



Hamilton

# CITIZEN COMMITTEE REPORT

<b>To:</b>	Chair and Members General Issues Committee
<b>From:</b>	Annelisa Pedersen and Tricia LeClair Co-Chairs, Arts Advisory Commission <hr/> (to be signed by the Co-Chairs)
<b>Date:</b>	May 2, 2012
<b>Re:</b>	<b>Strategic Municipal Investment in the Arts (AAC12- 001) (City Wide)</b>

## **Recommendation:**

That Council receive Report AAC12-001 and its Appendices A – F.

That the Arts Advisory Commission through its Arts Funding Task Force be directed to undertake the next steps listed on page 11 in Report AAC12-001, leading to the development of recommendations for the establishment of a strategic arts investment model for the City of Hamilton.

## **Overview:**

The Arts Advisory Commission (AAC) struck an Arts Funding Task Force (Task Force) in 2011 to review municipal arts funding in Hamilton in response to consistent community feedback identifying lack of funding as the most significant issue facing the arts in Hamilton (Report AAC10-001, Council April 14, 2010). The Task Force has completed comprehensive research including identifying current programs, a survey of arts community funding needs and a comparison of municipal arts funding practices in other Canadian cities. As a result of this work, the Task Force has identified an opportunity for the City of Hamilton (City) to be more strategic in its approach to investment in the arts. A more integrated and targeted approach would achieve:

- More effective use of direct financial investment by the City of Hamilton (e.g. grants)
- Increased ability to measure the impact of financial investment on the community and on the achievement of municipal goals
- A strengthening of Hamilton's reputation as a creative and vibrant city
- Identification of opportunities to utilize existing municipal assets in new ways (e.g. facilities, expertise)

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- Use of a range of investment mechanisms (e.g. grants, partnerships, commissions, forgivable loans)
- A stronger sense of shared leadership between stakeholders in the arts sector
- A stronger arts sector<sup>1</sup>, with more opportunities for employment, innovation, and participation for all citizens

Based on its work to date, the Task Force has identified gaps in the City's current approach to arts investment:

1. The amount of direct investment in the arts by the City of Hamilton is low compared to other municipalities.
2. Current City of Hamilton funding programs for non-profit arts organizations do not meet the need for operating and project support and are not seen to be strategic, equitable and transparent.
3. There is no direct municipal funding for individuals who are involved in artistic creation and presentation.
4. There is limited municipal funding or services for business development in the arts sector.

The AAC, through the work of its Task Force, has both the motivation and expertise to develop recommendations for a new model for strategic arts investment by the City for Council's approval. The AAC will work with Tourism and Culture Division staff to ensure alignment of the recommendations with Council's Economic Development Strategy, the Municipal Cultural Plan currently in development and other guiding documents.

**Background:**

In 2009, the AAC held a community consultation session called *The Big Picture Revisited* to take the pulse of the arts community and to establish priorities for its own workplan. The report from this consultation session and resulting AAC workplan were presented to Council on April 14, 2010 (Report AAC10-001).

The most important issue identified by participants during *The Big Picture Revisited* consultation was funding for the arts. In fulfilment of its mandate to recommend activities for the stabilization and strengthening of the arts community, the AAC added items to its work plan including exploring new funding models for the arts that will meet

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<sup>1</sup> The arts sector comprises organizations, creative businesses and individual arts workers primarily engaged in the creation of programs, activities, products, services, and the operation of facilities to meet the cultural and entertainment interests of their patrons and customers. These establishments and individuals produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; and operate facilities or provide services that enable patrons to participate in arts recreational activities or pursue amusement, hobbies and leisure-time interests. (Adapted from Canadian Industry Statistics, NAICS, Industry Canada.)

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locally identified needs, fit within the City's budget structure, and increase financial support for the arts community.

To respond to this identified community need, the AAC struck an Arts Funding Task Force. The Terms of Reference for this Task Force are attached as Appendix A to Report AAC12-001. The Terms of Reference were reviewed by the City Treasurer and the Director of Culture before their approval by the AAC on March 22, 2011. The Task Force members are Kristine Germann (Chair), Tim Potocic (Vice-Chair), HooJung Jones, Josefa Radman, Anne Cibola and Louise Dompierre. Staff liaisons are Jennifer Kaye and Pam Mulholland (Tourism and Culture Division) and Jacqueline Norton (Economic Development and Real Estate Division).

The Task Force began its work in early 2011 and identified the following tasks:

1. Identify funding issues facing Hamilton's arts community.
2. Research municipal funding models and per capita funding comparisons in other communities.
3. Review current City of Hamilton arts funding programs.
4. Analyze results of best practice research and City of Hamilton's current spending on the arts.
5. Write a report identifying findings and present to the Arts Advisory Commission for input and approval.
6. Seek delegation status to a committee of Council to report findings.
7. Submit approved findings to the staff-driven review of the CPP program.
8. Develop recommendations for the establishment of a strategic arts investment model for the City of Hamilton in consultation with the Hamilton arts community and other key stakeholders.
9. Write a report recommending an arts investment model and present to the Arts Advisory Commission for input and approval.
10. Seek delegation status to a committee of Council to report recommendations for the establishment of a strategic arts investment model.

To date, the Task Force has completed items 1 through 6. It commissioned Hill Research Strategies, the leading Canadian arts research company (based in Hamilton), to complete two key pieces of work. The first was an online survey asking local arts respondents about key issues, levers, gaps and possibilities regarding the City's cultural services. The survey was completed by 192 individuals and 83 organizations/businesses. The second piece of work was a research component comparing the role and structure of arts funding in Hamilton and seven select Canadian cities. The seven cities are Ottawa, Toronto, Winnipeg, Waterloo, Halifax, Windsor and London. These cities were selected as comparators to Hamilton for a range of reasons; including population size and geographic proximity.

This work was completed in cooperation with Tourism and Culture Division staff and was funded as part of the municipal cultural planning process. Hill Research

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Strategies reports are attached to Report AAC12-001:

- Appendix B – *Summary of research into arts funding and non-financial supports* (Hill Strategies Research Inc., February 2012). This is a summary of the findings of the reports contained in Appendices C and D.
- Appendix C - *Funding and support needs of Hamilton artists, arts, culture & heritage organizations / businesses: Summary of survey responses*. (Hill Strategies Research Inc., October 2011).
- Appendix D - *Structure of arts, culture and heritage funding in select Canadian cities* (Hill Strategies Research Inc., December 2011).
- Appendix E – *Government funding for Ontario orchestras and art galleries* (Hill Strategies Research Inc., December 2011). This was an addendum to the report contained in Appendix D.

**Analysis/Rationale:**

***Key findings from the Research***

1. *Funding and support needs of Hamilton artists, arts, culture and heritage organizations/businesses* (Appendix C).

The arts sector in Hamilton is struggling with the issue of financial sustainability as identified in the survey of funding and support needs in the Hamilton arts community. While Hamilton has many valuable attributes as a centre for creative activity, many Hamilton artists have great difficulty generating sufficient earnings from their practice in order to live in Hamilton, whether through public funding, sales, finding sufficient opportunities, or marketing their work. 67% of individuals surveyed identified low earnings from their art or practice as their greatest challenge. In general, Hamilton artists reported very low overall gross incomes:

- 34% have overall gross incomes under \$20,000
- Median earnings are about \$27,000
- 56% have overall gross incomes under \$30,000
- A typical professional artist in Hamilton generates 30% of their total income from their artistic practice

Hamilton artists reported incomes below both Statistics Canada's Low Income Cut-Off (LICO) and the median income level reported for Hamilton. The 2010 before tax LICO for large cities like Hamilton was just over \$22,000 for a single person, \$28,000 for a single parent with one child, and \$42,000 for a family of four. In

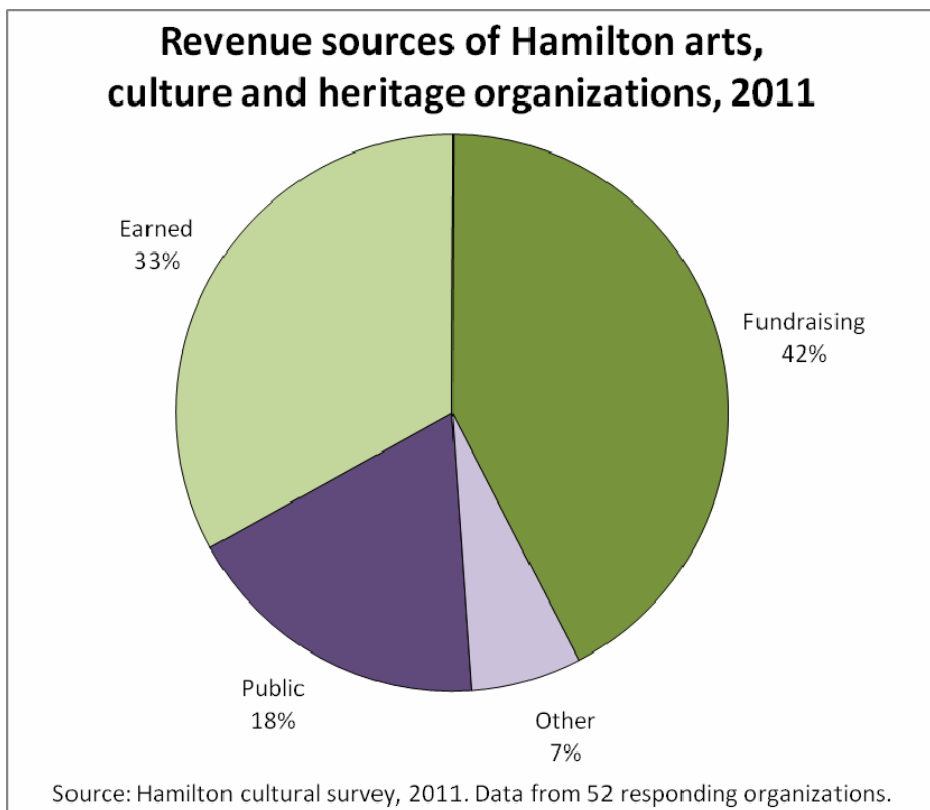
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comparison, Hamilton's median full-time employment income was almost \$44,000 per worker in 2006<sup>2</sup>.

Arts organizations responding to the survey also reported financial challenges in generating revenues from all three major sources: public funding, earned revenues and private sector revenues:

- Generating adequate earned revenues: 64% of responding organizations (including for-profit and not-for-profit groups)
- Obtaining adequate public funding: 63%
- Raising adequate funds from the private sector: 60%
- High costs / expenses for supplies and services: 49%
- Obtaining adequate capital financing: 25%

On average, Hamilton non-profit arts organizations that responded to the survey generate 42% of their revenues from fundraising and 33% from other earned revenue sources such as ticket sales or rental revenues. The median level of funding received from the City for these organizations is 10%.



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<sup>2</sup> *Working and still poor? It doesn't add up! Why living wage is coming to Hamilton* (Social Planning and Research Council of Hamilton, December 2011).

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A detailed analysis of government funding for the Art Gallery of Hamilton and the Hamilton Philharmonic Orchestra, included as Appendix E to Report AAC12-001, shows that municipal funding for both of these organizations as a percentage of total budgets is lower than for most other comparator organizations in other cities. The Art Gallery of Hamilton receives 9.6% of its total budget from the municipality, which places it 6<sup>th</sup> of 7 comparator public art galleries in other Ontario cities. The Hamilton Philharmonic Orchestra receives 9.0% of its total budget from the municipality, which places it 5<sup>th</sup> of 6 comparator orchestras in other Ontario cities.

Respondents also placed a high priority on the development of municipal policies and plans that support the arts. This is consistent with feedback received from the public and stakeholders during the development of the City's municipal cultural plan, which seeks to advance cultural development in the city. The cultural plan is currently in its third and final phase. Phase 1 set the cultural asset framework and mapped Hamilton's baseline cultural assets. Phase 2 entailed broad community engagement with more than 2,100 stakeholders. Phase 3 will conclude with a cultural plan being presented to Council in early 2013 for approval.

2. *Structure of arts, culture and heritage funding in select Canadian cities*  
(Appendix D)

Approaches to arts funding and investment vary widely between the eight municipalities studied. All have some sort of arts funding program, but they are delivered differently and have varying components. Operating funding is the norm, with the exception of Halifax and Hamilton. Five of the comparison municipalities provide grants to individual artists. With the exception of Winnipeg, all the municipalities provide some degree of in-house arts funding for organizations. (The City of Winnipeg does provide arts funding but does so through the Winnipeg Arts Council; an arms-length agency). The comparison municipalities provide a range of non-financial supports for both non-profit and for-profit cultural organizations. In short, each municipality has evolved its approach to arts funding and investment based on the needs of their specific communities, with some common practices emerging.

**Analysis of the research**

Based on its analysis of both the research findings and the City's current approach to arts investment, the Task Force has identified four key gaps as follows.

**Gap 1** - *The amount of direct investment in the arts by the City of Hamilton<sup>3</sup> is low compared to other municipalities.*

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<sup>3</sup> The City provides grants to arts organizations through the Community Partnership Program and Boards & Agencies funding streams. These grants subsidize cultural performances and products, making them more affordable and accessible to the public.

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In 2011, Hill Strategies Research conducted research about the role and structure of funding to the non-profit arts sector in comparable Canadian cities<sup>4</sup>, including per capita comparisons. Hamilton ranked 7th out of 8 cities with current arts grants of \$3.08 per capita.

The average of the 7 other cities is \$5.35, which is 74% more than the current Hamilton level. See Table 1.

**TABLE 1**

<b>Municipality</b>	<b>Population (2006 census)</b>	<b>Per Capita Funding Actuals (2010 or 2011)</b>
Ottawa	812,100	\$10.10
Toronto	2,503,300	\$7.51
Winnipeg	633,451	\$7.26
Waterloo Region	507,000	\$4.75
Windsor	216,473	\$3.86
London	352,395	\$3.41
<b>Hamilton</b>	<b>504,550</b>	<b>\$3.08</b>
Halifax	372,679	\$0.55

In addition to the low comparator per capita funding level, 63% of Hamilton arts sector respondents to the survey identified obtaining adequate public funding as a major organizational financial challenge. Hamilton non-profit arts organizations generated substantial revenues from earned and private sector sources. In fact Hamilton organizations reported private sector support two and a half times that of public sector investment from all three levels of government. By comparison, the City's investment in the arts has not kept pace with other municipalities (as outlined above in Table 1) nor inflation.

For additional information on levels of City of Hamilton funding to the arts sector for the period 2006 to 2011, see Appendix F<sup>5</sup>.

**Gap 2** - *Current City of Hamilton funding programs for non-profit arts organizations do not meet the need for operating and project support and are not seen to be strategic, equitable and transparent.*

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<sup>4</sup> *The role and structure of arts funding in select Canadian cities* (Hill Strategies Research, December 2011).

<sup>5</sup> The City of Hamilton has funded arts organizations since amalgamation in 2001. For the purposes of the Task Force review, 2006 was chosen as a benchmark year for CPP and Boards & Agencies funding in order to align with Canadian census data.

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This gap has been identified through a number of sources during the last two years, as follows:

- In 2010, *The Big Picture Revisited* participants recommended funding reform in the way grants are currently delivered to City-funded non-profit organizations. (Report AAC10-001, Appendix A. Council April 14, 2010).
- In 2011, the Task Force members reviewed the City's current funding programs and cited dissatisfaction with the clarity and consistency of funding recommendations; lack of a funding strategy related to the type of grants provided (program as opposed to operating and project); and the lack of policy with respect to the grant review process (Arts Funding Task Force, Minutes, February 14, May, 2, and June 20, 2011).
- In the survey<sup>6</sup>, Hamilton organizations' highest priorities for municipal cash grant support for the sector was operating funding to non-profit arts organizations (#1 by a wide margin). The Community Partnership Program Culture Stream does not provide operating funding. Comments from respondents also indicated a lack of confidence in the Program.
- In 2012, the CPP Culture Stream Adjudication Sub-Committee of the AAC provided recommendations to the AAC including establishing a mechanism for feedback between adjudication teams and the City's Grants Sub-Committee with respect to CPP funding recommendations (Arts Advisory Commission Minutes, February 28, 2012).

Effective arts funding programs that provide stable, measurable funding to both established and emerging arts organizations and artists represent best practice investment on the part of municipalities and funders (such as foundations).

**Gap 3** – *There is no municipal funding for individuals who are involved in artistic creation and presentation.*

Funding for individual artists was identified as a high priority by respondents to the survey. Five out of seven Canadian cities researched provide grants to individual professional artists as follows: Toronto, Ottawa, Region of Waterloo Arts Fund, London and Winnipeg<sup>7</sup>. These programs support the creation and production of new work or completion of works in progress for individual professional artists. Hamilton does not currently have a fund to support individual artists in the creation and dissemination of work.

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<sup>6</sup> *Funding and support needs of Hamilton artists, arts, culture & heritage organizations and businesses* (Hill Strategies Research Inc., October 2011).

<sup>7</sup> *The role and structure of arts funding in select Canadian cities* (Hill Strategies Research, December 2011).



**Gap 4** – *There is limited municipal funding and services for business development in the arts sector.*

Council's 2010-2015 Hamilton Economic Development Strategy identifies creative industries as one of six key economic clusters for focused business development, and identifies specific business development strategies which are in various stages of completion or implementation. Some arts-related incentives have recently been implemented, such as the waiver of development charges in favour of a contribution to public art projects in the downtown.

Municipalities vary in their levels and approaches to support for business development in the arts sector. In Waterloo, for example, the municipality is a partner in the Creative Enterprise Initiative, an organization that works to ensure that Waterloo Region's cultural creators have the best possible environment to practice their craft, and that they have access to the resources and services necessary for their ongoing success. Other communities offer a range of options including tax incentives, loan programs, and low-cost facility rentals.

The City's existing infrastructure for innovation includes elements, such as the Small Business Enterprise Centre, that could be more successfully leveraged to support the needs of the arts sector. Similarly, there is a range of existing business development incentives that may be relevant to the arts sector, but that are not well known or understood within the sector. Additional targeted incentives could also provide valuable support.

***Recommendation to develop a strategic arts investment model***

Given the gaps identified above, the Task Force has concluded that the City, the arts sector and the community as a whole could benefit from the adoption of a strategic arts investment model. Such a model would:

- Align with Council's Economic Development Strategy
- Recognize that the arts sector has multiple components that complement and support each other. Such a holistic and integrated view would acknowledge the essential roles that creative individuals, creative businesses, and creative non-profit organizations play in a healthy arts sector and a healthy community
- Apply practices from other municipalities with implemented strategic arts investment models regarding operating, project and capital funding programs and other investment mechanisms
- Ensure transparency and accountability through policy and related procedures that define the application and reporting processes as well as the roles, responsibilities and required expertise of adjudication teams, City staff and Council
- Recognize the range of municipal assets that could be utilized as part of an investment strategy (such as buildings which could be utilized as cultural spaces)

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- Contain reporting requirements aligned to measurable outcomes such as:
  - Total grants expenditures by municipality on arts
  - Per capita arts grants expenditures
  - Number of businesses in the culture sector and number of jobs created
  - Number of community cultural organizations funded by the municipality
  - Funds leveraged by municipal investment in arts grants
  - Average artist employment income
  - Impact of the culture sector on GDP<sup>8</sup>

The arts sector in Hamilton has grown significantly over the last decade, and now has the capacity and momentum to become a key driver of growth, economic impact and quality of life.

- Based on custom data from Statistics Canada 2006 long-form census, 1,700 artists and 7,300 cultural workers reside in the City of Hamilton representing 3.2% of all Hamilton workers<sup>9</sup>
- The 2011 Downtown Hamilton employment survey recorded a total increase of 330 jobs over the 2010 employment survey. The growth in the Creative Industries sector alone was 320 jobs and includes animation studios locating/expanding in the core, such as Pipeline Studios, Huminah Huminah, Chuck Gammage and Elliott Animation<sup>10</sup>
- National publications have featured articles about the arts-driven renaissance of Hamilton<sup>11</sup>
- Since the James North Art Crawl began in 2005, the number of unique venues featuring art displays or performances has increased from 8 to 30, including the opening of a new venue for Hamilton Artists Inc., which is one of the oldest visual artist-run centres in Ontario
- James St. North and Ottawa Street, for example, are being significantly revitalized, with businesses opening to support the arts activities on the street
- New arts venues such as the Pearl Company, the Staircase Theatre and the Lyric Theatre have opened or reopened
- Arts-based festivals have developed (e.g. SuperCrawl, Locke Street Festival, Harvest Picnic) or grown (e.g. Festival of Friends) into nationally recognized events.

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<sup>8</sup> These possible measures are taken from Municipal Cultural Planning: Indicators and Performance Measures (Canadian Urban Institute, 2011). This report was funded by a number of partners, including the City of Hamilton through the Municipal Cultural Plan project.

<sup>9</sup> *Artist and Cultural Workers in Hamilton* (Hill Strategies Research, September 2010).

<sup>10</sup> 2011 Downtown Employment Statistics Report (City of Hamilton General Issues Committee and Council, January 2012).

<sup>11</sup> Hamilton artists, arts community and the Art Crawl have been featured in articles by the Globe and Mail (February 18, 2011; July 24, 2010), Toronto Star (Feb 5, 2009; June 21, 2007), National Post (Aug 20, 2010).

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These activities have a significant positive economic impact. For example, SuperCrawl estimated its economic impact in 2011 at \$3.9 million using a standard measurement tool endorsed by the provincial Ministry of Tourism and Culture<sup>12</sup>. Equally important is the positive impact that our vibrant arts community is having on Hamilton's image, both within and beyond its borders.

Canadian municipalities are increasingly realizing that the arts represent a high-return investment in terms of economic, social and cultural benefits. In Toronto in 2009, cultural organizations were able to leverage \$17.75 from every \$1 invested by the City of Toronto<sup>13</sup>. With its recent re-organization of the Culture Division into the Planning and Economic Development Department, the City of Hamilton is better positioned now to maximize its investments in the arts by establishing an integrated, measured funding approach to sectoral investment for the good of all citizens.

**Next Steps**

Should Council direct, the Task Force would develop recommendations for a strategic arts investment model for the City of Hamilton and will undertake the following tasks in collaboration with City staff:

- Develop recommendations for the establishment of a strategic arts investment model that will be effective for Hamilton and informed by the research and analysis presented in Report AAC12-001
- Conduct consultation with both internal and external stakeholders, including a public consultation session with the arts community to seek feedback on the Task Force's analysis and recommendations
- Present recommendations for a strategic arts investment model to Council in Q3 2012

The City of Hamilton plays an important role in fostering the arts in the local community. There is an opportunity to leverage that role and investment for greater return. The AAC, through the work of the Task Force, recommends the adoption of a strategic arts investment model for the City of Hamilton and is prepared to do the work required to assist in its development.

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<sup>12</sup> The Economic Impact of SuperCrawl 2011 in Hamilton-Wentworth Regional Municipality in 2011, November 30, 2011. This document was created using the Ministry of Tourism and Culture's TREIM economic impact calculator, with inputs provided by SuperCrawl organizers.

<sup>13</sup> Creative Capital Gains - An Action Plan for Toronto (City of Toronto Economic Development Committee and Toronto City Council, May 2011).

## **Hamilton Arts Advisory Commission – Funding Task Force Terms of Reference**

### **1. Goal**

- The goal of the Arts Funding Task Force is to make recommendations to strengthen Hamilton's arts sector through the development and implementation of a sustainable and appropriate arts investment model for the City of Hamilton.

### **2. Anticipated Outcomes**

- The development and implementation of a sustainable and appropriate funding model and funding amounts for artists and not for profit arts and culture organizations by the City of Hamilton.

### **3. Potential Projects and Initiatives**

- Research models from other communities
- Analyse results of research
- Write a report and make recommendations for funding individual artists and arts organizations and present to the Arts Advisory Commission for input and approval
- Seek delegation status to the Emergency and Community Services Committee of the City of Hamilton to report findings
- Submit approved findings to the staff-driven review of the CPP program in 2011.
- Educate stakeholders about findings.

### **4. Communication/Accountability**

- Inform the Hamilton Arts Advisory Commission of activities on a regular basis.
- Report findings to the AAC
- Report findings to the Emergency and Community Services Committee
- Report findings to the broader arts and cultural community.

## 5. ***Funding Task Force Specifics***

- ***Composition/Membership***
  - The Task Force is made up of seven (7) members representing a balance among artists and the community including a member of the current Arts Advisory Commission and one city staff person.
  - All members must have experience or be familiar with current funding practices.
  - Every effort will be made to have membership reflect the diversity of Hamilton's many communities.
- ***Leadership***
  - The Task Force will elect a chairperson. All members are eligible for the chair position and can either be nominated by other members or put their name forward.
- ***Length of term***
  - Task Force members are expected to serve until completion of the task, anticipated in 2011.
  - In the event that a vacancy occurs before the end of the term, The Hamilton Arts Advisory Commission may appoint a replacement.
- ***Roles and responsibilities***
  - Members are expected to further the Mission and Mandate of the Task Force.
  - Members are expected to attend all scheduled meetings of the Task Force. If unable to attend, a member is expected to send regrets at least 24 hours before a scheduled meeting. A member who misses three consecutive meetings of the Task Force may be asked to resign.
  - The Task Force will develop a Work Plan, and as part of the regular meeting agendas, review their progress in implementing the goals and objectives of the Work Plan.
- ***Meetings: Format, Frequency***
  - ***Conduct of Meeting:***

Consensus rather than voting is the primary decision-making process. Votes will be called at the discretion of the chair to resolve specific issues. This does not mean that there is an effort to build consensus solutions to all issues raised. When a vote is necessary a simple majority will carry the question. The Task Force must bring decisions to the Arts Advisory Commission for approval. All members are encouraged to participate in discussions. There are to be no personal attacks. Meetings will start and end on time.
  - ***Regular Meetings***

The Task Force shall meet as needed to accomplish its task. The meeting schedule and location is to be determined by the members of the committee. Meetings may be rescheduled by the call of the chair. The chair will decide if representation of membership is sufficient to hold the meeting.

- *Meeting Agendas*  
The chair shall prepare meeting agendas with input from task force members. The agenda will be distributed one week prior to the meeting.
- *Notification of Meetings*  
Members will be sent an email reminder one week prior to the meetings to provide date, place, time and agenda for the meeting.
- *Minutes*  
The chair will appoint someone to take the meeting minutes. Draft minutes will be reviewed by the chair and distributed one week prior to the next meeting. The minutes will be reviewed at the meeting and any amendments will be made. Members will be asked to vote to approve the minutes. Approved minutes will then be forwarded to the Hamilton Arts Advisory Commission.
- *Compensation*  
Members shall not be compensated for their participation on the task force.
- ***Conflict of Interest***
  - Conflict of interest occurs when a member participates in discussion or decision-making about any matter that may financially benefit that member, a member of his/her family, a person with whom the member is in personal or business contact, or any organization with whom the member is affiliated.
  - In all cases where the Task Force agenda presents such a conflict of interest for a member, that member will declare a conflict of interest, and will abstain from all discussion and voting on the issue.
  - All Task Force members will refrain from the personal use and communication of any privileged or confidential information.
  - All Task Force members will sign a conflict of interest agreement reflecting the above.
- ***Document Control***  
The city staff member will be responsible for maintaining a system for document control including revisions to these Terms of Reference, minutes, presentations, and other materials used or received by the Task Force.
- ***Amendment of Terms of Reference***  
These terms of reference may be repealed or amended if approved by a majority of members and a majority of Hamilton Arts Advisory Commissioners. Notice of possible action on the terms of reference must be given at a prior meeting.

Record of Amendments:

*Development of draft terms of reference*  
*Revised and approved by the AAC*

*September 28, 2010*  
*March 22, 2011*

# Summary of research into arts funding and non-financial supports

by Kelly Hill, Hill Strategies Research

February 29, 2012

Research components:

1. Role and structure of arts and culture funding in select Canadian cities
2. Needs of the Hamilton arts and culture community

## **Findings from research component #1:**

### **Role and structure of arts and culture funding in select Canadian cities**

This component of the project examined Hamilton plus 7 comparison cities:

- London
- Region of Waterloo (including lower-tier cities)
- Windsor
- Toronto
- Ottawa
- Winnipeg
- Halifax Regional Municipality

These cities were chosen because they are in southern Ontario and/or have a similar population size to Hamilton.

The main sources of information for this component are:

- Interviews with municipal staff in each city
- Web research
- Documents research

Some of the elements that were investigated in the research are highlighted below, including:

- In-house arts funding and / or arm's length funding
- Types of grants provided (operating, project)
- Grant levels
- Capital funding
- Other practices or types of assistance provided to the arts sector

## In-house arts funding vs. arm's length funding bodies

Four of the seven other municipalities have some form of granting through an arm's-length arts council.

- Toronto Arts Council (TAC)
- London Arts Council (LAC)
- Winnipeg Arts Council (WAC)
- Region of Waterloo Arts Fund (RWF)

In Winnipeg, all local arts funding comes from the Winnipeg Arts Council.

Three cities have partial in-house funding (in addition to arts council funding):

- Toronto (for 10 "major organizations" + 4 local arts service orgs). Most Toronto grants come from the Toronto Arts Council.
- London (only for the 2 largest local organizations). Most London grants come from the London Arts Council.
- Waterloo region (the main grants are in-house)

Three other cities (plus Hamilton) only have in-house funding:

- Windsor
- Halifax
- Ottawa

## Types of grants

Project grants for arts organizations are available in all comparison cities except Windsor, which essentially has special funding arrangements with a select number of local organizations. Hamilton's "program grant" model is essentially a form of project funding.

All cities except Halifax (and Hamilton) provide operating funding for arts organizations.

Four of the seven cities provide multi-year funding (Toronto, Ottawa, City of Waterloo, and Winnipeg).

Five of the seven comparison cities provide grants to individual artists (Toronto, Ottawa, Region of Waterloo Arts Fund, London, Winnipeg).



### Per capita funding provided through arts and culture granting program(s)

- Ottawa: \$10.10
- Toronto: \$7.51
- Winnipeg: \$7.26
- Waterloo region: \$4.75 (conservative estimate)
- Windsor: \$3.86
- London: \$3.41
- Halifax: \$0.55

Hamilton, with cultural grants of \$3.08 per capita, ranks 7<sup>th</sup> out of the 8 cities, ahead of only Halifax.

The average of the 7 other cities is \$5.35, which is 74% more than current Hamilton level.

*Notes: 1) The sources of the above information include information provided on the cities' websites, reports on local cultural funding (especially in Waterloo), as well as Kelly Hill's telephone interviews with staff members in each city. The most recent "actual" figures were used (typically 2010 or 2011 calendar year information). Every effort was made to ensure that the overall per capita amounts are comparable and include similar types of organizations and artists in each city. 2) None of these figures include funding for municipally-owned theatre or concert venues. Other cities provide funding for these venues through direct subsidies, not grants per se. In order to ensure the comparability of the granting totals with other cities, the Hamilton figure excludes HECFI funding. Five other Hamilton cultural boards and agencies are included, as these types of organizations are also included in other cities' granting figures: Art Gallery of Hamilton, Brott Festival, Hamilton Philharmonic Orchestra, Opera Hamilton and Festival of Friends.*

### Capital funding

Four of the 7 comparison cities have some type of capital funding program. However, many cities are struggling with this type of funding. The simplest structure is in Halifax, where capital funding is provided through the city's main granting program (Community Grants). The maximum capital grant is \$25,000.

London has a Capital Grants Program for all areas (not just culture). This program is the responsibility of the City Treasurer, with Council decision-making. This program was reduced to \$200,000 in 2011 budget cutbacks.

Ottawa's Cultural Facilities Fund provides matching funding for facility upgrades and repairs. The fund has an overall budget of about \$55,000.

While the City of Toronto has a Culture Build program, it has been budgeted at \$0 for three consecutive years.

### **Other practices or types of assistance provided to the arts sector**

Hill Strategies has prepared a more detailed summary of findings, which includes a brief examination of other types of assistance, including:

- Cash flow loans / loan guarantees
- In-kind assistance (event support, fees waived, etc.)
- Below-market rent in city-owned buildings
- Cultural policies and plans
- Public art
- Civic theatres
- Artist spaces
- Cultural districts
- Other practices (incubator funds, sustainability funds, etc.)

The more detailed summary, in the form of a PowerPoint presentation to the Arts Funding Task Force, is available upon request from City of Hamilton Culture Division staff.

### **Findings from research component #2:** **Needs of the Hamilton arts and culture community**

For this research component, a custom-designed online survey was created by Hill Strategies Research in consultation with City of Hamilton staff members. The Hamilton Cultural Survey was available for three weeks (Sept. 6-26, 2011) at [www.HamiltonCulturalSurvey.com](http://www.HamiltonCulturalSurvey.com). The survey asked local arts, culture and heritage respondents about key issues, levers, gaps and possibilities regarding the City's cultural services.

A total of 275 responses were received. The Hamilton Cultural Survey had 4 main sections, tailored to different respondents:

- Artists (168 respondents)
- Freelance cultural workers (24 respondents)
  - 192 responses from individuals (i.e., the above 2 types of respondents)
- Arts organizations or businesses (69 respondents)
- Culture and heritage organizations or businesses (14 respondents)
  - 83 responses from organizations or businesses (i.e., the above 2 types of respondents)

Based on an estimated total of 2,700 artists and freelance cultural workers in Hamilton<sup>1</sup>, the survey results for individuals could be considered accurate within a maximum margin of error of 6.8 percentage points, 19 times out of 20.

Based on an estimated total of 400 arts, culture and heritage organizations in Hamilton<sup>2</sup>, the survey results for organizations could be considered accurate within a maximum margin of error of 9.6 percentage points, 19 times out of 20.

## 10 key findings from the survey

This document provides a brief summary of 10 key findings from the survey, while a much more detailed summary of findings was prepared and delivered to City staff (available upon request).

Five of the key findings relate to the situation of individual artists, and the other five relate to Hamilton-based arts organizations.

**1. Most Hamilton artists and freelance cultural workers have roots in Hamilton or personal and family reasons for being established in the city.** Other important factors include the reasonable cost of living, the vibe of the city, and artistic or work opportunities.

- I grew up or have roots in Hamilton (or surrounding area): 53% of the individuals
- Personal / family reasons: 49%
- Reasonable cost of living: 43%
- Vibe of the city / local arts environment (Cultural worker wording: "Vibe of the city / Local cultural environment"): 38%
- Artistic opportunities (Cultural worker wording: "Work opportunities"): 31%
- Positive word-of-mouth about Hamilton: 16%
- Ability to generate sales, commissions, sponsorships, or other earned or private revenues: 8%
- Public funding opportunities: 5%

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<sup>1</sup> A previous report prepared for the City of Hamilton (*Artists and Cultural Workers in Hamilton: A Neighbourhood View*, Hill Strategies Research Inc., 2010) showed that, based on 2006 census figures, there are 1,700 artists in Hamilton. The report also indicated that there are about 7,200 cultural workers (including artists) in Hamilton. However, the target population of this survey included only *freelance* cultural workers. Census figures indicate that about 18% of Hamilton cultural workers are self-employed. As such, 1,000 freelance cultural workers (18% of the 5,500 non-artist cultural workers) were added to the estimate of artists.

<sup>2</sup> The precise number of arts, culture and heritage organizations in Hamilton is difficult to establish. The estimate of 400 is drawn from a list of organizational contacts from the City of Hamilton in cultural areas in which the survey respondents are most heavily involved (including cultural industries, facilities and spaces, festivals and events, as well as community cultural organizations). This number excludes advertising, architecture, design and commercial photography firms, as there were few such firms that responded to the survey.

## **2. Hamilton artists and freelance cultural workers have great difficulty generating earnings from their practice, whether through:**

- public funding
- sales
- finding sufficient opportunities or
- marketing their work

Survey findings regarding major challenges faced by artists and freelance cultural workers in continuing or growing their artistic endeavours or cultural practice in Hamilton:

- Low earnings from your art or practice: 67% of individuals
- Lack of public funding: 51%
- Difficulties generating sales, commissions, sponsorships, or other earned or private revenues: 45%
- Lack of artistic or work opportunities: 42%
- Marketing / audience development: 42%
- Need to spend more time on your art (or cultural work): 35%
- Lack of recognition / critical reviews of your work: 33%
- High cost of current spaces or facilities: 28%
- Lack of access to high-quality spaces or facilities: 26%

## **3. Hamilton artists and freelance cultural workers have very low gross personal incomes.**

- The median earnings of Hamilton artists and freelance cultural workers are \$27,000.
- 34% have incomes under \$20,000
- 56% have incomes under \$30,000.
- A typical professional artist in Hamilton receives 30% of their income from their artistic practice.

## **4. Individual respondents' highest priorities for municipal funding and non-financial supports are:**

1. Increased funding (#1 by a wide margin)
2. Municipal policies and plans that support the arts, culture and heritage
3. Networking and collaborations within the arts (culture and heritage) community
4. Promotion of Hamilton's unique cultural identity in Hamilton and beyond.

## **5. Individuals' highest priorities for municipal cash grant support for the sector are:**

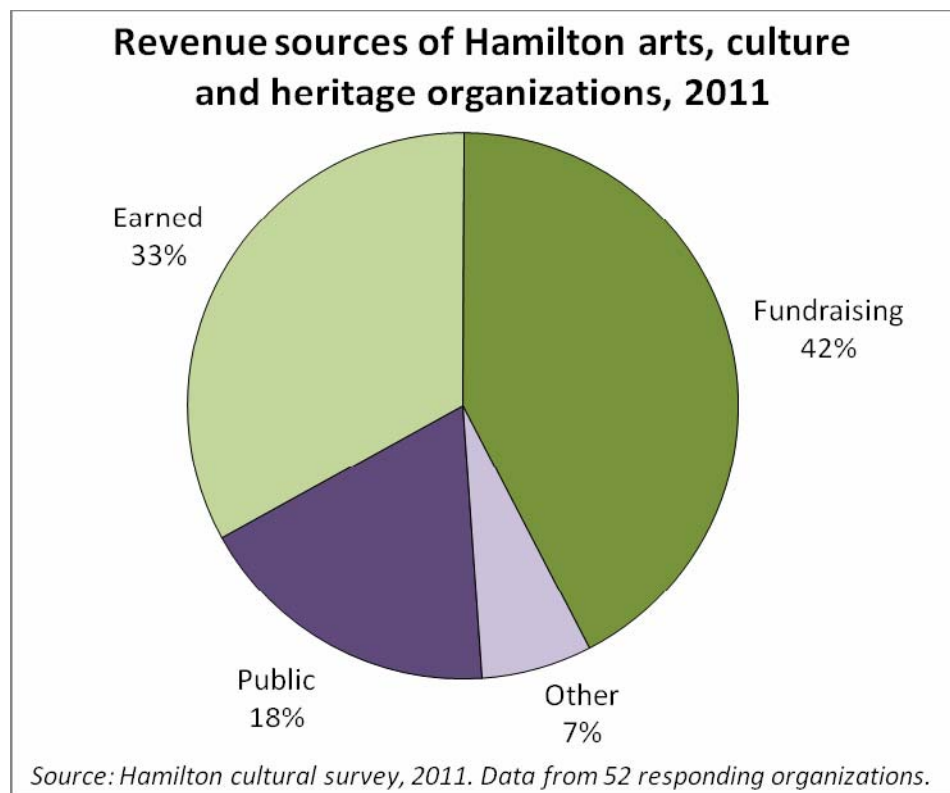
1. Grants to individual artists (#1 by a wide margin)
2. Operating funding to non-profit arts, culture and heritage organizations

3. Program-based or project funding to non-profit arts, culture and heritage organizations

*The remaining key findings relate to the situation of Hamilton-based arts organizations.*

#### **6. Organizations generate substantial revenues from earned and private sector sources.**

Private sector fundraising accounts for 42% of total revenues, while earned revenues represent 33% of total revenues. In contrast, public funding accounts for only 18% of total revenues. "Other" revenues represent the remaining 7%.



*Note: Median revenues, a measure of the size of a "typical" Hamilton cultural organization, are \$78,000.*

#### **7. Just over one-half of not-for-profit Hamilton arts, culture or heritage organizations (52%) currently receive municipal grants.**

The average amount received equals 13% of the organizations' operating budgets.

Only two responding organizations are satisfied with their current local funding level.

**8. Hamilton arts, culture and heritage organizations have substantial challenges generating revenues from all three major sources:**

- public funding
- earned revenues
- private sector revenues

More specifically, the major financial challenges identified in the survey include:

- Generating adequate earned revenues: 64% of responding organizations (including for-profit and not-for-profit groups)
- Obtaining adequate public funding: 63%
- Raising adequate funds from the private sector: 60%
- High costs / expenses for supplies and services: 49%
- Poor “fit” of granting programs for your organization’s activities: 26%
- Obtaining adequate capital financing: 25%
- Over-reliance on program-related funding rather than core funding: 23%

**9. Organizations’ highest priorities for municipal funding and non-financial supports are:**

1. Increased funding (#1 by a wide margin)
2. Municipal policies and plans that support the arts, culture and heritage
3. Resources for cultural facilities
4. Promotion of Hamilton’s unique cultural identity in Hamilton and beyond.

**10. Organizations’ highest priorities for municipal cash grant support for the sector:**

1. Operating funding to non-profit arts, culture and heritage organizations (#1 by a wide margin)
2. Program-based or project funding to non-profit arts, culture and heritage organizations
3. Capital funding

## Background information about Hill Strategies Research

Hill Strategies Research is a Hamilton-based company that specializes in applying social science research methods to the arts sector. Many free resources are available via email and internet:

- [www.HillStrategies.com](http://www.HillStrategies.com)
- [www.ArtsResearchMonitor.com](http://www.ArtsResearchMonitor.com)

Hill Strategies Research has three ongoing projects, which were created by Kelly Hill upon founding the company in 2002: the **Arts Research Monitor**, the **Statistical Insights on the Arts** series and **presentations** based on our research findings.

The *Arts Research Monitor* is a free report published 10 times per year. The report provides summaries and links to research evidence. Free, categorized and searchable information is available on the Monitor's website ([www.ArtsResearchMonitor.com](http://www.ArtsResearchMonitor.com)). The Monitor is nearing the end of its 10<sup>th</sup> year of publication (about 400 articles summarized so far).

To date, there have been 36 reports in the *Statistical Insights on the Arts* series. Recent reports in the series include:

- Canadians' Arts, Culture and Heritage Activities
- Young children's arts participation
- Patterns in performing arts spending
- Consumer spending on culture
- Social effects of culture
- A statistical profile of artists in Canada
- Volunteers in arts and culture organizations
- Individual donors to arts and culture organizations

In addition, Hill Strategies Research also conducts other commissioned research projects, such as:

- Municipal Cultural Investment in Five Large Canadian Cities
- Provincial Government Spending on the Arts and Culture in Saskatchewan in 2008/09
- Audience Engagement Survey (for the Creative Trust group of organizations in Toronto)
- Senior Artists' Research Project
- A Delicate Balance: Music Education in Canadian Schools

## Funding and support needs of Hamilton artists, arts, culture & heritage organizations / businesses: Summary of survey responses

Prepared for the City of Hamilton by Kelly Hill, Hill Strategies Research Inc.

October 5, 2011



The Hamilton cultural survey was available at [www.HamiltonCulturalSurvey.com](http://www.HamiltonCulturalSurvey.com) between September 6 and 26, 2011. This document provides a simple summary of the survey results. Future reports will include a fuller examination of the survey results in conjunction with other aspects of the research project into the funding and non-financial support needs of Hamilton's cultural community.

There were four main sections to the original survey, tailored to different respondents: artists; freelance cultural workers; arts organizations; culture and heritage organizations. In general, this summary follows the flow of the survey itself. However, the responses of all individuals (artists and freelance cultural workers) and all organizations (arts, culture and heritage) are grouped in this summary. The questions were very similar in both individual sections and both organizational sections, but the wording was specifically tailored to the type of respondent.

During the three-week survey period, 275 usable responses were received, including 192 from individual artists and freelance cultural workers as well as 83 from arts, culture and heritage organizations.

Based on an estimated total of 2,700 artists and freelance cultural workers in Hamilton<sup>1</sup>, the survey results for individuals could be considered accurate within a maximum margin of error of 6.8 percentage points, 19 times out of 20.

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<sup>1</sup> A previous report prepared for the City of Hamilton (*Artists and Cultural Workers in Hamilton: A Neighbourhood View*, Hill Strategies Research Inc., 2010) showed that, based on 2006 census figures, there are 1,700 artists in Hamilton. The report also indicated that there are about 7,200 cultural workers (including artists) in Hamilton. However, the target population of this survey included only *freelance* cultural workers. Census figures indicate that about 18% of Hamilton cultural workers are self-employed. As such, 1,000 freelance cultural workers (18% of the 5,500 non-artist cultural workers) were added to the estimate of artists.



Based on an estimated total of 400 arts, culture and heritage organizations in Hamilton<sup>2</sup>, the survey results for organizations could be considered accurate within a maximum margin of error of 9.6 percentage points, 19 times out of 20.

The median response time was 11 minutes for individuals and 13 minutes for organizations.

## Section 1: Who is completing this survey?

1. Are you completing this survey as...

- **168 individual artists** (in any discipline) residing in Hamilton or doing substantial work in the city
- **24 freelance cultural workers** (e.g., designer, architect, technician, etc.) residing in Hamilton or doing substantial work in the city
- **69** senior staff members at **arts organizations/businesses** that are based in Hamilton (e.g., performing arts, art gallery, artist centre, arts festival, media arts, crafts, literary arts/publishing, community arts organization, Aboriginal arts organization, multicultural arts, private music / arts / crafts school, private gallery, film / music / design studio, arts service organization, etc.)
- **14** senior staff members at **cultural or heritage organizations/businesses** that are based in Hamilton (e.g., history or science museum, historic site, heritage organization or association, cultural festival, etc.)

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<sup>2</sup> The precise number of arts, culture and heritage organizations in Hamilton is difficult to establish. The estimate of 400 is drawn from a list of organizational contacts from the City of Hamilton in cultural areas in which the survey respondents are most heavily involved (including cultural industries, facilities and spaces, festivals and events, as well as community cultural organizations). This number excludes advertising, architecture, design and commercial photography firms, as there were few such firms that responded to the survey.

## Individual artists + Freelance cultural workers

### Survey sections 2a and 2b

*192 individuals completed the survey, including 168 individual artists and 24 freelance cultural workers. Their responses to the survey questions are presented in descending order of the percentage of individuals selecting the response option. Minor differences in response wording for freelance cultural workers are noted in brackets after the letters CW.*

#### 2. Do you reside in the City of Hamilton?

*Hamilton is defined as all the communities which make up Hamilton, including Ancaster, Dundas, Stoney Creek, Winona, Waterdown, Flamborough, Binbrook and Glanbrook.*

- 93% of the individual respondents reside in Hamilton, while the other 7% do substantial work in the city and , as such, were eligible to complete the survey.

#### 3. In which artistic or cultural discipline(s) do you work?

*Respondents selected all responses that apply to them.*

The 192 survey respondents work in a wide variety of disciplines. The visual and media arts were selected most commonly, and a large number of respondents also work in arts, culture or heritage education.

- Visual and media arts: 51% of individual respondents
- Arts / culture / heritage education: 34%
- Literary arts / writing: 25%
- Music: 24%
- Theatre: 17%
- Film, television or other recorded media: 15%
- Design: 12%
- Interdisciplinary arts: 11%
- Dance: 6%
- Opera: 4%
- Architecture: 3%
- Archives: 1% (asked of freelance cultural workers only)
- Museums: 1% (asked of freelance cultural workers only)
- Historical societies or groups: 1% (asked of freelance cultural workers only)
- Other heritage: 1% (asked of freelance cultural workers only)

The 19 other responses are: Aboriginal arts, arts education, cultural planning, education, engineering, fashion, goldsmithing, multi-disciplinary arts and cultural event producer, photography, pottery (2), professional picture framer, working out of an artist's studio, sculptor, sound art and electroacoustic design, stained glass, textile, traditional cooking projects, volunteer and committee member for art and culture events, web.

4. What were important factors in your decision to work as an artist and/or reside in Hamilton (and not another location)?

*Respondents selected all responses that apply to them.*

Most Hamilton artists and freelance cultural workers have roots in Hamilton or personal and family reasons for being established in the city. Other important factors include the reasonable cost of living, the vibe of the city, and artistic or work opportunities.

- I grew up or have roots in Hamilton (or surrounding area): 53% of the individuals
- Personal / family reasons: 49%
- Reasonable cost of living: 43%
- Vibe of the city / local arts environment (CW: "Vibe of the city / Local cultural environment"): 38%
- Artistic opportunities (CW: "Work opportunities"): 31%
- Positive word-of-mouth about Hamilton: 16%
- Ability to generate sales, commissions, sponsorships, or other earned or private revenues: 8%
- Public funding opportunities: 5%

The 12 "other" responses are

- McMaster (2)
- As a former Chemical Tanker Truck Driver, my experience in Hamilton is extensive and I have always found Hamilton a great area of natural beauty and extensive industrial strength. As a former Commercial Pilot using Hamilton International for training, one has to see the beauty of this city from another perspective, and the arts became a bonus. After a terrible truck crash my interests in writing were awakened during recovery from injuries and surgery and this began my artistic endeavours.
- Day job opportunities
- Graduate school
- Landed immigrant (30yrs)
- Less expensive with good bus service to Toronto
- Liason and art consulting between London and Hamilton, mentoring other artists in Hamilton
- Opportunities for outdoor recreation
- Strategic location of Hamilton in the Golden Horseshoe

- Support to network and collaborate - important function to facilitate by any publicly funded organization.
- Trails, recreation facilities, walkability, markets, neighbourhoods, spirit of citizens

## Artistic challenges and needs

5. What major challenges do you face in continuing/growing your artistic endeavours in Hamilton (or from a “home base” in Hamilton)? (CW: ... “in continuing/growing your practice”) *Respondents selected all responses that apply to them.*

It is clear that Hamilton artists and freelance cultural workers have great difficulty in generating earnings from their practice, whether through public funding, sales, finding sufficient opportunities, or marketing their work.

- Low earnings from your art (CW: “Low earnings from your practice”): 67% of individuals
- Lack of public funding: 51%
- Difficulties generating sales, commissions, sponsorships, or other earned or private revenues: 45%
- Lack of artistic opportunities (CW: “Lack of work opportunities”): 42%
- Marketing / audience development: 42%
- Need to spend more time on your art (CW: “Need to spend more time on your work”): 35%
- Lack of recognition / critical reviews of your work: 33%
- High cost of current spaces or facilities: 28%
- Lack of access to high-quality spaces or facilities: 26%
- Need to increase your artistic skills or competence (CW: “Need to increase your skills or competence”): 13%
- Competition within the arts sector (CW: “Competition within your sector”): 13%
- Increasing artistic output / activity / number of works (CW: “Increasing output / activity / number of works”): 12%
- Keeping up with relevant technologies: 11%

The 14 “other” challenges written in by respondents are:

- As a writer, I must look to Toronto or other major cities for an agent, a publicist, or a well established publishing house.
- Available staff
- City of Hamilton development charges
- Disinterest in the arts by local politicians, business people and the general public alike.
- Hamilton is a way-station for my contacts in Toronto, Oakville and the Niagara Region.
- I am not able to work with the City of Hamilton, legal contracts...

- Lack of central, accessible, sharing, exhibiting, marketing, support opportunities
- Lack of clients in city - spending more time traveling to clients outside the city
- Lack of professional-level theatre companies and audiences
- Online directories, networking opportunities that are freely accessible to support collaboration.
- The long commute to Toronto
- There is a true lack of inclusion or diversity within the cultural sector in Hamilton. There is a lack of representation from diverse cultural groups amongst the key organizers/cultural administrators within the city and this is reflected in the type of programming that is staged and presented.
- There is very little support for work dealing with issues of identity, and little genuine support for diversity within the cultural sector.
- Weather

One respondent noted that “None of these apply to me. I work very hard at self-promotion, and absolutely love it!”

6. Which of the following types of supports have you received in the past five years from the City of Hamilton?

*Respondents selected all responses that apply to them.*

About three-quarters of responding individuals indicated that they have received no supports from the City of Hamilton in the past five years.

- None: 76%
- Project-specific contract work: 8% of individuals
- City of Hamilton Arts Award: 7%
- Other: 6% (see details below)
- Public art commission(s): 3%
- Assistance with obtaining permits or with other City processes: 3%

The 12 “other” responses are:

- Funding to the Hamilton Philharmonic Orchestra, my main contract
- Hamilton community foundation bursary
- I used the services of the Small Business Enterprise Centre, although their expertise was underwhelming.
- In October 2003, I was the official artist for the World Road Cycling Championships
- New to city, working interdisciplinary, no tight fit in current funding structure
- Operating a business
- Sabawoon grant
- Support for creative art projects that 'establishment' hasn't blessed
- Temporary positions. Consultant work.

- The arts organization for which I work receives some financial support from the City.
- Use of Library meeting rooms
- Women of Distinction Award - YWCA

7. Thinking about municipal cash grant support for the arts in Hamilton (CW: “for culture and heritage in Hamilton”), which of the following 7 areas do you think should be the highest priorities for the City of Hamilton to provide?

*Respondents selected three only and ranked them as: 1 = highest priority; 2 = second-highest priority; 3 = third-highest priority.*

By a wide margin, Hamilton artists and freelance cultural workers chose grants to individual artists as the highest priority among possible municipal cash grant supports for the arts, culture and heritage.

Operating funding to non-profit arts organizations was the second-highest priority, while program-based or project funding to non-profit arts organizations ranked as the third-highest priority among individual respondents.

The responses would be ranked the same whether they are ranked based on the number of “highest priority” selections or on a 3-2-1 point system.

Overall rank	Response	Priority	# individuals
1	Grants to individual artists	Highest priority	70
		Second priority	39
		Third priority	16
2	Operating funding to non-profit arts organizations (CW: ...“to non-profit culture and heritage organizations”)	Highest priority	37
		Second priority	31
		Third priority	25
3	Program-based or project funding to non-profit arts organizations (CW: ...“to non-profit culture and heritage organizations”)	Highest priority	29
		Second priority	29
		Third priority	39
4	Funding to emerging arts organizations (CW: ...“to emerging culture and heritage organizations”)	Highest priority	17
		Second priority	23
		Third priority	31
5	Business loans or other financial supports to for-profit cultural businesses	Highest priority	15
		Second priority	17
		Third priority	28
6	Funding to culturally diverse artists and organizations	Highest priority	11
		Second priority	22
		Third priority	17

7	Capital funding to non-profit arts organizations (CW: ...“to non-profit culture and heritage organizations”)	Highest priority	5
		Second priority	18
		Third priority	21

8. Thinking about possible municipal supports for the arts (CW: “for culture and heritage”), which of the following 9 areas would have the greatest positive impact on Hamilton’s cultural sector?

*Please select three only and rank them as: 1 = highest priority; 2 = second-highest priority; 3 = third-highest priority. (No other responses are accepted.)*

By a wide margin, Hamilton artists and freelance cultural workers believe that increased funding would have the greatest positive impact on Hamilton’s cultural sector.

The clear second choice among individual respondents is municipal policies and plans that support the arts, culture and heritage.

Two other selections have similar rankings: networking and collaborations within the arts (culture and heritage) community; and promotion of Hamilton’s unique cultural identity in Hamilton and beyond.

The table below ranks the responses based on a 3-2-1 point system, rather than in order of the number of respondents choosing the item as their highest priority.

Overall rank	Response	Priority	# individuals
1	Increased funding	Highest priority	77
		Second priority	31
		Third priority	19
2	Municipal policies and plans that support the arts (CW: ...“that support culture and heritage”)	Highest priority	56
		Second priority	42
		Third priority	19
3	Networking and collaborations within the arts community (CW: ...“within the culture and heritage community”)	Highest priority	8
		Second priority	21
		Third priority	34
4	Promotion of Hamilton’s unique cultural identity in Hamilton and beyond	Highest priority	10
		Second priority	18
		Third priority	27
5	Community development initiatives to increase organizational capacity	Highest priority	9
		Second priority	12
		Third priority	19
6	Streamlined access to City of Hamilton	Highest priority	6

	information, supports and services	Second priority	15
		Third priority	17
7	Resources for cultural facilities (CW: ...“ culture and heritage facilities”)	Highest priority	2
		Second priority	21
		Third priority	13
8	Support for cultural districts (CW: ...“ culture and heritage districts”)	Highest priority	7
		Second priority	8
		Third priority	16
9	Cultural research, information and knowledge sharing with the community	Highest priority	6
		Second priority	11
		Third priority	11

## Demographic questions

*Respondents were informed that their responses would not be linked to them personally. The responses would be grouped in order to provide a broader picture of the cultural funding and support needs in the City of Hamilton. Their information would not be shared with any other government organization.*

*Respondents were also notified that the personal information received as part of the survey was collected under the authority of the Municipal Act, S.O. 2001 c.25 and will only be used to communicate regarding the survey. If they had any questions about the survey, they were asked to contact Pam Mulholland, Art and Event Initiatives Coordinator, 77 James Street North, Suite 305, L8R 2K3 or by phone at 905-546-2424 extension 4270 or by email at [Pam.Mulholland@hamilton.ca](mailto:Pam.Mulholland@hamilton.ca).*

Where available, the figures below are compared with 2006 census statistics on artists in Hamilton. Some of these statistics were provided in a previous report for the City of Hamilton (*Artists and Cultural Workers in Hamilton: A Neighbourhood View*, Hill Strategies Research Inc., 2010).

9. Are you ...

- Female: 43% (Census: 54% of all Hamilton artists)
- Male: 57% (Census: 46%)



10. How old are you?

- Less than 20 years old: 0%
- 20 to 29 years old: 8%
- 30 to 39 years old: 27%
- 40 to 49 years old: 23%
- 50 to 59 years old: 22%
- 60 to 69 years old: 17%
- 70 years old or more: 3%

While these age ranges are, in general, similar to the age ranges of Hamilton artists based on the 2006 census, the census data captured slightly different age ranges (e.g., less than 25, 25 to 34, etc.). As such, the two datasets are not directly comparable.

11. Are you an Aboriginal person (i.e., North American Indian, Métis or Inuit)?

- Yes: 3% (Census 2006: 1.5%)
- No: 97%

12. According to the definition provided below, do you consider yourself a member of a visible minority group?

*Definition: The Employment Equity Act defines visible minorities as “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.” The visible minority population includes groups such as Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, as well as other or multiple visible minorities.*

- Yes: 15% (Census 2006: 6%)
- No: 85%

13. Which of the following sources of income did you have in 2010?

*Respondents selected all responses that apply to them.*

The most common income source among responding artists and cultural workers is artistic earnings. More interestingly, about one-third of artists teach as part of their income structure, while about one-quarter have an occupation outside the cultural sector.

- Artist (in any discipline): 72%
- Arts instructor / teacher (in any discipline): 32%
- Non-cultural occupation: 26%
- Other income (e.g., Rental income, scholarships, other government income, dividends and interest on bonds, deposits and savings, stocks, mutual funds, etc.): 22%
- Other arts-related occupation (i.e., other than artist, arts instructor/ teacher, arts manager or administrator): 19%
- Arts manager or administrator: 13%
- Retirement pensions, superannuation and annuities: 12%
- Child Tax Benefit: 12%
- Old Age Security, Guaranteed Income Supplement or Survivor's Allowance: 11%
- Design work: 10%
- Benefits from Canada or Quebec Pension Plan: 10%
- Employment insurance: 6%
- Child support / alimony: 2%
- Architecture: 1%
- Provincial or municipal social assistance or welfare: 1%
- Worker's compensation: 0%

14. Including your income from all sources, please estimate your overall gross income (including any government entitlements or assistance), before deductions or taxes, as an individual in 2010.

Hamilton artists and freelance cultural workers have very low overall gross incomes. In fact, 34% of them have incomes under \$20,000. Fifty-six percent have incomes below \$30,000. Median earnings are approximately \$27,000.

- Less than \$5,000: 4%
- \$ 5,000 - \$9,999: 7%
- \$10,000 - \$14,999: 11%
- \$15,000 - \$19,999: 12%
- \$20,000 - \$29,999: 22%
- \$30,000 - \$39,999: 11%
- \$40,000 - \$59,999: 19%
- \$60,000 - \$79,999: 5%
- \$80,000 - \$99,999: 4%
- \$100,000 to \$149,999: 3%
- \$150,000 or more: 1%

A comparison with 2006 census data on artists is not possible, as the census data examined employment earnings only, not overall gross incomes.

*The 144 respondents who indicated that they earned money as an artist or an arts instructor / teacher (in Q13) were asked:*

15. Do you self-identify as a professional artist?

- Yes: 92% of those who earned money as an artist or arts instructor
- No: 8%

*Respondents who self-identify as a professional artist were asked:*

16. Please estimate the percentage of your 2010 income that was derived from your artistic practice.

Of the 129 respondents who self-identify as a professional artist:

- The median percentage of income from artistic practice is 30%. In other words, a typical professional artist in Hamilton receives 30% of their income from their artistic practice.
- The average percentage is 46%.
- 40% of professional artists in Hamilton (51 respondents) indicated that they receive 10% or less of their income from their artistic practice.
- 29% of professional artists in Hamilton (37 respondents) indicated that 90% or more of their income comes from their artistic practice.

### **Information in case follow-up is required**

*17. Respondents were notified that this information was asked in case follow-up was required for clarification purposes. Only the researcher (Kelly Hill of Hill Strategies Research) will see this information. Individuals' names will not be published in the report, and this information will not be shared with any government organization.*

Name (all individual names kept confidential)

Email address (kept confidential)

### **Final comments (Individuals)**

*Respondents were thanked for completing the survey and notified that their participation will help us compile an accurate picture of the situation and funding needs of Hamilton's arts, culture and heritage community. The results will be analyzed and communicated in early 2012.*

Do you have any final comments?

About 80 individuals provided comments. Many respondents thanked the City for undertaking this initiative, while a number of others provided very specific feedback on the survey (not detailed here). A brief summary of other comments is provided here.

Funding issues were a significant concern addressed by many comments:

- It would be great if you could apply locally for project based arts grants!
- My concern is that this survey will not result in increased funding for the arts. Just make sure the majority of the funds gets into the hands of the artists and arts organizations not in the hands of those who decide who should get the money.
- Small short term funding opportunities are critical to the success of many individual artists. Providing assistance such as this would help many artists move forward on career projects. Short term or cooperative studio Workspace that is affordable is also a key issue for new and emerging artists.
- Increase funding for organizations like the Print Studio that are able to add concrete results for their initiatives and give out small grants to artists in order to promote their efforts. Also double the arts spending to organizations outside of the AGH or Theatre Aquarius.
- Funding for artists, as well as a lot of public art considerations and opportunities would be a great way of creating more local tourist attractions. Subsidizing studio space so artists have access to the things they need to create art. Integrating artistic activities into elementary schools should be a high priority.
- Funding for entertainers in seniors facilities would be helpful.
- For as long as I have been in Hamilton the city has a reputation of taking on projects with no budget. Sesquicentennial and the Childrens Games for examples. Artists and performers are left to fend for themselves and that will not change as budgets get tighter. Whenever the city has an event they expect everyone to perform for FREE. This just creates further problems for the performers.
- I am a teacher for nonprofit organization such as Canadian Japanese Cultural Centre, but we badly need funds to have pottery class.
- The arts community needs more financial support from the city in order to continue to flourish.

Many other themes were brought up by artists and freelance cultural workers in their comments. In (roughly) descending order of frequency, these other themes include...

#### **Incomes / situation of artists**

- Artists cannot go on EI or sick benefits. We do not qualify for a second career program, or any other government program. I would love to go back to school and upgrade my education.

- As a filmmaker I am contributing to the film industry growth in Hamilton but it is so hard for me to pay my bills through art. Is there any way the city of Hamilton can help artists to have a minimum income to pay bills?
- I'm also an independent curator and was uncertain where to place that. There are not that many of us though in Hamilton and unbelievably low income from it. There is also the aspect of professionals donating their time and skills for the arts community not being factored in.
- In my experience in this city I've endeavoured to do art. I've influenced others and help create 'community'. I've made nothing off of it. I will continue to learn and eventually make an honest living with it.
- It is so sad that we musicians have worked so hard to get to the professional level, yet athletes make easily 20-200 times as much income and are totally supported by communities.

### **Moving from talk to action**

- Facilitating the study is the easy part. Putting the recommendations into effect is the hard part. I haven't seen too much initiative in that area from the city. It's more about talking than doing.
- The most recent of many such over the years! Moving on slowly.
- This is a great step. Hopefully this is not another exercise in futility where the report gathers dust while business at City Hall continues uninterrupted. Hamilton's municipal politics tend to leave the art community rather cynical
- Get with it already - Art is the New Steel! :P

### **Impacts of the arts, culture and heritage**

- The non-profit arts sector is a vital element of the health of all communities, from both an economic and social standpoint. Public support of the sector is vital to its survival.
- As an artist that has exhibited outside Canada, I have found the work produced in Hamilton is equal to what I've seen in Paris or New York (I have won international awards in both centres, as well as Toronto). This city has got to understand that it is cultural endeavours that bring in tourists, businesses and head offices and hence, revenues. While artists usually set up studios in low rent areas, once they take root and collectively draw attention to their neighbourhoods, it quickly follows that restaurants and bistros piggyback and set up shop there too. This is followed by offices of doctors, lawyers and other medical services and soon enough the rents increase to drive the artists out to set up in another cheap rent area. So for property holders, the moving in of artists is a boon to their property values. Whole neighbourhoods can see revitalization; witness Hess Village (1970's and 80's), Locke Street and currently Ottawa Street.

- The Arts clearly act as a multiplier in the economy and strong municipal support reaps benefits at a tremendous rate in terms of income (tax) generation and the quality of life quotient that brings people to live in a given community.
- If art really is the 'new steel' then just as that steel of old was thoroughly integrated into the very infrastructure - indeed it literally WAS the infrastructure to a great degree - then so too can only TRULY GREAT art BUILD our community. I would encourage funding and cooperation for galleries and culturally viable institutions and businesses that contribute to a very real and concrete infrastructural impact on the city, with emphasis AESTHETICALLY (architecture, public sculpture, murals, city planning, gardens, streetscapes...) for a true and VISIBLE, as well as LASTING impact on the city. This kind of renaissance or assent would be plain to see and would eventually - if done right - have a profound effect, perhaps resulting in the rebranding of Hamilton as one of the most beautiful and stimulating cities in North America.

### **Need for a more inclusive cultural sector**

- I find the arts and culture in Hamilton is very exclusive. I find the people in charge or the people who are in the public the most within the arts and culture are not warm and welcoming. Many artists struggle in this city because of exclusivity.
- Hamilton art community doesn't know how to include retirees, volunteers and neighbours. So many art organizations are territorial, exclusive and don't know how to collaborate and support each other to improve the city's art and culture mentality. Unfortunately the lack of transparency, accountability, general goodwill and collaboration creates distrust, frustration and bad feelings which hamper initiatives.
- As someone new to the Hamilton arts community, it has been quite difficult to learn about the great variety of organizations and their discrete mandates. I have lived and worked internationally and across this country and I have never found information so fragmented on the local arts scene. I find this particularly troubling given the amount of public funding allocated to groups who I would think have some responsibility to build and collaborate in a comprehensive listing and dissemination of arts organizations and events. Measures to promote such collaboration seem to be a very real need.
- There is a great deal of artistic activity in the community, but it seems to be insular - the audience numbers do not reflect the actual number and intensity of the artistic output in Hamilton, and so cultural education within the mainstream system must be addressed if there is to be lasting change and growth within the arts in Hamilton especially. We need to consciously cultivate the next generation of arts appreciators and arts engagers and arts doers, if we hope to continue... having city council throw money at arts projects won't help if there aren't people there who will appreciate it... If anything is process-based, it is the engagement in creative living, and I feel too much of the dialogue around arts issues is product-based, which is self-defeating for an arts community.

### **Hamilton Arts Awards**

- I believe it is absolutely vital that the City of Hamilton Arts Awards receive ongoing funding in order to continue to recognize and celebrate the accomplishments of Hamilton's outstanding artists and cultural producers. Please do not let the opportunity to support our artistic community slip away. Thank-you for your time and attention to this matter.
- I received an award from the City of Hamilton and it was very, very helpful for funding much needed supplies for my craft. Plus it has been very helpful with recognition of my work and name with clients.
- I was in the City of Hamilton Arts awards and although I didn't win, they should have had some kind of recognition certificate printed out for all those that were entered. It would of cost 5 cents per photocopy, instead people left with nothing
- The Arts Awards process was far too laborious, instructions were unclear especially for arts administrator category. Something that would help all arts organizations (I sit on the board of an artist run gallery in town) would be free tech support. We all struggle with the same things--maintaining donor and mailing lists, website maintenance, social media, selling tickets to events, accounting and ongoing tech support (updating and backing up computers), but one-time help isn't very helpful.

### **Need for more cultural jobs**

- Hamilton needs more jobs for Hamiltonians in the cultural sector. I have been commuting to earn a living for the past 5 years. This takes away from my artistic practice, and my ability to contribute to my community.
- It's a shame that people are leaving Hamilton and going to Toronto for Media, Film & Television Jobs! I'm trying to stick around and put Hamilton on the map in the area of Media, but if/when I get funding I will do my feature film here in Hamilton.
- Speaking on behalf of freelancers who must rely on daily jobs in Toronto to get by, I believe it's important to continue to develop and promote more organized labour and facilities locally to ensure producers keep coming back to Hamilton with new projects and to eventually work to achieve a status that creates and sustains a more permanent workflow. Those who must commute to Toronto to start their 13hr+ work day suffer less employment or harder working conditions as a direct result of living here. But we all know Hamilton has so much to offer! We need to work harder at proving ourselves to Toronto & out-of-town productions and get them here more often. Having more industry work here brings in jobs/income that can then be distributed to other cultural/heritage sectors more readily.

### **Market for art**

- The issue for me has always been that despite being able to secure venues easily for exhibitions, Hamilton is the one place I don't seem to sell, which compels me to go elsewhere. Also I have always had to go elsewhere for work in the sector. The best I've been able to secure is some contract teaching at the AGH. Jobs in arts management/ education/ programming in Hamilton that provide a steady income rarely if ever seem to come up on job boards so I've focused on working in neighbouring cities and towns out of necessity.
- I did not get any of the available public art calls and grew frustrated at empty promises of the market mural coming. So far I have made my living painting in Winnipeg and Toronto but I would like to paint murals in Hamilton, where I grew up. I would appreciate more opportunities to be paid to paint murals.
- Ban imported goods from art festivals.

### **Hamilton's image**

- Hamilton needs to rehabilitate its image and reputation. We need to have a city that people see as a place to live, do business and to go shopping. I think that as the creative sector of Hamilton's economy grows stronger it will give Hamilton the good reputation that is essential to improving the overall economy of the city.
- It would be great if the City could catch up to what the community has been doing in the past several years to improve and promote Hamilton's Art sector. Go to Toronto and listen to artists talk about moving to Hamilton.
- It's a really exciting time for the city of Hamilton. It's a time where its arts community seems to be really coming together to raise this city up. It's very exciting to know that the city is trying to see how they might be able to step up their support. Go HAMILTON!!! (and THANK YOU!)

### **Policies, planning and other supports**

- It is essential that for the arts scene in Hamilton to remain viable City Council must develop and embrace policies that strengthen, promote and nurture Arts and Culture and its accessibility to the people of Hamilton.
- THIS is just so wrong... <http://www.thespec.com/news/local/article/577370--extra-cops-means-extra-cash-from-supercrawl-coffers>
- Support by the municipal government in its planning of the visual arts could be strengthened. An urgent case in point is the drastic 'weeding' amounting to the loss of at least half of the central library's visual arts collection AT THIS VERY MOMENT.



**Need for an arts council**

- Hamilton desperately needs a City of Hamilton Arts Council which functions like the Toronto Arts Council as a model, where artists can apply for funding for their individual projects, which is JURIED ARMS LENGTH THROUGH A PEER JURY, where the peers are from both Hamilton and other surrounding regions, and include people that are not the same 7 entrenched artists that get all the opportunities (i.e. read 'culturally diverse, disabled, women etc. artists on jury'). The jury process needs to be carefully selected and monitored, as much of the way Hamilton operates is based on nepotism, where the same 7 artists/administrators are 'awarded' contracts etc. If you want to support artists, support their ability to produce and mount their work, and do it fairly.

## Arts, culture and heritage organizations or businesses

### Survey sections 2c and 2d

*Representatives from 83 organizations completed the survey, including 69 arts organizations or businesses and 14 cultural or heritage organizations or businesses.*

2. Is your organization based in the City of Hamilton?

*Hamilton is defined as all the communities which make up Hamilton, including Ancaster, Dundas, Stoney Creek, Winona, Waterdown, Flamborough, Binbrook and Glanbrook.*

- All 83 organizations are based in Hamilton.

3. Respondents were notified that their responses would not be linked specifically to their organization. The responses would be grouped in order to provide a broader picture of the cultural funding and support needs in the City of Hamilton. A list of responding organizations and businesses will be provided in the report.

<b>Organizational respondent list</b>	<b>Survey version</b>
270 Sherman	Arts
AllSorts Gallery Co-operative Inc	Arts
An Instrument for Every Child / Hamilton Music Collective	Arts
Ancaster Heritage Days	Culture/heritage
Ancaster Society for the Performing Arts (Music at Fieldcote)	Arts
Art Gallery of Hamilton	Arts
Beach Canal Lighthouse Group	Culture/heritage
Beauty Industries	Arts
Beaux Mondes	Arts
Brott Music Festival	Arts
Bryan Prince Bookseller	Arts
Burdin's Comics	Arts
Canadian International Tattoo Association	Culture/heritage
Chamber Music Hamilton	Arts
Claire Dam Photography	Arts
Community Centre for Media Arts	Arts
Conqueror II Drum & Bugle Corps	Arts
corby custom framing	Arts

Creative-Works - studio.shop.gallery	Arts
Dundas Cactus Festival Association	Culture/heritage
Dundas Concert Band	Arts
Dundas Conservatory of Music	Arts
Dundas School of Dance	Arts
Dundas Valley Historical Society	Culture/heritage
Dundas Valley Orchestra	Arts
Dundas Valley School of Art	Arts
Echo from a Valley Inc.	Arts
emc notes inc	Arts
factor[e] design initiative Inc.	Arts
Factory Media Centre	Arts
Follies Variety Show	Arts
Footsteps in Time	Culture/heritage
Friends of HMCS Haida	Arts
Gallery on the Bay	Arts
Grant Avenue Studio	Arts
Great Big Theatre Company	Arts
Great Lakes Suzuki Flute and Recorder Institute	Arts
Green Venture	Culture/heritage
gritLIT: Hamilton's Literary Festival	Arts
Hamilton African Dance Festival	Arts
Hamilton All Star Jazz Bands	Arts
Hamilton Artists Inc	Arts
Hamilton Arts Council	Arts
Hamilton Carnival Cultural Committee	Culture/heritage
hamilton children's museum	Culture/heritage
Hamilton Concert Band	Arts
Hamilton Folk Arts Heritage Council	Culture/heritage
Hamilton Fringe Festival	Arts
Hamilton Heritage Arts Inc.	Culture/heritage
Hamilton Philharmonic Orchestra	Arts
Hamilton Philharmonic Youth Orchestra	Arts
Hamilton Theatre Inc	Arts
Hamilton Waterfront Trust	Arts
Hamilton Wentworth District School Board, Sir John A.	Arts

Macdonald Secondary	
Hammer Entertainment	Arts
hammertheatre	Arts
Horror in the Hammer	Arts
immigrant Culture and Art Association	Arts
Imperial Cotton Centre for the Arts	Arts
James north studio gallery	Arts
Locke Street Festival	Culture/heritage
Lyric Theatre Hamilton Inc.	Arts
McMaster Museum of Art	Arts
MediaFace	Arts
Mohawk College Community Choir	Arts
Opera Hamilton	Arts
Pier 8 Group	Arts
Schiehallion Scottish Dancers	Arts
Shooting Star Theatrics Inc.	Arts
Stoney Creek Historical Society	Culture/heritage
Studio Babette Puppet Theatre	Arts
Supercrawl	Arts
Textures Craftworks	Arts
The Canadian Club of Hamilton	Culture/heritage
the Hamilton24 Festival	Arts
The John Laing Singers	Arts
The Malhar Group	Arts
The Pearl Company	Arts
Theatre Ancaster	Arts
Westdale Gallery	Arts
Wolsak and Wynn Publishers	Arts
Women's Art Association of Hamilton	Arts
Workers Arts & Heritage Centre	Arts

The respondent's name, job title, email address and phone number were also requested in case follow-up clarification was required.

4. Please select the artistic and cultural discipline(s) in which your organization is active.

*Respondents selected all responses that apply to them.*

The 83 organizational respondents work in a wide variety of disciplines. Interestingly, the most common selection is arts, culture or heritage education, which was chosen by about one-half of responding organizations.

- Arts / culture / heritage education: 51% of the responding organizations
- Music: 46%
- Visual and media arts: 34%
- Dance: 24%
- Literary arts / writing: 22%
- Film, television or other recorded media: 22%
- Theatre: 20%
- Interdisciplinary arts: 19%
- Design: 14%
- Other heritage (i.e., other than archives, museums, historical societies): 13%
- Museums: 6%
- Historical societies or groups: 6%
- Architecture: 6%
- Opera: 5%
- Archives: 5%

The 9 other disciplines written in by respondents are:

- Annual art show hosted by us [www.artistsinthecountry.ca](http://www.artistsinthecountry.ca)
- Educational programs in musical theatre for youth and adults that include summer youth camps from 3.5 to 15 years and weekly fall and winter programs
- Elementary Education
- Fashion
- Festival
- Free Community Festival
- Street Festival
- Studio space development, cultural consulting, public art, professional development/education
- Supporting new and established craft artists for 28 years in Hamilton with space, information, exhibitions, expertise in craft areas

5. How would you characterize the reach of your organization's activities?

*Respondents selected all responses that apply to them.*

- City-wide: 54% of responding organizations
- Southwest Ontario region: 37%
- Neighbourhood-focused: 34%
- Ontario: 33%
- Canada: 25%
- International: 24%

6. Is your organization a professional arts organization (i.e., one that typically supports, presents, or produces the work of artists who have achieved professional status)?

- 61% of respondents are professional arts organizations

7. Is your organization a non-profit organization or group?

- 68% of respondents are not-for-profit organizations

*The 56 non-profit organizations were asked questions 8 to 15.*

### **Non-profit organizations**

8. Is your organization ...

- A registered charity: 51% of responding not-for-profit organizations
- An incorporated non-profit organization without a charitable number: 27%
- A collective (i.e., unincorporated non-profit): 13%
- A government-owned cultural organization: 2%

The 4 other responses are:

- A registered not incorporated not for profit small business
- Application for Charitable Status pending
- Donations can be made to HWDSB that has a tax-exemption number
- Volunteer

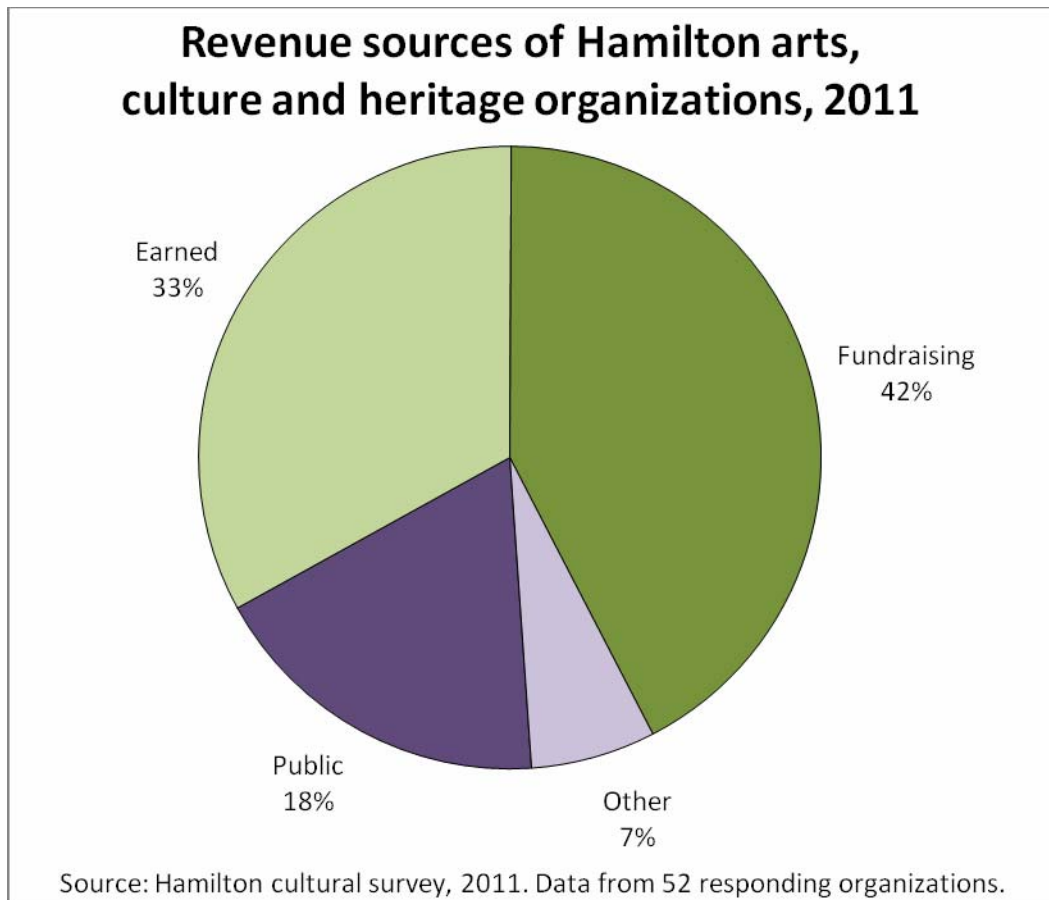
9. Please estimate the total revenues of your organization in your most recent fiscal year.

Fifty-two non-profit organizations reported their revenues for their most recent fiscal year. Collectively, these organizations have total revenues of nearly \$23 million.

The average revenues are \$433,000. However, some large organizations increase the average revenue size quite substantially. Median revenues, a better measure of the size of a “typical” Hamilton cultural organization, are \$78,000.

10. Please estimate the percentage of your organization’s total revenues that came from the following sources in your most recent fiscal year.

As shown in the chart below, fundraising and other private sector revenues represent the largest proportion of Hamilton cultural organizations’ revenues (42%), followed by earned revenues (33%), public sector revenues (18%), and other revenues (6%).



An examination of the number of organizations reporting different types of revenue sources shows that:

- 65% of the responding not-for-profit organizations receive public funding
- 85% generate earned revenues
- 88% have fundraising revenues

11. In your most recent fiscal year, which of the following revenue sources did your organization have?

*Respondents selected all responses that apply to them.*

*Public funding*

- Municipal grants: 52% of all responding not-for-profit organizations
- Provincial grants: 37%
- Federal grants: 31%
- Other public funding: 15%

*Earned revenue*

- Ticket sales / admissions: 54% of all responding not-for-profit organizations
- Sales of goods and services: 42%
- Program fees: 33%
- Other earned revenues: 44%

12. Does your organization have access to operating surpluses, unrestricted reserves or a “rainy day fund” that you could draw upon if necessary?

- Yes: 23% of all responding not-for-profit organizations have access to a reserve fund.
- No: 77%



*The 52% of organizations currently receiving municipal grants were asked the 3 following questions:*

13. Please estimate the percentage of your organization's budget that is received from the City of Hamilton.

- The median percentage of organizations' revenues from the City of Hamilton is 10%. In other words, those Hamilton arts, culture or heritage organizations receiving municipal grants typically receive 10% of their revenues from the City of Hamilton.
- The average actual funding percentage is 13%.

14. Based on your experience and expertise, what would you consider a reasonable percentage of your budget that should come from the City of Hamilton?

- The median "reasonable" percentage of organizations' revenues from the City of Hamilton is 25%. The average reasonable funding percentage is very similar (26%).
- Only two organizations indicated that they are satisfied with their current funding level.

15. For your organization, approximately how many additional dollars would this be?

- For the 26 organizations responding to this question, the additional funding required would be \$1.5 million (an average of \$57,000 more per organization).

*Note: For future reports, this figure (in combination with the non-funded organization statistic below) will be extrapolated over all local arts, culture and heritage organizations.*

*The 48% of organizations not currently receiving municipal grants were asked the 2 following questions:*

13b. Based on your experience and expertise, what would you consider a reasonable percentage of your budget that should come from the City of Hamilton?

- The median "reasonable" percentage of organizations' revenues from the City of Hamilton is 20%. The average reasonable funding percentage is also 20%.
- Only three organizations indicated that they are satisfied with their current funding level.

14b. For your organization, approximately how many dollars would this be?

- For the 25 organizations responding to this question, the additional funding required would be \$270,000 (an average of \$11,000 per organization).

*All organizations were asked the remaining questions.*

## **Organizational challenges and needs**

16. What are the major financial challenges faced by your organization?

*Respondents selected all responses that apply to them.*

A majority of organizations reported challenges in generating revenues from all three major sources: public funding, earned revenues and private sector revenues.

- Generating adequate earned revenues: 64% of responding organizations (including for-profit and not-for-profit groups)
- Obtaining adequate public funding: 63%
- Raising adequate funds from the private sector: 60%
- High costs / expenses for supplies and services: 49%
- Poor “fit” of granting programs for your organization’s activities: 26%
- Obtaining adequate capital financing: 25%
- Over-reliance on program-related funding rather than core funding: 23%

The 9 other responses are:

- Cost of obtaining permissions for theatre.
- Depending on school boards to purchase our program when the ministry does not fund them.
- Funding programs on a volunteer basis
- Funds for Aboriginal education come from the province to the HWDSB but do not necessarily find their way to our program. Most of our funding has come from grants via the Metis Women's Circle!
- Other recording studios do not have city taxes etc because they are usually located in someone's basement. Basically our competition have little/ no expenses.
- Short term objectives to create a diverse venue to serve performing arts organizations.
- Theft, product ordering with low or no history.
- There is essentially no 'fit' for a 'for profit' business such as ours.
- Variability of US/CDN \$.

17. What other major challenges does your organization face?

*Respondents selected all responses that apply to them. Minor differences in response wording for culture and heritage organizations are noted in brackets after “culture/heritage”.*

By far, marketing / audience development is the major challenge facing the largest number of Hamilton arts, culture and heritage organizations. In addition, about one-half of organizations cited a lack of staff time as a major challenge.

- Marketing / audience development: 79% of all responding organizations
- Lack of staff time / overwork: 48%
- Collaborating with other organizations (inside or outside the arts community) (Culture/heritage: ... “the culture and heritage community”): 31%
- Planning for the future: 30%
- Lack of administrative capacity: 26%
- Lack of access to high-quality spaces or facilities: 26%
- High cost of current spaces or facilities: 26%
- Competition within the arts community (Culture/heritage: ... “within the culture and heritage community”): 25%
- Finding enough / appropriate staff members: 24%
- Keeping up with relevant technologies: 24%

The 8 other responses are:

- Attracting quality board members, lack of direction from municipality, lack of clarity within community on who's doing what.
- Cost and ineffectiveness of most advertising.
- Difficulty running an arts festival as a for-profit. Everything is set up to facilitate non-profit arts orgs!
- Diminished arts education in HWDSB results in fewer qualified musicians to fill orchestra.
- High cost of service through Ticketmaster.
- Homophobia.
- Inclement weather, finding sufficient parking spaces within Ancaster core. No suitable alternate location to hold concerts in inclement weather.
- No support from the government of the City of Hamilton especially as it relates to the adaptive re-use of our building and others in similar situations.

18. Which of the following types of supports have you received in the past five years from the City of Hamilton?

*Respondents selected all responses that apply to them.*

About one-half of responding organizations indicated that they have received no supports from the City of Hamilton in the past five years.

- None: 49%
- Community Partnership Program grant: 38%
- Assistance with obtaining permits or with other City processes: 9%
- Project-specific contract work: 6%
- City of Hamilton Arts Award: 5%
- Organizational development support: 4%
- Other: 14% (see details below)

The 11 other responses are:

- Board and Agencies
- Capital Funding
- Capital work
- Festival Partnership - ad buys, etc.
- Future Fund
- Hamilton Place Subsidy
- In-kind services
- Service Canada grant and personal contributions
- Special event funding
- Specific project feasibility support - Economic Development, staff advice
- Trillium Grant

19. Thinking about municipal cash grant support for the arts in Hamilton, which of the following 7 areas do you think should be the highest priorities for the City of Hamilton to provide?

*Respondents selected three only and ranked them as: 1 = highest priority; 2 = second-highest priority; 3 = third-highest priority. Minor differences in response wording for culture and heritage organizations are noted in brackets after “culture/heritage”.*

By a wide margin, Hamilton arts, culture and heritage organizations chose operating funding to non-profit arts organizations as the highest priority among possible municipal cash grant supports for the city’s cultural sector.

Program-based or project funding was the second-highest priority, while capital funding ranked as the third-highest priority among organizational respondents. For organizations, grants to individual artists rank as the lowest priority among possible municipal cash grant supports for the arts, culture and heritage. This was the highest priority for individual respondents.

The table below ranks the responses on a 3-2-1 point system. The rankings would be very similar based on the number of “highest priority” selections.

Overall rank	Response	Priority	# organizations
1	Operating funding to non-profit arts organizations (Culture/heritage: ... “to non-profit culture and heritage organizations)	Highest priority	27
		Second priority	22
		Third priority	8
2	Program-based or project funding to non-profit arts organizations (Culture/heritage: ... “to non-profit culture and heritage organizations)	Highest priority	17
		Second priority	19
		Third priority	13
3	Capital funding to non-profit arts organizations (Culture/heritage: ... “to non-profit culture and heritage organizations)	Highest priority	7
		Second priority	8
		Third priority	17
4	Business loans or other financial supports to for-profit cultural businesses	Highest priority	10
		Second priority	5
		Third priority	4
5	Funding to culturally diverse artists and organizations	Highest priority	7
		Second priority	5
		Third priority	12
6	Funding to emerging arts organizations (Culture/heritage: ... “to emerging culture and heritage organizations)	Highest priority	4
		Second priority	8
		Third priority	12
7	Grants to individual artists	Highest priority	4

		Second priority	8
		Third priority	9

20. Thinking about possible municipal supports for the arts, which of the following 9 areas would have the greatest positive impact on Hamilton’s cultural sector?

*Respondents selected three only and ranked them as: 1 = highest priority; 2 = second-highest priority; 3 = third-highest priority. Minor differences in response wording for culture and heritage organizations are noted in brackets after “culture/heritage”.*

Hamilton arts, culture and heritage organizations have the same top priorities as artists and freelance cultural workers: 1) increased funding; and 2) municipal policies and plans that support the arts, culture and heritage.

Two other selections have similar rankings: resources for cultural facilities (which was ranked lower by artists and freelance cultural workers); and promotion of Hamilton’s unique cultural identity in Hamilton and beyond (a priority shared by artists and freelance cultural workers).

The table below ranks the responses on a 3-2-1 point system. The rankings would be very similar based on the number of “highest priority” selections.

Overall rank	Response	Priority	# organizations
1	Increased funding	Highest priority	38
		Second priority	7
		Third priority	6
2	Municipal policies and plans that support the arts (Culture/heritage: ...“that support culture and heritage”)	Highest priority	15
		Second priority	29
		Third priority	8
3	Resources for cultural facilities (Culture/heritage: ... “culture and heritage facilities”)	Highest priority	7
		Second priority	9
		Third priority	9
4	Promotion of Hamilton’s unique cultural identity in Hamilton and beyond	Highest priority	5
		Second priority	7
		Third priority	18
5	Networking and collaborations within the arts community (Culture/heritage: ... “within the culture and heritage community”)	Highest priority	3
		Second priority	7
		Third priority	7
6	Community development initiatives to increase organizational capacity	Highest priority	3
		Second priority	2
		Third priority	15

7	Streamlined access to City of Hamilton information, supports and services	Highest priority	1
		Second priority	7
		Third priority	4
8	Cultural research, information and knowledge sharing with the community	Highest priority	3
		Second priority	4
		Third priority	3
9	Support for cultural districts (Culture/heritage: ... “culture and heritage districts”)	Highest priority	1
		Second priority	4
		Third priority	5

### Final comments (Organizations)

*Respondents were thanked for completing the survey and notified that their participation will help us compile an accurate picture of the situation and funding needs of Hamilton's arts, culture and heritage community. The results will be analyzed and communicated in early 2012.*

Do you have any final comments?

Over 30 organizations provided detailed comments. As was the case with individuals, a number of organizations thanked the City for undertaking this initiative, and a few others provided very specific feedback on the survey (not detailed here). A brief summary of other comments is provided here.

As was the case with individual artists and cultural workers, funding issues were the most common concern addressed in the comments:

- The city is not providing enough support or funding to arts organizations to produce events. Increased funding will enable Hamiltonians to enjoy high quality artistic performances at little or no cost.
- Good start, let's pick up the pace and fund cultural events as much as we do commercial events that take place in our city.
- Would prefer to see some type of provincial or federal incentive that allows arts investment strategies and tax related incentives to spur private and corporate investments in the arts and arts infrastructure.
- Funding for capital projects is key as is operational funding to enable groups to offer programs wanted and needed by the community.
- It is wonderful to hear that Hamilton is exploring further arts funding! Our organization has been wonderfully received by the Hamilton public - and the Hamilton media as well - since we opened years ago, but we have never received any financial support on a provincial or even municipal level whatsoever. We have always felt that with

government funding, and therefore less of a financial burden upon us, we could produce even better work for audiences more frequently. The Hamilton arts community has so much potential and talent - any increase in funding and government support will undoubtedly help the already well-rounded arts community flourish and take existing production to new levels of professionalism and quality that will result in even happier Hamilton audiences.

- We feel strongly that we are underfunded at 7% for what we contribute to the City compared to other arts organizations.
- Municipal staff are very helpful and available. Filling out grant requests and reports online is not always easy as forms can be confusing. Fitting the values of our programming into the City goals can be a challenge.
- In our experience, grants to individual artists and capital improvement grants are wasted money. There is no incentive for the individual or the groups to work if there is free money.

Some of the funding comments specifically addressed the Community Partnership Program:

- While we are grateful for the money we receive from the Community Partnership Program each year, the grant application is insanely long and complicated. Provincial and federal grant applications are much shorter and more streamlined, and these granting bodies provide us with four or five times more income than the City of Hamilton does.
- I find the existing City of Hamilton Community Partnership grant process to be extremely frustrating, time consuming and inflexible with respect to its inability to increase its grants. For example, we complete an annual 33 page report (completed 9 months before any funds are released) in order that we receive a grant amount identical to our previous year allocations. While we have changed the profile of our concert series, and it has been recognized within the city of Hamilton Cultural community for its excellent reputation. While our annual attendances have increased and our annual operating budget has doubled over the past 5 years, the amount of the city grant allocated to our organization has remained unchanged.
- In the last ten years the City of Hamilton has pushed forward the deadline for CPP Grants from Jan 7 of the next year to Sept 16 of the current year. Our volunteer organization has a fiscal year end of June 30 and constitutionally the members must vote on the budget for the current year when they meet for the start of a new season in Sept. This makes filing in the grant application very awkward and rushed and it co-insides with all the preparations for a new season. An Oct 15th deadline would be a better compromise! I can imagine that many organizations also have this problem as their operation is similar to the 'school year'.
- The granting system at the City of Hamilton is very flawed. I don't apply for my organization, but for others, and I am always dismayed by how poorly the grants are designed and how long it takes the funds to be released.



Other issues raised by arts, culture and heritage organizations include cultural impacts, the need for cultural policies and other supports, as well as the need for more creative spaces and venues.

### **Impacts of the arts, culture and heritage**

- The immediate and strategic investment and support of Arts, Culture and Heritage organizations will determine the economic and social success of Hamilton.
- Organizations such as ours work hard to stimulate the economy as well as social and cultural facets of life in Hamilton. The municipal government must continue to provide hands on financial support to local service provider organizations through ongoing and increased grant and project based funding opportunities.
- 'WE CAN GROW AS A SOCIETY.'

### **Policies, planning and other supports**

- This city needs to create an environment where the individual artist/entrepreneur/business person can thrive and flourish. A baseline environment where the arts can survive should be in place which would include access to financing, capital, insurance, promotion, etc. at reasonable rates.
- If Hamilton-based arts organizations are going to get noticed outside of Hamilton, provincially or federally, Hamilton as a city has to recognize these organizations. This is direct feedback from the provincial and federal government.
- Stop giving out money to non-profit organizations (and consultants for that matter) who compete with the private sector. Instead create zoning, taxing, parking, licensing laws and practices that DO NOT IMPEDE private sector arts and cultural development. Just let it grow. At the same time that Hamilton paid Toronto consultants to tell them how to support the arts community, it tried to shut down the Pearl Company, and used zoning laws to put others out of business.
- It would be nice if the city really supported arts initiatives, as opposed to lip service. Credit is taken very easily, but seldom given where it is deserved. The obvious success of the Jamesville district always seems to look like the city planned it. Oh, were that true, it would be a better world.

### **Creative spaces / venues**

- Surplus land or buildings and other types of infrastructure to be leased for a token amount to arts & culture organizations. Creation of an arts & culture hub centre to envelop non profit and charitable organizations to work and show together (Wychwood Barns model).
- I guess my final comment is as follows: I have been a private 'for profit' gallery who once had a 'face/space' in the community. Sadly, with no help from anyone within the city I had to shut down my gallery and am now operating from my home via e-on-line and in

some instances doing better than before BUT this does not mean I am doing well. I simply love the visual arts and love trying to support my artists.

# Structure of arts, culture and heritage funding in select Canadian cities: Detailed notes from comparison cities based on interviews and documents research

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Researched and prepared for the City of Hamilton by Hill Strategies Research Inc.

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## City of Hamilton

<b>Funding structure and delivery models – Hamilton</b>	
Interviewee(s)	Jennifer Kaye, Manager, Arts & Events
Municipal department	Community Services
Arts council funding body	No
In-house delivery	Yes
Arts council role	Hamilton Arts Council: representation, support (receive City grant of about \$27,000)
Funding program name(s)	Community Partnership Program
Funding program goals	<p>The purpose of the Community Partnership Program: To provide limited financial assistance to community groups and organizations who are engaged in programs and activities within the City of Hamilton designed to achieve the self-fulfillment of individuals and the general well-being of the community.</p> <p>Objectives: * To encourage growth and assist in the development of programs that can demonstrate how they will benefit a group or the community;</p> <p>* To ensure that any funds received from the Community Partnership Program are administered by a competent, accountable and responsible body;</p> <p>* To monitor the activities of programs with respect to the issue of equal access by individuals of diverse cultural groups and persons with disabilities; and,</p> <p>* To promote the self-sufficiency of community groups and programs by encouraging those in receipt of funding from the City to become self supporting.</p>
Funding program budget	Culture: \$311,623 culture stream + Boards & Agencies grants of \$1,241,033 (excludes HECFI) = \$1.55 million. Boards and Agencies stream was created in 2005 (culture stream decrease reflects this shift).
Per capita estimate	\$3.08
Funding program approvals / authority	City Council: 1) Grants Sub-Committee Review Staff Recommendations; 2) Corporate Administration Review Grants Sub-Committee Recommendations; 3) City Council Reviews Tentative Recommendation

Review processes / adjudication	Evaluation criteria: merit (30%), organizational capacity (40%), and community impact (30%); for a total numeric maximum score of 100 points. Overall program managed by Finance Department, but organizational questions directed to culture staff. Culture staff run the adjudication process (via peer Arts Advisory Commission) and makes recommendations to Finance. Finance manages budget and relationship to Budget Sub-Committee. Boards and Agencies deal solely with Finance Department. They make a presentation to the Budget Sub-Committee to request their grant.
Operating grants?	No
Multi-year funding?	Yes, if receive high enough score on adjudication. Timing is coordinated with Council cycle. Organizations provide reports only during non-application years.
Project grants?	Yes ("program")
Grants to individual artists?	No
Funding level as % of organizations' budgets	Max 30%: The Community Partnership Program will not ordinarily fund in excess of 30% of the operating budget of any program, unless this causes undue financial hardship for a particular program.
Priorities for new organizations, diverse organizations?	Nothing specific.
How do you measure the impact of your grants?	Have not done this kind of analysis, but the Cotton Centre did do business impact report in 2007.

<b>Other cultural funding programs – Hamilton</b>	
Public Art Program?	<p>Art in Public Places: Public art is defined by the City of Hamilton as art created by artists or in collaboration with artists through a public process and existing in publicly accessible City of Hamilton Property. Public art:</p> <ul style="list-style-type: none"> <li>* Symbolizes the strength and progressive character of a city</li> <li>* Encourages public participation and engagement</li> <li>* Is diverse and supports the creative contributions and solutions of artists to the civic realm</li> <li>* Is part of good urban design and improves public space development.</li> </ul>
Arts Awards?	<p>Hamilton Arts Awards: Separate established and emerging awards in the following categories</p> <ul style="list-style-type: none"> <li>* Lifetime Achievement <ul style="list-style-type: none"> <li>* Arts Education</li> <li>* Fine Craft</li> <li>* Writing</li> <li>* Theatre</li> <li>* Music</li> </ul> </li> <li>* Arts Administration <ul style="list-style-type: none"> <li>* Visual Art</li> </ul> </li> <li>* Community Arts <ul style="list-style-type: none"> <li>* Performance</li> </ul> </li> <li>* Film and New Media.</li> </ul> <p>"The City of Hamilton Arts Awards is one of the oldest Municipal-led arts awards programs in Canada. After a program review and with renewed Council support, the 2011 awards program has expanded from 6 to 11 award categories with an increase in award money to artists from \$6,000 to \$38,500."</p>
Any other arts cash prize programs?	<ul style="list-style-type: none"> <li>* Hamilton Music Awards (private sponsorships, no City funding)</li> <li>* Hamilton Arts Council literary awards</li> </ul>
Artist residencies?	No
Sponsor arts events?	No
Loans?	Not specifically for culture.
Incentives to for-profit cultural businesses?	Not specifically for culture. But do have local property redevelopment initiatives (e.g., downtown restorations, façade improvement on King William).

Other funding programs	Also a separate granting stream for special events, with a number of cultural recipients.
Other assistance	
In-kind assistance	Some internal transfers (e.g., for costs of HSR, roads and traffic services, police) are allocated but are being phased out in favour of direct grants to organizations.

<b>Support systems – Hamilton</b>	
Streamlining applications / one "point person" for applications?	From a customer service standpoint, it functions pretty much as a one point person system. However, from an administrative and decision-making standpoint, there is much more than one level.
Other boards, agencies, committees	The Hamilton Arts Advisory Commission (AAC) is an appointed body of City Council to inform Council (through the Emergency & Community Services Committee) of achievements and issues in the Hamilton Arts Community. Responsibilities include: * to recommend activities for the stabilization and strengthening of the arts community; * to inform Council of issues and achievements in the Hamilton arts community; * to liaise with and act as a point of contact for members of the arts community regarding issues affecting the arts community; * to monitor and assist with the implementation of the Public Art Program; * to monitor and assist with the implementation of the Arts Awards Program; * to monitor and assist with the implementation of the Community Partnership Program, Culture Stream.
Other notes	Theatre Aquarius: prior to 2011, grant was going toward repaying a City loan related to their building.

<b>Cultural facilities, districts and other incentives – Hamilton</b>	
Capital funding program	Funding occurs on a case-by-case basis. Sometimes there can be a lack of clarity around process and opportunities for funding.
Civic theatre	HECFI includes Hamilton Place, Copps Coliseum and Convention Centre. Currently run by committee of Council. Previous arm's-length board was disbanded in order to explore other governance models. An RFP has been distributed for the operations and/or purchase of the facilities. RFP notes that Hamilton place has a unique practical and symbolic value. There is a "community access" clause in the RFP.
Other municipal facilities	

Subsidized leases or free space to arts & culture organizations in city-owned buildings?	Village Theatre Waterdown operates out of a City-owned building. Old Firehall Arts Centre (Ancaster) houses Theatre Ancaster and Hamilton All Star Jazz Band. Carnegie Gallery in Dundas has a below-market lease. There is no consistency or specific program in this regard, which does not allow for a comprehensive view.
Areas evolving for artists? Live / Work studios or spaces for artists	City Housing Hamilton is transforming a former strip club into live/work studios. The ground floor will be arts-related public spaces. The agency generated this idea on its own, and culture staff are helping them to implement it.
Waiving fees (like development charges or zoning fees)	Zoning By-law Reform: City has overhauled zoning bylaws (post-amalgamation). This should be more permissive and open some things up for arts uses.
Other gvt offerings used by arts and culture	Small Business Enterprise Centre; Main Street Housing Loan and Grant Program. Cossart Exchange has taken on entrepreneurship training in the cultural sector.

<b>Policies and plans – Hamilton</b>	
Culture Plan?	No: Love your City: Cultural Policy and Plan in progress. Hope to have something to Council in 2012.
Other plans	Public Art Master Plan (2008), Cultural map (2010). Economic Development Plan identified cultural industries as a key sector (especially film, music and new media). Economic Development does provide small amounts of funding for some not-for-profits and are working on incentive-type programs.
Community Improvement Plans (CIPS that affect the arts)	There is a direction to examine creating a Community Improvement Plan for culture in the city. These plans are usually geographically-based, but this is a sectoral initiative.
Incentives through planning? E.g.: adaptive reuse; impact on built form.	Examining tweaking existing incentives to allow more arts uses. Still in early stages.
Plan details	



<b>Heritage supports – Hamilton</b>	
Heritage grant program	Community Partnership Program
Heritage grant program goals	Included above (culture grant program goals).
Heritage grant program budget	Included above (culture grant program budget), but is adjudicated by staff and one member of Hamilton Historical Board.
Other heritage supports	<p>Museum operations are in Cultural Services section, but heritage planning is in Planning and Economic Development.</p> <ul style="list-style-type: none"> <li>* Reverend T. Melville Bailey Heritage Award; Susan E. Bennetto Student Recognition Award</li> <li>* Hamilton Community Heritage Fund (HCHF) provides interest-free loans to a maximum of \$50,000 for restoration of heritage attributes on properties designated under the Ontario Heritage Act.</li> </ul>
Municipal heritage committee	<p>Hamilton Historical Board: The Mission of the Hamilton Historical Board is to advise City Council on heritage matters, and to promote the awareness and appreciation of Hamilton’s history and heritage through presentation. The Mandate of the Hamilton Historical Board is:</p> <ul style="list-style-type: none"> <li>* To advise and make recommendations to City Council on all matters pertaining to the operation of the Hamilton Civic Museums and their collections;</li> <li>* To promote public appreciation of Hamilton’s history and heritage;</li> <li>* To encourage the collection, protection, and preservation of Hamilton’s history and heritage.</li> </ul> <p>* Web: Hamilton Municipal Heritage Committee (HMHC) and its various subcommittees and Heritage Conservation District Advisory Committee.</p>

## City of London

<b>Funding structure and delivery models – London</b>	
Interviewee(s)	Robin Armistead, Manager of Culture and Municipal Policy, Culture Office, Finance Department
Municipal department	Finance Department; new service-based budgeting, only 3 or 4 departments in municipality
Arts council funding body	Yes: London Arts Council and London Heritage Council.
In-house delivery	Only for 2 largest organizations (Grand Theatre and London Symphony).
Arts council role	Funder and more
Funding program name(s)	Community Arts Investment Program (now 10 years old)
Funding program goals	<p>Purposes: * provide operating financial assistance to non-profit organizations and individuals within the London arts community; * encourage public awareness and appreciation of the arts; * increase access to quality local arts programming; and, * enhance London's desirability as a community.</p> <p>The CAIP has four categories: 1) Incorporated, non-profit arts organizations whose operating revenues are in excess of \$1,000,000 2) Non-profit organizations or individuals whose operating revenues are less than \$1,000,000 3) Arts Bursaries and 4) Arts Travel Grants.</p> <p>Category 2 provides operating and project funding to not-for-profit arts organizations and individuals within the London arts community.</p>
Funding program budget	Category 1: approximately \$1 million; Category 2: \$250,000. Total: Over \$1.2 million
Per capita estimate	\$3.41
Funding program approvals / authority	Category 1: City Council (two largest organizations) Category 2: London Arts Council
Review processes / adjudication	<p>* Category 1: an administrative review team of the City, formula-based funding, 15% of revenues to maximum \$500,000, City Council final decision.</p> <p>* Category 2: London Arts Council (which existed prior to having funding role). City contracts out funding responsibilities to LAC. LAC is no longer a membership-based organization.</p>
Operating grants?	Yes, in both Category 1 and 2.

Multi-year funding?	No
Project grants?	Yes
Grants to individual artists?	Yes
Funding level as % of organizations' budgets	Category 1: up to 15% of operating revenues; Category 2: unknown maximum
Priorities for new organizations, diverse organizations?	Not specifically, but do have "Citizen Culture" program that was funded via Creative City Fund. Encourage new citizens to participate in arts and culture opportunities. Culture Days: trying to connect Culture Days, Doors Open and cross-cultural organizations.
How do you measure the impact of your grants?	* OMBI measures. * LAC working to understand funds leveraged (via evaluation reports submitted by recipients).

<b>Other cultural funding programs – London</b>	
Public Art Program?	Public Art Policy in 2007, revised in 2009. Established a Public Art Acquisition Reserve Fund and a Public Art Maintenance Reserve Fund. These reserve funds will permit funding to be accumulated for the purchase, commission or donation of public art and its maintenance over more than one year. Have a 10-year public art implementation plan. LAC commissions the works, and the City does the implementation. No official 1% for public art policy. Receives about 0.5% for public art.
Arts Awards?	Mayor of London New Year's Honours List (individual, culture is one of many areas)
Any other arts cash prize programs?	London Arts Council: Chris Doty Award of Excellence (\$1000). This award is meant to recognize a deserving London Artist who, through his or her arts discipline, has made and continues to make a contribution to the London Arts Community, serving as an example of artistic commitment, dedication and excellence.  Urban Design Awards: seeks to raise the bar on urban design in London by awarding projects that represent excellence, innovation and visionary thinking.
Artist residencies?	Libraries have an artist-in-residence. There is a London City Poet Laureate, funded through the Creative City Fund.
Sponsor arts events?	
Loans?	

Incentives to for-profit cultural businesses?	No, can't grant to for-profits (Municipal Act). City helps to create partnerships. Had ArtsVest program in 2010. For-profit cultural businesses are very involved in cultural initiatives.
Other funding programs	* Creative City Fund Program: \$75,000 "incubator fund". Promotes partnerships and funds new festivals (<3 years). Initiatives come from outside proposals and are not strategic initiatives based on City plans. Often, the need is actually greatest for operating funds. * Community Services Funding Programs
Other assistance	"The Creative City Fund Program (CCF) encourages collaborative new, creative and visionary projects that foster community capacity building, move in new directions and/or promote City of London corporate initiatives, while furthering London's economic prosperity through cultural vitality."
In-kind assistance	* John Labatt Centre corporate suite: The Members of Council have provided the use of the City of London Corporate Suite in the John Labatt Centre and it is available to charitable volunteer groups. Volunteer groups may use this opportunity to recognize members in appreciation of their achievements.

<b>Support systems – London</b>	
Streamlining applications / one "point person" for applications?	Not much confusion about who does what. LAC and LHC are now co-located. For festivals, granting can be a bit more confusing. There is also a festival rebate program, which provides free access to City parks.
Other boards, agencies, committees	* Creative City Committee * Cultural Prosperity Plan Working Group
Other notes	

<b>Cultural facilities, districts and other incentives – London</b>	
Capital funding program	City of London’s Capital Grants Program: all areas, not just culture. City Treasurer responsibility with Council decision-making. Reduced to \$200,000 in 2011 budget cuts. Possibility of further cutbacks.
Civic theatre	* Centennial Hall (concert hall): aging, part of City Hall complex. City is debating the future of City Hall. * London Convention Centre. * John Labatt Centre arena sometimes used as concert venue. City is actually missing a proper music venue.
Other municipal facilities	* Museum London is a board of the City. Receives \$1 million in funding.
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	City has general policy of reduced rental fees for not-for-profit organizations. Many community centres. Often free space for community groups in City spaces.
Areas evolving for artists? Live / Work studios or spaces for artists	Cultural corridor areas of Downtown London, Richmond Row and Old East Village. Many more City resources have gone toward downtown (strategic priority of City). Old East Village has received grants to do its own studies and move some elements forward. Area has a unique flavour. Zoning allows for live/work spaces in downtown and Old East corridors, because of presence of BIAs. Old East Village is zoned as a heritage district.
Waiving fees (like development charges or zoning fees)	
Seed \$ (e.g.: Hamilton 24)	
Other gvt offerings used by arts and culture	Trying to encourage established "pillar" organizations to mentor smaller organizations. Encouraging networking, such as new heritage network.

<b>Policies and plans – London</b>	
Culture Plan?	No: New Cultural Prosperity Plan being developed. Need a new "roadmap". Older plan is not referred to as much anymore.
Other plans	Creative City Task Force Report (2005). Mayor's Economic Prosperity Council (arts and culture are one pillar). Downtown Master Plan, Old East Village Revitalization Plan, Strengthening Neighbourhoods Strategy
Community Improvement Plans (CIPS that affect the arts)	Have some "area plans". There is also a big push on the City's lone heritage planner to pursue / approve heritage districts in many different neighbourhoods.
Incentives through planning? E.g.: adaptive reuse; impact on built form.	
Plan details	

<b>Heritage supports – London</b>	
Heritage grant program	Community Heritage Investment Program, administered by London Heritage Council. Funded by the Corporation of the City of London, the goals of the Community Heritage Investment Program (CHIP) are to: * Provide project funding to not-for-profit heritage and cultural heritage organizations or individuals within the London heritage and culture sector. * Encourage public awareness and increase access to high quality experiences and activities in London’s heritage and culture sector. * Support initiatives and events that foster heritage and culture in London. * Increase partnership and collaborative projects and events in the heritage and culture sector.
Heritage grant program goals	Funded by the City, the goals of the Community Heritage Investment Program (CHIP) are to: * Provide project funding to not-for-profit heritage and cultural heritage organizations or individuals within the London heritage and culture sector. * Encourage public awareness and increase access to high quality experiences and activities in London’s heritage and culture sector. * Support initiatives and events that foster heritage and culture in London. * Increase partnership and collaborative projects and events in the heritage and culture sector.
Heritage grant program budget	\$75,000
Other heritage supports	* new heritage portal available via London Heritage Council. LHC taking lead on War of 1812 celebrations. * City has a range of incentives for renovations of heritage properties. * Heritage Awards 2011. The annual awards program of the Architectural Conservancy of Ontario (London Region Branch) and Heritage London Foundation seeks to recognize individuals and organizations from either the private or public sector who have demonstrated an extraordinary commitment to the preservation of London’s built heritage. Nominees may be proposed for their long-term dedication to the cause, for a single outstanding effort that made a notable difference, for strong leadership and vision in educating the public, or for leadership that has brought about a positive outcome for built heritage in our City. The awards - given in two broad categories (Education/Awareness/ Advocacy and Preservation of Built Heritage) - also seek to honour projects that have actually preserved part of our built heritage. * London Heritage Foundation
Municipal heritage committee	London Advisory Committee on Heritage. The purpose of the London Advisory Committee on Heritage is to lead London in the conservation of its heritage through planning, education and stewardship, and to advise the City of London on the conservation of heritage resources in the community.

## Region of Waterloo (including, where possible, City of Waterloo, City of Kitchener and City of Cambridge information)

<b>Funding structure and delivery models – Waterloo</b>	
Interviewee(s)	Region: Stevie Natolochny, Council/Committee Support Specialist, Council and Administrative Services City of Waterloo: Betty Anne Keller, Manager, Arts, Culture, Festivals, Events Cities of Kitchener and Cambridge: none
Municipal department	Region: Planning, Housing and Community Services City of Waterloo: Community, Culture and Recreation Services City of Kitchener: Community Services
Arts council funding body	At Region level: Region of Waterloo Arts Fund
In-house delivery	Yes (at all levels).
Arts council role	<p>Waterloo Regional Arts Council shut down in 2011 when the Creative Enterprise Enabling Organization (CEEEO) took on a larger role. The CEEEO's "creative enterprise agenda" aims to help:</p> <ul style="list-style-type: none"> <li>● Improve our quality of life: Prosperity is about wellness for all citizens.</li> <li>● Attract and retain the best and the brightest: Prosperity is about supporting a young, well-educated, diverse, professional workforce in all disciplines.</li> <li>● Cultivate the Creative Economy: Prosperity is about providing resources to make this happen.</li> <li>● Foster bold, new ideas: Prosperity is about risk, experimentation and expansiveness across the globe.</li> </ul> <p>The Creative Enterprise Agenda is ultimately about community investment. To reach this objective it is vital that we strengthen and make sustainable our arts and culture sector, in turn creating a vibrant and exciting place to live, work and play. A creative sector with a sustainable infrastructure is integral to fully realize long-term growth opportunities for Waterloo Region.</p>
Funding program name(s)	<p>* Region: Regional grants to arts, culture and community organizations &amp; Region of Waterloo Arts Fund</p> <p>* City of Waterloo: Community Grants Program (Arts, Culture, Heritage and Festivals stream)</p> <p>* City of Kitchener: Community Grants (Arts and culture/special events)</p>



<p>Funding program goals</p>	<p>* Regional grants: The link between arts and culture, quality of life and attracting and sustaining a vibrant work force has been recognized by many groups and individuals in the community.</p> <p>* Region of Waterloo Arts Fund: The mission is to contribute to the vibrancy of the arts and cultural sector in Waterloo Region. It does this by promoting, encouraging and providing support to arts organizations and individual artists.</p> <p>* City of Waterloo: The intent of the program is to provide financial support to community groups who enhance the quality of life in the City of Waterloo by fostering &amp; strengthening groups that provide recreation, leisure and community program opportunities for the citizens of Waterloo that support the goals of the Community Culture and Recreation Services Department.</p> <p>Kitchener: offers community grant opportunities to not-for-profit community organizations and groups that provide services in the areas of:</p> <ul style="list-style-type: none"> <li>* Arts and culture/special events</li> <li>* Community support and development</li> <li>* Sports and recreation</li> </ul> <p>Community grants Tier 2 are intended to provide assistance to organizations/groups that provide services within the City of Kitchener for the common good of residents. The purpose of Tier 2 grants is to provide funding for:</p> <ul style="list-style-type: none"> <li>* operating support to enable the provision of the basic service of the organization</li> <li>* project support</li> <li>* special event support</li> <li>* equipment support</li> </ul>
<p>Funding program budget</p>	<p>* Regional grants: \$792,000</p> <p>* Region of Waterloo Arts Fund: Regional Council's allocation of 40 cents per capita -- Spring 2011: \$125,300 + Fall 2010: \$113,350 = \$238,650. The 2011 budget issue paper requested increased funding for arts and culture organizations to the level of \$1 per capita as recommended by the Prosperity Council.</p> <p>* City of Waterloo: Arts, culture and festivals: \$135,000 plus \$166,000 in "foundational funding" (multi-year service agreements with KWSO, KWAG, KW Arts Awards, Octoberfest). Also sustainability fund of \$120,000 (staff recommendations to Council).</p>
<p>Per capita estimate</p>	<p>\$4.75</p> <p>From report "Municipal Investment in Arts, Culture, Heritage in Waterloo Region, 2009 and 2010", Galleries+ Performing Arts lines from Table 2 (funding in 2010). Includes all area municipalities.</p>

<p>Funding program approvals / authority</p>	<p>* Regional grants: Council process            * Region of Waterloo Arts Fund is a not-for-profit corporation established in 2002 by the Regional Municipality of Waterloo. It was created to operate at arm's length from the Region and to provide funding for the performing, visual and literary arts. It is managed by a 14 person board, representing a broad spectrum of involvement in the arts. Adjudication of applications is done by the Arts Fund's board.            * City of Waterloo: Council process            * City of Kitchener: Council process (Community Services Committee).</p>
<p>Review processes / adjudication</p>	<p>Region of Waterloo Arts Fund: Applicants are first asked to submit a brief letter of intent (maximum two pages) outlining their project. On the basis of a review of those letters, a short list of applicants is then asked to submit more detailed proposals.</p>
<p>Operating grants?</p>	<p>Region: Unclear (regional grants); City of Waterloo: Yes; City of Kitchener: Yes</p>
<p>Multi-year funding?</p>	<p>Region: No; City of Waterloo: Yes (4 organizations in "foundational" stream)</p>
<p>Project grants?</p>	<p>Yes (at all levels).</p>
<p>Grants to individual artists?</p>	<p>Yes (Region of Waterloo Arts Fund)</p>
<p>Funding level as % of organizations' budgets</p>	<p>Varies. Region of Waterloo Arts Fund does not set maximum or minimum limits. Average grant is \$4,555.</p>
<p>Priorities for new organizations, diverse organizations?</p>	<p>No. Regional grants statement: A new applicant was not considered a "designated core group". The Grants Committee was not looking to expand the core Arts and Culture groups. Providing a grant to this group could result in a number of requests from similar organizations that could not be accommodated within the budget.</p>
<p>How do you measure the impact of your grants?</p>	

<b>Other cultural funding programs – Waterloo</b>	
Public Art Program?	<p>* The Region of Waterloo Public Art Program was approved in 2002 following discussions during the construction of several major Regional buildings. Regional Council agreed that public art enhances the positive perception of a community and raises its cultural profile. A Public Art Reserve Fund was created. Money is allocated annually at the discretion of Regional Council. There is also a budgeted allocation from designated capital projects. The Public Art Advisory Committee appoints a jury to solicit proposals from the art community for a particular Regional site. Jury members, keeping in mind the unique characteristics of that site, judge submissions, choose the most appropriate and recommend it to the advisory committee. The advisory committee, in turn, recommends an allocation of money from the Region's Public Art Reserve Fund for the art. The final decision is made by Regional Council.</p> <p>* City of Waterloo: Has had a percent for art program since the early 1990s. This has, to date, been applied to public projects in the city. This will be strengthened (public art via private development) through the new Official Plan.</p> <p>* City of Kitchener: For more than a decade, the City of Kitchener has celebrated special places by installing public art at or near them. Each work of public art is one-of-a-kind, made just for the location where it rests. Each tells a story about living in Kitchener.</p>
Arts Awards?	<p style="text-align: center;">KW Arts Awards categories:</p> <ul style="list-style-type: none"> <li>* Literary</li> <li>* Visual Arts</li> <li>* Performing Arts</li> <li>* Music</li> <li>* Mentor (educator, leader, etc.)</li> <li>* Open (arts supporters, volunteers, radio group musical instructors, etc.) <ul style="list-style-type: none"> <li>* Textile, Fibre, Quilting</li> <li>* Leading Edge</li> <li>* Festival or Event</li> <li>* New Festival or Event</li> </ul> </li> <li>* Festival or Event Volunteer: click for more <ul style="list-style-type: none"> <li>* Lifetime Achievement</li> <li>* Corporate Arts Supporter</li> </ul> </li> </ul> <p style="text-align: center;">The Kitchener-Waterloo Arts Awards Committee consists of representatives from both cities and various arts groups, as well as individuals with a passion for the arts.</p>
Any other arts cash prize programs?	

Artist residencies?	Kitchener created the first municipal artist-in-residence program in Canada in 1995. The year-long program stimulates conversation between artists and Kitchener residents and visitors, as they connect with special programming presented by the artist-in-residence throughout the year. The artist-in-residence program supports artistic innovation and excellence in contemporary art. Artists work in any visual arts medium. The artist has the opportunity to offer workshops in neighbourhood community centres, lectures in city hall, exhibits in partnership with other agencies, and video projections on The Cube, atop city hall's Berlin Tower.
Sponsor arts events?	
Loans?	City of Waterloo: Council provided a promissory note to the Button Factory in the last year. Also has done so with the Clay and Glass Gallery.
Incentives to for-profit cultural businesses?	Creative Enterprise Enabling Organization, established in 2011: project funding to improve sustainability.
Other funding programs	
Other assistance	
In-kind assistance	City of Waterloo pays for maintenance costs for community arts centre and Clay and Glass Gallery buildings. For Clay and Glass Gallery, total in-kind support equals \$114,000 per year.

<b>Support systems – Waterloo</b>	
Streamlining applications / one "point person" for applications?	Region-wide: Local funders' collective, called the "Resiliency Initiative", has been created to examine how the sector can weather economic storms as well as possible. They have invited specific organizations to apply for grants to do very specific, risky and re-inventive activities. The group is trying to learn about what makes organizations more resilient.
Other boards, agencies, committees	City of Waterloo Advisory Committee on Culture: Council-appointed. Excellent group.
Other notes	Region-wide: There is significant support for culture from the business community and others. The CEEO has done a great job of getting the word out since 2004. Their "investment capital" thinking resonates with business. The Chambers of Commerce have been very involved. However, in this vision, there is a risk that artists might be seen as disposable. That is, if one artist or arts organization goes away, there is the assumption that another one will just take its place.

<b>Cultural facilities, districts and other incentives – Waterloo</b>	
Capital funding program	None, but equipment eligible for Community Grants in City of Kitchener.
Civic theatre	City of Kitchener: The Registry Theatre is home to JM Drama, the not-for-profit theatre company which operates the theatre on behalf of the City of Kitchener.
Other municipal facilities	City of Waterloo Museum is located in Conestoga Mall (which offered to house the museum rent-free).
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	City of Waterloo: Button Factory (community arts centre) and Clay and Glass Gallery. City pays for maintenance costs for both buildings.
Areas evolving for artists? Live / Work studios or spaces for artists	
Waiving fees (like development charges or zoning fees)	
Other gvt offerings used by arts and culture	

<b>Policies and plans – Waterloo</b>	
Culture Plan?	<p>* Region: Waterloo Region Arts, Culture &amp; Heritage Master Plan (2002)</p> <p>* City of Waterloo: Not yet. Currently embarking on a cultural plan process, the goal of which is really to develop a cultural policy. Have hired a project manager to lead staff and community input. Not hiring a consultant.</p> <p>* City of Kitchener: CulturePlan I (1996) and II (2005)</p>
Other plans	<p>* Waterloo Region Archaeological Master Plan</p> <p>* City of Waterloo: Economic Development strategy identified an Entertainment District and had much cultural content. Business people have pushed for the focus on cultural vitality.</p> <p>* City of Waterloo: Hosting a Municipal Cultural Planning Inc. workshop in February.</p> <p>* City of Waterloo: Community, Culture and Recreation plan has set the foundation with a service delivery plan.</p> <p>* City of Kitchener: Public Art Plan 2011</p>
Community Improvement Plans (CIPS that affect the arts)	

Incentives through planning? E.g.: adaptive reuse; impact on built form.	
Plan details	City of Waterloo: Cultural policy process: lots of community consultation; integrated cultural plan across departments; 2-year process.

<b>Heritage supports – Waterloo</b>	
Heritage grant program	<p>* Waterloo Regional Heritage Foundation: annual per-capita allocation from the Regional Municipality of Waterloo.</p> <p>* City of Kitchener: Designated heritage property grant program</p>
Heritage grant program goals	<p>* Waterloo Regional Heritage Foundation: Funding for investment in heritage-related endeavours. There are three types of grants available: Project/Event Grants, Building Grants, and Publication Grants. Any individual or group in the Region of Waterloo may apply for funding. The intent of all grants awarded by the Foundation is to assist with deserving undertakings that may not otherwise reach completion.</p> <p>* City of Kitchener: Designated heritage property grant program assists designated property owners with the conservation of our cultural heritage resources. Owners of property designated under the Ontario Heritage Act may be eligible to receive grants toward the conservation of their property. Grants are available to cover 50 per cent of the cost of eligible projects from a minimum of \$500 to a maximum of \$3,000.</p>
Heritage grant program budget	* Waterloo Regional Heritage Foundation: \$108,400 from Region of Waterloo in 2011.
Other heritage supports	<p>* Waterloo Regional Heritage Foundation, through the Heritage Advisory Committee, presents awards to recognize outstanding contributions of individuals, institutions and organizations to heritage preservation in Waterloo Region.</p> <p>*City of Kitchener: Heritage Tax Refunds: Owners of property designated under the Ontario Heritage Act and subject to a heritage conservation easement agreement or a preservation and maintenance agreement on a built heritage resource may be eligible to receive up to a 40 per cent refund of the taxes for municipal and school purposes levied on their eligible heritage property.</p>

Municipal heritage committee	<ul style="list-style-type: none"><li>* The Heritage Planning Advisory Committee was established in 1994 to advise the Region on heritage policies, issues and strategies. The committee:</li><li>* Advises Waterloo Region's Commissioner of Planning, Housing and Community Services on Regional heritage issues;</li><li>* Gathers information, such as identifying locally significant heritage resources, and comments on development plans that affect these resources;</li><li>* Assists in the development and implementation of Regional heritage policies and strategies;<ul style="list-style-type: none"><li>* Helps promote Regional heritage by increasing public awareness of local history;</li><li>* Collaborates with local post-secondary institutions and other heritage organizations</li></ul></li></ul>
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## City of Windsor

<b>Funding structure and delivery models – Windsor</b>	
Interviewee(s)	Cathy Masterson, Manager of Cultural Affairs
Municipal department	Recreation and Culture Department
Arts council funding body	No
In-house delivery	Yes
Arts council role	Arts Council Windsor & Region: representation, support
Funding program name(s)	City Council provides financial support to: * The Arts Council of Windsor and Region; * Art Gallery of Windsor; * Windsor Symphony Orchestra; * Artcite Incorporated
Funding program goals	None specified. Potential change in Art Gallery of Windsor funding in 2012: The Art Gallery of Windsor has agreed in principle to sell to the City its building. In return, the Windsor Library will use the main floor of the AGW. The City will pay all operating costs for the facility. The AGW will use the building without rent or tax. The AGW will no longer receive their annual grant from the City. The AGW and the Library need to provide the City with a business and facility plan by the end of December.
Funding program budget	Approx \$835,000 (Art Gallery of Windsor: \$450,000; Windsor Symphony Orchestra: \$350,000; Arts Council of Windsor and Region: \$35,000)
Per capita estimate	\$3.86
Funding program approvals / authority	City Council
Review processes / adjudication	Limited review done. Limited checks, balances and reporting.
Operating grants?	Yes
Multi-year funding?	No
Project grants?	No
Grants to individual artists?	No



Funding level as % of organizations' budgets	Varies
Priorities for new organizations, diverse organizations?	No
How do you measure the impact of your grants?	Not applicable (yet)

<b>Other cultural funding programs – Windsor</b>	
Public Art Program?	The City of Windsor Public Art Policy (2005). Not that strong; no 1% for public art. Have the Odette Sculpture Park but not a lot of new public art.
Arts Awards?	Windsor Endowment for the Arts: some grants and awards. Received some seed money from the City and developed an endowment fund. The WEA provides recognition for significant achievements through the WEA Arts Leadership Awards. Both artists and the organizations that support creativity will be honoured.  * The WEA also provides public exposure and financial support for promising projects, infrastructure, and emerging talent through the WEA Arts Grants.
Any other arts cash prize programs?	Grassroots "Think & Drink" award at local bar (also a significant music presenter).
Artist residencies?	
Sponsor arts events?	
Loans?	
Incentives to for-profit cultural businesses?	Interviewee is new in position. Not sure where City stands on this point. There are two strong economic organizations: Windsor-Essex Economic Development and Workforce Windsor-Essex. They have both identified culture as having an important role in the community.
Other funding programs	
Other assistance	University of Windsor School of Art is moving into the downtown armouries. St. Clair College has strength in the digital art area and has developed a mediaplex.
In-kind assistance	Looking at working toward university-cultural centre partnerships for some programming (in exchange for free space).

<b>Support systems – Windsor</b>	
Streamlining applications / one "point person" for applications?	Not applicable.
Other boards, agencies, committees	Social Development, Health and Culture Standing Committee (council), Community Public Art Advisory Committee
Other notes	

<b>Cultural facilities, districts and other incentives – Windsor</b>	
Capital funding program	No funding program per se. * Canada South Science Centre: City paid \$600,000 for building. Rent-free and tax-free arrangement. The City also pays half of the utility bill. * AGW's new building (about 10 years old) was completely paid for, essentially, by the casino. The City did not need to become involved.
Civic theatre	Capitol Theatre: City ownership has been settled, following legal disputes. The City is now deciding on management process (i.e., whether theatre will be City operated or not).
Other municipal facilities	* Downtown Tilston Armouries * Windsor Museum: new museum in planning stages. City has committed \$3 million. There is also a private fund providing another \$3 million (Shymczuk Fund). * landscaping work is just finishing on new Festival Park, which is located at one end of Odette Sculpture Park.
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	Canada South Science Centre: Rent-free arrangement. The City also pays half of the utility bill. The City also pays utility bills for Lancaster Bomber people (part of their \$35,000 subsidy).
Areas evolving for artists? Live / Work studios or spaces for artists	Working toward feasibility analysis of live-work facilities for artists. Examining tax breaks, incentives and re-zoning. The City may or may not provide funding. May just connect landlords and potential rental groups.
Waiving fees (like development charges or zoning fees)	Sometimes, the City waives fees in partnership arrangements, such as stage fees at Festival Park. Also have waived fees in the Capitol Theatre in return for a theatre group providing discounted tickets for school children at two afternoon performances.
Other gvt offerings used by arts and culture	

<b>Policies and plans – Windsor</b>	
Culture Plan?	Municipal Cultural Master Plan (2010)
Other plans	<p>City of Windsor Cultural Summit, Wednesday, Nov. 2, 2011. Come and share your thoughts and ideas about:</p> <ul style="list-style-type: none"> <li>* Our cultural assets and how can we can nurture our vibrant arts/cultural/heritage sector;</li> <li>* Innovative techniques to communicate about cultural activities in Windsor;</li> <li>* A space for artists to live-work in Windsor</li> <li>* How to develop an arm’s length funding commission to support the cultural community;</li> <li>* How can the City help with the cultural awards program to recognize our local talent.</li> </ul>
Community Improvement Plans (CIPS that affect the arts)	
Incentives through planning? E.g.: adaptive reuse; impact on built form.	
Plan details	A number of Cultural Master Plan recommendations have been adopted. Feasibility assessment for new Windsor Museum is going ahead. Poet Laureate position is in place. The Cultural Summit took place in early November 2011. The public art policy could be strengthened. Other recommendations have not moved forward yet (e.g., arms-length cultural funding, capacity-building awards)

<b>Heritage supports – Windsor</b>	
Heritage grant program	Grants to two heritage organizations.
Heritage grant program goals	
Heritage grant program budget	Total about \$37,000. Lancaster Bomber: \$35,000; Doors Open: \$1,600
Other heritage supports	Some heritage buildings are available for rental. There are a large number of heritage designated properties in Windsor. * The museum is actually two national historic sites in one facility. * There will be many 1812 celebrations, in collaboration with other area communities.
Municipal heritage committee	Windsor Heritage Committee: The WHC advises City Council on the identification, recognition, protection, enhancement and proper management of heritage resources in the City of Windsor.

## City of Toronto

<b>Funding structure and delivery models – Toronto</b>	
Interviewee(s)	Elena Bird, Senior Policy Advisor and Terry Nicholson, Manager of Cultural Affairs
Municipal department	Economic Development and Culture (post-amalgamation, this was part of a very large department that included parks, recreation, tourism and special events). Now a much smaller division.
Arts council funding body	Toronto Arts Council
In-house delivery	Partial: in-house granting for 10 major organizations and 4 local arts service organizations. The majority of the City's cultural grants program is administered by the arm's length Toronto Arts Council. Toronto Culture also provides grant workshops and resource information to the community on various internal and external grant programs.
Arts council role	Also funder
Funding program name(s)	Community Arts, Dance, Literary, Music, Theatre, Visual/Media Arts
Funding program goals	<p>* The City of Toronto Grants Policy states that grant programs are a strategic tool used to achieve the City's social, economic and cultural goals. These funding programs represent a form of partnership with community based organizations which in turn contribute significantly to the goals in relation to community capacity, equitable access, well being, diversity, civic participation and civic cohesion.</p> <p>* Toronto Arts Council provides grants to outstanding artists and arts organizations that contribute to the cultural life of the City of Toronto. TAC is committed to artistic excellence, innovation, and accessibility, and supports a wide spectrum of artistic endeavour and a range of activity that makes the City of Toronto one of the leading cultural centres in Canada. Through its support, TAC cultivates a richer engagement between artists and audiences and reflects the City of Toronto through the diversity of artists, arts communities and audiences that it serves. The City of Toronto provides the funding for TAC grant programs through its Community Partnership and Investment Program.</p>
Funding program budget	\$18.8 million in 2009: includes grants administered through the Toronto Arts Council, grants to Major Cultural Organizations, Local Arts Service Organizations, Harbourfront, Museums, Artscape, as well as Economic Development Grants provided to Cultural Organizations TAC: \$10.3 million in 2010. City of Toronto major organizations: \$3.2 million.
Per capita estimate	\$7.51

<p>Funding program approvals / authority</p>	<p>TAC is not a city department but a non-profit organization under contract to the City. The terms of its Grant Agreement outline how TAC has to be accessible and accountable to Council and the community and how and when it must report to City Council.</p> <p>Because of its arm's length, volunteer board, TAC is able to draw on 10,000 volunteer hours annually from twenty-nine members, five of whom are City Councillors and fifty-four committee members who advise on grants for theatre, dance, visual arts/film &amp; video, music, literature, and community arts.</p> <p>Once TAC's board has approved the grants under the terms of its contract with City Council, TAC awards the funds eliminating the need for Council to debate and approve each grant.</p>
<p>Review processes / adjudication</p>	<p>* Toronto Arts Council's two key operating principles - arm's length funding and peer review - are applied to ensure the City of Toronto vigorously pursues artistic excellence and innovation and steadfastly protects freedom of expression.</p> <p>* City-run programs for 10 major cultural organizations and 4 local arts service organizations are "closed" (i.e., no new applicants). "Granting agreements" are negotiated with the recipients. A peer review panel advises the City, but City staff recommend the funding levels.</p>
<p>Operating grants?</p>	<p>Yes</p>
<p>Multi-year funding?</p>	<p>Yes</p>
<p>Project grants?</p>	<p>Yes</p>
<p>Grants to individual artists?</p>	<p>Yes</p>
<p>Funding level as % of organizations' budgets</p>	<p>5.5% average for operating grants</p>
<p>Priorities for new organizations, diverse organizations?</p>	<p>There was a specific diversity program in the 1980s. The key issue is the definition of "peer". If peer adjudication panels are diverse, then the selection process should be fair. Regarding new organizations, there are 3 or 4 new organizations in the TAC's operating funding stream each year.</p>
<p>How do you measure the impact of your grants?</p>	<p>* This has not been done in a scientific way, but there have been studies of the "leveraging" of local arts grants, which are viewed as "first-in" funding. Interestingly, when there were funding increases (after the 2003 Culture Plan), the leveraging statistics did not change. That is, as a ratio of their municipal funding, cultural organizations were successful in generating as many new dollars from other sources as their additional municipal funding.</p> <p>* The City also tracks key statistics (e.g., attendance, number of events) and has conducted studies of the broader economic impact (e.g., number of people employed, cultural clusters).</p>

	<p>* The City's cultural sector often scores well on various worldwide comparisons that include attractiveness to investors or various cultural measures.</p> <p>* TAC: City support for Toronto's artists and arts organizations increases investment from other levels of government, increases employment in the arts sector, creates more performances, festivals, screenings, readings and exhibitions produced in Toronto and ensures greater arts accessibility for all ages and incomes in all Toronto neighbourhoods.</p>
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<b>Other cultural funding programs – Toronto</b>	
Public Art Program?	<p>Toronto has a 1% for public art program.</p> <p>Located throughout Toronto are more than 200 City-owned pieces of outdoor public art and historical monuments. Situated in City parks, streets, squares and subway stations, and on the grounds of municipal buildings, these works enrich the urban landscape with both an artistic and historic layer. The public art processes for the City of Toronto Public Art Collection show a commitment to collect, conserve and interpret a high calibre program of artworks that:</p> <ul style="list-style-type: none"> <li>* provide new opportunities for artists</li> <li>* are of the highest artistic quality</li> <li>* are relevant to their community and context</li> <li>* enrich the experience of Toronto residents and visitors.</li> </ul> <p>Cultural Services' public art processes protect and maintain public art as a valuable part of the built environment and make space for public art available and a priority in the development of Toronto's cityscape. The Public Art and Monuments Collection of the City of Toronto grows each year, predominantly through commissions and donations. Cultural Services works across City of Toronto departments and agencies to operate a public art program that includes a diverse range off opportunities for artists and projects.</p>
Arts Awards?	Toronto Book Awards (City). Toronto Arts Foundation Awards at the annual Mayor's Arts Awards Lunch (Arts for Youth Award, Emerging Artist Award, International Achievement in Music, Cultural Leadership Award, Toronto Arts and Business Award)
Any other arts cash prize programs?	
Artist residencies?	
Sponsor arts events?	

Loans?	The City provides capital loan guarantees to cultural organizations seeking out loans from third-party lenders in cases where the cultural organizations have a direct financial relationship with the City and have been denied sufficient and reasonable funding from all other sources. Such cultural organizations are required to make payments on the loan in accordance with its terms, and there is no financial impact on the City unless the organization is unable to meet its obligations. Similarly, the City also provides line-of-credit guarantees to cultural organizations who qualify in order to help such organizations manage their cash flow inconsistencies. Typically, the cultural organization can secure a more advantageous interest rate and credit terms if they have obtained a guarantee from the City.
Incentives to for-profit cultural businesses?	Some activities through the Film Office, but not specifically tax incentives.
Other funding programs	
Other assistance	The Culture Plan also led to the Live With Culture campaign, which helped establish major new events such as Scotiabank Nuit Blanche as well as a substantial marketing and programming campaign for the whole arts and cultural sector in Toronto. Cultural mapping has also helped to make the argument. There is a section on "scenes" with certain amenities in place.
In-kind assistance	For City-produced events, including Nuit Blanche and the Cavalcade of Lights, several City service fees are waived. In-kind support for City-produced cultural events ranges from on-duty policing, waste management, "Green P" parking, EMS services, road closures and park & site permits. This represents a cost-savings for Cultural Services. For cultural events produced by other organizations, the City provides advisory services, helping connect organizers with the right people to obtain required permits and guiding them through the planning process.

<b>Support systems – Toronto</b>	
Streamlining applications / one "point person" for applications?	
Other boards, agencies, committees	Mayor's Task Force on the Arts and Theatre; Core Service Review
Other notes	The Creative City Planning Framework was written to complement the former Mayor's 2008 economic development strategy, the Agenda for Prosperity.

<b>Cultural facilities, districts and other incentives – Toronto</b>	
Capital funding program	Culture Build: currently budgeted at \$0 (third year in a row now)
Civic theatre	Three civic theatres. The Mayor's Task Force - Arts and Theatres is currently examining the role and function of the three City-owned theatres. Some city reports (part of the city's Core Service Review) have questioned the city's rationale for owning and operating the theatres.
Other municipal facilities	10 historic museums
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	The City of Toronto leases city-owned space at below-market rent to not-for-profit organizations that deliver City programs and services or provide functions that are consistent with City Council's objectives. The cultural organizations' use of the city-owned space is over an extended period of time, typically 5 years with a renewal option. The space is provided at a cost less than the full market rental rate of the space, typically \$1 for net rent plus the actual operating costs of the space.
Areas evolving for artists? Live / Work studios or spaces for artists	<p>One successful partnership involved Toronto Artscape entering into a 50-year lease with the City for a nominal payment at the City-owned Wychwood Car Barns, which formerly operated as a Toronto Transit Commission streetcar maintenance facility. This arrangement allowed Artscape to redevelop and manage an arts-related centre on a cost-recovery basis.</p> <p>* Toronto Arts Foundation: Creative City: Block by Block seeks to connect every Toronto neighbourhood with the transformative power of artistic activity, while building capacity for artists and arts organizations. By acting as convener and catalyst, the Foundation is collaborating with arts organizations, social service agencies, city departments, non-governmental agencies and other organizations who share the vision of creating successful neighbourhoods through the arts and who understand the importance of increasing opportunities for people to enjoy the arts in all regions of Toronto.</p> <p>* Toronto Arts Foundation: Artists are providing an incredible array of community-engaged professional arts programming across the city of Toronto; in our parks, apartment buildings, public spaces, libraries, theatres, storefronts and more. To support these artists, the Toronto Arts Foundation has created the Neighbourhood Arts Network — Toronto's first network dedicated solely to strengthening art-making in neighbourhoods throughout the city.</p> <p>* An Artscape study of Weston / Mt. Dennis area looked at condo, affordable live/work space and convergence centre. This is an area of the city without a lot of cultural workers. Study showed that it culture-led development could still happen, with a critical mass of artists.</p>



<p>Waiving fees (like development charges or zoning fees)</p>	<p>Imagination, Manufacturing, Innovation, Technology (IMIT) Grants: Eligible development will benefit from a grant of up to 60% of the increase in the municipal taxes attributable to eligible new commercial and industrial construction over a 10-year period. The creative industries are one of the eligible sectors. The program applies to designated areas within the City as outlined in the following three Community Improvement Plans:</p> <ul style="list-style-type: none"> <li>* City-wide</li> <li>* The Waterfront consisting of three Focus Areas: East Bayfront, West Don Lands, and Port Lands.</li> <li>* The South of Eastern Employment District</li> <li>* This program allows for a partial rebate of additional tax burden related to development.</li> </ul>
<p>Other gvt offerings used by arts and culture</p>	<p>Entreprise Toronto provides small business training. Business Retention and Expansion staff work with larger companies (e.g., Corus Entertainment).</p>

<p><b>Policies and plans – Toronto</b></p>	
<p>Culture Plan?</p>	<p>Creative Capital Gains: An Action Plan for Toronto (May 2011)</p>
<p>Other plans</p>	<p>Culture Plan for the Creative City (2003); Cultural Affairs provides input into the City's Official Plan, the Economic Development Strategy and the Waterfront Plan.</p>
<p>Community Improvement Plans (CIPS that affect the arts)</p>	<p>Not a CIP per se, but there was a Regent Park needs study (half funded by City, half by federal government). The Regent Park Arts and Culture Centre is now being built with funding from the federal and provincial governments, as well as private fundraising. Festival and event programming, such as Nuit Blanche, has an impact on neighbourhoods.</p>
<p>Incentives through planning? E.g.: adaptive reuse; impact on built form.</p>	<p>In Toronto, the pace of development is so fast, that the City is trying to ensure that cultural spaces remain. One of the major reasons to live downtown is the cultural activity.</p> <p>* There are many examples of adaptive re-use of specific spaces (rather than whole neighbourhood re-development): Wychwood Car Barns, Don Valley Brickworks, Regent Park. The old Carnegie Library is being redeveloped into the new Theatre Centre.</p>

Plan details	<p>Creative Capital Gains: An Action Plan for Toronto: Recognizing that “culture animates a city”, this report focuses on three overarching themes: service; using the City’s convening power; and making cultural investments where only the City can. The report recommends that the City:</p> <ul style="list-style-type: none"> <li>• Ensure a supply of affordable, sustainable cultural space.</li> <li>• Ensure access and opportunity for cultural participation to all citizens regardless of age, ethnicity, ability, sexual orientation, geography, or socioeconomic status.</li> <li>• Support the development of creative clusters and emerging cultural scenes to capitalize on their potential as generators of jobs and economic growth.</li> <li>• Promote its cultural institutions, festivals and other assets to enhance its position as a Creative City regionally, nationally, and internationally.</li> <li>• Keep pace with international competitors by making a firm commitment to sustain Toronto’s cultural sector and position Toronto as a leading, globally competitive Creative Capital.</li> </ul>
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<b>Heritage supports – Toronto</b>	
Heritage grant program	<p style="text-align: center;">* Toronto Heritage Grant Program * Toronto Heritage Property Tax Rebate Program</p>
Heritage grant program goals	<p>The Toronto Heritage Grant Program provides grant funds of up to 50% of the estimated cost of eligible heritage conservation work to designated heritage properties. Owners of a property designated under Parts IV or V of the Ontario Heritage Act may qualify to receive a grant for eligible conservation work in either of the two project categories:</p> <ul style="list-style-type: none"> <li>* Residential house form buildings - Up to a maximum grant of \$10,000.00 for individual properties.</li> <li>* Commercial, institutional, multi-residential and industrial form buildings.</li> </ul> <p>The Toronto Heritage Grant Program is part of the City of Toronto's Community Partnership Investment Program. The Toronto Heritage Property Tax Rebate Program is administered by the Heritage Preservation Services Unit of the City Planning Division to encourage the conservation of heritage properties in the City of Toronto.</p>
Heritage grant program budget	

<p>Other heritage supports</p>	<p>Heritage Preservation Services (City Planning Division) plays an important role in preserving Toronto's heritage by advising City Council on matters relating to the Ontario Heritage Act and acting as a professional resource for the community and property owners on the conservation of the City's historic resources. The Ontario Heritage Act plays an important role in enabling a municipality to designate the whole or any part of an area as a Heritage Conservation District. This allows City Council to protect and enhance the special character of groups of properties in an area. The character is established by the overall heritage quality of buildings, streets and open spaces as seen together.</p>
<p>Municipal heritage committee</p>	<p>Toronto Preservation Board: Heritage Preservation Services staff assist the Toronto Preservation Board in advising Toronto City Council on matters stipulated in the Ontario Heritage Act. The Toronto Preservation Board is an advisory body comprised of seven (7) citizens appointed by City Council, the Chair of each Community Preservation Panel and three (3) members of City Council. *Community Preservation Panels have been established for each area represented by a Community Council.</p>

## City of Ottawa

<b>Funding structure and delivery models – Ottawa</b>	
Interviewee(s)	Cathy Shepertycki and Laura Cyr, Cultural Planners
Municipal department	Parks, Recreation & Cultural Services Department (3 years ago, funding was part of Community Funding and Cultural Services Division). Cultural funding programs were previously removed from Cultural Services, but came back to the department in May 2011.
Arts council funding body	No: want to grow investment levels before moving to arm's length. Requires strong governance structure.
In-house delivery	Yes. New grants and contributions policy at City of Ottawa (August 2010). No direct impact on cultural funding levels. Provided overall framework (e.g., need for application process and guidelines).
Arts council role	The Council for the Arts in Ottawa was founded in 1982 as a not-for-profit, membership-based organization dedicated to encouraging and developing an appreciation for the arts in the Ottawa region.
Funding program name(s)	<ul style="list-style-type: none"> <li>• Arts Funding Program</li> <li>• Arts Service Agreement Program</li> <li>• Arts Capacity Building Program</li> <li>• Ethno-Cultural Performing Arts and Multidisciplinary Events <ul style="list-style-type: none"> <li>• Museum Service Agreement Program</li> </ul> </li> <li>• Partnership Program for Major Festivals and Fairs <ul style="list-style-type: none"> <li>• Festival Service Agreement Program</li> <li>• Rural Arts Initiative</li> </ul> </li> <li>• Firestone Collection of Canadian Art Management Agreement <ul style="list-style-type: none"> <li>• Shenkman Arts Centre Start-Up Funding</li> </ul> </li> <li>• Rich Little Endowment Fund for the Performing Arts</li> </ul>
Funding program goals	The Arts Funding Program addresses the important need for Ottawa residents and visitors to have access to valuable arts programs and services. Direct funding to not-for-profit cultural organizations is the most cost-effective way to ensure the delivery of quality arts activities to the community.
Funding program budget	Arts Funding Program in 2010: \$2.5 million. All cultural funding programs and awards: approx. \$8.2 million in 2010.
Per capita estimate	\$10.10

Funding program approvals / authority	All applicants are evaluated through a peer review process, using the publicly articulated, Council-approved evaluation criteria. Council approves overall budgets but not individual allocations.
Review processes / adjudication	Municipal cultural funding and awards programs are assessed through a peer review process. Professionals representing specific disciplines and other individuals who are knowledgeable and active in the arts heritage, festivals or fairs community are involved in the peer review. The City's four cultural planners put together the juries.
Operating grants?	Yes
Multi-year funding?	Yes
Project grants?	Yes. Project applicants can apply for whatever amount they wish. Typically not over \$5,000. Total of \$70,000 in project funding.
Grants to individual artists?	Yes. The small amounts of funding here have incredible impacts.
Funding level as % of organizations' budgets	Average of 9.2% for operating grants. Varies a lot: some at 1%, others near 80%. Overall funding demand is overloaded. Groups may not be asking for what they need. Many groups are now having difficulties generating revenues (economic downturn). Both applicants and jurors need to revise expectations.
Priorities for new organizations, diverse organizations?	The City has a specific program for Diversity and the Arts. * The Arts Investment Strategy (2007) identified this as a gap, especially how to integrate diverse applicants into existing programs. Conduct significant outreach. In current renewal process for cultural plan, First Peoples and "newest peoples" identified as huge gaps. The City is conducting some activities in multiple languages in the renewal process.
How do you measure the impact of your grants?	Revenue-income study in 2009. <ul style="list-style-type: none"> <li>* In the midst of examining economic contribution (economics masters student).</li> <li>* Council for the Arts in Ottawa did a Capital Cities comparison, funded by the City.</li> <li>* Ottawa Festivals group was funded to do a multiyear impact study.</li> <li>* Have done environmental scans in the past. Now working on a cultural mapping initiative.</li> <li>* OMBI data.</li> </ul> * Collect funding statistics (number of volunteers and volunteer hours. Activities, events, participants). Want to do a better job reporting on this.

<b>Other cultural funding programs – Ottawa</b>	
Public Art Program?	The Percent for Art commissioning program integrates permanent, site-specific art by regional, professional artists into municipal capital development projects, such as transit ways, roadways, parks, buildings and more. In 2010, over 100 permanent, site-specific works of art were commissioned in the City of Ottawa.
Arts Awards?	* Ottawa Book Awards and Prix du livre d'Ottawa * Karsh Award * Rich Little Endowment Fund
Any other arts cash prize programs?	Council for the Arts in Ottawa has a service agreement with the City to delivery arts awards.
Artist residencies?	Not per se.
Sponsor arts events?	No, but some of the former cities (now amalgamated) worked this way.
Loans?	* Not-for-profits: Cities may provide a short-term loan of \$10,000 maximum. Three months interest-free, to be used for cash-flow purposes only. Staff process, not political. Many groups are struggling now with the economic downturn, and four or five per year are receiving loans now.
Incentives to for-profit cultural businesses?	* For-profit businesses: City is just starting the work of making connections in this area. Entrepreneurship Centre has an "ArtWorks" program. * Ottawa Centre for Regional Innovation: economic development agency recognizes film, tv, music business. Digital media cluster ("Generator"). * Currently gathering data on business establishments. Eventually will collect revenue data. * Economic Development Branch has identified cultural industries as an important cluster. Cultural Services has encouraged this work. * Working with BIAs to identify and map creative businesses (using NAICS, pulling from Environics business listings).
Other funding programs	* Not-for-profits: Line of credit and loan guarantees are an ad hoc, political process which has happened once every year or two.
Other assistance	Ottawa has developed a Sustainability and Emergency Fund, a not-for-profit service organization for festivals and fairs providing lines of credit and emergency funding. The Fund received \$500,000 over two years in City funding, which was matched by festival and fair members. The review process is peer assessment.

In-kind assistance	Events Central office supports over 200 special events, festivals, fairs, community, sporting, heritage and cultural celebrations by acting as a first point of contact and a one-stop shop for organizers of events in Ottawa. Provides logistics service. Also minimizes City risk and liability. Events Central trying to track in-kind services, but this is very challenging due to some decentralized processes (e.g., Police units).
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<b>Support systems – Ottawa</b>	
Streamlining applications / one "point person" for applications?	<p>* Application budget forms were integrated with Canada Council and OAC forms. This was lost with the development of CADAC. Only one-third to one-half of Ottawa-funded groups are funded by the OAC or Canada Council (if not funded, then not eligible to use CADAC).</p> <p>* Lot of development now of independent application forms, working in collaboration with cultural community. The Arts Funding program has the same form for all applicants. Currently: probably too many programs, too much paperwork, too much internal administration. There is a need to streamline! Not enough staff (4 cultural planners).</p>
Other boards, agencies, committees	Arts, Heritage and Culture Advisory Committee
Other notes	

<b>Cultural facilities, districts and other incentives – Ottawa</b>	
Capital funding program	Cultural Facilities Fund: budget about \$55,000. Matching funding.
Civic theatre	Included in description of "other municipal facilities".
Other municipal facilities	The Cultural Services branch directly operates 21 facilities across the City, including: two mainstage theatres, two studios, three museums, seven art galleries, one archive, two instructional art centres, two artist studios, and two multi-disciplinary facilities (Arts Court and the Shenkman Arts Centre).
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	<p>* Had Shenkman Start-Up Funding for three years because of increased demand put on organizations moving to new Shenkman Centre. These funds have now been rolled into groups' core funding. * Centrepointe Theatre and Shenkman Centre: rental subsidy is managed at the facilities themselves.</p> <p>*ArtsCourt organizations have subsidized rents.</p>
Areas evolving for artists? Live / Work studios or spaces for artists	No specific live/work studios, but do have Stafford Studios (Nepean) and Britannia Park studio space.

<p>Waiving fees (like development charges or zoning fees)</p>	<p>* The Festival Sustainability Plan identified a lack of consistent process in waiving fees. Trying to standardize.</p> <p>* Development fees sometimes waived (e.g., GCTC building). Section 37 of Planning Act. Working on implementation guidelines for that now.</p>
<p>Other gvt offerings used by arts and culture</p>	<p>* The City's Fine Art Collection, composed of approximately 1,764 contemporary works by 565 local artists, is acquired by purchase or commission and is displayed throughout the community. The acquisition process is organized once a year, using a peer jury.</p> <p>* The City's Creative Arts Unit (Nepean Creative Arts Centre) offers arts instructional programs for all ages, skill levels and arts disciplines in the areas of theatre, dance, drama, music, drawing, painting and pottery. The unit also manages the operation of community-based exhibit spaces, events, artist studios and multi-disciplinary arts centres. This unit provides developmental support to more than 50 partner art organizations regarding program development.</p>

<p><b>Policies and plans – Ottawa</b></p>	
<p>Culture Plan?</p>	<p>Ottawa 20/20 (2003); in process of renewal</p>
<p>Other plans</p>	<p>Choosing Our Future (a joint planning initiative of the City of Ottawa, the City of Gatineau, and the National Capital Commission), municipal community and corporate sustainability initiatives (recognizing culture as one of the four interconnected pillars of sustainability), the Economic Strategy (recognizing culture as a driver in the knowledge-based economy), the Environmental Strategy, the Human Services Plan and the Parks and Recreation Master Plan</p>
<p>Community Improvement Plans (CIPS that affect the arts)</p>	<p>Have pilot programs now. Developing further in cultural plan renewal process. "Community design plans" and "Neighbourhood Improvement Plans".</p>
<p>Incentives through planning? E.g.: adaptive reuse; impact on built form.</p>	<p>Working on adaptive reuse of heritage buildings.</p>
<p>Plan details</p>	<p>The Ottawa 20/20 Arts and Heritage Plan included strategic directions, policy statements and specific actions. A detailed 5-year action plan (2003-2008) was approved along with medium and longer-term actions. The Arts and Heritage Plan was to be reviewed and renewed for relevancy every five years, as were the other Ottawa 20/20 plans.</p>



<b>Heritage supports – Ottawa</b>	
Heritage grant program	<ul style="list-style-type: none"> <li>• Heritage Funding Program</li> <li>• Heritage Service Agreement Program</li> </ul>
Heritage grant program goals	<p>The objectives of the program are to spark, support and promote activity in all heritage disciplines related to the development of, and awareness around the distinct local history and heritage of Ottawa and its communities.</p> <p>The Heritage Funding Program includes these principal components:</p> <ul style="list-style-type: none"> <li>* Funding to Historical Societies</li> <li>* Project Funding for: (1) research and documentation of local history, (2) heritage education, (3) preservation of local artefacts, (4) exhibits and historical events</li> </ul>
Heritage grant program budget	\$528,000 total in both programs in 2010.
Other heritage supports	The City's extensive heritage programs include the delivery of major city-wide heritage events, including Doors Open Ottawa, Museum Day and Heritage Day. The heritage events attract more than 56,000 people per year.
Municipal heritage committee	Arts, Heritage and Culture Advisory Committee

## City of Winnipeg

<b>Funding structure and delivery models – Winnipeg</b>	
Interviewee(s)	Carol Phillips, Executive Director, Winnipeg Arts Council
Municipal department	Winnipeg Arts Council is arm's length; Film and Special Events is in Chief Administrative Offices
Arts council funding body	<p style="text-align: center;">Winnipeg Arts Council</p> <p>* The Winnipeg Arts Advisory Council (WAAC) was established in 1984 by Winnipeg City Council to assist the City in determining funding to arts and cultural organizations, and to provide advice on cultural policy development.</p> <p>* At the direction of City Council, in April 2002 its successor, the Winnipeg Arts Council (WAC), was incorporated as an independent arm's length agency.</p> <p>* The City's total allocation to the Winnipeg Arts Council is \$4,032,552 (2008).</p>
In-house delivery	The City does not have an internal funding budget.
Arts council role	Funder and planning
Funding program name(s)	<p>* Grants for Artists (individual artists grant, professional development)</p> <p>* Grants for Arts Administrators (professional development)</p> <p>* Grants for Arts Organizations (multi-year operating, project, new creations)</p>
Funding program goals	With a focus on artistic excellence and community impact, the Winnipeg Arts Council supports opportunities for the people of Winnipeg to engage with the arts as artists and as audiences.
Funding program budget	Current City allocation: \$4.1 million plus \$500,000 from the capital budget for public art. Total funding (\$4.6 million) equals \$6 per capita. WAC is requesting an increase to \$12 per person.
Per capita estimate	\$7.26
Funding program approvals / authority	Winnipeg Arts Council (arm's length). Peer assessment.
Review processes / adjudication	Independent artists and other professionals working in the field are invited to form a jury or panel to assess applications against program criteria, advise on priorities, and make recommendations to the Winnipeg Arts Council on the awarding of grants. Based on these assessments grant are awarded by the Winnipeg Arts Council.

Operating grants?	Yes
Multi-year funding?	Yes
Project grants?	Yes
Grants to individual artists?	Yes
Funding level as % of organizations' budgets	Varies a lot. Overall 7.8%. Larger organizations 4% to 5%. Some smaller organizations without other revenue sources = 40% or 50%.
Priorities for new organizations, diverse organizations?	<p>* WAC has not had the capacity to address specific programs to specific communities. WAC has done outreach to various communities and has also tried to ensure representation on panels and juries. All WAC programs and juries are multidisciplinary. The WAC does a lot of one-on-one work with artists, walking them through the application process.</p> <p>* WithArt program: directed to communities. Have had successful projects with immigrants, at-risk youth, street kids, poverty organizations. Program pairs a professional artist with community groups, who engage in a creative process. WAC looking to expand the program, which lends itself to the diverse communities in the city. "With Art" community program (WITH ART matches artists with community groups to work on community identity, issues, and shared goals through the development of an art project. The project unfolds in two phases as the artists consult with community members to determine the goals of the art project. In the second phase the artwork is developed more fully and created in collaboration with the community. Once completed the artworks are celebrated in a public launch.)</p>
How do you measure the impact of your grants?	Ticket to the Future Phase 1 (economic impact study) indicated that a \$1 City investment leverages \$18.23 in other sources.

<b>Other cultural funding programs – Winnipeg</b>	
Public Art Program?	Winnipeg’s Public Art Policy was approved by City Council in 2004. Winnipeg Arts Council delivery. The Public Art Program develops projects in public spaces, facilitates community-based projects, holds workshops and organizes forums and other public events. * Annual funding allocation of \$500,000. * Do not have a formal 1% for public art program, but occasionally have a budget line in public works projects (e.g., Osborne Bridge).
Arts Awards?	<p>Winnipeg Arts Council Awards:</p> <ul style="list-style-type: none"> <li>* The ON THE RISE Award recognizes the demonstrated promise of an emerging, professional Winnipeg artist in any discipline. The jury may consider nominees of any age who have recently embarked on an artistic career.</li> <li>* The MAKING A MARK Award applauds an established professional Winnipeg artist in any discipline, who is receiving critical recognition for excellence in their art practice in Winnipeg and beyond.</li> <li>* The MAKING A DIFFERENCE Award celebrates the contribution of a Winnipeg artist or arts administrator to the growth and development of the arts in any discipline in Winnipeg. This award will likely go to someone well-established in their field.</li> <li>* The ARTS CHAMPION Patron Award will honour an individual, an organization or a business that has demonstrated sustained support to the arts in Winnipeg.</li> </ul>
Any other arts cash prize programs?	
Artist residencies?	The Winnipeg Arts Council initiates an annual Artist-in-Residence program where artists are placed in City of Winnipeg facilities for periods of up to one year. The goal of the program is to integrate artists and their ideas into City facilities to explore civic resources and history through the creative process. Artists are provided with an artist fee as they research, engage with the public and develop a project proposal. A commission fee is also provided for the creation of a permanent work of art for the site. * Artists in residence in city agencies: e.g., public works community gardens; artist in municipal archives created works based on archival material; St. Boniface museums: new music and video created there on the Grey Nuns.
Sponsor arts events?	
Loans?	
Incentives to for-profit cultural businesses?	Creative industry start up fund is a priority for potential new funding.
Other funding programs	The City does occasionally provide direct funding to some community arts organizations via grants-in-Council. E.g., ArtCity (nfp community art centre)

Other assistance	* Economic Development Winnipeg: tourism focus but does have some consideration of cultural sector. * Chamber of Commerce: really increased their consideration of the cultural sector recently.
In-kind assistance	Parks and Recreation provides some arts programming for children. New community centres have arts-related spaces.

<b>Support systems – Winnipeg</b>	
Streamlining applications / one "point person" for applications?	There is not much confusion in the cultural sector about who does what. WAC is very involved in the cultural community and is the funding organization. The city's Film and Special Events office has no budget, just two staff salaries. They do an excellent job of shepherding film and special events permits and other logistical processes within the city.
Other boards, agencies, committees	Museums Advisory Committee: composed of city appointees. Until 2007, museums were grandfathered into the WAC budget. Now, the Museums Advisory Committee recommends funding distributions.
Other notes	Winnipeg was a Cultural Capital of Canada in 2010.

<b>Cultural facilities, districts and other incentives – Winnipeg</b>	
Capital funding program	The City has occasionally given funds on an ad-hoc basis. There is no dedicated fund, but the WAC is requesting this, especially to enhance the sustainability of current venues.
Civic theatre	Pantages Theatre: in disrepair but is being used. City owns but doesn't necessarily want to!
Other municipal facilities	There are several city-owned small museums. A number of museums are located in city-owned buildings that are not very well maintained.
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	City doesn't hold many buildings: no possibility to provide below-market rents. * Artspace Building in Exchange District was financed by the Province and is operated by Artspace Collective, not the city. It is a low-cost rental for organizations. They are looking at developing additional spaces, but would likely be working most with private sector property owners.
Areas evolving for artists? Live / Work studios or spaces for artists	* The Exchange District is a national historic site and home to many cultural organizations. * Other cultural clusters exist in St. Boniface, north end and Osborne Village areas. But these clusters could evolve into much more dynamic areas.
Waiving fees (like development charges or zoning fees)	

Other gvt offerings used by arts and culture	Centennial Hall (concert house) is owned and operated by the Province. In a new study, the Centennial Corporation has proposed to become a coordinating body for the Exchange District.
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<b>Policies and plans – Winnipeg</b>	
Culture Plan?	City of Winnipeg Cultural Policy (adopted by Council on October 18, 2000)
Other plans	Ticket to the Future Phase 2: A Cultural Action Plan for Winnipeg (2011), developed by the Winnipeg Arts Council, was built on the OurWinnipeg City Plan. The new plan has not yet been approved by the City.
Community Improvement Plans (CIPS that affect the arts)	* The Exchange District has seen many different groups planning to have this officially designated as a cultural district. The approach now is rather scattergun and could benefit from a development authority that would coordinate activities and planning.
Incentives through planning? E.g.: adaptive reuse; impact on built form.	* Planning, Property and Development department completed a Secondary Plan for the Exchange District last year, but it is not moving forward. * City's Centre Venture plan covered the Exchange District and more. Proposed a "SHED" (sports, hospitality and entertainment district).
Plan details	* Ticket to the Future Phase 2: A Cultural Action Plan for Winnipeg was developed in 2011 by the WAC. They are currently briefing City Councillors on this project, and have met with the mayor. Funding is the issue. In its corporate plan, the WAC will likely request a \$500,000 increase in its budget. * WAC has also developed a Cultural Map of Winnipeg.

<b>Heritage supports – Winnipeg</b>	
Heritage grant program	No heritage funding. The City has a heritage designation program.
Heritage grant program goals	
Heritage grant program budget	
Other heritage supports	Heritage policy is about two years old but is not very strong. It does not deal with museums.
Municipal heritage committee	Heritage Winnipeg: a sub-department of Planning, Property & Development

## Halifax Regional Municipality (HRM)

<b>Funding structure and delivery models – Halifax</b>	
Interviewee(s)	Christine Lavoie, Team Lead, Cultural & Civic Events Services, Facilities and Heritage
Municipal department	Community Relations & Cultural Affairs
Arts council funding body	No
In-house delivery	Yes
Arts council role	No arts council advisory body or committee.
Funding program name(s)	Community Grants Program (Arts & Crafts stream)
Funding program goals	Grants to community groups whose programs develop and publicize local creative talent, encourage and publicize original composition, design, choreography, artistic expression, and initiatives that preserve and promote the region’s distinct crafts tradition. The focus of HRM’s support to the non-profit arts sector is on local artists and artisans, exposure of the general public to works of exceptional merit through hosting national and international exhibitions or performance, the exploration of local stories and contemporary issues through the performing, visual and literary arts, and the preservation and promotion of traditional crafts and their contemporary expression.
Funding program budget	Arts & Crafts stream in 2011-12: \$59,600. Arts, culture and heritage total = \$4.6 million (includes in kind). Web: HRM provides 0.5% of its total budget, or \$9 per capita, towards cultural programs and services delivered by the Cultural Affairs office, along with grants, incentives and contributions provided by other HRM departments. Overall program budget of \$500,000 (all aspects). The HRM Auditor General issued a scathing review of the Community Grants Program in 2010. There is a desire to establish a professional arts granting program, but the timing may not be good (recent municipal re-organization and cutbacks).
Per capita estimate	Direct grants: \$0.55. If tax exemptions for non-profit organizations are included, then the figure is \$2.99.

<p>Funding program approvals / authority</p>	<p>The HRM Community Grants Program is a centralized program that provides annual cash grants to registered non-profit organizations and charities located throughout HRM. There are two types of grant (a) a project grant of up to \$5,000 and (b) a capital grant of up to \$25,000. Presently, the program provides assistance to specific types of projects in the following categories:</p> <ul style="list-style-type: none"> <li>* Environment</li> <li>* Recreation &amp; Leisure</li> <li>* Affordable Housing &amp; Emergency Shelters</li> <li>* Emergency Assistance</li> <li>* Neighborhood Safety</li> <li>* Community History</li> <li>* Community Diversity</li> <li>* Arts &amp; Crafts</li> </ul>
<p>Review processes / adjudication</p>	<p>Applications to the Community Grants Program are reviewed by HRM staff from a variety of internal departments. Staff recruited to assist in the process have a knowledge and expertise directly related to the allocated funding sectors. Individual files are reviewed by sector team members using a standardized scoring form. Individual scores are then moderated and ranked based on budget capacity, other HRM assistance, priority funding, etc. The HRM Grants Committee is a standing committee of Regional Council and comprises six (6) members of Regional Council, one Councillor from each Community Council, and six (6) members of the public. The Grants Committee makes recommendations for Regional Council's approval. For example, in developing eligibility criteria, categories of assistance, policy and procedures for programs and services delivered under the auspices of the HRM Grants Program. The Grants Committee also submits annual recommendations to Regional Council regarding grants and tax exemptions for non-profit organizations, and requests from community groups property sales and leasing. The Grants Committee meets once a month.</p>
<p>Operating grants?</p>	<p>No</p>
<p>Multi-year funding?</p>	<p>No</p>
<p>Project grants?</p>	<p>Yes ("program")</p>
<p>Grants to individual artists?</p>	<p>No</p>
<p>Funding level as % of organizations' budgets</p>	



Priorities for new organizations, diverse organizations?	Program priority: "Inclusion of persons with special needs and diverse representation of citizens (age, sex, socioeconomic status, race/ethnicity, geographic community or community of interest)." Also: "The Grants Committee tries to balance on-going needs with a rotation of new applicants."
How do you measure the impact of your grants?	No measures of success yet. This has been suggested but not implemented.

<b>Other cultural funding programs – Halifax</b>	
Public Art Program?	"Open Projects" — artists, designers, musicians, performers, curators and members of the public with a creative interest and an investment in HRM civic spaces can submit public realm arts proposals.
Arts Awards?	Literary Awards (2); Poet Laureate
Any other arts cash prize programs?	Contemporary Visual Art Purchase Program (currently on hold): juried selection process. The purpose of this initiative is to highlight HRM's local talent, support the development of young visual artists and develop HRM Civic Collection by collecting contemporary art.
Artist residencies?	HRM Residency Initiative: HRM Cultural Affairs will provide space, honorarium, or both to arts organizations facilitating artist residencies within HRM. HRM Residency Initiative-Point Pleasant Park in the Gatekeeper's Lodge.
Sponsor arts events?	
Loans?	
Incentives to for-profit cultural businesses?	No
Other funding programs	Civic Event Grants: portion of hotel tax goes to festivals and events.
Other assistance	HRM subsidies can include the rental and sale of HRM-owned property at less than fair market value, donations of land, in-kind services, or tax breaks
In-kind assistance	Tax Exemption for Non-Profit Organizations Program: Now being looked at for potential savings. May be "converted" into a granting program. The current program, which is done by internal staff (no peer review), offers conversions from commercial to the residential tax rate, or a reduction in property taxes, to registered non-profit organizations and charities who provide certain types of service to the community. Most groups are recreational associations, service clubs, social services, shelters, housing programs for persons with special needs, health groups, and cultural organizations.

<b>Support systems – Halifax</b>	
Streamlining applications / one "point person" for applications?	
Other boards, agencies, committees	
Other notes	<p>HRM has strong supports for cultural organizations owning property (tax exemptions), renters on City property (below-market rent) but few supports for other organizations.</p> <p>* Many "legacies" of amalgamation still exist.</p> <p>* Nova Scotia is very much a "have-not" province. Culture is not seen as being at the forefront of development, except festivals and cultural industries. The success of local cultural organizations speaks to their sense of entrepreneurship in the face of challenges.</p>

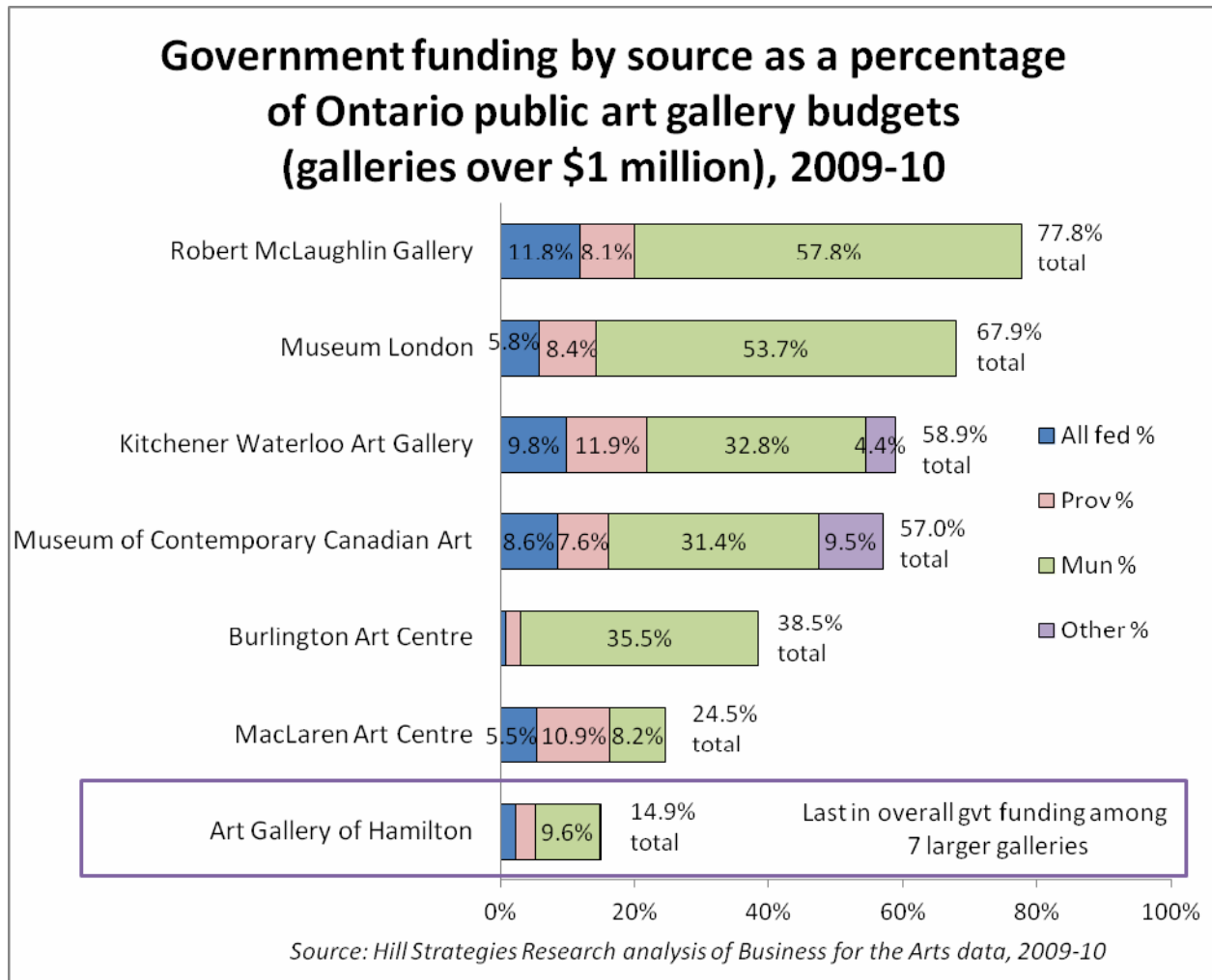
<b>Cultural facilities, districts and other incentives – Halifax</b>	
Capital funding program	Within Community Grants Program: Maximum \$25,000
Civic theatre	No
Other municipal facilities	
Subsidized leases or free space to arts & culture organizations in city-owned buildings?	Yes. Facilities Partnership Program was valued at \$500,000 in 2009/10. Renters on City property pay below-market rent (e.g., may be \$8-\$10/square foot instead of market rate of about \$20).
Areas evolving for artists? Live / Work studios or spaces for artists	Culture staff were working to start an arts incubator in downtown heritage building (Khyber Building). This is now on hold due to major municipal re-organization.
Waiving fees (like development charges or zoning fees)	
Other gvt offerings used by arts and culture	Cultural Facility Management Training - HRM has partnered with Toronto Artscape Inc to offer training in the operation and management of cultural facilities.

<b>Policies and plans – Halifax</b>	
Culture Plan?	Cultural Plan adopted in 2006. Plan was prepared by internal staff with help from advisory committee (representatives of local organizations). Followed by Cultural Operating Strategy (2008)
Other plans	Currently developing a Social Heritage Strategy, which will be completed in early 2012. This strategy will help align HRM's heritage efforts.
Community Improvement Plans (CIPS that affect the arts)	
Incentives through planning? E.g.: adaptive reuse; impact on built form.	Heritage façade tax break. Portion of hotel tax allocated to festivals and events.
Plan details	There has been significant progress on a number of culture plan recommendations. However, in the current municipal re-organization, the culture section now has about half the staff. Only programming / project people remain. There is not enough staff to continue to implement culture plan or assess and report on progress to date. Council did not approve the funds needed to fully implement the plan. There may be a partial review of the plan as part of the review of the overall city plan.
<b>Heritage supports – Halifax</b>	
Heritage grant program	Community Grants Program (Community History stream)
Heritage grant program goals	Grants to community groups who preserve the local history of the region through the collection and interpretation of artifacts and documents. The dissemination of knowledge can take many forms such as, but not limited to, exhibition or permanent display, publications, or performance of local history, customs and stories. Preference will be given to communities of interest under-represented in formal historical accounts. Capital grants focus on community-owned and operated properties (building or land) or rare artifacts and includes interpretation centres, archives, museums, historical attractions, and registered heritage burial grounds. Preference will be given to registered heritage buildings and sites.
Heritage grant program budget	\$68,890 in 2011-12
Other heritage supports	The City's extensive heritage programs include the delivery of major city-wide heritage events, including Doors Open Ottawa, Museum Day and Heritage Day. The heritage events attract more than 56,000 people per year.
Municipal heritage committee	Arts, Heritage and Culture Advisory Committee

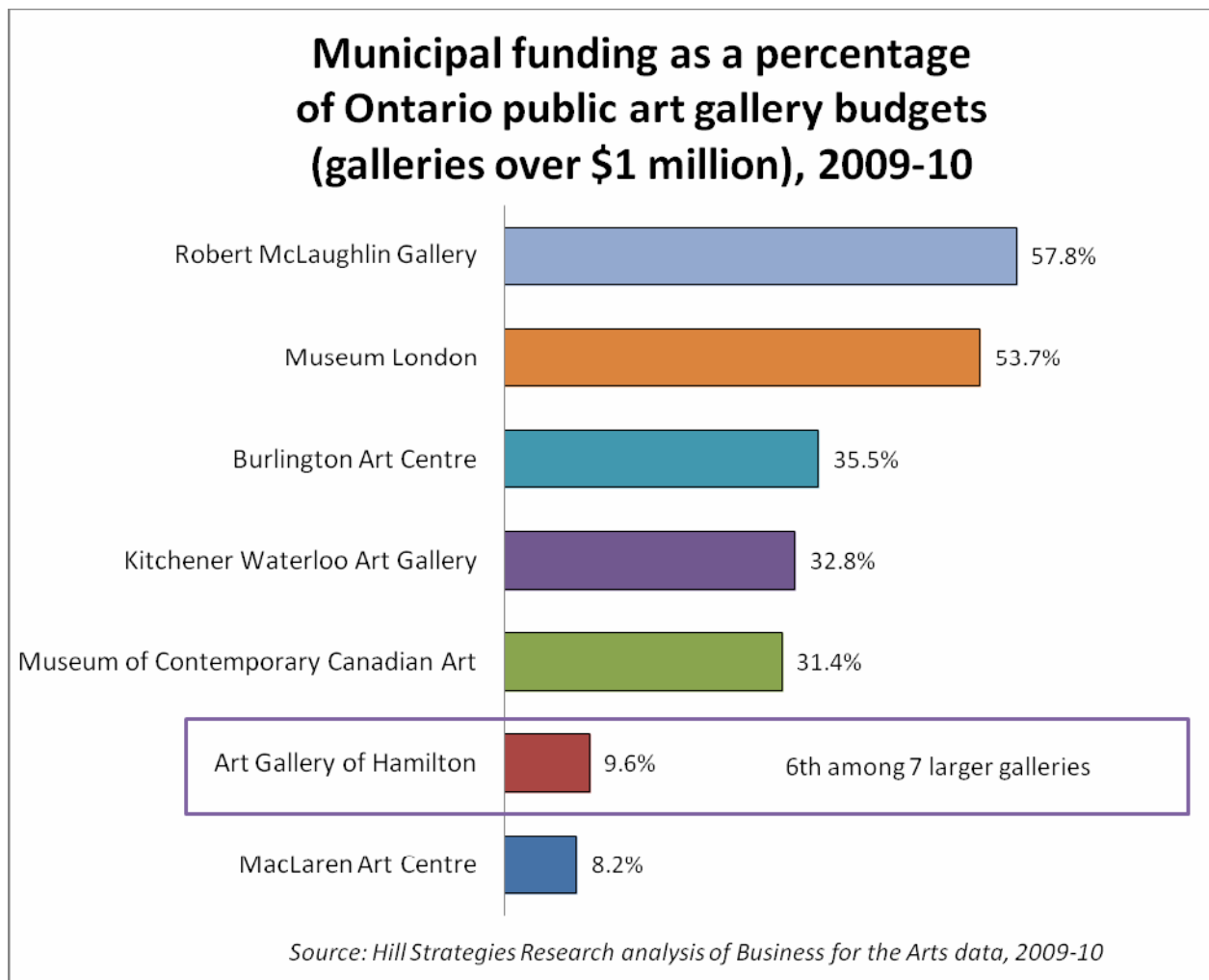
## Government funding for Ontario orchestras and art galleries

Addendum to Kelly Hill's presentation to Arts Funding Task Force on December 12, 2011  
(Arts funding and non-financial supports: Key findings & interesting practices of other cities)  
Prepared January 16, 2012

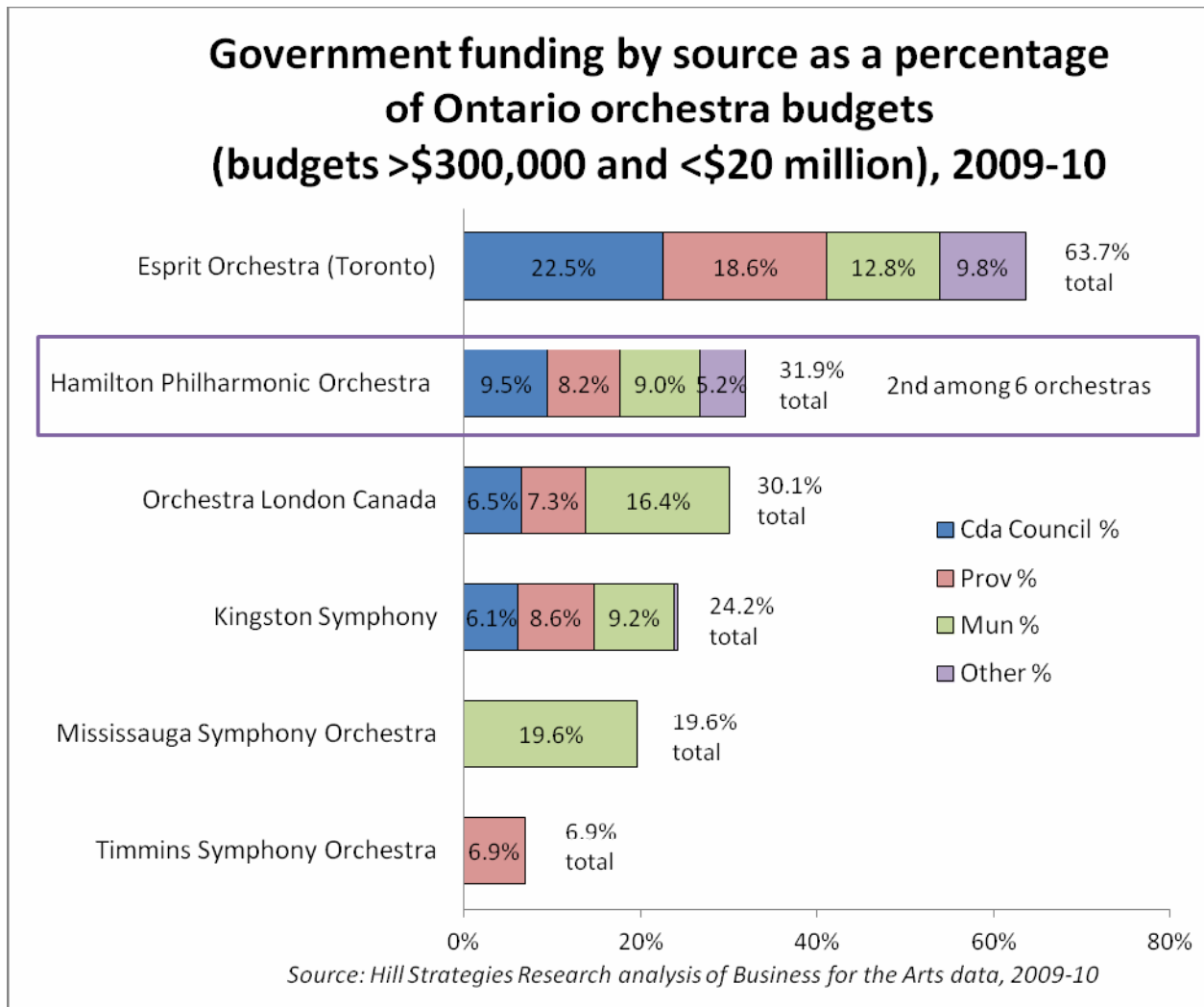
### Art galleries: New chart (all government sources)



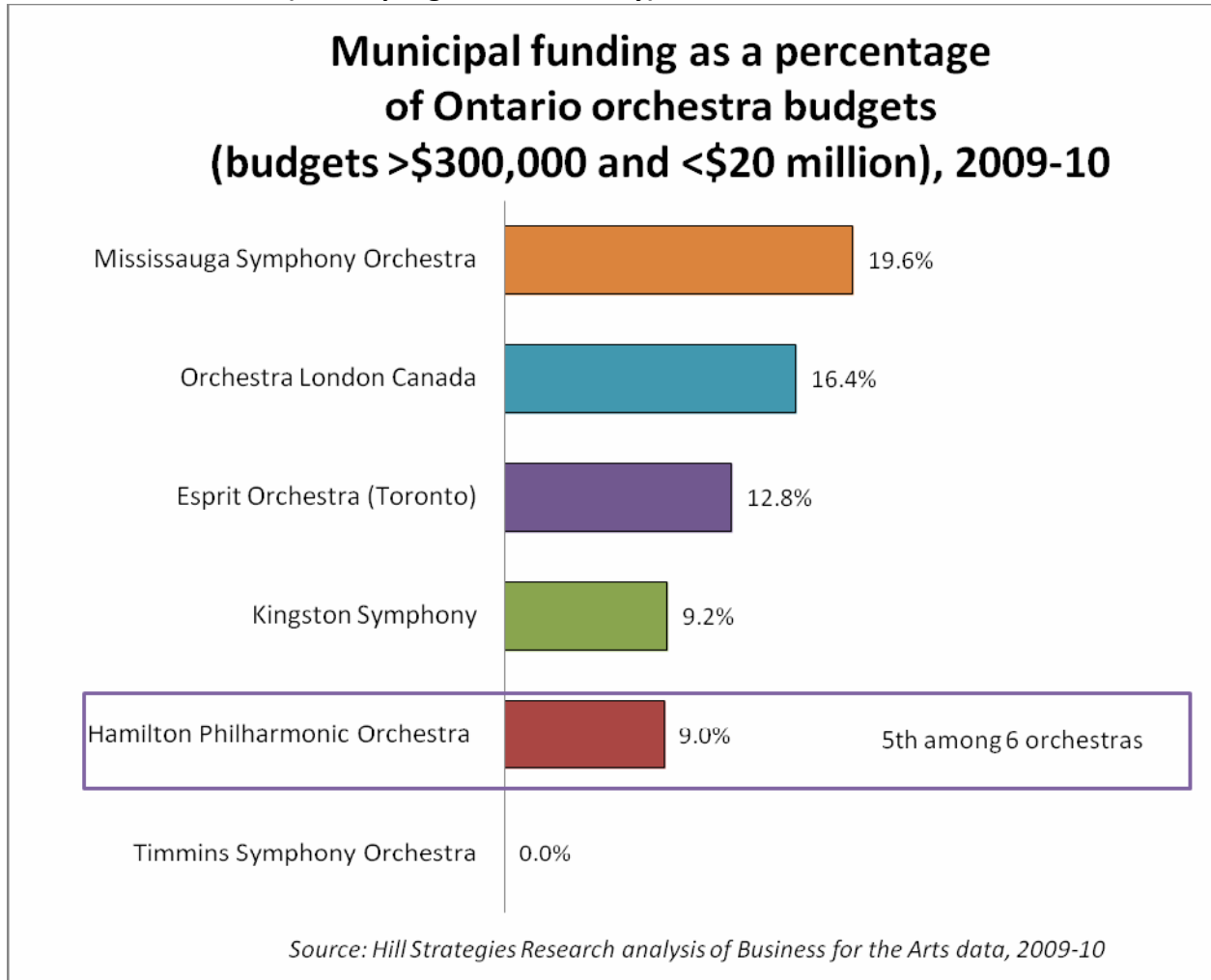
**Art galleries: Old chart (municipal government only)**



Orchestras: New chart (all government sources)



**Orchestras: Old chart (municipal government only)**



## **City of Hamilton Investment in the Arts – Funding Programs 2006-2012**

### ***City of Hamilton arts funding programs***

The City provides grants to arts organizations through the Community Partnership Program - Culture stream (CPP-Culture) and Boards & Agencies funding streams. These grants subsidize cultural performances and products, making them more affordable and accessible to the public.

Arts organizations that receive funding under the CPP-Culture are those that have qualified through a scored application process. Arts organizations that receive funding from the City under the Boards and Agencies umbrella include the following six organizations: Art Gallery of Hamilton, Boris Brott Music Festival, Hamilton Philharmonic Orchestra, HWCA - Festival of Friends, Opera Hamilton and Theatre Aquarius. In most cases the organizations currently funded through Boards and Agencies were, at some point in the past, funded under the CPP and then their funding was moved to Boards and Agencies with Council approval. These decisions were often based on discussions held at the General Issues Committee and were likely due to the level of funding support requested by the arts organization.

### ***Funding levels***

Based on a review of City arts funding allocations from 2006 to 2012, the amounts awarded to arts organizations through both funding streams have not kept pace with inflation and, in the case of the CPP-Culture, increases to the overall CPP program budget which includes Social Services, Sport and Special Events funding streams.

Hamilton's investment in arts organization funding has increased marginally in gross dollars awarded over the last seven years:

- Since 2006, the CPP-Culture has a total percent change in funds awarded of 7% and the Boards and Agencies arts organization funding has a total percent change in funds awarded of 3.1% even though the total percent change of the Bank of Canada consumer price index for the same time period was 11.55%.
- Hamilton's population increased by 3.05% from 2006 to 2011 but City arts funding levels had a cumulative increase of 1.12%.
- The CPP total program budget to all streams (Social Services, Sport, Culture, Special Events) had a 26% increase from 2006 to 2012 while CPP-Culture experienced a 3% increase during the same time period.



See Table 1 and 2 for CPP-Culture data (2006-2012) indexed for inflation using an average Annual Rate of Inflation of 1.84%.<sup>1</sup>

**TABLE 1**

Year	Total CPP Actuals all streams (\$)	Total CPP - Culture Actuals (\$)	Culture Stream Budget if CPI cumulative rate of Inflation 2006-2012 applied (\$)	Total Requests (\$)	Grant amounts vs. requests
2006	2,484,306	285,793	--	476,295	60%
2007	2,829,890	281,293	288,963	615,698	46%
2008	3,158,090	294,498	295,302	679,093	43%
2009	3,073,203	287,672	298,472	660,710	44%
2010	3,254,903	329,097	304,019	806,595	41%
2011	3,143,031	370,924	311,150	1,107,191*	34%
2012**	3,212,153	295,146	318,810	707,732	--

\*increase due to request from Theatre Aquarius (\$465,000)

\*\*2012 \$ are draft budget figures as of Feb 28, 2012

See Table 2 for City of Hamilton Grant Payments to Arts Boards & Agencies (2006-2012) indexed for inflation using average Annual Rate of Inflation of 1.84%.

**TABLE 2**

Year	Grand Total (Gross \$)	Budget if CPI Annual Rate of Inflation had been applied (\$)
2006	1,476,850	--
2007	1,388,160	1,493,229.11
2008	1,399,850	1,525,987.34
2009	1,407,847	1,542,366.45
2010	1,416,003	1,571,029.90
2011	1,416,003	1,607,882.90
2012	1,489,544	1,647,465.76

<sup>1</sup> Bank of Canada Consumer Price Index (CPI)