



# **CULTURE MASTER PLAN UPDATE**

## **PHASE 1**

**2018 - 2022**

Abstract:

This document is intended to be a current review of the actions listed in the Council-approved 10-Year Culture Master Plan to provide formal updates on its progress to City Council and the Brampton community. Initiated in June 2018, this update serves as the first of three progress reports, two completed at 4-year intervals and one at the conclusion of the 10-year timeline, 2028.

Important to note that no actions have been re-written for this review. While still presented in 6 priority areas, this document introduces a new system of action and status categorization (outlined below). While this report highlights work underway across multiple departments, it is not an exhaustive list of all activities contributing to advancing the plan's goals.

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.

## **ACTION TYPE & STATUS OPTIONS**

- Iterative: Goals with a set definition and duration; are repeated on a set basis for the life of the CMP.
  - These actions are listed as Ongoing
- Steppingstone: Actions which lead to the creation of another body of work.
  - These actions can be Completed, In Progress or Future
- Long-term: Long time required for completion, awaits other 'domino' activities to be completed, and includes complex multi-stakeholder engagement.
  - These actions can be Completed, In Progress or Future
- Short-term: Shorter time for completion; may or may not require complex stakeholder engagement.
  - These actions can be Completed, In Progress or Future

### CMP ACTION TYPE SUMMARY:

<b>CMP GOAL AREA</b>	<b>Iterative</b>	<b>Steppingstone</b>	<b>Short-term</b>	<b>Long-term</b>
<b>Resources (10)</b>	4	2	1	3
<b>Funding (4)</b>	1	-	2	1
<b>Space (9)</b>	-	4	1	4
<b>Talent development (7)</b>	4	1	1	1
<b>Production &amp; presentation (12)</b>	4	4	-	4
<b>Promotion (5)</b>	1	2	-	2
<b>Total (47)</b>	<b>14</b>	<b>13</b>	<b>5</b>	<b>15</b>

### CMP ACTION STATUS SUMMARY:

<b>CMP GOAL AREA</b>	<b>Ongoing</b>	<b>Completed</b>	<b>In Progress</b>	<b>Future</b>
<b>Resources (10)</b>	4	1	4	1
<b>Funding (4)</b>	1	1	1	1
<b>Space (9)</b>	-	-	7	2
<b>Talent development (7)</b>	4	2	-	1
<b>Production &amp; presentation (12)</b>	4	1	5	2
<b>Promotion (5)</b>	1	2	-	2
<b>Total (47)</b>	<b>14</b>	<b>7</b>	<b>17</b>	<b>9</b>

## **GOAL: 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.

### Highlights:

- Council approved the start-up of a new Arts, Culture and Creative Industry Development Agency (ACCIDA) in Brampton (2020) that is progressing through incubation and providing significant sector support.
- Sponsorship raised \$878,400 from the Private Sector to support Festivals/Events, Performing Arts and Tourism (2019-2022)
- \$5,586,395 in grant funding was allocated to support Brampton's Arts, Culture & Tourism sector (2019-2022)
- \$6,198,500 in grant funding was received to support Arts, Culture & Tourism initiatives (2019-2022)
- 18% increase in the annual operating budget for Arts, Culture and Tourism from 2018 to 2022
- City departments are investing in public art using established budgets where goals align (e.g. Brampton Fire Station 211, Downtown Storefront Windows, Queen Street Traffic Control Boxes, proposed Williams Parkway Enhancements)

### Opportunities:

- 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; Consider setting a cultural investment target of \$25 per capita by 2030
- Full-time staff positions have declined by 16% since the Culture Master Plan was approved in 2018; ensure necessary resources are in place and plan for future staffing requirements.
- Increase cultural grants both as a per capita dollar figure and as a proportion of overall cultural investment for arts organizations and artists

***Action 1: Conduct a review of current human resources for Cultural Services within the City of Brampton and identify areas of additional need. Consider possibilities for staff relocation as well as additional financial resources to support human resources needs for implementation of the Culture Master plan.***

Type:	Iterative	Status:	Ongoing
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***Action 2: Undertake a feasibility study to determine the proper organizational model for a non-profit arms-length organization that could 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.***

Type:	Steppingstone	Status:	Completed
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**Action 3: 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.**

Type:	Iterative	Status:	Ongoing
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**Action 4: Work with the Sponsorship division to identify the full scope of arts and culture assets that the municipality can market to potential corporate partners as well as their fair market value to increase private sector investment in arts and culture.**

Type:	Iterative	Status:	Ongoing
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**Action 5: Review, enhance and increase funding for the Community Grant Program.**

Type:	Steppingstone	Status:	In Progress
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**Action 6: Undertake a feasibility study regarding leverage municipal planning tools (e.g. Section 37 and development charges) to drive private sector financial support for municipal arts and culture programs and services from the development community.**

Type:	Long-term	Status:	In progress
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**Action 7: Undertake a feasibility study on establishing percent for art funding mechanism on municipal capital projects at the level of 2% to provide long-term, sustainable funding for a municipal public art governed under the City's Public Art Policy.**

Type:	Long-term	Status:	In progress
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**Action 8: Undertake a feasibility study to implement a 4% transient accommodation tax to support funding for tourism promotion, in alignment with Brampton's Regional Tourism Organization partners.**

Type:	Short-term	Status:	In progress
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**Action 9: Undertake a feasibility study to use tax incentive programs in neighbourhoods identified as culturally underserved to catalyze use of space for arts and culture purposes and support a vibrant community.**

Type:	Long-term	Status:	Future
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**Action 10: Pursue cultural grants and funding opportunities from other levels of government and continue to seek additional financing options for culture assets, programs and services.**

Type:	Iterative	Status:	Ongoing
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## **GOAL: 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.

### Highlights:

- Launched four new funding programs: Advance Brampton Fund (2020), Marquee Festivals and Sports Tourism Events (2020), COVID Relief for Artists and Arts Organizations (2021) and COVID Recovery for Individual Artists (2022)
- Fifty-two seminars and/or workshops were delivered to individual artists and arts organizations to increase skills and knowledge in accessing funding (2020-2022)
- Average scores on municipal grant applications increased from 59% (2020) to 74% (2022)

### Opportunities:

- Increase grant funding to meet community demand; closing the gap with municipal peers
- Provide operating funds and multi-year agreements for arts and culture groups.
- Develop a strategy to build a culture of philanthropy.

***Action 1: 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.***

Type:	Short-term	Status:	Phase 1: Completed Phase 2: In Progress
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***Action 2: Build capacity in the arts and culture community for securing sponsorship and grants from other levels of government, through the provision of training and support resources.***

Type:	Iterative	Status:	Ongoing
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***Action 3: Work with Economic Development to create a stream for creative industries in the Brampton Entrepreneur Centre's Starter Company Plus funding program.***

Type:	Short-term	Status:	Completed
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***Action 4: Educate stakeholders on the value of investing in arts and culture and develop a strategy to build a culture of philanthropy.***

Type:	Long-term	Status:	Future
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**GOAL: 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.

Highlights:

- 'Arts and Culture' and 'Festivals and Events' were voted as top choices City-wide for "describe something you wish was in your neighbourhood."
- ACCIDA is launching a new, free public 'creative space catalogue' to support artists looking for space
- Brampton's first 3D Virtual Gallery: Postcard Project: Your Artist Story and multiple city-wide digital exhibitions.
- Council approved the five-year Performing Arts Strategic Plan
- Support for purpose-built Festivals and Events lands in Brampton

Opportunities:

- Develop a new Creative Space Strategy and Action Plan to address the critical shortage of spaces for the production, presentation and exhibition of artistic work
- Develop the digital capacity of Brampton's arts sector, increasing the quality, outreach and sharing of art through digital approaches.
- Implement Performing Arts Strategic Plan
- Facilitate the use of privately-owned space for arts and culture purposes
- Develop an arts and entertainment business investment strategy

***Action 1: 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.***

Type:	Steppingstone	Status:	In Progress
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***Action 2: Develop an arts and entertainment business investment strategy to attract, enhance and retain business to support place making and building culturally vibrant, tourism-friendly community, responding to those gaps identified in the neighbourhood audit.***

Type:	Long-term	Status:	Future
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***Action 3: Explore new opportunities to adaptively reuse City-owned spaces for cultural purposes and identify spaces to be leveraged for the co-location of stakeholders and multi-purpose use (i.e.. Performance, display, rehearsal, administrative). Identify appropriate operating models and develop formal management agreements. Consider the repositioning of the Brampton Civic Centre as a cultural hub.***

Type:	Steppingstone	Status:	In progress
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**Action 4: Recognize investment in the downtown (i.e., university, Centre for Innovation, the new Central Library, etc.) as valuable assets and explore opportunities to locate cultural uses and activities within these spaces.**

Type:	Long-term	Status:	In progress
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**Action 5: Define goals, objectives and update facility usage policies and procedures for City-owned performing arts spaces, including Garden Square, Lester B. Pearson, Cyril Clark and The Rose Theatre, which will continue to pursue its vision to become one of the top performing arts centres in the country through the quality of work presented and the visitor experience. Prioritize opportunities to increase usage of LBP and Cyril Clark, while reviewing and optimizing usage of The Rose and Garden Square.**

Type:	Steppingstone	Status:	In progress
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**Action 6: Work with Facility Services to establish a framework for creators and cultural groups to access and use municipal facilities for cultural purposes.**

Type:	Short-term	Status:	In progress
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**Action 7: Work with Park Planning and Development, and recreation to identify, plan and budget for purpose built festival lands to support Brampton's growing need for large scale community events and gatherings.**

Type:	Long-term	Status:	In progress
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**Action 8: Recognize the role of digital space in artistic expression and production and develop a strategy to leverage technology and innovation to support creators and cultural groups in Brampton.**

Type:	Steppingstone	Status:	In progress
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**Action 9: Establish mechanisms to facilitate the use of privately owned space for arts and culture purposes including the re-purposing of industrial and commercial spaces, fostering a culture of creative experimentation and innovation.**

Type:	Long-term	Status:	Future
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## **GOAL: 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.

### Highlights:

- Centre Stage Conservatory supported 51 student artists and 5 groups (2019-2022).
- ACCIDA delivered 14 Talent Development Programs/Workshops for Emerging & Mid-Career to 299 participants (2021) and 47 Sessions/Events to 754 participants (2022)
- Commitment to sustain and grow youth employment programs in Education such as co-ops, internships, and summer placements.
- Launched Heartbeats in Performing Arts, a Co-op and Internship Program for Black & Indigenous Youth (2021).
- Launched 'This is Brampton' and Brampton: NEXT UP showcases to support emerging and mid-career artists.

### Opportunities:

- Launch digital resources for artists and creatives, including business advisory services, community networks, funding bodies, portfolio and website builders, and practice-specific pages.
- Support learning and development through internships and cooperative placements with local businesses
- Pursue opportunities to showcase emerging Brampton talent nationally and internationally

***Action 1: Undertake research to identify sectors of strength in Brampton's creative economy.***

Type:	Short-term	Status:	Completed
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***Action 2: Develop and facilitate dedicated business resources, outreach and networking opportunities, including industry roundtables, symposiums and conferences, to support creative entrepreneurship and encourage innovation in these sectors.***

Type:	Iterative	Status:	Ongoing
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***Action 3: Work with Economic Development to ensure the inclusion of creators in the development of the Centre for Innovation, as contributors to a healthy entrepreneurial ecosystem.***

Type:	Iterative	Status:	Ongoing
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***Action 4: Work with Economic Development to connect creators with businesses, develop opportunities for investment, and support learning and development through internships and cooperative placements.***

Type:	Long-term	Status:	Future
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***Action 5: Review the City's arts education program, investigating opportunities for enhancement and engagement with educational institutions.***

Type:	Steppingstone	Status:	Completed
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***Action 6: Establish a digital information common for creators and cultural groups to access information and resources to support their work.***

Type:	Iterative	Status:	Ongoing
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***Action 7: Recognize the ties of local creators to international markets and leverage these connections to strengthen Brampton's creative economy.***

Type:	Iterative	Status:	Ongoing
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## **GOAL: Presentation & Production**

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.

### Highlights:

- Council approved the 5-year Brampton Tourism Strategy to guide the development of Brampton as an emerging destination and cultural hotspot.
- \$4.3M – the value of the City's Public Art Collection
- Staff is building more proactive and meaningful collaboration with Indigenous communities through engagement and consultation in annual programming plans in Performing Arts, Festivals and Events and ACCIDA
- The 2022/23 Performing Arts Season includes 91 opportunities for Brampton Artists. Up 40% from 2018/19.
- In 2022, over 50% of ACCIDA's programming budget will be directed towards employment opportunities for local artists and artist fees
- 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
- ACCIDA ensures events and resources are free and accessible for all to attend

### Opportunities:

- Explore Artist in Residence programs
- Nurture Brampton's most compelling experiences to build a visitor economy, including enhancing Arts and Culture and Food Programming
- Celebrate Brampton's people, places and histories to drive visitor demand for arts and culture.
- Develop a Municipal Public Art Strategy to establish an intentional and cohesive approach to developing and administering the City of Brampton's public art programs
- Set goals around budget allocations for direct investment in local talent.
- Build a fulsome equity framework and action plan that includes policy, programming, audience development, marketing, and outreach.
- Explore the development of a municipal art collection
- Provide direct lines of input from the community into program planning
- Prioritize diversity and inclusion in all presenting and production activity

***Action 1: Shift the approach from top-down municipal program development and delivery to a co-curated, bottom-up program development and delivery approach.***

Type:	Long-term	Status:	In progress
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**Action 2. Recognize local creators as valuable partners in building a culturally vibrant and creative community. Work with them to co-curate, co-produce and co-create content for municipal arts and culture programs.**

Type:	Long-term	Status:	In progress
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**Action 3. Provide direct lines of input from the community into program planning.**

Type:	Long-term	Status:	In progress
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**Action 4: Continue to invest in Garden Square, strengthening its position at the heart of Brampton. Use this important asset to bring Bramptonians together, ignite civic pride and catalyze creativity through the provision of continued resources for arts and culture programs, events and community-focused activities.**

Type:	Long-term	Status:	In progress
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**Action 5: Explore the viability of an Artist in Residence program for Brampton that forges new opportunities for creation, innovation and engagement. Ensure such a program would grant artists institutional support, access to facilities, materials and costs.**

Type:	Steppingstone	Status:	Future
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**Action 6: Develop a tourism strategy that includes signature events and major cultural festivals and establishes a framework for facilitation and support of community events.**

Type:	Steppingstone	Status:	Completed
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**Action 7: Review and revise the City's public art policy, prioritizing innovation and community engagement with multi and inter-art forms in the public realm. Ensure the policy provides guidance for transitory projects, as well municipal capital and private investment in public art.**

Type:	Steppingstone	Status:	In progress
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**Action 8: Explore opportunities for the development of a municipal art collection as well as display of local works of art in municipal facilities, including supporting interpretive programming and engagement strategies.**

Type:	Steppingstone	Status:	Future
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**Action 9: Strengthen the relationship with Indigenous communities and work together toward better inclusion and access to cultural activity. This includes reducing barriers to participation for the community and ensuring more proactive and meaningful collaboration on cultural events, programs and services.**

Type:	Iterative	Status:	Ongoing
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**Action 10: Recognize the diverse cultures and socio-economic groups living in Brampton and ensure that all residents have equitable access to arts opportunities and the right to celebrate their culture through creative expression.**

Type:	Long-term	Status:	Ongoing
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**Action 11: Set goals around budget allocations for direct investment in local talent.**

Type:	Long-term	Status:	In Progress
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**Action 12: Prioritize diversity and inclusion in all presenting and production activity, ensuring that Brampton's mosaic of cultures, audiences and art forms is represented and contributes to a vibrant and socially cohesive community.**

Type:	Long-term	Status:	In Progress
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## **GOAL: 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.

### Highlights:

- Experience Brampton launched a new brand and identity
- Williams Perkins Bull, Zarqa Nawaz, Julian Christian Lutz Rupi Kaur, Ian Williams and Denise Jones were inducted into the Brampton Arts Walk of Fame (2018-2022)
- 316% increase in the open rate for ACCIDA's arts and culture newsletter and a significant increase in social media attention.

### Opportunities:

- Tourism Office to provide destination marketing under the 'Experience Brampton' banner
- Implement Performing Arts Strategic Plan actions to invest in streamlined marketing, communications and website across all performing arts venues.
- Explore design options for a new Arts Walk of Fame Legacy Site in downtown Brampton
- Develop a public relations strategy for culture in Brampton

***Action 1: Strengthen Brampton's Tourism Office with a mandate to provide destination marketing and visitor services, promoting our City's unique experiences and offering.***

Type:	Steppingstone	Status:	Completed
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***Action 2: Develop a public relations strategy for culture in Brampton that builds and promotes a unique, authentic and positive image. The strategy will unearth and promote less visible and informal expressions of arts and culture that are happening in neighbourhoods across the City, leverage Brampton's success stories, engage ambassadors for culture in Brampton, and play a key role in talent and business attraction.***

Type:	Long-term	Status:	Future
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***Action 3: Develop a communication and marketing plan for arts and culture in Brampton that reaches a local audience and increases participation and attendance.***

Type:	Iterative	Status:	Ongoing
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***Action 4: Review and strategically align the City's recognition programs to celebrate civic and cultural achievement at multiple levels. Continue to develop the Arts Walk of Fame program as one of the City's key recognition programs, celebrating and building connections with the incredible artistic and creative talent emerging from Brampton, while inspiring the next generation of artists and creators to follow in their footsteps.***

Type:	Steppingstone	Status:	Completed
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***Action 5: Recognize and promote Downtown Brampton as a significant cultural location in the City, encouraging creators to locate in this area and continue to build a creative cluster.***

Type:	Long-term	Status:	Future
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