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CITY OF BRAMPTON CULTURE MASTER PLAN

June 2018



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 **Nordicity**

Lord
Cultural Resources

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

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1



INTRODUCTION

1. INTRODUCTION

Brampton is undergoing a major transformation. Now the 9th-largest urban centre in Canada, the City has recognized that the time is right to re-vision the city in all respects and has initiated a series of initiatives to accomplish that goal.

Among these is this culture master planning process. The potential for culture in this diverse and growing city is great but ways and means of reaching that potential need to be explored and developed. The Culture Master Plan is intended to do just that, so that the city can take full advantage of the opportunities for quality of life and economic development that a robust arts and culture sector can bring.

There is a significant body of evidence indicating the importance of culture to individuals, communities and the economy (for example, the Ontario Ministry of Tourism, Culture and Sport's *Environmental Scan of the Culture Sector: Ontario Culture Strategy Background Document*, released in 2016). Most would agree that culture has intrinsic value, but numerous studies show that it also yields important social and economic benefits such as improved quality of life and greater well-being for both individuals and communities. Culture also

results in improved learning and health, increased tolerance, and enhanced social cohesion. All of these benefits are important, but especially so for a growing multicultural city like Brampton as it develops a singular identity.

In September 2017, the City of Brampton engaged Lord Cultural Resources in association with Nordicity Limited to develop a Culture Plan via a three-phase process:

- **Phase 1, State of Culture** – the research and analysis phase during which we examined the current situation for arts and culture in Brampton and the situation in comparable municipalities via workshops, key informant interviews and deskside research. This report was delivered in December 2017.
- **Phase 2, Public Consultation**, during which we conducted a series of stakeholder workshops and “pop-up” consultations and administered an online survey. This report was delivered in April 2018.
- **Phase 3, Draft and Final Culture Plan**, which coalesces all of the findings to date into a series of strategic recommendations to provide the City with a “roadmap” for arts and culture in Brampton.

CORE TEAM AND STEERING COMMITTEE

This Culture Master Plan is being led by a core team that includes the City of Brampton's Economic Development and Culture Department staff (Bob Darling, Director, Economic Development and Culture, Kelly Stahl, Senior Manager, Cultural Services and Victoria Mountain, Manager, Culture) along with the Lord/Nordicity team.

The core team is being assisted by a Steering Committee composed of leaders in Brampton's arts, culture, heritage and creative entrepreneurial communities. Steering Committee members include:

- Lyudmila Bespala-Brown, Board Member, PAMA
- Jeff Bowman (Honourary Member), Councillor, City of Brampton
- Patricia Chrisjohn, Peel Aboriginal Network
- Brendan Healy, Artistic Director Performing Arts, Rose Theatre, City of Brampton
- Jaipaul Massey-Singh-Board Chair, Brampton Public Library and past Chair, Brampton Board of Trade

- Jael Richardson, Artistic Director, The Fold Festival of Literary Diversity
- Dan Rollings, Arts Educator, Peel District School Board (Steering Committee Chair)
- Vanessa Scott, Board President, Beaux-Arts Brampton
- Sarah Singh, Executive Director and Founder, Broadening Horizons
- Doug Whillans (Honourary Member) Councillor, City of Brampton

This Draft Culture Master Plan is based on the research of Phase 1 and a thorough public consultation process including stakeholder workshops, pop-up engagements, online surveys, and youth-centric outreach. In addition to the research and extensive consultation process, this plan recognizes the vision and recommendations put forth in *Living the Mosaic: Brampton 2040 Vision*, a document representing an extensive and overarching municipal visioning process led by Beasley and Associates Inc. and approved by Brampton City Council in May 2018.

CITY OF BRAMPTON CULTURAL SERVICES DIVISION

This Culture Master Plan has been developed under the auspices of the City of Brampton's Cultural Services Division. Cultural Services is mandated to pursue the vision identified in the Culture Master Plan by allocating the required resources and implementing the necessary actions to achieve its goals.

The mission of that division is:

Cultural Services leverages arts, culture and creative expression to build a vibrant and cohesive community, advance economic development, and support Brampton's urban and neighbourhood transformation.

We strive to be connected and engaged cultural leaders, elevating the lived experience for residents and driving community attachment, facilitating opportunity and promoting our local creators, and amazing our visitors with the unrealized abundance that Brampton has to offer.

The division operates according to a series of guiding principles:

- **Visionary Thinking:** We support Brampton's 2040 Vision and the Economic Development Master Plan and work collaboratively to support the City's strategic goals and objectives. All of our efforts are ultimately directed towards the achievement of this long-term vision of Brampton as it emerges as an international global city.
- **A Belief in the Power of Arts and Culture:** We think big and intentionally about arts and culture and its ability to transform communities, facilitate positive change, and build our collective narrative.
- **Policy and Process:** Our work is guided by strong and effective policies and process that enable service excellence and ensure accountability to the residents of Brampton. We view policy and process as a means to working more collaboratively and efficiently with our internal and external partners.
- **Diversity and Inclusivity:** Diversity and inclusion of people, cultures, thought, and art forms is at the heart of our work. We celebrate difference and recognize the role it has to play in fostering creativity and our success.
- **Customer Service:** We aim to be valued business partners to the arts, culture and creative community through the provision of resources, support and expertise. We inspire and improve quality of life in Brampton by providing access to top quality artistic, audience and visitor experiences.
- **Measuring and Monitoring:** We are committed to setting clear measures for success and monitoring their achievement. We use these measures to enable strategic decision making and evaluate community benefit and return on investment.

Meeting the Needs of the Culture Master Plan

In meeting the needs of the goals and actions outlined in subsequent pages of this Culture Master Plan, it is recognized that the Cultural Services Division will require a review of its current resources and their allocation. The development of future assets, programs and services identified in this plan will require the consideration of additional resources to effectively support implementation.

Arm's-Length Organization

As identified in Brampton's 2040 Vision and throughout the Culture Master Plan engagement process, it is also recognized that there is significant value in developing an arm's-length organization for arts and culture that would work alongside the City to build a vibrant arts scene and creative economy in Brampton.

In support of moving forward with the establishment of this organization, the Cultural Services Division will retain a third-party industry expert to determine the proper organizational model for a non-profit arm's-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.

Why This Plan? Why Now?

Unlike most North American cities, Brampton has never had a Culture Master Plan to guide its approach to this increasingly important area. The lack of such a plan has led to an uncoordinated and reactive approach to issues as they emerge. Without a guiding strategy to provide course and direction, there has been confusion and some frustration amongst those active in the arts and cultural community.

That situation will now change.

The goal of this plan is to provide the City with a clear direction regarding its arts and cultural resources: how to leverage them, how to support them and how to develop them to support larger quality of life and economic development goals – and to contribute to the eventual realization of the Brampton Vision 2040 plan.

KEY FINDINGS FROM STATE OF CULTURE REPORT

Our State of Culture Report included a number of key findings on which this plan is based. These were expressed in a series of strengths, weaknesses, opportunities and threats for arts and culture in Brampton:

Strengths:

Culture in Downtown Brampton

Great progress has been made over the past decade in downtown Brampton. The construction of the new Rose Theatre, the development of Garden Square, the emergence of major festivals based in the downtown area, the continued presence and contribution of Beaux-Arts Brampton – all of these represent progress and should be justly celebrated.

Going forward, downtown should be considered a key “landing spot” (in the words of a Steering Committee member) for visitors to Brampton (and those who live and work in Brampton), largely due to transit links. This is not to say that the outlying areas of the city should be ignored – far from it - but instead that both areas have distinct characteristics and that different functions or activities may work best in different areas of the city.

Less Visible and Informal Expressions of Culture

A key finding of our consultations to date indicates that there is much more happening in Brampton than meets the eye. Dance and theatrical performances, music, blogging and other forms of cultural expression thrive in the city – but are underground, unseen, and largely unappreciated beyond small local circles. Much of this activity takes place outside of downtown Brampton, in suburban neighbourhoods and religious facilities and impromptu gatherings across the city. And much of this activity is driven by Brampton’s youthful population – digital natives and cosmopolitan citizens who work outside the traditional boundaries of institution-based arts and culture.

Weaknesses:

Funding

In 2018 the City of Brampton's Community Grant Program provided \$950,000 in funding and allocated dollars towards arts and culture programming (\$104,622), as well as cultural festivals and special events (\$442,331). Interviewees indicated that grant money is available for the presentation side of events but not for the creative or production side.

Consistent (“apples-to-apples”) comparisons for per-capita spend on arts and culture are difficult to come by, with numerous studies making comparisons on differing criteria. Brampton should develop a tool to establish its funding per-capita number and once this number is known, action should be taken to put Brampton on par with other leading cultural cities in Canada. A 2009 Hill Strategies study of the five largest Canadian cities indicated that the average was (at that time) \$35 per capita, with Montreal leading at \$55, followed by Vancouver (\$47), Calgary (\$42), Ottawa (\$28) and Toronto (\$19). Toronto in particular has since moved to boost its spending and now budgets about \$25 per capita.

Money is clearly an issue and there are likely avenues for increased support to augment any increased City of Brampton arts and culture spending. For example, sponsorship opportunities likely exist in Brampton, but the philanthropic sector needs to be further developed. Other funding mechanisms, such as percent-for-public-art arrangements, percent-for-culture from development charges, seed funds and endowed foundations and the like, should be explored.

Space provision

Adequate space is key for culture to flourish but is often a problem. It is certainly an issue in Brampton.

The City of Brampton does make City-owned spaces available to cultural groups and individuals, but according to interviewees, the procedures that applicants must follow to gain access to such spaces and the financial burdens of doing so are daunting. This is not an uncommon problem in municipalities, but ways and means of streamlining processes and directing applicants (as well as supporting those with limited financial means) should be examined.

Existing privately-owned but vacant spaces also exist and may be an opportunity. One interviewee noted that there is significant empty office space in downtown Brampton; mechanisms to “unlock” such available spaces, or build new ones, are currently lacking but should be considered going forward. In addition, redefinition of what a cultural space actually is or can be is worth considering; indeed, any public gathering space may be reconceived in this way.

Spaces for creatives from different sectors to gather – artists, entrepreneurs, City staff - to meet and discuss should also be considered. This would, in the words of another interviewee, “make the creative sparks fly”. This would help achieve the City’s Strategic Plan goal to “celebrate citizens and create partnerships through arts, culture and social interaction”.

Siloization

“Siloization”, or the tendency for much of Brampton’s art community to work in isolation, is an issue in the city. Part of this relates to the difference between formal cultural organizations and informal or spontaneous cultural expression, as well as the tendency for residents to self-select into cultural enclaves.

Much of Brampton’s population does not “see itself” in the “traditional” cultural provision – the museums or the theatres, for example – despite the best efforts of those institutions to be inclusive. Many of Brampton’s newer cultural communities and micro-communities produce their own forms of cultural expression – by and for themselves.

Opportunities:

Making Existing Space Available to Culture Via Tax Incentives

We have noted that space provision for artistic and cultural activities is a weakness in Brampton, but interview and workshop participants saw an opportunity in Brampton’s vacant spaces, and in particular the very large industrial and commercial spaces which are highly sought after by artists and cultural producers such as filmmakers. Making these available would help draw these types of creatives to Brampton and stimulate the arts and cultural scene further.

At the moment there are few tax incentives aimed at encouraging cultural producers and creatives to relocate to Brampton, although the City does offer the Registered Charity Tax Rebate for charitable organizations which equals 40% of their municipal property tax bill. According to the City’s website, in order to qualify for the Registered Charity Tax Rebate, applicants must be:

- Occupants of a commercial or industrial property.
- A registered member of the Canadian Registered Charities.
- Provide the City of Brampton with their Canada Revenue Agency Registration/Business Number.
- Submit a letter from the Landlord or Property Manager stipulating the total amount of property taxes paid for the year.

This applies to organizations that are registered charities, but not to individual artists or non-registered groups.

In terms of making vacant spaces in the city available to arts groups or artists, some City tax incentives would appear to actually work against that goal – in particular the Vacant Property Tax Rebate. This program provides for a partial tax rebate for commercial and industrial properties vacant over 90 days. This currently incentivizes owners to keep empty buildings empty, rather than making them available to arts and cultural groups or artists at below-market rents, however, this rebate will be phased out by 2020. If Brampton’s big vacant spaces are an opportunity for artists, then a new tax

incentive program might be considered in order to encourage landlords to make vacant buildings available to them.

At least one other jurisdiction in the GTA is implementing tax relief for arts organizations: Toronto has recently passed an incentive measure offering municipal tax breaks to landlords on condition that they offer below-market rents to cultural organizations and artists.¹ This measure was passed to stem that city's growing outflow of arts organizations. The situation in the GTA is therefore competitive; Brampton will likely need to compete to draw arts and cultural organizations in the same way it competes to attract business.

Developing New Dedicated Arts and Cultural Spaces

Newly built gallery, studio or maker space should also be considered as an opportunity for Brampton. Dedicated arts hubs or artist-run centres have been constructed in numerous cities across Canada. These can be operated in different ways.

¹ "For Toronto arts spaces, a creative tax break takes shape", Toronto Star, Dec. 18, 2017.
<https://www.thestar.com/entertainment/visualarts/analysis/2017/12/18/reprieve-seen-in-torontos-new-tax-break-for-arts-spaces.html>

Cross-Collaboration Between Artists, Entrepreneurs and Creatives in All Fields

According to the 2017 Arts and Culture Benchmarking Study, there are a growing number of people working in cultural industries (and cultural support industries) in the city. This report states that "between 2001 and 2011, the Information and Cultural Industries grew by 61%, increasing from 4,010 to 6,470 people employed. The number of people employed in the Arts, Entertainment and Recreation Industries grew by 66% between 2001 and 2011, increasing from 1,875 to 2,485 people employed. In the case of both of these industries, the growth in total employment occurred relatively evenly between 2001 and 2006, and 2006 and 2011."²

Cross-collaborations between artists, creative producers and creative entrepreneurs can yield great benefits and can position Brampton as a truly "creative city". Private organizations, such as Lab B, exist in the city to assist creative entrepreneurs along with the City's Entrepreneur Centre, and these organizations (and others like them) should be brought to the table with artists and arts organizations to work on common problems on a regular and ongoing basis. This means that opportunities for contact and discussions leading

² MDB Insight, City of Brampton Arts and Culture Research and Benchmarking Study, 2017, p.17.

to alignment and commonality of purpose need to be provided. It is true that culture has intrinsic value and benefits as well (see Chapter 3) but creative industry and entrepreneurship should be included as part of the emerging cultural ecosystem in Brampton.

Public Art

Brampton has a public art policy and in the past had budgeted \$60,000 on an ad hoc basis from grants and other sources for that purpose. But this is a low amount. The funding mechanism is atypical, the strategy has yet to be fully defined, and the management structure remains to be fully developed.

Nevertheless, a more robust public art strategy has great potential to transform Brampton, not only in terms of its cityscapes, but also in terms of its image. The city should be understood as a vast palette, a place where artists are invited to capitalize on its unique attributes to create large-scale, colourful or even provocative artworks.

Typically, municipal public art programs set guidelines for the management of public art competitions, commissioning, approval and decommissioning, where appropriate. They also typically provide a funding formula for municipally-sponsored public art – almost always between 1% and 2% of the value of municipal capital projects. In some cases, they also contain policy for private public art development – which is to say, a

requirement for a private developer to include public art as part of private developments and rules as to how much of the development's value should be put toward that purpose. These values tend to be slightly lower – from 0.25% of the capital value of projects to about 1% but rarely higher. At times the rate is set on a per sq. ft. basis rather than a capital percentage, and in some cases developers are given the option to contribute some set percentage to the municipal public art fund in lieu of actually including public art in the development.

We have noted the potential around the activation of Section 37 above, and in addition to this Brampton should consider applying a percent-for-art formula to generate a fund to support public art as is standard practice, a new vision for the program along the lines of that suggested above, and a competition, selection and vetting mechanism to manage the program.

University

Brampton is the largest city in Ontario without a university presence, but this will change in the near future. On April 19, 2018 it was announced that a new Ryerson University campus, with Sheridan College as an academic partner will be established in downtown Brampton. A university has the potential to be a “game changer” in terms of audiences,

partnerships and creative entrepreneurship and should be factored into any plan.

Proximity to Toronto

Proximity to Toronto is an opportunity for Brampton (although it may also be considered a threat – see below). Brampton is a nearby city with access to spaces and lower costs than Toronto, and, like Hamilton or Mississauga, can attract creatives from that city if the right incentives exist. (But Toronto is providing incentives of its own in an effort to retain its cultural organizations, as noted above.)

Brampton can attract audiences from Toronto as well, but this will require a change of image. Those consulted to date do *not* see Brampton as a kind of cultural “farm team” for Toronto. The vision is for Brampton to carve out its own unique niche as a cultural destination – to offer experiences and opportunities that cannot be found anywhere else in the GTA (or perhaps anywhere else in the country). To do this, the city needs to capitalize on its unique strengths:

- Youthful population with its creative, entrepreneurial energy
- Direct international connections
- Access to spaces

One interviewee said Brampton could be to Toronto as off-Broadway is to Broadway – while Toronto will remain the

home of big, glossy cultural productions and activities, Brampton can be known as an epicentre for edgier and more experimental fare where artists and cultural producers have a high degree of artistic freedom.

Threats:

Leadership Vacuum

Since the dissolution of the Brampton Arts Council several years before, the City of Brampton has filled the gap in terms of setting directions and providing funding within the limits of the Community Grants Program. But this has been a stopgap situation, and the City’s role will be to facilitate, promote and partner as described in the Arts and Culture Benchmarking Study completed earlier in 2017.

What this means is being discussed as part of this process. Although it remains to be fully defined, the “city as connector” role – connecting organizations with spaces, funding opportunities, expertise, etc. – does appear to be the dominant theme of discussions to date.

It is also clear from the preliminary consultations that cultural leadership in Brampton will be community-based and that the cultural community will be its driver. The shape of a future organizational structure for cultural leadership in Brampton will need to be explored in subsequent phases of this work, but it could conceivably be manifested in a foundation, an

arm's length Commission, a renewed arts-council type of organization working on a fee-for-service basis or some other structure. Whatever the case, functions such as helping to raise and distribute funds, serving as advisory on public art, assisting creatives with navigating the granting system, mentorship, assistance with obtaining use of space and other functions might be considered.

Relationship Between City of Brampton and Established Arts Sector

Our consultations revealed skepticism in some quarters, particularly in the established, downtown-based arts sector, around the City of Brampton's seriousness in supporting the arts. Much of this is rooted in a belief that the City should support the arts to a greater extent financially, and in past interactions between arts groups and City government. The circumstances surrounding the demise of the Arts Council remain a sore point for some.

One of the goals of this Culture Master Plan is to find new ways for the City to work together with arts and cultural groups, and to broaden the scope of "arts and culture" beyond its "traditional" definition. With leadership passing to the community, there is an opportunity to move beyond former ways of doing and create different types of support networks.

Communication

If Brampton is to achieve a vision of an interconnected, cross-disciplinary hub of cultural activity, communication is vital. Currently the City of Brampton in partnership with local media and social media outlets provides some communication, but the vision requires that a much higher and more extensive level of communication will be needed.

Inform potential users of resources and opportunities available – for example, we heard that arts teachers are not aware of the opportunities already available, and that artists and other creative producers are not aware of opportunities provided by the City, or how to access such opportunities even if they do know about them. The communications function will need to be prominent in any consideration of developing a more widespread and effective arts and cultural support network.

Proximity to Toronto

Proximity to Toronto is a major opportunity for Brampton, but it may also be a threat in some respects. As Canada's largest city, economic powerhouse and epicentre of English-speaking Canada's cultural industries, Toronto has long been a magnet for creative talent and will of course continue to be so in the future. The challenge for Brampton is to ensure that it can retain its own talent as well as attract outside talent.

As noted above, Toronto is also taking steps to reverse the outflow of arts and cultural organizations via implementation of new tax incentives. It is too soon to know whether these will have the desired impact, but it is clear that the potential outflow of such organizations to Brampton due to high Toronto rents is not necessarily a given. As noted above, competition between cities to attract arts groups via various incentives may already be in play.

Summary and Themes

Taken together, this research and analysis yield a number of key themes:

- **Unlocking Untapped Potential:**
Brampton's existing arts and culture community has great potential, but that potential has not yet been fully realized. There are opportunities to take advantage of previously untapped human and physical resources in the city to augment the impact of arts and culture, but more funding, space provision and support for the arts, cultural and creative communities are necessary to make it happen.
- **Integration of Arts and Creative Entrepreneurial Community:**
The boundaries between cultural activities and creative entrepreneurship are blurred; artistic and entrepreneurial activities take place in the context of an interconnected creative ecology. Steps should be taken to unleash the creative potential inherent in this ecology by recognizing that the two sectors are not completely separate, but overlap in significant ways that, when properly harnessed, can unleash great cultural experiences and entrepreneurial energy.

- **Connecting and Facilitating:**
Strategies and initiatives that enable connections between organizations, individuals, available resources, opportunities and each other to improve coordination, generate new ideas, and maximize impact are required.
- **Clarifying Roles and Responsibilities:**
Clear policies, guidelines and procedures are required to enable the City to implement programs and services more efficiently and effectively.
- **Economic Development:**
The research and consultations show that arts and culture enhances quality of life, brings diverse communities together and contributes to the economic well-being of the city.



2



ENGAGING BRAMPTON: OUR PROCESS

2. ENGAGING BRAMPTON: OUR PROCESS

The Phase 2 public consultation process was designed as a comprehensive engagement strategy for Brampton residents and arts and cultural community stakeholders. The intent of this engagement was to ensure an inclusive process providing access and opportunity to a broad-based constituency to voice their thoughts and opinions.

It was therefore decided at the outset of this process to engage Bramptonians where they live, work and play. By conducting consultations during events and at venues where Bramptonians were already gathering as part of their daily lives, it helped to mitigate common barriers to access and participation such as work and family obligations, location convenience and transportation.

A complete accounting of the consultation process can be found in our Phase 2 Public Consultation Report.

This chapter summarizes the process and presents the key findings.

3,500 +



Residents & visitors engaged over a 2 month period



The consultation process is further broken down as follows:

Table 1: Consultation Process

Consultation Tool	Frequency or Duration	Total Participants
Pop-Up Consultation (City of Brampton)	February-March (2 months, 58 pop-ups)	1652
Pop-Up Consultations (Lord-Nordicity team)	8	339
Stakeholder Workshops	3	87
Online Survey	February-March (2 Months)	1,102
High School Student Survey	March (3 weeks)	128
In-person Mini Survey	February-March (2 Months)	234
TOTAL CONSULTATION PROCESS	2 MONTHS	3542



Stakeholder Workshop Participants



Community-based Key Findings

The following is a summary of the key findings based on the results and analysis of the online survey, mini survey, high school survey and pop-up consultations. These findings represent the feedback from the community as it relates to attitudes, perceptions, expectations and satisfaction related to arts and culture in Brampton. The findings are organized under three core themes:

1. Participation
2. Support
3. Satisfaction.



Participation

- Most respondents favoured live music and festivals (ethnic-based or otherwise) as the preferred arts and cultural activity in the city.
- Respondents were more apt to attend free events and cultural activities over those that require admission. Bramptonians are more likely to attend paid events outside of the city, Toronto in particular.
- Respondents mostly attend cultural events, free or otherwise, in the downtown core.
- Most respondents indicated some form of barrier to participate in arts and cultural activities. One of the biggest barriers cited was a lack of variety of arts and cultural offerings.
- Addressing key access issues related to the location of culture programs, events and activities as well as transportation (especially to special events), would increase participation in arts and culture in Brampton.
- Most respondents indicated that the web was the most effective way of communicating and promoting arts and culture in the community. However, improving access to information about existing arts and culture offerings would encourage greater participation.

- Some members of the Aboriginal and Indigenous community feel excluded from multi-cultural events and large public celebrations and would like to see more active outreach and engagement with them.

Support

- Most respondents indicated that arts and culture in the community is critical to building a healthy and sustainable city. Further, Bramptonians support and contribute to arts and culture in the city. Just under half of the respondents indicated that they donate money to arts and culture on an annual basis.
- In addition to participating and attending cultural events and activities and donating to arts and culture in general, respondents also valued volunteering as an important community activity. Just under 30% of respondents reported volunteering with an arts or culture organization in Brampton on average 1-3 times per month.

Satisfaction

- While respondents think that culture is important in their community, the majority of these same respondents expressed an overall dissatisfaction with the quality and variety of arts and cultural offerings in Brampton.
- Of the high school students surveyed, most regarded Brampton as not being a creative, vibrant and exciting environment.



Pop-Up
Participants

Stakeholder Key Findings

The following is a summary of the key findings based on the results of the stakeholder workshops. These findings represent the feedback from three individual art and cultural stakeholder groups. These individual groups were presented with the following core challenges and asked to respond to:

1. Funding
2. Space
3. Partnerships and Siloization

Funding

- Separate culture from recreation funding within Community Grant program.
- City of Brampton to engage more with the private sector to increase funding to the arts and cultural community.
- The City needs to simplify its granting process.
- City to help build capacity amongst arts and cultural groups helping the community to engage with the private sector, assist with the granting process for other levels of government funding and to enable organizations to become more sustainable.

Space

- Create an new arts hub space in the city – preferably reusing or readapting City-owned spaces that already exist.
- Incentivize property and landowners to “unlock” private spaces for cultural use.
- Reduce or eliminate the “red tape” with respect to the use of City-owned spaces.
- Reassess the rental costs of City-owned spaces - performance spaces in particular – to align with other GTA spaces.

Partnerships & Siloization

- City should serve as a “connector” to ensure communication flow amongst arts and cultural groups and individuals to foster a stronger cultural ecosystem.
- Re-establish an arms- length advocacy body to allocate funds, advocate for the arts and cultural community serve as and serve as an advocate for artists and arts organizations.
- Seek partnerships beyond the cultural sector including the business community and the health and wellness sector.



3



VISION

3. VISION

This chapter proposes an exciting and powerful vision for arts and culture in Brampton. The vision is based on the following definition of “culture”, developed for the purposes of this plan, and is followed by a series of goals and strategies for the plan.

Definition

Culture in Brampton is more than the formal activities that are pursued by formally-constituted organizations (museums, or dance academies, or festival organizations). These are important and included in our definition, but the definition is broader, covering a range of activities both formal and informal, and both purely artistic and entrepreneurial.

Based on our research and consultations to date, we propose the following definition of “culture” in Brampton:

Culture in Brampton includes creative activities pursued both formally and informally, by non-profit organizations, for-profit businesses, or individuals. This includes “art for art’s sake”, all forms of artistic education, expressions of personal creativity, festivals and celebrations, reflections of Brampton’s heritage, diversity and youthfulness, and creative industries such as literature and publishing, music, film, digital arts and others. Culture in Brampton inspires and supports. It contributes to social cohesion in the community. It is in turn supported by innovation, entrepreneurship and economic development in the city.

Vision

A vision statement is an aspirational statement – an articulation of what Brampton is or would like to become with reference to arts and culture. It communicates impact and ambition and how the city would like to be seen from inside and outside.

Brampton is a city where boundaries between cultural activities and creative entrepreneurship are blurred; bold and unabashed artistic and entrepreneurial activities take place in the context of an interconnected creative ecology. This creative ecology not only produces high-quality artistic expression, but also youthful, cutting-edge, silo-busting creativity expressed in both formal and informal ways.

Culture in Brampton is led by the creative community and supported by private and public sponsors. A crossroads of world cultures, Brampton is a place where experimentation thrives and where emerging forms of cultural expression are nurtured. With its energetic and experimental cultural scene, it is a place attractive to new residents, entrepreneurs, employers and visitors.

EXECUTING THE VISION

With its established mission, mandate and guiding principles, the City's Cultural Services Division within the Department of Economic Development and Culture is well positioned to carry out the vision as described, but it needs support. There is a need for staff to review the current organizational structure and resourcing and identify opportunities for reallocation to effectively meet the needs of the Culture Master Plan. Additional required resources will need to be identified through future budget process and efforts must be made to keep the community engaged in tracking progress and supporting implementation where appropriate.

Together, with a strengthened Cultural Services Division, the City as a whole must "think culturally" in making decisions and developing programming to ensure arts and culture continues to thrive and that it fully achieves its potential in contributing to the social and economic well-being of Brampton.



4



GOALS & STRATEGIES

4. GOALS & STRATEGIES

This chapter sets out the key goals, strategies and actions to be carried out by the City of Brampton to remedy that situation, based on the needs and opportunities identified during the research phase and in the public consultations.

LEVEL 1

GOALS

The overarching goals that are the priorities for Brampton.

LEVEL 2

STRATEGIES AND ACTIONS

The major plans or policies or actions that will achieve the priority goals and implement the strategy.

These goals and strategies/actions have been developed from community input, research into Brampton's arts and culture environment and broader context, and best practices from around the country.

Research and community engagement revealed several key areas in which to focus our efforts. These have been synthesized into the following **six goals** for this Culture Master Plan. These goals will support the vision of the Culture Master Plan and are organized under three broad themes. All goals are of equal importance and some may be implemented concurrently.

SUPPORTING SUCCESS

The goals under this theme each relate to laying the groundwork for the success of this Culture Master Plan by ensuring the resources – in terms of finances, human resources and planning – are in place to properly implement the Plan.

DEVELOPING A COMMUNITY OF PRACTICE

These goals relate to building the arts and culture community of practice in Brampton, where passionate creators come together to learn, and grow their craft or profession. This will be accomplished through the expansion of physical and digital spaces for the creative presentation, production, participation, collaboration and innovation. Implementation of these goals will also connect the creative economy with the wider businesses community in Brampton to support capacity building and talent retention in the service of the city's economic and cultural development.

BUILDING BRAMPTON'S IDENTITY

These goals relate to bringing Brampton's arts, culture and creative products to the region, the nation and the world through programmatic partnerships that will embrace cultural fusion and experimentation and yield innovative new cultural products. Leveraging arts and cultural programs and experiences as vehicles for social cohesion and marketing and promoting those products will help grow Brampton's creative community and earn the city a reputation as a youthful, cutting-edge cultural hot spot on the world stage.

CULTURE MASTER PLAN



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.

This goal is about ensuring that this plan is properly resourced from a financial and from a planning point of view. Ensuring that the resources are in place to properly implement this plan will be, at least initially, the responsibility of the City of Brampton which must be the main facilitator for this effort. While others have indicated their willingness to become involved during this process, Cultural Services is the natural leader and convener which strongly suggests a need for staff to review current resourcing and opportunities for reallocation. Additional required resources will need to be identified through future budget processes.

Existing municipal support for arts and culture is not sufficient in a city the size of Brampton. But while increasing the amount of municipal funding via the grant program is to be recommended, that alone cannot serve the financial needs of a city this size. Additional support must come from new funding mechanisms, both public and private sector, and by

leveraging existing municipal resources to generate philanthropic contributions.

The public consultation process revealed that there is some willingness to contribute financially to arts and culture in Brampton. The philanthropic sector may be limited at present, but there is potential as the city grows.

Other key steps toward implementation revolve around research – for example, developing metrics, measurement and monitoring mechanisms (to know where the city stands against its peers) and commissioning further studies, particularly to determine the shape and function of a future arms-length organization to assist the City in its implementation efforts.

Strategies/actions:

1. Conduct review of current human resources for Cultural Services within the City of Brampton and identify areas of additional need. Consider possibilities for staff reallocation as well as additional financial resources to support human resources needs for implementation of Culture Master Plan.
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.
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.
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.
5. Review, enhance and increase funding for the Community Grant Program.
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.
7. Undertake a feasibility study on establishing a 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.
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.
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.
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.

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.

This goal is focused on improving funding distribution as well as development in the philanthropic sense (increasing the breadth of available funding sources). While boosting sources of City and government funding is part of the rationale for Goal No. 1 (Resourcing), it is also important to ensure that

those funds are properly distributed. Moreover, it is necessary to assist artists and creatives to develop their own funding sources and diversify their funding beyond government sources and develop a culture of philanthropy in Brampton.

Strategies/actions:

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.
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.
3. Work with Economic Development to create a stream for creative industries in the Brampton Entrepreneur Centre's Starter Company Plus funding program.
4. Educate stakeholders on the value of investing in arts and culture and develop a strategy to build a culture of philanthropy in Brampton.

SPACE

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

There is a lack of affordable and useable space for arts and culture in Brampton. Further to this finding (and a very common refrain heard throughout the consultation process) was the difficulties arts groups and individuals encounter when attempting to access City-owned spaces. Space in general for cultural use, whether publicly owned or privately owned, is at a premium.

This strategy is aimed at simplifying the processes and procedures for the use of municipal spaces. Further, privately owned spaces, property owners and developers should be incentivized to unlock vacant spaces for arts and cultural uses

through taxation or other means (as described under the “Resourcing” goal).

The first step to ensuring proper space provision is to develop a neighbourhood audit to determine needs and gaps across the city. Depending on the results, future strategies emerging from the audit may include artist live-work spaces, program and administrative space, artist studios, creative company incubation spaces, a municipal art gallery or display space and/or spaces for events and festivals, among other things.

Strategies/Actions:

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.
2. Develop an arts and entertainment business investment strategy to attract, enhance and retain business to support placemaking and building a culturally vibrant, tourism-friendly community, responding to those gaps identified in the neighbourhood audit.
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-purposes use (i.e. performance, display, rehearsal, administrative). Identify appropriate operating models and develop formal management agreements. Consider the repositioning of the Bramalea Civic Centre as a cultural hub.
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.
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.
6. Work with Facility Services to establish a framework for creators and cultural groups to access and use municipal facilities for cultural purposes.
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.
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.
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.

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.

This goal is focused on the nurturing of an entrepreneurial ecosystem that supports talent attraction, development and retention of creative workers. It ensures that those who work in the arts and creative industry sector are supported, as Brampton's arts and culture producers and creative entrepreneurs require access to specialized knowledge and expertise. By connecting the whole of the city's creative

community together – working artists, performers, and creative entrepreneurs alike, with potential patrons and supporters in the private sector and in government – we can further enhance the creation and delivery of cultural programs and better support idea generation and innovation. Such a network will help the city's creative talent to flourish in both the for-profit and non-profit sectors.

Strategies/actions:

1. Undertake research to identify sectors of strength in Brampton's creative economy.
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.
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.
4. Work with Economic Development to connect creators with businesses, develop opportunities for investment, and support learning and development through internships and cooperative placements.
5. Review the City's arts education program, investigating opportunities for enhancement and engagement with educational institutions.
6. Establish a digital information commons for creators and cultural groups to access information and resources to support their work.
7. Recognize the ties of local creators to international markets and leverage these connections to strengthen Brampton's creative economy.

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.

Expanding involvement in arts and cultural program development and delivery is the focus here. Brampton is home to a growing number of arts and cultural leaders of national and international acclaim. And it is also home to a number of new and lesser known, as well as longstanding local organizations which produce high quality art, performance and other forms of creative product.

Given that this is the case, there are strong reasons to include the existing creative community as a partner with the City in programmatic development and delivery – the planning and presentation of arts and cultural product. This strategy helps foster a “one team” approach to arts and cultural product in Brampton and blurs the lines between entities.

Strategies/actions:

1. Shift the approach from top-down municipal program development and delivery to a co-curated, bottom-up program development and delivery approach.
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.
3. Provide direct lines of input from the community into program planning.
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.
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.
6. Develop a tourism strategy that includes signature events and major cultural festivals and establishes a framework for facilitation and support of community events.
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.
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.
9. Strengthen the relationship with the Aboriginal and Indigenous community and work together toward better inclusion and access to cultural activity. This includes reducing barriers to participation for the community and ensuing more proactive and meaningful collaboration on cultural events, programs and services.
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.
11. Set goals around budget allocations for direct investment in local talent.
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.

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.

Brampton has an opportunity to be considered one of the more favoured places to live in the GTA and it can become a tourist destination of note.

Energetic young Brampton entrepreneurs are being noticed, Brampton-based political figures have jumped onto the national stage, and local entertainers have been internationally recognized. Our State of Culture Report noted that there is a cauldron of activity bubbling just below the surface from a creative industry and arts and culture point of view, amongst other things.

This plan should use arts and culture to boost and support that activity even more, contributing to Brampton's future growth by defining the city as a dynamic, creative and innovative place to live, work and play. The key idea is "city as stage" which is a

communication and promotional message – that Brampton is a place where performance, art, music and creativity can happen in expected and unexpected places.

Better marketing and more effective messaging of Brampton's cultural offerings will help change the image of the city and inform residents and visitors of all the city has to offer. It will help change the perception (as revealed by the public consultations) that Brampton's arts and cultural offerings lack variety and quality. Authentic cultural offerings – whether it is a signature festival or a production that is unique to Brampton for example –not only attract local audiences but are key to encourage cultural tourism and reposition the city as an emerging world centre.

Strategies/actions:

1. Strengthen Brampton's Tourism Office with a mandate to provide destination marketing and visitor services, promoting our city's unique experiences and offering.
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.
3. Develop a communication and marketing plan for arts and culture in Brampton, that reaches a local audience and increases participation and attendance.
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.
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.



5



NEXT STEPS & IMPLEMENTATION

5. NEXT STEPS & IMPLEMENTATION

The goals and associated strategies and actions are to be implemented by the Cultural Services Division along with other City departments, outside agencies and third-party service providers. Pending endorsement from City Council, staff will begin implementation, outlining the resource requirements and timelines for completion in alignment with annual budget processes.

The following six actions represent the necessary first steps in ensuring the City is resourced and equipped to undertake implementation of the Culture Master Plan.

- Review and reallocate people resources within the Cultural Services Division to support implementation of the Culture Master Plan.
- Retain a third-party industry expert to determine the proper organizational model for a non-profit arm's-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.
- Participate in the Brampton Vision 2040 neighbourhood audits to identify areas of strength and gaps across the city where culture is underrepresented. Update and use the City's Culture Map as a key resources in this exercise and for short, medium and long term asset planning.
- 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.
- 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.
- Launch the development of 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.

Work on these actions will begin immediately following endorsement of the Culture Master Plan, with implementation plans for subsequent strategies and actions to be presented in alignment with annual budget processes.

The Culture Master Plan provides the City with a clear direction regarding its arts and cultural resources: how to leverage them, how to support them and how to develop them, contributing to the eventual realization of Brampton's vision as a city where boundaries between cultural activities and creative entrepreneurship are blurred; bold and unabashed artistic and entrepreneurial activities take place in the context of an interconnected creative ecology. This creative ecology not only produces high-quality artistic expression, but also youthful, cutting-edge, silo-busting creativity expressed in both formal and informal ways.

Culture in Brampton is led by the creative community and supported by private and public sponsors. A crossroads of world cultures, Brampton is a place where experimentation thrives and where emerging forms of cultural expression are nurtured. With its energetic and experimental cultural scene, it is a place attractive to new residents, entrepreneurs, employers and visitors.

The Culture Master Plan sets Brampton on a strategic and intentional path to become a creative, expressive and connected urban city. It is a foundational document for municipal cultural planning and service delivery in Brampton, enabling the City to take full advantage of the opportunities for quality of life and economic development that a robust arts and culture sector can bring.





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