

Service Business Plan



Service Name Arts and Culture

Service Lead Name Angela Paparizo

Service Lead Title 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.

Strategic Alignment with Vision to Focus Plan

Building more citizen engagement, community health and culture

Building more customer centric services with a focus on efficiency and technology transformation

Service Goals

To increase our commitment to arts and culture to be a welcoming city for all citizens.

To coordinate and set joint strategic directions with the Cultural Boards (AGB, BPAC, Museums, Libraries, Tourism) and work together in order for the city to achieve its Strategic Directions.

To support and nurture the capacity of arts and culture sector in Burlington, while fostering creativity through direct investment programs such as the Burlington Arts and Culture Fund (BACF), Development Fund, Matching Fund.

To maintain the quality of direct delivered events and to support dynamic, innovative and accessible community organized festivals and events that celebrate our City's culture.

To offer a range of arts and cultural programs while focusing on the wellness and development of the participants of all ages.

To encourage a sense of place, community, civic pride and identity by developing and implementing Burlington's public art program.

Current State

Customers & Their Expectations

This service is delivered to:

Citizens, who expect:

- access to a range of affordable arts and cultural opportunities
- inclusion and consideration of the needs of individuals and families
- quality arts and cultural programs and festivals
- affordable rates
- welcoming, knowledgeable staff and volunteers
- a safe environment and efficient program registration and access

- a sense of place, civic pride and identity.

Artists, cultural community organizations and service providers, who expect:

- reliable leadership and partnership opportunities with the City
- support from the City
- efficient facility booking processes.

Sponsors, who expect:

- welcoming, professional and responsive customer service
- value for their contribution.

Existing Service Delivery	<p>City-delivered services: Burlington Student Theatre, Burlington Teen Tour Band and Junior Red Coats, Concerts in the Park, music and other culture related programming, festivals and events, the public art program and various available grant programs.</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>
Existing Customer Engagement Tools / Methods	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.
Is this Service Provincially Legislated?	No N/A
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

Programs

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.
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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"> • Site selection and approval, planning of funds, artist selection process, public consultation, quality assurance and installation, unveiling event. • Manage public art promotions and donations.
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.</p> <p>Support the arts and cultural community with various fund opportunities.</p> <p>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"> • City-run festivals and events, such as Canada Day, the Children's Festival, Concerts in the Park, Kite Festival, Santa Claus Parade and Movies Under the Stars. • Provide assistance to various event organizers when hosting an event on City property (e.g. Remembrance Day, Sound of Music Festival).
Arts and Cultural Programs and Services	<p>Develop, deliver and promote City-run programs and services:</p> <ul style="list-style-type: none"> • Burlington Arts and Culture Fund (BCAF) grant program. • Theatre programs - Burlington Student Theatre. • Music programs - Music Centre (lessons, camps, youth bands). • "Music in the park" program - Music Centre. • "Love my hood" program - Festivals and Events. • Provide and facilitate film permits for various productions. • Rental of the City's mobile stage.

Recent Continuous Improvement Initiatives

The Culture Boards working team was created to coordinate the organizations in working together on common issues and projects. The main purpose of this team is to work together in developing art and culture for the city. The team is working together on joint strategic initiatives to achieve City of Burlington's Strategic Directions.

There was an increase of \$25,000 for the second year of Burlington's Arts and Culture Fund (BACF) grant program launched in January 2019. BACF was able to support 16 arts and cultural projects across the municipality with total funding of \$75,000.

Festivals and Events will launch a new online platform Q4 2019 for event organizers using AMANDA to handle event applications through the Special Event Team (SET) process. Organizers will have a unique account history and will be able to monitor their application process as well as

access their City issued permits. The AMANDA program will also be able to offer quick and simple reports for staff and begin to establish an event history.

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.

The Arts and Culture section launched Art and the City, a self-guided downtown public art walking tour. Art and the City is available online and accessible from any mobile device. The free web app offers a new way explore Burlington's downtown and learn about public art in the process.

Using the new Perfectmind software for registrations, music lessons are now available through an online platform as of August 2018 registration launch. Provided customers the opportunity to register for the date and time best for their schedule from the comfort of their own home.

Culture Days, a national, non-profit organization celebrating arts and culture ranked Burlington's 2018 Culture Days weekend seventh overall across Canada and third among cities with a population between 50,000 and 500,000.

As phase two of the Cultural Nodes project, the City of Burlington's public art program has commissioned professional artists to create temporary art installations that were unveiled in a public art lab as part of the Burlington's Culture Days. Seven installations were exhibited from Sept. 27 to Oct. 25, 2019.

The nimbleness of staff, resource mobilization, and event processing allowed for the City to host the Walk Off the Earth Beard Guy Tribute aired on CBC and six Raptor viewing parties.

Business process maps were created to document music lessons, memberships and Boosters tour process with improvements recommended for implementation in 2019. Process maps identified key efficiencies and business management practices improvement areas to address changes and reduce risks such as better money handling and customer service.

The City of Burlington was recognized by Festivals and Events Ontario with two— Top 100 event awards for Canada Day and Children's Festival events.

In the Fall of 2019, Festivals and Events will change the format and frequency of the previous annual Festivals and Events Organizers (FEOG) conference and begin to host two meetings per year in order to have more opportunity for face to face interaction with community event organizers. The purpose of these meetings is to educate and inform as well as obtain feedback on their event planning needs.

National Youth Week was celebrated with a new public art mural (Setting the Scene) led by professional artists Jimmy Baptiste and Hans Schmitter

unveiled at the Burlington Student Theatre in May 2019.

Expanded summer music camp by offering 2 additional weeks of program and having the Burlington Teen Tour Band members as music mentors. Also offered a two-week technical skills development program in conjunction with theatre summer program which allowed teens to learn and explore the backstage technical aspects. Worked with Burlington Seniors Centre so that adults were able to attend Mainstage Seniors show and 2 summer performances at a reduced fee.

The public art program invited Ontario-based Indigenous artists or Indigenous-led artist teams to submit an Expression of Interest to create a permanent public artwork for the exterior of the Joseph Brant Museum. The intent of this project is to build on efforts to create awareness of the rich Indigenous cultures, peoples and heritage that are at the root of our territory, city and province.

Environmental Considerations

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>Increase collaboration with the Burlington Economic Development Corporation and Burlington Downtown Business Association to help create vibrancy in the downtown.</p> <p>An increase in the number of newcomers to the Burlington community in the future will provide opportunities for supporting intercultural initiatives.</p> <p>Availability of free events may create new opportunities for newcomers to connect with the city and other residents.</p> <p>Create opportunities to attract youth participation in arts and cultural activities in different areas of the City.</p> <p>An increase in the Love My Hood granting to \$500/event may provide added support and increase interest to host more events.</p>
Anticipated Risks	<p>Due to possible economic hardships, citizens may consider cultural opportunities to be less of a priority.</p> <p>Focus on maintaining affordable programs for all demographics.</p> <p>Reduced Provincial funding to support arts and culture initiatives may affect the number and quality of events and other related projects. This may also cause many art organizations to fold.</p> <p>Unpredictable and volatile weather patterns may impact outdoor activities and events.</p>

High level of risk management and rigor is being put into place for larger public gatherings which increases the cost of hosting events and may deter organizers.

Reduced number of volunteer commitment may risk increased cost and the viability of the service.

Reduction in the availability of paid duty officers to support events may change on road courses or change the footprint of the event.

The lack of investment and infrastructure to support large events outside of the core downtown area limits the ability to host events in other areas of the City.

Enterprise Risk Considerations

Financial Sustainability - Sustainability, Budget, Strategic Plan
Climate Change - Severe Weather Events

Service Initiatives

Target Completion

Review and update Burlington’s filming policy, procedures and processes.

Jun 2020

Develop and install “welcome” visual sign in all City and Cultural Boards facilities with multiple languages in it in accordance with the recommendation of the Welcome to Burlington for Newcomers project from the Mohawk Future Ready Leadership Team and From Vision to Focus Plan.

Jun 2020

Install and unveil an Indigenous artist permanent public artwork at the Joseph Brant Museum to coincide with the first anniversary of the newly renovated museum’s opening. The theme of the artwork is focused on Indigenous language as a through-line by which we are connected to our past, present and future.

Sep 2020

In collaboration with the Cultural Boards and Halton Multicultural Connections explore the opportunity to implement “Culture Diversity/Competency” training for staff and boards.

Dec 2020

Develop and implement “Weird and Wonderful” Walls community project. The project would identify wall space available for community to create a mural.

Dec 2020

Update the public art online GIS map and inventory. Carry out catch-up maintenance on the public art collection.

Nov 2020

MEASURING SUCCESS

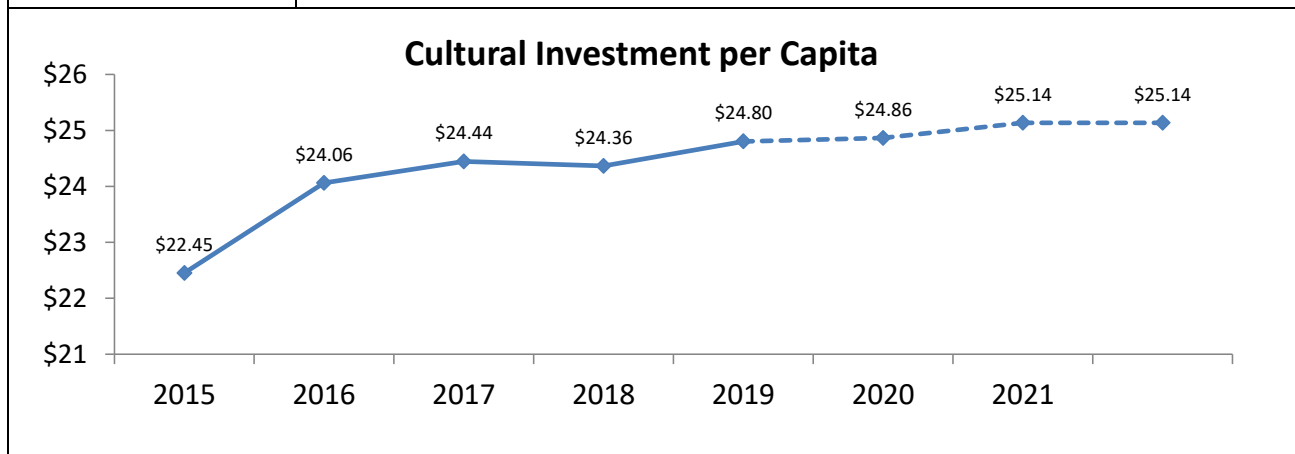
How much did we do?

Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Number of community-led festivals and events on public property	98	141	156	110	115	120	120	110
Number of City-organized festivals and events	5	5	6	6	6	6	6	6
Number of participants in City-organized festivals and events	71,200	60,725	64,000	65,000	74,500	75,000	76,000	76,000
Number of registered participants in City-delivered student theatre and music programs	397	458	535	615	620	625	625	645

* 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?

Performance Measurement	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 was 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

