

COUNTY OF BRANT

# Arts, Culture & Heritage Strategy

*A roadmap for the County's diverse arts, culture and heritage sectors*

MARCH 2024



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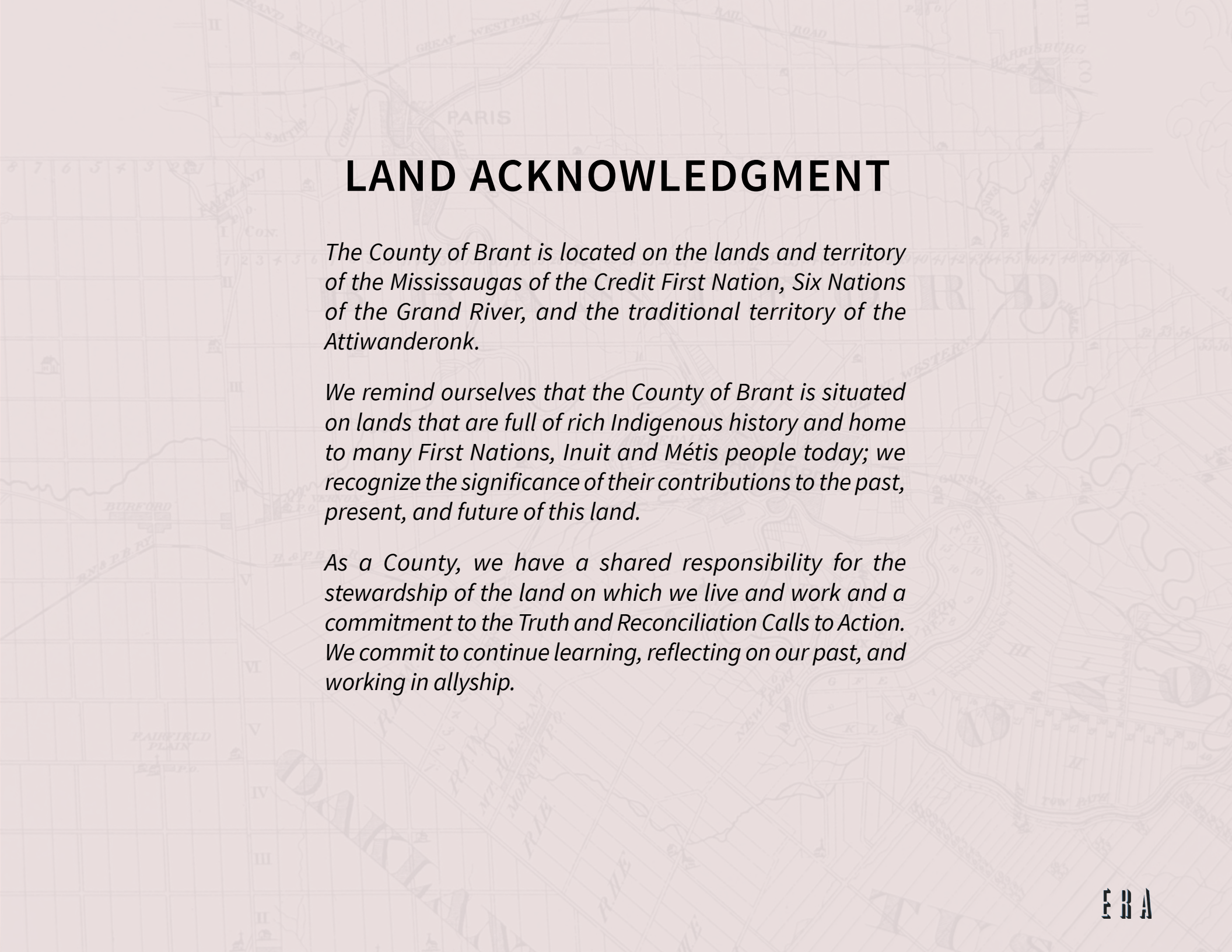
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# LAND ACKNOWLEDGMENT

*The County of Brant is located on the lands and territory of the Mississaugas of the Credit First Nation, Six Nations of the Grand River, and the traditional territory of the Attiwanderonk.*

*We remind ourselves that the County of Brant is situated on lands that are full of rich Indigenous history and home to many First Nations, Inuit and Métis people today; we recognize the significance of their contributions to the past, present, and future of this land.*

*As a County, we have a shared responsibility for the stewardship of the land on which we live and work and a commitment to the Truth and Reconciliation Calls to Action. We commit to continue learning, reflecting on our past, and working in allyship.*

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Strategic Planning Framework



# Summary

*This Strategy presents a Vision, Objectives, and Actions to guide the County of Brant’s efforts to conserve, support and promote local arts, culture, and heritage over the next ten years.*

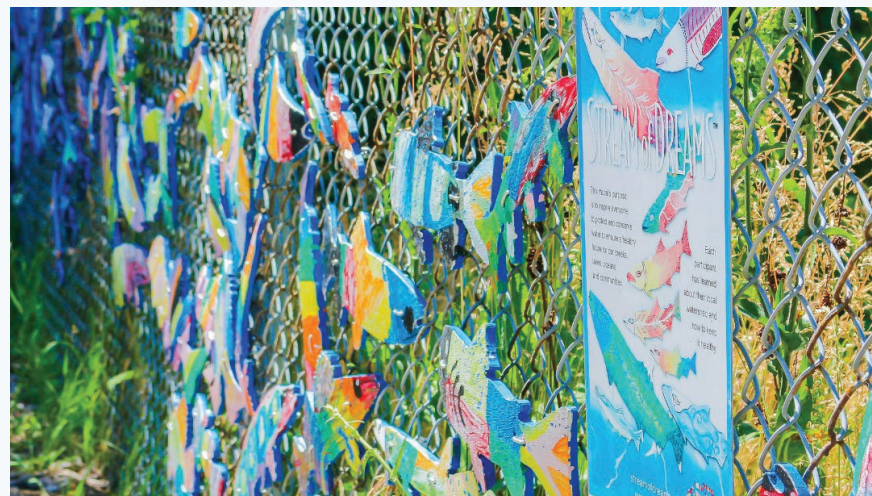
In 2023, directed by the 2019 Strategic Plan, the County of Brant (“the County”) set out to develop an arts, culture and heritage strategy.

The result is the County of Brant Arts, Culture & Heritage Strategy (“the Strategy”), which relies on stakeholder input, research, industry best practice and the existing County of Brant policy framework to present an inclusive vision, targeted Objectives and concrete Actions in support of the County’s creative sectors, heritage conservation and storytelling initiatives.

Part 1 of the Strategy reviews existing conditions, providing an economic and demographic snapshot of the County, mapping cultural assets and summarizing public engagement feedback.

Part 2 sets out the Vision, Objectives and Actions of the Strategy.

Part 3 outlines considerations for implementation, including a timeline for the Actions. The timeline prioritizes foundational changes, and phases larger projects that may require the allocation of staff and financial resources in the medium to long term.



*Stream of Dreams mural project (County of Brant)*

# The Brant Arts, Culture & Heritage Strategy at a glance

## OBJECTIVE A

1 PRELIMINARY ACTION

Support Truth and Reconciliation through arts, culture and heritage initiatives, in connection with broader municipal Reconciliation programs.

## OBJECTIVE B

15 ACTIONS

Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.

## OBJECTIVE C

5 ACTIONS

Facilitate a spoke-and-wheel model to support and promote the diverse, vibrant cultural activities occurring both within a central cultural hub and County-wide throughout Brant.

## OBJECTIVE D

4 ACTIONS

Foster a broadly inclusive cultural sector that supports residents and reflects their diverse experiences, perspectives and cultural traditions.

## OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant's unique buildings, landscapes and stories as cultural heritage assets.

## OBJECTIVE F

7 ACTIONS

Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.

## TOOLBOX OF ACTIONS



Facilities & Infrastructure



Policies & Processes



Guides & Resources



Plans & Studies



Promotion



Events & Relationship Building

PART 1

# Setting the Stage



# 1.1 Introduction

*The Strategy serves as a 10-year plan to guide the County’s support of arts, culture and heritage.*

In response to the 2019 Strategic Plan, Council authorized the preparation of an arts, culture and heritage strategy in 2023. Developed between June 2023 and January 2024, the resulting Brant Arts, Culture & Heritage Strategy (“the Strategy”) relies on stakeholder input, background research and industry best practice to present an action plan for the County’s support of the arts, culture and heritage sectors over the next ten years.

The Strategy builds on earlier programs and plans, including the 2016 Brantford-Brant Cultural Audience Development Program, the 2017 Recreation Master Plan, the 2019 Economic Development Strategy and Action Plan (and its forthcoming update), and the 2021-2025 Filming and Digital Media Strategy. The recommendations contained in this report are nested within the existing provincial and local policy framework, including the Brant Official Plan (2023), the Downtown Master Plans and Community Improvement Plan.

As the 2023 Official Plan, the forthcoming updated Strategic Plan and other policy documents are brought into force, this Strategy should be reviewed and amended periodically as needed to address any newly emerging gaps, priorities and policy directions.

Implementation of this plan should consider the needs of a broad range of demographics, including age, ability, and cultural background. This Strategy should be read with the County of Brant’s Plan for an Age-Friendly Community (2021-2031). Implementation of the Strategy should seek to expand opportunities for youth and emerging cultural audiences and producers, wherever possible.



*Painting in the County (County of Brant).*

## Why an arts, culture & heritage strategy for the County of Brant?

The County of Brant Arts, Culture & Heritage Strategy has been developed to help maintain, support, guide and boost the many different aspects of our community that come together to form our cultural identity.

What's a cultural identity? The United Nations Educational, Scientific and Cultural Organization (UNESCO) identifies five aspects of culture:

- **Tangible heritage:** includes monuments, archaeological sites, buildings, historic towns and cultural landscapes (see definition, right).
- **Intangible cultural heritage:** includes oral traditions, performing arts, social practices, rituals, festivals, events, knowledge about nature and the universe, and traditional craftsmanship.
- **Natural Heritage:** waterways, landforms, vegetation, wildlife.
- **Artistic creativity, cultural and creative industries**
- **Diversity and social inclusion**

Study after study demonstrates that culture plays a critical role in social well-being, physical and mental health, and a sense of connection and community inclusion. As Brant emerges from the social and community impacts of the COVID-19 pandemic response, cultural programming, industries, sites and activities are more important than ever in reviving community networks, welcoming new residents, remembering shared histories, and reconnecting with each other.

This Arts, Culture & Heritage Strategy addresses the overlap between historic places (or tangible heritage), intangible cultural practices like annual festivals

and traditions, arts and creative industries, and the natural setting within which they occur.

This approach is multi-faceted and requires the Strategy to connect two distinct spheres: built heritage conservation, which is regulated by the *Ontario Heritage Act*, and culture planning, which is not regulated. This Strategy includes direction that is regulated, and therefore technical (e.g. Objective F, parts of E) and direction that is less technical (e.g. Objectives A, B, C and D).

### Applying a Cultural Landscape Lens in Brant

In its broadest sense, cultural landscape is an approach that considers the interplay between people and place. The approach considers any place that reflects people's actions (traditions, activities, cultural practices), or is associated with people's cultural values and identities, to be a cultural landscape.

Cultural landscapes can be difficult to delineate or define, may overlap, and may not have any physical components or evidence other than the natural setting of the place itself. Some cultural landscapes are considered "cultural heritage landscapes", meaning they carry cultural heritage value because of the historic and/or contemporary actions that have shaped and continue to shape them.

Using a cultural landscape approach, this Strategy explores how the cultural practices and traditions that have shaped Brant, and the places on which those practices have been carried out, can be conserved and supported into the future.

# 1.2 Existing Conditions

## 1.2.1 Demographics

### *Who lives in the County?*

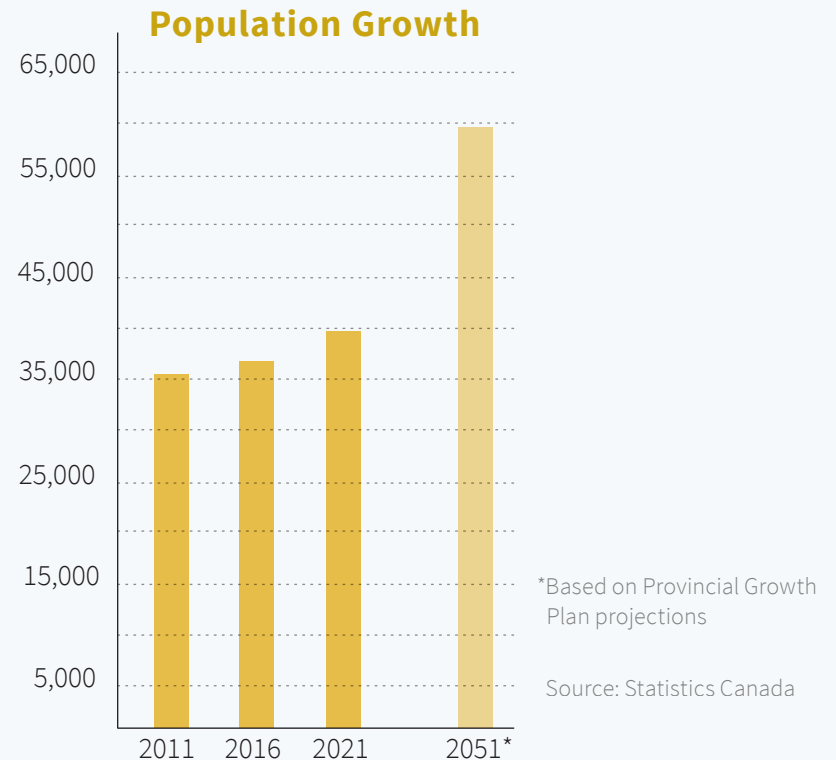
The County of Brant's 14,330 households are home to 39,498 residents spread across 817.66km<sup>2</sup> (Statistics Canada, 2021). The main population centres include Paris, located on the Grand and Nith Rivers, Burford and St. George. A collection of smaller communities including Mt. Pleasant, Oakhill, Scotland, Glen Morris and others, and the rural and agricultural spaces between them, characterize the County.

The County of Brant's 2023 Municipal Comprehensive Review indicates that a population growth rate of 1.3% is forecasted between 2016 and 2051 (Municipal Comprehensive Review, 2023, Figure 3-24). The County of Brant is experiencing similar growth to neighbouring outer ring municipalities of the Greater Golden Horseshoe. A population base of a minimum of 59,000 residents is forecasted by 2051 (Schedule 3, *Growth Plan for the Greater Golden Horseshoe*, 2019).

Indigenous peoples comprise 2.5% of the population of the County of Brant. The adjacent Six Nations of the Grand River was home to 6,200 residents in 2011 (Statistics Canada). The population has since grown to 12,882 residents, with a total of 28,668 registered band members living on- and -off reserve in 2023 (Six Nations Lands & Membership). The nearby Mississaugas of the Credit First Nation has 2,790 registered band members living on- and off-reserve, as of 2023 (Crown-Indigenous Relations & Northern Affairs Canada).

Just over one-in-ten County residents are born outside of Canada. Between 2016 and 2021, the majority of new immigrants to the County of Brant were

from India and Pakistan. The five most frequently reported ethnic or cultural origins are: English, Scottish, Irish, Canadian and German. Meanwhile, the largest racialized groups in Brant are South Asian (2.5%), Black (1.6%) and Latin American (0.4%) (Statistics Canada, 2021).



## 1.2.2 Economic Picture

### *How does the creative sector factor into the County's economy?*

As of 2020, the median annual household income in the County of Brant (after tax) is \$92,000. Household income in Brant ranges from under \$30,000 (8% of households) to over \$150,000 per year (19% of households) (Statistics Canada).

The largest employment sectors in Brant are currently manufacturing (3,428 jobs), construction (2,940 jobs) and retail (1,711 jobs). Agriculture and farming constitute an important part of the local economy and culture, providing over 1,000 jobs (Lightcast Analyst, 2023).

The cultural sector represents an emerging economic development driver in Brant. As of 2022, of the 21,458 jobs total in Brant, 236 and 201 were in the “art, entertainment and recreation” and “information and cultural industries” sectors, respectively. Local jobs in these sectors have grown 34.5% since 2003, however they still comprise a relatively small share (~2%) of the total workforce in Brant.\* (Lightcast Analyst, 2023).

The County of Brant has identified that these industries warrant municipal support. The 2019 Economic Development Strategy & Action Plan identifies “Tourism/Arts, Culture and Heritage” as an emerging industry to prioritize for municipal investment. Meanwhile, the 2020 Filming and Digital Media Strategy identifies opportunities to leverage and support the growing interest in Brant as a film/TV production location, which is driven by its picturesque

views, historical sites, proximity to the Greater Toronto Area and an increase in demand Ontario-wide. The Filming and Digital Media Strategy outlines concrete actions to facilitate and foster this ongoing cultural economic activity in Brant through 2025.



*The Paris Bohemian Gallery (County of Brant).*

*\* Note: This figure does not capture all those engaged in cultural work in Brant, for example volunteers or those who engage in cultural work part-time. It also does not capture Brant residents employed in creative sectors whose workplace is based elsewhere. This is increasingly relevant since the COVID-19 pandemic, as shifting norms surrounding remote work mean cultural workers are less tied to urban centres and/or their home communities.*

*Further, according to an Arts Census conducted by Arts Ecology Brantford/Brant in 2022, 35 of the 70 respondents said that less than 10% of their annual income is from artistic or creative work. 49 of 70 respondents said they volunteered in the arts community.*

## 1.2.3 The Policy and Strategic Planning Basis

*Support for a robust arts, culture and heritage sector can be found in many existing policies, pieces of legislation and strategies in Brant.*

### **Ontario Heritage Act, R.S.O. 1990, c. O. 18**

The *Ontario Heritage Act* is provincial legislation that governs the conservation of heritage resources in Ontario. While heritage is an important component of culture planning, it is distinct from other arts and culture initiatives in that its processes are legally regulated.

The *Ontario Heritage Act* includes processes for how properties are listed on municipal heritage registers, individually designated, or designated as part of a Heritage Conservation District. It directs municipalities on how alterations and demolitions to designated heritage properties must be approved by Council, with input from the Municipal Heritage Committee (“Heritage Committee”). It identifies timelines associated with these processes to which municipalities must adhere.

### **The Provincial Policy Statement, 2020 and A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020**

The Provincial Policy Statement (“PPS”) and Growth Plan for the Greater Golden Horseshoe (“Growth Plan”) are the highest-order policies governing land-use planning in the County of Brant.

They include direction to conserve built heritage resources and cultural landscapes amid a context of growth, to foster sense of place and the development of prosperous and complete communities.

### **County of Brant Official Plan**

The Official Plan is a land-use planning document that supports the County of Brant’s approach to culture through policies on natural heritage, public parks and open spaces, community and urban design, tourism, heritage conservation and archaeology.

For example, it directs the creation the creation of multi-purpose trail systems connecting the County’s population centres to each other and to landmark natural features like the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziibi, Peshinneguning).

It also lays the groundwork for built heritage conservation in Brant, by providing direction on how to identify historic resources worthy of protection, and on how to protect them.

The Official Plan further provides an important baseline for the County’s efforts toward Indigenous Engagement and Reconciliation, with sections on building meaningful relationships and on Indigenous consultation and early engagement, and on honouring the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziibi, Peshinneguning).

This Arts, Culture & Heritage Strategy complements the direction in the Official Plan in helping to guide Brant’s arts, culture and heritage sectors.

## County of Brant Strategic Framework

The County of Brant strategic framework includes six plans and strategies that provide explicit support for Brant's arts, culture and heritage sectors.

1. The **Downtown Paris Master Plan (2019)** offers a strategy to adapt Downtown Paris into an inclusive place for people of all ages and abilities while protecting its unique historic and charming character.
2. The **Filming and Digital Media Strategy (2020)** addresses how the County can improve operations of the film industry in Brant. The Strategy includes five key areas of focus: Efficient Operations, Defined Value, Strong Stakeholder Relationships, Focused Sector Development, and Effective Communications.
3. The **Recreation Master Plan (2016)** forms a basis to plan, prioritize and build community capacity for future parks and recreation facilities, programs and services.
4. The **Economic Development Strategic Plan Update (2019)** has the primary objective of creating a real and informed alignment of Council, County of Brant staff and stakeholders to most effectively grow the economy and prosperity of Brant.
5. The **Age-Friendly Community Plan (2021)** is driven by Age-Friendly Communities, a movement initiated by the World Health Organization in response to global aging and urbanization. AFCs promote inclusion and value the contributions of older adults in all areas of community life. The Plan aims to enhance the age-friendliness of the community.
6. The **Community Safety and Well-Being Plan (2021)** aims to achieve sustainable communities where everyone is safe, has a sense of belonging,

*The Executive Summaries for all six plans / strategies are appended to this Arts, Culture & Heritage Strategy.*

opportunities to participate, and where individuals and families are able to meet their needs for education, healthcare, food, housing, income, and social and cultural expression. The success of society is linked to the well-being of each and every individual.



*Rail bridge at Penman's Dam (County of Brant)*

## 1.2.4 Cultural Mapping

*The following maps provide a working snapshot of arts, culture and heritage facilities in Brant.*

The stakeholder engagement process for this Strategy informed a cultural mapping exercise, with arts, culture and heritage facilities identified by participants and consolidated by the project team. Subsequent County-led studies will yield additional data to complement the direction in this Strategy.

This mapping serves as an iterative and crowd-sourced working resource that:

- Shows the general distribution of cultural facilities across the County, identifies clusters of facilities, and reveals areas with relatively fewer facilities;
- Identifies which sites are County-owned-and-operated, and which sites are owned or operated by other stakeholders; and
- Comprises just one piece of the cultural mapping puzzle, complementing other County-led studies, such as the Archaeological Management Plan currently being developed in partnership with Six Nations of the Grand River and the Mississaugas of the Credit First Nation.

This cultural mapping exercise yielded the following insights:

- There is a heavy concentration of cultural facilities in Paris;
- Most cultural facilities are owned and operated by private or non-profit actors, not by the County;
- County-owned facilities, including libraries, parks and community recreation centres are relatively well distributed; and
- Moving forward, County-owned facilities offer an opportunity to provide access to culture on a local, neighbourhood level.

It is important to note that practices that are not site-specific take place across County of Brant, as well as within Brantford, Six Nations and the Mississaugas of the Credit First Nation.

### Types of Cultural Facilities

As Brant's cultural sector continues to develop, different categories of cultural facilities will emerge. These different types of facilities may serve different audiences and/or play multiple roles. The following facilities are limited to those contained within physical structures and do not represent the full, rich picture of cultural sites.

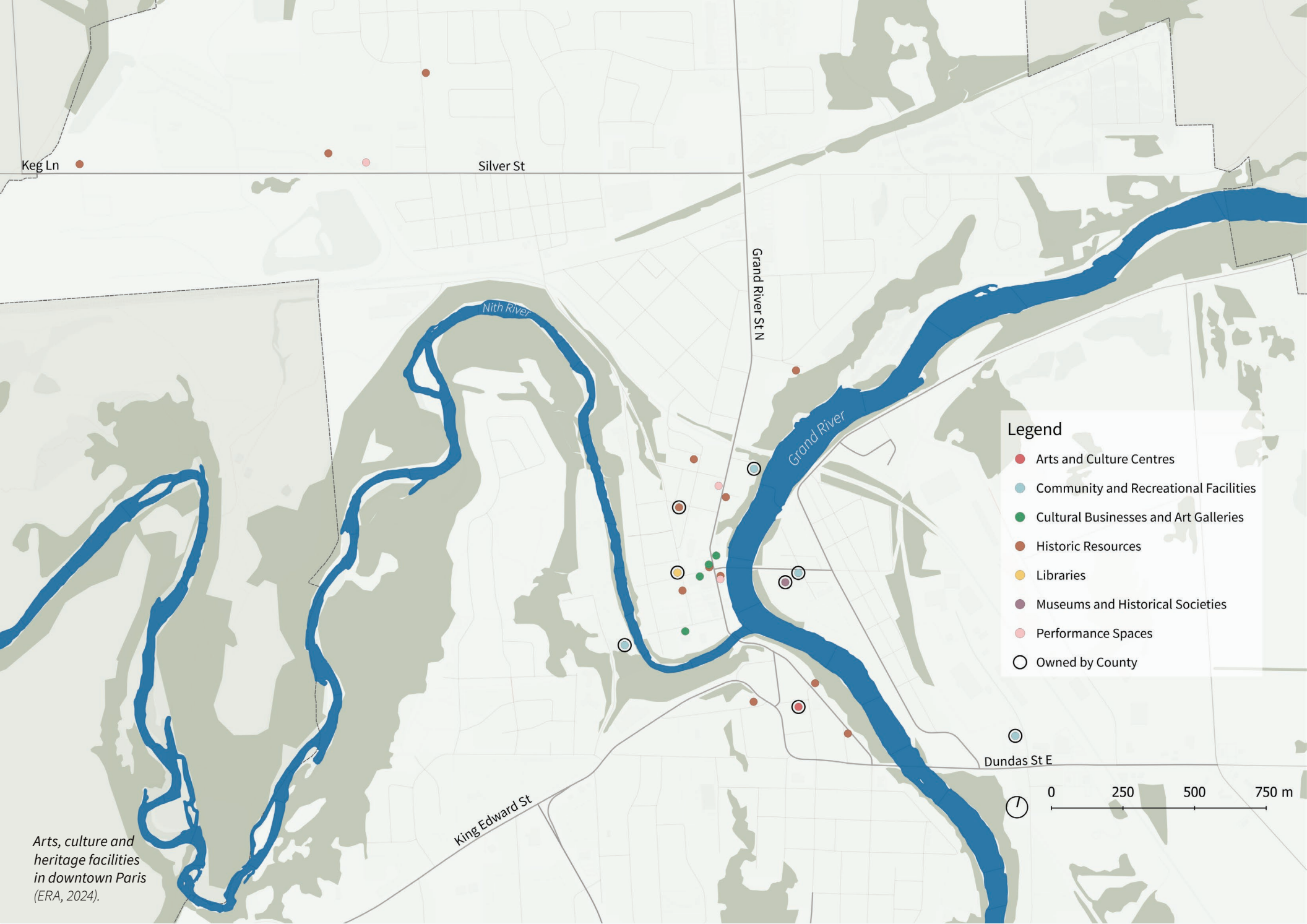
**Hubs:** Hubs provide support for cultural activity throughout all of a municipality's diverse communities. They tend to be community driven and nurture cultural activities at a local level. Examples in Ontario: Glenhyrst Art Gallery and Sanderson Centre, Brantford; Niagara Artists Centre, St. Catharines; TAP Centre for Creativity, London.

**Incubators:** Incubators provide support for artists. They tend to be artist-run facilities, heavily clustered in specific neighbourhoods. They are usually privately owned. Examples in Ontario: Globe Studios, Kitchener; Akin Studios, Toronto; Bohemian Gallery, Paris.

**Showcases:** Showcases provide support for culture and are a draw for tourism. They often have a regional, national or international profile. They are directed at more than a local community and are key tourist destinations or attractions. Examples in Ontario: Stratford Festival Theatre; Art Gallery of Hamilton; Art Gallery of Ontario.

**Cultural Memory Facilities:** These facilities provide support for culture as a heritage resource, and they include museums, archival collections, and historic buildings that are programmed for cultural uses. Examples in Ontario: Woodland Cultural Centre, Six Nations; Adelaide Hunter Hoodless Museum, Brant.





Arts, culture and heritage facilities in downtown Paris (ERA, 2024).

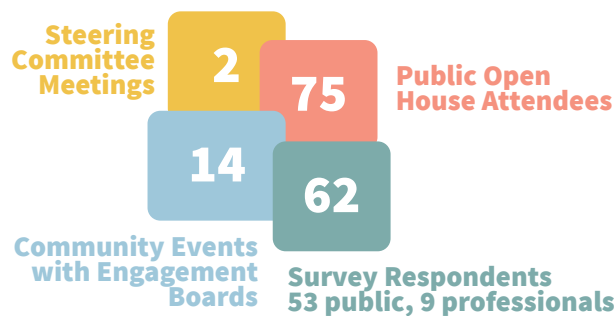
# 1.3 Public and Indigenous Engagement

## How was the feedback collected?

Online and in-person engagement included:

- Data collection via interactive engagement boards at 14 community events in summer-fall 2023;
- Online surveys completed by general stakeholders, and arts / culture / heritage professionals;
- A Public Open House at Wincey Mills, Paris in September 2023 with community discussions and cultural mapping exercises; and
- A multi-disciplinary Steering Committee engaged throughout the project to provide feedback on the arts, culture and heritage context, public engagement results, and draft Strategy.

This Strategy is also informed by the feedback of representatives from the neighbouring Six Nations of the Grand River, the Mississaugas of the Credit First Nation, and the Woodland Cultural Centre.



## What did we hear?

Key takeaways from the public engagement include:

- There is a highly engaged stakeholder community in the local arts, culture and heritage sectors;
- Community demographics are changing fast, in exciting ways, which sometimes challenges the status quo. There is an opportunity for the arts, culture and heritage sectors to play a role in both diversifying and uniting the County’s cultural communities;
- There is an opportunity to bring Brant residents and visitors together, with Paris as a hub, but recognizing that Paris is only one of many communities where cultural initiatives exist;
- The arts and culture sector requires diverse, varied resources, including communications strategies, new and flexible venues, production and presentation spaces for artists, musicians, performers and cultural producers, year-round programming (for locals and visitors) and support navigating grant-making and application processes; and
- The heritage sector requires support and capacity-building to transition to best practice approaches at all levels (municipal, private/non-profit sectors, volunteer organizations).

## Key Survey Insights

### Top 5 frequently mentioned cultural venues:

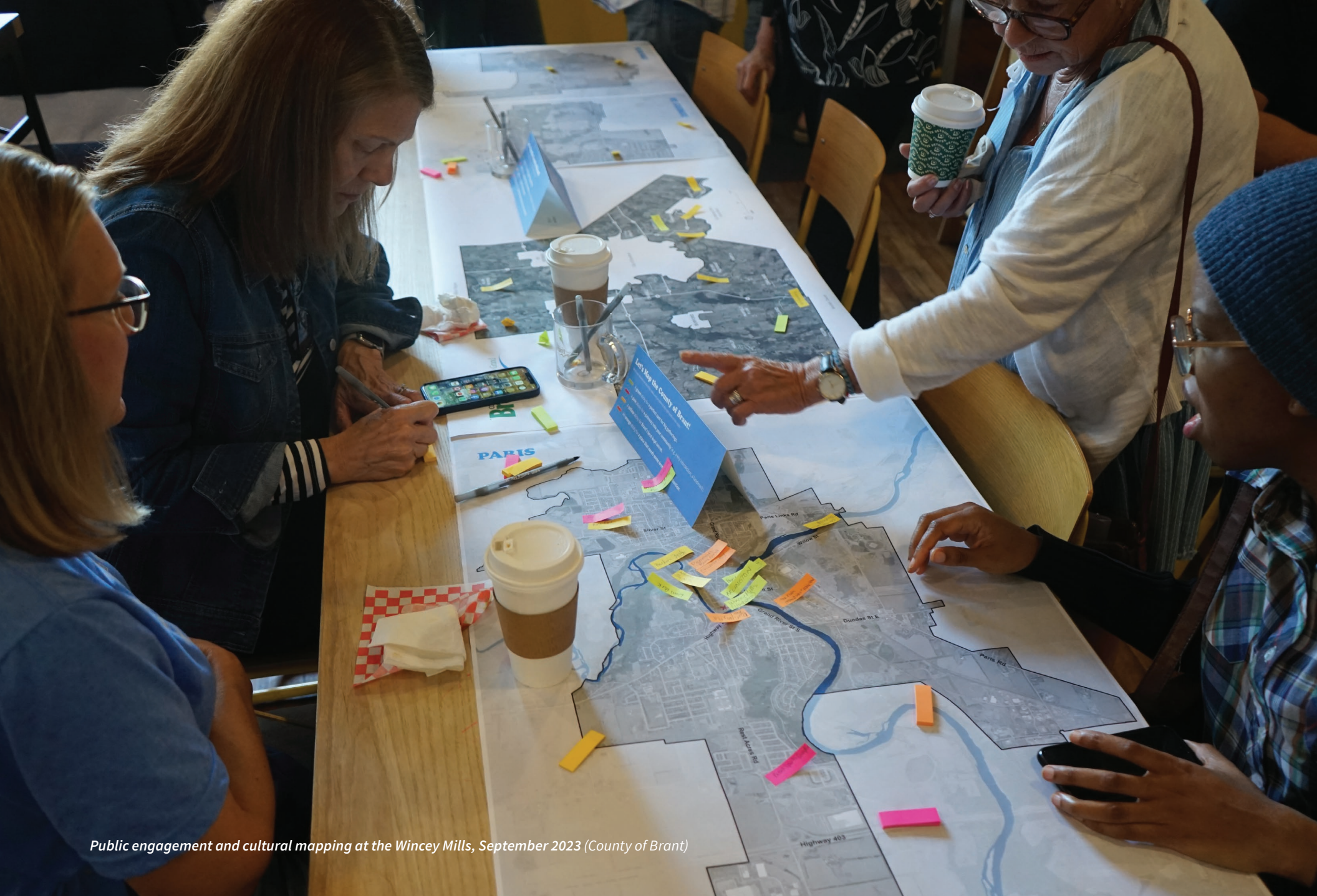
- Paris + Burford Fairgrounds (21%);
- Libraries (16%);
- Lions Park, Paris (13%)
- Arlington Hotel (10%)

**95% of respondents** of survey respondents said the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziiibi, Peshshinneguning) and Natural Heritage is the most important theme that shapes Brant’s identity.

### What resources do arts, culture and heritage professionals need most?

- Grant funding
- Space to produce work
- Promotion

Most stakeholders expressed that Brant’s arts, culture and heritage scene does not fully reflect its diverse population.



*Public engagement and cultural mapping at the Wincey Mills, September 2023 (County of Brant)*

# 1.4 SWOT Analysis

## STRENGTHS

- Engaged and enthusiastic arts, culture and heritage communities, including volunteers, community groups, artists and their audiences
- Unique built heritage resources, e.g. cobblestone buildings
- Unique natural heritage resources, e.g. Grand River (O:se Kenhionhata:tie, Owaashtanong-ziiibi, Peshshinneguning), conservation areas, agricultural landscapes
- Active small businesses
- Successful annual and seasonal events, e.g. DT Concert Series, St. George Applefest, Christmas in Paris, Burford Fair
- Successful all-ages programming (for children, pre-teens, teenagers, adults and seniors) at the County of Brant Public Library
- A growing music scene
- New municipal Arts, Culture & Heritage Officer position (2021)
- Collaborative relationship between County departments, notably Strategic Initiatives and Development Services
- Downtown Paris's reputation as a cultural and economic hub
- Historic character areas, e.g. Paris, St. George Main Street

## WEAKNESSES

- No overarching municipal strategy for arts, culture and heritage
- Limited resources and competing priorities provide a challenge for staff to develop and use proactive heritage planning tools
- More resources and support needed for Municipal Heritage Committee to fulfill its role
- Challenge in finding information / communications about events, programs occurring in the County
- Long-time actors in the arts, culture and heritage sectors in the County may be slow to adapt to contemporary best practices
- Programming and events could be targeted at more diverse audiences, e.g. nightlife
- Indigenous communities and perspectives underrepresented in arts, culture and heritage
- Institutional processes (red tape) inhibit grassroots delivery of new events and programs
- Difficult to access grant funding for individuals and groups
- Minimal incentives for private sector heritage conservation and development of cultural spaces

## OPPORTUNITIES

- New residents are bringing new ideas and energy into the arts, culture and heritage sectors in Brant
- Proximity to larger cities broadens the pool of potential audiences, partnerships and shared resources
- Adaptive reuse of heritage landmarks (Wincey Mills, Bawcutt Centre) can drive economic growth and inspire new projects
- Heritage conservation and promotion has the potential to be used a tool for local economic development
- Initiatives, activities and cultural facilities outside Paris could be better linked and promoted as a network of destinations for locals and visitors
- Opportunities for Truth and Reconciliation through arts, culture and heritage initiatives via appropriate engagement with Indigenous communities
- Opportunities for meaningful involvement of Indigenous communities in managing new development along the Grand River to mitigate impact on landscapes and natural heritage resources
- Arts, culture and heritage investments can spotlight the stories of equity-deserving groups
- New anticipated development could be leveraged to create more on-site spaces for arts and culture programming, including through the adaptive reuse of historic resources
- Film and digital media is a growing cultural industry in Brant, supported by the 2020 Filming and Digital Media Strategy

## THREATS

- Limited municipal capacity to implement new *Ontario Heritage Act* timelines and regulations (as of 2023) will lead to loss of historic resources, as historic resources with no heritage status are at risk due to limited protection
- Vacancy in heritage buildings could result in demolition by neglect
- Development pressure could negatively impact affordability for living / work spaces for artists and cultural actors
- Some museums and institutions risk obsolescence by foregrounding settler-colonial perspectives and outdated approaches to interpretation, storytelling and display
- Risk of disproportionate focus on Paris, at the expense of potential arts, culture and heritage investments elsewhere the County
- Sensitivities regarding Brant/Brantford divide may hinder regional planning in arts, culture and heritage that could benefit all stakeholders (cultural actors, local residents, visitors)
- Disproportionate focus on tourism-based arts, culture and heritage programming may limit offerings developed for locals

PART 2

# The Strategy



# VISION

*The County of Brant is a cultural landscape, reflecting the interplay between its physical context (buildings and landscapes) and longstanding and ongoing cultural practices, traditions, events and activities. This Strategy lays out a Vision for the conservation, celebration and amplification of these specific physical elements, and the activities that occur on and within them, that shape Brant's culture and make this place unique.*

*The County of Brant will become a leader in attracting and supporting diverse artists, performers, musicians, artisans, cultural producers and their audiences. The County's increasingly dynamic mix of arts organizations, cultural programs and destinations will enrich the lives of residents and visitors.*

*Brant's burgeoning grassroots arts, culture and heritage communities will continue to grow and become more connected and coordinated, supported by centralized services and supports.*

*Brant's built and natural heritage resources will be proactively conserved for future generations by the County. Joint stewardship of traditions, practices and events will catalyze inclusive, diverse storytelling about Brant's past, present and future. The County will model best practices in heritage conservation for County-owned cultural heritage resources.*

*The County's efforts in this space will be supported by respectful, collaborative relationships with its neighbours including the City of Brantford, the Six Nations of the Grand River, and the Mississaugas of the Credit First Nation.*



## 2.2 Objectives and Actions

*These high-level Objectives, each with corresponding Actions, identify how to achieve the Vision.*

### OBJECTIVES

**Objective A:** Support Truth and Reconciliation through arts, culture and heritage initiatives, in connection with broader municipal Reconciliation programs.

**Objective B:** Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.

**Objective C:** Facilitate a spoke-and-wheel model to support and promote the diverse, vibrant cultural activities occurring both within a central cultural hub and County-wide throughout Brant.

**Objective D:** Foster a broadly inclusive cultural sector that supports residents and reflects their diverse experiences, perspectives and cultural traditions.

**Objective E:** Conserve and celebrate Brant's unique buildings, landscapes and stories as cultural heritage assets.

**Objective F:** Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.

### ACTIONS

The County will fulfill each Objective by implementing its associated Actions, which may include:



**Facilities & Infrastructure**



**Policies & Processes**



**Guides & Resources**



**Plans & Studies**



**Promotion**



**Events & Relationship Building**

## OBJECTIVE A

Support Truth and Reconciliation through arts, culture and heritage initiatives, in connection with broader municipal Reconciliation programs.

## 1. PRELIMINARY ACTION

The County of Brant is located on the lands and territory of the Mississaugas of the Credit First Nation, Six Nations of the Grand River, and the traditional territory of the Attiwanderonk. The County is located on lands that are covered by the Between the Lakes Treaty 3 (1792) and the Haldimand Proclamation (1784), tracts of land that were the subject of agreements between the Mississauga and Haudenosaunee Nations and the British Crown. Today, the County of Brant and the surrounding area are home to a diverse community of First Nations, Inuit and Metis peoples.

In the last ten years, governments across Canada have begun to recognize the truth of the longstanding Indigenous experience here, and the need for fulsome reconciliation to redress generations of colonial impact and chart a new path forward.

This Strategy is intended to support and promote diverse cultural activities and practices, and the places on and in which they occur, throughout the County of Brant. While this includes the arts and culture of Indigenous communities, as well as their places of significance, this Objective starts by recognizing that Indigenous cultural heritage and practice merits a distinct lens and distinct methods of support and amplification.

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Canadian Truth and Reconciliation Commission's Calls to Action both establish self-determination as a fundamental right of Indigenous peoples. Meanwhile,

### The Truth and Reconciliation Commission (TRC)'s 'Calls to Action' on Arts, Culture and Heritage

The Truth and Reconciliation Commission of Canada was established as part of the Indian Residential Schools Settlement Agreement in 2007. Its purpose was to provide a forum for those impacted by the legacy of Canada's residential schools system.

The TRC's intensive work between 2007 to 2015 included travel to all parts of Canada and testimony from over 6,500 witnesses. In 2015, it resulted in the publication of 94 Calls to Action, recommendations to further reconciliation between Canadians and Indigenous Peoples.

While many of the 94 Calls to Action focus on the federal government, some actions (including some related to arts, culture and heritage) span jurisdictions and sectors, including but not limited to:

Calls to Action 13-17 call upon the federal government and other actors, such as post-secondary institutions, to acknowledge the right to and facilitate the conservation of Indigenous languages.

Calls to Action No. 79-83 concern commemoration. These actions ask the federal government, in collaboration with Survivors, Aboriginal Organizations and the arts community, to develop a reconciliation framework for Canadian heritage and commemoration, revising policies, criteria and practices "to integrate Indigenous history, heritage values and memory practices into Canada's national heritage and history".

Call to Action 83 asks the Canada Council for the Arts to "establish, as a funding priority, a strategy for Indigenous and non-Indigenous artists to undertake collaborative projects and produce works that contribute to the reconciliation process".

## OBJECTIVE A

Support Truth and Reconciliation through arts, culture and heritage initiatives, in connection with broader municipal Reconciliation programs.

## 1 PRELIMINARY ACTION

municipal government strategies like this one are based in colonial governance frameworks, and reflect colonial approaches to heritage conservation, land management and cultural programming.

The County of Brant has a role to play in supporting, celebrating and amplifying Indigenous arts and cultural heritage (including tangible places and intangible practices), and that role begins in all instances with ongoing relationship building, and facilitation of processes where Indigenous actors and communities may lead.

In line with the direction in the County of Brant Official Plan 2023, there are Actions and initiatives that the Arts, Culture & Heritage Officer, Development Services and other municipal departments can undertake to support, celebrate and amplify Indigenous arts cultural practices and cultural heritage in the County of Brant.

The following Action is intended as a starting point from which to implement this Objective.

## ACTIONS



A1

### **Meet with Indigenous rights holders and partners to define a set of Actions to achieve Objective A.**

The County of Brant must prioritize collaboration with Indigenous rights holders and partners to identify a set of Actions together to implement this Objective.

The following potential Actions are provided to spark brainstorming and dialogue:

- Establishment of places for ceremony in public parks and/or along the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziibi, Peshinneguning), and streamlined access to those places for Indigenous communities;
- The facilitation of other cultural practices and traditions via the removal or streamlining of any municipal barriers that may exist;
- Early-stage partnership in the development of any and all cultural / heritage planning strategies, including Historic Context Statements, public art plans, interpretation plans, and others;
- Programs and initiatives that celebrate, promote and amplify Indigenous languages, e.g. at the County of Brant Public Library, in place names, and others;

## OBJECTIVE A

### 1. PRELIMINARY ACTION

**Support Truth and Reconciliation through arts, culture and heritage initiatives, in connection with broader municipal Reconciliation programs.**

- Identification of places of significance to Indigenous communities, for inclusion on the County of Brant Heritage Inventory, or to be otherwise recognized;
- Collaboration on communicating Indigenous cultural heritage (including practices and traditions, storytelling, places of significance and more) within the public realm, e.g. through plaques and panels, interpretive trails, public art installations, walking tours, programming and more;
- Municipal Council and Committee training on UNDRIP;
- Indigenous representation on municipal committees and organizations dedicated to arts, culture and heritage work, which could include the Municipal Heritage Committee (“Heritage Committee”), in order to facilitate space for different perspectives; and
- The infrastructure of support provided by the Arts, Culture & Heritage Officer applied to Indigenous cultural organizations, initiatives, arts collectives and other actors.

County of Brant representatives, including Council and the Arts, Culture and Heritage Officer, should continue their work in developing relationships with Indigenous communities including the Six Nations of the Grand River and the Mississaugas of the Credit First Nation.

Throughout these relationships, there should be a shared understanding that such collaborative Actions and initiatives are available to First Nations partners, if any are of interest to facilitate the self-determination of cultural conservation and practice, now or in the future.

# Place Names in the County of Brant: The Grand River

## WHAT'S THE STORY?

Central to the County of Brant is the Grand River. Its multiple Indigenous place names continue to articulate knowledge of and relations to the land. These names are used throughout the Strategy and include:

- *O:se Kenhionhata:tie* - Kanyen'kéha (Mohawk) term meaning, "Willow River"
- *Owaashtanong-ziibi* - Anishinaabemowin (Ojibwe) term meaning, "the one that washes the timber down and carries away the grass and the weeds"
- *Pesshinneguning* - Anishinaabemowin term used by the Mississaugas of the Credit First Nation meaning, "the one that washes the timber down and drives away the grassweeds"



*Two Row on the Grand canoe ride (Two Row on the Grand)*

# Celebrating Indigenous Language in amiskwacîwâskahikan (Edmonton)

## WHAT'S THE STORY?

Language is an integral part of culture, identity and memory. Indigenous languages are inextricably intertwined with the lands on which they have been spoken for millennia.

Edmonton Public Library's Indigenous learning space, led by Elder in Residence Jo-Ann Saddleback, is helping to conserve and celebrate Nehiyawewin (Plains Cree) through classes, workshops and resources.

The City of Edmonton is engaged in reinstating Indigenous place names for streets and city wards working with a committee of 17 Indigenous matriarchs representing the Anishinaabe, Blackfoot, Nehiyaw, Dene, Inuit, Iroquois (Michel Band), Métis and Sioux nations, and selecting names via ceremony and consensus to honour sacred places and histories geographically specific to each ward.



*Mâdawô ayâwin "all being together" space  
(Edmonton Public Library)*

## OBJECTIVE B

15 ACTIONS

Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.

The majority of arts, culture and heritage activity happens in Brant at a grassroots level, driven by dedicated community members, whose efforts may continue to be fostered, supported and amplified by the County.

The County of Brant currently provides supports to cultural actors in the County through initiatives such as grant-making, relationship building and promotion through the Arts, Culture and Heritage webpage and other channels. The Arts, Culture and Heritage webpage is maintained by the County, and offers information on designated heritage properties, libraries, archives and museums, as well as other County initiatives in the cultural sector. With the new Arts, Culture and Heritage Officer as of 2021, Brant is continuing to build lasting relationships across the sector, and in the region.

In 2023, the County organized its inaugural Culture Days festival, a major stride forward in spotlighting local talent and heritage.

The Actions under this Objective will lay the groundwork for further collaboration and coordination across the public, private and non-profit sectors, and throughout the creative community, facilitated primarily by the Arts, Culture and Heritage Officer, and any additional Arts, Culture and Heritage staff to be engaged.

## ACTIONS



B1

**Incentivize and streamline the applications process for stakeholders seeking to deliver major cultural events and/or build cultural facilities,** including galleries, studios and performance spaces of varying scales. Explore providing financial incentives, and streamlining review timelines, permitting and fee structures, where possible and appropriate. Publicize the County's accessible, collaborative and streamlined approach to encourage creative and entrepreneurial proposals.



B2

**Streamline the Brant Special Event Application process.** Solicit feedback from recent event coordinators on opportunities to clarify and streamline the applications process so that approvals are guaranteed to be received in time to plan for and promote major events.



B3

**Formalize and promote a Cultural Events Calendar** either through the existing County of Brant events calendar, or as a separate easily-accessible tool for mobile and web. Develop a clear system through which stakeholders may apply to have their events included on the calendar. Explore the option to have residents sign up to receive customized notifications, based on their interests.

## OBJECTIVE B

15 ACTIONS

Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.



B4

**Compile a mailing list and distribute a quarterly Arts, Culture & Heritage Blast.** The ‘blast’ may include updates on recent activities, events and initiatives, upcoming grant application deadlines, and an overview of the calendar for the upcoming quarter, geared toward members of the general public with an interest in arts, culture and heritage. The Blast may be posted online on the Arts, Culture & Heritage website, and emailed out to all stakeholders who have signed up to receive it.



B5

**Maintain an ongoing County of Brant Arts, Culture & Heritage Database.** Maintain up-to-date contact information for each artist, institution, and cultural business / organization. Provide contacts the option of receiving communications (i.e. the Arts, Culture & Heritage Blast) on a quarterly basis.



B6

**Maintain a Cultural Space Database,** and work to connect prospective partners. Develop and promote a system where artists and/or organizations seeking space may submit an application, and facilities with space available (e.g. museums, heritage sites, historic buildings, cultural hubs) may apply to offer rentals at below-market rates. This will facilitate the activation of historic places with cultural uses, with the Arts, Culture and Heritage Officer serving as a central connector between community actors.



B7

**Produce a Guide to Culture Grants.** The guide should consolidate baseline information on key grants available from municipal, provincial and federal levels of government, as well as from other organizations. It should include information like application deadlines for the current year, types of work covered, and links to websites or application forms. The Guide should be updated annually.



B8

**Develop a set of County of Brant heritage conservation incentives, and consolidate them in a user-friendly guide.** The Development Services department should explore and promote a structure of grants and tax deductions as a means of encouraging conservation and maintenance of heritage resources designated under the *Ontario Heritage Act*.



B9

**Establish a set of municipal funding criteria for museums that includes mandatory training in best practices for cultural institutions.** Training programs and/or resources on contemporary best practices and cultural competency should be consolidated by the Arts, Culture and Heritage Officer and made available to non-profit local museums seeking municipal funding. Training will help local museums to navigate the legal and ethical responsibilities of caring for and interpreting sensitive

## OBJECTIVE B

15 ACTIONS

Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.

collections (e.g. those representing the histories of Indigenous and other cultural communities) and, in some cases, traumatic histories. The County of Brant should investigate opportunities to provide ongoing funding streams to participating museums beyond Brant Community Grants.



**B10**

**Develop a branded social media presence** for the County of Brant Arts, Culture & Heritage program. Strong visual communication and storytelling should be employed using the existing County social media platforms. These platforms should be used to profile local events, artists, makers and creative businesses, in addition to County-led initiatives.



**B11**

**Promote the Brant Community Grants application process**, including timelines and deadlines, via social media and the quarterly Arts, Culture and Heritage Blast.



**B12**

**Coordinate semi-annual meet-ups for arts, culture and heritage stakeholders.** The Arts, Culture and Heritage Officer can facilitate small gatherings for diverse cultural actors to come together and develop networks, building a more robust, connected sector over time. Implementation of this Action should seek to maximize cross-pollination, mentorship and collaboration among youth, emerging professionals and established professionals.



**B13**

**Support Grand Culture's efforts to serve as a regional resource for artists and cultural producers.** Grand Culture is a budding culture council with a mission to:

*champion, support, and amplify the diverse arts, heritage, and culture assets in our communities [...] cultivate a thriving cultural ecosystem that empowers artists, creators, organizations, and residents to engage in meaningful cultural creation and experiences [...] facilitate growth, sustainability, pride-building, placemaking, and equitable access to arts, heritage, and culture through advocacy, collaboration, and strategic initiatives [...] create a vibrant and inclusive cultural landscape that celebrates the past, present, and future cultural contributions of Brant Region.*

This Action recommends outreach with Grand Culture's leadership to discuss formal partnerships and identify County resources (funding, relationships, staff assistance, technical knowledge, facilities) that could help achieve the organization's mission and goals. These partnerships may also explore the potential nomination of County staff or Councillors to future Grand Culture boards or committees.

# The CMA's 'Moved to Action' Guide: Activating UNDRIP in Canadian Museums

## WHAT'S THE STORY?

Brant's Arts, Culture & Heritage Officer has a role to play in creating and/or making available guides and resources to better serve Brant's cultural industries.

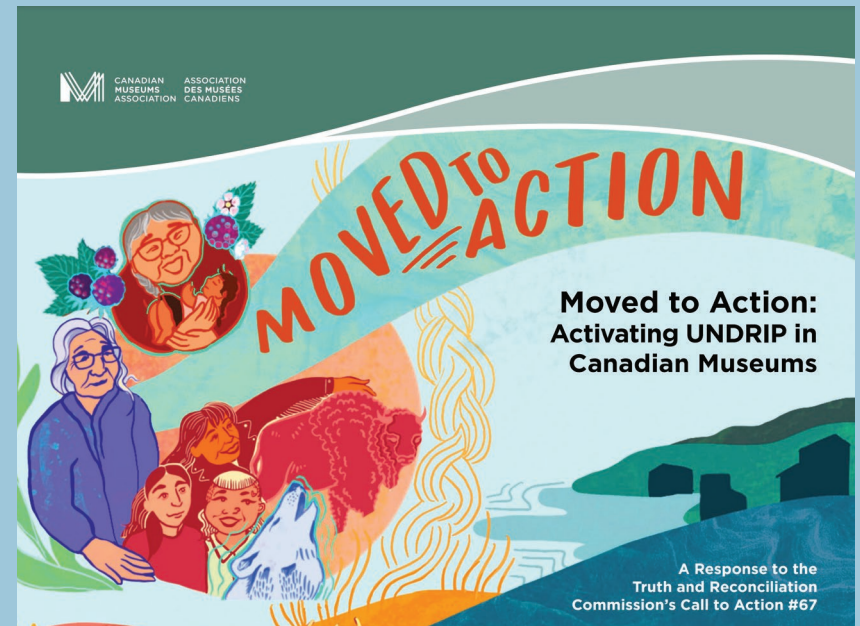
One example is the Canadian Museum Association (CMA)'s resource on "Activating UNDRIP in Canadian Museums".

Adopted in September 2007 and endorsed by Canada, UNDRIP (the United Nations Declaration on the Rights of Indigenous Peoples) affirms foundational rights of Indigenous peoples, including the right to:

"maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies, and visual and performing arts and literature" (UNDRIP, Article 11).

As a professional organization uniting Canada's big and small museums, the CMA publishes online guides and resources best practices for museums to embrace diversity, inclusion and social responsibility.

The CMA's "Moved to Action" report (above) includes resources that could be highly relevant in Brant, such as a Small Museums Handbook.



*'Moved to Action' Guidebook for Activating UNDRIP in Canadian Museums*  
(Canadian Museums Association)

## OBJECTIVE B

15 ACTIONS

Provide an infrastructure of support for individuals, institutions, businesses and organizations undertaking cultural initiatives.



**B14**

**Collaborate directly with regional neighbours on arts, culture and heritage initiatives, including via a Memorandum of Coordination with Brantford and Six Nations, to better serve local stakeholders and regional economic development.** Maintain trilateral relationships with counterparts at Brantford and Six Nations, communicating regularly on arts, culture and heritage initiatives.



**B15**

**Invest in additional Arts, Culture & Heritage Staff to facilitate the implementation of the Strategy.** This position could be a contract or permanent role that would support the Arts, Culture & Heritage Officer in producing public-facing resources (e.g. the 'Culture Map') and promotional material and events (e.g. 'Crawls'), and in coordinating with other County departments to implement larger elements of this Strategy (e.g. the 'Culture Trail').

## OBJECTIVE C

5 ACTIONS

**Facilitate a spoke-and-wheel model to support and promote the diverse, vibrant cultural activities occurring both within a central cultural hub and County-wide throughout Brant.**

The County of Brant is home to a constellation of talented artists, performers, writers, artisans, cultural producers and heritage stewards. Together their work and engagement is the driving force of Brant's arts, culture and heritage scene.

Within this constellation, Paris serves as a central hub, with cultural institutions, businesses and organizations co-located amid a series of landmark historic buildings.

In addition to the cultural initiatives happening in Paris, there are active organizations, historic sites, individual artists, festivals and others across the County that are under-recognized for the vibrancy they contribute to Brant's cultural sector.

Applying a spoke-and-wheel model, this Objective is intended to capitalize on Paris's existing role as a starting-point destination for cultural activity, while highlighting the network of arts, culture and heritage destinations all throughout Brant, at all scales, via enhanced infrastructural networks, promotion and programming.

## ACTIONS



C1

**Lead by activating County-owned historic resources in Paris's central core with consolidated cultural uses.** Sites like the former Paris Town Hall and the County of Brant Public Library - Paris Branch (an historic Carnegie Library) present prime opportunities for the County to enhance Paris's role as a hub for cultural activity.

County-owned historic resources can be activated with a combination of County-driven uses (e.g. services, tourism information, etc.), other cultural activities (e.g. the headquarters of a future Arts/Culture Council), and revenue-generating programs (e.g. cafes). Start with a feasibility study: (a) assess the space available and any constraints; (b) identify potential uses and users; (c) assess the property's cultural heritage value and identify heritage attributes to be conserved, and (d) review potential ownership/tenure models.

# Adaptive Reuse of Public Infrastructure as an Arts and Culture Hub

## WHAT'S THE STORY?

The 1908 Carnegie Library at the Toronto intersection of Queen and Lisgar Streets had served a long life by 2012, when it was in use as a Toronto Public Health Office.

That year, it was acquired by an arts organization, and converted over two years for adaptive reuse as the Theatre Centre, a new home for the west-end live-arts incubator and community hub. The building's interior was retrofitted with a stage, rehearsal space, and exhibition space, with a co-working cafe located in a sensitive rear addition on Lisgar Street. As part of its adaptation, the listed heritage property was designated in 2012 under Part IV of the *Ontario Heritage Act*.

Today, the Theatre Centre functions as an arts hub in a downtown west-end Toronto neighbourhood, bringing together artists and non-artists alike.



*The Theatre Centre, Toronto, Ontario  
(Theatre Centre)*

## OBJECTIVE C

## 5 ACTIONS

Facilitate a spoke-and-wheel model to support and promote the diverse, vibrant cultural activities occurring both within a central cultural hub and County-wide throughout Brant.



C2

**Develop a multi-modal Culture Trail**, a recreational trail that connects historic communities and their arts, culture and heritage institutions. Formalize the Culture Trail as resources allow: first with a route map, then with soft infrastructure like wayfinding, and eventually with hard infrastructure like a contiguous multi-modal paved route. The Culture Trail should be designed to pass historic resources along the route wherever possible. It should introduce inclusive storytelling via heritage interpretation and public art installations along its route. The Culture Trail should capitalize on Brant's rural character and natural heritage as an asset, and engage with the Grand and Nith Rivers wherever possible.



C3

**Produce an annual Culture Map**, a highly graphic online and print resource that includes cultural destinations throughout the County of Brant. It should include: museums, historic sites, cultural venues and facilities, cultural businesses, public parks, and other cultural places that offer diverse programming. Major cultural venues in adjacent communities may be identified (e.g. the Woodland Cultural Centre, Glenhirst Art Gallery, Sanderson Centre for the Performing Arts), but should be recognized as 'neighbouring resources'.



C4

**Support local archives and encourage community displays of archival material and artifacts.**

Highlight the unique holdings of regional archival repositories, such as the Brant Museum and Archives, as well as decentralized and specialized local archives (e.g. historical societies). Develop a visual "finding aid" that documents the locations of various archival holdings and displays, to assist locals and visitors who want to learn about the County's many communities. Explore partnerships with the County of Brant Public Library, and other County departments, such as Information Services. Foster opportunities for these groups to engage in storytelling through displays in County-owned facilities (e.g. libraries and recreation centres).



C5

**Facilitate themed 'crawls' — events and initiatives that drive locals and visitors to cultural locations throughout the County.**

These include events like Doors Open Brant, Culture Days, street art initiatives, and the Brant Studio Crawl. The Arts, Culture & Heritage Officer may facilitate these events by (a) organizing them entirely; (b) seeking volunteers and consolidating committees to organize them; and/or (c) providing infrastructural support, including access to event approvals and funding where available.

# The Chelsea-Wakefield Studio Tour: Wakefield, Quebec

## WHAT'S THE STORY?

Wakefield, Quebec (population ~2,000 in 2020) located 30 minutes north of Ottawa, has earned a reputation as an arts-centred community.

Destination Wakefield, the town's tourism website, explains the community's arts and culture focus. Year-round activities are offered, including concerts, plays, gallery openings, a writer's festival, a documentary festival, "Farm Hop" farm tours, and a 36-year running Studio Tour that draws 3,000+ a year.

During the Chelsea-Wakefield Studio Tour, artists all over town welcome visitors into their studios over two weekends, showcasing established and emerging artists' work, and driving annual economic development.

At the same time, Wakefield capitalizes on its natural heritage, with skiing, skating, dogsledding, biking and camping information all also linked on the Destination Wakefield website.



**Top:** *Farrellton Artist Space Cooperative and Visual Arts Studio Complex (Destination Wakefield)*

**Bottom:** *Wakefield's covered bridge and natural heritage (Outaouais Heritage)*

## OBJECTIVE D

4 ACTIONS

Foster a broadly inclusive cultural sector that supports residents and reflects their diverse experiences, perspectives and cultural traditions.

The County of Brant is home to a diverse mix of people. The public engagement that informed this Strategy reflected a multitude of ethnocultural communities, spanning all ages, abilities, gender identities and sexual orientations, and representing a wide range across the socioeconomic spectrum.

The Official Plan demonstrates the County's ongoing commitment to accessibility and equity through policies that speak to affordability and universal design.

In 2021, in concert with the County's Community Safety & Wellbeing Plan and the Age-Friendly Community Plan, Council approved the creation of an inclusion, diversity, equity and accessibility (IDEA) strategy, to be drafted in 2024.

As Brant continues to experience significant population growth and the ongoing arrival of new voices, there is great opportunity for the County to support the cultural expression and amplify the histories of its diverse people. The County has an important role to play in increasing visibility, breaking down barriers, and building trust with equity-deserving community members who call Brant home.

## ACTIONS



D1

**Introduce accessibility retrofits to existing cultural facilities, and require that new cultural facilities in existing buildings be universally accessible**, wherever possible. Cultural facilities that are also heritage resources will require a careful balance of heritage conservation with contemporary user requirements, and their retrofits should rely on the expertise of an accredited member of the Canadian Association of Heritage Professionals. Newly constructed cultural facilities must be built according to the accessibility provisions contained in the Ontario Building Code and the Accessibility for Ontarians with Disabilities Act; therefore the above noted Action focuses on existing buildings.

## OBJECTIVE D

## 4 ACTIONS

Foster a broadly inclusive cultural sector that supports residents and reflects their diverse experiences, perspectives and cultural traditions.



**D2**

**Commission a financial feasibility study to explore incentives for private-sector developments to incorporate living or studio spaces for local artists, and/or cultural venues, at below-market rates.** The provision of affordable living and work space for artists is a critical component of achieving complete communities with robust cultural sectors. There may be opportunities to leverage private-sector development to secure much-needed cultural facilities and affordable artist spaces.



**D3**

**Seek diverse representation on committees convened by the Arts, Culture & Heritage Officer,** including the Municipal Heritage Committee, and others that may be convened for cultural events (e.g. Doors Open Brant). Achieve diverse perspectives through representation from different age groups, from long-standing and newer Brant community members, from a spectrum of gender identities, sexual orientations and ethnocultural communities, and representing varied artistic media and/or types of heritage initiatives.

Finding diverse representatives will involve active outreach and creative strategies to ensure that vacant positions are promoted far and wide, and reach appropriately diverse audiences.



**D4**

**Facilitate additional support for stakeholders seeking to deliver events for under-represented communities,** for instance Brant Pride. Proactive collaboration will help ensure that organizers feel institutionally supported in the face of potential opposition that may range from discouraging to discriminatory. This could include a higher level of Staff support and collaboration, or outreach by the Arts, Culture & Heritage Officer to connect the event organizers with a member of Council to serve as the event's champion or liaison.

Additional measures to support diversity, equity and inclusion in cultural events should be explored through the forthcoming IDEA strategy. This may include the introduction of a diversity, equity and inclusion officer who serves as a resource for programming that includes (but is not limited to) the Arts, Culture & Heritage Office.

# Myseum: Telling the Stories of Toronto's Cultural Communities Outside the Walls of a Museum

## WHAT'S THE STORY?

In 2014, the not-for-profit Myseum was established as “a museum that would illuminate Toronto’s history, honour its diversity, and help shape the city’s future by stimulating discussion on urban issues”.

Since 2014, well before it would establish a bricks-and-mortar location four years later, the organization has partnered with 480 individuals and organizations to deliver free programming, workshops, lectures and pop-ups. In 2022, Myseum was awarded the Heritage Toronto Award for Public History for its interactive digital exhibit, *Derailed: The History of Black Porters of Canada*.

Myseum’s diverse collection of digital exhibits highlights the contributions of a spectrum of Torontonians in writing the collective history of the city. These exhibits include articles and videos about: Jean Lumb, a Chinese-Canadian activist who saved Toronto’s Chinatown from demolition; the origins of the Native Canadian Centre of Toronto; and the history of Caribana and the Grand Parade. In-person exhibits have included *Sports Histories of Toronto*, and performances on 52 women who have shaped Toronto’s arts, culture, sports, tech and business spheres.



*The 52: Women Who Transformed Toronto (Myseum)*

# OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant’s unique buildings, landscapes and stories as cultural heritage assets.

The County of Brant includes some exceptional natural and cultural heritage resources and landscapes, from the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziibi, Peshshinneguning) to historic townscapes, from unique cobblestone buildings to vast expanses of historic farmsteads.

These are the places where Brant’s intangible heritage has been expressed over its history, from cultural practices like Indigenous lifeways along the Grand River (O:se Kenhionhata:tie, Owaashtanong-ziibi, Peshshinneguning), to annual traditions like the Paris and Burford Fairs, to key events like the signing of the Haldimand Proclamation or the Battle of Malcolm’s Mills.

This Objective and its Actions lay the groundwork for the conservation, celebration and amplification of the physical places and the intangible practices or stories that make Brant unique, and have shaped its identity.

With the right set of tools in place, the diverse histories of all people who have called Brant home can be shared with locals and visitors for years to come.

## ACTIONS



E1

**Model best practices in heritage conservation and adaptive reuse by activating County-owned historic resources with new public-facing uses.**

If/when County-owned historic resources become vacant, they should be prioritized for activation through high-quality adaptive reuse, programming (including revenue-generating uses), and heritage designation.



E2

**Designate landmark heritage resources under Part IV of the *Ontario Heritage Act*.**

Start by prioritizing sites that are landmarks, and/or sites that are aesthetically unique and outstanding, and define the character of their context. Explore designating properties associated with key historical events, figures, and/or themes if they show strong evidence of their connection. The ability to meet the timelines associated with designation under the *Ontario Heritage Act* is subject to limited staff resources and availability.

# OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant’s unique buildings, landscapes and stories as cultural heritage assets.



E3

**Develop an annual Research Intern position dedicated to preparing heritage designation reports.** Funding for an annual position may be available through organizations like Young Canada Works. This person should be dedicated to preparing designations for Brant’s worthiest heritage resources, outside the context of the development application processes. Ideally working under the supervision of a Heritage Planning staff member, the Research Intern could also be redirected to assist with time-sensitive designation processes, where needed.



E4

**Maintain a publicly available Inventory of Prospective Heritage Resources (“Heritage Inventory”).** Similar to the pre-2023 function of ‘listing’ non-designated properties on a municipal heritage register, this non-statutory Inventory functions as an interim mechanism to identify prospective heritage resources. Development Services staff, with community collaboration, may identify and include those properties that are distinctly special and considered candidates for future designation. The County of Brant has a Council-endorsed version of this tool that is available for internal use and included as an annex in the County’s Official Plan.

The Heritage Inventory will be used as a resource primarily in the development applications process. Apply a level of discretion when including properties on

the Heritage Inventory considering whether they might be future candidates for designation, as development applications involving Heritage Inventory properties will be required to include Cultural Heritage Impact Assessments (“Heritage Impact Assessments”) as submission materials (see Action F4).

Internally, this tool will enable County staff to prioritize designations in order to conserve at-risk historic resources. Externally, it will increase the transparency of the Development Services review process for all stakeholders.



Prospective heritage resources in the County of Brant (ERA).

# OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant’s unique buildings, landscapes and stories as cultural heritage assets.



E5

**Prioritize enforcement of the County of Brant Property Standards By-law for properties designated on the Brant Heritage Register and included on the Heritage Inventory**, with the intent of avoiding ‘demolition by neglect’. The Emergency and Protective Services Department may require additional resources to expand its current level of review and enforcement.



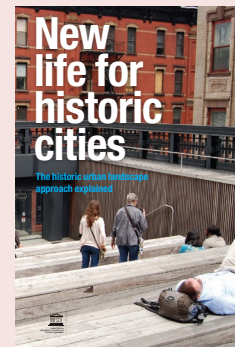
E6

**Explore mechanisms under the *Planning Act* and the *Ontario Heritage Act* for the conservation of area-wide historic character.** Areas with very high concentrations of historic character may be candidates for regulatory protection as they grow and evolve.

One way to conserve area-wide historic character is through a Heritage Conservation District. These are most appropriate in (often smaller) areas with very high concentrations of historic character, and/or where limited intensification is anticipated.

HCDs are used to (a) identify ‘contributing’ historic resources and protect them from demolition; and (b) lay out the direction for how future change might also contribute to the area’s character. HCDs are tools to manage change; as a premise, they should accept that evolution is expected, and provide the flexibility in their guidance for historic places to meet contemporary standards of living, commerce and recreation.

## Historic Urban Landscape (HUL) and the County of Brant



While not a major city, the County of Brant is projected to experience significant growth and development over the course of the next 30 years. During that time, it is important to consider the relationship between heritage conservation, and the diverse social, ecological and economic fabric of Brant.

In November 2011, the Recommendation on the Historic Urban Landscape was adopted by the 36th session of UNESCO’s

General Conference. The approach recognizes that cities are not static monuments or groups of buildings, but are subject to dynamic social and economic forces. Urban heritage therefore is a social, cultural and economic asset for the development of cities. Urban heritage is understood to encompass cultural practices, infrastructure, the built environment, diversity, identity and geomorphology.

“Tangible and intangible heritage are sources of social cohesion, factors of diversity and drivers of creativity, innovation and urban regeneration – we must do more to harness this power.” — Irina Bokova, Director-General of UNESCO at the World Urban Forum (Naples, 2012)

# OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant's unique buildings, landscapes and stories as cultural heritage assets.



E7

**Develop and use Historic Context Statements as a planning tool in identifying and conserving cultural heritage in Brant and its settlement areas.**

Historic Context Statements are planning documents developed through historical research and community engagement. They set out a place's history, identify key themes (which may include the cultural practices and traditions that continue to shape the place), and heritage attributes (the physical elements that define the place and should be conserved).

Historic Context Statements are critical planning tools for cultural landscape conservation. They allow communities to define the values that are most important, and they help identify next steps for conservation - including but not limited to individual property or district-wide heritage conservation measures, or heritage interpretation initiatives.

In the long term, this Strategy recommends the development and use of Historic Context Statements for the full County of Brant, and the individual communities within it.



E8

**Develop a County of Brant Public Art & Heritage Interpretation Plan.**

While heritage designations are often the best way to conserve historic built fabric, heritage interpretation is an excellent way to conserve and celebrate intangible heritage - significant events, figures, themes, activities and cultural practices.

Multi-media heritage interpretation can effectively engage audiences, including through landscape design, display of salvaged architectural artifacts, public art, plaques and programming. Plaques and panels are particularly well-suited to routes and trails, where they can animate and engage audiences en route to their destinations.

A Public Art & Heritage Interpretation Plan should identify key themes of Brant's history and identity, key locations for installations (throughout the County), and policies and procedures for new public art curation.

Engage First Nations representatives in the development of the Public Art & Heritage Interpretation Plan, and explore opportunities for riverside interpretation.

Explore mechanisms to leverage private-sector development for (a) the creation of the Public Art & Heritage Interpretation Plan, e.g. the Community Development Fund, development charges; and (b) installations, e.g.

# OBJECTIVE E

10 ACTIONS

Conserve and celebrate Brant’s unique buildings, landscapes and stories as cultural heritage assets.

Interpretation Plans as required submission materials in development projects involving Brant Heritage Register / Heritage Inventory properties (usually as a condition of approval).



E9

**Continue to amplify built and natural heritage resources as a core narrative in Brant tourism materials** (e.g. in advertisements, on the County of Brant Tourism social media page). For instance, leverage the identity of Paris as the Cobblestone Capital of Canada, or amplify land- and water-based recreational opportunities along the Grand and Nith Rivers.



E10

**Develop an annual Heritage Award, to be evaluated alongside other County award categories** (e.g. urban design and site plan). This award could be presented to a project that has involved high-quality restoration, conservation or adaptive reuse of an historic resource in Brant. Additional award categories could include interpretation, commemoration or storytelling initiatives, or organizations undertaking ongoing heritage conservation education, research or advocacy. Develop and promote an applications process and set of criteria for the award. The Arts, Culture & Heritage Officer and Development Services Department could collaborate on the Award, and may solicit input from the Municipal Heritage Committee. The award could be delivered at the Salute to Brant Business Awards, or other similar event.

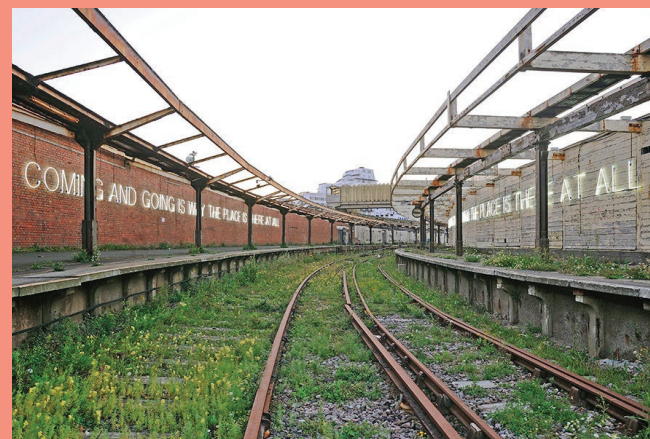
# Creative Folkestone: Reimagining a Town as a Gallery

## WHAT'S THE STORY?

Creative Folkestone is an arts organization based in Folkestone, United Kingdom (population 110,000). It was established in 2002 through the Roger De Haan Charitable Trust. The organization is at the helm of several projects ranging from festivals, an urban art quarter, an arts hub, affordable arts and studio spaces, and various visual and performing arts programs. Two of the organization's programs, Folkestone Artworks and the Folkestone Triennial, focus on contemporary public art exhibitions:

Folkestone Artworks is a collection of 74 permanent open air art works. A visitor's map is available at any of Creative Folkestone's locations.

Folkestone Triennial is a contemporary art installation showcase where "artists are invited to use the town as their gallery, utilizing public spaces to create striking new art that reflects issues affecting both the town and the wider world." Since its inauguration in 2008, five Triennials have taken place attracting more than 440,000 visitors.



**Top:** 'Is Why The Place' by Tim Etchell, 2014 Triennial (Architectural Digest)

**Bottom:** 2014 Triennial work by Dutch artist Krijn de Koning (Creative Folkestone)

# OBJECTIVE F

7 ACTIONS

**Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.**

The County of Brant boasts a unique set of outstanding historic buildings, many of which are clustered into character areas shaped by their built fabric, landscape elements and topography.

There is great potential for the County to leverage its historic fabric for increased visitor appeal and economic development, but the County's current heritage planning framework is insufficiently resourced to proactively do so.

Further, updates to the *Ontario Heritage Act* in the early 2020s have instituted timelines for decision-making that make it more critical than ever for Brant's heritage planning framework to be proactive and efficient, if historic resources are to be protected and animated with contemporary uses. These updates impose a need for timely action from all participants in the process, from municipal staff to Council to the volunteer Heritage Advisory Committee.

With proper planning and resources, heritage conservation can take a seat at the table early in the development process, resulting in clearer expectations, and better outcomes that celebrate and leverage Brant's unique historic resources toward long-term placemaking.

## ACTIONS



**F1**

**Delineate the scope of County staff roles involved in managing the heritage conservation portfolio.**

**Regulatory protection and activation of tangible heritage resources should be undertaken by Development Services**, including: review and approval of development applications, attendance at Pre-Application Consultation meetings, requesting and reviewing Heritage Impact Assessments and subsequent heritage reports, and initiating designation processes. This department will also liaise with the Heritage Committee, coordinating monthly meetings to ensure the it fulfills its statutory responsibilities under the *Ontario Heritage Act*.

**Celebration and communication of tangible and intangible heritage should be undertaken by the Arts, Culture & Heritage Officer**, including: coordinating the Brant Heritage Grant program, the Brant Heritage Award, leading the Public Art & Heritage Interpretation Plan process, and undertaking interpretation initiatives that follow. This role may also promote vacancies on the Municipal Heritage Committee within the culture and heritage communities.

These two departments should continue to coordinate on specific initiatives, e.g. Brant Heritage Award, Interpretation Plan strategies proposed by developers as conditions of heritage approval.

# OBJECTIVE F

# 7 ACTIONS

Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.



F2

**Invest in additional Policy Planning Staff to support the administration of the heritage planning portfolio.**

This position could be a dedicated contract or permanent role to supplement the Policy Planner responsible for heritage planning to date. As of the early 2020s, new timelines and processes under the *Ontario Heritage Act* have made it impossible for the Development Services department to manage the heritage portfolio in addition to existing responsibilities. Without additional staff funding, significant historic resources will be lost.

It will be extremely challenging (or impossible) to responsibly conserve Brant’s built heritage without additional staff, whether permanent or on contract.



F3

**Develop and publicize Terms of Reference for Cultural Heritage Impact Assessments.**

These Terms of Reference are being developed by Policy Planning staff at this time. They should be made publicly available on the County’s Development Services webpage and provided with pre-application consultation meetings.



F4

**Standardize a heritage planning process for Brant Heritage Register properties (designated) and Heritage Inventory properties that kicks in from the moment a development is proposed,**

starting with the Heritage Planner’s attendance at the **pre-application consultation meeting**. This will ensure heritage considerations are flagged for applicants before their concepts are fully developed.

A **Heritage Impact Assessment** (that includes an assessment of cultural heritage value) should be required for any applications involving these properties, with a scoped Heritage Impact Assessment required for sites adjacent to designated properties.

**Properties on the Heritage Inventory** should be immediately listed on the Brant Heritage Register (under Section 27 of the *Ontario Heritage Act*) following the pre-application consultation meeting for an Official Plan Amendment, Zoning By-law Amendment or Draft Plan of Subdivision application, if they are found to meet min. one Ontario Regulation 9/06 criterion for determining cultural heritage value or interest.

## OBJECTIVE F

7 ACTIONS

**Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.**

The heritage planner should then immediately initiate historical research, resulting in an Ontario Regulation 9/06 assessment and conclusion on candidacy for designation, which may also be informed by the proponent's Heritage Impact Assessment.

Within 90 days of the submission of a complete Official Plan Amendment, Zoning By-law Amendment or Draft Plan of Subdivision application, Council must pass a 'Notice of Intention to Designate' for the property if warranted - and the property must already be listed on the Brant Heritage Register to do so.

This means the Heritage Planner must bring a designation recommendation first to the Municipal Heritage Committee, then to Council, within the 90 days after the application is deemed complete.

Upon submission of an Official Plan Amendment, Zoning By-law Amendment or Draft Plan of Subdivision application, the County may also request that the proponent sign an agreement extending the 90-day timeline for a defined period (per Ontario Regulation 385/21), which will allow additional time for coordination and negotiations on the heritage strategy.



F5

**Guide the Municipal Heritage Committee through the provision of formal recommendations to Council at key moments in development processes, as required by the *Ontario Heritage Act*.** This includes: (a) when properties are proposed for listing on the Heritage Register (in advance of a forthcoming development application); (b) when Staff bring forward a 'Notice of Intention to Designate' a property; (c) if listed properties are proposed to be removed from the Heritage Register; (d) if a designation by-law is to be amended or repealed; (e) if demolitions or alterations to designated heritage properties are proposed; and more.

# OBJECTIVE F

# 7 ACTIONS

Standardize municipal heritage planning practice with the *Ontario Heritage Act* and with municipal best practices across Ontario.



F6

**Provide support to Committee(s) and Council with respect to the statutory roles and timelines associated with the *Ontario Heritage Act*, including providing updates on legislative changes.** A new and enhanced training program for Heritage Committee members is recommended in lieu of the current training program. It will be designed to streamline the workflow between County staff and Heritage Committee members and allow for more meaningful feedback on proposed applications, resulting in better heritage outcomes. Training should focus on (1) outlining the Heritage Committee’s primary responsibilities and timelines per the *Ontario Heritage Act*, (2) assessment of heritage value under Ontario Regulation 9/06, (3) the connection between heritage attributes, and assessment of impact.

Training could be delivered in collaboration with a heritage professional, or with organizations including the Ontario Heritage Trust or Architectural Conservancy of Ontario. Existing annual Heritage Committee operating funds may be available to cover the cost of this training.

Additional tasks outside of the Heritage Committee’s principal role may be discussed, e.g. contribution to the



F7

**Provide comprehensive and transparent heritage planning direction on the Development Services - Heritage Planning webpage,** including a link to the Brant Heritage Register and to the Heritage Inventory, an explanation of types of heritage status and their implications, the Terms of Reference for Heritage Impact Assessments, links to the Brant Heritage Grant program, and other key information.

PART 3

# Making it Happen



# 3.1 Implementation Overview

*When, how and by whom will the Strategy be implemented? What kinds of resources will be needed?*

The Brant Arts, Culture & Heritage Strategy has set out a Vision, 6 Objectives and 42 Actions to promote Brant’s diverse and growing arts, culture and heritage resources, producers and audiences over the next ten years. Additional Actions are proposed to be developed in conjunction with Indigenous rights holders and partners.

The following pages outline the Implementation Plan for the Actions proposed in this Strategy, organized under two options:

- **Option 1** relies on existing County staff resources to achieve many (32) but not all of the 42 Actions; and
- **Option 2** relies on proposed additional staff resources in Arts, Culture & Heritage and Development Services to achieve all 42 Actions, and in some instances, expedite and/or more thoroughly implement key Actions. Potential new staffing may take the form of new full-time employees or contract support positions.

Both Implementation Plan options include the following elements:

- **Recommended Timeline:** Ongoing (continuing from existing efforts, into the immediate, medium and long term), Immediate Term (1-3 years), Medium Term (4-6 years), or Long Term (7-10 years);
- **Financial Investment** level required to implement each Action; and
- **County of Brant Departments responsible** for the implementation of each Action.

The Immediate Term Actions are either (a) shovel-ready tools; or (b) foundational changes that will lay the groundwork for future Actions, while addressing acute needs. They are proposed to be led by several different County departments, and will require inter-departmental collaboration.

In the coming years and decades, some of the policy and legislative context referenced in this Strategy may be updated, which may render some of the specific direction in this Strategy out of date. Best practices in cultural heritage resource management may also evolve. In such cases, the County should consider the broad intent in the Vision and Objectives in Section 2 as guidance in implementing relevant approaches.








*Culture Days 2023 display by the Paris Museum (County of Brant)*

# 3.2 Implementation Plan

**OPTION 1:**  
Existing Staff

## ONGOING









Cost	Action	Responsible	Toolbox
N	<b>E9</b> Continue to amplify built and natural heritage resources as a core narrative in Brant tourism materials.	Economic Development & Tourism	
N	<b>F1</b> Delineate the scope of County staff roles involved in managing the heritage conservation portfolio.	Development Services, Arts, Culture & Heritage Officer	
N	<b>F4</b> Standardize a heritage planning process for Brant Heritage Register properties (designated) and Heritage Inventory properties that kicks in from the moment a development is proposed.	Development Services	
N	<b>F5</b> Guide the Municipal Heritage Committee through the provision of formal recommendations to Council at key moments in development processes, as required by the <i>Ontario Heritage Act</i> .	Development Services	
\$	<b>F6</b> Provide support to Committee(s) and Council with respect to the statutory roles and timelines associated with the <i>Ontario Heritage Act</i> , including providing updates on legislative changes.	Development Services	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment

# OPTION 1:

Existing Staff

## IMMEDIATELY (1-3 YEARS)

Cost	Action	Responsible	Toolbox
N	<b>A1</b> Meet with Indigenous rights holders and partners to define a set of Actions to achieve Objective A.	Arts, Culture & Heritage Officer	
N	<b>B2</b> Streamline the Brant Special Event Application process.	Economic Development & Tourism	
N	<b>B3</b> Formalize and promote a Cultural Events Calendar.	Arts, Culture & Heritage Officer	
N	<b>B4</b> Compile a mailing list and distribute a quarterly Arts, Culture & Heritage Blast.	Arts, Culture & Heritage Officer	
N	<b>B5</b> Maintain an ongoing County of Brant Arts, Culture & Heritage Database.	Arts, Culture & Heritage Officer	
N	<b>B7</b> Produce a Guide to Culture Grants.	Arts, Culture & Heritage Officer	
N	<b>B11</b> Promote the Brant Community Grants application process.	Arts, Culture & Heritage Officer	
N	<b>B12</b> Coordinate semi-annual meet-ups for arts, culture and heritage stakeholders.	Arts, Culture & Heritage Officer	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment

# OPTION 1:

Existing Staff

## IMMEDIATELY (1-3 YEARS)








Cost	Action	Responsible	Toolbox
N	<b>B13</b> Support Grand Culture’s efforts to serve as a regional resource for artists and cultural producers.	Arts, Culture & Heritage Officer	
N	<b>B14</b> Collaborate directly with regional neighbours on arts, culture and heritage initiatives, including via a Memorandum of Coordination with Brantford and Six Nations.	Arts, Culture & Heritage Officer	
N	<b>D3</b> Seek diverse representation on committees convened by the Arts, Culture & Heritage Officer.	Arts, Culture & Heritage Officer	
N	<b>D4</b> Facilitate additional support for stakeholders seeking to deliver events for under-represented communities.	Arts, Culture & Heritage Officer	
N	<b>E5</b> Prioritize enforcement of the County of Brant Property Standards By-law for properties designated on the Brant Heritage Register and included on the Heritage Inventory.	Emergency & Protective Services	
N	<b>F3</b> Develop and publicize Terms of Reference for Cultural Heritage Impact Assessments.	Development Services	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

# OPTION 1:

Existing Staff

## MEDIUM TERM (4-6 YEARS)



Cost	Action	Responsible	Toolbox
N	<b>B6</b> Maintain a Cultural Space Database.	Arts, Culture & Heritage Officer	
N	<b>B9</b> Establish a set of municipal funding criteria for museums that includes mandatory training in best practices for cultural institutions.	Arts, Culture & Heritage Officer	
N	<b>B10</b> Develop a branded social media presence.	Arts, Culture & Heritage Officer, Communications & Marketing	
\$\$\$	<b>D1</b> Introduce accessibility retrofits to existing cultural facilities, and require that new cultural facilities in existing buildings be universally accessible.	Community Partnerships	
N	<b>E2</b> Designate landmark heritage resources under Part IV of the <i>Ontario Heritage Act</i> .	Development Services	
\$	<b>E3</b> Develop an annual research intern position dedicated to preparing heritage designation reports.	Development Services	
N	<b>E4</b> Maintain a publicly available Inventory of Prospective Heritage Resources (“Heritage Inventory”).	Development Services	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

# OPTION 1:

Existing Staff

## MEDIUM TERM (4-6 YEARS)





Cost	Action	Responsible	Toolbox
N	<b>E6</b> Explore mechanisms under the <i>Planning Act</i> and the <i>Ontario Heritage Act</i> for the conservation of area-wide historic character. (Solely for Downtown Paris)	Development Services	
N	<b>F7</b> Provide comprehensive and transparent heritage planning direction on the Development Services - Heritage Planning webpage.	Development Services	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

# OPTION 1:

Existing Staff

## LONG TERM (7-10 YEARS)

Cost	Action	Responsible	Toolbox
\$\$\$	<b>C1</b> Lead by activating County-owned historic resources in Paris's central core with consolidated cultural uses.	Strategic Initiatives	
\$\$\$	<b>C2</b> Develop a multi-modal Culture Trail.	Recreation & Parks, Strategic Initiatives	
\$\$\$	<b>E1</b> Model best practices in heritage conservation and adaptive reuse by activating County-owned historic resources with new public-facing uses.	Strategic Initiatives	
\$\$	<b>E8</b> Develop a County of Brant Public Art & Heritage Interpretation Plan.	Arts, Culture & Heritage Officer	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

## What's missing under Option 1?

The following 10 Actions cannot be achieved under Option 1 with current staff resources. An Option 2 Implementation Plan is included in the pages that follow, with the outstanding 10 Actions indicated in **green text** where they appear.

The 10 Actions that can only be achieved with additional staff resources include:

- B1** Incentivize and streamline the applications process for stakeholders seeking to deliver major cultural events and/or build cultural facilities.
- B8** Develop a set of County of Brant heritage conservation incentives, and consolidate them in a user-friendly guide.
- B15** Invest in additional Arts, Culture & Heritage Staff to facilitate the implementation of the Strategy.
- C3** Produce an annual Culture Map.
- C4** Support local archives and encourage community displays of archival material and artifacts.
- C5** Facilitate themed 'crawls' — events and initiatives that drive locals and visitors to cultural locations throughout the County.
- D2** Commission a financial feasibility study to explore incentives for private-sector developments to incorporate living or studio spaces for local artists, and/or cultural venues, at below-market rates.

- E7** Develop and use Historic Context Statements as a planning tool in identifying and conserving cultural heritage in Brant and its settlement areas.
- E10** Develop an annual Heritage Award, to be evaluated alongside other County award categories.
- F2** Invest in additional Policy Planning Staff to support the administration of the heritage planning portfolio.

In addition, the following Actions are only partially realized under Option 1. Option 2 includes a more fulsome approach (bolded).

- E2** Designate landmark heritage resources under Part IV of the *Ontario Heritage Act*. (**more designations**)
- E6** Explore mechanisms under the *Planning Act* and *Ontario Heritage Act* for the conservation of area-wide historic character. (Downtown Paris + **beyond**)

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

**OPTION 2:**  
Additional Staff

**ONGOING**

Cost	Action	Responsible	Toolbox
N	<b>E9</b> Continue to amplify built and natural heritage resources as a core narrative in Brant tourism materials.	Economic Development & Tourism	
N	<b>F1</b> Delineate the scope of County staff roles involved in managing the heritage conservation portfolio.	Development Services, Arts, Culture & Heritage	
N	<b>F4</b> Standardize a heritage planning process for Brant Heritage Register properties (designated) and Heritage Inventory properties that kicks in from the moment a development is proposed.	Development Services	
N	<b>F5</b> Guide the Municipal Heritage Committee through the provision of formal recommendations to Council at key moments in development processes, as required by the <i>Ontario Heritage Act</i> .	Development Services	
\$	<b>F6</b> Provide support to Committee(s) and Council with respect to the statutory roles and timelines associated with the <i>Ontario Heritage Act</i> , including providing updates on legislative changes.	Development Services	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

**OPTION 2:**  
Additional Staff

**IMMEDIATELY (1-3 YEARS)**

Cost	Action	Responsible	Toolbox
N	<b>A1</b> Meet with Indigenous rights holders and partners to define a set of Actions to achieve Objective A.	Arts, Culture & Heritage	
N	<b>B2</b> Streamline the Brant Special Event Application process.	Economic Development & Tourism	
N	<b>B3</b> Formalize and promote a Cultural Events Calendar.	Arts, Culture & Heritage	
N	<b>B4</b> Compile a mailing list and distribute a quarterly Arts, Culture & Heritage Blast.	Arts, Culture & Heritage	
N	<b>B5</b> Maintain an ongoing County of Brant Arts, Culture & Heritage Database.	Arts, Culture & Heritage	
N	<b>B7</b> Produce a Guide to Culture Grants	Arts, Culture & Heritage	
\$\$	<b>B8</b> Develop a set of County of Brant heritage conservation incentives, and consolidate them in a user-friendly guide.	Development Services	
N	<b>B11</b> Promote the Brant Community Grants application process.	Arts, Culture & Heritage	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

**OPTION 2:**  
Additional Staff

**IMMEDIATELY (1-3 YEARS)**

Cost	Action	Responsible	Toolbox
N	<b>B12</b> Coordinate semi-annual meet-ups for arts, culture and heritage stakeholders.	Arts, Culture & Heritage	
N	<b>B13</b> Support Grand Culture’s efforts to serve as a regional resource for artists.	Arts, Culture & Heritage	
N	<b>B14</b> Collaborate directly with regional neighbours on arts, culture and heritage initiatives, including via a Memorandum of Coordination with Brantford and Six Nations	Arts, Culture & Heritage	
\$\$	<b>B15</b> Invest in additional Arts, Culture & Heritage Staff to facilitate the implementation of the Strategy.	County of Brant Council	
N	<b>C3</b> Produce an annual Culture Map.	Arts, Culture & Heritage	
N	<b>C5</b> Facilitate themed ‘crawls’ — events and initiatives that drive locals and visitors to cultural locations throughout the County.	Arts, Culture & Heritage	
N	<b>D3</b> Seek diverse representation on committees convened by the Arts, Culture & Heritage Officer	Arts, Culture & Heritage	
N	<b>D4</b> Facilitate additional support for stakeholders seeking to deliver events for under-represented communities.	Arts, Culture & Heritage	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

## OPTION 2:

Additional Staff

### IMMEDIATELY (1-3 YEARS)

Cost	Action	Responsible	Toolbox
N	<b>E2</b> Designate landmark heritage resources under Part IV of the <i>Ontario Heritage Act</i> . ( <b>more designations</b> )	Development Services	
N	<b>E4</b> Maintain a publicly available Inventory of Prospective Heritage Resources (“Heritage Inventory”).	Development Services	
N	<b>E5</b> Prioritize enforcement of the County of Brant Property Standards By-law for properties designated on the Brant Heritage Register and included on the Heritage Inventory.	Emergency & Protective Services	
\$\$	<b>E6</b> Explore mechanisms under the <i>Planning Act</i> and <i>Ontario Heritage Act</i> for the conservation of area-wide historic character. (Solely for Downtown Paris)	Development Services	
\$\$	<b>E7</b> Develop and use Historic Context Statements as a planning tool in identifying and conserving cultural heritage in Brant and its settlement areas.	Arts, Culture & Heritage, Development Services	
\$\$	<b>F2</b> Invest in additional Policy Planning Staff to support the administration of the heritage planning portfolio.	County of Brant Council	
N	<b>F3</b> Develop and publicize Terms of Reference for Cultural Heritage Impact Assessments.	Development Services	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

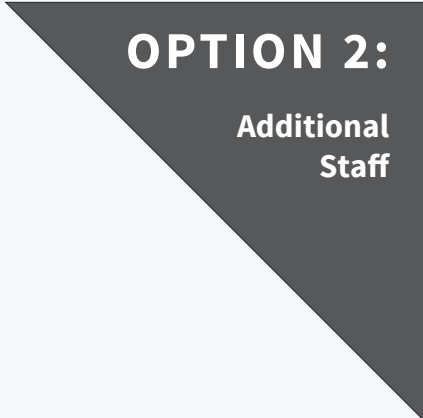
**OPTION 2:**  
Additional Staff

**MEDIUM TERM (4-6 YEARS)**


Cost	Action	Responsible	Toolbox
N	<b>B1</b> Incentivize and streamline the applications process for stakeholders seeking to deliver major cultural events and/or build cultural facilities.	Development Services	
N	<b>B6</b> Maintain a Cultural Space Database.	Arts, Culture & Heritage	
N	<b>B9</b> Establish a set of municipal funding criteria for museums that includes mandatory training in best practices for cultural institutions.	Arts, Culture & Heritage	
N	<b>B10</b> Develop a branded social media presence.	Arts, Culture & Heritage, Communications & Marketing	
\$\$\$	<b>D1</b> Introduce accessibility retrofits to existing cultural facilities, and require that new cultural facilities in existing buildings be universally accessible.	Community Partnerships	
\$	<b>D2</b> Commission a financial feasibility study to explore incentives for private-sector developments to incorporate living or studio spaces for local artists, and/or cultural venues, at below-market rates.	Development Services, Strategic Initiatives	
\$	<b>E3</b> Develop an annual research intern position dedicated to preparing heritage designation reports.	Development Services	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.



## MEDIUM TERM (4-6 YEARS)

Cost	Action	Responsible	Toolbox
N	<b>F7</b> Provide comprehensive and transparent heritage planning direction on the Development Services - Heritage Planning webpage.	Development Services	

**Legend:** N = No cost   \$ = Low Cost   \$\$ = Moderate Investment   \$\$\$ = Larger Investment

Note: Actions not available under Option 1 are indicated in green in this Option 2 chart.

**OPTION 2:**  
Additional Staff

## LONG TERM (7-10 YEARS)

Cost	Action	Responsible	Toolbox
\$\$\$	<b>C1</b> Lead by activating County-owned historic resources in Paris’s central core with consolidated cultural uses.	Strategic Initiatives	
\$\$\$	<b>C2</b> Develop a multi-modal Culture Trail.	Recreation & Parks, Arts, Culture & Heritage	
N	<b>C4</b> Support local archives and encourage community displays of archival material and artifacts.	Arts, Culture & Heritage	
\$\$\$	<b>E1</b> Model best practices in heritage conservation and adaptive reuse by activating County-owned historic resources with new public-facing uses.	Strategic Initiatives	
\$\$	<b>E6</b> Explore mechanisms under the <i>Planning Act</i> and <i>Ontario Heritage Act</i> for the conservation of area-wide historic character. (Downtown Paris + beyond).	Development Services	
\$\$	<b>E8</b> Develop a County of Brant Public Art & Heritage Interpretation Plan.	Arts, Culture & Heritage	
N	<b>E10</b> Develop an annual Heritage Award, to be evaluated alongside other County award categories.	Arts, Culture & Heritage, Development Services	

**Legend:** N = No cost    \$ = Low Cost    \$\$ = Moderate Investment    \$\$\$ = Larger Investment



# Appendix

STRATEGIC  
PLANNING  
FRAMEWORK

The Downtown Paris Master Plan was adopted by Council in October 2019. It was developed over a two year period and included four public consultations and extensive stakeholder consultations to gather valuable feedback.

The Downtown Paris Master Plan offers a strategy to adapt downtown Paris into an inclusive place for people of all ages and abilities while protecting its unique historic and charming character. As the Town of Paris looks to the future, this plan addresses challenges of future growth, environmental concerns and takes a people first/community first approach.

Components of the strategy include:

### **Design and Functionality**

The plan recommends improvements to the overall function of the downtown core. This area will address concerns of parking, pedestrian safety, accessibility and traffic congestion. The design of the downtown will celebrate the history, cultural heritage and the unique two rivers that meet and flow around the downtown of Paris.

### **Streetscape Elements**

Streetscape elements create a consistent look and feel throughout the downtown area. The look is created by the use of specific paving, planters and tree grates, bio-swales, trees, bike lanes and street furniture. Features also include the use of rest areas, noise buffering plants and creation of space for people with strollers, assistive devices and services animals.

### **Parking**

Parking in the downtown core is consistently a challenge for residents and visitors of Paris. The plan suggests maximizing the use of current parking areas without paving over valuable public space.

### **Low Impact Development**

Low impact development (LID) uses the natural landscape available downtown to manage rainfall and protect water quality. The plan suggests LID's can improve the streetscape, protect animal habitats and improve water retention that protect the quality of the town's groundwater and watersheds. Municipalities that invest in these systems generally experience reduced operations and maintenance costs when compared with traditional storm water management systems.

The implementation of the Downtown Paris Master Plan is expected to begin in 2022. The implementation strategy will carefully review the design, address accessibility, and will phase and time construction to ensure the least amount of disruption to the downtown. Further public consultation will occur at each stage of detailed design and implementation.

For more information about the County of Brant Downtown Paris Master Plan, visit [www.brant.ca/plans](http://www.brant.ca/plans).

### **Background:**

The County has become a desirable place for filming and TV productions with its picturesque views, historical sites, proximity to the Greater Toronto Area and an increase in demand for Ontario filming locations that qualify for industry funding opportunities. In 2020, the Economic Development and Tourism division initiated a Filming and Digital Media Strategy to determine how the County should both facilitate filming location requests as well as further develop the opportunities for positive economic and community impact from the growing industry of film and digital media production.

### **Strategy:**

The Filming and Digital Media Strategy addresses how the County can improve operations of the industry within Brant over the next 3-5 years. The strategy includes 5 key areas of focus:

**Efficient Operations:** This includes improving current filming processes and establishing a filming policy and permit system. Additional support for staff will also be required to provide staff with skills and knowledge to successfully support the industry and new filming procedures.

**Defined Value:** The strategy will help the County of Brant develop a system to accurately calculate both the economic impact and community benefit for further development within the industry. Additionally, the strategy will provide a means of better reporting both the details of incoming productions within the community as well as the impacts of the industry activity taking place in the County of Brant and improve their reporting structure.

**Strong Stakeholder Relationships:** This area encourages the Economic Development and Tourism division to network and develop strong, positive relationships with filming companies, digital media companies and industry stakeholders. This will gain an improved level of customer experience and service.

**Focused Sector Development:** As a growing industry, it's important for the County of Brant to support the Filming and Digital Media industries to provide opportunities for Economic Development growth and diversity.

**Effective Communications:** Filming production in the County of Brant often requires additional services such as road closures and parking use. These services not only affect additional divisions but also the community including businesses and residents. The strategy recommends stronger and effective communications can help to create a positive experience for the community when it comes to filming and will also allow the Economic Development division to share the positive economic benefits.

### **Timeline and Implementation:**

The Filming and Digital Media Strategy was received and approved by the County of Brant Council in November 2020. The Economic Development and Tourism Division will begin to implement the strategy in 2021 through to 2025.

For more information regarding the Filming and Digital Media Strategy and to review the full report, please visit [www.Brant.ca/Plans](http://www.Brant.ca/Plans).

**Background:**

The County of Brant initiated a Recreation Master Plan in 2016 as a basis to plan, prioritize, and build community capacity for future parks and recreation facilities, programs and services. The plan identifies what services are required, where they should be provided and at what levels of quality, and the timing and priority of their development over ten to fifteen years.

**Strategy:**

The following services emerged from the background research, consultation and review completed through the Situational Analysis Report prepared in support of the Master Plan, providing a basis for the plan and shaping its recommendations:

- Additional parkland has or will be acquired through mandatory land dedications under the Planning Act, as a requirement of new developments.
- There are opportunities to increase sports field capacities through improvements to existing fields and through new facility development, as well as through potential partnerships.
- Review of the current playground locations indicates that the majority of households in Burford, Paris and St. George are within 400m to 800m of one or more existing playgrounds. Four potential gap areas were identified, three in Paris and one in Burford.
- Additional playground developments are planned in new residential development areas in Paris and St. George, while on-going playground maintenance, renewal and replacement will continue to be required to manage these assets, address accessibility and safety standards, and respond to evolving trends in playground design, materials and equipment.
- The 2009 Aquatic Needs Assessment recommended the replacement of the Paris Community Pool and a new outdoor facility has since been completed. As the population ages, an ever-growing cohort of seniors with limited mobility, particularly during the winter months, may benefit from regularly scheduled transportation to the Wayne Gretzky Centre to access aquatic programming targeted to this group.
- The indoor turf field at Syl Apps will remain viable in the short-term. A business case for replacement and expansion of turf facilities has since been completed. Future plans contemplate a larger facility on County owned lands acquired on Pottruff Road.
- There are seven (7) community halls owned by the County. Periodic review and investment will be required to sustain these facilities as well as ongoing community usage, programming and services delivery review. The Cainsville Community Centre is being replaced in 2022 with a larger facility on Ewart Ave.
- The County has identified a municipal gymnasium in its capital forecast. A community gym would not replace the community use of school gyms, but rather would provide more capacity with expanded availability, particularly during school hours, to add to the range of programs that could be offered to the community, accommodating additional segments of the population and in particular the growing population of older adults and seniors. Continued use of school gyms will still be needed to provide geographic access in each of the settlement areas and throughout the County. A business case recommends that a triple gymnasium be constructed as an addition to the Brant Sports Complex.

## Executive Summary Recreation Master Plan

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- A need for flexible indoor and outdoor spaces and supporting facilities with capacity for a range of special events has been identified to support continued growth in community events and tourism.
- Consideration should be given to opportunities to further develop unorganized and extreme sport recreation opportunities (e.g. BMX, mountain biking) at Destination or Community Park locations, and/or as part of the trail system.
- County-owned natural areas and acquisition of additional natural areas provides opportunities to formalize existing informal trails and expand the overall trail offering in Brant. The County has acquired approximately 116 acres of open space including Barker's Bush and lands adjacent to the trail in Glen Morris.

### **Timeline and Implementation:**

In 2017, Council approved the Recreation Master Plan.

The Implementation Schedule is broad and is subject to further deliberations and approvals by Council. The Implementation Schedule will continue to serve as a guide for staff to bring forward initiatives to Committee and Council through reports to Committee and through the annual budget process.

In addition, this detailed document will serve as a guide for the County and its residents to make the appropriate policy and infrastructure investments to maintain and improve recreational opportunities for residents of and visitors to the County.

For more information regarding the Recreation Master Plan and to review the full report, please visit [www.Brant.ca/Plans](http://www.Brant.ca/Plans).

### **Background:**

In April 2019, the Economic Development Strategy and Action Plan was approved by Council. The primary objective of this strategy was to create a real and informed alignment of Council, County of Brant staff and stakeholders for the most effective plan to grow the economy and prosperity of Brant.

### **Strategy:**

In order to successfully implement these actions, the strategy outlines four major areas of focus including:

1. **Growing a more diversified local economy in the County of Brant:** A diversified economy means that there is a growing range of sectors and markets in the community. The County will further diversify the economy to manage volatility and provide a stable path for development and growth.
2. **Drive investment to the County of Brant:** The County will ensure the economic development and community foundations are in place so that investment opportunities (either coming from existing businesses within the County of Brant or coming from outside the County of Brant) can be achieved.
3. **Build on the County of Brant's downtown core areas:** The County's downtown areas are currently in various stages of growth and development. The County of Brant will continue to develop and implement programs and initiatives to help local businesses thrive and keep these downtown areas vibrant.
4. **Improve communications and engagement:** The County of Brant will enhance communication and engagement with the business community. Communication involves creating dialogue between the County of Brant and other levels of government, local business and residents. Engagement builds partnerships to promote the County of Brant so that stakeholders are aware of what the County of Brant does, what economic development work is underway and the investment opportunities that currently exist. Both communication and engagement support the growth of the local economy and helps to unify the business community with a stronger sense of place.

### **Timeline and Implementation:**

The County of Brant Economic Development Strategy and Action Plan consists of 12 key objectives and identifies 44 tactics or actions to achieve those objectives over a five-year period, 2019 to 2023.

Progress on the 12 objectives is reported annually during the divisional 'Year End Review' report.

For more information regarding the Economic Development Strategy and Action Plan and to review the full report, please visit [www.Brant.ca/Plans](http://www.Brant.ca/Plans).

**Background:** The County of Brant’s population of those aged 75 or over is forecast to more than double by 2051. The Age-Friendly Community Plan was initiated to enhance the physical and social environments for County’s senior residents. An “Age-Friendly Community” promotes inclusion and values the contribution of older adults in all areas of community life. The Plan also anticipates and responds to aging as it relates to needs and preferences. The County of Brant Age-Friendly Community Plan is a ten-year plan and provides direction to the various departments within the County of Brant focusing on opportunities to enhance the age-friendliness of the community.

**Strategy:** Age-Friendly Communities are organized around eight domains, as established by the World Health Association. Within these domains, the County of Brant has identified 66 objectives to improve the quality of life for older adults.

The domains include Outdoor Spaces and Buildings, Transportation, Housing, Social Participation, Respect and Social Inclusion, Civic Participation and Employment, Communication and information and Community Support and Health Services.

The plan also builds on existing plans in the County of Brant including the Recreation Master Plan and Trails Master Plan and those under development including the New Official Plan. It also considers work on age-friendliness currently undertaken by the City of Brantford and the Grand River Council on Aging.

In February 2021, a community survey was conducted both online and through a hard copy mailout to all residents in the County of Brant. Over 700 individuals provided input. Also, local information was gathered from government and organizational sources and the results were compiled into a Stakeholder Consultation workbook. This workbook was circulated to all relevant County of Brant Departments and community organizations for feedback regarding priorities and level of engagement.

It is projected that the impact of the Plan will considerably improve the quality of life in the community, specifically for those aged 55 and over.

**Timeline and Implementation:** The County of Brant Age-Friendly Community Plan was submitted to the Ministry for Seniors and Accessibility in July 2021. In September 2021, County of Brant Council approved the plan.

An Age-Friendly project team will be formed with representatives from the key County departments named in the plan to provide accountability and act as liaisons to other key organizations.

For more information regarding the Age-Friendly Community Plan and to review the full report, please visit [www.Brant.ca/Plans](http://www.Brant.ca/Plans).

**Background:** Through the Police Services Act, the province of Ontario mandated municipalities to develop and adopt Community Safety and Well-being Plans. The plans must work in partnership with a multi-sectoral advisory committee with representation from the local Police Service Board and other local service providers in health/mental health, education, community/social services and children/youth services.

The County of Brant's Community Safety and Well-being Plan was initiated in the fall of 2019.

**Strategy:** The County of Brant's Community Safety and Well-being Plan focuses on the input received through various community engagement. Information collected from residents indicated there are 5 (five) main priority risk groups that need to be focused on to improve Community Safety and Well-being within the County of Brant.

1. Mental Health and Addictions
2. Youth Services
3. Transportation and Pedestrian Safety
4. Housing Affordability
5. Diversity and Inclusion within the County of Brant

In addition, secondary risk factors presented include:

1. Seniors access to service
2. Familial dynamics
3. Neighbourhood Safety
4. Digital Safety, youth and cyberbullying
5. Community health resources and information

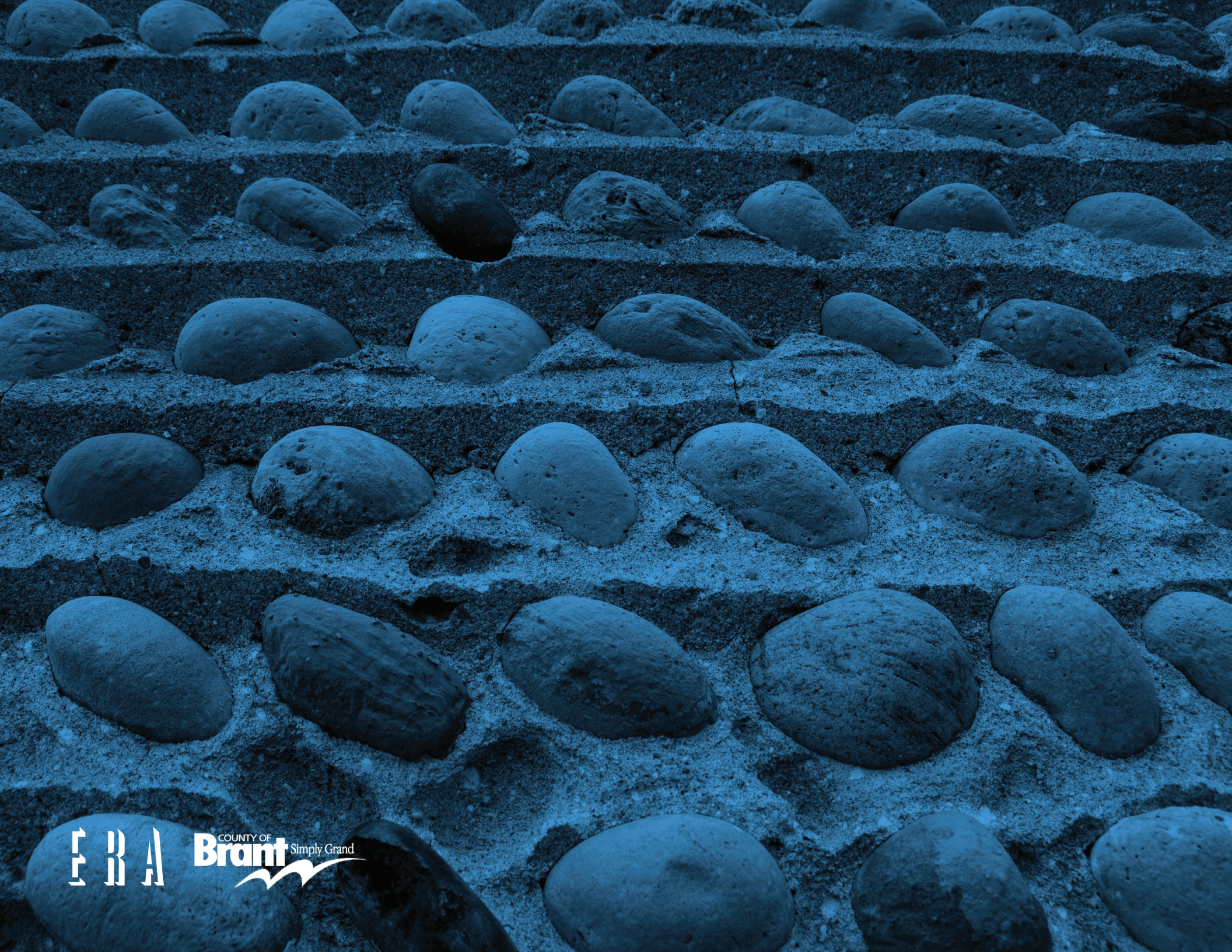
The plan outlines an Action Plan of projects and programs to address the 5 priority risk groups. The Action Plan is spread over a 5-year planning horizon from 2021 to 2026 and includes actionable items for the County of Brant in partnership with various agencies and organizations.

#### **Timeline and Implementation:**

The County will work alongside experts from Wilfrid Laurier University to develop evaluation frameworks for the various projects and programs outlined in the Action Plan. The framework will include a list of outcomes and indicators that will be used to measure program development and successes.

County of Brant Council approved the Community Safety and Well-being Plan on June 22, 2021. The plan is now underway and will be seen through to 2026.

For more information regarding the Community Safety and Well-being Plan and to review the full report, please visit [www.Brant.ca/Plans](http://www.Brant.ca/Plans).



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