

# Service Business Plan



<b>Service Name</b>	Arts and Culture	<b>Service Type</b>	Public
<b>Service Owner Name</b>	Angela Paparizo	<b>Budget Year</b>	2019
<b>Service Owner Title</b>	Manager of Arts & Culture		

## Service Description

A public service to develop, provide and support art, heritage and cultural services, programs and events for community identity, inclusivity and belonging.

## Current State

<p>Customers &amp; Their Expectations</p>	<p>This service is delivered to:</p> <p>Citizens, who expect:</p> <ul style="list-style-type: none"> <li>• access to a range of affordable arts and cultural opportunities</li> <li>• inclusion and consideration of the needs of individuals and families</li> <li>• quality arts and cultural programs and festivals</li> <li>• affordable rates</li> <li>• welcoming, knowledgeable staff and volunteers</li> <li>• a safe environment and efficient program registration and access</li> <li>• a sense of place, civic pride and identity.</li> </ul> <p>Artists, cultural community organizations and service providers, who expect:</p> <ul style="list-style-type: none"> <li>• reliable leadership and partnership opportunities with the City</li> <li>• support from the City</li> <li>• efficient facility booking processes.</li> </ul> <p>Sponsors, who expect:</p> <ul style="list-style-type: none"> <li>• welcoming, professional and responsive customer service</li> <li>• value for their contribution.</li> </ul>
<p>Existing Service Delivery</p>	<p>City-delivered services: Burlington Student Theatre, Burlington Teen Tour Band and Junior Red Coats, Concerts in the Park, Music Programming, Festivals and Events, the Public Art Program and the Arts and Culture Fund Grant Program.</p> <p>Assist community groups that host a festival or event on City property.</p> <p>City Liaison Services and collaboration with the Art Gallery of Burlington, the Burlington Performing Arts Centre, Museums of Burlington (Joseph Brant and Ireland House), Tourism Burlington and the Burlington Public Libraries.</p>
<p>Existing Customer Engagement Tools / Methods</p>	<p>City website, e-blasts, cultural map Public Art online map and 311. Media including Burlington Post, Live and Play Guide. Outside promoters and social media, existing City engagement tools.</p>
<p>Is this Service Provincially Legislated?</p>	<p>No N/A</p>

For this Service are there Approved Service Standards?	Yes Cultural Action Plan, Cultural Strategy, Public Art Master Plan, Public Art Policy, Community Initiated Public Art Policy, Private Sector Public Art and the Strategic Plan
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## Sub-Services

Relationship Liaison Service with Arts and Culture Boards	Maintain and manage relationship agreements and leases with the Art Gallery of Burlington, Museums of Burlington, Tourism Burlington, Burlington Public Library and the Burlington Performing Arts Centre.
Public Art Collection Management	<p>Acquire and maintain public art through the public art development implementation team, with the assistance of an external provider. This includes:</p> <ul style="list-style-type: none"> <li>• Site selection and approval, planning of funds, artist selection process, public consultation, quality assurance and installation, unveiling event.</li> <li>• Manage public art promotions and donations.</li> </ul>
Cultural Mapping and Community liaison support services with cultural groups and artists	<p>Raise the cultural profile in Burlington. Collaborate with local artists to provide valuable arts and cultural events.</p> <p>Develop relationships and engage with the arts and cultural community. Support the arts and cultural community with various fund opportunities. Maintain a database of cultural resources in Burlington.</p>
Festivals and Events	<p>Coordinate, develop, deliver and promote new and ongoing community festivals and events, including:</p> <ul style="list-style-type: none"> <li>• City-run festivals and events, such as Canada Day, Children’s Festival and Movies Under the Stars.</li> <li>• Provide assistance to various event organizers when hosting an event on City property (e.g. Remembrance Day, Sound of Music Festival).</li> </ul>
Arts and Cultural Programs and Services	<p>Develop, deliver and promote City-run programs and services:</p> <ul style="list-style-type: none"> <li>• Burlington Arts and Culture Fund (BCAF) grant program.</li> <li>• Theatre programs - Burlington Student Theatre.</li> <li>• Music programs - Music Centre (lessons, camps, youth bands).</li> <li>• "Music in the park" program - Music Centre.</li> <li>• "Love my hood" program - Festivals and Events.</li> <li>• Provide and facilitate film permits for various productions.</li> <li>• Rental of the City's mobile stage.</li> </ul>

## Recent Continuous Improvement Initiatives

Finalized the Public Art Master Plan Update (2019 - 2028), which included the input of Council, staff and over 300 residents. The Update identifies 13 priority projects and an additional 55 secondary locations for potential public art projects. The update also includes two new policies: Community Initiated Public Art Policy and Private Sector Public Art Policy. The PAMP Update was approved by Council on July 16, 2018.

The Burlington Arts and Culture Fund (BACF) grant program launched in January 2018 and was able to support 19 arts and cultural projects across the municipality with total funding of \$50,000. The BACF nurtures the capacity of the arts and culture sector in Burlington, while fostering creativity, encouraging social cohesion, enhancing quality of life and stimulating cultural and economic development through direct

investment.

Phase 1 of the SET process is now implemented in AMANDA. Creation of training documents and training of staff for SET folders in AMANDA occurred. This has streamlined the event application process across departments making it easier to track the approval process and improve communications on individual event files.

Using the new Perfectmind software for registrations, music lessons and band memberships are now available through an online platform.

Two new commissions were installed as part of the Park Marker Program, an initiative that commissions local artists to create small-scale sculptures in public parks. The program supports the growing arts community through free professional development opportunities and access to paid commissions. The artworks were successful installed in Fothergill Woods Park (Bird Conversations) and Berton Park (Ecological Impact).

The Arts and Culture Section acted as community organizers for Burlington Culture Days 2018. The team helped to promote and coordinate over 50 arts and cultural events in collaboration with the Arts and Culture Council of Burlington, the Art Gallery of Burlington, Burlington Libraries, the Burlington Performing Arts Centre, Museums of Burlington and Tourism Burlington.

Love My Hood events continue to be a popular neighbourhood choice of events bringing people together to celebrate community.

Business process maps were created to document music lessons, memberships and Boosters tour process with improvements recommended for implementation in 2019.

Launched Year 3 of the Burlington Mural Project (local artist program). Two commissions are in progress for Lowville Park and Appleby Ice Centre. Artist applications are currently being considered by a community jury and the artwork will be installed in late 2018/early 2019.

Annual maintenance work was carried out on the public art collection (which consists of 81 artworks). The downtown bike rack series (24 artworks) were uninstalled, repowdercoated and reinstalled throughout the downtown core. Louise, the artwork donated by Apeldoorn, was cleaned and sealed to prevent damage from day-to-day use. Maintenance work was carried out on the Terry Fox Memorial, Central Park Labyrinth and Furred Fronds (an artwork that is a part of the local artist program).

Received two – Top 100 event awards for Canada Day and Children’s Festival from Festivals & Events Ontario.

Xiaojing Yan’s design proposal for Dwelling was selected for the Plains Road median public art project. The goal of this project is to add to the beautification efforts already happening along the Plains Road corridor. Dwelling is comprised of six stainless steel sculptures that are shaped like houses. The sculptures range in size and can be viewed from different vantage points which creates an identifying marker for the neighbourhood and contributes to a sense of community identity and belonging.

Burlington’s Cultural Map was rebranded and relaunched. With its user-friendly interface and bold innovative design, the interactive tool helps residents and tourists locate cultural assets across the city and allows creative individuals, groups and organizations to create and maintain their own cultural listings.

Festivals and Events partnered with BurlingtonGreen to educate attendees about greening initiatives at our direct delivered events and educate event organizers about hosting a green event. They ensured all vendors and sponsors complied with the green vendor agreement.

Acclaimed artist collective Studio F Minus was selected be part of the team designing the Elgin Street Promenade. This was the first time that artists were integrated into the early design phase of a public project in Burlington. This collaboration resulted in the installation of two new artworks; Portal and Main Squeeze as well as numerous other recommendations and improvements to the space.

Initiated a new youth public art project in conjunction with Recreation (Youth Outreach). Led by a professional artist, this project will engage youth on all aspects of a public art project - from artist selection, to idea generation to the creation and installation of the final artwork. A youth-led jury selected the artist in late fall 2018 and the final artwork will be unveiled in conjunction with Youth Week in May 2019.

All vendor and float applications for direct delivered events are now online/paperless.

The Festivals and Events office improved operating procedures and customer experience:

- Updated the events manual into a more user-friendly events and tournament workbook,
- Volunteers registration is now automated,
- Enhancements to the online community calendar, addition of the environment category,
- Created an event funding resource document for organizers,
- Hosted two education sessions on the event process for staff and the public.

**Emerging Opportunities and Anticipated Risks**

Emerging Opportunities	<p>An increase in the number of newcomers to the Burlington community in the future will provide opportunities for supporting intercultural initiatives.</p> <p>Create opportunities to attract youth participation in arts and cultural activities in different areas of the City.</p> <p>Increase collaboration with the Burlington Economic Development Corporation to help create vibrancy in the downtown.</p>
Anticipated Risks	<p>Due to possible economic hardships, citizens may consider cultural opportunities as less of a priority.</p> <p>Focus on maintaining affordable programs for all demographics.</p> <p>Unpredictable and volatile weather patterns may impact outdoor activities and events.</p> <p>Due to increased risks of human factor, more measures for preventative risk management need to be taken for community events.</p> <p>Lack of resources for preventative risk management</p>

Service Objectives	Target Completion
Implement an events guideline and work with the Culture Boards to coincide with the overall City's Strategic Plan and action plan, for further development of arts and culture for the City.	Dec 2019
Further leverage the AMANDA software to improve the customers experience through the Special Event Team process by developing an online application and monitoring process.	Apr 2019
Review and update Burlington's filming policy, procedures and processes. Will include: online application, best practice research and streamlining the process.	Jun 2019
Expand summer camp offerings to music and technical skills development and explore adult theatre opportunities.	Nov 2019
Work with high school students to create community-initiated art projects.	Nov 2019
Update the public art online GIS map and inventory.	Mar 2019

# MEASURING SUCCESS

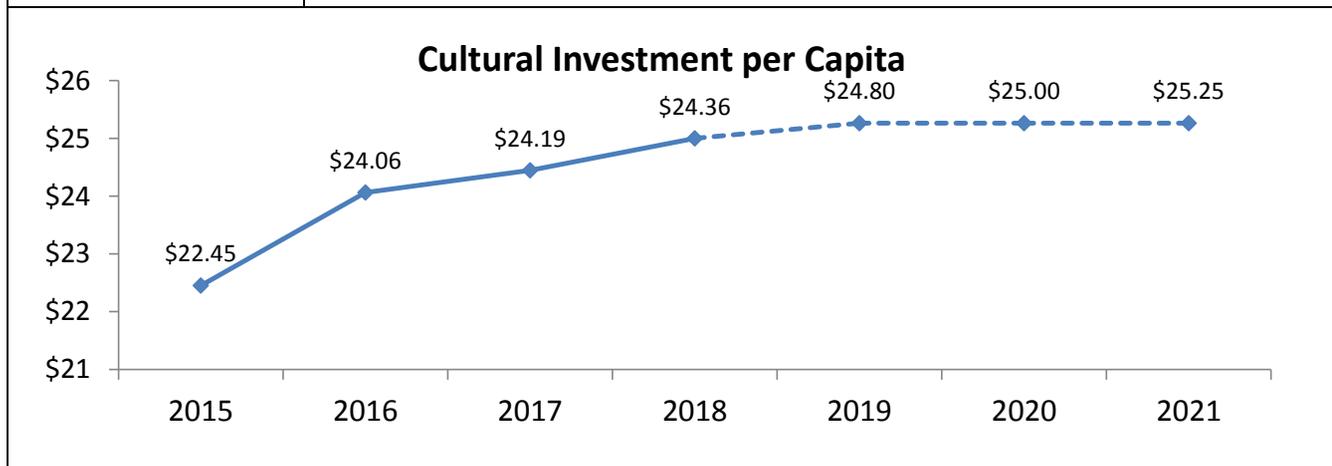
## How much did we do?

Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
Number of community-led festivals and events on public property	113	98	141	156	110	115	120	120
Number of City-organized festivals and events	4	5	5	6	6	6	6	6
Number of participants in City-organized festivals and events	59,000	71,200	60,725	64,000	65,000	66,000	66,000	6,600
Number of registered participants in City-delivered student theatre and music programs	373	397	458	535	615	620	625	625

\* data for number of community led festivals and events for 2018 reflects the number of events that go through the SET process and excludes permits only.

## How well did we do it?

Performance Measurement	Cultural Investment per Capita
Story behind the data	Burlington's population is growing and investment per capita is one way to benchmark and compare Burlington's cultural commitment with other communities. The data includes the City's operating and capital funding towards all arts and culture service providers, including Music Centre, Student Theatre, Festivals and Events, Public Art, Art Gallery of Burlington, Performing Arts Centre, Museums and Sound of Music



**Is anyone better off?**

<b>Performance Measurement</b>	Total amount of funding provided to the arts and cultural community through fee waivers, the community development fund and neighbourhood matching fund.
Story behind the data	Facility Rental Fee Waiver and Community Development Fund programs are in place and a new neighbourhood matching program has been added to the Community Investment Fund. This funding goal is to help the arts and cultural community get started in different projects. The Arts and Culture grant program was launched in 2018 to nurture the quality and capacity of the Arts and Culture sector.
Where do we want to go?	The arts and culture grants program is approved and will be launched early 2018. We need to maintain investments in Culture to foster creativity and enrich how Burlington residents experience and engage with Arts and Culture.

**Arts and Culture Community Investment**

