



Hamilton

CITIZEN COMMITTEE REPORT

To:	Chair and Members General Issues Committee
From:	Tricia LeClair Arts Advisory Commission _____ (to be signed by the Chair)
Date:	April 7, 2013
Re:	Strategic Municipal Investment in the Arts (AAC12-002(a)) (City Wide)

Recommendation:

That the report and recommendations submitted by the Arts Advisory Commission's Arts Funding Task Force *Recommended Approach to Strategic Municipal Investment in the Arts* (Appendix "A" to Report AAC12-002(a)) be received and approved.

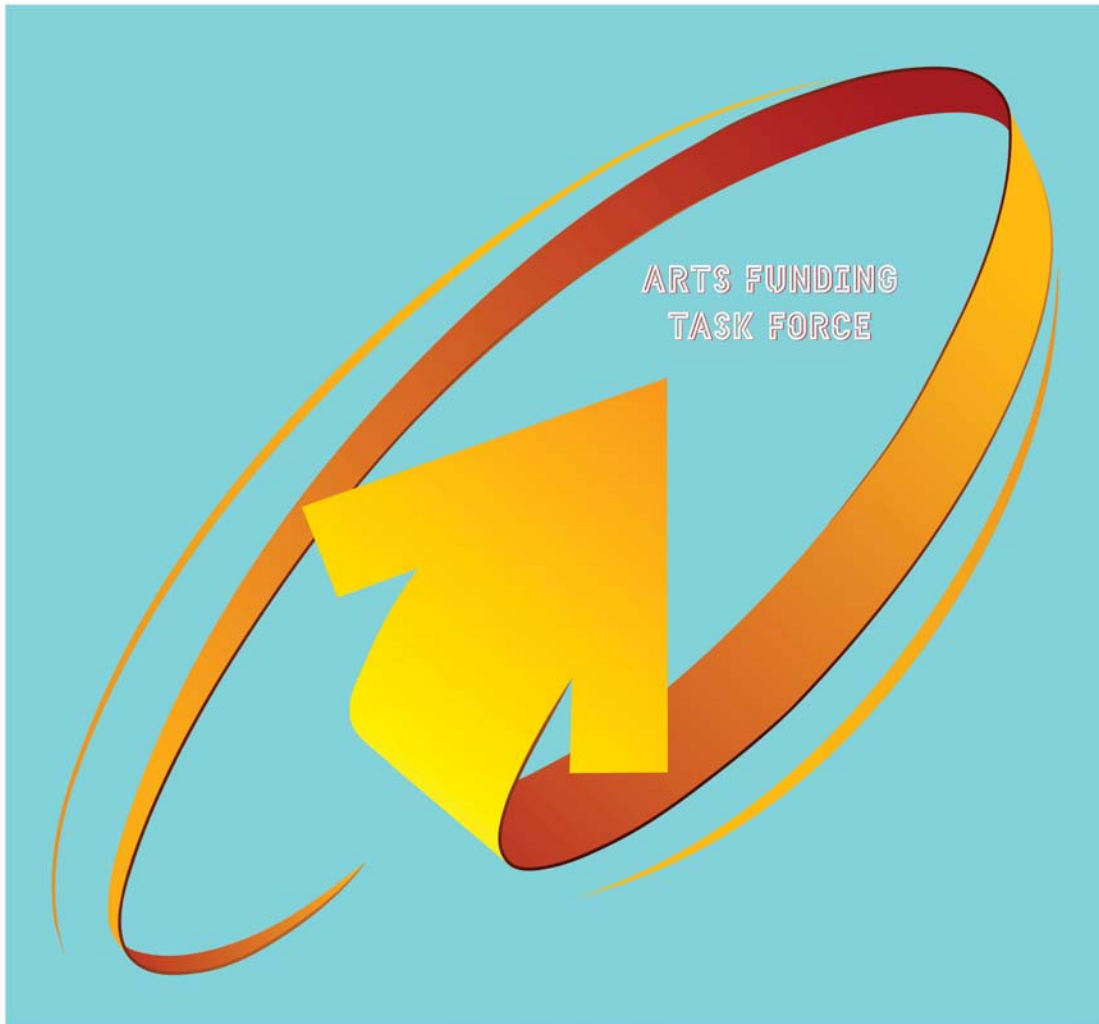
Background:

The Arts Advisory Commission (AAC) struck an Arts Funding Task Force (Task Force) in 2011 to review municipal arts funding in Hamilton (Report AAC10-001, Council April 14, 2010). The Task Force presented its research to General Issues Committee on May 2, 2012 (AAC12-002) and was directed by Council to develop a funding approach and recommendations.

Analysis/Rationale:

This report concludes the Arts Funding Task Force's mandate from Council to develop recommendations for the establishment of a strategic arts investment model for the City of Hamilton.

Appendix "A" to Report AAC12-002(a)



**RECOMMENDED APPROACH TO
STRATEGIC MUNICIPAL INVESTMENT IN THE ARTS**

MAY 21, 2013

CITY OF HAMILTON ARTS ADVISORY COMMISSION



ARTS ADVISORY COMMISSION

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Executive Summary

Cultural vibrancy has been recognized as a critical aspect of city building¹. The arts community in Hamilton has shown itself to be both a driver and player in the city's vibrancy. In recognition of the art sector's role, the municipality directly invests in the arts through the allocation of financial resources and services to the external arts and cultural community and internal budget allocation for direct service delivery.

This Report, *Strategic Municipal Investment in the Arts*, is the accumulation of the work of the Arts Funding Task Force of the Arts Advisory Commission and is the Task Force's final report to the City of Hamilton Council. The Task Force's mandate was to review and make recommendations regarding the municipality's funding to the external arts community. The Report concludes that a new and enhanced approach for the City of Hamilton's investment in the arts is needed and offers a recommended direction to achieve shared community and municipal goals in building local cultural vibrancy. This arts investment approach includes an Arts Investment Model to illustrate the potential structure and outcomes of arts investment; and proposes new arts funding programs and a series of recommendations for Council's consideration. An overview of the available funding mechanisms, Hamilton's current funding framework, and the outcome of the public consultation are included for reference.

The Task Force's approach to arts investment and the report's recommendations were developed from the work of the Task Force citizen volunteers, consultations with the arts community, research on Hamilton's arts sector, and best practices in other municipalities. The Report was informed by the City of Hamilton's Strategic Plan 2012-2015 and its vision, values and priorities. The Report concludes with a series of recommended actions for Council's consideration.

¹ The Government of Canada's External Advisory Committee on Cities and Communities (the Harcourt Committee) established in 2004 identified culture as the fourth pillar in sustainable communities. The work of Richard Florida, the Creative City Network, Municipal Cultural Planning Inc. and the Canadian Urban Institute, among others, have all added to the dialogue about the value of culture.

Recommendations

The Arts Investment Task Force recommends a new approach to municipal investment in the arts for the City of Hamilton. This approach includes an increase of **\$1,026,436** coupled with reallocated existing grant and funding dollars of \$1,898,564 to bring the City of Hamilton’s annual direct investment in the arts to **\$2,925,000**. Starting in 2014, these dollars are to be allocated across the following **eight programs* (not ranked)**:

*Programs are detailed in Appendix IV.

#1	Creation and Dissemination for Arts Professionals in all artistic disciplines: Created in Hamilton	<ul style="list-style-type: none"> new program minimum annual investment: \$150,000
#2	Innovation Grants: One time investment in innovative projects	<ul style="list-style-type: none"> new program minimum annual investment: \$100,000
#3	Arts Festivals and Events: Operational grants and project grants	<ul style="list-style-type: none"> revised program minimum annual investment: \$350,000
#4	Investment for Emerging and Established Organization: Operational support	<ul style="list-style-type: none"> revised program minimum annual investment: \$2,000,000
#5	Business Development Services for Arts Entrepreneurs: Cultivating entrepreneurship	<ul style="list-style-type: none"> new program minimum annual investment: \$50,000
#6	Capacity Building for Arts Organizations: Building capacity and sustainability	<ul style="list-style-type: none"> new program minimum annual investment: \$75,000
#7	Capital Investment in Maintenance and Equipment: Tools for creation	<ul style="list-style-type: none"> new program minimum annual investment: \$200,000
#8	Capital Investment in Facility Development: Creating permanency	<ul style="list-style-type: none"> new program investment determined annually based on staff assessment

The Task Force also offers **recommendations in the following five areas: (not ranked):**

#1 ARTS FUNDING MODEL	<p>1a) Approve the proposed Strategic Arts Investment Model;</p> <p>1b) Approve in principle the eight programs and their intent.</p>
#2 FUNDING	<p>2a) Approve the recommended \$1,026,436 increase in strategic arts investment.</p> <p>2b) Direct Tourism and Culture staff to identify multiple revenue sources to support sustainable arts investment and report back to Council.</p> <p>2c) Approve in principle that that growth in budget allocation year-over-year keeps pace with inflation, growth in the sector and per capita growth so that real value of the initial investment is not eroded over time.</p>
#3 GOVERNANCE	<p>3a) Adopt peer assessment as the governance approach to adjudicate and assess applications for all programs involving artistic ability and merit as criteria.</p> <p>3b) Commit to a best practice approach to transparency and accountability for the investment program.</p>
#4 IMPLEMENTATION	<p>4) Assign lead responsibility for the development and implementation of the arts investment program to the Tourism and Culture Division.</p>
#5 EVALUATION	<p>5) Direct staff to undertake a review of the arts investment program after one year, adjust the programs as required to achieve investment objective and report back to Council.</p>

Background

Mandate

The Hamilton Arts Advisory Commission (AAC) is an appointed citizen-based body of City Council to inform Council (through the General Issues Committee) of achievements and issues in the Hamilton arts community. Among the AAC's responsibilities is *"to recommend activities for the stabilization and strengthening of the arts community [and] to inform Council of issues and achievements in the Hamilton arts community"*².

In November 2009, the Arts Advisory Commission hosted over 80 people at a one-day session called *The Big Picture Revisited* to discuss issues relating to funding for individuals artists, the sustainability of arts organizations, and engaging City Hall. It was at this event that arts funding was identified as a critical need in Hamilton's art community and led the AAC to strike a working committee: the Arts Funding Task Force.

The Arts Funding Task Force's mandate is to *"make recommendations to strengthen the Hamilton art sector through the development and implementation of a sustainable and appropriate arts investment model for the City of Hamilton"*. The Task Force's scope includes an examination of the direct allocation of resources (monetary and services) to the external arts sector. The mandate does not include heritage and non-arts based events (e.g. Santa Claus parade) and the municipality's internal budget allocation for direct service delivery (e.g. City department operating costs). The Task Force's anticipated outcomes are: *"The development and implementation of a sustainable and appropriate funding model and funding amounts"*³ for arts professionals, arts organizations and arts businesses.

The Task Force's volunteer members (Appendix I) are drawn from the AAC membership and the broader arts community. Members include professionals and citizens of the City of Hamilton who have devoted much of their careers, paid and voluntary, to the arts and cultural sector. The first meeting of the Task Force took place in February 2011.

² City of Hamilton website.

www.hamilton.ca/CultureandRecreation/Arts_Culture_And_Museums/Arts/Arts_Advisory_Commission.htm

³ Ibid. Arts Funding Task Force Terms of Reference. <http://www.hamilton.ca/NR/rdonlyres/CB79FF53-1B2D-4A60-8105-5BBDf0C02E8D/82356/AFTFTermsOfReferenceMarch2011.pdf>

Methodology

The research and analysis undertaken over the last two years drew on consultation with the Hamilton arts community and research to outline the art sector’s challenges, funding needs, and compare the City of Hamilton’s investment with other municipalities. Specific tasks included:

April 14, 2010	Council approves AAC arts funding review initiative
November 2010	Initial membership of Task Force confirmed
February – March 2011	AAC formally establishes Arts Investment Task Force and Terms of Reference approved
2011 - 2012	Review of the current City of Hamilton funding programs and ad hoc funding directed to the Arts and Cultural sector
2011 - 2012	Data collection and analysis regarding municipal funding models and per capita funding comparisons of similar sized municipalities and larger Canadian cities
September 2011	Hamilton arts community surveyed (arts professionals; arts organizations; and arts businesses) to identify funding issues. Over 400 surveys completed
October 2011 – May 2012	Research by Hill Strategies and Submission of the Following Reports <ul style="list-style-type: none"> • <i>Summary of Survey Responses - Funding and support needs of Hamilton artists, arts, culture & heritage organizations/businesses</i>, October 2011 • <i>Structure of arts, culture and heritage funding in select Canadian cities</i>, December 12, 2011 • <i>Government funding for Ontario orchestras and arts galleries</i>, January 16, 2012 • <i>Summary of Research into arts funding and non-financial support</i>, February 29, 2012 • <i>City of Hamilton Investment in the Arts - Funding Programs 2006-2012</i>, May 2, 2012
April 2012 – January 2013	Over 150 one-on-one consultations with community leaders, patrons, artists, and representatives from arts organizations and arts businesses
May 2, 2012	Presentation to City of Hamilton General Issues Committee (GIC) and submission of Interim Report
January 14, 2013	Update Memo to Tim McCabe, General Manager Planning and Economic Development

January 28, 2013	Public consultation held to confirm the findings and seek input on the draft model and recommendations. Over 100 citizens participated
March 15, 2013	Public Consultation Report released
March 26, 2013	Board and Agencies Consultation
March – April 2013	Update meetings with members of Council
June 2013	Presentation and Final Report to GIC

Key Findings

The two key findings from the consultation survey and research are:

1. Investment by the City of Hamilton in the arts and cultural sector is low compared to other similar sized municipalities⁴; and
2. Current programs do not meet the needs of the sector they are intended to serve⁵.
Specifically:
 - Gaps exist due to the ineffectiveness of current arts funding programs⁶;
 - There is no direct municipal funding for individuals who are involved in artistic creation and presentation;
 - There is limited municipal funding or services for business development in the arts sector; and
 - Current City of Hamilton funding programs for non-profit art organizations do not meet the need for operating and project support and are not seen to

⁴ Comparative research conducted by Hill Strategies Research [Summary of Research into arts funding and non-financial support](#) (February 29, 2012); [Structure of arts, culture and heritage funding in select Canadian cities](#) (December 12, 2011); [Government funding for Ontario orchestras and arts galleries](#) (January 16, 2012) . All research reports were appended to the [Presentation to General Issues Committee - Strategic Municipal Investment in the Arts \(AAC-001\)](#) - May 2, 2012.

⁵ Survey and research conducted by Hill Strategies Research for the Task Force : [Summary of Survey Responses - Funding and support needs of Hamilton artists, arts, culture & heritage organizations/businesses](#) (October 5, 2011); [City of Hamilton Investment in the Arts - Funding Programs 2006-2012](#) (May 2, 2012). Research reports were appended to the [Presentation to General Issues Committee - Strategic Municipal Investment in the Arts \(AAC-001\)](#) - May 2, 2012.

⁶ City of Hamilton funding for the arts is currently provided through the Community Partnership Program (CPP), Boards and Agencies funding streams and ad hoc investment.

- be strategic, equitable and transparent

The Task Force's initial report, *Strategic Investment in the Arts*, (Report AAC12-001) was presented to General Issues Committee on May 3, 2012. The research and analysis of the data concluded that a different approach to arts funding is needed in Hamilton. In response, the Committee directed the Task Force to proceed with developing recommendations for a Strategic Arts Investment Model.

Return on Investment

The Task Force's approach to arts investment is grounded in the premise that *everyone will benefit from a strategic approach to arts funding*. Ontario residents and Canadians value the arts:

- 81% of Ontarians agree that the government should spend public dollars to support the arts;
- 95% of Ontarians have stated that the arts enrich the quality of their lives;
- 95 % of Ontarians believe that the success of Canadian artists (singers, writers, actors and painters etc.), gives citizens a sense of pride in Canadian achievement; and
- 89 % believe that if their community lost its arts activities, people living there would lose something of value.⁷

The fact that arts activities result in economic development has been proven at a regional, provincial and national level:

- Ipsos Reid survey calculated the economic impact of Toronto's 2012 Scotiabank Nuit Blanche event at \$38 million with an additional \$4.2 million spillover impact for Ontario from an investment public / private of \$2.4 million;

⁷ The above data is from a report commissioned by the Ontario Arts Council authored by the Environics Research Group, *The Arts and the Quality of life – attitudes of Ontarians (March 2010) p28*.
<http://www.arts.on.ca/assetfactory.aspx?did=6235>.
Creative Capital Gains, An Action Plan for Toronto <http://www.livewithculture.ca/creative-capital-initiative/an-action-plan-for-toronto> p.35

- The economic impact of Ontario's arts and culture tourism is substantial. Arts/culture tourist spending generated \$3.7 billion in GDP province-wide in 2010; 67,000 jobs and \$2.4 billion in wages; and \$1.7 billion in taxes⁸;
- Governments in Canada (all levels) invest \$10.1 billion in culture and this investment results in \$45.9 billion in economic activity and creates 609,000 jobs; and
- Ontario Ministry of Tourism study in 2012 indicated that Hamilton's Supercrawl generated \$6.0 million of GDP in Hamilton (direct, indirect and induced) from an investment of both public and private funds of \$250,000⁹.

In Hamilton, the successful revitalization of the city is, in part, tied to the success of its arts and cultural sectors. Substantial economic impact statistics of Hamilton's arts activities are not available and the Task Force has identified this as a significant gap. Completion of such research is included in the upcoming recommendations of the City of Hamilton's Cultural Plan.

Qualitative data indicates that Hamilton's festivals and arts events, cultural products and arts professionals are creating a new and revitalized image of the city and are helping to attract visitors, new residents, and grow businesses. It is evident that in Hamilton, as shown in other communities, artistic vibrancy leads to:

- Economic growth;
- Increased employment;
- Attraction & retention of businesses, professionals and residents;
- Neighbourhood revitalization;
- Improved quality of life; and
- Improved city image.

A sampling of recent media coverage includes:

*Hamilton drawing artists with its space, inspiration: Artists moving to Hamilton to get involved in the scene*¹⁰

CBC, Aug 2, 2012

⁸ Research Resolutions & Consulting Ltd. *Ontario Arts and Culture Tourism Profile*, Ontario Arts Council, 2013.

⁹ *Canada Council for the Arts* <http://www.canadacouncil.ca/aboutus/Promotion/qn127306575550156250.htm>
Government expenditures on culture, 2009-10, Statistics Canada
<http://www.statcan.gc.ca/pub/87f0001x/2012001/part-partie4-eng.htm>

¹⁰ www.cbc.ca/hamilton/news/story/2012/08/01/hamilton-migrating-artists.html

*Steeltown is where the artists are*¹¹

Globe and Mail, July 24, 2010

*Hamilton Art Crawls hold lessons for Toronto*¹²

The Toronto Star, September 19, 2012

*Moving from Toronto to Hamilton*¹³

The Grid, November 14, 2012

*Hamilton in the midst of a grassroots cultural revival*¹⁴

The Toronto Star, December 7, 2012

This sampling of media coverage shows that the arts are a good news story for Hamilton.

Investment Leverages Investment

The consultation process revealed that local arts organizations are often able to leverage grant dollars to secure additional public and private sector investment. Some funders, such as the Ontario Trillium Foundation, require other investors/funders confirmed prior to their consideration to invest. Many federal and provincial cultural funding programs seek an indication of municipal investment as an indicator of local support. The lack of municipal project grant dollars is an impediment to Hamilton cultural organizations being able to access and leverage other investment dollars.

The Arts Investment Model

The Task Force identified significant gaps in the City's approach to arts investment:

¹¹ <http://www.theglobeandmail.com/arts/steeltown-is-where-the-artists-are/article1387634/>

¹² www.thestar.com/entertainment/visualarts/2012/09/19/hamilton_art_crawls_hold_lessons_for_toronto_david_macfarlane.html

¹³ www.thegridto.com/life/real-estate/catch-ya-later-toronto/

¹⁴ www.thestar.com/entertainment/2012/12/07/hamilton_in_the_midst_of_a_grassroots_cultural_revival.html

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; and
4. There is limited municipal funding or services for business development in the arts sector.¹⁵

Based on the needs and gaps of the three segments of the arts sector, the Task Force developed the following **investment objectives** as a framework for the investment approach:

- Economic growth;
- Cultivate artistic creation and dissemination;
- Provide stable operational support;
- Encourage emerging and established projects;
- Build capacity and sustainability; and
- Foster entrepreneurship.

These objectives drove the development of the investment programs and will influence their implementation through such factors as eligibility, review processes, performance measurement, and size of investment.

The model is built on targeted investment in three core segments of the arts sector: Arts Professionals, Arts Businesses and Arts Organizations:

Arts Professionals

This arts segment includes artists, creative professionals, and unincorporated groups of arts professionals¹⁶. Investment in this area encourages artistic creation and

¹⁵ Ibid. Hill Strategies Research, multiple reports.

¹⁶ For municipal arts programs including grants to individuals see City of Ottawa and City of Barrie.

dissemination, ownership of creative spaces and recognizes excellence through the existing Arts Awards program.

Arts Businesses

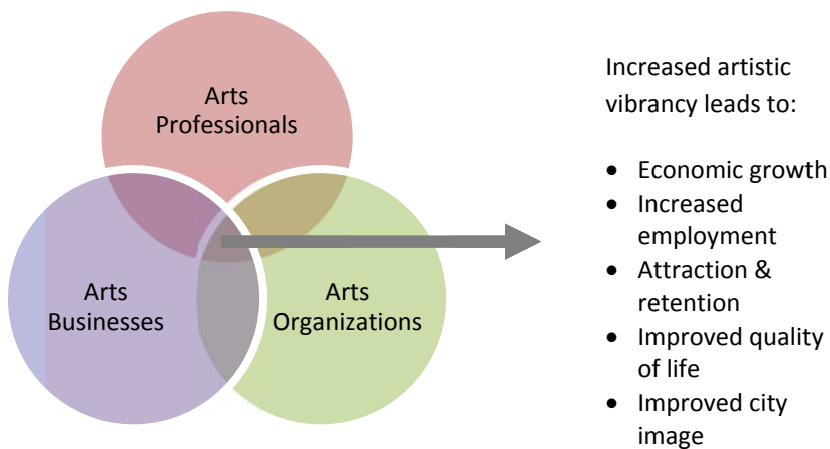
This arts segment includes for-profit corporations such as cultural industries and creative businesses. Investment in this area encourages entrepreneurship, job creation and retention, helps businesses to build their capacity and sustainability, and encourages new business development.

Arts Organizations

This arts segment includes not-for-profit corporations, such as community arts organizations and arts service organizations. It includes a wide range of organizations: small to large; new to established; and with a range of operating budgets and resources. Such organizations have an arts based mission, a community based board of directors, and may, or may not, have paid staff.

Investment in this area results in organizational sustainability, encourages artistic projects for emerging and established groups, helps organizations to build their capacity and sustainability and supports capital needs.

The following **Strategic Arts Investment Model** illustrates the investment target areas and outcomes of the arts investment approach.



The programs of the proposed Arts Funding Investment Model will be accessible to Hamiltonians from all three segments of the arts sector. Eligible applicants reside across all municipal wards.

Available Investment Mechanisms

There are a wide range of mechanisms that all three levels of government use for investment in the broad community. These can be categorized as: **grants; subsidies; debt financing; procurement; and non-monetary support.**

The City of Hamilton currently utilizes all of the categories of investment mechanisms to some degree across the corporation to further a wide range of purposes which include, for example, encourage business growth, preservation of heritage buildings, and increase community use of municipal facilities.

The following chart provides a list and description of the investment categories and mechanisms which are typically found within all levels of government and development bodies (such as economic development agencies and arts councils).

Typical Government Investment Mechanisms	
Investment Category	Investment Mechanisms
GRANTS	Operating Grants <i>Financial subsidy directed to offsetting the operational costs of an organization</i>
	Project Grants <i>One time funding for a specific project or outcome. For example, innovation funding</i>
	Capital Grants <i>One time funds to create and or improve existing community and/or commercial infrastructure</i>
DEBT FINANCING	Interest Free or Low Interest Loans <i>The act of temporarily providing money to a another party in exchange for future repayment of the principal amount and no, or below market rate, interest</i>
SUBSIDY	Fee Adjustment <i>Elimination or reduction of fees for government services</i>
PROCUREMENT	Service Agreements/Contracts <i>Procurement of services</i>
	Purchase/Commission <i>Procurement of goods</i>
NON - MONETARY	Awards and recognition <i>Acknowledgement of achievement</i>
	Advisory Services <i>Provision of information to increase skills and knowledge</i>

It is the allocation of resources within these categories and the focus or objectives of the programs within each mechanism which define a municipality's investment approach and the depth of its impact. A summary of the City's arts programs and services by investment mechanism are listed in Appendix II.

The Task Force acknowledges that some of the existing programs and services offered by the City of Hamilton, though not targeted to the arts sector, have strong applicability to support cultural vibrancy.

Current City of Hamilton Investment Mechanisms Targeted to Arts

The Task Force recognizes the City of Hamilton's current investment in the arts. In terms of direct investment in the arts, the City of Hamilton currently utilizes most of the types of available funding mechanisms. The City's current arts investment by arts segment is summarized in Appendix III. While the investment types are broad, they are not focused, coordinated, nor reflective of the current needs of the arts sector. Implementation remains based on dated past practices and are perceived to lack accountability, transparency and consistency. The municipal investment has the potential to be more strategic and effectively aligned with the City's Strategic Plan.

Proposed New Funding Programs

Based on the local art sector's expressed needs, the identified gaps and weakness in the City's current approach, and the opportunities to increase the arts contribution to cultural vibrancy, the following new program streams are recommended (not ranked):

1. *Created in Hamilton*
2. *Innovation Grants*
3. *Arts Festivals and Events*
4. *Organization Grants*
5. *Business Development Services*
6. *Capacity Building*
7. *Maintenance and Equipment*
8. *Capital Investment in Facility Development*

While some programs, such as the Innovation Grants, are totally new to the City of Hamilton, others, such as Organization Grants, are intended to revitalize existing programs (Community Partnership Program and Boards & Agency funding).

The Task Force notes that eligible applicants for the investment programs can reside from any ward within the City of Hamilton and would be comprised of one of the three segments that represent the sector; arts professionals, arts organizations and arts businesses.

Proposed Program or Service (not ranked)	Description	Status	Minimum Investment	Target
#1 - Created in Hamilton	Support the creation and dissemination new work in any art form.	New program	\$150,000	Arts Professionals
#2 – Innovation Grants	One-time support development of innovative or novel arts products or approaches.	New program	\$100,000	Arts Businesses Arts Organizations Arts Professionals
#3- Arts Festivals and Events	Supports the planning and delivery of local art events and festivals that have city-wide impact through operating grants for major festivals and project grants for emerging and established events.	Revised program (reallocates existing Community Partnership Program and Boards and Agencies funding directed to the arts).	\$350,000	Arts Organizations
#4 - Organization Grants	Provides annual and multi-year operational support for established and emerging arts organizations.	Revised program (reallocates existing arts funding of the Community Partnership Program and Boards and Agencies funding streams).	\$2,000,000* *includes existing commitments	Arts Organizations
#5 – Business Development	This program, to be developed provides funding to cultivate entrepreneurship in collaboration with the Small Business Enterprise Centre.	New program	\$50,000	Arts Organizations Arts Businesses Arts Professionals
#6 - Capacity Building	Assist organizations to build organizational sustainability and capacity. Offered in tandem with advisory services.	New program	\$75,000	Arts Organizations

#7- <i>Maintenance and Equipment</i>	Support capital improvements to arts facilities and venues, equipment purchases or capital planning.	New program	\$200,000	Arts Organizations
#8 – <i>Capital Investment in Facility Development</i>	This is a low-interest loan-based incentive program to encourage ownership. This program would work in tandem with urban renewal programs and not duplicate existing programs.	New Program	Total direct annual investment of an amount to be determined.	Arts Organizations Arts Businesses Arts Professionals

Additional detail on these proposed new programs is listed in Appendix IV.

Public Accountability

Best practices in municipal arts investment governance carry a commitment to transparency and accountability throughout all platforms of communication, program guidelines and eligibility, application materials, evaluation criteria, assessment, decisions and program evaluation.

In addition the Model should be developed to closely align with the City’s existing commitments to the public including:

- Strategic Plan;
- Cultural Policy;
- Cultural Plan (in development);
- Creative Industries Strategy;
- Other related policies, strategies and initiatives; and
- Core values including; accountability, excellence, honesty, innovation, leadership, respect, teamwork, equity and cost consciousness.

Governance

The Task Force recommends a changed approach to the governance of arts investment in Hamilton.

Peer review is a minimum expected standard and respected method for assessing quality of achievement in creative and intellectual occupations in Canada and around the world. It is the common and preferred method of assessment within programs that support the arts.

The Task Force is cognizant of Council's commitment to make the wisest possible investment of public funds. Core to the Task Force's proposed investment approach is the use of a rotating jury of peers--practising artists and other arts professionals working in Hamilton and beyond--to adjudicate and assess applications for all programs involving artistic merit and ability as criteria. Not only does the use of peer assessors provide the best assurance of accountability and transparency in funding decisions, it also involves the arts community directly in the operation of the City's investment approach.

Council's role is to set over-arching arts investment approach, approve program guidelines and determines the amount of money available for investment on an annual basis.

Staff's role includes the provision of advisory services; assessment of program compliance and eligibility; review and assessment of post-project reporting; review of organizational capacity and management; and assessment of applications without an artistic merit and ability criteria such as equipment purchases.

Community Consultation

The Task Force has been committed to meaningful community consultation throughout its mandate. Valuable data and information was gathered through an initial survey of all three segments of the arts sector to which approximately 400 representatives responded. In addition, Task Force members consulted with over 40 organizations and stakeholders from the cultural sector for feedback and advice on the approach and recommendation.

Task Force members held over 150 one-on-one consultations with community leaders, patrons, artists, and representatives from arts organizations and arts businesses to seek their advice, insight, and guidance throughout the process.

The Task Force hosted a public meeting on January 28, 2013 to present the findings, its draft recommendations, and to seek advice and guidance on specific areas of implementation. Over 100 people attended the evening event and filled the venue at Central Library to capacity. Participants provided valuable comments on the report and its approach. Facilitated discussion resulted in rich dialogue regarding future implementation of: peer and jury review; encouraging innovation and novel approaches; determining success; and advisory services. The summary of this consultation is appended as Appendix V.

During the development of the report, Task Force members met with representatives from the organizations currently receiving funding under the Boards and Agencies for feedback on the recommendations.

As a direct result of the feedback responses, the Task Force made changes to the recommendations and has expanded the explanatory text.

This report and the recommendations reflect the community's input. In summary, participants were supportive of the approach.

The Investment

The City of Hamilton's current annual direct investment in the Arts and Cultural sector through grants and other funding is \$1,898,564 (based on 2012) through the Community Partnership Program and the Boards and Agencies budget stream (see Appendix VI for financial information).

A preliminary scan of the existing funding programs suggests that existing funds can be more effectively invested. This arts investment approach recommends replacement of existing arts targeted funding programs and reallocation of the resources with new operating and project based funding programs. The existing arts funding recommended for reallocation includes:

- Community Partnership Program (CPP)
- Community Access Program (CAP)
- Boards and Agencies funding

The Arts Funding Task Force recommends a total of a minimum increased annual direct arts investment of **\$1,026,436**. The Task Force is using the annual direct municipal investment in arts 2012: **\$1,898,564** from the City of Hamilton as a baseline number. The new proposed

annual direct investment totals **\$2,925,000** and is distributed via eight funding programs. The goal to start implementation of this model is 2014.

The Task Force recognizes Council’s challenge to secure sustainable funding for investment and urges the examination of multiple sources including the following:

	Method	Potential Contribution	Sustainable Funding
1.	Allocation of former HECFI investment	\$1 million	Yes
2.	Area Rating Funds	% of annual area rating funds be allocated towards arts funds up to \$1 mil per annum	Yes
3.	Amend downtown development charge exemption by 10%	Currently a voluntary equivalent of 10% in development charges within the downtown core is dedicated to public art. Suggestion of increasing this another 5 to 10% and allocated to art funding or determine a formula such as: <ul style="list-style-type: none"> • 5% for public art; and, • 10% for arts funding; or, • 10% for public art; and, • 10% for arts funding 	Yes/No Depends on construction projects within the exemption area
4.	Economic Development contribution from Marketing	\$50K for 3 years	No
5.	% of revenue from future surplus land sales	Unknown amount from the sale of surplus city owned lands committed on an annual basis	No – sales or the ability of sale would always be unknown.

Throughout the consultation process, the cultural community provided a strong and consistent message that the proposed increased investment of \$1M recommended by the Task Force is too low. The Task Force is cognizant of the fiscal pressures on the municipality and the reallocation of existing dollars and the increased investment is proposed as a reasonable and effective starting point.

The Task Force stresses the importance that the initial investment value be sustained and that that growth in the budget envelope allocation year-over-year keeps pace with inflation, growth in the sector and per capita growth.

Moving to Implementation

The Task Force's mandate, appropriately, did not include the development of the program guidelines and related grant processes. Once Council approves the investment model and funding, the implementation phase will be led by Tourism & Culture staff. Among the next steps are:

- Identification of revenue sources for Council approval;
- Community consultation during program development, implementation and evaluation;
- Development of performance measures;
- Development of guidelines for new investment programs for Council approval;
- Communication and implementation of new investment programs;
- Development of a peer assessment process;
- Consideration of strategic delivery partners where appropriate for program implementation and development of third party delivery agreements where feasible; and,
- Development of a process for the reviewing, reporting and making recommendations to Council for all arts funding requests that do not fit existing guidelines. This would include; requests that exceed the application caps for investment, emergency and larger capital requests.

The Task Force urges that future program planning consider and respect the diversity of the cultural community in Hamilton, such as size of organizations, organizational maturity, range of artistic disciplines and genres and so on.

Strategic delivery partners should be considered for selected program implementation where appropriate.

The scope of the Arts Investment Task Force work is limited to the arts in Hamilton. However, the deliberations suggest that there are benefits in applying the same key principles to guide other aspects of the City's investment in the cultural sector – heritage and non-arts-based events – to ensure alignment in approach and cohesion in delivery.

Recommendations

The Task Force is cognizant that a successful investment model is dependent on successful implementation. The following recommendations to Council were developed from the consultation process and best practices in arts investment (not ranked):

Recommendation #1 –

That Council:

- 1a) approve the proposed Strategic Arts Investment model;
- 1b) approve in principle, the eight programs and their intent.

Recommendation #2 –

That Council:

- 2a) approve the recommended \$1,026,436 increase in strategic arts investment.
- 2b) direct Tourism and Culture staff to identify multiple revenue sources to support sustainable arts investment and report back to Council.
- 2c) approve in principle that that growth in budget allocation year-over-year keeps pace with inflation, growth in the sector and per capita growth so that real value of the initial investment is not eroded over time.

Recommendation #3 –

That Council:

- 3a) Adopt peer assessment as governance approach to adjudicate and assess

applications for all programs involving artistic ability and merit as criteria.

3b) Commit to a best practice approach to transparency and accountability for the investment program.

Recommendation #4 –

That Council:

4a) Assign lead responsibility for the development and implementation of the arts investment program to the Tourism and Culture Division.

Recommendation #5 –

5a) In order to measure the success of the investment program, Council direct Tourism and Culture Division staff to undertake a review of the arts investment program after one year, adjust the programs as required to achieve investment objective and report back to Council.

Summary

The Arts Investment Task Force recommends a strategic and coordinated approach to the City of Hamilton investment in the arts with strong investment objectives, clear priorities and sufficient resources to make a lasting impact in the community and the vitality of the City. This approach can leverage the additional investment from partners including other levels of government, foundations, agencies, and the private sector.

Deliberate investment in arts organizations, businesses and professionals to support targeted activities will result in an increase in the amount, quality and accessibility of arts products, services and experiences. Greater public access to and participation in arts activities will result in greater public engagement in civic life, the revitalization of neighbourhoods and encourages innovation.

Furthermore, a coordinated approach will also enhance the City's role as a diligent steward of public dollars by increasing transparency, consistency of investment processes and the recipients' accountability.

APPENDICES

Appendix I - Committee Members 2011-2013

(unless indicated)

Kristine Germann - Chair

Tim Potocic -Vice Chair

Anne Cibola

Louise Dompierre 2011-2012

Hoo Jung Jones

Tricia LeClair 2013

Karen Logan 2011

Josefa Radman

City of Hamilton, Tourism & Culture Division Support

Anna Bradford – Director

Jennifer Kaye - Manager Arts & Events/ Acting Manager Creative Industries

Carrie Brooks-Joiner - Senior Project Manager, 2012-13 Acting Manager Creative Industries
(April 2013 +)

Pam Mulholland - Project Coordinator 2011-2012

Jen Anisef – Project Coordinator 2012

Jacqueline Norton - Business Development Consultant

Appendix II - Current City of Hamilton Investment Mechanisms Targeted to Arts

Investment Category	Investment Mechanisms	Arts Organizations	Arts Businesses	Arts Professionals
NON - MONETARY	Awards and recognition			✓
	Advisory Services			
GRANTS	Operating/Program Grants	✓		
	Project Grants	✓		
	Capital Grants			
DEBT FINANCING	Interest Free or Low Interest Loans			
SUBSIDY	Fee Adjustment	✓		
PROCUREMENT	Service Agreements/Contracts	✓		✓
	Purchase/Commission	✓	✓	✓

Appendix III – Existing City of Hamilton Arts Programs & Services

Name of program	Support Artistic Creation		Provide Operational Support		Provide Project Support		Encourage Entrepreneurship
	Public Art Program	City of Hamilton Arts Awards	Boards and Agencies	Ad hoc council-approved operating grants	Community Partnership Program (CPP)	Community Assistance and Equipment Loan Programs	Hamilton Film & Television Office
Type	Procurement	Recognition	Grant	Grant	Grant	Grant	Service
Target	Individual artists or artist teams	Arts professionals	Incorporated not for profit arts or arts service organizations	Incorporated not for profit arts or arts service organizations	Not for profit organizations	Community, neighbourhood, non-profit organizations	
Objective	The creation of art by artists or in collaboration with artists through a public process and installation on City of Hamilton Property	To recognize and celebrate excellence in the arts	Operating support for arts organizations not funded by CPP	Address funding needs outside current allocations	Provides financial assistance to community organizations whose services benefit Hamilton residents. The program includes program grants for <i>culture</i> (arts and heritage organizations), <i>special events</i> and road closure fee subsidies (ERCS).	Provides grants up to \$200 per event to offset purchase of refreshments, program materials or prizes Provides grants up to \$500 per event to a maximum two times per year to offset commercial equipment rentals	The Film & Television Office, while not a program, facilitates production within the City
Total annual investment	\$191,000	\$75,000		various			
Amount flowed through directly to arts sector		Artist awards Third-party contract					
Investment source	Capital budget Downtown 10% fund	Current budget	Current budget	Current budget	Existing	Existing	Existing
Governance	Council, through Art in Public Places Master Plan and Art in Public Places Policy	Council	Council	Council	Council Review by Grants Sub Committee	Council Review by Grants Sub Committee	Economic Development Strategy
Delivery	Staff and volunteer juries	Staff and third-party arts organization	staff	staff	staff	staff	staff

Appendix IV - Proposed Program Details

Program #1 – Creation and Dissemination for Arts Professionals “Created in Hamilton”

This program would support the creation of work from Hamilton and its dissemination in Hamilton and to other regions, national and international locations. This program allows for “Created in Hamilton” branding to build the creative profile of city. Arts professionals (individual artists in all artistic disciplines and from all three career levels; emerging, mid-career and established) are eligible for this program.

This is a new program with a total direct annual investment of: \$150,000 minimum

Program #2 – Innovation Grants

This program allows for one time investment in innovative projects which do not fit the framework of the previous seven programs. This could include but is not limited to; new media, new models of operations, innovative partnerships, and hybrid approaches to artistic creation. All three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and businesses arts businesses and entrepreneurs (individual artists) are eligible to apply for this program.

This is a new program with a total direct annual investment of: \$100,000 minimum

Program #3 – Arts Festivals and Events

This program allows for operational grants for major festivals and project grants for emerging and established events. This program replaces existing Community Partnership Program and Boards and Agencies funding directed to the arts.

This is a revised program with a total direct annual investment of: \$350,000 minimum

Program #4 – Investment for Emerging and Established Organizations: Operational Support

The program is focused on annual and multi-year operational support for established and emerging arts organizations. This program replaces existing Community Partnership Program (previously directed to the arts and cultural sector) and Boards and Agencies funding streams.

This is a revised program with a total direct annual investment of: \$2,000,000 minimum

Program #5 – Business Development Services for Arts Entrepreneurs: Cultivating entrepreneurship

This program would be developed in collaboration with the Small Business Enterprise Centre. It assists all three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and arts businesses in building business tools and sustaining entrepreneurship.

This is a new program with a total direct annual investment of: \$50,000 minimum

Program #6 – Capacity Building for Arts Organizations: Building capacity and sustainability

This program is task specific and is directed at providing both emerging and established arts organizations with funding that assists with capacity building strategies. This program requires existing staff resources and expertise to work with organizations to address their challenges and build sustainability.

This is a new program with a total direct annual investment of: \$75,000 minimum

Program #7– Capital Investment in Maintenance and Equipment: Tools for Creation

The program allows emerging and established arts organizations to apply for investment support for equipment modernization, adapting plant needs and addressing other site challenges.

This is a new program with a total direct annual investment of: \$200,000 minimum

Program #8 – Capital Investment in Facility Development: Creating permanency

This is a low-interest loan-based incentive program to encourage ownership. All three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and arts businesses are eligible for this program. This program would work in tandem with urban renewal programs and not duplicate existing programs.

This is a new program with a total direct annual investment of an amount to be determined.

Appendix V – Public Consultation Report



Hamilton

Arts Advisory Commission
28 James St. N., 2nd Floor
Hamilton, ON
L8R 2K3

Community Consultation Report

Strategic Arts Investment Model – Draft Proposal

Community Consultation Meeting held Monday January 28, 2013

7:00 – 9:00 PM, Central Public Library

March 15, 2013

Dear Community Participants,

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

The Task Force hosted a public meeting on Monday, January 28, 2013 to present its draft Strategic Arts Investment Model and recommendations, and to seek advice and guidance on specific areas of implementation. Over 100 people attended the evening event and filled the space at Central Library to capacity. Participants provided valuable comments on the report and its approach and facilitated discussion resulted in rich dialogue and the identification of key points for future implementation regarding: peer and jury review; encouraging innovation & novel approaches; determining success; and advisory services.

This document is a summary of presentation content and participant feedback from the Community Consultation working meeting and fulfills the Task Force's commitment to report back to participants.

Successful implementation of a Strategic Arts Funding Model in Hamilton is a three stage process. We are in Stage 1- the planning and approval. Stage 2 is the development of the funding program details (which will be led by Tourism & Culture staff, City of Hamilton); and Stage 3 is implementation.

Thank you for your attendance and feedback at the Community Consultation. The input will be reflected in the final report and will inform the funding programs as they continue to be developed. The Task Force's report and recommendations will be presented to Council's General Issues Committee (GIC) in the spring. We look forward to seeing you there.

Sincerely,

Kristine Germann, Chair, Arts Funding Task Force
Tim Potocic, Vice-Chair, Arts Funding Task Force
Tricia LeClair, Chair, Arts Advisory Commission

On behalf of the Arts Funding Task Force and Arts Advisory Commission

SUMMARY OF PRESENTATION MATERIAL
Community Consultation, January 28, 2013

Strategic Arts Investment Model – Draft Proposal

A. Investment Programs and Funding Amounts

Program #1 – Creation and Dissemination for Arts Professionals “*Created in Hamilton*”

This program would support the creation of work from Hamilton and its dissemination in Hamilton and to other regions, national and international locations. This program allows for “*Created in Hamilton*” branding to build the creative profile of city. Arts professionals (individual artists in all artistic disciplines and from all three career levels; emerging, mid-career and established) are eligible for this program.

This is a new program with a total direct annual investment of: \$150,000

Program #2 – Innovation Grants

This program allows for one time investment in innovative projects which do not fit the framework of the previous seven programs. This could include but is not limited to; new media, new models of operations, innovative partnerships, and hybrid approaches to artistic creation. All three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and businesses arts businesses and entrepreneurs (individual artists) are eligible to apply for this program.

This is a new program with a total direct annual investment of: \$100,000

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This program allows for operational grants for major festivals and project grants for emerging and established events. This program replaces existing Community Partnership Program and Boards and Agencies funding directed to the arts.

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The program is focused on annual and multi-year operational support for established and emerging arts organizations. This program replaces existing Community Partnership Program (previously directed to the arts and cultural sector) and Boards and Agencies funding streams.

This is a revised program with a total direct annual investment of: \$2,000,000

Program #5 – Business Development Services for Arts Entrepreneurs

This program would be developed in collaboration with the Small Business Enterprise Centre. It assists all three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and arts businesses in building business tools and sustaining entrepreneurship.

This is a new program with a total direct annual investment of: \$50,000

B. Investment Programs and Funding Amounts (continued)

Program #6 – Capacity Building for Arts Organizations

This program is task specific and is directed at providing both emerging and established arts organizations with funding that assists with capacity building strategies. This program requires existing staff resources and expertise to work with organizations to address their challenges and build sustainability.

This is a new program with a total direct annual investment of: \$75,000

Program #7 – Capital Investment in Maintenance and Equipment

The program allows emerging and established arts organizations to apply for investment support for equipment modernization, adapting plant needs and addressing other site challenges.

This is a new program with a total direct annual investment of: \$200,000

Program #8 – Capital Investment in Facility Development

This is a low-interest loan-based incentive program to encourage ownership. All three constituencies of the arts and cultural sector; arts professional (entrepreneurs), arts organizations and arts businesses are eligible for this program. This program would work in tandem with urban renewal programs and not duplicate existing programs.

This is a new program with a total direct annual investment of an amount to be determined.

B. Summary of the Increased Arts Investment

The current 2012 annual direct investment in the Arts sector is \$2,047,389 (the Task Force is using this number as a base-line). The Arts Funding Task Force recommends a total of increased annual direct investment of \$1,026,436 shared amongst the eight programs. The new proposed total of annual direct investment is \$3,073,825. The goal for implementation of this model is 2014.

Please note: This does not include investments made in City-run programs, such as Museum operating costs, or City-owned facilities such as HECFI and does not include investments made in non-arts events, such as road races, Santa Claus parades, etc.

C. Implementation Recommendations

Recommendation #1 – Leadership

That Council adopts the proposed model, approves the recommended annual budget allocation for the Strategic Arts Investment Model, approves the guidelines for each program and ensures the other 5 recommendations are met.

Recommendation #2 – Funding

That different methods of securing the investment funding for the programs be considered including;

- Re-alignment of existing Community Partnership Program and Boards and Agencies funds currently supporting the arts
- Allocation of funds saved, through other initiatives such as the HECFI privatization.

- Ensure that growth in budget allocation year-over-year keeps pace with both inflation, growth of the sector and per capita growth so that real value of the initial investments is not eroded over time

C. Implementation Recommendations (continued)

Recommendation #3 – Governance

The governance framework for this program should;

- Ensures equity, fairness, transparency and accountability in all investment programs. This best serves the Citizens of Hamilton (the tax payer), the arts and cultural sector, City Staff and the Political Branch.
- The investment programs eligible applicants can reside from any ward within the City of Hamilton and would be comprised of one of the three groups that represent the sector; arts professionals, arts organizations and arts businesses.
- The principles of transparency and accountability need to apply to the Strategic Arts Investment Model in all platforms of communication, application materials, evaluation criteria and evaluation.
- The governance framework for these programs should use a rotating jury of peers from the arts and cultural sector to adjudicate and assess applications for all programs involving artistic merit as a criteria.

Recommendation #4 – Implementation

Assign lead responsibility for the development and implementation of the arts investment program to the Tourism and Culture Division with tasks to include;

- The development of guidelines for new investment programs for Council approval
- The implementation of new investment programs
- The reviewing, reporting and making recommendations for all arts funding requests that do not fit existing guidelines. This would include; requests that exceed the application caps for investment, emergency and larger capital requests, for decision making by Council.

In addition the Model should align with the;

- Creative Industries Strategy
- Cultural Policy including the Cultural Plan, which is in development
- And with Municipal Policies, Strategies and Core Values including; accountability, excellence, honesty, innovation, leadership, respect, teamwork, equity and cost consciousness

Tourism and Culture should consider strategic delivery partners where appropriate for some program implementation.

Recommendation #5 – Evaluation

In order to measure the success of the investment programs;

- Tourism and Culture Division should undertake a review of the arts investment program after three years and adjust the programs as required annually to achieve investment objectives
- Building success measures into a cultural report card to assess program effectiveness including; service to the arts and cultural sector, the public, the city and a measurement for economic impact.

Please note: Other Canadian municipalities are beginning to implement similar effectiveness measures. The City of Hamilton can be a leader in this area.

Recommendation #6 – Cohesion

The scope of the Task Force work is limited to the arts. The work the Task Force has done, points to a further recommendation; to apply the same key principles of this Program to other parts of the cultural sector – heritage and non-arts-based events – to ensure alignment in approach and cohesion in delivery.

PARTICIPANT FEEDBACK - Summary

Please Note: The feedback received is affecting the final proposal that will be presented to Council at the General Issues Committee (GIC) in the spring 2013.

A. From the Comment Sheet

Please note: input has been summarized into themes

1) What excites you about this Strategy for Investment in the Arts?

Inclusivity: The model prescribes a growth in arts funding that is inclusive of all aspects of the sector, including charitable and for-profit enterprises.

Municipal Leadership: The proposal demonstrates strong initiative and leadership on the part of The City of Hamilton.

Sustainability: Funding of this model would begin to assist facilitating the development of financial and professional sustainability for local artists.

Creative Industries and Sector Growth: The model recognizes the growth of the creative industries sector in Hamilton, whose civic image is transitioning from that of a Steel Town to a vibrant Arts Community.

2) What concerns you about this Strategy?

Communication: Need to simplify the message to communicate to a broad audience

Diversity: No mention of our diversity.

Timeframe: Timelines are not defined in the model; quick implementation and a vision for sustainability in the long term are important to the development of the sector.

Level of funding: The level of overall funding remains low compared to other municipalities.

Inclusiveness: The needs of smaller organizations and initiatives should be balanced with larger ones.

Adjudication: The decision making process regarding fund allocation should be defined and transparent.

B. Summary of Main Point(s) from the small discussion groups

1. Topic: Innovation

- Encourage new projects, exploration and find the new Nuit Blanche for Hamilton
- Art Infrastructure – financing new people
- Through this help artists deal with the legal and insurance issues (copyright, etc.)
- Creates a safer environment to create
- Embrace risk

- Inclusive network of information exchange – not just funding individual but as a cooperative group
- Mentorship
- Expand the definition Art to include Support Interdisciplinary Arts
- More art, all types of art
- Trust the artists to create the art all of the time, everywhere
- Interdisciplinary
- Taking the risk out – experimenting

B. Summary of Main Point(s) from the small discussion groups (continued)

2. Topic: Peer and Jury Review

- Peer and jury review is a pillar of the whole project. Arms length, delivery and feedback are critical to its success.
- Jury Review and its processes must be transparent and accountable to both grant applicants and public through clear criteria and evaluation tools.
- Examine carefully the make-up of the Jury as to expertise and diversity
- Balance on the jury → understand other fields
- Measurable results
- Job descriptions necessary for juror positions
- Arms length, expertise, transparency with
- Transparency
- A credible and transparent juried process ensures success of the whole granting process.

3. Topic: Advisory Services

- City needs to be much better educated about the artists on the front lines before they implement any service.
- City needs to be make itself accessible and available for artists
- City advisors to negotiate the municipality
- Need an integrated “arts hub”
- Central Arm’s Length Resource Center for Sectors
- Needs to be collaborative and sustainable-Mentorship within the sector (professional development → consultants)

4. Topic: Success

- Turning Hamilton into a place where arts are funded, supported and inclusive
- Success isn’t just economic success – it is about the lives of artist and art organizations and quality of life in the community
- Need dedicated people – not a volunteer group
- Feedback change process appropriate for each category
- Relax – long term process, long range measure
- Local artists need to be supported by more democracy juries
- Fees! Fees!
- Critical – must do
- Use artist to get attention
- Not just a PR exercise and must be qualitatively supported and within context of advocacy
- Quantifiable return on what has been invested
- A real good look at where we have come – more than just peer review – include other knowledgeable people
- Inclusive

C. Answers to Participant Questions from Comment Sheets (*My burning question is?*)

1. When do we expect Council approval?

Answer: The Arts Funding Task Force will be asking for the approval at the GIC in the spring, 2013.

2. Who is going to run the programs?

Answer: City of Hamilton Staff from the Tourism and Culture Division and possibly external delivery partners.

3. Will organizations and / or professional artists be eligible to apply to multiple sections within the same fiscal year?

Answer: Although program guidelines are yet to be written it is anticipated that applicants would be able to apply in more than one section.

4. What happens if the Model is turned down?

Answer: The Arts Advisory Commission in consultation with the arts community will determine the next steps.

5. Where can more money be found? (an additional 1 Million is not enough).

Answer: This is for Council to decide with the assistance of City Staff. The Arts Funding Task Force and Arts Advisory Commission recommend that funding be found within the existing city budget.

6. How will money be divided between sectors?

Answer: The Task Force has recommended minimum amounts in each funding stream. The allocation of funds between funding streams will be determined in Stage 2.

7. How will this Arts Investment Model be governed at arm's-length from government?

Answer: Peer review is recommended to create an arms length review method. The Task Force also notes that option of a third party review organization for some programs. The review process will be developed in Stage 2 of the process – see page 1.

8. How does this affect my arts based business?

Answer: Positively. The new model includes investment in arts based businesses.

9. Who can apply to which program?

Answer: Please refer to the recommended programs described on pages 2- 3. Program guidelines will be developed in Stage 2.

10. Video games are creative art, but there is no mention of how or where they might fit into the model?

Answer: Inclusion of artistic disciplines for appropriate programs is determined in Stage 2 of the process -- see page 1 when the operating details of each of the programs is developed. The development in part will be based on findings gathered from other national, provincial and municipal best practice models for arts funding.

11. Is there a Community Arts section? Example: Arts Education and Community Development.

Answer: Inclusion of artistic disciplines for appropriate programs is determined in Stage 2 of the process. Community Arts Practice is recognized as a discipline of arts practice by many other national, provincial and municipal best practice models for arts funding.

D. Questions to be addressed in further stages of the process

3) My burning question is:

- Is it possible for the city to form a group insurance policy for small filmmakers to join for insurance coverage? The filmmaker could make a small contribution to the fund in order to get occasional coverage.
- How will we get council to agree to the importance of funding our cultural infrastructure? It's every bit as important as roads, sewers, police, etc., etc.
- Will there be a francophone representative?
- Will the broader public (outside of the arts community) be convinced that increased funding is beneficial to them?
- Can committee meetings be open to the public?
- How is the contact to be made to get this information to the community?
- Will the Arts community align together including the smaller galleries?
- How much is increased structure for this going to cost? Concerned about adjudication process. What does entrepreneurship look like?
- How do we apply? Do we have to be not-for-profit?
- Why are only non-profit groups eligible for grants?
- Is an additional \$1 mil going to be enough?
- Will it provide significant impact?
- How does this money compare with money invested in sports?
- How does \$3 mil compare with overall revenue from development fees being charged?
- How will the money be delivered?
- Who says what is innovative?
- For each of the amounts in each program what is the minimum/maximum that could be applied for?
- Would the Development or Entrepreneurship funding be available to artists seeking studio spaces?
- Can results be incorporated during the term of the grant/project or only at the end?
- Why is it under Culture & Tourism Council and not a new Arts Council?

E. Participants Evaluation of the Consultation and Material Presented

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
1. I'm glad I participated			1	19	35
2. It gave me new insights	1	3	12	26	13
3. I'm supportive			3	18	35
4. It inspired me to action	1	2	19	19	13

E. Participants Evaluation of the Consultation and Material Presented (continued)

I want to tell you:

- Innovation breeds growth. The individual artist must be supported not with just the companies. Consistency brings interest from the general public.
- For the arts and culture to truly grow we need to make sure that the non-traditional arts are supported and encouraged. These could include video games, multimedia and technology based arts.
- Anything that encourages culture in Hamilton is great news.
- We need an inclusive process that gives a chance to all cultural institutions for equal participation.
- There's a lot more work to be done, but it will be worth it.
- I am glad to have this process moving forward – not just for James Street North but the great community which is also busy. The arts are important for many reasons not just money.
- I'm very pleased with the proposed changes, funding strategies and streams.
- That I had more fun here than I thought I would. That since I moved to Hamilton 2 years ago I have become more involved in the Community than every before. Memberships include H.A.C., Hamilton Naturalists Society Environment Hamilton, and Royal Botanical Gardens.
- I hope there are more chances to offer feedback in the future. It is important to feel that artist is contributing to this process.
- More time was needed. We needed a printed copy of the proposal. Hopefully we shall all receive a recap of what was done tonight via e-mail.
- Fashion is wearable art – it is created, hand-made – support local designers. Support and promote local grassroots artists that bring the people and tourism to Hamilton. Less fees and commissions at outdoor events. Use local talent, musicians, artists at festivals and events. More transparent and open communication – not closed door meetings. Have an arts hub for helping artists with everything they need (free). Live in/work in studio spaces – affordable – be more inclusive of low income artists.
- Make local artists a target for funding. It would help the economy when that funding would go right back into the city where local artists spend their money. Ask businesses/billboards to support large scale works, thereby increasing overall art in the city and exposing more artists for tourism's sake.
- I am very interested in being a professional artist living and working in Hamilton. I am very fascinated by how little many artists here are wary of arts funding – a bit disturbing. I feel strongly about quality arts programming.
- The City should appoint a position to oversee the granting process.
- Measurement must focus on the ability for artists and art organizations to thrive in our community. Cautionary note on focus for economic impact or "ROI" or "pre-exercise" for Hamilton. It's about artist's lives and our quality of life within the community.
- I'm worried that the timeline doesn't follow 2013 Budget process and 2014 is an election year. How will this be addressed?

Appendix VI – Financial Breakdown

Proposed Program or Service (not ranked)	Minimum Investment	Source
#1 - Created in Hamilton	\$150,000	New allocation
#2 – Innovation Grants	\$100,000	New allocation
#3- Arts Festivals and Events	\$350,000	114,704 Existing CPP Arts Festival & Events Funding 13,394 Existing ERCS Arts Festival & Events Funding 85,300 Existing Boards & Agencies Festival & Events Funding 136,602 New allocation
#4 - Organization Grants	\$2,000,000* *includes existing commitments	280,466 Existing CPP arts Operating Funding 1,404,700 Boards & Agencies Operating Funding 314,834 New allocation
#5 – Business Development	\$50,000	New allocation
#6 - Capacity Building	\$75,000	New allocation
#7- Maintenance and Equipment	\$200,000	New allocation (capital)
#8 – Capital Investment in Facility Development	Total direct annual investment to be determined	tbd
TOTAL GRANT INVESMENT	\$2,925,000	

PROPOSED GRANT FUNDING BREAKDOWN		PROPOSED FUNDING SOURCES	
REALLOCATION OF EXISTING GRANTS & FUNDING (based on 2012 BUDGETED ARTS FUNDING as baseline)	1,898,564	114,704 13,394 85,300	<i>Funding Arts Festivals & Events</i> - CPP - ERCS - Boards and Agencies
		280,466 1,404,700	<i>Existing Operating Funding</i> - CPP arts budget - Boards and Agencies arts budget
TOTAL NEW FUNDING REQUIRED	1,026,436		
TOTAL PROPOSED MINIMUM INVESTMENT	2,925,000		