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Subject: **Culture Master Plan: Phase 1 Update (2018-2022)**

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Recommendations:

That the report titled: **Culture Master Plan: Phase 1 Update (2018-2022)** to the Committee of Council meeting of June 22, 2022, be received.

Overview:

- In 2018, Council endorsed Brampton's first Culture Master Plan, setting Brampton on a strategic and intentional path to becoming a creative, expressive, and connected urban city.
- Implementation of the Culture Master Plan is driven by three themes and six goals that represent the most essential cultural priorities to address in Brampton.
- These goals are supported by 47 strategies and actions, which are the major plans, policies and operational activities that will achieve the goals and drive the overall vision.
- This report provides the first formal update on Culture Master Plan implementation to City Council and the Brampton community and serves as the first of three progress reports, two completed at 4-year intervals and one at the conclusion of the 10-year timeline in 2028.
- This report provides a Phase 1 update on each action item within the 6 goal areas and identifies the next steps or areas of focus for Phase 2 implementation.
- Any budget implications for Phase 2 implementation will be brought forward for Council consideration as part of the 2023 budget process.

Background:

In 2018, Council endorsed Brampton's first Culture Master Plan, setting Brampton on a strategic and intentional path to becoming a creative, expressive, and connected urban city. It is a foundational document for municipal cultural planning and service delivery in Brampton over the next ten years that supports the City's broader strategic goals. It enables the municipality to take full advantage of the opportunities for quality of life and economic development that a robust arts and culture sector can bring (CW245-2018).

Implementation of the Culture Master Plan is driven by three themes and six goals that represent the most essential cultural priorities to address in Brampton:

Culture Master Plan Themes and Goals

1. Supporting Success

Resources: Leverage public and private sources to sustainably finance municipal programs, assets and services in Brampton, ensuring that resources and plans are in place to properly implement the Culture Master Plan. Ensure the necessary human resources are in place to sustainably support cultural programs, assets and services in Brampton.

2. Developing a Community of Practice

Funding: Strategically fund and build financial capacity with creators and cultural groups to drive innovation and collaboration and support a vibrant arts and culture scene in Brampton.

Space: Increase Brampton's inventory of physical and digital space for creative presentation, production, participation, collaboration and innovation. Ensure these spaces are inclusive, accessible and support the connectivity of Brampton's cultural ecology.

Talent Development: Establish Brampton as a viable place for creators to live, work and develop their talent. Connect the creative economy with the wider business community in Brampton to support capacity building and talent retention.

3. Building Brampton's Identity

Production and Presentation: Facilitate meaningful exchange between diverse creators, groups and audiences that enrich the community and embrace cultural fusion and experimentation. Leverage presentation and production as vehicles for social cohesion and as contributors to the creation of a unique and distinctive identity for Brampton.

Promotion: Cultivate strong lines of communication within Brampton's creative community, market Brampton's cultural products and develop a reputation as a youthful, cutting-edge cultural hot spot on the world stage.

These goals are supported by 47 strategies and actions, which are the major plans, policies and operational activities that will achieve the goals and drive the overall vision.

It is inescapable that the landscape in which the Culture Master Plan was introduced has changed due to the ongoing COVID-19 pandemic, and facilitating sector support and recovery has become a priority in this work. This is not the only means by which sector recovery support is being given, as there has also been participation in Brampton's Economic Recovery Taskforce since 2020, which has executed other supporting initiatives for the community.

Current Situation:

This report provides the first formal update on Culture Master Plan implementation to City Council and the Brampton community and serves as the first of three progress reports, two completed at 4-year intervals and one at the conclusion of the 10-year timeline in 2028.

The Culture Master Plan identified 6 catalytic actions as the necessary first steps in ensuring the City is resourced and equipped to implement the plan; they are outlined in detail below. Appendix A provides the current status of all 47 action items.

Phase 1: Priority Actions (2018-2022)

1. Review and reallocated people resources within the Cultural Services Division to support implementation of the Culture Master Plan.

Upon reviewing the staffing resources that directly support the Arts, Culture & Tourism sector (Cultural Services, Performing Arts, Festivals and Special Events and Tourism), full-time staff positions have declined by 16% since the Culture Master Plan was approved in 2018. This is primarily due to the realignment and reallocation of resources.

Table 1: Staffing Resources for Arts, Culture & Tourism 2019 compared to 2022.

	2019	2022
Department	Economic Development & Culture	Corporate Support Services/Community Services
Number of Full-time staff	64	54
Number of contract staff	3	4
Total staff	67	58

Next Steps: to deliver on the goals of the Culture Master Plan (2018), Performing Arts Strategy (2022) and Tourism Strategy (2022), appropriate staffing resources are required. Staff will review operational requirements and priority areas for service delivery, identify opportunities for realignment and efficiencies and include necessary staffing requests as part of the 2023 budget process for Council consideration.

2. Retain a third-party industry expert to determine the proper organizational model for a non-profit arms-length organization to assist the City in the implementation of arts and cultural programs and services and serve as an animator and multi-arts umbrella for local arts advancement.

In June 2019, City staff retained Pru Robey Consulting and LeSage Arts Management to expertly determine the optimal mandate and model for an arm's length arts and culture organization in Brampton. Based on stakeholder engagement, the organization was envisaged as a sector development agency, operating at arm's length to the City as a key partner in delivering the Culture Master Plan.

On January 15, 2020, Council endorsed the recommended organizational model and approach to developing an Arts, Culture and Creative Industry Development Agency in Brampton, including the draft Terms of Reference (CW007-2020). On February 17, 2021, Council approved the inaugural Chair, Advisory Panel (C051-2021) followed by the appointment of Councillor R. Santos as the Council Representative on March 10, 2021 (CW118-2021).

The Agency began operations on February 22, 2021, with the mission to incubate, advance, connect and advocate for Brampton's arts and culture sector. During the first year of incubation, the Agency provided strong leadership for the sector and delivered a range of much-needed programs and services. The Agency continues to meet all key implementation milestones and expedites service delivery in areas of greatest need.

On April 27, 2022, Council received a report titled: **Arts, Culture & Creative Industry Development Agency – Program Update** (CW207-2022) and highlighted the following success in the first year of operations:

- Nearly 500 artists participated in online events, programs, information sessions and workshops in 2021, with 96% of attendees gaining new insight and perspectives from the events
- In partnership with the Culture Unit, \$150k was awarded to 75 local artists, musicians and performers through the COVID-19 Recovery Fund for Artists
- Enhanced public art in the community through a range of mediums, including murals in downtown Brampton, 38 artist and artisan booths and three chalk-art installations at the Brampton Farmers' Market, multiple digital exhibits in Garden square, a 3D virtual art gallery and much more
- Engaged with nearly 200 artists and arts organizations through the Big Artist Space Survey to assess and begin to address the status of creative space across the City

- Have ensured events and resources are free and accessible for all to attend and provided employment opportunities for local artists and arts workers

Next Steps: the Agency will rebrand as Brampton Arts Organization (BAO) and continue delivering programs and services aligned with the Council-approved mission and mandate. In alignment with the approved operating model, the incremental operating budget will be included as part of the annual budget process.

The panel is currently developing an organizational strategic plan and board governance model as critical elements to negotiating a Service Level Agreement with the City of Brampton. The Agency plans to become independent as a non-profit arts organization by January 1, 2024.

The Agency is an essential partner in delivering Phase 2 goals of the Culture Master Plan, including actions under resources, funding, space, talent development, presentation, production, and promotion.

3. Participate in Vision 2040 neighbourhood audits to identify areas of strength and gaps across the city where cultural space is underrepresented. Update and use the City's Culture Map as a key resource in this exercise, and for short, medium and long-term cultural asset planning.

Staff participated in the Nurturing Neighbourhoods programs throughout 2019, 2020 and 2021. In the 2021 survey, the following themes were included for residents to identify as a priority for their neighbourhood: Arts and Culture, Festivals and Events and Public Art. The 2021 survey results indicated that of the twenty-six themes listed under the question "Select a theme and describe something you wish was in your neighbourhood," the number one response city-wide was 'Arts and Culture' followed by 'Festivals and Events'.

ACCIDA staff are validating data collected to update the City's Culture Map. They will disseminate a new, free public 'creative space catalogue' that offers a detailed inventory of public and private spaces across Brampton that can provide access to space for creation, performance, exhibition and more.

Next Steps: The 2022 Nurturing Neighbourhoods survey will include the same themes. This data will assist with identifying trends across the City or within specific wards and inform the Creative Space Strategy and Action Plan.

Visually locating and organizing Brampton's existing arts and culture spaces on an interactive digital Culture Map is the first step to realizing a Creative Space Strategy and Action Plan. Doing so will enable staff to create awareness and enhance efforts to increase utilization rates of existing municipal assets that contain spaces useable for arts and culture purposes. It will also identify geographic areas lacking arts and culture spaces and allow staff to develop strategies to address these underserved neighbourhoods. Benchmarking these physical assets against peer municipalities will

provide quantifiable insights for the City to establish accurate projections for its goals for arts and culture spaces.

4. Provide distinct funding streams for arts, culture and tourism and explore opportunities to provide operating funds and multi-year agreements for arts and culture groups.

Initial work was completed and implemented during a review of the community grant program in 2019. The outcome of this work is reflected in the priority areas of the Advance Brampton Fund (2020-2022), Marquee Festivals and Sport Tourism Events (2020-2022) and the COVID-19 Relief and Recovery Programs (2020-2021).

Table 2: Grant Funding by Program (2019-2022)

Program Name	2019	2020	2021	2022
Community Grant Program	\$1,459,000	n/a	n/a	n/a
Advance Brampton Fund	n/a	\$435,561	\$634,302	\$615,769
Marquee Festivals	n/a	\$377,250	\$302,285	\$610,000
Sport Tourism Events	n/a	\$98,699	\$103,729	\$297,500
COVID-19 Relief Arts Organizations	n/a	\$456,000	n/a	n/a
COVID-19 Relief Artists	n/a	\$46,300	n/a	n/a
COVID-19 Recovery Artists	n/a	n/a	\$150,000	n/a
Total Annual	\$1,459,000	\$1,413,810	\$1,190,316	\$1,523,269
Total 2019-2022	\$5,586,395			

Next Steps: A strategic review of the Advance Brampton Fund will explore operating funds and multi-year grant agreements with input and knowledge from the granting sector at large (survey in Q3 2022) for the 2024 program year. The desired outcome of this work is to provide qualifying Arts and Culture organizations with a stable base of operational funds for a set time. Program delivery in partnership with ACCIDA will be explored for 2024.

5. Develop a strategy to measure and monitor the per capita spend on arts and culture in Brampton, including tools to empirically assess the benefits to the community through this expenditure.

In 2019, staff undertook a study to determine the City's annual per capita investment in arts and culture in Brampton as a baseline to support future planning and decision making. Hill Strategies Research Inc. was retained to lead the analysis. Hill Strategies reported that Brampton's per capita investment in culture in 2018 was \$18.06, lower than the average of \$24.13 for the eight other municipalities considered in this review. Staff committed to revisiting the analysis of municipal cultural investment in Brampton every three years. While the 2021 per capita investment was lower than it was three years earlier at \$17.13, it is necessary to note the 18% increase in the annual operating budget.

Table 3: Per Capita Investment in Arts and Culture 2018 compared to 2021

	2018	2021
Operating	\$8,766,570.00	\$10,302,449.85
Capital	\$1,952,753.00	\$942,600.02
Grand Total	\$10,719,323.00	\$11,245,049.87
Census Population	593,638 (2016)	656,480 (2021)
Per Capita Investment	\$18.06	\$17.13

To address the community's needs, support the vision of the Culture Master Plan, and, more broadly, Vision 2040, the City should set a cultural investment target of \$25 per capita by 2030. Staff will prepare a Cultural Investment Report for Council consideration as part of the 2023 budget, outlining the annual investment required and specific allocation of operating and capital funds.

6. Develop a tourism strategy that includes signature events and major cultural festivals and establishes a framework for facilitation and support of community events. Leverage this strategy to strengthen Brampton's tourism office, with a mandate to provide destination marketing and visitor services.

Approved on April 14, 2022 ([CW193-2021](#)), the Brampton Tourism Strategy is a five-year plan to guide the development of Brampton as an emerging destination and cultural hotspot. The strategy addresses Brampton's short and long-term growth, focusing on economic recovery and local and regional initiatives that align with the Economic Recovery Strategy and the Culture Master Plan.

Tourism Development Streams: Brampton has four distinct areas of growth that represent the most potential to develop into the main demand generators for Brampton's visitor economy, and have each been given special analysis as to how best to accomplish this. These areas of growth are:

- Arts and Culture
- Food Tourism
- Special Events & Attractions
- Sport Tourism

Next Steps: The plan recognizes Brampton is in its infancy in tourism development, and priority should be given to establishing a solid foundation for a tourism destination to grow. The plan recommends nurturing Brampton's most compelling experiences to build a visitor economy, including enhancing Arts and Culture and Food Programming and celebrating Brampton's people, places and histories to drive visitor demand for arts and culture.

The Tourism Office is an essential partner in delivering several Phase 2 goals of the Culture Master Plan, including actions under resources, funding, presentation, production, and promotion.

Next Steps:

While Appendix A details a number of actions to undertake as part of Phase 2 implementation, it is important to highlight those most critical to advancing the Arts, Culture & Tourism sector in Brampton over the next four years.

Phase 2: Priority Actions (2022-2028)

1. Arts & Culture Funding
 - a. Set a Cultural Investment target of \$25 per capita by 2030
 - b. Increase financial support to Artists and Arts Organizations through operation grants and multi-year funding agreements
2. Arts, Culture & Creative Industries Development Agency
 - a. Negotiate Service Level Agreement between Agency and City to deliver Council-approved mandate for Arts and Culture sector support
 - b. Transition to an Independent non-profit organization by January 1, 2024
3. Creative Space Strategy and Action Plan
 - a. Develop and implement a Creative Space Strategy and Action plan focused on creating awareness of existing creative space opportunities, developing new creative spaces, and preserving existing creative spaces in Brampton.
 - b. The Action Plan will be driven by six key actions:
 - i. Understanding the location and utilization of Brampton's cultural infrastructure
 - ii. Increasing access to spaces of creative production, presentation, and community gathering
 - iii. Developing policies that support expanding access to arts and culture infrastructure
 - iv. Developing tools to improve access to and ensure the preservation of existing arts and culture space
 - v. Increasing opportunities to invest in cultural infrastructure
 - vi. Developing new arts and culture infrastructure.

4. Public Art Strategy

- a. Develop and implement the City's first Municipal Public Art Strategy to establish an intentional and cohesive approach to developing and administering the City of Brampton's public art programs. The objectives of the Municipal Public Art Strategy are to:
 - i. Establish strong administrative infrastructure for City-led public art programs
 - ii. Establish a five (5) year priority work plan for City-led public art programs
 - iii. Establish strong administrative infrastructure for the City to engage with the private sector on public art opportunities

5. Performing Arts Strategic Plan

- a. Implement the Council-approved 5-year Performing Arts Strategic Plan to build an inspiring performing arts community that reflects the spirit and diversity of Brampton. Focus on four strategic priorities:
 - i. Expand community programming and outreach
 - ii. Deepen equity, diversity, inclusion, and access
 - iii. Invest in streamlined marketing, communications, and website across all performing arts venues
 - iv. Develop organizational resilience

6. Tourism Strategy

- a. Implement the Council-approved 5-year Brampton Tourism Strategy to guide the development of Brampton as an emerging destination and cultural hotspot. Focus on Four Key Priority Areas that were identified as fundamental in supporting sustainable growth for Brampton as a tourist destination:
 - i. Fostering Pride of Place
 - ii. Marketing & Communications
 - iii. Leveraging Tourism Development Streams
 - iv. Infrastructure & Management

Corporate Implications:

Financial Implications:

There are no financial implications associated with this information report. Any budget requests related to the Phase 2 implementation of the Culture Master Plan will be brought forward for Council consideration as part of the 2023 budget process.

Term of Council Priorities:

This report supports the Term of Council Priorities of Brampton is a Well-Run City, Brampton is a City of Opportunities, and Brampton is a Mosaic by effectively managing

municipal resources, improving livability and prosperity, and supporting the sustainability of the arts, culture and creative sector.

Conclusion:

This report provides the first formal update on Culture Master Plan implementation to City Council and the Brampton community and serves as the first of three progress reports. Staff will develop a robust Phase 2 implementation strategy, including key performance indicators to measure progress and identify the required Cultural Investment for implementation for Council consideration in 2023.

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Attachments: Appendix A: Culture Master Plan Phase 1 Progress Update