

**Date:** 2018-06-14

**Subject:** **Culture Master Plan Final Report**

**Contact:** Bob Darling, Director, Economic Development & Culture, 905-874-3926, bob.darling@brampton.ca

**Recommendations:**

1. THAT the report from Bob Darling, Director, Economic Development and Culture, dated June 14, 2018, to the Committee of Council meeting of June 20, 2018, re: **Culture Master Plan Final Report (CE.x)**, be received; and
2. THAT the Culture Master Plan be endorsed by Council; and
3. THAT a copy of the Culture Master Plan and Council resolution be sent to the organizations represented on the Culture Master Plan Steering Committee and other key stakeholders.

**Overview:**

- In October 2017, the City launched the development of Brampton's first Culture Master Plan. This process involved significant community engagement and was led by the consulting team of Lord Cultural Resources and Nordicity and guided by a Steering Committee of community cultural leaders in Brampton.
- The Culture Master Plan 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. It is informed by and supports the Brampton 2040 Vision and the Economic Development Master Plan.
- The Culture Master Plan presents a strong, community-led vision for culture in Brampton, driven by three themes, six goals, and 47 strategies and actions.
- Six preliminary actions have been identified that represent the necessary first steps in ensuring the City is resourced and equipped to undertake

implementation of the Culture Master Plan.

- 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.

## **Background:**

In October 2017, the City launched the process of developing Brampton's first Culture Master Plan to establish a community-driven vision for arts and creative expression and to guide the delivery of municipal cultural services and investments for the next ten years. City staff set up a Steering Committee to oversee the project, comprised of representatives from key community and cultural organizations in Brampton.

Lord Cultural Resources was retained as the principle consultant to lead the process of developing the Culture Master Plan. Lord is the world's largest cultural professional practice that specializes in cultural planning and has helped create iconic cultural destinations in 460 cities, in 57 countries, on six continents. Lord was supported on this project by Nordicity, a leading firm in business strategy and economic analysis for arts, culture and heritage.

The Culture Master Plan process was undertaken over an expedited nine-month period, in alignment with and in support of the City's Strategic Plan and Game Changers, Living the Mosaic – Brampton 2040 Vision, and the Economic Development Master Plan. Significant research and analysis was undertaken in Q4 2017 to establish a clear understanding of the state of culture in Brampton. In Q1 2018, more than 3,500 people were engaged in meaningful conversation over an eight-week period about the future of arts and creative expression in our city, as detailed in the Phase 2 Public Engagement Report and summarized in the Culture Master Plan, attached as Appendix A.

Based on the research and engagement findings, Lord worked with the Steering Committee and City staff to craft the Culture Master Plan. This document is inspired by and seeks to serve the dedicated creators and communities who gave their time, energy and ideas, to realize its development.

## **Current Situation:**

The Culture Master Plan 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. It also signals a shift in the way the City is approaching the cultural sector, moving

away from top-down municipal program development and delivery to a co-created, bottom-up development and delivery approach.

### ***Meeting the Needs of the Culture Master Plan***

The Culture Master Plan recognizes that in order to achieve the vision, goals, strategies and actions outlined within, Cultural Services will need to review its current resources and their allocation. The development of future assets, programs and services will require the consideration of additional resources to support implementation.

It is further recognized that the City cannot drive progress in Brampton's arts and culture scene alone, and that there is significant value in developing an arm's-length organization to work alongside the City toward building culture and the creative economy – described as an Arts Alliance in Brampton Vision 2040.

In support of moving forward with the establishment of this organization, Cultural Services will retain third-party industry expertise to determine the proper business model for a non-profit arms-length organization that would assist the City with the implementation of arts and culture programs and services and serve as an animator and multi-arts umbrella for local arts advancement.

Additionally, Cultural Services recognizes the City's responsibility to the many stakeholders who were engaged throughout the process of developing the Culture Master Plan. The City is committed to the continuous, systematic inclusion and engagement of these creators and communities as a valued part of Brampton's cultural ecology.

### ***Vision***

The Culture Master Plan articulates an ambitious, future-focused vision for culture in Brampton that communicates how the city would like to be seen from inside and outside its borders.

#### Vision:

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 crossroad 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.

### ***Goals, Strategies and Actions***

Driving this vision are three themes and six goals that represent the most important cultural priorities to address in Brampton:

#### 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.

#### 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.

#### 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 contribute to driving the overall vision. These strategies and actions are detailed in the Culture Master Plan. There are six preliminary actions that represent the necessary first steps in ensuring the City is resourced and equipped to undertake implementation of the Culture Master Plan.

- Review and reallocate 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 resource in this exercise and for short, medium and long term asset planning.
- Provide distinct funding streams in the Community Grant Program for arts, culture and tourism and explore future 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.

## **Corporate Implications:**

### Financial Implications:

There are no financial implications associated with the recommendations of this report. Resource requests to support the implementation of future assets, programs and services will be submitted through the annual budget process for Council consideration.

The City will explore the use of any new revenue tools as a means to fund culture and arts programming as they become available.

### Legal Implications:

There are no legal implications with this report.

## **Strategic Plan:**

This report achieves the Strategic Plan priorities of Strong Communities and Smart Growth by celebrating citizens and creating partnerships through arts, culture and social interaction; building complete communities to accommodate growth for people and jobs; and cultivating economic growth, stability, innovation, and investment.

### Living the Mosaic – 2040 Vision:

This report directly aligns with the vision that in 2040, Brampton will be a mosaic of artistic expression and production, cultures and lifestyles, complete neighbourhoods, and vibrant centres with quality jobs.

## **Conclusion:**

The Culture Master Plan is the product of a nine-month research, consultation and planning process that builds on the outcomes of the Brampton Vision 2040 and represents the voices of more than 3,500 Bramptonians who care deeply about culture and the role it plays in elevating the quality of life in our city. It is recommended that Council endorse the Culture Master Plan to set Brampton on a strategic and intentional path to becoming a creative, expressive and connected urban city.

Following Council endorsement of the Culture Master Plan, Cultural Services staff will begin work on the immediate actions identified in this report to launch implementation. Implementation plans for subsequent strategies and actions on the Culture Master Plan will be presented for consideration in alignment with annual budget processes.

Approved by:

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Bob Darling, Director,  
Economic Development &  
Culture

Approved by:

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Harry Schlange, CAO

**Attachments:**

Appendix 1: City of Brampton Culture Master Plan

Report authored by: Kelly Stahl, Senior Manager, Cultural Services and Victoria Mountain, Manager, Culture