

Date: 2022-04-20

Subject: **2022-2027 Performing Arts Strategic Plan**

Contact: Jocelyn Johnston, Manager of Theatres, Performing Arts

Report Number: Community Services-2022-401

Recommendations:

1. THAT the report from Jocelyn Johnston, Manager of Theatres, Performing Arts, dated April 20, 2022, to the Committee of Council meeting of April 27, 2022, entitled **2022-2027 Performing Arts Strategic Plan**, be received; and
2. THAT the 2022-2027 Performing Arts Strategic Plan be approved by Council.

Overview:

- In March 2021, The City engaged Bespoke Cultural Collective through a competitive procurement process to guide the development of the first Performing Arts Strategic Plan for the City of Brampton.
- This is the first strategic plan for the City of Brampton's Performing Arts and will guide the division for the next five years.
- The 2022-2027 Performing Arts Strategic Plan (see Appendix A) clearly defines the vision, mission, and values. It provides three clear guiding principles and four strategic priorities.
- 64 objectives and actions have been identified and are prioritized across three phases of implementation. The duration of each of the three phases within the five years is flexible with 12 to 20 months per phase provided as a guide. An included roadmap outlines the sequencing and duration of all objectives within the implementation phases.

- **Key Performance Indicators are included with each implementation phase to measure the outcomes and impact at each stage.**
- **The Performing Arts Strategic Plan aligns with, responds to, and advances the City of Brampton's 2040 Vision; Term of Council Priorities; the 10-year Culture Master Plan; the 5-year Tourism Strategy; the Age-Friendly Strategy and Action Plan; and the Parks and Recreation Master Plan.**
- **Work on the objectives and actions will begin immediately following the approval of the Performing Arts Strategic Plan.**

Background:

The Performing Arts Division, part of the City of Brampton's Community Services Department, is responsible for the management and operation of the following venues:

- The Rose: A state-of-the-art, architecturally and acoustically sublime performing arts venue designed with an 868-seat main theatre and secondary spaces, simultaneously accommodating up to 1000 people.
- Garden Square: One of Brampton's premier outdoor public spaces in the heart of Brampton.
- Lester B. Pearson Theatre (LBP): A creative hub for local performing arts groups, schools, education programs, dance recitals, and professional presentations that includes a 400-seat auditorium and adjacent studio space.
- Cyril Clark Hall: An intimate 187-seat proscenium venue with modern technical equipment, a bright lobby, and two dressing rooms.

The division is responsible for programming at all four venues, including The Rose Presents, Garden Square, co-presentations, curator series (This is Brampton), Arts Adventures Education Series, Lifelong Learning, and commercial and community guest presentations. With 15 departments, encompassing all aspects of managing the performing arts venues from administration and marketing to technical operations and front of house. The division is responsible for providing memorable experiences for artists and audiences, building community, creating inclusive spaces, and fostering relationships.

In March 2021, The City engaged Bespoke Cultural Collective through a competitive procurement process to guide the development of the first Performing Arts Strategic Plan for the City of Brampton.

Bespoke Cultural Collective (Bespoke) is a forward-looking consultancy committed to redefining how culture and civic life bring people together. Their expertise resides at the intersections of cultural programming, public engagement, strategic planning, and

communications. They work with clients who aim to make lasting positive change through arts and city-building initiatives. With clients across Canada, the US and UK, they have earned recognition for their ability to connect with audiences in uplifting, creative and relevant ways. A core part of their business involves enabling communities to have a meaningful impact on initiatives that weave culture and the arts into everyday life. They work with public institutions and agencies, cities, not-for-profits, governments, and community building initiatives across the sectors of tourism, culture, urban planning, the arts, and education.

The Strategic Plan was developed over four phases: Phase 1 began in April 2021 with research and situational analysis of the Performing Arts Division; phase 2 was a robust engagement period reaching over 340 members of the public through a survey, internal and external stakeholder interviews, focus groups and a virtual town hall; in phase 3, Bespoke led staff through four visioning sessions to develop the vision, mission, mandate, strategic priorities, and actions; and the final phase of development included a review from across all areas of the Corporation to refine and finalize the strategic plan.

Current Situation:

The 2022-2027 Performing Arts Strategic Plan is an essential component that conveys where the division is going and how it will get there by clearly defining the vision, mission, values, strategic priorities, and guiding principles. The Plan outlines the need for greater diversity and inclusion, a shift in focus for the marketing and integration of all venues as part of a larger campus, and the necessity for continued community engagement and connection.

Vision

To build an inspiring performing arts community that reflects the spirit and diversity of Brampton.

Mission

The Performing Arts Division at the City of Brampton operates outstanding venues throughout the city. We serve all of Brampton and believe the performing arts are essential to everyday life.

Values

Inclusion: We create a safe and welcoming experience for everyone.

Collaboration: We nurture connections and amplify creativity.

Service Excellence: We continually raise the bar and push ourselves to do better.

Accountability: We work with integrity and care for our communities.

Innovation: We explore what is possible, embrace change and plan for the future.

Guiding Principles

Three guiding principles were identified to anchor the work throughout each strategic priority. These are:

Diversity and Inclusion:

The strategic plan outlines a commitment to diversifying every aspect of the Performing Arts Division so that Brampton's multicultural mosaic is visible onstage and off. The strategic plan was developed to reflect our ongoing commitment to building and strengthening relationships with equity-deserving artists, creatives, a variety of audiences, and arts patrons.

City-Wide Campus:

Performing Arts offers high calibre and multi-purpose facilities, resources, and services. The four venues will work together to create one large, integrated campus with a city-wide impact. The strategic plan is focused on prioritizing opportunities to increase usage at LBP and Cyril Clark, while reviewing and optimizing the usage of The Rose and Garden Square.

Community Building:

The strategic planning process began by listening and learning from Brampton's communities, partners, artists, and audiences. Throughout the plan's implementation are actions focused on continued engagement, supporting connections to Performing Arts and connecting communities and people.

Strategic Priorities

The plan is laid out in four strategic priorities. These strategic priorities are supported by 64 objectives and actions, which are the plans, policies, programs, and operational activities that will contribute to realizing of the vision and mission.

Expand community programming and outreach

Ensure programming is welcoming and relevant to a broader range of audiences and creators by building supportive and lasting relationships with the local community across artists and creators, community partners, likeminded departments within the City, and new and existing audiences.

The first action of this strategic priority is the development of a Community Advisory Group (CAG) to inform and support the strategic plan implementation. The CAG will be made up of 8-12 individuals that represent the diverse demographics of Brampton. The CAG must foster a positive and creative environment that promotes equity, diversity, and access and welcomes all live experiences, including representation from equity-seeking groups.

Deepen equity, diversity, inclusion, and access

The Performing Arts Division will build out a fulsome equity framework and action plan that includes policy, programming, audience development, marketing, and outreach. This work will foster a more inclusive performing arts sector in Brampton.

The strategic plan outlines the need to engage Brampton's Equity Office, expert facilitators, and consultants as critical support to implement meaningful, measurable, and sustainable diversity, equity, inclusion, anti-racism, and accessibility practices.

Invest in streamlined marketing, communications, and website across all performing arts venues

A shift to position the Performing Arts facilities as an interrelated, multi-venue campus is required. This requires commensurate resources to develop cohesive marketing and communication assets that reflect the division's citywide impact.

This work requires reframing of the website and additional resources to support the increased volume of usage at all venues. Included in this priority is the need to organize and collect a baseline of data and market research to strengthen the way audiences are served and grown.

Develop organizational resilience

There is a need to review and reallocate resources to support the plan's implementation and the organization's future needs. The objectives in this strategic priority focus on the continued growth of the donor program, the ongoing determination of sponsorship opportunities, and client prospecting for community and commercial presentations to optimize current revenue streams and identify new revenue opportunities.

The plan identifies an initial action to assess staff roles, resources, and organizational structure to support the implementation of the strategic plan.

Roadmap and Key Performance Indicators

Implementation is a three-phase process organized by a sequence of activities that will guide the next five years. Each phase includes key performance indicators that measure the progress of initiatives and provide moments of reflection and re-evaluation.

Each phase is intended to be 12 to 20 months in duration, with some objectives occurring across all three phases of work.

Phase One: Assess the Basics

This phase includes the review of processes, establishing frameworks, and identifying the changes that need to be made across operations, resources, facilities, and programs.

Phase Two: Rebuild the Foundations

This second phase involves launching activities, new initiatives and programs that build on the outcomes and findings from Phase One.

Phase Three: Refine Plans

The third phase involves evaluating the performance of and refining new initiatives and activities implemented in Phase Two, to ensure they are successful, effective, and aligned with the vision and strategic priorities. This final phase should anticipate the development of the subsequent Strategic Plan.

Corporate Implications:

Financial Implications

Sufficient funding is available as part of the Performing Arts Division's operating budget for 2022. Staff will ensure sufficient funding is requested as part of subsequent year budget submission, pending Council approval.

Legal Implications

There are no legal implications associated with the content of this report.

Other Implications

Strategic Communications, Culture and Events

The 2022-2027 Performing Arts Strategic Plan responds to the Council-approved Culture Master Plan, aligning with the vision and definition of culture in Brampton and the strategic themes of Supporting Success, Developing a Community of Practice, and Building Brampton's Identity.

Term of Council:

- This report and the Performing Arts Strategic Plan supports the Term of Council Priorities of *Brampton is a Well-Run City*, *Brampton is a City of Opportunities*, and *Brampton is a Mosaic*.
- The plan outlines the commitments to improving the livability and prosperity of Bramptonians focusing on education, services, and programs including support for local artists and arts entrepreneurs.
- Brampton's diversity will be celebrated by effectively engaging and communicating with diverse groups, supporting cultural events, and embedding diversity in all initiatives, activities, and programs.
- The Performing Arts Strategic Plan advances the Culture Master Plan goals of resources, space, talent development, production and presentation and promotion.
- The Performing Arts Strategic Plan supports the objectives outlined in the Economic Recovery Strategy and Action Plan to bring a resiliency and competitive advantage to Brampton's economy as it moves forward both during, and after, the Covid 19 pandemic.
- Objectives include collaborative work with the Equity Office to serve our employees and citizens, and create an environment of equity, inclusion, diversity, and anti-racism within the government and community.
- The plan outlines actions focused on supporting complete communities that provide accessible and inclusive venues and programs supporting Community Safety & Wellbeing.
- The Strategic Plan outlines the continued commitments to organizational efficiency, fiscal responsibility, and customer service.

Conclusion:

The 2022-2027 Performing Arts Strategic Plan is a pivotal document and an essential component that will guide the division's business. The plan outlines the objective and actions that will be the focus for the next five years and support the key elements required to develop an inspiring performing arts community in a vibrant, livable city that will be a beacon of artistic diversity for people of all ages and lived experiences.

Authored by:

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Approved by:

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Attachments:

- Appendix A – 2022-2027 Performing Arts Strategic Plan