



**Brampton Arts Council**

**STRATEGIC PLAN  
EXECUTIVE SUMMARY**

**October 31, 2008**



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## MESSAGES



### Message from the President

The Board is extremely proud of the new Strategic Plan for the Brampton Arts Council. We are confident that through the public forums, surveys, and review of services, this Plan will enable us to establish a comprehensive 4-year direction for the Council. We will commence immediately to implement the actions identified. The Board wishes to thank John A. Marshall Planning & Management Consulting Inc. for facilitating an extremely successful session. Our thanks go to the staff for producing the documentation and for administering the entire process in such a professional manner.

A handwritten signature in black ink that reads "Licia Vreugde".

Licia Vreugde  
President



### Message from the Executive Director

The Brampton Arts Council has been flexible and evolving, throughout its 30 year history, to meet the changing needs of the Brampton arts community. We thank our members for the candid and open dialogues prior to developing this Strategic Plan. Together, along with collaborations with "like" stakeholders, we will meet our goal to grow our cultural industries and become a prime cultural destination of choice.

A handwritten signature in black ink that reads "Marnie Richards".

Marnie Richards  
Executive Director

## **SECTION 1 INTRODUCTION**

In 2007, the Brampton Arts Council (BAC) Board of Directors decided to initiate the preparation of a Strategic Plan and allocated an amount for this purpose in its 2007 budget. Strategic Planning involves re-examining the vision and mission of an organization and setting out strategies for achieving its objectives over a number of years. These strategies, if successfully executed, will result in the organization effectively carrying out its mission and ultimately the vision it has for the broader community that it serves.

### **The BAC undertook this exercise for the following reasons:**

- To clarify its future direction
- To think strategically and develop effective strategies
- To establish priorities
- To establish a coherent and defensible basis for decision making
- To improve performance
- To deal effectively with the rapidly changing external environment
- To build teamwork and expertise

Undertaking a Strategic Plan in 2008 is particularly relevant since the City of Brampton was concurrently finalizing its Parks, Culture and Recreation Master Plan.

### **A Strategic Plan should address four questions:**

1. Where are we?
2. Where do we want to be?
3. How do we get there?
4. How do we know if we are on track?

### **These questions were addressed as follows:**

1. Data was collected, information gathered, and surveys conducted. A SWOT (Internal Strengths and Weaknesses, External Opportunities and Threats) analysis was completed based on the data, information and surveys
2. In a group environment the BAC Board of Directors and Executive Director:
  - Reviewed and restated the overall vision it has for the community of interest it serves, and its mission in serving the community of interest, and
  - Stated the specific outcomes or objectives that must be achieved in order for the vision to be realized and the mission to be carried out effectively.
3. They then determined the strategies and initiatives that must be executed to achieve the objectives, and assigned related priorities, responsibilities and timelines.
4. A monitoring system will be established by which progress is measured and accountabilities pursued.

The BAC undertook this exercise in 2008 following a process that is presented in detail in Section 3. The time frame for BAC Strategic Plan is four years. In 2013, the BAC Board will review the Strategic Plan.

## SECTION 2 BACKGROUND

### **The City of Brampton**

Brampton, Canada's Flower City, with a population exceeding 450,000, is the 11<sup>th</sup> largest City in Canada and among the fastest growing. It is a cosmopolitan community that consists of people from more than 175 ethnic backgrounds, who speak 70 different languages.

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

While the population expands, so too does the City's commitment to quality of life and the arts. The spectacular Rose Theatre anchors Brampton's performing arts scene. Outstanding community arts and culture programs are offered by the Brampton Arts Council and its many member groups, the City of Brampton and Brampton Library.

The Brampton Strategic Plan "Six Pillars" document contains the following statements with respect to arts, culture and entertainment:

#### *Community Lifestyle Goal Statement:*

*Achieve a higher level of service excellence related to the attributes Brampton residents are most proud of, namely: parks, recreation and sports; fire and emergency services; cleanliness; multiculturalism; arts and culture; and Brampton's rich history.*

#### *Arts, Culture and Entertainment*

*Brampton will be recognized as a leader in programming arts, culture and entertainment. A new downtown Performing Arts Centre serves as the cornerstone of the City's commitment to enriching the lives of Brampton's residents.*

*The mandate of the Brampton Arts Council provides it with a critical role in the achievement of the City's goal and initiatives with respect to the arts.*

## **History of the Brampton Arts Council**

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

In 1982, The Performing Arts Council expanded to include all art disciplines and officially changed its name to the Brampton Arts Council, representing the Performing, Creative, Visual, Literary and Media Arts in the City of Brampton. It became a non-profit (1984), charitable (1989) organization. The City of Brampton formally mandated the Brampton Arts Council as the “mandated community organization” through its Policy of the Arts in 1983 and began providing core-funding grants to support the Council.

## **Programs, Activities and Initiatives of the Brampton Arts Council**

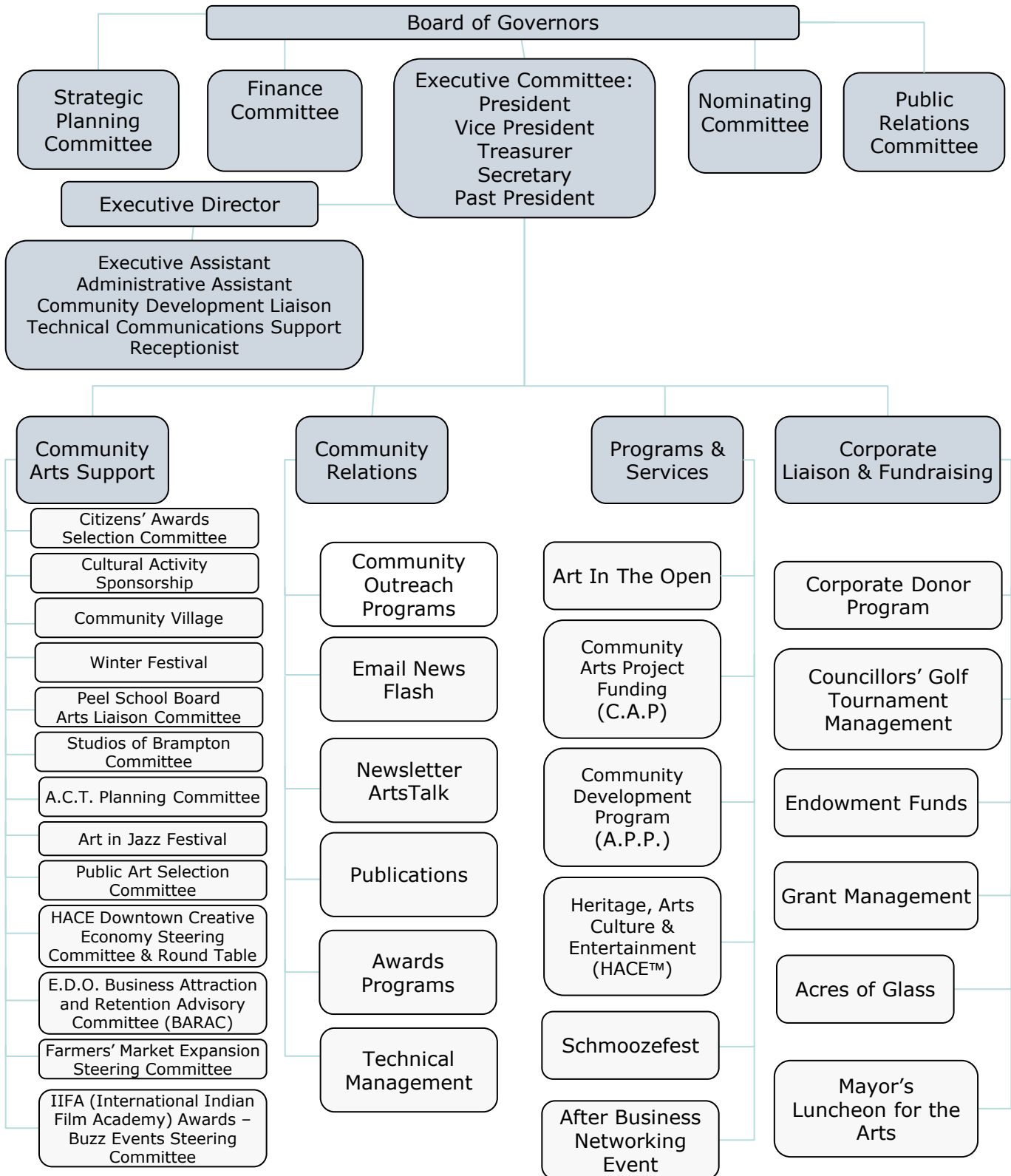
To fulfill our mandate, the Brampton Arts Council carries out a wide range of programs, activities and initiatives in the following categories:

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

Details are provided in the Brampton Arts Council’s Strategic Plan Study.

## Organizational Structure:

The governance and staff organizational structure of the Brampton Arts Council is set out below.



## **The City of Brampton Policy on the Arts**

The City of Brampton Policy on the Arts sets out in specific terms the role of the Brampton Arts Council and the role and commitment of the City to support arts and culture. The policy provides the foundation of the activities carried out by the Board and general statements regarding funding.

### **The Policy is structured as follows:**

#### ***A. Statement of Purpose***

A strong statement of commitment by the City of Brampton to the arts

#### ***B. Implementation***

This section sets out the general roles and responsibilities of the Arts Council and the City in implementing the commitment to the arts.

There are some statements related to funding i.e. that the City is not the only source of funding and that other sources of funding must be pursued and secured.

#### ***C. Definition***

#### ***D. Goals***

Six goals are stated that address a number of broad areas of interest related to advancing the arts in Brampton.

#### ***E. Objectives***

A number of objectives are stated for each goal. The objectives are essentially policies and actions that implement the goals.

The City of Brampton Policy for the Arts is reasonably comprehensive and expresses a strong commitment by the City to the arts. Since the policy was approved over 25 years ago, it was concluded that it should be comprehensive reviewed in partnership with the City after the BAC has completed its Strategic Plan.

## **Background Surveys**

Two surveys related to arts and culture that were carried out as part of the City of Brampton Cultural Planning Process. This information formed the basis for recommendations in the Brampton Parks, Culture and Recreation Master Plan.

The first survey was carried out in August, 2005 by Foundation Research Group Inc. This was a survey of all Brampton residents, and was intended to gather information regarding the participation of Brampton residents in arts and culture activities, and their opinions with respect to a wide range of issues affecting the arts.

The second survey (the Brampton Cultural Stakeholder Survey) was carried out in February, 2006 by dmA Planning & Management Services. The consultant requested 67 arts and cultural organizations to complete a survey, and 34 responded.

The final reports that set out the results of the two surveys formed part of the background documentation were considered by the BAC in the Strategic Planning workshop.

## **The City of Brampton Parks, Culture and Recreation Master Plan**

The City of Brampton initiated the preparation of a Parks, Culture & Recreation Master Plan in 2005. The technical work on the plan culminated in a lengthy report entitled “City of Brampton Strategic Master Plan Report April 2008”. This report is based on the results of the Cultural Planning Process that was carried out by the City, the Brampton Arts Council and Brampton Library. Due in part to the efforts of the Arts Council, the City has devoted significant attention to the arts activities and facilities in the final report. Implementation of the Plan provides an opportunity for the Brampton Arts Council to play an increasing role in the planning and programming of arts activities and facilities.

As part of the Cultural Planning Process (CPP), an exercise was undertaken to clearly define the roles and responsibilities of the three major arts and cultural “providers” in the City of Brampton: the Brampton Arts Council, the City of Brampton, and Brampton Library. This exercise resulted in the drafting of a number of detailed CPP Matrices. Separate matrices are set out for the BAC, the City and the Library, since they are responsible for different activities. The matrices include the following:

- the various types of arts individuals and group stakeholders e.g. Media Arts, Festivals, Heritage, Performing Arts, Visual Arts; and
- the various forms of membership, funding, and activities related to the three service providers

These matrices will provide a strong foundation for discussions to clarify roles and responsibilities and a review the City of Brampton Arts Policy.

Extracts of the City of Brampton Strategic Master Plan Report that addresses arts and culture matters were considered by the BAC in the Strategic Planning workshop.

## **SECTION 3**

### **THE STRATEGIC PLANNING PROCESS**

#### **Outline of the Process**

The BAC Board followed the following four-step process in arriving at its 2008-2012 Strategic Plan.

#### **Step 1: Preparing to Plan**

The BAC made the decision to proceed with a strategic plan and endorsed the process in June of 2008.

#### **Step 2: Information and Data Collection, Surveys and the SWOT Analysis**

The current situation was scanned by collecting and summarizing existing information and survey results and by carrying out four forums that included members of the BAC and artists at large. The existing information gathered and consolidated included:

1. Current mandate of the BAC:
  - Current BAC Mission Statement and Motto
  - City of Brampton Arts Policy
  - Cultural Planning and Programming Matrix
2. Current BAC functions, activities and budget
3. Description of the BAC organization (Organization Chart)
4. City of Brampton Parks, Culture and Recreation Master Plan
  - Summary of survey results described in Section 2.
  - Extracts of policies/ proposals in the plan relating to arts and culture
5. As part of the Brampton Arts Council's Strategic Review process a survey and a series of community forums were held in order to gauge the current perceptions of the Arts community towards the BAC and City of Brampton facilities. The forums were held in September and structured to obtain information and opinion with respect to strategic issues. These were planned to cover all disciplines and were grouped as follows:
  1. - Literary Arts – Thursday September 4, 2008
  2. - Media Arts – Monday September 8, 2008
  3. - Visual Arts – Thursday September 11, 2008
  4. - Performing Arts – Monday September 15, 2008
  5. - Dance Arts – Thursday September 18, 2008

Due to low registration the Literary Arts and Media Arts session were combined into 1 evening. A total of about 50 participants came out to the various sessions held at the Holiday Inn in Brampton. In addition, some potential participants were unable to attend and provided written comments by either by mail, fax or e-mail.

Individuals and groups were invited via e-mail and an advertisement was placed in the Brampton Guardian. Membership in the BAC was not a prerequisite to comment or participate in the forums.

The format for each evening included a Power Point presentation providing an overview of the current BAC background, activities and roles. Next, Facilitator John Marshall guided each group through a series of pre-planned questions (note: these were also provided in advance at the point of registration). Responses and all dialogue were taped along with the key points being transcribed and shown live on the projection screen via LCD projector.

The forums provided a wealth of thought-provoking dialogue and allowed the BAC to move forward with the knowledge that all parties have been part of a wide consultation process on the future direction of the BAC.

1. The Cultural Planning Process Matrices described in Section 2 were included in the background material considered by the Board.
2. The SWOT Analysis that was carried out by staff with respect to strategic issues and BAC functions was set out in a matrix format. It is presented in Section 4 of this document.
3. The information collected and summarized in Section 3, Step 2 was contained in the binder which constituted the background for the BAC Strategic Planning Workshop that was held on October 31 and November 1, 2008 at the Hockley Valley Resort. The binder may be reviewed in the BAC office for those interested in reviewing the background information.

### **Step 3: The Strategic Planning Workshop**

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

- 1) (a) Review and discuss the background information,  
(b) Review, confirm and expand upon the SWOT analysis
- 2) Draft objectives and desired outcomes
- 3) Determine strategies for achieving each objective and their relative priorities
- 4) Confirming, amending or redrafting the vision and mission statements, and the motto

### **Step 4: Drafting, Approving and Presenting the Final Plan**

A Draft Strategic Study and a Draft Strategic Plan Executive Summary were produced based on the Workshop results, including a section on monitoring the plan's progress. Both were presented to the BAC Board of Directors and approved on April 7, 2009.

• ***The Strategic Plan Executive Summary is available on the Brampton Arts Council Website.***

• ***The Strategic Plan Study is available for review in the Brampton Arts Council Office***

## **SECTION 4**

### **THE SWOT ANALYSIS**

#### **STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS**

An essential element of any strategic planning exercise is the analysis of internal Strengths and Weaknesses, and external Opportunities and Threats. Set out in the table below are the results of the SWOT analysis carried out for the Brampton Arts Council. This analysis is based mainly on:

- Two surveys of arts “stakeholder” groups that were carried out as part of the City of Brampton Cultural Planning process
- The results of the four Forums that were held by the BAC in September that involved both arts groups and the public
- The knowledge of BAC staff and
- Annual Auditors’ Report.

The BAC Strategic Plan will include strategies to building on our strengths, improve areas of weakness, take advantage of opportunities, and address potential threats.

The tables, provided in the Strategic Plan Study, contain commentary with respect to a number of issues or BAC functional areas that summarizes the current situation with respect to each one. This Study can be reviewed at the Brampton Arts Council.

## **SECTION 5**

### **THE BRAMPTON ARTS COUNCIL STRATEGIC PLAN**

#### **A. Our Vision**

A vision statement sets out broadly and concisely what an organization envisions as the ideal result of its efforts and those of its partner organizations. Previously the Brampton Arts Council had not stated its vision. The new vision statement is as follows:

The vision for the Brampton Arts Council is that all Bramptonians have the opportunity to participate in a vibrant arts and cultural community that is recognized for its excellence and diversity

#### **B. Mission Statement**

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

The mission of the Brampton Arts Council is to support all arts groups and individuals in the City through:

- Promoting
- Advocating
- Establishing effective partnerships and liaisons with the City of Brampton, the Brampton Library, other levels of government, public agencies and the private sector;
- Encouraging partnerships among our members;
- Facilitating funding;
- Providing essential support services; and
- Recognizing excellence in the arts

#### **C. Motto**

The following is the new motto of the Brampton Arts Council:

*Supporting the Arts since 1978*

## Objectives, Strategies, and Responsibilities

After having reviewed the SWOT analysis, the Board set about drafting specific objectives or related to the various functions or issues that were addressed in the analysis. These objectives are specific “end states” that need to be achieved if the BAC is to be effective in carrying out its mission and achieving its vision. For each objective, the Board set out detailed strategies or actions that are to be continued or initiated in the four-year time frame of the Plan. In order to ensure accountability, those responsible for each strategy are assigned. The objectives and related strategies are set out in the following section. It should be noted that these priority determinations do not reflect the importance but rather the timing to act upon the objectives.

In the Priority column of the following tables: High means requires immediate action; Medium means enhancement of current activities is required; Low means current actions are effective.

### 1. Mandate

<b>Objective 1.1</b>	<b>Priority</b>
Comprehensive and clear vision and mission statements for the Arts Council	High
<b>Strategy</b>	<b>Responsible</b>
Review and redraft the vision and mission statements as part of the Strategic Plan	ED <sup>1</sup> & JAM <sup>2</sup> BAC Board <sup>1</sup>
<b>Objective 1.2</b>	<b>Priority</b>
Communication of the vision and mission statements to the arts and general community and communicate BAC’s position in relation to the City	High
<b>Strategy</b>	<b>Responsible</b>
Communication part of Strategic Plan rollout	ED & JAM BAC Board

### 2. Basic Values and Beliefs

<b>2.1 Objective</b>	<b>Priority</b>
The BAC vision, mission, motto and the Arts Policy are clear, consistent and compelling	High

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1 BAC Executive Director

2 John A Marshall Planning & Management Consulting Inc.  
Brampton Arts Council’s Strategic Plan Executive Summary  
October 31, 2008

<b>Strategies</b>	<b>Responsible</b>
The vision, mission and motto are being reviewed as part of the Strategic Plan	E.D.
Comprehensive review of the Arts Policy in conjunction with the City of Brampton	BAC/ City Staff/ Council Approval

### 3. Policy for the Arts

<b>3.1 Objective</b>	<b>Priority</b>
Clarification of the roles and expectations of the partners involved in the arts and accurately reflect the current roles, responsibility and functions of the BAC in the Arts Policy	High
<b>Strategies</b>	<b>Responsible</b>
Review the Arts Policy and amend as required	BAC, City Staff and Council
Meeting of BAC and City CS staff	E.D., City CS staff

### 4. Budgeting and Finance

<b>4.1 Objective</b>	<b>Priority</b>
Sustainable funding for the many functions and activities of the BAC through the City of Brampton and other sources	High
<b>Strategy</b>	<b>Responsible</b>
Effective participation in City Budget with City Finance staff and presentation to City Budget Committee	E.D., Finance Committee, BAC Board and City Council Approval
<b>4.2 Objective</b>	<b>Priority</b>
BAC engaged in the review of departmental budgets to ensure arts and cultural programs and facilities are appropriately provided for.	High
<b>Strategy</b>	<b>Responsible</b>
Executive Director is engaged by Community Services to review the departmental budget concerning arts and culture facilities. The BAC and Executive Director are engaged throughout the City's budget preparation process	E.D., Finance Committee

<b>4.3 Objective</b>	<b>Priority</b>
Financial policies and procedures that ensure appropriate financial controls and reporting	Medium
<b>Strategy</b>	<b>Responsible</b>
Annual review by Auditor	E.D., BAC Board
<b>4.4 Objective</b>	<b>Priority</b>
Substantial and sustainable sponsorships are in place	Medium
<b>Strategies</b>	<b>Responsible</b>
Build on our sponsorship opportunities	E.D., BAC Board
Continue to canvas corporate sponsorship for events (i.e. HACE workshops)	E.D., BAC Board
Corporate sponsorship/donation program	E.D., BAC Board
<b>4.5 Objective</b>	<b>Priority</b>
Obtain grants that are in line with our initiatives and strategic direction (multicultural)	Medium
<b>Strategy</b>	<b>Responsible</b>
Investigating available foundation, provincial & federal grants.	BAC, CEO Library
Approach other organizations regarding Best Practices e.g. Library's <i>One Book One Brampton</i>	E.D.

##### 5. Organization: Leadership and Administration

<b>5.1 Objective</b>	<b>Priority</b>
An organizational and reporting structure BAC that provides the necessary competencies and decision-making for the BAC to carry out its mandate in an effective manner	Low
<b>Strategy</b>	<b>Responsible</b>
BAC Board Succession Planning	BAC Board
<b>5.2 Objective</b>	<b>Priority</b>
Staff complement appropriate to carrying out the functions and activities	Low
<b>Strategy</b>	<b>Responsible</b>
Review staff levels as part of annual budget	E.D.
<b>5.3 Objective</b>	<b>Priority</b>

Staff compensation levels that attract and retain qualified and committed staff	Low
<b>Strategy</b>	<b>Responsible</b>
Periodic review process with appropriate benchmarking. Initiate in 2010.	BAC Board E.D.
<b>5.4 Objective</b>	<b>Priority</b>
Formal performance review mechanism	Low
<b>Strategy</b>	<b>Responsible</b>
Develop a standard performance evaluation form.	E.D., BAC Board

#### 6. Office Space, Facilities and Resources

<b>6.1 Objective</b>	<b>Priority</b>
Well-maintained office and meeting space for the BAC to accommodate staff and activities	Low
<b>Strategies</b>	<b>Responsible</b>
Complete current renovations.	City
Review space requirements annually with the City's budget process and 10 yr capital budget.	E.D.
Monitor the Alderlea project for office space opportunities	E.D.
<b>6.2 Objective</b>	<b>Priority</b>
Office equipment and technology etc. at industry standard	Low
<b>Strategy</b>	<b>Responsible</b>
Annual review as part of the budget process	E.D.

#### 7. Marketing

<b>7.1 Objective</b>	<b>Priority</b>
A comprehensive strategy is in place for marketing the BAC in the arts community and in the broader Brampton community	High
<b>Strategy</b>	<b>Responsible</b>
Develop a comprehensive marketing strategy in conjunction with City of Brampton Economic Development and Communications Department	E.D. City Staff
<b>7.2 Objective</b>	<b>Priority</b>
There is distinctive recognizable branding of the BAC that is reflected in all communications	High

<b>Strategy</b>	<b>Responsible</b>
New BAC logo	E.D.
<b>7.3 Objective</b>	<b>Priority</b>
Utilization of publications and new technologies for marketing (e.g. YouTube, Face Book)	High
<b>Strategies</b>	<b>Responsible</b>
Explore ideas as part of HACE workshops	E.D., HACE Facilitator
Consultation with Brampton Library	E.D.
Explore use of current marketing avenues e.g. BBOT Trade Talks	E.D.

8. Support for Arts & Cultural Groups

<b>8.1 Objective</b>	<b>Priority</b>
Enhanced financial assistance for arts groups	Low
<b>Strategies</b>	<b>Responsible</b>
Investigate the BAC's role in creating and facilitating more granting opportunities (e.g. Literary Fund)	BAC
Invite Dept of Can Heritage (and other granting bodies) to speak about granting at HACE workshops	E.D., HACE Facilitator
<b>8.2 Objective</b>	<b>Priority</b>
Administrative advice and mentoring to arts groups	Low
<b>Strategy</b>	<b>Responsible</b>
Continue current activity	E.D.
<b>8.3 Objective</b>	<b>Priority</b>
Education of arts groups	High
<b>Strategies</b>	<b>Responsible</b>
Continue current activity	E.D.
<b>8.4 Objective</b>	<b>Priority</b>
Marketing strategies for members	Low
<b>Strategy</b>	<b>Responsible</b>
Continue current activity	E.D.
<b>8.5 Objective</b>	<b>Priority</b>
Networking opportunities for members	High

<b>Strategies</b>	<b>Responsible</b>
HACE workshops.	E.D.
Board of Trade after business hours hosted by the BAC and sponsored by the Rose Theatre at the Rose	E.D.
Seek opportunities to network with arts and business community	E.D.
<b>8.6 Objective</b>	<b>Priority</b>
BAC effectively advocates on behalf of members	Low
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D.
<b>8.7 Objective</b>	<b>Priority</b>
Charitable donations management: "Flow through funding"	Low
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D.
<b>8.8 Objective</b>	<b>Priority</b>
BAC to partner with City and Theatre in communications	High
<b>Strategy</b>	<b>Responsible</b>
Meeting with Community Services (CS) and Theatre staff	E.D., CS staff, Manager of ACT <sup>3</sup>

9. Event Planning and Management/ External Events e.g. Communities in Bloom, Farmers' Market

<b>9.1 Objective</b>	<b>Priority</b>
BAC staff participate effectively in all major City events that provide the opportunity to foster and promote the arts	High
<b>Strategy</b>	<b>Responsible</b>
Continue at current level and monitor future opportunities	E.D.
<b>9.2 Objective</b>	<b>Priority</b>
BAC events are well-planned and executed, provides funding for CAP and publicized appropriately	Low
<b>Strategy</b>	<b>Responsible</b>
Budget and sponsorships are in place.	E.D.
<b>9.3 Objective</b>	<b>Priority</b>

Financing in place to put on events in a first-class manner	Low
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D. in conjunction with City staff
<b>9.4 Objective</b>	<b>Priority</b>
Post-event evaluation occurs	Low
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D.

#### 10. Best Practices

<b>10.1 Objective</b>	<b>Priority</b>
Best practices are reflected in programs such as HACE, Community Development Program, Event Planning, CAP, Facility Advocacy	Medium
<b>Strategies</b>	<b>Responsible</b>
Continue at current level	BAC
Communicate best practices	BAC
Initiate facility advocacy	BAC
<b>10.2 Objective</b>	<b>Priority</b>
Developing and replicating best practices in the arts community	Medium
<b>Strategy</b>	<b>Responsible</b>
Benchmarking & researching	E.D.
<b>10.3 Objective</b>	<b>Priority</b>
BAC exhibits leadership in best practices	Medium
<b>Strategy</b>	<b>Responsible</b>
Communication and education	E.D.

#### 11. Relationship with Key Stakeholders: City of Brampton, Brampton Library etc.

<b>11.1 Objective</b>	<b>Priority</b>
The Executive Director frequently meets with senior staff and Arts & Culture staff of the City, formally and informally, to address arts and culture issues	High

<b>Strategy</b>	<b>Responsible</b>
Continue frequent informal meetings with senior staff and Arts and Culture staff, and develop protocols / process for communication with the City	E.D., City CS staff, ACT staff
<b>11.2 Objective</b>	<b>Priority</b>
The Executive Director is engaged in major City initiatives that have arts and culture implications	High
<b>Strategy</b>	<b>Responsible</b>
BAC continues to be engaged in such initiatives as: Downtown & Queen St. etc.	E.D.

## 12. Relationship & Networking with Arts and Cultural Groups

<b>12.1 Objective</b>	<b>Priority</b>
Excellent relationship and networking with arts and cultural groups (currently 95% excellent with member groups, 5% challenging – opportunity for improvement with some member groups)	High
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D.
<b>12.2 Objective</b>	<b>Priority</b>
Develop a feedback mechanism from Member Groups	High
<b>Strategies</b>	<b>Responsible</b>
Opportunity for feedback as part of Strategic Plan process	E.D.
Review Strategic Plan progress at each AGM	E.D.

## 13. Relationship with the Broader Brampton Community

<b>13.1 Objective</b>	<b>Priority</b>
The BAC actively engages the many diverse cultural communities in Brampton and increase the membership of multicultural groups in the BAC	High
<b>Strategy</b>	<b>Responsible</b>
Communicate through the ethnic media (e.g. South Asian Free Press)	E.D.
<i>Challenge: Cultural groups are internally supported and the need of</i>	

<i>community inclusion not seen as a priority</i>	
<b>13.2 Objective</b>	<b>Priority</b>
Focus on the youth so in 10-15 years they are engaged with the BAC	High
<b>Strategies</b>	<b>Responsible</b>
Recruit “Youth Art Council” tied to their secondary school volunteer hours	E.D. CDO
Connect with the Library ambassador program	E.D, CDO and Library Staff
Hold an annual youth art symposium starting in January 2011	E.D.
<b>13.3 Objective</b>	<b>Priority</b>
Better understanding in the multicultural community of what the BAC does and awareness of what multicultural communities need to match with what BAC provides	High
<b>Strategy</b>	<b>Responsible</b>
Make contact with the Board of Trade and Library to ascertain key contacts and effective communication channels	E.D.

#### 14. Brampton Parks, Culture and Recreation Master Plan

<b>14.1 Objective</b>	<b>Priority</b>
The BAC is engaged in the continuous process of PCR Master Plan updates	High
<b>Strategy</b>	<b>Responsible</b>
Continue at current level	E.D., City CS staff

#### 15. Arts and Culture Facilities and Space

<b>15.1 Objective</b>	<b>Priority</b>
The BAC is engaged in the 10-year Capital Budget process related to recreation facilities.	High
<b>Strategy</b>	<b>Responsible</b>
Meetings with City Staff during the City’s Capital Budget process to discuss the arts needs with the new facilities being built in Brampton and retrofitted buildings, and to provide suggestions related to repair and replacement projects in existing facilities	E.D., City CS staff
<b>15.2 Objective</b>	<b>Priority</b>

The BAC is engaged in the detailed planning and design process related to new recreation facilities	High
<b>Strategy</b>	<b>Responsible</b>
Executive Director is engaged in the feasibility study and functional requirements phases of City recreation facility projects	E.D., City CS staff
<b>15.3 Objective</b>	<b>Priority</b>
Implementation of ArtsScape initiative	High
<b>Strategy</b>	<b>Responsible</b>
Meet with City Economic Development staff and the Brampton Downtown Development Corporation to scope the project	E.D.
<b>15.4 Objective</b>	<b>Priority</b>
Downtown Art Walk of Fame Implementation	High
<b>Strategy</b>	<b>Responsible</b>
BAC becomes engaged in the project when the investigation stage is approved (help establish a criteria for induction etc.)	E.D., ACT Staff City Council Approval
<b>15.5 Objective</b>	<b>Priority</b>
Adaptive re-use of heritage buildings for arts and culture purposes	High
<b>Strategy</b>	<b>Responsible</b>
The Executive Director is engaged in the process of determining the adaptive reuse and functional requirements related to the redevelopment of City-owned Heritage buildings such as Alderlea	E.D., Planning and C S Staff
<b>15.6 Objective</b>	<b>Priority</b>
Potential use of school facilities dependent on the principals of each individual school.	High
<b>Strategy</b>	<b>Responsible</b>
Continue with current efforts	Community Development Officer
<b>15.7 Objective</b>	<b>Priority</b>
Clarify the expectations of Member Groups with respect to the use of City facilities, particularly theatres	High
<b>Strategy</b>	<b>Responsible</b>
Meeting with City ACT staff, BAC, and Member Groups after redrafting of the Arts Policy	BAC, City ACT staff

<b>15.8 Objective</b>	<b>Priority</b>
Establish and communicate clear requirements and responsibilities for Member Groups related to the care of City facilities that they rent	High
<b>Strategy</b>	<b>Responsible</b>
Meeting with City, BAC, Theatre & Groups after redrafting of the Arts Policy	BAC, City ACT staff
<b>15.9 Objective</b>	<b>Priority</b>
Clear communication to theatre renters on the criteria and booking process for renting theatres including The Rose.	High
<b>Strategy</b>	<b>Responsible</b>
Meeting with City ACT staff, BAC, and Member Groups	BAC, City ACT staff

#### 16. Community Outreach

<b>16.1 Objective</b>	<b>Priority</b>
Have coordinated outreach amongst the City of Brampton, BAC and Brampton Library	High
<b>Strategy</b>	<b>Responsible</b>
Meeting of BAC, City CS staff, and Brampton Library	E.D., City CS staff, CEO Library
<b>16.2 Objective</b>	<b>Priority</b>
Synergies of capacity among service providers: collaborate with one another to get the maximum outreach and not duplicate services	High
<b>Strategy</b>	<b>Responsible</b>
Meeting of BAC, City CS staff, and Brampton Library	E.D., City CS staff, CEO Library

#### 17. Competing Interests

<b>17.1 Objective</b>	<b>Priority</b>
Clarification of City's programming role vs. private sector in areas such as dance. (Core Services Review).	High
<b>Strategy</b>	<b>Responsible</b>
Meeting with BAC and City CS staff	BAC, City CS Staff

<b>Strategy</b>	<b>Responsible</b>
Develop and implement communication strategies.	BAC, City CS Staff

18. Arts/Culture/Theatre Issues

<b>18.1 Objective</b>	<b>Priority</b>
The Executive Director is actively consulted by City staff, on a regular basis, with respect to any issues related to the City's theatres	High
<b>Strategy</b>	<b>Responsible</b>
Regular meetings/ communication	E.D., City ACT staff, CEO Library
<b>18.2 Objective</b>	<b>Priority</b>
Positive relationship between BAC Member Groups and the City of Brampton	High
<b>Strategy</b>	<b>Responsible</b>
BAC continues mediator role as required	E.D., City ACT staff

## **SECTION 6**

### **IMPLEMENTATION - ACHIEVING THE VISION**

#### **1. Board and Staff Activities**

Successful implementation of the Strategic Plan requires that the BAC Board of Directors and the professional administration systematically carry out the strategies set out in Section 5 of the Plan. Annual work programs and staff priorities should be based on the Strategic Plan. In this way, the objectives of the Plan and ultimately the vision and mission of the Brampton Arts Council will be realized.

#### **2. Finances and Budgeting**

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

#### **3. Measurements, Monitoring and Reporting**

In order for the BAC Board to effectively implement the Strategic Plan, the Executive Director should prepare a bi-annual report to the Board that tracks the progress made on the various strategies.