



Community Services Division

TO: Community Services Committee

SUBJECT: Cultural Action Plan

Report Number: COMMSERV 3-13 File Number(s):

Report Date: October 8, 2013 Ward(s) Affected: 1 2 3 4 5 6 All

Date to Committee: October 23, 2013 Date to Council: November 4, 2013

Recommendation: Approve the City of Burlington Cultural Action Plan as outlined in Appendix A to Report CommServ 3-13, dated October 8, 2013; and

Receive the final consultant recommendations report from CoBALT Connects, dated April, 2013, regarding Burlington's Cultural Action Plan; and

Affirm the Community Development Policy and the Leisure Services Policy as the basis for the city's delivery of public cultural programming.

Purpose:

- x Address goal or action in strategic plan
- x Establish new or revised policy or service standard

Reference to Strategic Plan:

- x Vibrant Neighbourhoods
- x Prosperity
- x Excellence in Government

Background: Burlington's Cultural Plan was developed originally through an external provider selected through a Request For Proposals (11-37). The timing envisioned at the time was:
Commencement of Project: February 2012
Completion of Cultural Plan: February 2013
Final report to Council and Ministry of Tourism March 15, 2013.

A launch event was held June 6, 2012 at the Burlington Performing Arts Centre (7-9 p.m.) and Parks and Recreation staff reported to the Community Services Committee in March 2013 (Report PR-5-13). On April 8, Council approved receipt of the report. At that

time, reporting back with the final report was anticipated in June 2013.

From the beginning of the work on the cultural action plan, the consultant planned and hosted meetings of the steering committee, up to and including January 17, 2013, the first meeting that Kim Phillips attended, with the changed roles of the general managers.

The following partners have been meeting regularly to prepare Burlington's Cultural Plan and Cultural Business Plan:

- City of Burlington (Karen Sabzali, then Denise Beard, with Angela Paparizo)
- Burlington Art Centre (Ian Ross, now adding Denis Longchamps)
- Burlington Public Libraries (Maureen Barry, with backup from Judy Hyland)
- Burlington Performing Arts Centre (Brenda Heatherington, then Graham Frampton, now Brian McCurdy)
- Burlington Museums (Barb Teatero).

Chris Glenn, Director of Parks and Recreation, has stayed up to date throughout the project, and provided continuity through several staff changes on the project.

In March 2013, city staff assumed responsibility for meeting planning, to include completion of this project as well as ongoing cultural planning, information sharing, and collaboration among senior staff of the City of Burlington and Burlington's cultural boards. The General Manager assumed responsibility for chairing the meetings, based on the feedback provided in the process to date. The Steering Committee held meetings in March, April, May, June, July and September, 2013. Continued meetings are planned for fall 2013, and will include two representatives of the Artists' Collective.

Previously, staff have provided the following information to Committee and Council, which is not duplicated in this report:

- Literature review
 - Best practice review in other municipalities
 - Economic impact report
 - Current state of investment and use of cultural assets.
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Discussion:

Goals of the Cultural Action Plan, noted at the beginning of the project and in Report PR-5-13:

- Define the role of the municipality, stakeholders, partners and community with respect to cultural planning and implementation
- Provide culture-based targets for the municipality and its cultural partners including work plan items
- Update the cultural map
- Identify the economic impact of culture in Burlington
- Consider the designation of a downtown cultural district
- Create a cultural portal.

Strategy/Process

On April 12, 2013, Jeremy Freiburger of CoBALT Connects, sent his final recommendations on Burlington's Cultural Action Plan to City staff.

On April 22, Jeremy presented his report to the Steering Committee (see Appendix B to this report). In order to ensure ownership of Burlington's Cultural Plan, the Steering Committee agreed to present the final report to Committee, with support from the external consultant. Attached as Appendix A is the Steering Committee's Cultural Action Plan report, and attached as Appendix B is the final recommendations report from CoBALT Connects.

During the development of the Cultural Plan, the City of Burlington initiated a new Service Framework, and "Cultural Service" was identified as one of the public services that the City provides. The general manager of community and corporate services is the service owner for this service, agreed to by Parks and Recreation Department senior staff. As a result of this framework, knowing that each service owner is responsible for preparing a business plan for the service, the Steering Committee assisted staff in preparing a draft business plan for the Cultural Service. The draft Cultural Service Business Plan is not attached to this report as it is still in development, along with other corporate business plans.

Options Considered

The existing status and supply of cultural services within Burlington was one of the key starting points for the consultants. This is a constantly evolving picture in any community.

The Steering Committee has relied on its own experience and the community consultation input to assess what is currently occurring in Burlington and where adjustments-more or less-should be made to realize the aspirations of the community and Burlington's council with respect to culture in Burlington.

Process

Following research and community input, the consultant prepared a number of background documents and began work on a cultural map and online database. Following Council receipt and input, the consultant then developed a series of recommendations.

The Steering Committee has reviewed the consultant's recommendations and presents in this report a Cultural Action Plan for Burlington that:

- Is formatted similar to Burlington's strategic plan
- Is focused on key objectives
- Includes strategic actions that will advance culture in Burlington
- Is based on city and community leadership
- Relies on effective communication among the cultural sector
- Can be measured to ensure that success is being achieved.

There are a couple of points that have not been mentioned to date. One is the growth of the cultural sector in Burlington. From input recently received, there are far more individuals involved in the creative industry in Burlington than staff were originally aware of and the sector defines itself differently depending upon who is speaking or commenting. In addition, other communities have found that small community-based non profit arts groups (performing theatre particularly) are disappearing and the Cultural Action Plan suggests some forward thinking in this area for Burlington.

While not fully developed at this stage, the proposed outputs, outcomes or measures are documented after each section in the Cultural Action Plan and will be further refined in the City's Business Plan for Cultural Services.

There are several challenges to measurement in culture:

- Provincial measures that are in place today
- Lack of comparative municipalities for cultural data comparison
- Collection of data from so many sources
- Validating the data for accuracy and completeness for its own sake and in comparison with others
- Quantitative and financial measures (how much did we do?) are insufficient to reflect achievement of cultural goals. How well did we do it and is anyone better off are relative to one's background, knowledge and experiences.
- Clarifying "culture" during research can lead to inconsistent results.

Customer satisfaction, customer service and the extent to which Burlington is seen as a community that welcomes and celebrates culture will be reflected in future research. Council has experience with Burlington's downtown waterfront and what 'vibrancy' means to individuals and groups. Success in implementing Burlington's Cultural Action Plan will require similar dedicated focus from staff and the community.

Web Portal

The city's E Government program is now underway and a new web portal is being developed by the city, which will include the ability to personalize site views, along with new and enhanced search opportunities.

The recreation planner in Parks and Recreation has worked with an external web provider to establish a cultural portal (through Funio) and with a different external provider to finalize a cultural database (through Kitestring), that will continue to be developed over time. This information will be available online this fall, enhancing opportunities for cultural services to add profile to their activities and to stay connected with others involved in culture in Burlington.

The provincial Cultural Resources Framework recognizes the following categories:

- Creative Cultural Industries
- Festivals and Events
- Natural Heritage
- Community Cultural Organizations
- Spaces and Facilities
- Cultural Heritage.

City staff considered these in finalizing the format for Burlington's online database.

Burlington's Cultural Action Plan has been developed based on research done by the consultant, consideration of the consultant's recommendations, public and agency input received from the beginning through to the end of the process, steering committee deliberations, and City staff's recommendations within the context of the City's strategic plan, council-approved directions and known corporate priorities.

Financial Matters:

Cultural Action Plan Development

The Ministry of Tourism and Culture (Creative Communities Prosperity Fund) provided \$61,550 for completion of Burlington's Cultural Plan (Report PR-5-13). The City of Burlington provided \$52,300 for the Burlington's Cultural Plan (Report PR-51-11). Parks and Recreation staff will provide the Ministry with the final report this fall. Final payments to the external consultant will be completed after Committee consideration of this report.

Staff Resources and 2014 Current Budget Business Case

The General Manager will submit a business case related to culture in the 2014 current budget process. In order for council to realize the cultural action plan, additional resources are required. A new FTE will be requested within the General Managers Office for a Manager of Cultural Services and there will be some realignments from and within Parks and Recreation. As noted in a previous report, Burlington's investment in human resources specific to culture is lower than other comparable municipalities.

Municipality	FTE	Position(s)	Additional Information
Burlington	.5	Community Development Planner, Angela Papparizo	External Boards Programs: BTTB (full and part time FTEs), Burlington Student Theatre (part time FTEs), Music

			Joint Venture Groups, External public art contracted service Does not include festivals and events staff
Brantford	1		Brantford Cultural Network
Cambridge	N/A		Cambridge Arts Council
Guelph	4		Guelph Arts Council (city operating or project grant of \$30,000)
Hamilton	16		Hamilton Arts Council
Kingston	3		Kingston Arts Council (city operating or project grant of \$100,000*)
London	2		London Arts Council (city operating or project grant of \$97,821)
Mississauga	13		Mississauga Arts Council (city operating or project grant of \$186,000)
Oakville	4		Oakville Arts Council (city operating or project grant of \$75,500)
St. Catharines	3.5		St. Catharines and Area Arts Council (city operating or project grant of \$21,000)

*most recent figure (updated)

Eight of the 10 municipalities resource culture as a 'named' grouping (department or division) within community services, city manager's office or connected with the recreation portfolio. The other two consider it part of their economic development portfolio. Only one, St. Catharines, includes culture 'unnamed' within 'Recreation and Community Services' as Burlington has staff within the Parks and Recreation Department.

Burlington's current organizational structure includes:

- City Manager
Includes staff liaison role with Burlington Performing Arts Centre
- General Manager of Community Services
Includes staff liaison role with Burlington Art Centre, Burlington Museums, Burlington Public Library and Tourism Burlington, each staff team governed through an independent board. GM has recently been identified as the lead for Cultural Services through the service catalogue being developed corporately.
- Parks and Recreation Department
Includes Manager of Community Development Services, who oversees a Supervisor of Festivals and Events (four full time staff plus part time staff) and a Community Development Planner with responsibility for public art
Includes Manager of Recreation Services, who oversees a Coordinator, Music (three staff) and staff delivering the Student Theatre programs and camps

Burlington Arts and Culture Alliance/Network

At this time, it is not known whether the arts and culture council will be a membership-based organization or not. Details about the organization will be developed in the upcoming year, before launching the external body. Within the action plan, there is an action item related to the Music Centre. This location has potential as part of a central cultural hub, with the Central Library, Drury Lane Productions, Burlington Teen Tour Band and other services located in the area. By assessing the current use and condition of the existing facility, there is potential to co-locate the administrative office of both the city’s cultural staff and the Burlington Arts and Culture Alliance/Network. This location may provide a cost-effective and sustainable solution for ongoing support of an external arts and culture council. The Action Plan does not recommend a Cultural “Advisory Committee” to council.

Cultural Grants

During 2014, there will be followup on many of the items in the Cultural Action Plan, based on council’s decisions. Staff anticipate that grants for culture will begin in 2015, based on a business case that will be submitted with the 2015 current/operating budget. The consultation to date indicates that most are supportive of grants that enhance the profile of culture in Burlington, support startup assistance for community events and activities that showcase local talent. Based on input to date, it is expected that the facility fee waiver program will be managed by City staff and that the criteria for cultural grants and decision making about applications for said grants will be managed by the arts and culture council. Cobalt Connects recommended \$75,000 be allocated to cultural grants. The following table shows the amounts that other municipalities have allocated to cultural grants, based on the research completed by Cobalt Connects.

Municipality	Cultural Grants	Notes
Guelph	\$67,275	Arts Council reviews and recommends
Kingston	\$500,000*	Arts Council administers City of Kingston Arts Fund
London	\$200,000	Arts Council administers
Mississauga	\$580,000	Municipality administers
Oakville	\$98,000	Arts Council administers
St. Catharines	N/A	Municipality administers
Waterloo	N/A	Municipality administers

*most recent figures (updated). Amount includes \$75,000 for the Agnes Etherington Arts Centre.

Total Financial Impact

Funio (providing web portal) and Kitestring (cultural mapping and cultural contacts database technology support) expenses will be considered in the 2014 and future year budgets.

Source of Funding

Capital Budget SU0051
Current Budget for 2014 items and future years

Other Resource Impacts

Staff time in the General Manager's Office, Parks and Recreation, and from the boards providing cultural services in Burlington.

Future impacts are documented within the Cultural Action Plan and/or will be itemized in future current and capital budget submissions.

Communication Matters:

Before the April 8 Council decision regarding Report PR-5-13, the cultural plan process had touched over 1541 people, through events, meetings, focus groups, and online interaction, and all members of Burlington's council. At the time, advertising, direct mail/e-mail and social media contact had reached out to more than 51,296 people.

Since that time, the following additional contacts have been made and feedback received:

- Chamber of Commerce
- Royal Botanical Gardens
- Sound of Music Festival
- Tottering Biped
- Tourism Burlington (Team Burlington)
- Arts and Culture Collective/Artists' Collective of Burlington (approx. 200 participants, with a steering committee), including a meeting on July 4, facilitated by city staff, with 57 participants
- Two public meetings on Wednesday, August 28 (Burlington Art Centre 38 survey responses with additional attendees), and Thursday, September 12 (Tansley Woods 5 survey responses with additional-some duplicate- attendees)
- On line input through Survey Monkey from August 28 to September 13, 2013 (94 respondents).

Notice of the community consultation and survey were provided through ads in the Burlington Post, on line announcements, and through direct e-mail notification to existing contacts. As a result of the public consultation, a number of individuals indicated that they wanted to be informed and notified of the city's public involvement for the Cultural Action Plan only, and many indicated that they want to be informed of the city's public involvement opportunities generally. Those indicating interest have been e-mailed this report (after report completion).

The key questions at the public consultation were based on the Directions and Desired Outcomes sections of the consultant recommendations:

1. Do you agree or disagree with each?
2. Is there anything you need clarity on or expect council or the public to need more clearly stated?
3. Is there anything missing that you think is a priority?
4. What do you see as the three most important or highest priority directions?

A summary of the online survey results and the public input received since July 2013 will be provided as part of the staff presentation at the Community Services Committee meeting.

Councillor Sharman has met with staff and community representatives on several occasions throughout the development of the plan.

Ward Specific Opportunity

One of the suggestions received in the online survey was that local 'community voices' be established within each ward. The suggestion was specific to a cultural spokesperson who can suggest ideas, solutions and innovations to each ward councillor. The Steering Committee leaves this with current and future council members to consider within their ward and community activities and consultations.

Culture Days was held on September 27, 28, 29, 2013. Culture Days is a collaborative pan-Canadian volunteer movement to raise the awareness, accessibility, participation and engagement of all Canadians in the arts and cultural life of their communities. Free, hands-on, interactive activities invited the public to participate "behind-the-scenes," to discover the world of artists, creators, historians, curators, designers and other creative people in their communities. Burlington has participated in the past and 2013 collaboration ensured that there was something going on in the morning, afternoon and evening each day Friday, Saturday, Sunday, to celebrate Culture Days. Doors Open planning was scheduled to coincide with Culture Days, which is suggested for future years as well. Thank you to the various residents and community agencies who participated this year!

Related Initiatives

Staff will be reporting later this year with an updated Grants overview and report, based on community development, fee waivers, sport support and touching on support for culture outlined in the Cultural Plan. A separate report will be submitted in 2014 with details proposed regarding grants specific to culture, after additional community involvement.

Downtown core commitment work continues, with active involvement of Downtown Burlington and others. The Official Plan Review, led by the Planning and Building Department, continues.

Conclusion: City staff and the Steering Committee are pleased to present the Cultural Plan for committee and council consideration. It is our view that culture in Burlington is

Appendix A: Cultural Action Plan 2013

Context

This Cultural Action Plan 2013 is the result of research, community input, steering committee dialogue and assessing priorities and fit with Burlington's strategic plan. We are committed to building a community where people, nature and business thrive. CoBALT Connects suggested in their recommendations that "In our opinion, your next strategic choices are about leadership, collaboration and community."

The Cultural Action Plan is presented with four key areas of focus, with some formatting designed to be consistent with the city's strategic plan:

- Leadership
- Communications and Outreach
- Local Investment
- Cultural Nodes and Clusters.

Each area of focus includes the future we're striving for, starting point, an action list, and a section on measurement.

The measurement sections are based on Results Based Accountability, showing how progress will be measured. The three key questions in each measurement section are:

- How much did we do?
- How well did we do it?
- Is anyone better off?

Culture in Burlington

In Ontario, municipalities have legislated authority over culture. There are some exceptions to this, as in the provincial *Public Libraries Act* and the *Ontario Heritage Act*. Cultural vibrancy is one of the hallmarks of a mature urban community. There is no commonly accepted definition of culture.

Culture is valued, expressed, and engaged in uniquely in each community. In Burlington, this is exhibited through culture as:

- a strong connection to natural spaces and the physical landscape
- part of a lifelong learning process
- a vital and indispensable component to human development
- a social agent that builds a sense of place, energy, vibrancy and community
- the expression of identity including heritage and diversity
- a transformative force that enhances quality of life
- a strong source for employment and volunteer engagement
- A rare sector that requires engagement by individual artists, residents, organizations, institutions and the public sector to flourish.

We have, in developing this action plan, considered arts and culture, heritage, festivals and events, public art, related employment, and other items within the plan for 'culture'. We accept that some consider sport, tourism, recreation, and other activities, as part of culture.

Focus

This document presents a **cultural** action plan, which is not focused on other community services and interests, although the plan works well with other priorities. When the Burlington community, City Council, and city staff work together, great vision, strategy and value result. The words in the plan are intentionally simple and straightforward, expressed in plain language.

Cultural Planning

Canadian municipalities have realized a significant change in the economy, resulting from technology and globalization. There is an increased focus on a "knowledge-based economy" and citizens and employers are aware of the importance of quality of life amenities in attracting, retaining and engaging residents and employers.

"Cultural Planning ...is the process of aligning the municipality's goals, planning processes and policies with the cultural desires and identity of a community and its cultural stakeholders with the intent of creating valuable quality of life, economic prosperity and cultural vibrancy." "...The focus of municipal cultural planning is on the concept of cultural resources...both tangible (specific facilities, organizations, etc.)...and intangible (the unique stories and identities of individual communities)." (Directions Forward Report, March 2013, CoBALT Connects)

Background

The City of Burlington approved a Community Cultural Policy in 1991/1993, a Festivals and Events Strategy and Art in Public Spaces Policy in 2005, a Ten Year Cultural Strategy in 2006, a Public Art Master Plan and Policy in 2009, and a Parks, Recreation and Cultural Assets Master Plan in 2009. A cultural inventory with mapping was completed in 2005 (292 businesses and 57 community organizations). A new Burlington Performing Arts Centre opened in 2011. Clearly, culture is important in Burlington and to the municipal government.

The consultant's Directions Forward report suggested the following key areas of activity for consideration:

- Cultural Vitality
- Culture and Social Inclusion
- Cultural Democracy
- Place Competitiveness
- Individual Artist and Emerging Organization Support System
- Cultural Calling Program.

The cultural action plan is based on the consultant's recommendations, community and

cultural input, and the steering committee's consideration of priority actions for followthrough.

Leadership

The future we're striving for

1. Visible municipal leadership to coordinate cultural services in Burlington
2. Community and cultural leaders actively engaged in supporting cultural development and promoting culture in Burlington.
3. Co-ordinate arts and cultural efforts.
4. Create and implement a sustainable cultural infrastructure plan.

What will it look like?

1. Strategic planning of cultural services, involving citizens, the Burlington cultural sector, business, staff and council.
2. Community and cultural leaders allocating available funds to deserving cultural initiatives that will benefit Burlington.
3. Collaboration among boards and staff responsible for community cultural facilities and services in Burlington.
4. Asset management of cultural facilities that ensures appropriate repair, renewal and revitalization.
5. Creating opportunities to leverage greater support from provincial funders.

Starting Point

- Burlington's vision is: Where people, nature and business thrive (Burlington, Our Future, 2011)
- Population: 175,779 (2011 Census)
- Burlington's investment in culture is \$19.83 per capita (based on 2012 Hill Strategies report and a population of 175,779).

Achieving the future we're striving for: Action List

1. Develop sustainable leadership for culture in Burlington

- a. Establish the General Manager of Community Services as the service owner for cultural services for the City of Burlington.
- b. Demonstrate the City of Burlington's commitment to culture by realigning one existing Planner from the Parks and Recreation Department to the General Manager's office, resulting in one full time FTE dedicated to culture, with implementation by the end of 2013. Public art will remain in this portfolio.
- c. Subject to 2014 budget approval, authorize the General Manager to present a business case for a senior staff position (manager of cultural services) in the proposed 2014 base budget, resulting in a second FTE dedicated to culture, with implementation by the end of May 2014.

- d. As part of development of business plans for culture, sport and recreation/leisure services, authorize the General Manager and Director of Parks and Recreation to realign existing staff responsibilities so that cultural services, such as Burlington Teen Tour Band, Burlington Student Theatre, public art program, festivals and events (partial or fully), are gathered within one reporting structure, with full implementation to occur by the end of September 2014.
 - e. Through a community development model, guide the development of an external not for profit cultural organization (Burlington Arts and Cultural Alliance/Network TBC), ensuring that the structure, roles and responsibilities, base of operation, funding model and leadership transitions are clear and sustainable into the future. A cultural leadership forum may be part of this process. Consider this a “community cultural development agency” as Kingston has, with a mission to “inspire, engage and improve” Burlington through arts and culture. Expectations of this group will include information, networking, consultation, representation and other areas to be confirmed.
 - f. Maintain a cultural profile of Burlington, current knowledge of cultural trends, leading practises, local data and develop and maintain relevant policies and procedures to support cultural services.
 - g. Through use of the networks and through the external organization, increase awareness of the City of Burlington’s cultural resources and Burlington’s cultural community on an ongoing basis and develop new cultural partnerships between the city and not for profit and community arts and culture groups.
 - h. Continue senior City staff liaison with cultural boards through the General Manager, City Manager, and/or designated senior cultural staff.
- 2. Strengthen arts and culture to build economic prosperity and quality of life in Burlington.**
- a. Collaboratively plan and celebrate culture in Burlington through strategic planning, local, provincial and national celebration events (cultural facility anniversaries, Joseph Brant Museum 75th anniversary in 2017, Canada’s 150th anniversary in 2017, Apeldoorn, the Netherlands 10th anniversary of twinning relationship in 2015, National Youth Arts Week, Floral Summit with RBG, tied in with Niagara Parks Commission, Culture Days, etc.), public programming for culture (including exhibitions, performances and events) and key opportunities such as the Pan Am Games, etc.
 - b. Co-ordinate arts and cultural efforts through regular Cultural Meetings, hosted by the City of Burlington throughout 2014, with future leadership determined by the end of 2014. Monthly small group meetings will provide opportunities for three larger group gatherings annually.
 - c. Develop networks of cultural contacts in Burlington, beginning with existing contacts and building on these through on-line submission and updates received.
 - d. Enhance working relationships with the Royal Botanical Gardens staff

3. Implement a sustainable cultural infrastructure plan.

- a. Continue to enhance the asset management practices for cultural facilities, through effective facilities management, linkages with the city's asset management staff, appropriate preservation and stewardship, and ongoing consideration of the need for accessibility and flexibility in use.
- b. Repair and renewal of existing assets, facilities and buildings will be a priority over investment in new facilities and buildings.
- c. Increased use of existing facilities for cultural engagement.
- d. Continue to develop the City of Burlington's asset management strategy and financial plan, including work with the staff of the Burlington Art Centre, Burlington Performing Arts Centre, Burlington Museums and Burlington Public Libraries to ensure that existing cultural facilities have an appropriate repair and renewal budget, reserve fund where appropriate, and a capital investment plan.

How will we measure success? (Leadership):

How much did we do?

- Number of cultural contacts, including entries in Who's Who online in the Cultural Portal
- Facility condition index for cultural facilities in Burlington (low, high, average).
- In future, possible consideration of hours or days of use for cultural facilities.

How well did we do it?

- Level of satisfaction by cultural contacts with cultural information provided by the City and external organization (annual response)
- Extent of awareness of external organization (annual response).

Is anyone better off?

- Level of satisfaction with "I know who to call" about culture in Burlington (annual response)
- Infrastructure gap specific to cultural facilities and buildings in Burlington.

Communications and Outreach Vision

The future we're striving for:

1. All members of Burlington's cultural community feel part of the recognized cultural sector in Burlington and are engaged in developing local culture.
2. Enhanced marketing and communications increase the profile of Burlington's arts and culture, including knowledge about local artists and cultural professionals.
3. Online profile of culture in Burlington that is easy to access, provides current cultural contacts and information, and fosters self service opportunities to share information, ideas and events with others.
4. Broad community support for culture through enhanced engagement and regular opportunities to engage with others interested in culture in Burlington.

5. Engage the cultural sector in Burlington to assist in profiling culture in Burlington.
6. Annual reporting of progress on the City's Cultural Action Plan.

What will it look like?

1. Ease of access to information about culture in Burlington
2. Variety of tools in use for cultural communications.

Starting Point

- Over 1200 points of interest or cultural significance identified by residents
- Burlington Mundialization Committee supports twin city relationships with Itabashi (Japan) and Apeldoorn (The Netherlands)
- Burlington Inclusivity Advisory Committee (BIAC).

Achieving the future we're striving for: Action List

- a. Create a Cultural Portal that is externally hosted, so that the portal can begin as a key link from the city's home page on www.burlington.ca and can potentially be transitioned to the external body for regular updates. Maintain the following functions on the cultural portal:
 - Who's who
 - What's new/what's happening
 - Engagement opportunities
 - Cultural mapping
 - Supporting culture in Burlington
 - Key Contacts
 - Feedback/input
 - Other functions as needed, potentially including content related to financial assistance, getting started (special events and/or culture generally), developing partnerships, and other topics of interest
- b. Develop an on line Burlington Cultural Guide, to be posted on the Cultural Portal. After successful implementation of the on line guide, a higher level print version can be considered.
- c. Use social media on an ongoing basis to profile cultural activity in Burlington and to invite young people to get engaged.
- d. Provide factual information about areas of interest and/or concern available on line, including:
 - City of Burlington by-laws relevant to cultural activity in Burlington
 - Application opportunities for permits for cultural activities whenever possible
 - Official Plan, 1994/2011: Part III, section 5 Downtown mixed use centre:
 - historic buildings
 - cultural activities
 - pedestrian orientation
 - municipal wide function for lifestyle and entertainment uses
 - Relevant process and/or contacts to address interests/concerns.

- e. Develop a map of Burlington highlighting cultural nodes, public art, and locations where culture can be experienced in Burlington. Print and distribute maps.
- f. Through direct contact with individuals in the creative industry, enhance information sharing and access to resources, and build relationships with others.
- g. Engage Burlington marketing and communications, graphic design, audio and video production sectors in Burlington to assist in profiling and celebrating culture in Burlington and to ensure that Burlington is viewed as a desirable community for creative industry employers.
- h. Through external body, work toward improved relationships with and local investment in culture from the business sector and other levels of government.
- i. Ensure that cultural information is regularly provided for tourism communications, including see and do, shop and event information
- j. Engage cultural sector in discussions with city staff to address concerns regarding:
 - zoning to allow restaurant and live music uses;
 - cost of and process for transient business licenses;
 - cost for permits requested by Burlington-based non profit organizations;
 - busking fees;
 - use of Civic Square;
 - cost of and access to equipment for cultural events.

How will we measure success? (Communications):

How much did we do?

- Number of hits to cultural portal and pages online
- Number of visits to cultural facilities owned by the City of Burlington

How well did we do it?

- Level of satisfaction with on line Cultural Guide (after posting of guide annually)
- Annual review of CoBALT Connects report to assess progress.

Is anyone better off?

- Number of re-tweets and forwards on social media content
- Percentage of cultural time Burlington residents spend in Burlington (from Vital Signs Report prepared by the Burlington Community Foundation)
- Level of satisfaction with Cultural Portal and Mapping.

Local Investment

The future we're striving for:

1. Municipal investment is leveraged with others for enhanced local and government investment in culture in Burlington.
2. A cultural grants program administered through the external organization with funds provided by the City of Burlington.

3. Foster opportunities for growth of local cultural organizations and, through external organization, foster career growth of local artists.
4. Increased investment by Burlington residents and businesses in culture in Burlington.

What will it look like?

1. Increased investment in culture in Burlington
2. Successful grants program in place.

Starting Point

- Burlington's investment in culture is split 85% in operating funding and 11% in capital funding, compared with the averages noted in the municipalities for which data is currently available (Calgary, Montreal, Ottawa, Toronto, Vancouver)
- Residents indicate that they spend \$591 per capita in an average year (148 respondents, and are spending 32% of their cultural money in Burlington (226 respondents in person and on line)
- 56% of the city's cultural investment is in operations
- Burlington's non cultural business sector directs 5% of their community support toward cultural activities
- In 2011, there were 12 major events and 31 community events in the downtown
- Burlington residents spend 37% of their cultural time in Burlington
- Significant infrastructure investment is required to bring the Burlington Art Centre and Joseph Brant Museum facilities to current day standards for asset management.
- Burlington's Parks, Recreation and Cultural Assets Master Plan identified the potential expansion of the Tansley Woods library branch to facilitate district level services in north Burlington, as well as development of a proposed southeast community centre.

Achieving the future we're striving for: Action List

- a. Promote and expand the existing fee waiver system to support financial assistance to members of the cultural sector in their use of city and/or community facilities
- b. Create opportunities to leverage greater financial support from provincial funders, initially through Cultural Meetings and later, through the external organization.
- c. In conjunction with the community, develop criteria for a cultural grants program including focus, eligibility, application process, criteria for selection, jury process, timelines and communication. As part of this process, consider Ontario Arts Council and other funding deadlines.
- d. Explore opportunities for matching funding for culture in Burlington.
- e. Provide city and board staff resources to work with the cultural community to identify and act on opportunities for cultural use of existing facilities and buildings, parks and open space.
- f. Maintain a City of Burlington Festivals and Events office and staff team that welcomes new and returning event organizers and provides information and

assistance in developing, supporting and promoting cultural festivals and events in Burlington

- g. Update the Special Events Team (SET) composition and process.
- h. Assess the current use and potential of the city-owned Music/Drama Centre as a potential location for the offices of the city's cultural leadership team and/or the administrative office of the external organization
- i. Maintain appropriate cultural joint venture agreements and address the expired joint venture agreement with Theatre Burlington
- j. Consider cultural services within the assessment of opportunities for use of the existing Skyway arena and redevelopment of the southeast commercial/retail area.
- k. Provide ongoing base budget funding through the City's annual current budget in order to:
 - Provide an administrative office space within a City of Burlington owned facility for the external organization, including office furnishings and office equipment (not staff)
 - Provide funding for grants to assist development of cultural partnerships and collectives, cultural organizations and cultural activities and events that will benefit Burlington residents, profile Burlington's cultural resources and/or enhance the visibility of culture in Burlington.

How will we measure success? (Local Investment):

How much did we do?

- Number and value of fee waivers provided to cultural sector (annually)
- Value of funds raised by cultural sector in Burlington through donations and sponsorship (including foundations of boards)
- Number of municipally-permitted cultural festivals and events (annually)
- Data arising from cultural grants program (number and value of grants or total annual arts and culture grants by the municipality divided by total population)
- Total expenditures on arts and culture by municipality, including net operating, grants, capital investments (annually). Include separate data for 'facilities and buildings' and 'beyond facilities and buildings based' investments.
- Possible measure to be confirmed: Number of people employed in cultural occupations in Burlington. Will need to clarify "professional" as part of the grant preparation and measurement/data tracking efforts.
- For future, consider implementation of a volunteer management tool in order to report number of volunteer hours for cultural activities (annually). Tool would be suitable for use for sport organizations and others as well.

How well did we do it?

- Net cultural investment per capita: capital investment and current budget investment reported separately
- Customer satisfaction with festivals and events services

- Value of funds raised by cultural sector in Burlington through successful grant applications (annual).
- Source of ongoing revenue profile for cultural services provided by the City and for cultural boards (earned revenue, facility rentals, etc. in dollar and percentage formats)

Is anyone better off?

- Percentage of their cultural cultural time that Burlington residents spend in Burlington (from Burlington Community Foundation's Vital Signs annual report)
- Percentage of people employed in cultural occupations in Burlington (may be compared with available national and provincial averages)
- Percentage of community funding that Burlington's non cultural business sector directs toward cultural activities
- Data arising from cultural grants (assessment of success of investment, contacts, etc.)
- Number of cultural activities/events held in City of Burlington facilities (hours or other comparable with sporting activities/events). In future, can be considered by season to ensure that year round opportunities are available.
- Recognition and impact beyond Burlington is a measure to be considered for future, including regional, provincial, national and international exposure.

Cultural Nodes or Clusters

The future we're striving for:

1. Vibrant neighbourhoods throughout Burlington with visible identity supported through public art, cultural nodes or clusters.
2. Downtown cultural hub that is active year round
3. Street-level cultural engagement is visible and encouraged by the municipality and external body.
4. Enhance the use of public spaces and achieve a higher level of satisfaction with public spaces (strategic plan).

What will it look like?

1. Vibrant neighbourhoods throughout Burlington that showcase culture.

Starting Point

- Many of Burlington's cultural services are located in stand alone facilities dispersed throughout the community with little collective visibility.
- Burlington's Official Plan, 1994/2011: Part II, section 7 includes Cultural Resources (community assets that pertain to material living or expressive culture):
 - public art in public spaces
 - increased cultural vibrancy and diversity
 - cultural clusters that create a critical mass of cultural activity in specific geographic areas.

Achieving the future we're striving for: Action List

- 1. Create opportunities within the City of Burlington Public Art Program for local artists**
 - a. Launch and maintain a local mural program exclusively for local artists, through PADIT. Consider murals at the city's downtown parking facility as part of this program
 - b. Review public art plan in 2017, 2018, at completion of ten year strategy

- 2. Expand the number of cultural nodes in Burlington, with enhanced visibility in parks, along multi purpose trails, and around community facilities, such as libraries and recreation centres, and cultural service centres**
 - a. Include public art as part of neighbourhood and community identity building, encouraging the installation of works by local artists. Lowville, Alton, Burloak and Brant Hills are areas that were suggested for cultural nodes in neighbourhoods.
 - b. Continue to add public art in the downtown through the Public Art Program (Core Commitment)
 - c. Expand citizen involvement in public art through a 'Friends of Public Art' group or neighbourhood community involvement so that there is enhanced communication with the public, donors and artists
 - d. Consider the use of unique landscaping and/or techniques to maintain appealing green space and enhance 'passive entertainment' for users of neighbourhood nodes
 - e. Consider opportunities for live music, including smaller opportunities within neighbourhoods, with support from the Ministry of Tourism, Culture and Sport.

- 3. Collaborate with Downtown Burlington and other partners to create an "active waterfront destination that showcases the cultural heart of Burlington"** (Core Commitment: Downtown Vision and Action Plan)
 - a. Improve connections between cultural spaces in Burlington's downtown area through way finding signage, welcoming seating, and other amenities
 - b. Develop a sustainable animation strategy for smaller spaces and the winter season (Core Commitment)
 - c. Enhance use of civic square, the outdoor plaza at the Burlington Performing Arts Centre, the park outside the Burlington Art Centre, and other downtown public spaces in order to enhance the number of cultural/creative experiences offered at ground level.

How will we measure success? (Cultural Nodes or Clusters):

How much did we do?

- Downtown: number of activity generators/festivals and events downtown

- Number of Burlington residents participating as members of cultural organizations and engaged in neighbourhood or community wide cultural activity.

How well did we do it?

- Residents assessment of quality of life.

Is anyone better off?

- Feedback from local artists to be determined.