manage arts and heritage in Surrey need to clearly identify where funding comes from, how it is spent, what are the costs and benefits, and how to develop funding. The City of Surrey supports civic arts and heritage with core funding and provides community grants and subsidies for use of civic facilities. Collaboration with all sectors is under-resourced. The economic value to the city should be strengthened with arts and heritage tourism developed as a priority. The City needs to support arts and heritage in both “thought and deed”. It was acknowledged that the City does provide support. However there is a perception of inequity in the attention, funding and priority given to arts and heritage in Surrey, compared with other Cities.

Partners and sponsors are very important but their potential is untapped.

A plan is needed to engage them. Partners and partnerships need to be developed, both in and outside of the city. For example, selected activities and partnerships can be featured to gain exposure in the community.

Volunteers are hard to find and keep.

Many of the same people volunteer in multiple positions and capacities. The pool of individual volunteers needs to be expanded, with their recruitment, recognition and appreciation enhanced.

Take arts and heritage to the people.

Surrey’s arts and heritage programs and services are venue-oriented. While the venues are valued and appreciated, people would also like to see arts and heritage events and exhibits available in areas where they go, such as malls, churches, and community

centres. Going to where the people are, in addition to expecting them to travel to small, and limited number of established venues is worth serious consideration.

Develop new programming.

There is a need to update activities and services for changing community needs and interests. More family programming, youth and young adult, as well as intercultural events, and events that combine arts and heritage programs were some ideas expressed.

Promotion and marketing need a lot of work.

Use all of the available tools, old methods and new, but make the message fresh and engaging. We need more people and tools to promote arts and heritage actively, and to promote it much more effectively. Additional resources are needed. Clarity of messaging and a promotional strategy is also required. Strategies are also needed to spark greater community involvement.



Bhangra Dance demonstration at the Surrey Art Gallery exhibition opening of Spectacular Sangeet

Community Survey

An important research strategy was to seek input from people in the community. A survey was developed, with 2 versions of the questionnaire, a short and a long one. The survey was promoted through ads in community newspapers, promotion on the City of Surrey website and social media, mention in an email blast to 5000 previous participants in City programs, and posters in 24 venues around Surrey. Respondents were offered the opportunity to win prizes for participating. The incentives proved to be motivational, and 628 respondents took part in the on-line.

Surveys were conducted in person and on-line using Fluid Surveys. Youth Arts Council volunteers joined the research team to survey at city venues on 3 different days in March, and directly surveyed 290 people. Since survey respondents were not randomly drawn from the community at large, their views are not statistically representative of the residents of Surrey overall. However their responses provide a snapshot of what some of the community thinks about arts and heritage.

It appears that some members of the general public are more responsive to the term “culture” than to “arts and heritage.” The term “culture” is what they would use to describe arts and heritage overall, and they understand that term better. While it is important to foster the use of the terms “arts” and “heritage”, there will be an educational process required to do so, and this could become part of the branding process. It is vital to know the verbiage and terminology that the market uses and responds to, and to consider it in all messaging.

Respondents view Surrey as a good, but not a stellar arts and heritage destination. Many respondents indicated they enjoy participating in cultural events and value arts

and heritage even if they do not participate frequently. Other notable findings include:

- Respondents felt it is very important to invest public resources in arts and heritage
- 72% of respondents are more likely to attend an event in Surrey than elsewhere
- Best promotional outlets: newspapers, friends, family, word of mouth, or websites
- Factors that attract people to attend an event/venue:
 - Personal interest in the subject of the event or venue
 - Attractiveness of the venue
 - Cost
 - Location
 - Friends and/or family going

Detailed findings of the community survey including graphs and charts can be found in the Appendix.

OVERALL RESEARCH FINDINGS

Findings from the research initiatives showed consistency in several aspects. Surrey is viewed as having a vibrant and vital cultural landscape. Those internal to arts and heritage, as well as external respondents emphasized their support for arts and heritage in the city.

Other notable findings that inform the Marketing Plan include:

- Defining culture, arts and heritage is a personal and interpretive concept. The most universally understood term is culture. Respondents grouped arts and heritage under the word “culture”.

- Venues and events need to be promoted and targeted towards specific and interested audiences.
- People are open to being shown how to enjoy and interpret arts and heritage venues and activities, and being offered educational opportunities. This could be achieved by developing guides and maps to help them move through sites, and interpretative materials to enhance understanding.
- People may be more receptive to events and activities if they are convenient to attend, and if promotional materials and outreach services are accessible at a wider variety of public venues. It is better to invest promotional resources in attracting those who have shown some interest in arts and heritage to attend an event or go to a venue than to try to generate interest among those who have not shown any previous interest towards this type of activity. Some target markets will never be interested in arts or heritage activities, venues or events, and it is not worthwhile to spend promotional resources trying to encourage them to participate. Focusing on repeat participation by those who have shown some interest is a better use of promotional efforts. Also, those who are arts and heritage aficionados will spread positive word of mouth to their reference groups, and may give valuable testimonials that can be used in promotion. This is not to suggest that there are not untapped audiences to be attracted, but rather to recommend judicious targeting of new audiences.
- Surrey needs increased funding (for staff support, promotion, advertising, and marketing of outreach services) as well as better use of resources to maximize its cultural assets. The overall sentiment



Surrey Special Event

about promotion was that there was not enough, and that the promotion was not specifically directed at some key target groups.

- The branding and naming of venues, events and activities is confusing to some, and a simplified message with very simple branding would cut through the promotional clutter that most people experience. If Surrey arts and heritage was branded from an overall perspective, not as a collection of individual venues, the branding would assist people to locate information about services. This is the collective Surrey arts and heritage branding. Events and venues would have their own promotion, and benefit from the overall branding. Surrey arts and heritage needs both general branding as well as specific event and venue promotion.
- Social media, done well, is an excellent way to contact people and update them on events and activities. Initiatives need to be coordinated, there has to be good, fresh content, and the right social media for the right target have to be used. Resources have to be provided for content creators. Some of the social media recently initiated is working well, but more needs to be done, and it is important to reflect advancing social media trends in the initiatives.
- Social media, while a key promotional tool to adopt at the City of Surrey, should not replace the current traditional communication tools used for the promotion of arts and heritage. For example, advertising in newspapers and websites, along with database-generated emails are still effective tools.

MARKETING ARTS AND HERITAGE

Cultural prosperity depends on the extent to which the broader community comes together to embrace culture, arts and heritage as a vital and vibrant part of the community. To become a world-class arts and heritage destination, Surrey will have to attract a significant number of creative people, and cultural enterprises, that engage residents and businesses alike in the development of a creative culture. To both demonstrate it has world-class destinations, and attract new cultural enterprises, Surrey's most effective and efficient first step, is to enhance its existing civic arts and heritage operations, which in turn can strengthen, inspire, partner and attract others.

"Arts and Heritage" or "Culture"?

For the purpose of clear communication the phrase "arts and heritage" has become increasingly accepted as the defining term while "culture" has become more and more associated with ethnicity. Enhanced branding will aid in differentiating between culture and arts & heritage and further grow the public acceptance of the distinction between the two.

ARTS AND HERITAGE IN SURREY

The research to date conducted for this report indicated that for some respondents the word "culture" is viewed as a catch all to refer to all of the arts (music, dance, visual, performance, multi-media etc.) and to a lesser extent heritage.

As our communities become more multi-ethnic the word "culture" has become a ubiquitous term to refer to the various nationalities that make up our nation. This is particularly true in Surrey where our multicultural make-up is not only increasingly diverse, but also expanding with our population. Currently it is approaching 40% of our population and it is anticipated to grow to 50% by 2021 (source: getintheknow.ca).

It seems logical that this trend in defining the word "culture" as referring to our rich cultural heritage of immigrants will eventually supersede any reference to our current view of arts and heritage. It seems that this issue has been recognized by various communities as an emerging trend. A simple Google search of the term "Arts and Heritage" indicated that this phrase has been adopted by the cities of Burnaby, Abbotsford, St. Albert and to a lesser extent the City of Richmond. Even our own Federal Government has funding programs under the specific title of "Arts and Heritage."

To this end there is a compelling argument to rebrand arts and heritage as an integral part of our city. By building arts and heritage as a separate brand we can achieve a higher level of community awareness, a more accurate profile to the public with enriched information and improved dialogue with our heritage and arts groups. We can create an environment where all areas of arts and heritage in Surrey can be seen under their very own high profile brand (i.e. The Arts Centre, The Surrey Art Gallery, The Museum, the Stewart Farm house).

Not only is the concept of segregating Arts and Heritage from the word culture viable; it is a necessary step to establish Arts and Heritage as one of the main "pillars" of the City of Surrey's vision for the future.

The following reflections from research and analysis were useful:

- Cultural experiences and exposure seem to be more important factors in arts and heritage attendance than demographic factors. It is easier to get someone who has attended one arts or heritage event to attend another than it is to interest someone who has never attended an arts or heritage event, but is in the same age or educational market as attendees.
- Arts and heritage education is very important, but needs to be provided to the consumer in small information bites. Surrey residents have an interest in and are receptive to receiving information about displays or services, but only if the information comes to them succinctly and in an engaging fashion.

- Developing new audiences must be done carefully. There is a segment of the population who are non arts and heritage people and may never become converts. It is resource-savvy to be careful how and who to woo. Promotion and marketing should be directed to existing consumers, rather than investing in those who have not attended and are unlikely to do so. Building and expanding the information base will allow for customer relationship management and more efficient communications.
- Surrey has a very dispersed geography, with Town Centres located in defined urban developments across 317 square kilometers. Urban density is increasing in each of the Town Centres, but the City does not yet have the pedestrian culture of a centralized cosmopolitan downtown. The geographic distance between Surrey's arts and heritage venues presents a challenge, as do transit issues, and this absence of a pedestrian culture.
- Many people are interested in arts and heritage, and would take more action if they were invited and encouraged to participate.

FUNDING COMPARISON

The following statistics regarding the funding for promotion by comparable operations demonstrates the disparity in funding currently provided for advertising (see tables on pages 25 – 26).

Theatre:

The following table provides a comparative analysis of advertising to box office revenues and staff resources dedicated to marketing and publicity of comparable institutions in the lower mainland.

VENUE	THEATRE PRESENTATIONS BOX OFFICE REVENUE	INVESTMENT IN PROMOTIONS/ADVERTISING FOR THEATRE PRESENTATIONS (DOES NOT INCLUDE STAFFING)	PERCENTAGE OF REVENUE	STAFF POSITIONS FOR MARKETING/PUBLICITY
Evergreen Theatre Coquitlam	\$315,000	\$48,000	15%	1 Full Time 1 Part Time
Chilliwack Cultural Centre, Chilliwack	\$186,804	\$53,700	28%	1 Full Time 2 Part Time
The ACT, Maple Ridge	\$214,672	\$93,578	43%	2 Full Time
Vancouver East Cultural Centre, Vancouver	\$473,990	\$127,750	26%	2 Full Time 2 Part Time
Shadbolt Centre, Burnaby (Civic Theatre)	\$500,000	\$150,000	30%	1 Full Time 1 Part Time
Gateway Theatre	\$586,448	\$186,980	31%	2 Full Time 1 Part Time
Averages	\$303,687	\$82,341	27%	1.16 Full Time 1.08 Part Time
Surrey Arts Centre Theatres (Civic Theatre)	\$131,661	\$21,020	15%	0.5 Part Time

Heritage Museums:

The following indicates the average amount invested in advertising for comparable civic heritage facilities.

VENUE	OPERATING	INVESTMENT IN PROMOTIONS/ ADVERTISING	% OF ADVERTISING TO OPERATING
Museum of Vancouver	\$2,200,000	\$170,000	7.7%
Burnaby Village Museum	\$2,300,000	\$105,000	4.7%
Nanaimo Museum	\$577,473	\$15,000	2.6%
Averages	\$1,692,491	\$96,667	5%

Surrey Heritage Services	\$1,057,000	\$20,000	1.6%
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A bold vision and aggressive goals will enhance the development of Surrey as a vibrant arts and heritage destination. This vision, consolidated across all of the arts and heritage organizations will become the cohesive strategy that guides the city and arts and heritage staff and volunteers. The Cultural Marketing Plan includes a number of recommendations for improving marketing for arts and heritage programs and services. These recommendations are organized in this report within two key categories:

1. Tools for building cultural awareness and
2. Strategies for expanding audiences through outreach, sponsorship, and partnerships.

Public Art Galleries:

The following table indicates the funds invested in advertising in 2012 for peer public art galleries in BC.

The national average for percentage of budget invested in advertising of 240 Canadian Art Galleries was 2.2% or \$28,312.*

VENUE	OPERATING	INVESTMENT IN ADVERTISING*	PERCENTAGE OF BUDGET
Reach Abbotsford	\$800,000	\$71,636	8.9%
Burnaby Art Gallery	\$900,000	\$36,180	4.0%
Art Gallery of Victoria	\$2,200,000	\$60,000	2.7%
Kamloops Art Gallery	\$1,200,000	\$35,000	2.9%
Richmond Art Gallery	\$583,402	\$10,880	1.86%
Averages	\$947,234	\$35,616	4.07%

Surrey Art Gallery	1,088,166	12,000	1.1%
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*Statistics were drawn from CADAC (Canadian Arts Data/Données sur les arts au Canada) who collect data from art galleries and museums who receive provincial and national grant funding.

I. BUILD ARTS, HERITAGE AND CULTURAL AWARENESS TOOLS

Research indicates a significant interest in arts and heritage in Surrey; however, there is also a need to continually build awareness, engage existing and future audiences and maintain partnerships through communications. While there are currently substantial communications efforts taking place, there is a need for resource investment in all of the communications and media types used, and better online communications. Staff responsible for publicity, expressed concern that current efforts are often one-off, last minute, stand alone, serving a single program area, and very tactical in nature, as opposed to being part of an overall coordinated plan. It was noted that resources for promotion of arts and heritage at the civic level are very limited compared with peer institutions elsewhere.

The following are recommended strategies:

A. Branding:

A collective brand for Surrey's arts and heritage, as well as strong brands for individual civic arts and heritage venues would be a critical step towards fortifying the image and awareness of the cultural industries and opportunities in Surrey. This would support audience development, and ensure the industries and venues are competitive with peer venues outside of the city. Branding is the name and the identity that forms around a product or service. Through branding, a personality and character becomes associated with that product or service.

One example of the importance of strengthening the branding of a venue can be found within the Surrey Arts Centre. This building houses two theatres and the Surrey Art Gallery. While these separate entities are very clear in the minds of their patrons, staff, public and private funders, advertisers, and artists, the different names create challenges for shared promotion. The separate name of the

Surrey Art Gallery distinguishing it from the Surrey Arts Centre has repeatedly been demanded by Surrey citizens in various City planning processes including two Cultural Strategic Plans. Building awareness of arts and heritage overall should not diminish the individual venues, rather the introduction of an arts and heritage brand should enhance and bring efficiency to all promotional efforts.

B. Electronic Promotional Tools:

Electronic promotion is essential for marketing today. This includes websites, social media tools email lists, mapping, and other technologies used to host and deliver information.

1. Social Media:

In today's world, social media is commonly accepted as a communications tool that facilitates active participation, sharing and creating connections. There is an opportunity for arts and heritage to increase their interactive engagement with the community through social media tools to communicate with audiences in a strategic fashion. Specifically, content must engage different target segments (youth, arts, heritage, volunteers, patrons, media and general public).

Social media usage is as complex as it is popular. There is a myriad of social media channels and vehicles, and new ones are being created all the time. Selecting the most appropriate channels and ensuring that they are used in a complementary fashion is essential.

The primary marketing function of social media is to engage audiences and drive traffic to a website which provides more information than could be contained in a tweet or a facebook post. There are 4 generally accepted purposes of social media:

i. Community conversation – sharing information and engaging in dialogue.

- ii. Commerce – purchasing products or services through online channels, and information (e.g. reviews and evaluations of events) that relates to commerce.
- iii. Entertainment – sharing music, art, theatre, information and resources via social media channels.
- iv. Publishing – offering information to target customers (for example, blogs, video and photo publishing).

All 4 types of social media can be effectively employed:

- It is recommended that arts and heritage use social media to enhance and further develop a conversation with their current communities. The messaging content needs to not only inform the community about services and programming, but also seek feedback and generate conversations about those services. Messaging builds on current promotional content such as the website and e-bulletins sent to patrons and customers.
- Commerce usage can be linked to the program offerings, creating a social media conversation. Again, this is an extension of what is currently offered. It includes online ticket and subscription sales, and could be extended to support online sales for other merchandise such as the SAGA Gift Shop and Art Rental and Heritage memorabilia and photo reproduction.

All social media content needs to be managed by a dedicated staff publicist who maintains a high level of information about arts and heritage, and serves to liaise with arts and heritage staff, volunteers, featured artisans or curators. Social media content needs to actively engage target audiences; for example, youth.

2. Websites for Arts and Heritage:

Surrey Arts and Heritage could benefit from a high profile collective microsite or landing page to serve as a primary connection for the public. This website would host links to the landing pages/microsites for individual civic arts and heritage services and venues, as well as external arts and heritage service providers in Surrey. It would also link to an online calendar of events in Surrey such as MAXguide.

The Civic arts and heritage websites need to be competitive with those of peer venues, and to serve as first points of contact for those venues. The Surrey Art Gallery, Surrey Arts Centre Theatres and Surrey Museum websites should be comparable to those of peer institutions with whom they compete for funding and audiences.

All the websites need to use responsive design to deliver content on any format of electronic device from phone, to tablet, laptop and desktop computers.

Examples of Civic Arts and Heritage Websites

- Arts Office of North Vancouver: www.artsoffice.ca/
- Calgary: www.calgary.ca/CSPS/Recreation/Pages/Arts-and-culture/Home.aspx

Examples of websites for peer art galleries

- Kelowna Art Gallery: www.kelownaartgallery.com/
- Vancouver Art Gallery: www.vanartgallery.bc.ca/
- Art Gallery of Victoria: www.aggv.ca/
- Prince George Art Gallery / Two Rivers Art Gallery: www.tworiversartgallery.com/
- Southern Alberta Art Gallery: www.saag.ca/
- Richmond Art Gallery: www.richmondartgallery.org
- Kamloops Art Gallery: www.KAG.bc.ca

Examples of websites for peer theatres

- The ACT (Maple Ridge): www.theactmapleridge.org
- Chilliwack Cultural Centre: www.chilliwackculturalcentre.ca
- Evergreen Cultural Centre (Coquitlam): www.evergreenculturalcentre.ca
- Gateway (Richmond): www.gatewaytheatre.com
- Vancouver East Cultural Centre: www.thecultch.com

Examples of websites for peer Museums

- Museum of Vancouver: www.museumofvancouver.ca/
- Burnaby Village Museum: www.burnabyvillagemuseum.ca
- Nanaimo Museum: www.nanaimomuseum.ca

What is MAXguide.org?

MAX is an acronym for Metro Arts Xperience. MAXguide is Metro Vancouver's online arts and culture guide that provides free listings of arts and culture events for arts organizations, individuals and selected arts and culture businesses.

Getting More out of MAXguide

It is recommended that all City of Surrey arts and heritage grant recipients be required to post to this site as a condition of receiving grants for projects or events. It is also suggested that we post our own events, festivals arts and heritage promotions to the MAXguide. Where appropriate, the MAXguide graphic could be included on traditional media promotions.

3. Other Electronic Promotional Tools

A variety of other electronic tools can be utilized to enhance existing marketing or initiate new promotions. These would include use of electronic sign boards, television and radio advertising and standard PSAs.

Surrey arts and heritage existing E-newsletters and E-mail bulletins need review and enhancement to ensure efficiency and effectiveness and their production is in complement with print promotion. This includes ensuring opportunities to subscribe are well promoted, subscriber management is automated (requires minimal staff involvement to add, delete or change subscriber contact information), program software is easy to use, and publications deliver a visually compelling message.

4. Co-ops, Practicums and Skills Training

The City of Surrey may wish to explore expanding existing co-ops, and practicums to help engage youth in arts and heritage and to provide individual career development while assisting current staff in laying the foundation for new electronic promotion tools. Surrey is home to the third campus of Simon Fraser University (SFU) and to Kwantlen Polytechnic University. Both universities offer a number of cutting-edge programs from literature, fine arts, interactive arts and technology to business administration and history. Partnering with these well regarded and culturally diverse institutions in sanctioned summer student programs and practicums would be beneficial for building an awareness for Arts and Heritage services and facilities.

C. TRADITIONAL PRINT PROMOTION:

Resource investment in traditional print promotion and communications tools need to be maintained and enhanced to ensure civic arts and heritage opportunities are high profile. In particular print promotion needs to be enhanced to ensure civic arts and heritage venues and programs are competitive with opportunities and peer venues outside of the city.

Enhanced print promotional tools and resources are needed to market civic arts and heritage venues to become better known tourist destinations.



Surrey Museum: Viking Discovery Day



Surrey International Children's Festival

D. ONGOING SMART ANALYSIS:

A methodology for ensuring that investments in marketing, promotions and audience development are SMART (Specific, Measurable, Attainable, Relevant and Time-bound) is the benchmarking and analysis of data collected on customers and effectiveness of strategies undertaken. One important tool for comparing known data about Surrey's demographics and evaluating plans for promotion and audience development is the PSYTE profiles. Updating Surrey's profile including acquiring a license for the use of the system is recommended. It would benefit the city in a number of ways, and could be a shared asset across the city. Targeting promotion and understanding audience wants and needs are two benefits that would accrue from the use of this system. Also, changes in the geodemographics and psychographics across Surrey from the initial use of it in 2004 is recommended to be updated.

Benchmarks for analysis of audience participation, promotion investment and for tracking data sets (i.e. survey questions) should be initiated and maintained over time.

Potential audiences are not being reached with the current marketing tools – more investment is needed to ensure that the public is aware of arts and heritage opportunities. This will lead to engagement.

Increased activity and investment in marketing will lead to a greater awareness of arts and heritage, which in turn will lead to greater public engagement. Statistics obtained for this report indicate that, while the City of Surrey has shown continued growth and support for arts and heritage, its funding is not on par with that of its peers (see pages 23 and 24).

Specific tourist publications where advertising would promote Surrey arts and heritage destination facilities:

- Van Dop
- Beautiful BC
- Tourism Surrey Visitors Guide
- Discover Surrey Guide
- Super Natural British Columbia, Vacation Planner
- British Columbia Magazine



Surrey Museum Textile Studio



Surrey Public Art Program: Mobile Information Display

II. EXPAND CULTURAL OPPORTUNITIES THROUGH OUTREACH, PARTNERSHIPS AND SPONSORS:

A. Outreach

The following outreach strategies are recommended for enhancing awareness of civic arts and heritage venues and opportunities:

- Provide information at high traffic locations, using strategies such as information displays at major events and civic facilities, to inform and attract new audiences.
- Introduce potential audiences to arts and heritage opportunities by providing tools that bring them to the venues such as bus tours, cultural walking tours, apps, and augmenting online maps to indicate the location of cultural venues.
- Develop a Passport/ Introduction Guide for families to encourage group participation in arts and heritage programs in Surrey.
- Use of tourism promotion platforms such as rack cards and tourism publication print display ads to reach broader audiences including tourists
- Outreach programs specifically aimed to engage youth, with opportunities such as serving on advisory committees, and as volunteers as well as participants
- Provide free program samples at arts and heritage venues offered in connection with major events such as Culture Days and Doors Open
- Program staff deliver promotions outreach for the purpose of future audience development at other venues such as senior's centres, schools, community centres, libraries, assisted living facilities, and other public venues
- Venue rental promotion opportunities development such as documentation of the venue and their amenities, and service rates both online and in print. These include the rental of civic theatres, as well as other spaces within civic arts and heritage facilities (i.e. spaces to hold private events and meetings by both arts and heritage organizations as well as private businesses) for revenue generation purposes.

B. Partnerships

Research indicated partnerships with a range of organizations, businesses, institutions and individuals is key to the ongoing success of arts and heritage, as well as offering marketing opportunities. Partnering with the business community, for example, is recognized as providing audience development opportunities as well as leading to resource support. Marketing and promotion is also an important part of creating partnerships with educational institutions. Surrey is home to the province's largest school district, two university campuses and a number of private colleges. Promotional partnerships with them provide opportunities for audience development. Further, Kwantlen Polytechnic University and Simon Fraser University campuses offer arts and humanities programs in Surrey, which provides potential partnerships in programming and skilled volunteerism. Other partnerships include sharing display and performance spaces, supporting emerging artistic talent, generating educational projects that would benefit local arts and heritage organizations, and collaborative utilization of facilities. Partnerships also encourage experimentation and innovation as risks are shared and the expanded collective offers opportunities for exchanges that often fuels inspiration and new ideas.

The following partnership strategies are recommended:

- Expand and develop partnership opportunities with educational institutions, businesses, cultural enterprises, volunteers and strengthen partnerships within other Surrey civic operations, to connect with new and potential audiences, ensure participation and feedback from the community and enhance city arts and heritage organizational resources.
- Partner in the development of incubators and marketing strategies that encourage pilot programs and other experimental initiatives intended to engage new audiences and test new ideas in response to changing community needs and interests.
- Strengthen internal partnership of civic arts and heritage through annual and semi-annual meetings with marketing and communications specialists to develop partnership opportunities for marketing and promotions.

C. Volunteers

Volunteers are an invaluable resource for all arts and heritage operations and services. Building on arts and heritage's volunteer resources can enhance marketing efforts and lead towards greater operational success. The following strategies are recommended to strengthen the potential offered by volunteers:

- Enhance the role of volunteers to include promotion and advocacy of arts and heritage programs and services. This can include ensuring volunteers become Surrey arts and heritage information subscribers, and are encouraged to serve as word of mouth spokespeople (Surrey Civic Treasures).
- Enhance the role of volunteers to include service opportunities as advisors and to provide feedback on marketing effectiveness in engaging audiences including awareness building.
- Engage volunteers to deliver some of the expanded marketing efforts such as providing a presence at information displays at high traffic sites like community celebrations and events, conducting bus and walking tours, assisting with the distribution of paper promotional materials (e.g. posters) and serving as online advocates (blogging, recommending events on social media, etc.).
- Develop indicators to track volunteerism in arts and heritage promotion including what tools used by volunteers were effective

D. Sponsorships

It has been documented that arts and heritage depend on grant funding but have not yet realized the full potential inherent with sponsorships. To initiate, sustain and increase sponsorship within arts and heritage, resources for this purpose are needed. When underway, civic arts and heritage will benefit from a clear and organized approach to attracting, developing and retaining sponsors. Research noted that there is competition for sponsorship, as the same businesses and individuals are approached multiple times by different non-profit organizations, as well as by Surrey Parks Recreation and Culture for sponsorship of special events.

While the report's research findings identified the opportunity to develop sponsorship for arts and heritage, investment is needed in both staff and sponsorship opportunity to realize this benefit. Investment needs to be made into staff resources that will develop tools such as a contact list, a database, and time for cultivating relationships with individuals and contacts of both large and small potential corporate sponsors.

The benefits to potential corporate sponsors need to be fully developed by arts and heritage, as part of sponsorship opportunities promotion. Some corporations are looking for ways to enhance their image, or a way to convey community involvement, by associating their company with community based activities. Other organizations are seeking to fortify their reputation as being good community corporate citizens. Specific asks, with clear and identified benefits for the companies, would result in stronger partnerships and better use of corporate strengths.

The following are recommendations to develop the marketing potential of sponsorship:

- Identify and develop arts and heritage sponsorship opportunities including benefits to both sponsor and arts and heritage/Surrey community. This may include opportunities for promotion such as stuffing flyers in bags, posters and print information at businesses, shared contacts lists, shared ads, shared promotion on social media and websites, and presence at special events.
- Produce a sponsorship strategy for arts and heritage including an implementation plan to identify, promote, cultivate, coordinate, recognize and retain a range of sponsors.



Surrey Fusion Festival



Surrey International Children's Festival

MEASURABLE GOALS OF THE MARKETING PLAN

The implementation of the Arts and Heritage Marketing Plan will significantly improve awareness of and participation in Surrey civic arts and heritage venues, programs and services. The following are the measurable goals:

- Establish a baseline of awareness and set a benchmark to increase by 15% Surrey citizens' awareness of arts and heritage opportunities in Surrey, including how and where to access information, venues and services.
- Social media promotion strategies engage community in conversations about arts and heritage reflected in the number of electronic information subscribers, twitter and Facebook followers and re-postings of arts and heritage messages. The number of individuals participating in social media about arts and heritage will be equal to those for the City of Surrey's social media tools.
- New and existing residents are invited to participate in awareness activities such as bus tours and demonstrations of arts and heritage programming at minimum twice annually (i.e. be a tourist in your home town tours, Culture Days, Doors Open, Festivals, Family Days).
- Every tourist to Surrey is provided with information on arts and heritage venues and opportunities.
- Corporations, education institutions and organizations demonstrate awareness of and understand the value of partnering with Surrey arts and heritage organizations and programs, documented in an increased level of partnership and competition to become partners.
- All city volunteers are aware of Surrey arts and heritage venues and services and those actively engaged as volunteers with civic arts and heritage, serve as promotional advocates
- Surrey advisory committee members are informed about Surrey arts and heritage venues and services and serve a promotional role

INCREASED PARTICIPATION:

- New and diverse audiences participate in arts and heritage programs and services reflected in an annual increase in attendance and registration corresponding to a percentage of increased population of the city
- Existing audiences participate more frequently in arts and heritage programs and services reflecting more effective marketing and program development that responds to participants evaluation of how they can best receive promotional information and their feedback on their program experience



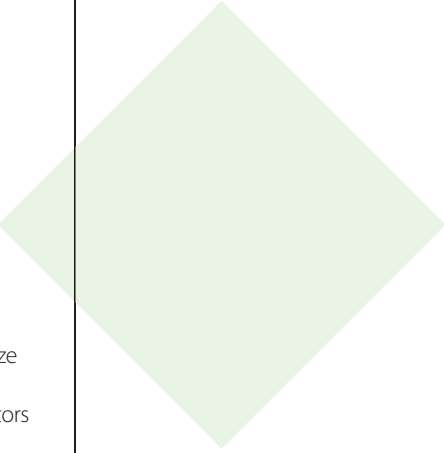
Surrey Museum Lego Program

Growth of arts and heritage venues, programs and services contributes to economic vitality of Surrey:

- New cultural enterprises are attracted to Surrey because of the strong presence of arts and heritage venues, programs and service
- Non cultural enterprises are attracted to move to Surrey because of the strong presence of arts and heritage venues, programs and services that promise to enhance the quality of life for their work force
- Non cultural enterprises are attracted to move to Surrey because the population of the creative workforce in Surrey promises skilled workers for their businesses.

MARKETING STRATEGIES

The following implementation plan includes goals, methodology and resource needs. To ensure it is actionable, it is designed to be simple, easy to digest, and concise, with measurable outcomes and clear priorities.

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>A. Branding Arts and Heritage</p> <p>1. Develop a brand for:</p> <p>a. Surrey Arts and Heritage (for collective marketing purposes such as a central website or shared display ads or publications). This would align with the microsite for arts and heritage</p> <p>b. Civic arts and heritage venues:</p> <ul style="list-style-type: none"> - Museum, - Archives, - Historic Stewart Farm, - Surrey Art Gallery, - Surrey Theatres (SAC Main Stage and Studio) - City Hall Chambers Performance Venue - City Hall Atrium Exhibition Space <p>2. Introduce the Cultural Report Card and publicize their meaning and results. This tool to serve as ongoing user surveys and performance indicators and to promote civic arts and heritage.</p>	<ul style="list-style-type: none"> - Establish a baseline of awareness and set a benchmark to increase by 15% of Surrey citizen awareness of arts and heritage opportunities in Surrey, including how and where to access venues and services - Staff have a measurement tool to evaluate performance of marketing and programming 	<p>One-time capital expense:</p> <ul style="list-style-type: none"> - Branding Process including development of 8 wordmark graphics and 8 positioning statements. Note some preliminary work has been done for Heritage. - Development of the report card metrics tool including establishing a baseline and use of intercept surveys and “City Speaks” for community consultation <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Staffing resources to: - maintain report card metrics and tools including community consultation tools such as “City Speaks” and other user surveys such as intercept surveys

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>B. Electronic Promotional Tools</p> <p>1. Social Media Communications</p> <p>a. Annual promotion plans for arts and heritage to include social media communications tools and strategies that are effective and efficient</p> <p>b. Arts and Heritage invests in ongoing training and development in the area of social media messaging</p> <p>c. Arts and Heritage maintain social media tools (Facebook, Twitter, blogs)</p> <p>d. Social media communications coordinator actively connects Arts and Heritage information to external blogs and websites for promotion and community engagement</p> <p>e. Arts and Heritage social media communications coordinate with the initiatives of the City corporate web media team, City Marketing and Communications (i.e. City Speaks), Surrey Public Library, Postsecondary Schools, Surrey Tourism, Arts Council of Surrey, BIAs, Surrey School District, and other external based organizations such as the Alliance for Arts, Culture Days, BC Museums Association, Archives Association</p>	<ul style="list-style-type: none"> - Arts and Heritage social media offers the community opportunities to engage in conversations that fosters increased awareness and participation in programs - Promotions of arts and heritage uses current technology for web based messaging - Statistical indicators of the effect of Arts and Heritage social media initiatives are developed, implemented and maintained - A long range social media marketing plan is developed that builds on statistical data captured - Social communications plans include measurable indicators for effectiveness 	<p>One-time capital expense:</p> <ul style="list-style-type: none"> - None required <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Expand resources for social media communications coordinator to a minimum of 3 days/week - Utilize no-cost opportunities to increase visibility such as contributing to blogs (comments) issuing twitter teasers that link back to the website, maintaining facebook - Fund for paid promotion using social media (i.e. facebook fees)

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>2. Websites for Surrey Arts and Heritage</p> <p>a. All promotion directs traffic towards arts and heritage websites, recognising the web serve as the primary connection with the public and hosts the most complete information on arts and heritage venues, services and programming</p> <p>b. All arts and heritage share the same events calendar (Max Guide)</p> <p>c. All arts and heritage websites use responsive design</p> <p>d. A primary landing page for Surrey arts and heritage is developed which will link to individual microsites for Surrey civic arts and heritage venues and link to external Surrey arts and heritage institutions</p> <p>e. Individual microsites be implemented for primary arts and heritage civic venues (Heritage Services, Surrey Art Gallery, Surrey Theatres) and designed to be comparable to those of peer institutions with whom they compete for funding and audiences.</p> <p>f. Web analytics tools, training, methods, and benchmarks are undertaken and implemented to ensure the web continually provides excellent service as a promotional tool for arts and heritage including: pages visited, tools to determine use of the web in audience decision making,</p>	<ul style="list-style-type: none"> - Website is continually accurate, up to date, engaging, interactive and has a design responsive to all viewing hardware especially smart phones - Surrey arts and heritage events are quickly found online - Page design for civic arts and heritage operations landing pages demonstrate awareness there is competition for leisure time and dollars, and therefore is compelling and efficient in delivering desired information and experiences for the intended audiences - Partnering organizations and service providers websites provide links to the Surrey arts and heritage website (i.e. Tourism, Libraries, Schools, Arts Councils, FVHRS, Surrey Heritage Society, Festivals, corporate sponsors and individuals) - Surrey arts and heritage collective landing page is used by others to demonstrate and promote the quality of life in Surrey (i.e. real estate websites link to this website) - Web Analytics are implemented to measure activity and continually improve performance - Web analytics provide data about site usage that demonstrates it as an attractive advertising platform for potential sponsors of arts and heritage programs and operations 	<p>One-time capital expense:</p> <ul style="list-style-type: none"> - Develop primary landing page for Arts and Heritage - Develop microsites for Surrey Art Gallery, Theatre, and Heritage Services <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Additional publicist resources to maintain and update the website

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>3. Other electronic promotions tools</p> <ul style="list-style-type: none"> a. E-bulletins and e-newsletters b. Email list serves c. Radio and Television PSA d. Electronic signs <p>4. Co-ops, practicums & skills training</p>	<ul style="list-style-type: none"> - Surrey arts and heritage programs and services are widely promoted through the use of traditional electronic media tools - Expansion of current partnerships with SFU & Kwantlen to provide youth with experience and assist Surrey arts and heritage with laying the foundation for expanded electronic media tools 	<p>One-time capital expense:</p> <ul style="list-style-type: none"> - None required <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - No cost annual planning meeting with marketing to review the proposed plan of arts and heritage staff for use of City "out of home" tools such as transit shelters, and electronic signs. <p>To fall under existing programs and procedures if possible. May need to expand.</p>

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>C. Traditional Print Promotional Tools</p> <p>1. Enhance existing resources for traditional print promotion and communications including:</p> <ul style="list-style-type: none"> - Newspaper display ads (local, regional and provincial) - Listings - PSA - Seasonal program flyers and brochures - Facility rack cards - Exhibit, event and program posters and announcement cards - Facility rental information brochures - Transit shelter posters - Event calendars - Newsletters - PRC Leisure Guide <p>2. Develop tourism promotional advertising for destination arts and heritage facilities in provincial and regional tourism publications such as:</p> <ul style="list-style-type: none"> - Surrey visitors guide - Tourism BC - Destination BC - Discover Surrey Guide - Motorcoach Canada Guide - Hello BC web and print listing - Vacation Planner 	<ul style="list-style-type: none"> - Subscription and distribution of promotional materials for arts and heritage reaches the demographic of existing and potential arts and heritage audiences in Surrey - Participation in arts and heritage programming increases annually as evident in program registration - Attendance at individual events increases annually as Surrey's population grows - Every tourist to Surrey is provided with information on arts and heritage venues and opportunities 	<p>One time capital expense:</p> <ul style="list-style-type: none"> - Complete advertising audit and system to track performance of promotional investments <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Increase publicist staff resources for arts and heritage to implement additional promotional tools and maintain analysis of promotion - Increase resources to support additional design, print and electronic promotions and advertising placements - Establish a tourism promotional resource fund to support arts and heritage tourism including advertising

I. BUILD ARTS, HERITAGE AND CULTURAL OPPORTUNITIES AWARENESS TOOLS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>D. Ongoing SMART (Specific, Measurable, Attainable, Relevant and Time-Bound) analysis of marketing efforts</p> <ol style="list-style-type: none"> 1. Establish benchmarks for analysis of audience participation and effectiveness of marketing strategies (i.e. surveys upon registration or ticket purchase) 2. Update PSYTE data on Surrey to guide investment and distribution of promotional materials to target audiences by acquiring a current license 	<ul style="list-style-type: none"> - Targeting promotions and understanding audience wants and needs - Status and forecasts for changes in Surrey's geodemographics and psychographics inform arts and heritage marketing plans 	<p>One-time capital expense:</p> <ul style="list-style-type: none"> - Update Surrey PSYTE profile - Acquire license to PSYTE data <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - None required

II. EXPAND CULTURAL OPPORTUNITIES THROUGH OUTREACH, PARTNERSHIPS AND SPONSORS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>A. Outreach Promotion</p> <ol style="list-style-type: none"> 1. Develop promotional displays that are portable to public venues such as recreation centres, parks, schools and major events such as festivals and community celebrations, as well as shopping centres, and transit hubs 2. Introduce potential audiences to arts and heritage opportunities by providing tools that bring them to the venues such as bus tours, cultural walking tours, apps, and augmenting online maps to indicate the location of cultural venues. 3. Develop a Passport/ Introduction Guide for families to encourage group participation in arts and heritage programs in Surrey. 4. Use of tourism promotion platforms such as rack cards and tourism publication print display ads to reach broader audiences including tourists 5. Outreach programs specifically aimed to engage youth, with opportunities such as serving on advisory committees, and as volunteers as well as participants 6. Provide free program samples at arts and heritage venues offered in connection with major events such as Culture Days and Doors Open 7. Program staff deliver promotions outreach for the purpose of future audience development at other venues such as senior's centres, schools, community centres, libraries, assisted living facilities, and other public venues. 8. Venue rental opportunities promotion 	<ul style="list-style-type: none"> - Increased awareness of arts and heritage to new and diverse audiences leads to reciprocal results in increased participation - Arts and Heritage offers a welcoming Outreach Promotional Program for those new to arts and heritage in Surrey 	<p>One time capital expense:</p> <ul style="list-style-type: none"> - Develop, design and fabricate portable display structures for outdoor and interior presentations - Development, design and printing of a passport and Introduction Guide - Produce perpetual rack cards for arts and heritage venues that promote websites for further information. - Produce facility rental information brochures. <p>Ongoing operational expenses:</p> <ul style="list-style-type: none"> - staff and resources to update, maintain and circulate display structures - Staff and resources to coordinate, promote, host and deliver tour program minimum two times/annually - Staff and resources to coordinate, develop and deliver events and outreach presentations at non-arts and heritage venues as well as during major events such as Culture Days and Doors Open - Increase to arts and heritage advertising budget to support display ads in tourism publications - Staff resources to recruit, orient, train and support youth volunteers programs in arts and heritage

II. EXPAND CULTURAL OPPORTUNITIES THROUGH OUTREACH, PARTNERSHIPS AND SPONSORS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>B. Partnerships</p> <p>I. Expand and develop partnership opportunities with educational institutions, businesses, cultural organizations and volunteers to connect with new and potential audiences, ensure participation and feedback from the community and enhance city arts and heritage organizational resources.</p> <p>II. Partner in the development of incubators and marketing strategies that encourage pilot programs and other experimental initiatives intended to engage new audiences and test new ideas in response to changing community needs and interests.</p> <p>III. Strengthen internal partnership of Civic Arts and Heritage by:</p> <p>a. Create semi-annual meetings internal to arts and heritage to discuss future programming and opportunities for partnering on marketing and promotions</p> <p>b. Create semi-annual meetings to connect arts and heritage publicists and communications coordinator with the City web team and City Marketing and Communications</p> <p>c. Create an intranet calendar of events for staff indicating significant City events to reduce conflicts in programming dates</p>	<ul style="list-style-type: none"> - Corporations, education institutions and organizations demonstrate awareness of and understand the value of partnering with Surrey arts and heritage organizations and programs, documented in an increased level of partnership and competition to become partners - Arts and heritage publicists and programmers are aware of the major initiatives in arts and heritage in the City, leading to mutually beneficial synergies - Arts and heritage communication strategy meetings convened twice yearly - Arts and heritage communications strategy meetings convened twice yearly with City Web Team and Marketing and Communications - Internal Intranet Calendar of events is maintained 	<p>One-time capital expenses:</p> <ul style="list-style-type: none"> - Develop city speaks survey opportunity to encourage feedback on arts and heritage experiences from participants <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Staff resources to support time for cultural development initiatives including time to cultivate and nurture partnerships, initiate cultural industries incubators and produce pilot programs in partnership with other organizations thereby responding trending areas and be open for opportunities for potential partnership for development of pilot programming (i.e. development of an emerging local film festival) - Encourage arts and heritage staff to reserve funds to deliver pilot and experimental programs to test changing audience needs and interests - Utilize existing staff time and resources to organize team meetings of arts and heritage and create an online shared calendar

II. EXPAND CULTURAL OPPORTUNITIES THROUGH OUTREACH, PARTNERSHIPS AND SPONSORS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>C. Expanding the role of volunteers</p> <ol style="list-style-type: none"> 1. Enhance the role of volunteers to include promotion and advocacy of arts and heritage programs and services. This can include ensuring volunteers become Surrey arts and heritage information subscribers, and are encouraged to serve as word of mouth spokespeople (Surrey Civic Treasures). 2. Enhance the role of volunteers to include service opportunities as advisors and to provide feedback on marketing effectiveness in engaging audiences including awareness building. 3. Engage volunteers to deliver some of the expanded marketing efforts such as providing a presence at information displays at high traffic sites like community celebrations and events, conducting bus and walking tours, assisting with the distribution of paper promotional materials (e.g. posters) and serving as online advocates (blogging, recommending events on social media, etc.). 4. Develop indicators to track volunteerism in arts and heritage promotion including what tools used by volunteers were effective 	<ul style="list-style-type: none"> - Wait lists to become volunteers for civic arts and heritage - Volunteers are offered regular opportunities to promote arts and heritage (i.e. distribution of promotional material, volunteer at information displays, conduct tours etc.) and are regularly recognized for this service. - Surrey arts and heritage volunteers are well informed of arts and heritage programming and thereby effectively serve as promotional advocates - Advisory committee members are invited to subscribe to the City's arts and heritage promotional tools - Arts and heritage advisory committee membership terms of reference to include promotional roles 	<p>One time capital expense:</p> <ul style="list-style-type: none"> - Develop survey system to track volunteerism <p>Ongoing Operating Expense:</p> <ul style="list-style-type: none"> - Enhance volunteer coordinator staff resources to support increase recruitment, training, support, scheduling and recognition. - Expense funding to annually support t-shirts, name tags and recognition for service - Enhance arts and heritage program staff to develop outreach programming that will be delivered by volunteers

II. EXPAND CULTURAL OPPORTUNITIES THROUGH OUTREACH, PARTNERSHIPS AND SPONSORS	GOAL	CAPITAL AND OPERATING EXPENSE NOTES
<p>D. Sponsorships</p> <ol style="list-style-type: none"> 1. Identify and develop arts and heritage sponsorship opportunities including benefits to both sponsor and arts and heritage/Surrey community. This may include opportunities for promotion such as stuffing flyers in bags, posters and print information at businesses, shared contacts lists, shared ads, shared promotion on social media and websites, and presence at special events. 2. Produce a sponsorship strategy for arts and heritage including an implementation plan to identify, promote, cultivate, coordinate, recognize and retain a range of sponsors. 	<ul style="list-style-type: none"> - Sponsors recognize the value of partnering with arts and heritage for their mutually beneficial promotional opportunities - Arts and heritage have a compelling program of opportunities and benefits that are attractive to potential sponsors and tools to promote sponsorship opportunities - Relationship building 	<p>One-time capital expenses:</p> <ul style="list-style-type: none"> - Consultant to produce a corporate development plan - Design and produce a sponsorship opportunity promotional tool <p>Ongoing operating expense:</p> <ul style="list-style-type: none"> - Internal resources used for staffing to research and develop sponsorship opportunities and benefits connected with existing and potential future programming (i.e. audience numbers at an event) - Enhancement in staff resources to develop tools such as a contact list, a database, and time for cultivating and stewarding relationships with individuals and contacts of both large and small potential corporate sponsors.

MEASURING SUCCESS

ANNUAL REVIEWS:

A key factor in the success of a marketing plan is a process for monitoring, evaluation and modifying the plan. Annual reviews of the implementation and performance of recommendations will support the ongoing effectiveness of the plan, and identify new needs or direction required.

KEY PERFORMANCE INDICATORS:

It is important to establish a set of metrics that quantify and qualify to what extent the goals of arts and heritage marketing have been achieved. There are many metrics available for consideration, and a chart with a list of possible metrics is provided in the Appendix of this report. Many metrics are difficult or prohibitively expensive to measure and would require contracting outside expertise.

However, some metrics could realistically be improved or new ones initiated and continually used by Surrey Arts and Heritage staff to evaluate the effectiveness of marketing initiatives. These include:

Quantitative

1. Surveys of audiences, volunteers, sponsors, other partners that track:
 - i. Promotion recognition/recall
 - ii. Satisfaction ranking in program experience

2. Attendance records
 - i. Event attendance
 - ii. Program registrations
 - iii. Ticket sales
 - iv. Requests to become a Volunteer
3. Promotion hits:
 - i. Website visits
 - ii. Retweets
 - iii. Blog entries (i.e. tracked on Google news)
 - iv. Facebook friends / likes/ recommendations
4. Sponsorship
 - i. Increased number of individuals and corporations partnering in the delivery of arts and heritage programming
5. Audience changes
 - i. Increased participation by tourists in arts and heritage programming
 - ii. Increased participation by other new demographic segments
6. Funding
 - i. Increased applications for cultural grants (organizations realize more attendance, because information is more easily available to potential audiences about program opportunities)
 - ii. Increased economic impact of arts and heritage in Surrey (demonstrated by the increased budgets of arts and heritage organizations delivering successful programming in Surrey and their ability to thereby generate revenue)
 - iii. Increased provincial, federal, foundation and other grant funding sources to Surrey arts and heritage organizations

7. Qualitative:
 1. Surveys of audiences, volunteers, sponsors, other partners that track:
 - i. Quality of experience
 - ii. Recommendations for future programming (what would I like to see/do?)
 2. Perceived improvements in quality of life of Surrey residents
 3. Perceived influence on cultural industries choosing to establish in Surrey
 4. Perceived increase in profile of arts and heritage
 - a. Cited in real estate marketing as enhancements to neighbourhoods or the City generally
 - b. Cited in editorials as events recommended to attend
 - c. Cited in editorials as organizations worth supporting (joining, sponsoring, contributing to...)
 5. Perceived retention of skilled professional Surrey based artists and professional arts and heritage organizations
 6. Perceived cause of an increase in the incorporation of non-profit arts and heritage organizations
 7. Resources may be needed to establish the tools necessary for adopting these metrics successfully in a sustainable fashion.

APPENDIX:

1. Youth Focus Group Report
2. Conversations with Industry Contacts
3. Research data collected by consultants

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The project team would like to thank all focus groups, survey and in-depth interview participants.

The 2012-2013 Cultural Marketing Plan for Arts and Heritage

PROJECT TEAM:

Liane Davison

Visual & Community Art Manager – City of Surrey

Kent Gallie

Performing Arts Manager – City of Surrey

Jacqueline O'Donnell

Heritage Services Manager – City of Surrey

Chris Thornley

President – Thornley Creative Communications

Lawanda Thornley

Marketing Services – Thornley Creative Communications

Carla Gail Tibbo MBA CMRP CMC

President – Incisive Marketing - Management consultants

Shannon E. Cox BBA, MBA

Lead Strategist – Incisive Marketing - Management consultants

Thornley Creative Communications has been an active part of the Surrey Business and Arts Community for over 25 years, providing our clients with a complete range of marketing and communications services from strategic planning and brand development to graphic design, both traditional and new media, web development, and communications support services. Thornley is very appreciative of the contributions of all of our partners.



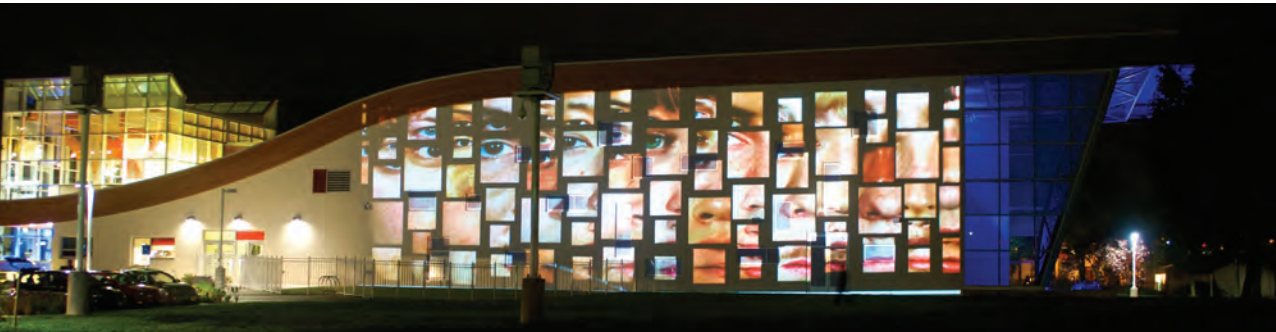
Incisive Marketing is a marketing research and strategy development firm. For over 20 years they have worked with firms to furnish insight through rigorous research, and to translate that knowledge into well-crafted and implementable strategies. Their focus is on actionable marketing approaches, customized tactics to address marketing challenges, and produce measurable results.

The Mikado by the Fraser Valley G&S Society in the Studio Theatre, Surrey Arts Centre





Seasons in the Park: Public art at Tynehead Pedestrian Overpass



Surrey Urban Screen: Chuck Bailey Recreation Centre



Surrey Arts Centre

SURREY CULTURAL
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