



Brampton Arts Council™

STRATEGIC PLAN

Executive Summary

October 2012

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MESSAGES

Message from the President



We solicited John A. Marshall Planning and Management to again facilitate our 2012 Strategic Planning Session to develop the Brampton Arts Council's Strategic Plan for the next four years. A review of the accomplishments of the past four years plus the input of artists/stakeholders/public at the forums has been taken into consideration for this document. I wish to thank Mr. Marshall, the Board and staff for their dedication and professionalism.



Licia Vreugde

Message from the Executive Director



We are confident that this 2012 Strategic Plan will assist in achieving a greater creative growth and economy in Brampton. Our HACE program has been adopted by the City of Brampton....changes are occurring. The Brampton Arts Council exists to promote the arts community and enhance the cultural industries within the city. Your support and comments are appreciated.



Marnie Richards

PART 1

BACKGROUND

The City of Brampton

Brampton, Canada's Flower City, with a 2011 population of 523,911 is the 9th largest City in Canada and the fastest growing. The City has a successful, well-diversified economy and is home to more than 8,000 businesses. Brampton celebrates its diverse population that represents people from more than 175 distinct ethnic backgrounds who speak more than 70 different languages. Offering more than 6,000 acres of parkland, Brampton takes pride in being known as the Flower City of Canada. Brampton has been designated as an International Safe Community by the World Health Organization.

In recent years Brampton has grown into a modern community that has never forgotten its roots. The Downtown core where history mingles with a modern infrastructure exemplifies the distinctive nature of one of Canada's fastest growing cities and reflects proudly upon those individuals who helped to establish its heritage.

While the population expands, eventually to over 700,000, so too does the City's commitment to quality of life and the arts. The spectacular Rose Theatre anchors Brampton's performing arts scene. Outstanding community arts and culture programs are offered by the Brampton Arts Council and its many member groups, the City of Brampton and the Brampton Library. There are a number of key corporate initiatives and events that affect and support Brampton's directions for arts and culture including:

- The *Downtown Brampton's Creative Economy: HACE Plan 2011 – 2016* was approved in mid-2011 to capitalize on the connections between place, cultural industries, cultural resources and the local-regional creative economy.
- The City establishing a new Arts & Culture Division which will have had a significant impact on the level and quality of arts and culture activities delivered by the City.
- Strategic arts and culture initiatives, include the revised Public Art Policy, and soon to be launched Culture Directory and Mapping website

The City had adopted the concept of a "creative economy" as a means of enhancing economic development over the longer-term. This trend is fairly wide-spread – across North America and in parts of Europe. The idea is to capitalize on the connections between place, cultural industries, cultural resources and the local-regional creative economy. The creative economy is driven by ideas, innovation, knowledge, collaboration and creativity and includes all sectors of the economy. This concept brings together community, government and private sector partners to create attractive environments and enhance community characteristics and quality of life. It also can be powerful in building a sense of place and community by encouraging creative and cultural expression.

History of the Brampton Arts Council

The Brampton Arts Council was originally formed as "The Performing Arts Council" in 1978 and represented 12 Performing Arts Organizations in Brampton. Its mandate was to foster and promote the arts by providing a unified voice for the arts in Brampton.

In 1982, The Performing Arts Council expanded to include all art disciplines and officially changed its name to the Brampton Arts Council, representing the Performing, Creative, Visual, Literary and Media Arts in the

City of Brampton. It became a non-profit (1984), charitable (1989) organization. The City of Brampton formally mandated the Brampton Arts Council as the “mandated community organization” through its Policy of the Arts in 1983 and 1989, and began providing core-funding grants to support the Arts Council.

Programs, Activities and Initiatives of the Brampton Arts Council

To fulfill our mandate, the Brampton Arts Council carries out activities in the following categories:

- Education/Development
- Networking Opportunities
- Communications
- Promotion & Advocacy

Programs and Activities:

- Heritage, Arts, Culture and Entertainment (HACE™):
 - Art In The Open
 - Arts Incubator
 - Business of the Arts Workshops
 - HACE™ Mini Series Workshops
- Mayor’s Luncheon for the Arts – Networking, Thank you to sponsors, Arts Person of the Year
- Brampton Arts Council Literary Endowment Fund: A Harry Dale Legacy
- Community Development Program - Adjudication Process development, marketing and recognition through the BRAVO Awards
- Awards & Recognition:
 - Brampton Arts Council – Royal Bank Artistic Achievement Awards
 - Brampton Arts Council Arts Person of the Year Award
 - Harry Dale Literary Grant for Aspiring Writers
 - Leon Bacardi Youth Award of Excellence
 - BRAVO! Awards
 - Submissions for the Citizens Arts Acclaim Awards
 - Corporate Support of the Arts Awards
- Community Arts Program – Source of funding for members’ special projects

Advocacy, Partnership & Community Involvement:

- HACE Downtown Creative Economy Steering Committees
 - HACE Creative Economy Summit
 - EDO Business Attraction and Retention Advisory Committee (BARAC)
 - Public Art Task Force
 - Farmers’ Market Expansion Steering Committee
 - City of Brampton Citizens Awards
 - Councillors’ Charity Golf Tournament for the Arts
 - Peel District School Board Community Arts Liaison
 - Art in Jazz Festival
 - IIFA (International Indian Film Academy) Awards Buzz Events Steering Committee
 - A.C. Visioning Sessions
 - Winter Wonderland Participant
 - Community Village Participant
 - Brampton Indie Arts Fest
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- Community outreach booths (i.e. Arts Alive Conference & Trade Show, Community Village, Girl Guides Outreach, Winter Wonderland, Greenway Retirement Events, SWB Sports & Leisure Show, University of Toronto Experience Fair, etc).

Past Advocacy, Partnership & Community Involvement:

- A.C.T. Planning Committee
- Bramalea City Centre's Young At Art Contest
- Communities In Bloom & City Winter Lights Program
- Cultural Planning Committee
- Downtown Christmas activities – caroling, judging sponsorship
- Downtown And Queen Street Corridor Advisory Committee
- Downtown Task Force
- Graphic Novel of the Arts
- One Book, One Brampton Partner
- Parks, Culture & Recreation Master Plan
- Public Art Mural Steering Committee
- Shoppers World Arts Festival
- Studios of Brampton
- Tourism Roundtable Discussions

Membership & Outreach:

- Liaison: BAC acts as a champion for art issues to various levels of government and on committees throughout the city, which gives us the opportunity to promote the arts.
- Community Outreach: BAC Board and staff are available to act as resources or mentors in art business skills - for example, assistance or direction in filling out grant applications, how to become incorporated, how to prepare by-laws/constitutions and a variety of other issues. This service is extended to all Brampton residence in the art & culture sector.
- Referrals: BAC receives requests daily for individuals & groups to perform, teach, facilitate workshop, advise, etc.
- Rental Reduction: BAC member groups qualify for a reduced City theatre rentals.
- Funding: BAC, as a charitable organization, acts as the “flow through organization” for funding to groups.
- Sponsorships: allocates sponsorships, when funding is available through The Community Arts Project, for example.
- Administrative Services: such as photocopying, printing and postage meter usage are available at reasonable rates.
- Meeting Space: Board Room is available to our group members free of charge.
- Information Centre: BAC maintains a library of information on arts-related groups and activities. Information on funding and reference materials is available.

Publicity & Promotion:

- BAC Arts Guide: This pamphlet announces all group members' events from September to the end of June. A directory of all group members is listed for information. A BAC Summer Art Guide is produced to highlight our groups' summer activities. This is distributed city wide i.e. recreation centres, theatres, libraries, welcome wagon, new developments, etc..

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- BAC ArtsTalk Newsletter: This is a quarterly newsletter distributed with current BAC and members' activities. (Ads can be placed in our quarterly newsletter at rates beginning at \$25)
 - BAC Newsflash: This weekly e-newsletter is sent to all members, sponsors, politicians, etc. to keep them current on new events listings, audition calls, postings in the arts & culture sections, workshops,
 - BAC Web Site: Features Calendar of Events, newsletters and links. We provide links to all of our member groups' web sites as well, as part of this service; we ask that there also be a reciprocal link to the BAC Site.
 - Networking opportunities: BAC creates and facilitates opportunities for our members to network amongst fellow members as well as and community at large (i.e., Schmoozefest I & II, Brampton Board of Trade After Business Event, Annual General Meeting, HACE™ Events, Art in the Open, etc.).
 - HACE™ Directory: Community wide directory, categorizing the arts in the Heritage, Arts, Culture and Entertainment Sectors.
 - Members' flyers are distributed in our quarterly newsletter and are available to the public in our office display area.

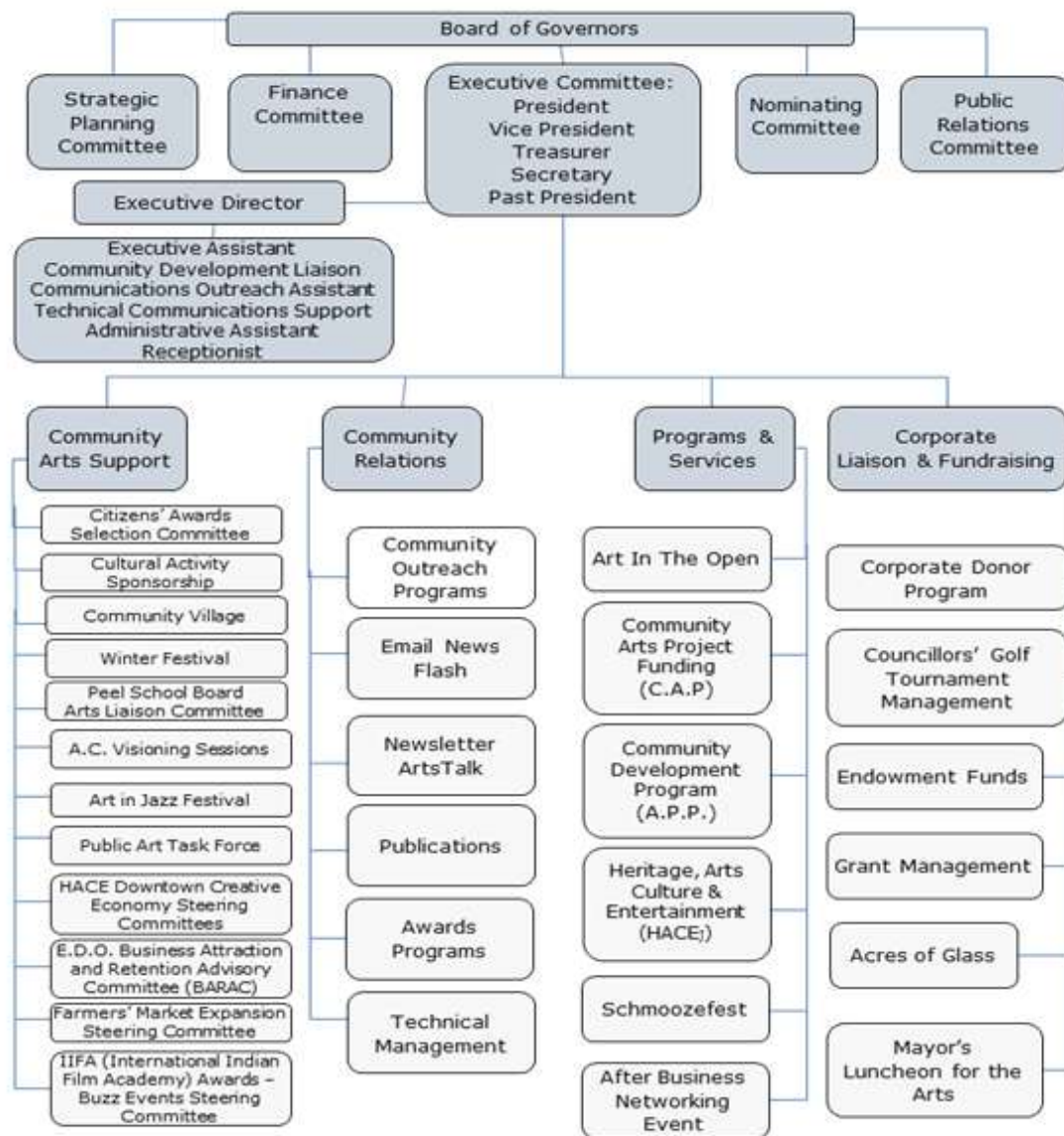
Organizational Structure

The governance and staff organizational structure of the Brampton Arts Council is set out in Figure 1.

The City of Brampton Policy on the Arts

The process of developing an Arts Policy took two years with expertise sought from the Brampton Arts Council (BAC), other municipalities and legal counsel. The policy was adopted by BAC in August, 1983. In 1988, The BAC began a review process to update the Policy on the Arts. The revised Policy on the Arts was adopted by BAC in February, 1989 and serves as a guide for the preservation and promotion of the arts in Brampton. This document clearly sets out the mandate of the BAC to be, on behalf of City Council, the representative of the arts and culture community in Brampton and to be responsible for the implementation of the Policy on the Arts. It is recognized that the BAC will receive financial and other assistance from the City, but will be responsible for some fund-raising to support the arts.

FIGURE 1
BRAMPTON ARTS COUNCIL ORGANIZATION STRUCTURE



Last Updated May 2012

PART 2

THE PROCESS OF PREPARING THE 2012 BRAMPTON ARTS COUNCIL STRATEGIC PLAN

The purpose of the 2012 BAC Strategic Planning exercise was for the Brampton Arts Council (BAC) Board of Directors and key City senior staff to review the 2008 BAC Strategic Plan and the current situation; and produce an updated 2012 BAC Strategic Plan.

Strategic Planning is a process by means of which sets out *strategies* for an organization to achieve its objectives over a number of years. These strategies are governed by the mandate of the organization and, if successfully executed, will result in the organization effectively carrying out its mission and ultimately the vision it has for the broader community that it serves.

The time frame for the BAC Strategic Plan is four years.

The 2012 BAC Strategic Plan process was comprised of the following four steps:

Step 1: Preparing to Plan

The BAC Board of Directors made the decision to proceed with an update to the 2008 Strategic Plan in March 2012 and scheduled the May 5 workshop.

Step 2: Background Information and the SWOT Analysis

The following documents and information were compiled in order to provide the workshop participants with a clear and comprehensive overview of the current situation:

- The 2008 Strategic Plan Executive Summary
- Current Programs, Activities and Initiatives of the Brampton Arts Council
- Brampton Arts Council Organizational Structure
- The Summary Report of the External Arts and Culture Stakeholder Focus Group Session held by the City of Brampton on Wednesday November 3, 2011
- Theatre Group Minutes
- The 2012 SWOT Analysis: Strengths, Weaknesses, Opportunities, Threats
- Review of Objectives and Strategies in the 2008 Strategic Plan
- Vision and Mission Statements
- City of Brampton Policy on the Arts

This background information enabled the participants to focus on the various issues that needed addressing as part of the BAC Strategic Planning Workshop.

Step 3: The Strategic Planning Workshop

The strategic planning workshop consisted of four sessions. The outcome of these sessions provided the basis for drafting the 2012 BAC Strategic Plan. The four sessions were organized to achieve the following:

- 1) Discuss the SWOT analysis: confirm and enhance the analysis, and identify any additional issues

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- 2) Review the objectives from the 2008 Strategic Plan, confirm or delete existing objectives, draft modified/ new objectives and assign priorities
 - 3) Draft detailed strategies related to the confirmed/ modified/ new objectives and assign responsibilities
 - 4) Confirm, amend or redraft the vision and mission statements

Step 4: Drafting, Approving and Presenting the Final Plan

A Draft Strategic Plan was produced based on the Workshop results and was presented to the BAC Board of Directors for review and formal approval.

The final step was the printing and presentation of the 2012 BAC Strategic Plan.

PART 3

THE BRAMPTON ARTS COUNCIL STRATEGIC PLAN: SUMMARY

Our Vision

A vision statement sets out broadly and concisely what an organization envisions as the ideal result of its efforts and those of its partner organizations.

The vision of the Brampton Arts Council is that the arts is an important component of the City's economy with all Bramptonians having the opportunity to participate in a vibrant arts and cultural community that is recognized for its excellence and diversity.

Mission Statement

A mission statement sets out concisely what its role is in achieving its vision. The previous mission statement was reviewed and only minor wording changes were made. The revised mission statement is as follows:

The mission of the Brampton Arts Council is to promote, support and advocate for the arts in the City through:

- *Establishing effective partnerships and liaisons with the City of Brampton, other levels of government, public agencies and the private sector;*
- *Encouraging partnerships among our members;*
- *Facilitating funding;*
- *Enabling member groups to acquire the administrative tools necessary for sustainability;*
- *Recognizing excellence in the arts; and*
- *Engagement in HACE™ Creative Economy Strategy*

Motto

The following is the motto of the Brampton Arts Council:

Supporting the arts since 1978

Objectives and Strategies

After having reviewed the SWOT analysis, the Board set about drafting specific objectives related to 15 functions or issues that were addressed in the analysis. The objectives are specific “end states” that need to be achieved if the BAC is to be effective in carrying out its mission and achieving its vision. For each objective, the Board set out detailed strategies or actions that are to be continued or initiated in the four-year time frame of the Plan. In order to ensure accountability, those responsible for each strategy are assigned. Most of the strategies are ongoing activities or initiatives of the BAC. This detailed information is set out in the full version of the Strategic Plan.

The key strategies are summarized in the following section.

1. Mandate and Basic Values

- The vision and mission statements were reviewed and revised
- *The City of Brampton Policy on the Arts* will be comprehensively reviewed in conjunction with the City of Brampton

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- As part of the arts policy review, better define the formal relationship between the BAC and its members, including membership requirements.
 - A BAC Values Statement is to be drafted; and approved by the BAC Board
 - A Code of Conduct for the BAC Board and its members is to be drafted and approved by the BAC Board and individual member groups
 - Develop messaging related to the important impacts and benefits of the arts; and communicate it through the BAC Web Site, electronic communication and print media

2. Budgeting and Finance

- Effective participation in City Budget process with City Finance staff and presentation to City Budget Committee
- Executive Director is engaged by Community Services to review the departmental budget concerning arts and culture facilities.
- Continue to retain and add substantial and sustainable sponsorships for the arts
- Effectively administer grant programs and continue to pursue grants that are in line with our initiatives and strategic direction

3. Organization: Leadership and Administration

- The BAC Board maintains an organizational and reporting structure that provides the necessary competencies and decision-making for the BAC to carry out its mandate in an effective manner including:
 - Succession planning
 - Annual review of staff complement and compensation
 - Review, update and expand existing policies and standard operating procedures as required to address issues and situations that the BAC is required to handle
 - Draft, approve, communicate and implement standard operating procedures for handling complaints involving the BAC or its member groups

4. Office Space, Facilities and Resources

- Continue ongoing communication with City of Brampton Buildings & Property Management Department with respect to additional space requirements (preference for a Downtown location such as Alderlea)

5. Marketing

- Develop a comprehensive marketing strategy in conjunction with City of Brampton Economic Development and Communications Department. Including:
 - Involvement in City's comprehensive marketing strategy e.g. Business Attraction and Retention Advisory Committee (BARAC)
 - Leveraging marketing opportunities with partners e.g. City Community Services and Economic Development and Communications Departments

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- Analyse demographics related to the arts as part of City's comprehensive marketing strategy
 - Continue to implement the HACE™ Program
 - Stratify marketing and communication in order to better target community segments
 - Continue to expand the use of social media and other technology to communicate with BAC members and the Brampton community

6. Support for Arts Groups

- Continue to carry out activities that assist member groups to be financially sustainable, such as identifying grant opportunities
- Continue to provide administrative advice and mentoring as required to BAC members
- Continue to administer "flow-through" funding of donations to member groups
- Continue to administer the Community Arts Program funding for member group special projects
- Continue to counsel member groups with respect to the value of their products, and continue current activity with respect to HACE™ workshops and ongoing mentoring
- Continue to provide marketing support to member groups by such means as:
 - BAC Arts Guide
 - BAC ArtsTalk Newsletter
 - BAC Newsflash
 - BAC Web Site
 - Networking opportunities such as Schmoozefest I & II, Brampton Board of Trade After Business Event, Annual General Meeting, HACE™ Events, Bravo! Awards, Art in the Open
 - Distributing members' flyers in our quarterly newsletter
- Continue to participate on the Public Arts Task Force

7. Event Planning and Management/ External Events

- BAC staff continue participate effectively in all major City events that provide the opportunity to foster and promote the arts
- Continue to execute well-planned and financed BAC events
- Obtain license to use the *Event Pro* planning tool from the City in order to enhance event planning and execution

8. Best Practices

- Continue best practices at the current level in programs such as HACE™, Community Development Program, Event Planning, and Community Arts Program
- Increase advocacy for arts facilities with the City of Brampton and the private sector
- Communicate arts best practices to BAC member groups
- Provide recognition and awards related to best practices

9. Relationship with Key Stakeholders

- Continue frequent informal meetings with City senior staff and Arts and Culture Division that have increased recently; and develop protocols / processes for communication with the City
- The Executive Director continues to be engaged in major City initiatives that have arts and culture implications
- The Executive Director continues to be a member of the Downtown Brampton Creative Economy Roundtable
- The BAC contacts post-secondary educational institutions having arts programs to identify common areas of interest

10. Relationship and Networking with Arts and Cultural Groups

- The BAC Executive Director and Board members meet periodically with members or groups of members, as required, to address issues and receive feedback on activities and programs.
- Communicate to BAC members the process of having the BAC Executive Director set up meetings to allow BAC members or groups of members to discuss issues and provide feedback to the BAC and key stakeholders.

11. Relationship with the Broader Brampton Community

- The BAC actively engages the many diverse cultural communities in Brampton and increase the membership of multicultural groups in the BAC through:
 - Communication through ethnic media
 - Establishing contacts with multi-cultural groups to make them aware of services provided by the BAC
 - Distributing BAC *Arts Guides* and other materials at arts and community events
- Contact the Peel District School Board and the Dufferin Peel Catholic Separate School Board to build on the City's leverage and pursue opportunities for establishing relationships such as liaison meetings with Board staff

12. Arts and Culture Facilities and Space

- Meet with City Staff during the City's Capital Budget process to discuss the arts needs with the new facilities being built in Brampton and retrofitted buildings, and to provide suggestions related to Arts-related repair and replacement projects in existing facilities
- The Executive Director is engaged in the feasibility study and functional requirements phases of City recreation facility projects
- Meet with City Economic Development staff and the Brampton Downtown Development Corporation to scope an Artscape project as part of the Downtown Brampton's Creative Economy: HACE™ Plan (the Heritage Theatre block has potential to accommodate an ArtScape initiative)
- The Executive Director is engaged in the process of determining the adaptive reuse and functional requirements related to the redevelopment of City-owned Heritage buildings such as Alderlea

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- Explore the potential use of school facilities with Board staff and the principals of individual schools.
 - In conjunction with the City's reorganized Arts & Culture Division:
 - Clarify the expectations of Member Groups with respect to the use of City facilities, particularly theatres
 - Establish and communicate clear requirements and responsibilities for Member Groups related to the care of City facilities that they rent
 - Ensure that member groups understand clearly the criteria in place for renting the Rose Theatre and other facilities and how the booking process works

13. Key Partnerships

- Continue to have coordinated community outreach with the City of Brampton and the Brampton Library

14. Competing Interests

- In conjunction with the City's reorganized Arts & Culture Division clarify the City's programming role versus private sector in areas such as dance. (Core Services Review).

15. Arts/Culture/Theatre Issues

- The Executive Director is consulted by City staff, as required, with respect to any issues related to the City's theatres and other arts facilities; and assists with the resolution of any disputes.

PART 4

IMPLEMENTATION - ACHIEVING THE VISION

Board and Staff Activities

Successful implementation of the Strategic Plan requires that the BAC Board of Directors, the Executive Director and staff systematically carry out the strategies of the Plan. The agendas of Board meetings should be structured to report on initiatives that are undertaken pursuant to the Strategic Plan. Annual work programs and staff priorities should be based on the Strategic Plan. In this way, the objectives of the Plan and ultimately the vision and mission of the Brampton Arts Council will be realized.

Finances and Budgeting

Expenditures of the BAC, as set out in the Annual Budget, have a significant impact on the ability of the BAC to carry out its mandate. The Strategic Plan should be diligently consulted in the process of formulating the various initiatives that are included in each year's budget. The BAC should also be engaged in a review of the draft Current and Capital Budgets of the City of Brampton in order to promote the interests of the arts.

Monitoring

In order for the BAC Board to effectively implement the Strategic Plan, the Executive Director should periodically report to the Board on the progress made on the various strategies.