

CITY OF
BRANTFORD

MUNICIPAL
Cultural
PLAN

Update 2014

Approved May 2014

Goals of the Municipal Cultural Plan

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|---|---------------|
| Improve and develop marketing and information resources to better communicate the value and availability of culture in Brantford | pg. 6 |
| Encourage capacity building by supporting the growth and development of local not-for-profit cultural organizations | pg. 8 |
| Provide and develop space for cultural and artistic activities | pg. 10 |
| Foster the participation of all citizens in arts, heritage, and cultural experiences | pg. 12 |
| Create an environment where arts, culture and heritage flourish, enhance civic pride, and function as an economic driver for the community | pg. 14 |



City of Brantford Municipal Cultural Plan Update (2014)

Executive Summary

Arts, culture and heritage are a vital part of life in Brantford. The City of Brantford Municipal Cultural Plan is the document that provides direction for municipal support of the community's cultural sector.

Many positive changes have taken place in Brantford since the city's first cultural plan was approved in 2005. In order to respond to the changing needs of the community and continue to support cultural development in the future, the Brantford Cultural Advisory

Committee undertook the task of updating the goals of the cultural plan. This project was led by a team of dedicated volunteers with the support of municipal staff. Citizens, community stakeholders, city staff and others were invited to provide input and feedback in order to identify priorities for arts, culture and heritage in Brantford over the next five years.

The City of Brantford Municipal Cultural Plan Update builds on the success of the existing cultural plan and proposes five new goals for Brantford over the next five years:

1. Improve and develop marketing and information resources to better communicate the value and availability of culture in Brantford
2. Encourage capacity building by supporting the growth and development of local not-for-profit cultural organizations
3. Provide and develop space for cultural and artistic activities
4. Foster the participation of all citizens in arts, heritage, and cultural experiences
5. Create an environment where arts, culture and heritage flourish, enhance civic pride, and function as an economic driver for the community

The City of Brantford provides support for community arts, culture and heritage in a variety of ways, including through the provision of services, facilities, and funding. The Municipal Cultural Plan Update addresses all of these areas and identifies 34 strategic actions that the city will undertake in order to meet its goals.

Arts, culture and heritage contribute to a healthy and sustainable community and enhance Brantford's quality of life. By working proactively to support and develop our cultural sector, we will continue to ensure that Brantford has a rich and vibrant cultural community that everyone can enjoy.



City of Brantford Municipal Cultural Plan Update (2014)

Introduction & Community Overview

Brantford is a growing city with a population of 93,650¹ located in Southwestern Ontario. One hour from the GTA, the city is centrally located along major transportation routes and is identified as a growth centre in the Province of Ontario's Places to Grow legislation. Community assets include natural, cultural and community amenities such as the Grand River, Sanderson Centre for the Performing Arts, three National Historic Sites, excellent sports facilities, a growing post-secondary presence in the downtown, and a diversified economic base.

Arts, culture and heritage are a vital part of life in Brantford. The city boasts a rich, 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, artisans, and craftspeople.

The arts and culture portfolio operates within the City of Brantford's Economic Development & Tourism Department and aims 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.

Municipal Cultural Planning in Brantford

Municipal cultural planning strives to leverage a community's cultural resources to support economic and community development by integrating culture across all facets of local planning and decision-making.² In recent years, many communities have recognized the growing importance of culture and creativity in building sustainable local economies and improving quality of life.³

In 2005, the City of Brantford was one of the first municipalities in Ontario to adopt a cultural plan. There are now over 45 communities in Ontario that have adopted cultural plans. Brantford's Municipal Cultural Plan has provided the framework within which support for arts, culture and heritage has developed, and many of the goals identified in the plan have been completed (See Table 1). Implementation of the Municipal Cultural Plan is identified as a priority in City of Brantford Community Strategic Plan (2011) and supports the implementation of several other municipal plans and strategies including the Downtown Master Plan (2008) and Economic Development Strategy (2010).

In order to respond to the changing needs of the community and continue to support cultural development in the future, this document proposes to build on the success of the previous plan and update the goals for the next five years. The goals were developed through a community-led effort supported by the Brantford Cultural Advisory Committee and its Municipal Cultural Plan working group. Although the process began in 2010, the majority of community consultation and outreach was completed in 2013. (See Appendix A for a full list of participants and community engagement activities.)

1 Statistics Canada, 2011 Census.

2 Municipal Cultural Planning, www.ontariomcp.ca

3 Ontario Ministry of Tourism, Culture & Sport, www.mtc.gov.on.ca

Table 1: Status of 2005 Strategic Goals

Strategic Goal (2005)	Status (2013)
Creation of a Public Art Program	<ul style="list-style-type: none"> • Public Art Policy (Corporate-035) passed in 2010 • Public Art Subcommittee established 2010 • Public Art Reserve Fund established 2012 • Four (4) new Public Art acquisitions
Creation of a Cultural Facilities Development Program	Not completed
Creation of a Cultural District in the Downtown Core	<ul style="list-style-type: none"> • Cultural district not formally designated, however significant culture-led revitalization has taken place in the downtown core: <ul style="list-style-type: none"> - Harmony Square opened in 2008 - Increase in post-secondary opportunities
Development of a Community Cultural Investment Program	<ul style="list-style-type: none"> • Established 2005 • Ongoing program of Economic Development & Tourism Department
Creation of a Cultural Endowment Fund	<ul style="list-style-type: none"> • \$200,000 City of Brantford Cultural Endowment Fund established in 2012 with Brant Community Foundation
Creation of a Full-Time Permanent Brantford Cultural Network Coordinator Staff Position	<ul style="list-style-type: none"> • Established 2005 within Economic Development & Tourism Department – Tourism Division • Restructured in 2010 as Arts & Culture Coordinator position within Tourism Division

Definitions

This update to the Municipal Cultural Plan uses the definition of ‘culture’ adopted by the City of Brantford in 2005:

“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.”

Throughout this document, the terms ‘cultural sector’, ‘cultural organizations’, ‘cultural activities’ and ‘cultural programs’ are used to refer to organizations and activities related to the arts, cultural industries, and heritage as included in this definition.

Municipal Funding Support for Culture in Brantford

The City of Brantford provides funding support for cultural programs and facilities in a variety of ways. This includes the operating costs of City-owned cultural institutions, grants to not-for-

profit arts and heritage organizations, administrative and program costs, and support for the public art program. Funding support for these activities has grown steadily since the adoption of the Municipal Cultural Plan in 2005 (see Table 2), however Brantford's per capita spending on culture is still below the provincial and national averages⁴.

Figure 1: How funding for culture was distributed in 2012

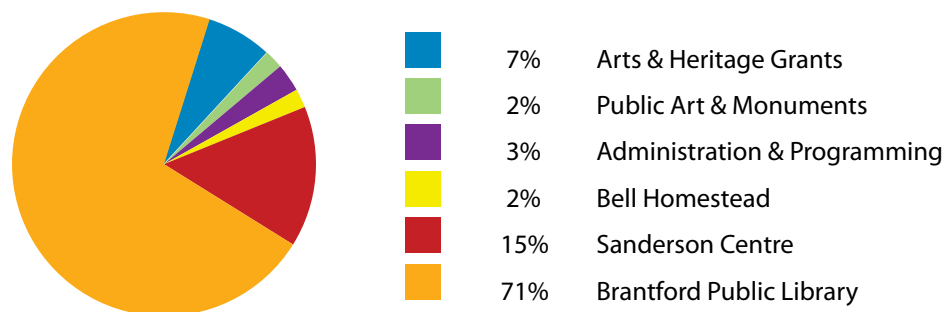


Table 2: City of Brantford Municipal Per Capita Spending on Culture (2008-2012)

Funding Category	2008	2009	2010	2011	2012
Total City of Brantford Investment	\$4,923,319	\$5,051,894	\$5,122,730	\$5,319,681	\$5,530,754
City Population (2006/2011 Census Data)	91,575*	92,267*	92,958*	93,650	94,342*
Total Per Capita Investment in Arts & Culture	\$53.76	\$54.75	\$55.11	\$56.80	\$58.62
1. Community Grants to Not-for-Profits					
1.1 Community Cultural Investment Program	\$142,224	\$145,100	\$44,100	\$44,100	\$69,540
1.2 Museum Funding Agreements	N/A	N/A	\$101,000	\$101,000	\$102,010
1.3 Cultural Innovation Fund	N/A	N/A	N/A	N/A	\$25,000
1.4 Portion of City of Brantford Grants to arts, culture, heritage & festivals	\$65,348	\$73,031	\$95,587	\$138,708	\$179,439
Grants Subtotal	\$207,572	\$218,131	\$240,687	\$283,808	\$375,989
2. City Owned Cultural Institutions (Operating Costs)					
2.1 Brantford Public Library	\$3,729,632	\$3,871,054	\$3,889,973	\$3,899,155	\$3,936,199
2.2 Sanderson Centre for the Performing Arts	\$702,109	\$671,344	\$695,187	\$857,681	\$844,933
2.3 Bell Homestead National Historic Site	\$106,875	\$113,381	\$130,517	\$121,971	\$124,344
Cultural Institutions Subtotal	\$4,538,616	\$4,655,779	\$4,715,677	\$4,878,807	\$4,905,476
3. Public Art Program					
3.1 Monument Maintenance and Restoration	\$12,256	\$9,359	\$10,736	\$10,736	\$7,810
3.2 Acquisitions & Public Art Reserve Fund	N/A	N/A	N/A	N/A	\$86,000
Public Art Subtotal	\$12,256	\$9,359	\$10,736	\$10,736	\$93,810
4. Administration & Programming					
4.1 Harmony Square Programming	\$75,884	\$85,183	\$79,396	\$63,782	\$74,242
4.2 Economic Development & Tourism	\$88,991	\$83,442	\$76,234	\$82,548	\$81,237
Administration Subtotal	\$164,875	\$168,625	\$155,630	\$146,330	\$155,479

* = calculated based on growth rate from 2006 (90,192) forecasted to 2011 (93,650) data

4 According to Statistics Canada, municipal support for culture through operating expenditures, capital expenditures and grants varied widely between provinces and averaged \$87 per Canadian in 2009. In Ontario, the 2009 average was \$97 per Ontarian in 2009.

Core Values of the Municipal Cultural Plan

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. **Creativity creates vibrant communities**

The City recognizes that cultural programs, activities, facilities and sites impact personal, social, educational, environmental, and economic aspects of life in Brantford. While natural and financial resources are finite, the human imagination is an infinite resource and plays a vital role in community development.

3. **Community driven with municipal leadership**

The City recognizes its supportive role in fostering authentic, community-driven cultural development, and that culture is created organically rather than through a top-down approach. The role of the City is to create a climate in which culture can flourish by providing leadership, support, and practical initiatives that foster cultural development.

4. **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 all 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 ensuring that access.

5. **Cultural diversity**

The City recognizes the value of a culturally diverse community and will foster opportunities to support and celebrate the initiatives of its cultural organizations and artists.

6. **Cultural legacy**

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, artifacts and archives are cultural resources that define our community identity and shape our present and future. Our rich cultural heritage includes our industrial, aboriginal, agricultural and settlement histories, as well as the artistic expression and achievements of our citizens and cultural organizations, past and present.

Guiding Principles of the Municipal Cultural Plan

1. **Building on what already exists**

Brantford has a rich and vibrant cultural community, and many organizations and individuals offer activities and facilities related to arts, culture and heritage. It is necessary to remember that growth and continued cultural well-being must involve the nurturing and strengthening of the organizations and activities that exist presently, as well as encouraging innovation, addressing gaps in service, and developing new cultural amenities.

2. Building incrementally toward the vision

None of the recommended 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. Strengthening community identity and partnerships

Brantford has experienced a great deal of positive growth in the past several years, and the City recognizes that the development of partnerships between cultural organizations, community institutions, City departments and regional partners will help to strengthen community identity, enhance the variety of cultural opportunities available to all residents, and create a positive pride of place in its citizens.

4. City support and integration

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, meeting space, staff support, information, etc.). The City will ensure that the integration of staff resources and interdepartmental initiatives are maximized and that impact on culture will be considered in municipal planning and decision-making.

5. Culture is essential for a healthy community

A healthy community requires four pillars of sustainability: economic health, social equity, environmental responsibility and cultural vitality. As the fourth pillar of sustainability, culture contributes to a healthy and sustainable community and enhances quality of life. Like economic development, cultural development is an investment and not simply a cost.

Introduction to the Updated Goals of the Municipal Cultural Plan

The community consultation process (see Appendix B) invited citizens, community stakeholders, staff and others to identify priorities for arts, culture and heritage in Brantford over the next five years. Common themes that emerged were: marketing and communication; funding and support for not-for-profit cultural organizations; facilities to support programs, displays, and events; community engagement, especially for youth; and increasing the economic impact of culture through tourism and business development.

These themes informed the five core goals of the updated Municipal Cultural Plan:

1. Improve and develop marketing and information resources to better communicate the value and availability of culture in Brantford
2. Encourage capacity building by supporting the growth and development of local not-for-profit cultural organizations
3. Provide and develop space for cultural and artistic activities
4. Foster the participation of all citizens in arts, heritage, and cultural experiences
5. Create an environment where arts, culture and heritage flourish, enhance civic pride, and function as an economic driver for the community

Each goal further identifies a number of strategic actions required to achieve the goal. In order to increase accountability for plan implementation, each strategic action is assigned to a lead City of Brantford municipal department or committee. Potential partners are also identified to provide input or assist with each action. The list of partners is not intended to be final, but provides a starting point for the project lead to increase community support. Our approach has been to avoid naming independent partners that are not directly affiliated with the municipality however the umbrella term “community stakeholders” is intended to be an inclusive term that includes both private and public sector partners.

Goal 1: Improve and develop marketing and information resources to better communicate the value and availability of culture in Brantford



Brantford is a growing community, and new audiences require new ways of marketing. Several respondents identified that although there are many events taking place in the city, it is often difficult to find out where and when things are happening. For event organizers or businesses, it can be difficult to attract new audiences. These strategic actions seek to understand current marketing practices for the cultural sector, to address these challenges by improving communication, and to measure the success and impact of marketing and information activities.

Note that throughout this update, many of the strategic actions support the current activities of staff, particularly those in the Economic Development and Tourism Department. These actions are listed in order of expected timeline for completion, with the ongoing actions at the bottom of each chart. This is not intended to reflect the item’s priority level, but rather the complexity of the task and the time required to implement the strategic action.

	Strategic Action	Lead	Potential Partners	Timeframe
1A	Assess the city’s current marketing and interpretive materials related culture and maximize use and accessibility of the city’s communication tools to strengthen the promotion and awareness of municipal cultural assets.	Economic Development & Tourism	Sanderson Centre; Parks & Recreation; Brantford Public Library	Year 1
1B	Promote and develop resources to support community organizers in planning and promoting festivals and events.	Parks & Recreation	Economic Development & Tourism	Year 1 - ongoing

1C	Create a cross-departmental working group of staff who support cultural sector activities in order to facilitate inter-departmental communication and maximize the effectiveness of city staff resources. Facilitated by Arts & Culture Coordinator.	Economic Development & Tourism	Participation from: Parks & Recreation; Planning; Facilities & Asset Management; Sanderson Centre; Brantford Public Library	Year 1 (quarterly)
1D	Investigate opportunities for effective, user-friendly online tools to gather information and facilitate communication and marketing efforts for local cultural festivals and events	I.T. Department	Economic Development & Tourism; Parks & Recreation; Clerks	Year 1 - ongoing
1E	Work in partnership with corporate communications efforts to raise awareness of local cultural activities and identify strategies for celebrating local success stories and the contributions of cultural sector workers, volunteers and businesses.	Economic Development & Tourism	Brantford Cultural Advisory Committee; Brantford Tourism Advisory Committee	Year 1 - ongoing
1F	Develop a cultural awareness and audience development strategy to develop the market readiness of cultural organizations, assist local organizations with strategic planning, and enhance the economic impact of cultural tourism on the local economy.	Economic Development & Tourism	Community stakeholders	Years 1 - 2
1G	Undertake a cultural mapping exercise to accurately identify and map Brantford's cultural assets.	Economic Development & Tourism	Community stakeholders	Year 2
1H	Facilitate and support collective marketing initiatives, networking, cross-promotion, and training opportunities for cultural organizations.	Economic Development & Tourism	Community stakeholders	Ongoing

Goal 2: Encourage capacity building by supporting the growth and development of local not-for-profit cultural organizations



The Municipal Cultural Plan approved in 2005 has led to significant success in the support of the not-for-profit cultural sector in Brantford. This includes the creation of a full-time permanent staff position, the establishment of grant programs, the development of the city's public art program, and the creation of the City of Brantford Cultural Endowment Fund. The direction of the feedback received during the consultation process is to continue building on past success and expand support for this sector.

	Strategic Action	Lead	Potential Partners	Timeframe
2A	Review the current funding model for cultural grants programs to assess the degree to which existing programs are equitable, meet the needs of the arts and heritage community, and include adequate tools for monitoring the economic benefit of the programs (i.e. Community Cultural Investment Program, Cultural Innovation Fund and Museum Funding Agreements).	Economic Development & Tourism	Brantford Cultural Advisory Committee; Finance; Community stakeholders	Years 1-2
2B	Investigate options that allow not-for-profits to access and use city-owned facilities in a consistent and cost-effective manner (ex. not-for-profit rental fees).	Economic Development & Tourism	Facilities & Asset Management; Finance; Sanderson Centre; Parks & Recreation	Years 2-3
2C	Support capacity building and training opportunities by offering professional development workshops and seminars in partnership with other industry stakeholders (i.e. Regional Tourism Organization, senior levels of government, local associations).	Economic Development & Tourism	Community stakeholders; Brantford Public Library	Ongoing – minimum 2 per year

2D	Explore opportunities to enhance and promote the growth of City of Brantford Cultural Endowment Fund through fundraising and private sector revenue sources.	Brantford Cultural Advisory Committee	Finance; Brant Community Foundation	Ongoing
2E	Continue to build on the success of the Community Cultural Investment Program by continuing to provide core operating funding for established and emerging local not-for-profit organizations.	Economic Development & Tourism	Finance; Brantford Cultural Advisory Committee; Brant Community Foundation	Ongoing
2F	Establish Brantford as a regional leader for cultural tourism development by leveraging support at the regional and provincial level to develop the market readiness of cultural institutions and tourism partners.	Economic Development & Tourism	Regional Tourism Organization; Tourism Advisory Committee; Brantford Cultural Advisory Committee	Ongoing

Goal 3: Provide and develop space for cultural and artistic activities



Cultural facilities are buildings or physical locations that host cultural activities, including those operated by public, private or non-profit sector organizations.⁵ They may be built specifically to host cultural activities (i.e. a museum) or may be a facility that hosts cultural programs (i.e. a community centre). The creation of a Cultural Facilities Development Program is the only goal of the 2005 Municipal Cultural Plan that has not yet been addressed. There continues to be a need identified for a “mid-sized” performance space that would provide space for performing arts organizations for which the Sanderson Centre for the Performing Arts is too large. More research is needed in this area. In addition, Brantford should continue to support cultural programming and facilitate the presence of arts and heritage in established city-owned facilities.

	Strategic Action	Lead	Potential Partners	Timeframe
3A	Support the development of ‘makerspaces’ at the Brantford Public Library, and investigate opportunities to expand the program to other facilities in order to foster innovation, collaboration and creativity for all citizens.	Brantford Public Library	Economic Development & Tourism; Downtown BIA	Year 1 - ongoing
3B	Continue implementing the Public Art Policy, including development procedures for the temporary display of artwork.	Brantford Cultural Advisory Committee; Economic Development & Tourism	Facilities & Asset Management; Brantford Public Library; Clerks; Parks & Recreation	Years 1-2
3C	Encourage local developers and civic construction projects to include public art in order to enhance pride of place and develop a distinct sense of place and community.	Planning	Economic Development & Tourism; Engineering; Building	Year 2 - ongoing

5 Canadian Urban Institute (2011). *Municipal Cultural Planning Indicators & Performance Measures Guidebook*.

3D	Revisit and update the Museum Sustainability Plan (2007) to include all local collections-based heritage institutions.	Economic Development & Tourism	Brant Museums & Galleries Association; Brantford Heritage Committee; Brantford Cultural Advisory Committee	Years 2-3
3E	Identify high-priority areas for consideration in the future development of civic facilities (i.e. a mid-size theatre or performance hall), including developing a business plan to evaluate the need for a mid-size performance space.	Brantford Cultural Advisory Committee	Economic Development & Tourism; Facilities & Asset Management; Sanderson Centre	Year 3 (Business plan)
3F	Evaluate the availability and accessibility of public and community facilities for cultural development and presentation by creating a cultural facilities inventory.	Economic Development & Tourism	Facilities & Asset Management; Accessibility Coordinator	Year 3
3G	Recognize and enhance the leadership capacity of city-owned cultural institutions (Brantford Public Library, Sanderson Centre for the Performing Arts, and Bell Homestead National Historic Site) to support grassroots cultural programming and maximize their use for local or neighbourhood programming.	Brantford Public Library; Sanderson Centre; Bell Homestead	Parks & Recreation; Economic Development & Tourism; Community stakeholders	Ongoing
3H	Create and facilitate increased opportunities to showcase local art, heritage, artists, writers and performers in municipal facilities, at civic events, and in public spaces.	Economic Development & Tourism	Parks & Recreation; Sanderson Centre; Facilities & Asset Management	Ongoing

Goal 4: Foster the participation of all citizens in arts, heritage, and cultural experiences



Participation in arts, cultural or heritage programming supports community development and should be accessible to all current and future residents of Brantford. In addition, our population is growing and we need to ensure that newcomers to Brantford, including new Canadians and post-secondary students, are aware of opportunities to participate in community life and feel welcome. Accessibility of cultural programming was not addressed as a priority in the 2005 Municipal Cultural Plan, but is strongly supported by its guiding principles and values.

	Strategic Action	Lead	Potential Partners	Timeframe
4A	Evaluate and enhance the City's processes for welcoming and providing information about local cultural opportunities to newcomers, including new Canadians, post-secondary students, and new businesses and employees.	Economic Development & Tourism	Social Services; Community stakeholders	Year 1 - ongoing
4B	Develop and expand opportunities to showcase and celebrate the creativity of youth in the community and increase the involvement of youth in decision-making; including partnerships with existing youth agencies, libraries, schools, post-secondary institutions and programs that support youth-driven arts programs.	Parks & Recreation	Economic Development & Tourism; Brantford Public Library; Community stakeholders	Years 1-2
4C	Investigate and reduce barriers to accessing cultural opportunities and identify strategies to foster an inclusive environment and increase participation for all citizens.	Accessibility Coordinator; Accessibility Advisory Committee	Economic Development & Tourism; Parks & Recreation; Community stakeholders	Years 1-2

4D	Review and strengthen municipal support services for existing and emerging festivals, celebrations and events, with a focus on cultural diversity, public accessibility, and cultural tourism development.	Economic Development & Tourism	Parks & Recreation	Years 1-2
4E	Work to support and protect the community's built and natural heritage resources by promoting Brantford's heritage to visitors and community members through historical interpretation, signage, and cultural tourism product development.	Economic Development & Tourism	Tourism Advisory Committee; Brantford Heritage Committee; Community stakeholders	Year 2 - ongoing

Goal 5: Create an environment where arts, culture and heritage flourish, enhance civic pride, and function as an economic driver for the community



A vibrant cultural sector contributes to making Brantford a great place to live, work, play and raise a family. Over the past decade, recognition of the important role played by the cultural sector in supporting strong local economies has grown dramatically. In 2012, approximately 13.5% of jobs in Brantford were in the core “creative class” occupations (See Appendix C). Continued and enhanced support for cultural sector businesses and entrepreneurs is important for ensuring that Brantford continues to have a diverse and prosperous economy by providing jobs, driving tourism, and increasing the sustainability of the cultural sector.

	Strategic Direction	Lead	Potential Partners	Timeframe
5A	Ensure that business support and information for cultural sector entrepreneurs, businesses, and not-for-profits is readily available, including using the Business Resource Centre to deliver services in the downtown core.	Economic Development & Tourism		Year 1 - ongoing
5B	Work with the Business Resource Centre, Downtown Brantford Business Improvement Association, Brantford-Brant Chamber of Commerce and local private sector partners to strengthen relationships between the cultural sector and the business community.	Economic Development & Tourism	Downtown BIA; Community stakeholders	Year 2 - ongoing
5C	Undertake an economic impact assessment to define and measure the economic contribution of arts, culture and heritage to Brantford’s economy.	Economic Development & Tourism		Year 2 - Ongoing

5D	Support development of the creative economy and cultural sector workforce in the downtown core, contributing to the potential for a cultural district designation.	Economic Development & Tourism	Downtown BIA; Sanderson Centre; Planning; Community stakeholders	Years 2-4
5E	Develop an economic investment attraction strategy for cultural industry and creative entrepreneurs, using the full range of assets that the community has to offer.	Economic Development & Tourism	Economic Development Advisory Committee; Downtown BIA; Post-secondary	Years 2-4
5F	Continue and enhance the involvement of the cultural sector in the Business Retention & Expansion (BR+E) program.	Economic Development & Tourism	Community stakeholders	Ongoing
5G	Enable Brantford to attain national/international recognition as a community that fosters innovation and development in the cultural sector.	Economic Development & Tourism	Community stakeholders	Ongoing

Appendix A: Municipal Cultural Plan Working Group Participants

These updated goals were developed by a volunteer working group of the Brantford Cultural Advisory Committee in consultation with the public, City of Brantford staff, creative professionals, cultural organizations and volunteers. This process began in 2010, however the bulk of the community consultation was conducted between May and August of 2013 (Appendix B).

Current Working Group Participants (as of February 2014)

Monica Admiral, Brantford Cultural Advisory Committee (Chair)
Arlene Laskey, Artist
Brad Emsley, Brantford Heritage Committee
David Prang, Downtown Brantford Business Improvement Area
Councillor Jan Vanderstelt, City of Brantford (Ward 1)
Eva Salter, Ontario Ministry of Tourism, Culture and Sport
Nicole Drake, Arts & Culture Coordinator, Economic Development & Tourism
Glenn Brown, Manager, Sanderson Centre for the Performing Arts
Kathryn Drury, Manager, Partnerships, Brantford Public Library

Past Working Group Participants (2011-2013)

Josh Bean, Brantford Cultural Advisory Committee/Brantford Arts Block
Sherri Bocchini, Brantford-Brant Chamber of Commerce
Margaret Glass, Brantford Cultural Advisory Committee (Past Chair)
Kathryn Hogg, Glenhyrst Art Gallery
Joan Kanigan, Brant Historical Society
Marcia Lea, Glenhyrst Art Gallery
John Robertson, Brant Historical Society
Councillor David Neumann, City of Brantford (Ward 5)
Susan Sager, Manager, Tourism & Marketing, Economic Development & Tourism

Brantford Cultural Advisory Committee Members

Current Members (as of March 2014)

Gord Adams
Monica Admiral
Patricia Davies
Christina Hajioannou
Vernon Payne
Liz Dachuk, Brantford Tourism Advisory Committee
Ana Olson, Brant Museums & Galleries Association
Lorna Stratton, Brant Performing Arts
Councillor Jan Vanderstelt (Ward 1)

Past Members (2011 - 2013)

Josh Bean
Holly Gibbs
Margaret Glass
Jack Jackowetz
Hamish Robertson
Zachary Zhang
Councillor David Neumann (Ward 5)

The working group also wishes to thank the many City of Brantford staff from several departments who provided comments, assistance, and feedback throughout this process!

Appendix B: Research Methods and Stakeholder Engagement

Research Methods

Outreach and research methods used in the preparation of this Plan include:

- A review of community feedback from previous public meetings between April 2010 and August 2012;
- A review of approved City of Brantford plans and policies with reference to cultural activity or cultural heritage;
- A comparative review of cultural plans and related documents from other jurisdictions;
- An online public survey;
- Presentations, interviews, and focus groups with stakeholders;
- Outreach at three public meetings and four community events that gave the general public an opportunity to express their concerns and priorities for cultural development.

Outreach Activities

The total estimated audience for all outreach activities (based on estimated attendance) was 1,238 people. Of these, direct input was received from approximately 500 people.

2013 Outreach Events:

Glenhyrst Family Arts Day, Glenhyrst Art Gallery of Brant (May 26)
4th Pillar Forum, Canadian Industrial Heritage Centre (May 29)
Season Launch, Sanderson Centre for the Performing Arts (June 5)
Heart to Art Open House, Brantford Arts Block (June 9)

Presentations & Stakeholder Meetings:

Sanderson Centre Board of Directors
Bell Homestead Committee
Parks, Recreation & Waterfront Advisory Committee
Brantford Accessibility Advisory Committee
Downtown Brantford Business Improvement Area Board of Directors
Brantford Heritage Committee
Brantford Public Library Board of Directors
Brantford Tourism Advisory Committee
Economic Development Advisory Committee
Environmental Policy Advisory Committee
Grand Erie Immigration Partnership
Brant Performing Arts Network
Woodland Cultural Centre
Crossing All Bridges Learning Centre
Brant Museums & Galleries Association

Appendix C: Cultural Sector Employment and Creative Occupations Data

Table C1: Cultural Sector Employment in Brantford (2010-2012)*

Employment category	Total Jobs (2010)	As a % of total (2010)	Total Jobs (2011)	As a % of total (2011)	Total Jobs (2012)	As a % of total (2012)	Avg. Earnings (2012)
Information & Cultural Industries (NAICS 51)	491	1.21%	494	1.18%	515	1.21%	\$50,985
Arts, entertainment & recreation (NAICS 71)	859	2.12%	966	2.32%	861	2.03%	\$34,505
Creative Class (SCC)	5,535	13.64%	5,618	13.47%	5,718	13.51%	n/a
Total Jobs in Brantford	40,570		41,678		42,321		\$41,503

Source: EMSI 2013.1

* See Appendix D for description of industries and occupations classifications for each category

This data was compiled using the Analyst tool developed by Economic Modelling Specialists Incorporated and available through the Ontario Ministry of Agriculture and Food (OMAF) and the Ontario Ministry of Rural Affairs (OMRA). Canadian Analyst data is compiled from a variety of sources, including: Canadian Business Patterns (CBP); 2001, 2006, and 2011 Census data; Survey of Employment, Payroll and Hours (SEPH); Labour Force Surveys (LFS); Canadian Occupational Projection System (COPS); CANSIM Demographics; and PSIS Education Data.

It should be noted that this preliminary data collected from EMSI Analyst is an important first step to understanding employment in Brantford's cultural sector, but that ongoing monitoring of these statistics year over year is needed to provide a more accurate and comprehensive understanding of local employment patterns. In general, employment in the cultural sector has been steady, however, fluctuations in employment in the arts, entertainment and recreation sectors should be monitored and opportunities to increase employment in the higher-paying cultural industries should be explored.

Table C2: Creative Occupations Municipal Comparison (2012)

	Brantford		Barrie		Chatham-Kent		Guelph		St. Catharines	
	Jobs	% of total	Jobs	% of total	Jobs	% of total	Jobs	% of total	Jobs	% of total
Information & Cultural Industries (NAICS 51)	515	1.21%	1,447	2.22%	733	1.56%	965	1.26%	1,602	2.41%
Arts, entertainment & recreation (NAICS 71)	861	2.03%	290	0.4%	590	1.26%	615	0.80%	468	0.70%
Creative Class (SCC)	5,718	13.51%	9,748	14.94%	6,004	12.83%	14,339	18.75%	9,449	14.21%
Total Jobs	42,321		65,242		46,800		76,459		66,451	

Source: EMSI 2013.1 (using Census Subdivisions for each municipality)

Appendix D: Description of Industrial and Occupational Classifications

North American Industry Classification System (NAICS)

The North American Industry Classification System (NAICS) is an industrial classification system designed to provide common definitions of various industrial sectors, and facilitate comparisons between industries in Canada, the United States and Mexico. The EMSI data presented includes the following NAICS categories and subcategories:

Information and Cultural Industries (NAICS 51)

NAICS Code	Description
511	Publishing industries
5111	Newspaper, periodical, book and database publishers
512	Motion picture and sound recording industries
5121	Motion picture and video industries
5122	Sound recording industries
515	Broadcasting (except Internet)
5151	Radio and television broadcasting
517	Telecommunications
5171	Wired telecommunications carriers
5172	Wireless telecommunications carriers (except satellite)
5179	Other telecommunications
519	Other information services
5191	Other information services

Arts Entertainment and Recreation (NAICS 71)

NAICS Code	Description
711	Performing arts, spectator sports and related industries
7111	Performing arts companies
7115	Independent artists, writers and performers
712	Heritage institutions
7121	Heritage institutions
713	Amusement, gambling and recreation industries
7131	Amusement parks and arcades
7132	Gambling industries
7139	Other amusement and recreation industries

Creative Class (Super Creative Core) Occupations

The “creative class” identified by Richard Florida (2003)⁶ includes a wide range of knowledge-based occupations, including those in business, finance, legal and education sectors. Within the Creative Class, Florida identifies the “Super-Creative Core” occupations as those that require workers to engage in creative processes and problem solving activities. Arts, design and media related occupations are a sub-set of these occupations, along with science, engineering, computer programming and others.

6 Florida, R. (2003). *The Rise of the Creative Class*. New York: Basic Books.

The EMSI data identifies the following 120 occupational codes within the National Occupational Classification for Statistics (NOC-S) as belonging to the Creative Class Super-Creative Core (SCC):

NOC-S	Description
C011	Physicists and astronomers
C012	Chemists
C013	Geologists, geochemists and geophysicists
C014	Meteorologists
C015	Other professional occupations in physical sciences
C021	Biologists and related scientists
C022	Forestry professionals
C023	Agricultural representatives, consultants and specialists
C031	Civil engineers
C032	Mechanical engineers
C033	Electrical and electronics engineers
C034	Chemical engineers
C041	Industrial and manufacturing engineers
C042	Metallurgical and materials engineers
C043	Mining engineers
C044	Geological engineers
C045	Petroleum engineers
C046	Aerospace engineers
C047	Computer engineers (except software engineers)
C048	Other professional engineers, n.e.c.
C051	Architects
C052	Landscape architects
C053	Urban and land use planners
C054	Land surveyors
C061	Mathematicians, statisticians and actuaries
C071	Information systems analysts and consultants
C072	Database analysts and data administrators
C073	Software engineers and designers
C074	Computer programmers and interactive media developers
C075	Web designers and developers
C111	Chemical technologists and technicians
C112	Geological and mineral technologists and technicians
C113	Meteorological technicians
C121	Biological technologists and technicians
C122	Agricultural and fish products inspectors
C123	Forestry technologists and technicians
C124	Conservation and fishery officers
C125	Landscape and horticultural technicians and specialists
C131	Civil engineering technologists and technicians
C132	Mechanical engineering technologists and technicians
C133	Industrial engineering and manufacturing technologists and technicians

C134	Construction estimators
C141	Electrical and electronics engineering technologists and technicians
C142	Electronic service technicians (household and business equipment)
C143	Industrial instrument technicians and mechanics
C144	Aircraft instrument, electrical and avionics mechanics, technicians and inspectors
C151	Architectural technologists and technicians
C152	Industrial designers
C153	Drafting technologists and technicians
C154	Land survey technologists and technicians
C155	Mapping and related technologists and technicians
C161	Non-destructive testers and inspectors
C162	Engineering inspectors and regulatory officers
C163	Inspectors in public and environmental health and occupational health and safety
C164	Construction inspectors
C171	Air pilots, flight engineers and flying instructors
C172	Air traffic control and related occupations
C173	Deck officers, water transport
C174	Engineer officers, water transport
C175	Railway traffic controllers and marine traffic regulators
C181	Computer network technicians
C182	User support technicians
C183	Systems testing technicians
E011	Judges
E012	Lawyers and Quebec notaries
E021	Psychologists
E022	Social workers
E023	Family, marriage and other related counsellors
E024	Ministers of religion
E025	Probation and parole officers and related occupations
E031	Natural and applied science policy researchers, consultants and program officers
E032	Economists and economic policy researchers and analysts
E033	Business development officers and marketing researchers and consultants
E034	Social policy researchers, consultants and program officers
E035	Education policy researchers, consultants and program officers
E036	Recreation, sports and fitness program supervisors and consultants
E037	Program officers unique to government
E038	Other professional occupations in social science, n.e.c.
E039	Health policy researchers, consultants and program officers
E111	University professors
E112	Post-secondary teaching and research assistants
E121	College and other vocational instructors
E130	Secondary and elementary school teachers and educational counsellors, n.e.c.
E131	Secondary school teachers
E132	Elementary school and kindergarten teachers
E133	Educational counsellors

F011	Librarians
F012	Conservators and curators
F013	Archivists
F021	Authors and writers
F022	Editors
F023	Journalists
F024	Professional occupations in public relations and communications
F025	Translators, terminologists and interpreters
F031	Producers, directors, choreographers and related occupations
F032	Conductors, composers and arrangers
F033	Musicians and singers
F034	Dancers
F035	Actors and comedians
F036	Painters, sculptors and other visual artists
F111	Library and archive technicians and assistants
F112	Technical occupations related to museums and art galleries
F121	Photographers
F122	Film and video camera operators
F123	Graphic arts technicians
F124	Broadcast technicians
F125	Audio and video recording technicians
F126	Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts
F127	Support occupations in motion pictures, broadcasting and the performing arts
F131	Announcers and other broadcasters
F132	Other performers
F141	Graphic designers and illustrators
F142	Interior designers
F143	Theatre, fashion, exhibit and other creative designers
F144	Artisans and craftspersons
F145	Patternmakers - Textile, leather and fur products
F151	Athletes
F152	Coaches
F153	Sports officials and referees
F154	Program leaders and instructors in recreation, sport and fitness

Appendix E: Recommendations in Existing City of Brantford Plans & Strategies

Document	Recommendation
"Shaping our Future" City of Brantford Community Strategic Plan (Revised 2011)	<p>Goal 1 – Economic Vitality and Innovation</p> <p><u>Strategic Actions:</u></p> <p>1.7 Expand tourism opportunities and benefits to the community ("Develop a link from the arts, cultural, sports, and heritage assets of the City to the tourism opportunities and benefits of the community")</p> <p>1.11 Assess and promote culture and heritage as economic drivers</p>
	<p>Goal 2 – High Quality of Life & Caring for all Citizens</p> <p><u>Strategic Actions:</u></p> <p>2.1 Implement the Municipal Cultural Plan</p> <p>2.2 Develop a heritage master plan</p>
Public Art Policy (2010)	<p>Guiding Principles</p> <p>The Public Art policy will endeavor to ensure:</p> <ul style="list-style-type: none"> i. Public Art is integral to the civic planning and development process ii. that Public Art is accessible to all citizens by providing opportunities for participation that are equitable and inclusive; iii. cultural links are created through the promotion of opportunities for community development, community engagement and community partnerships; iv. the significant of art in community life is demonstrated; v. that a wide variety of creative expression, art practice and art work is encouraged, developed and considered for Public Art; vi. excellence, quality and innovation are encouraged; and vii. adequate resources are developed and available to preserve existing and create new Public Art.
Brantford Public Library Strategic Plan (2012-2014)	<p>Strategic Directions:</p> <ul style="list-style-type: none"> 1. Responding to the Community 2. Fostering Innovation 3. Enhancing Spaces 4. Building Capacity

Downtown Master Plan (2008)

3.6 Vision Recommendations

Recommendation #20:

Place a greater emphasis on capturing the growing arts & culture market and recognize more fully the unique opportunities Brantford's strong cultural mix offers the downtown. Key actions include:

- Create a 'sprout fund' for local arts & cultural groups to nurture their growth, inspire project ideas and show City support
- Relocate the Brant Museum & Archives to a higher profile, more accessible, larger city-owned venue within the Downtown
- A public art policy should be developed and adopted by Council, attached to all new public developments across the City
- Offer subsidized temporary gallery and workshop space in Downtown buildings
- Introduce a Tourism Office in the Downtown core. This could be a shared space area with the BIA or potentially other tourism, arts or cultural organizations.

4.3 Streetscaping & Public Realm

Summary Recommendations:

Establish a Public Art Strategy and related Public Art Levy for the creation of public art within the City.

Section 4.3.6 Approach to Public Art

- "...this plan recommends the development and implementation of a comprehensive municipal Public Art Policy and related levy that includes the integration of permanent, site-specific works of art into downtown municipal buildings, natural places, public spaces and structures."
- "In time, once the Downtown is more stable, a Public Art Levy should be applied to all new developments (both public and private)."
- "The City should work with the Brantford Cultural Network, the BIA, DAC, Tourism Brantford, independent artists and other partners to develop a Public Art Locational Plan for Downtown Brantford."

<p>Waterfront Master Plan (2010)</p>	<p>Heritage & Cultural Initiatives</p> <p>The Heritage and Culture component of the Waterfront Masterplan identifies the following initiative for three sites of cultural importance within the City of Brantford, Glenhyrst Art Gallery (#6), Downtown Brantford (#11) and Bell Homestead (#15):</p> <p>“Strong visual and physical links should be developed between areas of cultural interest and the Grand River through pedestrian links, signage, landscaping, street furniture and pedestrian/street lighting.”</p> <p>Waterfront Cultural Corridor</p> <p>“Building on the significant ecological, cultural and archaeological features of the area, the Grand River and its tributaries should become recognized as the City’s Waterfront Cultural Corridor, a destination for interpretation and celebration of the rich natural and cultural history. This will complement the Downtown cultural district explored in the City’s Cultural Plan.”</p> <p>Destination Initiatives</p> <p><u>Waterfront Cultural Corridor</u></p> <p>List of destinations includes: Glenhyrst Gardens and Art Gallery, Bell Homestead, Woodland Cultural Centre, Mohawk Chapel and the Canadian Military Heritage Museum.</p> <p>“This stringing together of these destinations can be promoted as the Waterfront Cultural Corridor, which collectively provides a diverse array of natural, historical, cultural, recreational and entertainment-related experiences...”</p> <p><u>Historical/Cultural Tourism</u></p> <p>“Brantford already has a strong base of cultural attractions that make it a significant cultural destination....A coordinated cultural tourism marketing strategy, focused specifically on this growing market segment, should be developed.”</p>
<p>Bell Homestead National Historic Site Strategic Plan (2013)</p>	<p>Strategic Goals:</p> <ol style="list-style-type: none"> 1. Manage historical resources. 2. Further site visitation. 3. Further develop grounds and amenities. 4. Foster an inclusive environment.

<p>Economic Development Strategy (2010)</p>	<p>Strategic Direction: Tourism Sector</p> <p><u>Recommendations:</u></p> <ol style="list-style-type: none"> 11. Founded in the quality of life and range of amenities in the area, develop an entrepreneur and creative economy investment strategy using the full range of assets that the City and region has to offer. <p>Strategic Direction: Arts & Culture</p> <p><u>Recommendations:</u></p> <ol style="list-style-type: none"> 1. Continue with implementation of the Municipal Cultural Plan to increase the creative capacity of the city and to further develop the arts and culture sector 2. Accelerate the implementation of the Museum Sustainability Plan and develop market-readiness strategies for museums and art galleries 3. Emphasize the community culture and heritage buildings as attractions 4. Encourage continued growth of the local cultural sector by integrating economic development strategies with municipal cultural planning <p>Strategic Direction: Entrepreneurship and Business Capacity Enhancements</p> <p><u>Recommendations:</u></p> <ol style="list-style-type: none"> 1. Continue to support and develop arts and culture entrepreneurship as well as entrepreneurs of the “creative economy”
<p>Downtown Brantford Business Improvement Area (BIA) Strategic Plan (2010)</p>	<p>Strategic Objectives: Managing Change</p> <ol style="list-style-type: none"> 2. Enhance the perception of the Downtown within Greater Brantford, the County and the region (in that order). <hr/> <p>Strategic Objectives: Facilitating Growth</p> <ol style="list-style-type: none"> 1. Enhance the reality of the Downtown as a destination through the promotion of Downtown public events. 2. Support efforts to increase the residential density in the Downtown core. 3. Engage our post-secondary partners in initiatives mutually beneficial to the members and institutions.

Museum Sustainability Plan (2007)

Community Museums: Shared Priorities

Service Delivery Model

Recommendation 1.1: That City staff, in partnership with the Brant Museums & Galleries Association, coordinate a second phase on the Museum Sustainability Plan study to include other museums and heritage organizations in Brantford and area.

Community Engagement

Recommendation 2.1: That a Community Engagement Strategy be developed to maximize public participation in local museums by the citizens of Brantford and area and to ensure the participation and representation of the Brantford area's diverse ethno-cultural communities.

Marketing

Recommendation 3.1: That City staff support the development of a coordinated programming and exhibit partnership.

Recommendation 3.2: That City staff support the development and implementation of a joint museum marketing plan and action plans.

Volunteers

Recommendation 4.1: That City staff assist in the development of a shared volunteer management strategy, to be managed and implemented by the museum community.

Professional Development

Recommendation 5.1: That City staff coordinate professional development and training opportunities for museum staff and volunteers in response to needs identified by the museum community, on a cost-recovery basis.

Care of Collections

Recommendation 6.1: That City staff investigate opportunities for the development of a shared collections storage facility.

<p>City of Brantford Official Plan</p>	<p>Section 4.1.3 Economic Considerations</p> <p>4.1.3.1. Brantford presently exhibits a strong regional role within the County of Brant and is an important service centre to the surrounding rural municipalities.</p> <p>4.1.3.7 The City of Brantford recognizes the importance of tourism to the community, and its contribution to the City's economic base. Brantford has a number of entertainment, cultural, retail and recreational facilities which provide opportunities for tourism. The City's strategic location on the Grand River and the Trans-Canada Trail System, the city-wide multipurpose trail system, and nationally significant built, cultural and natural heritage resources also provide many opportunities for tourism</p>
	<p>Section 5.3.2 Commercial Areas</p> <p>The downtown core will be recognized as an important component of the City's commercial development, and opportunities to expand upon its role as a result of existing and proposed developments will be encouraged. The core area will also expand its role within the City through the provision of other uses such as housing and tourism development. In this regard, high density residential development will be provided within the core, together with a broad range of retail, service and office commercial uses, government administrative facilities, tourist, cultural and educational facilities.</p> <p>Section 5.4.2 Industrial Areas</p> <p>Wherever appropriate, the City's older industrial areas will be preserved as viable industrial areas. Other older industrial areas will be encouraged over the long-term to redevelop for other uses as these areas are considered inappropriate for continued industrial development of the present type.</p>
	<p>Section 6.2.2 Principle Goal</p> <p>To promote and build on the distinctive character and locational advantages of Brantford through the responsible utilization of our natural, cultural and economic resources to meet the evolving needs of the community in an efficient and sensitive manner</p>
	<p>Section 6.2.4 Natural and Built Environment Goal</p> <p>Sustain and enhance significant natural and built environments in the community Identify and conserve lands, buildings, structures and sites of historic, architectural and archaeological value</p> <p>Section 6.2.5 Economic Goal</p> <p>Provide opportunities for a viable economic base for the community Promote the revitalization of the City's downtown through a mixture of various commercial, residential, cultural, institutional and recreational facilities Promote the development of a four season tourism industry including both private and public facilities.</p>



For more information about the City of Brantford Municipal Cultural Plan please contact:

Brantford Economic Development and Tourism

399 Wayne Gretzky Parkway

Brantford, Ontario N3R 8B4

519-751-9900 • 1-800-265-6299

www.brantford.ca