



Municipal Cultural Plan

August 2005



BRANTFORD CULTURAL NETWORK

Municipal Cultural Plan

City of Brantford

August 2005

EXECUTIVE SUMMARY

In October 2004, the Brantford Cultural Network (BCN), a diverse group of citizens representing Brantford's cultural sector, began working on a Municipal Cultural Plan in response to concerns raised by Brantford's City Council. It became clear, as a result of broad public consultation, research into similar Ontario communities and an analysis of historical background, that there was significant need to develop a strategic plan for culture in Brantford.

Arts, culture and heritage are a vital part of life in Brantford. Brantford has a rich and diverse range of cultural resources including an array of performing, literary, and visual arts organizations, multicultural groups, libraries, a large performance venue, galleries and museums, and an extensive number of independent artists and craftspeople. Culture also represents a growing segment of the local economy. A 1994 report by the Brantford Regional Arts Council estimated the economic impact of not-for-profit cultural industries in Brantford-Brant to be in excess of \$4 million. The cultural community has continued to grow and diversify over the past ten years.

The City of Brantford's Official Plan has several references to culture, cultural heritage resources and human heritage and culture is recognized as being a tool for use in achieving economic, and natural, built and environmental objectives. As well, enhancing our arts and culture assets was recently identified as a priority during the City's Strategic Plan process.

The Brantford Cultural Network, part of Tourism Brantford, has a mandate to promote, encourage, and coordinate arts and culture in Brantford and area in order to enhance this sector as a viable generator of economic activity. The Municipal Cultural Plan is the next step to unite and mobilize the cultural community and provide a policy framework and implementation strategies for City Council, to ensure:

- An effective process of cultural development through the co-ordination of cultural planning, facility development and support programs;
- The appropriate infrastructure to support the goals of the services offered;
- The efficient and effective use of municipal resources;
- A broad range of cultural services to meet the needs of residents and visitors to guarantee that Brantford is a community where people want to live, visit and do business.

The Municipal Cultural Plan includes a history of the City of Brantford's investment in culture, a statement of core values, a set of guiding principles and six strategic goals. These goals include:

- The Creation of a Public Art Program
- The Creation of a Cultural Facilities Development Program
- The Creation of a Cultural District in the Downtown Core
- The Development of a Community Cultural Investment Program (approved by City Council, August 22, 2005).
- The Creation of a Cultural Endowment Fund
- The Creation of a Full-Time Permanent Brantford Cultural Network Coordinator Staff Position

In addition to providing the necessary framework for the strategic growth of the cultural sector in Brantford, the goals outlined in the Municipal Cultural Plan support the strategic direction of City Council by encouraging more people and business in the Downtown, diversifying the local

August 2005

economy, helping to support the growth of post-secondary education, and contributing to improved relations between the City of Brantford and the County of Brant.

The Brantford Cultural Network believes the Municipal Cultural Plan will facilitate the creation of new partnerships while strengthening existing relationships among cultural stakeholders. It will also create an environment of accountability in the cultural community, will help quantify and encourage the economic, social, educational, environmental and individual well-being of our community and provide a strategic plan for growth and future success.

Recommendation

“THAT Brantford City Council approve the Municipal Cultural Plan to guide cultural development in Brantford.”

Introduction

This cultural plan will replace a fragmented approach to local cultural development for the City of Brantford with a more comprehensive one that encourages local civic and cultural leaders to see cultural development in inclusive terms.

Statement of Purpose

The purpose of the Municipal Cultural Plan (MCP) is to provide a policy framework and implementation strategies for City Council, to ensure:

- An effective process of cultural development through the co-ordination of cultural planning, facility development and support programs,
- The appropriate infrastructure to support the goals of the services offered,
- The efficient and effective use of municipal resources,
- A broad range of cultural services to meet the needs of residents and visitors to guarantee that Brantford is a community where people want to live, visit and do business.

Definitions

“Culture” is a broad term encompassing all types of human activity; a Municipal Cultural Plan must be more specific. For the purposes of this document, the term culture will be used as an umbrella term that includes the arts, cultural industries, and heritage. The arts include music, theatre, dance, visual art, media arts, literary arts and galleries. Cultural industries include film, television, music recording, publishing and multimedia. Heritage includes oral traditions, archaeological sites, archival materials, artifacts and associated records, and museums.

Research Methods

This Plan was developed by the Brantford Cultural Network in consultation with the public, City of Brantford staff, political representatives, and a host of arts, culture, and heritage professionals, volunteers and organizations. The information upon which the goals, recommendations, and strategies are based was obtained by way of a diversified research method involving:

- A review of the community feedback from previous public forums including the Brantford & Brant County Arts Forum (January 8, 2000) and The Arts & Culture Public Forum (May 14, 2002);
- A review of master plans and related documents from other jurisdictions;
- Interviews and focus groups with stakeholders, including government officials, representatives from cultural organizations, local business, and school boards, Mohawk College and Wilfrid Laurier University;
- Public forums that gave members of the general public an opportunity to express concerns and interests about cultural development issues (Appendix 1).

Scope of Plan and Limitations

- The conclusions and recommendations within the MCP are based on the input and feedback collected during the research process – and endeavor to address the full range of comments and opinions expressed regarding needs and gaps.
- The schedule for the project imposed limits on the research process. As a result, the cultural inventory may not be complete, but rather will be an on-going process.
- The research and data contained in this MCP generally reflect year 2004 conditions.

Description of Community

Importance and Impact of Culture in Brantford

A strong, healthy, and diverse cultural community contributes to the quality-of-life of all citizens in a community. Cultural programs, activities, facilities and sites impact personal, social, educational, environmental, and economic aspects of a community. In terms of personal benefits, the therapeutic effects of cultural programs and activities range from decreasing stress levels to improved health among the elderly. Cultural programs can build a sense of community identity and can help combat social problems such as vandalism by engaging youth in community activities; cultural activities can improve academic performance in school-aged youth and can provide life-long learning opportunities for adults. Cultural activities can influence urban and community planning and design. Other examples of specific benefits of culture for communities have been included in Appendix 2. In recent years, the economic impact of culture has come to be recognized as significant. As economist Richard Florida has noted:

“The most successful city-regions are the ones that have a social environment that is open to creativity and diversity of all sorts. The ability to attract creative people in arts and culture fields . . . provides distinct advantages to regions in generating innovations, growing and attracting high-technology industries, and spurring economic growth.”¹

A 1994 report by The Brantford Regional Arts Council estimated the economic impact of not-for-profit cultural industries in Brantford-Brant to be in excess of \$4 million. The cultural community has continued to grow and diversify over the past ten years via:

- direct spending by cultural organizations (i.e. wages, goods and services);
- induced spending – by individuals (residents and visitors) participating in cultural events in addition to admission/ticket costs (i.e. parking, gasoline, baby-sitters, restaurant meals, hotels); and
- a ripple effect – those receiving wages from cultural organizations or from the sale of goods or services to these organizations also spend their money in the local community

The economic impact of cultural industries becomes even more significant if for-profit groups, such as the local media, dance studios, movie theatres, commercial galleries, photography studios, book stores, etc. are included in the equation.

It should be noted that based on the Socio-Economic Benefits Framework developed for the Department of Canadian Heritage², economic impact analysis alone is an insufficient measure of the economic benefits of cultural activity and factors such as personal, commercial, and societal benefits must be taken into consideration.

Local Cultural Activities and Resources

Brantford has a rich and diverse range of cultural resources including an array of performing, literary, and visual arts organizations, multicultural groups, libraries, a large performance venue, galleries and museums, and an extensive number of independent artists and craftspeople. An inventory of these assets has been included in Appendix 3. A more detailed profile of some of the cultural organizations in Brantford has been included in Appendix 4.

¹ “Competing on Creativity: Placing Ontario’s Cities in North American Context”. A report prepared for the Ontario Ministry of Enterprise, Opportunity and Innovation and the Institute for Competitiveness and Prosperity. M. Gertler, R. Florida, G. Gates and T. Vinodrai. November 2002, page ii (executive summary).

² “Socio-Economic Benefits Framework Applied to the Cultural Sector”. A report prepared for the National Arts Centre, National Capital Commission and Department for Canadian Heritage. The Outspan Group, March 1999.

August 2005

The activities offered by the cultural community include classes and workshops for adults and children, concerts, theatre performances, and art and historical exhibitions. Brantford is home to numerous cultural festivals and events as well such as Elvisfest, Kiwanis Music Festival, the International Villages Festival, and Doors Open Brant that provide opportunities for Brantford residents and visitors alike.

Integrating Cultural Planning with Municipal Initiatives

There are numerous references to culture, cultural heritage resources, and human heritage throughout the City of Brantford Official Plan. Culture is recognized in the Plan as being a tool for use in achieving economic objectives (City of Brantford Official Plan 6.2.5.1) and natural and built environment objectives (City of Brantford Official Plan 6.2.4.1). Cultural planning also supports initiatives such as the Brantford Heritage Committee, the Master Plan of Archaeological Resources, and the 2005-2010 Action Plan for The Grand Strategy Heritage Working Group.

History of the City's Investment in Culture

The City of Brantford has a long history of supporting culture in the community. In addition to Municipal Arts and Cultural Grants, over the years the City has made numerous capital investments to organizations such as to the Bell Homestead National Historic Site, Glenhyrst Art Gallery of Brant, and to Sanderson Centre for the Performing Arts. The City has also contributed to the operational costs of both the Bell Homestead National Historic Site and the Sanderson Centre.

As well as direct funding, since 2003 the City of Brantford has supported the cultural community through the creation of the Brantford Cultural Network. The provision of a staff person dedicated to the coordination and support of the cultural community was a need identified in both the Brantford & Brant County Arts Forum (January 8, 2000) and The Arts & Culture Public Forum (May 14, 2002). The Brantford Cultural Network, an initiative of the Economic Development & Tourism Department – City of Brantford, helps to coordinate cultural activities, provides resources to both the cultural community and the general public, facilitates communication between the cultural community, municipal government and the general public, and promotes cultural tourism.

Brantford invested \$751,300.00 in culture in 2004 (this figure includes funding for the Sanderson Centre for the Performing Arts, Bell Homestead National Historic Site, the Brantford Cultural Network, and municipal cultural grants, and does not include library funding). This is the equivalent of \$8.33 per capita (Appendix 5). A comparison of cultural funding by other municipalities of similar size in the province of Ontario has been included in the chart below.

Comparison of Per Capita Funding of Culture by Selected Ontario Municipalities

	Brantford*	St. Catharines**	Kitchener	Peterborough	Waterloo	Barrie	Guelph
Population	90,195	129,170	190,399	76,100	110,800	103,710	106,170
Expenditure on Culture	\$751,300	\$1,170,280	\$3,107,151	\$1,366,583	\$618,351	\$141,454	\$984,800
Per Capita Expenditure on Culture	\$8.33	\$9.06	\$16.32	\$17.96	\$5.58	\$1.36	\$9.29

* includes funding for the Sanderson Centre, Bell Homestead and BCN

** represents 2001 figures

Comments:

The chosen cities are from those used by the Planning Department for comparison purposes. The figures used for comparison reflect gross expenditures for cultural activities as approved by the municipal government of each respective city in 2004. Wherever possible, this report has tried to include all the activities funded by the respective municipality. It must be noted that each city does not fund the same activities, thus the results are not necessarily exactly comparable within themselves, but do accurately represent spending by each municipality specifically. Data included in this study was dependent on its

availability. Research methodology included contact with each city via telephone, email, and information retrieval from the web.

Investing in the Future

Core Values

The first step in developing the recommendations set forward in this Municipal Cultural Plan was to establish a set of shared core values to guide cultural development in Brantford.

1. Quality of life for residents

The City recognizes that the cultural sector contributes to the quality-of-life of all citizens in Brantford by ensuring that there is a full range of cultural experiences.

2. Imagination as a renewable resource

The City recognizes that cultural programs, activities, facilities and sites impact personal, social, educational, environmental, and economic aspects of Brantford. In an era when natural and financial resources are finite, the human imagination provides an infinite resource and can play a vital role in areas ranging from skills development to downtown revitalization to strategic planning.

3. Access to Cultural opportunity

The City recognizes that its citizens require access to cultural opportunities and resources as audience members and participants and that it has a partnering role with other levels of government, the private sector, the not-for-profit sector and diverse communities in ensuring this access. It strives to be mindful of ensuring opportunity and access for its least-advantaged citizens and recognizes the potential for culture's role in contributing to social equity. It recognizes the opportunities for public access to culture in public places and its own role in providing that access.

4. Cultural Diversity

The City recognizes the importance of having a diverse cultural community and will foster opportunities to support the initiatives of its cultural organizations and artists, to celebrate the cultural achievements of its citizens.

5. Cultural Legacies

The City recognizes it has a role to protect, understand, appreciate and nurture Brantford's cultural resources for public benefit. Oral tradition, cultural landscapes, archaeological sites, structures, artists and associated records are cultural resources that define our community identity and shape our present and future. Our rich cultural heritage, in terms of our industrial, aboriginal, agricultural and settlement histories has given us an inheritance of cultural legacies to pass on to future generations. Our cultural legacy includes also the history of our citizens' expression in the arts and the many arts associations and organizations within our City's past and present.

Guiding Principles

Underlying the goals and implementation strategies outlined in the Municipal Cultural Plan are also a set of guiding principles.

1. Building on what already exists

Brantford has a rich and vibrant cultural community, and many organizations and individuals offer activities and facilities in the arts. Although many of the recommendations that follow focus on gaps in service, growth must involve the nurturing and strengthening of existing organizations and as well as the development of new cultural amenities.

2. Building incrementally toward the vision

August 2005

None of the following goals and initiatives is seen as being realized in its fullest form immediately, but rather as developing over time as resources are available. The recommendations create a framework for guiding this growth in a way that maximizes existing resources, and is both flexible and strategic.

3. City support

The City will respond to the recommendations included in this Municipal Cultural Plan in both tangible and intangible ways, the intangible (moral support, encouragement, respect, inclusiveness, openness to new ideas) often being as important as the tangible (funding, in-kind assistance, meeting space, staff support, information, etc.).

Recommendation

“THAT Brantford City Council adopt the core values and guiding principles outlined in this Municipal Cultural Plan to guide cultural development in the municipality.”

Strategic Goals

Goal 1. Creation of a Public Art Program

To increase awareness and accessibility to cultural services and activities, to develop a policy for further acquisition and preservation of public art and to increase links between culture and the everyday lives of people through community involvement

Goal 2. Creation of a Cultural Facilities Development Program

To increase awareness of existing cultural resources within the community and to provide a framework that will ensure that future growth occurs in such a way as to maximize benefit in the community

Goal 3. Creation of a Cultural District in the Downtown Core

To create a focal point for cultural activity in Brantford and to facilitate the revitalization of the City's core

Goal 4. Development of a Community Cultural Investment Program

To ensure on-going operating support for community cultural organizations and to provide tools for assessing and monitoring both the economic benefit of culture and the health of the cultural community in Brantford

Goal 5. Creation of a Cultural Endowment Fund

To provide long-term resources to encourage growth in and innovation by the cultural community

Goal 6. Creation of a Full-Time Permanent Brantford Cultural Network Coordinator Staff Position

To ensure the human resources needed for the implementation of the goals in this Plan as well as the continuation of the Brantford Cultural Network's on-going support of the cultural community

Goal 1. Creation of a Public Art Program

Background

The City does not currently have a public art program. Although the City's does have an art collection, primarily housed at Glenhyrst Art Gallery of Brant, there are neither policies in place to provide guidelines for the care of this collection nor for the acquisition, either through purchase or donation, of additional pieces. The City's historic monuments are also an example of public art already owned by the municipality.

A Definition of Public Art

Public art encompasses a variety of art forms that can include literature, visual art, sculpture, and performance art that are collected as public assets. In addition to a collection of art that is accessible to the general public, a public art program could include the creation of an artist-in-the-community position and public cultural programs and events.

Benefits of a Public Art Program

The development of a public art program would facilitate the realization of objectives outlined in the City's Official Plan and would benefit the citizens of Brantford in a number of ways including:

- playing a vital role in the revitalization of the City's downtown;
- encouraging the improvement of streetscapes in the Core Commercial Area;
- increasing the accessibility of culture;
- increasing the community's level of arts literacy;
- creating cultural legacies that define community identity.

The development of an acquisition policy and collections management policies as part of this program would also provide guidelines for the care, storage, and conservation of the City of Brantford's existing collection.

Funding of a Public Art Program

Many aspects of a Public Art Program would not require additional funding. The creation of positions such as the existing Poet Laureate increases public awareness of culture in the community at minimal expense. Existing resources could also be used to display art works, to coordinate special events, and to promote Public Art programs.

Additional sources of funding for a Public Art Program, such as a "percentage-for-art" program, in which one percent of the total cost of construction or renovation of City buildings and public spaces are expended on works of art, could be explored. Communities such as Cambridge, St. Catharines, Ottawa, Thunder Bay, Toronto, and Waterloo use this formula as part of their public art policies.

Recommendations

"THAT the Brantford City Council create a Public Art Program."

"THAT the Brantford City Council develop City Art Acquisition and Collections Management Policies and Procedures."

"THAT the Brantford City Council adopt a "percentage for art" program to fund a Public Art Program."

"THAT the Brantford Cultural Network coordinate community partners to develop a Public Art Program and policies that meet the needs of the community as a whole."

Goal 2. Creation of a Cultural Facilities Development Program

Background

Previous public art forums have identified a need for the addition to the community of a number of new cultural facilities including a mid-size (250-300 seat) performance venue (also identified as a need in the Strategic Tourism Marketing Action Plan Report, 1995), a larger community museum, and a community art centre that would include gallery space and publicly accessible studio space.

Cultural Facilities Development Program

To ensure that development of cultural institutions occurs in ways that benefit the community, additional resources are required to assist the decision making process. Appropriate locations for the development of cultural facilities, including the City's downtown are identified in the City of Brantford Official Plan. However, a Cultural Facilities Development Program would include:

- an inventory of cultural facilities, their availability for general use and their physical condition;
- an analysis of current and future needs;
- a strategy for assessing the viability of proposed cultural facilities;
- tools for assessing community benefit;
- a long-range plan for cultural growth.

Recommendations

“THAT the City of Brantford approve the creation of a Cultural Facilities Development Program.”

“THAT the Brantford Cultural Network work with the cultural community to develop a comprehensive inventory of cultural facilities in Brantford.”

Goal 3. Creation of a Cultural District in the Downtown Core

Background

The City of Brantford has identified the revitalization of its core as a strategic priority. There is evidence that a strong arts and culture component in core areas is strongly associated with growth, development, and investment,³ and diversifies the economic base of the core. A strong cultural base is also a key tool for attracting both families and visitors to the downtown area. Numerous communities including Port Coquitlam, Kelowna, and Vancouver in British Columbia, Calgary and Edmonton Alberta, and Toronto and Kingston in Ontario have successfully adopted the idea of a cultural district.

Definition

A cultural district is a diverse and compact area of a city where cultural endeavours are the anchor. They are normally less than five square kilometers in size. The districts are meant to enhance quality of life and enrich the local economy. They can play a significant role in downtown revitalization strategies by:

- attracting additional people (both local and tourists) and business to the downtown core;
- reversing the migration to malls in the outskirts of town;
- recycling outmoded buildings for new uses; and
- creating a more vital 'lived in' downtown area that doesn't shut down at the end of the work day.

Creation of a Cultural District

During the focus group sessions held as part of the development of this Municipal Cultural Plan, participants indicated that the Brantford's downtown is already a significant location for cultural activity. The downtown is already home to existing cultural resources such as the Brantford Public Library, the Sanderson Centre for the Performing Arts, the Brant Museum & Archives, Laurier Brantford, Brantford's Walk of Fame, the new Civic Square and numerous historic buildings. Designation of the area as a cultural district will identify this area as a focal point for cultural development and will create a draw for live/work studios and retail and commercial outlets with an arts and cultural focus.

Recommendation

"THAT the City of Brantford approve the creation of a Cultural District in the downtown core, and that the boundaries of this district be established in consultation with the Brantford Cultural Network, the Brantford Heritage Committee, the Business Improvement Association, and other community stakeholders."

³ Jones, Ken et. al. (2003) **Beyond Anecdotal Evidence: The spillover effects of investments in cultural facilities**, Centre for the Study of Commercial Activity: Toronto.

Goal 4. Creation of a Community Cultural Investment Program

Background

Between 1984 and 2001, Municipal Arts and Culture Grants were administered for the City of Brantford by the Brantford Regional Arts Council (BRAC). The role of BRAC was to act as the liaison for the City Grants Committee (City Council) and the local arts groups regarding the Municipal Grants Policy and procedures. The Arts section of the Municipal Grants Policy was designed and constructed by the Arts Coordinating Committee, which was composed of representatives from various cultural organizations, the Parks and Recreation Department, City Council, citizens and artists at large. After the dissolution of BRAC in 2001, the municipality took over the administration of cultural issues until a new model could be developed.

City Council recognizes that new criteria need to be developed for the disbursement of cultural grant monies and that clarification needs to be brought to the administration process of these funds.

New Community Cultural Investment Program

The proposed guidelines and application process demands:

- accountability (submission of financial statements, maintenance of statistics, annual reports);
- detailed assessment criteria;
- a mechanism for new/additional groups/organizations to access funding;
- a process to encourage long-term strategic planning.

The City's Investment in Culture

In terms of return on investment, arts and cultural grants provided by the City of Brantford (\$132,657.00 in 2005) are currently used by recipients to leverage more than \$300,000.00 annually from other governmental and non-governmental agencies and are used to generate more than \$500,000.00 annually in earned revenues. The economic benefit of the grant program to the community is further magnified if economic factors such as the employment of staff, service contracts and suppliers of these organizations and the personal and social benefits of the programs and services provided by these organizations are considered.

Recommendations

"THAT the Brantford Cultural Network Committee develop a Community Cultural Investment Program."

"THAT Brantford City Council approve the Community Cultural Investment Program presented by the Brantford Cultural Network Committee"

Goal 5. Creation of a Cultural Endowment Fund

Background

Currently, funding sources for cultural groups, are limited at the local level. Although operating grants are available for not-for-profit cultural organizations, funding is not currently available for special projects. In the current system, grants are also only available to established cultural organizations and this limits the potential for emerging organizations/initiatives.

Arts Endowment Fund

The creation of an arts endowment fund could be used to supplement the City's Community Cultural Investment Program (CCIP). Endowment funds are long-term investments; the capital investment is protected but it generates interest annually that can help supplement funding for the arts in Brantford. This type of resource could be used to supply project grants, grants to individual artists, and start up/innovation grants, which are not currently available through the CCIP.

Most importantly, the City's financial support is a tool to leverage support from other revenue sources such as the Province of Ontario, foundations, local businesses and philanthropic individuals. There are often matching government programs available for endowment fundraising for cultural organizations at both the provincial and national government levels; many foundations offer matching gift incentives. An endowment fund would provide a long-term, sustainable funding source for local cultural organizations.

A City of Brantford investment over four years of \$200,000 would generate approximately \$8,000 annually in perpetuity for cultural organizations in the City of Brantford.

Administration of the Endowment Fund

A number of options are available for the administration of endowment funds including the Brantford Community Foundation and the Ontario Arts Council.

Recommendations

"THAT Brantford City Council make an investment of \$50,000 each year for four years for the creation of a Cultural Endowment Fund."

"THAT the City's investment be used to leverage additional funds from other levels of government, foundations, private corporations, and individuals to increase the endowment fund capital."

"THAT the Brantford Cultural Network coordinate an annual fundraising event, such as a "Mayor's Celebration of the Arts" to further augment the endowment fund capital, and that Brantford City Council create a new business unit for this event."

"THAT the Brantford Cultural Network develop an application process and assessment criteria for the distribution of cultural grants through the Cultural Endowment Fund."

Goal 6. Creation of a Full-Time Permanent Brantford Cultural Network Coordinator Staff Position

Background

During the 2000 and 2002 public forums a number of community needs were identified, including:

- a need to build links and communication between artists and the arts community as well as between the arts community and the broader community
- a need for cooperation and collaboration among arts community interests
- a need to increase the knowledge base for resource development in the arts community

In 2002, the Brantford Cultural Network was created to fill the hole left by the dissolution of the Brantford Regional Arts Council. The primary objectives of the Brantford Cultural Network are:

- Advocacy – to actively support the needs of the Brantford cultural community
- Communication – to facilitate communication among members of the cultural community, between the cultural community and various levels of government, and between the cultural community and members of the general public
- Professional development & resources services – to provide professional development opportunities for members of the cultural community and to provide resource services to the cultural community, City staff, and members of the general public
- Community partnerships – to encourage partnerships between members of the cultural community, between the cultural community and other social service organizations, and between the cultural community and local business and industry.
- Capacity building – to build capacity by encouraging partnerships with local school boards, universities and colleges, and by developing strategies, such as marketing initiatives, to make culture more accessible to both members of the local community and visitors.

Need for a Permanent Staff Position

A full-time contract staff position, the Brantford Cultural Network Coordinator, was created in 2003 to help support the activities of the Committee, including the implementation of a work plan. A dedicated staff person, and the integration of this position in the Economic Development & Tourism Department, has allowed the Brantford Cultural Network Committee to expand its support of the cultural community.

A dedicated staff person has allowed for the creation of a newsletter for the cultural community, the development and maintenance of an information website, the coordination and maintenance of an on-line cultural directory, a series of cultural networking sessions for stakeholders and an annual art and culture conference, and has allowed the Brantford Cultural Network Committee to engage in long-term planning.

The creation of a permanent staff position will ensure the implementation of the other goals included in this Plan as well as the maintenance and growth of the existing work plan.

Recommendation

“THAT Brantford City Council approve the creation of a permanent Brantford Cultural Network Coordinator position.”

Measuring Success

Evaluation Strategies

Measuring the success of this Municipal Cultural Plan is like measuring the efficiency and effectiveness of any program. Although each of the programs identified in this plan will have their own measures of success, the Brantford Cultural Network will report to Council and the community annually to benchmark the overall cultural health of our community. The following are examples of the measures will be used for this purpose:

- per capita investment in culture by the city, comparing Brantford with selected other cities
- funds leveraged from other sources by increased City investment in culture
- the number of cultural sector jobs in Brantford
- the economic impact of the cultural sector in Brantford
- the number of new cultural organization(s) funded
- the number of educational programs offered to school children
- the number of programs, exhibitions, performances, etc.
- the number of volunteers involved in the cultural sector in Brantford
- the number of volunteer hours donated to the cultural sector in Brantford

In addition, the Brantford Cultural Network will work toward developing a framework for measuring the economic benefit of the cultural sector in our community to benchmark the personal, business, and social impacts of culture.

In order to ensure the long-term viability of the Municipal Cultural Plan, it should be subject to comprehensive review on a five-year basis, coordinated by the Brantford Cultural Network.

Conclusion

Arts, culture and heritage have a pivotal role in the success of this city.

This Cultural Plan will guide the development of the cultural sector over the next five years. It was developed through careful research and consultations with stakeholders and many interested citizens. The Brantford Cultural Network believes that the Municipal Cultural Plan can steer Brantford toward tremendous opportunities. It focuses on who we are and what we want to be, and it provides practical first steps for how to get there. This plan calls for reinvestment, openness to new ideas, and a recognition of culture as an integral part of Brantford's vitality, identity, and pride; its broader social and economic development and its long-term sustainability.

Next Steps

The strength of the implementation process for the Municipal Cultural Plan is dependant on the ongoing collaboration among the Brantford Cultural Network, Tourism Brantford, the Brantford Business Improvement Area, the Brantford Heritage Committee, community cultural organizations and artists.

In order to implement the Municipal Cultural Plan, the Brantford Cultural Network Committee will begin to determine priorities from the Strategic Goals. The Brantford Cultural Network will then coordinate the development of work plans, implementation strategies, and the identification of resources. This will involve establishing committees or task forces with responsibility for specific areas that have emerged through the goals of the plan such as public art, facilities, and creation of a cultural district. The task forces will develop more detailed action plans, time frames, evaluation tools, success indicators and key responsibility areas.

August 2005

Ideally, each task force will be composed of the most appropriate groups or individuals to move the strategic actions forward. The composition of task forces, appointment of volunteer chairs and subsequent development of terms of reference for each group will be guided by the Brantford Cultural Network with support from the Tourism Advisory Board and Tourism staff.

Appendix 1
Focus Group Sessions

We would like to thank everyone who participated in our focus group discussions held on May 18th, 19th, 24th and 26th, 2005. Here are some of the people who helped us to create this plan for Brantford's future.

Josh Bean, The Ford Plant
Marguerite Ceschi-Smith, Councillor, City of Brantford
Marilyn Cross, Co-chair, Brant County Genealogical Society
Carl Diegle, Brant Historical Society
Audrey Elcomb, Vice Chair, Brant County Genealogical Society
Nancy Gambacourt, Independent
Lawrence Gan, Past President, Glenhyrst Executive Committee
Catherine Gill, School of Instrumental Music
Keith Gloster, Brant Videography Group
Michael Grit, Sanderson Centre for the Performing Arts
Lynn Haylock, Brantford Music Club
Mary Ellen Heiman, Glenhyrst Art Gallery of Brant
Maureen Henry, Brant Tale Tellers
Kim Hill, Two Rivers Community Development Centre
Rose Hirano, Independent
Anne King, Mohawk College
Janet Kempster, Brantford Cultural Network
Duane LeeAllen, Brant Artscapes
Mimi Leskien, Brantford Opera Guild
Dave Lewis, Brant Tale Tellers
Joanne Lewis, Enterprise Brant/The Brantford Community Foundation
Douglas Lintula, Writing in Context
Amy MacNaughton, County of Brant
Nancy McKay, Telephone City Music Society
David McKee, Ichthys Theater
Patti McCulloch, Independent
Carole Moffat, Brantford Symphony Orchestra
Bob Murray, Brant Youth Symphony Orchestra
Elfrieda Neumann, Grand River Chorus
Gail Obediah, Independent
Delia O'Byrne, Brant Historical Society
Shirley Roy, Brantford Symphony Orchestra
Susan Sager, Tourism Brantford
Digby Sargeant, Paris Performers' Theatre
Anne Sargeant, Paris Performers' Theatre
Glen Silverthorn, School of Instrumental Music
Barbara Sisson, Brant Tale Tellers
Fern Sitzer, Brantford Opera Guild
Al Spaxman, Grand River Chorus
Chris Stanley, Brantford Public Library
John Starkey, Councillor, City of Brantford
Donna Stewart, Canadian Industrial Heritage Museum
Brian Stephen, Treasurer, Glenhyrst Executive Committee
Lorna Stratton, Ichthys Theatre
Frank Van Heck, Friends of Myrtleville
George Wale, Brantford Cultural Network
Elizabeth Yates, The Expositor

Appendix 2

Socio-Economic Benefits of Culture

There are social and economic outcomes from culture. Here is a small sampling of the benefits of culture:

Personal

The literature on the therapeutic effects of the arts can be classified by types of effects and populations studied. These include improved mental and physical health, particularly among the elderly and those who exhibit signs of dementia from Alzheimer's disease; improved health for patients with specific health problems (e.g., premature babies, the mentally and physically handicapped, patients with Parkinson's disease, those suffering from acute pain and depression); reduced stress and improved performance for caregivers; and reduced anxiety for patients facing surgery, childbirth, or dental procedures.

McCarthy, Kevin F. [et. al.], *Gifts of the Muse: Reframing the Debate About the Benefits of the Arts*, Arlington, VA: The Rand Corporation, 2004.

Social

Cultural participation can develop skills that strengthen communities (perceptual, creative, communicative, critical and collaborative).

"Arts and Community: A Discussion Paper", Canadian Conference of the Arts' Forum on Arts and community, June 17, 1999; [Rosabeth Moss Kanter, *World Class: Thriving locally in the global economy*, Simon and Schuster, 1995].

Educational

Among economically disadvantaged students, those with a high degree of early arts involvement had a dropout rate 45% lower than those with little arts involvement.

"Arts and Community: A Discussion Paper", Canadian Conference of the Arts' Forum on Arts and Community, June 17, 1999; [Dr. James S. Catterall, "Involvement in the Arts and Success in Secondary School", *Americans for the Arts Monographs*, Vol. 1. No. 9].

Economic

Recent research has demonstrated that the arts are capable of including considerable economic growth and industrial activity, and on more than one occasion, have provided the impetus to reverse plummeting trends in urban economic fortunes. Moreover, it is a well-known fact that the arts ease social pressures and tensions by providing people with creative and constructive outlets for their leisure time, which, needless to say, is imperative in periods of high unemployment. Finally, there is no doubt that the arts offer the most effective means of dealing with environmental deterioration, visual and urban pollution, and downtown decay. There is simply no substitute for the sense of satisfaction that comes from aesthetic pride of place.

D. Paul Schafer, "Municipal Arts Development in Canada, Challenges and Opportunities", *Recreation Canada Magazine*, Vol. 52, No. 1, 1994, Canadian Parks and Recreation Association.

There is a strong association between arts and heritage activities at a given location and the likelihood of its selection as a tourist destination.

"Arts & Culture in Greater Vancouver: Contributing to the Livable Region", Interim report of the Rational Cultural Plan Steering Committee, 1997.

Appendix 3

Preliminary Cultural Inventory for Brantford

Heritage Organizations

- 8 Museums and Galleries
- 6 Historical Societies
- 1 Heritage Committee

= 15 Heritage Organizations

Arts & Cultural Organizations

- 43 Performing Arts Groups (Music, Dance, Theatre)
- 15 Visual Arts Groups (Visual Art, Photography, Fine Craft, Film, Literary Arts)

= 58 Arts & Cultural Organizations

= hundreds of members and even larger audience

Cultural Industries

- 21 music businesses
- 8 dance studios
- 3 local media
- 15 graphic design firms
- 9 video production companies
- 13 art dealers/suppliers
- 2 publishers
- 18 commercial photographers

= 89 business engaged in culture

Professional Cultural Workers

- Artists, Actors, Musicians, Craftspeople
- Historians & Genealogists
- Authors & Poets
- Librarians, Curators
- Journalists, Photographers

= hundreds of cultural workers

Impact of Brantford's Cultural Community

- 73 not-for-profit Organizations
- 89 businesses
- hundreds of individual professionals

There is not a single individual in our community who is not touched by our local arts, culture and heritage sector in some way on a regular basis!

Appendix 4

Profile of Selected Cultural Organizations

Organization	Facility description	Operating budget (\$)	# Staff	# Volunteers	Description of Annual Performances/Events/Activities	Annual Attendance Total	% non-local Visitors	Membership	Notes
Theatre Brantford/Dufferin Players Inc.		60K	1-3 FT 1PT	30	weekend workshops; seasonal shows (winter, spring, fall, Christmas); March Break camp; Summer Camp; reading series	1,600		30	
Glenhyrst Art Gallery of Brant	Glenhyrst Art Gallery of Brant	300K	3-4 FT 4-6 PT	155	school workshops; children's and adult's art classes and workshops; art rentals; gift shop; art exhibitions; consultation and research assistance; special events; permanent art collection	30,000	50%	432	
Brant Historical Society	Brant Museum & Archives	150K	3-7 FT 3 PT	58	school programs; exhibitions; newsletters; publications; walking tour; lecture series; special events; outreach exhibits and displays; artifacts loans; permanent historical and archival collections	14,000	25%	167	
Myrtleville House Museum	Myrtleville House Museum	100K	2-5 FT 2-4 PT	65	exhibitions; school programs; summer camps; special events; special events; permanent historical collection	8,600	15%	41	
St. John's Drum Corp		330K	2-3 PT	87	instructional programs; provincial and international competitions; public demonstrations; parades	20,000+		75	Approx. 90% of attendance occurs at venues out of town.
Brantford Symphony Orchestra Association Inc.	Sanderson Centre	220K	1 FT 2 PT	79	4 symphony concerts; 2 Young People's concerts; 20 school recitals; free community performances	10,000			

Organization	Facility description	Operating budget (\$)	# Staff	# Volunteers	Description of Annual Performances/Events/Activities	Annual Attendance Total	% non-local Visitors	Membership	Notes
Telephone City Musical Society		20K	3 PT	44	4 concerts; 10 free community concerts	4,500			
Arcady		95K	1 FT	113	public concerts and performances; public lectures; workshops	6,500			75% of attendance occurs at venues out of town
The Grand River Chorus Association		60K	2 PT	30	concert series	1,500			
Brant Youth Symphony Orchestra		15K	0	75	school concerts; professional workshops; public concerts	11,000		37	
Brantford Opera Guild		13K	0	17	newsletter; concerts, dinner theatre; lecture series; school programs	2,500		56	
Brantford Children's Chorus		70K	5 PT	120	public concerts; workshops; free community concerts	1,500		106	

Appendix 5**Demonstration of Ongoing Commitment to Culture
City of Brantford 2001-2004 (Expenditures exc. Library)**

Funding Category	2001	2002	2003	2004
1. Community Arts Grants				
1.1 Dufferin Players Theatre Inc.	\$6,522	\$6,522	\$6,615	\$6,880
1.2 Glenhyrst Art Gallery of Brant	\$43,809	\$43,809	\$44,435	\$46,212
1.3 Brant Historical Society	\$22,945	\$22,945	\$23,273	\$24,204
1.4 Myrtleville House Museum	\$16,026	\$16,026	\$16,255	\$16,905
1.5 Brantford Opera Guild	\$1,037	\$1,037	\$1,052	\$1,094
1.6 St. John's Drum & Bugle Corps	\$10,154	\$10,154	\$10,299	\$10,711
1.7 Brantford Symphony Orchestra Association Inc.	\$11,273	\$11,273	\$11,434	\$11,891
1.8 Telephone City Musical Society	\$3,166	\$3,166	\$3,211	\$3,339
1.9 Arcady	\$1,048	\$1,048	\$1,063	\$1,106
1.10 Grand River Chorus Association	\$3,845	\$3,845	\$3,845	\$3,999
1.11 Brant Youth Symphony	\$1,658	0	0	0
Subtotal	\$121,483	\$119,825	\$121,482	\$126,341
2. Operating Grants				
2.1 Sanderson Centre for the Performing Arts	\$492,580	\$494,174	\$499,600	\$500,271
2.2 Bell Homestead National Historic Site	\$47,582	\$67,100*	\$82,725*	\$72,036
Subtotal	\$540,162	\$561,274	\$582,325	\$572,307
3. Brantford Cultural Network	N/A	N/A	\$50,000	\$52,652
Subtotal	\$0	\$0	\$50,000	\$52,652
TOTAL City of Brantford Contributions	\$661,645	\$681,099	\$753,807	\$751,300
City Population	86,400	87,200	88,803	90,195
Per Capital Contribution	\$7.66	\$7.81	\$8.49	\$8.33

* Includes additional funding for upgrades to the Homestead Café.

**Appendix 6.
Brantford Cultural Network Committee**

Sherri Gaertner
Robert Glass, Vice-Chair
Brent Gordon, Tourism Advisory Board
Nancy Houle
David Jones, Chair
Janet Kempster
George Wale

Councillor Marguerite Ceschi-Smith
Councillor Larry Kings

Astero Kalogeropoulos, Brantford Cultural Network Coordinator
Susan Sager, Manager, Tourism & Marketing, Tourism Brantford

Municipal Cultural Plan Subcommittee

Sherri Gaertner, Chair
Robert Glass
David Jones

Astero Kalogeropoulos, Brantford Cultural Network Coordinator