



PERFORMING ARTS DIVISION STRATEGIC PLAN 2022-2027

APRIL 27, 2022

Bespoke
COLLECTIVE

INTRODUCTION

- This is the first ever strategic plan for the City of Brampton's Performing Arts Division to guide 2022-2027
- It captures the vision, mission and values, a roadmap and strategic priorities
- Community engagement was a priority we gathered input from over 340 members of the public
- The input of local artists and creatives, community partners, ongoing collaborators staff, new and existing audiences informs this work



OUR PROCESS

APRIL 2021

MARCH 2022

Research and Situation Analysis

PHASE 1

KEY ACTIVITIES

- Organizational audit and desk research
- Competitive landscape research
- Best practice and precedent research
- Interviews with I5 internal and I6 external stakeholders
- Facilitate staff focus group
- Develop community engagement plan outlining approach for public survey, town hall and focus groups in Phase 2

DELIVERABLES

- Community Engagement Plan
- Presentation: Situation and SWOT Analysis

Community Engagement and Consultation

PHASE 2

KEY ACTIVITIES

- Develop and field public survey
- Facilitate two (2) focus groups
- Host virtual town hall

DELIVERABLE

- Public Engagement Summary Report

Synthesis and Visioning

PHASE 3

KEY ACTIVITIES

- Facilitate four (4) visioning sessions with staff
- Develop vision, mission and mandate
- Develop draft strategic plan with strategic priorities and actions

DELIVERABLE

- Draft Strategic Plan

Draft and Final Five Year Strategic Plan

PHASE 4

KEY ACTIVITIES

- Board and leadership review of draft strategic plan
- Refine and finalize strategic plan

DELIVERABLE

- Five-Year Strategic Plan and Executive Summary

OUR CONTEXT

The Strategic Plan advances core planning documents within the city:

- The City of Brampton's 2040 Vision
- Term of Council Priorities
- Culture Master Plan (10 years)
- Tourism Strategy (5 years)
- Age-Friendly Strategy and Action Plan
- Parks and Recreation Master Plan

Bespoke Cultural Collective 2021





Living Arts Centre and Celebration Square, Mississauga



Public Theatre, NYC



Soulpepper Theatre, Toronto



TO Live, Toronto



The Center for the Performing Arts, Carmel, Indiana



Théâtre du Nouveau Monde, Montreal

BUILDING BLOCKS FOR STRATEGIC PLANNING



OUR AMBITION

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.

OUR GUIDING PRINCIPLES

Diversity and Inclusion
City-Wide Campus
Community Building

Bespoke Cultural Collective 2021



STRATEGIC PRIORITIES

1. Expand community programming and outreach
2. Deepen equity, diversity, inclusion and access
3. Invest in streamlined marketing, communications and website across all performing arts venues
4. Develop organizational resilience



ROADMAP

Assess the Basics

PHASE 1

MAY 2022 - JANUARY 2024

Rebuild the Foundations

PHASE 2

FEBRUARY 2024 - DECEMBER 2025

Refine Plans

PHASE 3

JANUARY 2026 - APRIL 2027

KEY PERFORMANCE INDICATORS

ASSESS THE BASICS

- Equity, diversity, inclusion and accessibility framework that identifies actions, evaluation criteria and policy changes
- New audience research and data collection process
- Redistribution of staff resources and refreshed organizational structure
- Ratio of commercial to non-commercial presentations and list of sub-categories
- Current space usage rates and distribution of use across venues

REBUILD THE FOUNDATIONS

- Performing Arts Staff participation or attendance in community meetings, performances and events
- Increase new community-centered programming and support to local artists, groups and organizations
- Launch website and integrated marketing plan
- Diversify revenue model by increasing overall opportunities for revenue: corporate sales, sponsorship and donor outreach, and grant-based fundings

REFINE PLANS

- Increase public awareness of Performing Arts programming at all venues
- Reach a broader and more diverse audience demographic
- Create a signature visitor experience that is welcoming and accessible across all venues
- Strengthen ties with local audiences and creatives

NEXT STEPS

- **Council Approval**
- **Communication Plan launches**
- **Implementation begins**

**QUESTIONS +
COMMENTS**