TO: Chair and Members
Emergency & Community Services Committee
WARD(S) AFFECTED: CITY WIDE

COMMITTEE DATE: June 2, 2010

SUBJECT/REPORT NO: (CS10058)
City of Hamilton Arts Awards Program Review (CS10058) (City Wide)
(Outstanding Business List Item N)

SUBMITTED BY:
Joe-Anne Priel
General Manager,
Community Services Department

PREPARED BY:
Bridget MacIntosh
(905) 546-2424 Ext. 4514

SIGNATURE:

RECOMMENDATION

(a) That the City of Hamilton Arts Awards Review, attached as Appendix “A” to Report CS10058, be received.

(b) That the Mission, Vision, Values and Goals for the improved City of Hamilton Arts Awards (refer to pages 6 to 9 of Appendix “A” attached to Report CS10058), be approved.

(c) That the recommended program for the renewed City of Hamilton Arts Awards, detailed on pages 10 to 24 in Appendix “A” attached to Report CS10058, be approved.

(d) That one time funding in the amount of $59,550, for the City of Hamilton Arts Awards that are scheduled to take place in spring 2011, to be funding from either (a) the Community Services Department’s existing operating budget; (b) Corporate Surplus, or (c) the Tax Stabilization Reserve.

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
EXECUTIVE SUMMARY

The City of Hamilton Arts Awards are currently organized by the Culture Division, Community Services Department with volunteer assistance from the Arts Advisory Commission (AAC), a Council appointed body whose volunteer members are responsible for the adjudication of the Community Partnership Program (Culture Stream) Grants, linking to the Hamilton arts community, informing Council of issues and achievements within the Hamilton arts community and to select the annual winners of the City of Hamilton Arts Awards.

From 1976 - 2000, The City of Hamilton Arts Award was presented annually to one practicing artist in the Hamilton area in recognition of their significant contributions in a chosen discipline. In 2001, the City of Hamilton Arts Awards expanded to 6 categories to recognize achievements in the fields of Literature, Dance, Visual Art, Music, Theatre and Lifetime Achievement. The City of Hamilton Arts Awards is one of the oldest Municipal-led arts awards programs in Canada and currently has a $15,000 budget.

A one year suspension of the City of Hamilton Arts Awards was approved by Council in 2009. Staff were directed by Council to report back with recommendations on how to improve the City of Hamilton Arts Awards. The need for a review was based both on a recognition that the arts community in Hamilton has grown and changed significantly in the last decade, and the need to ensure that the current structure and goals of the City of Hamilton Arts Awards recognizes and reflects the ongoing contributions of the arts in Hamilton.

The Imperial Cotton Centre for the Arts (ICCA) was selected through a Request For Proposal (RFP) process to lead the review of the City of Hamilton Arts Awards. The ICCA worked with a Steering Committee, comprised of Culture Division staff and AAC members, and conducted an extensive consultation with elected officials, the public, artists and industry stakeholders. Other municipalities who run similar arts awards programs were also researched to establish benchmarks and inform best practices.

The review determined that the current City of Hamilton Arts Awards program was flawed on many operational fronts. The City of Hamilton was not investing a comparable cash amount in its artists as other municipalities and the current award categories did
not reflect the diverse artistic disciplines being practised in Hamilton. The City of Hamilton Arts Awards also suffered from a weak outreach/marketing campaign and stretched volunteer/administrative resources that resulted in poor attendance and hindered the reputation of the event amongst Hamilton’s arts community.

Informed by the consultant’s report and industry standards set by other municipalities, the recommendations in the consultant’s report present a vibrant program that is accessible and connected to the community the City serves. As the City’s only official recognition of the achievements of the arts community, the City of Hamilton Arts Awards present the City of Hamilton with an opportunity to be a leader in supporting the cultural sector it identifies in its 2005 Economic Development Strategy as a unique emerging economic cluster and in its draft 2010 Economic Development Strategy as a sector of focus for growth and support.

The improved City of Hamilton Arts Awards will focus on our City’s artists and will embrace a more social celebratory event atmosphere to encourage networking and community building. Expanded award categories, increased award values and an award ceremony that will rotate annually to various cultural spaces throughout the City will all contribute to the improvement of the City of Hamilton Arts Awards.

To support this vision, the recommendations call for an increased investment in the City of Hamilton Arts Awards in order to provide appropriate support to Hamilton’s art community, a more effective and inclusive outreach campaign and the opportunity to adhere to best practices by having Culture Division staff explore opportunities to work with a local arts organization to deliver the City of Hamilton Arts Awards.

*Alternatives for Consideration – See Page 10*

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS**

Financial:
The cost to effectively deliver the improved City of Hamilton Arts Awards will require an additional budget of $59,550.

<table>
<thead>
<tr>
<th>PROGRAM EXPENDITURES</th>
<th>2008 BUDGET</th>
<th>PROPOSED BUDGET</th>
<th>PROPOSED INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards</td>
<td>$6,000</td>
<td>$41,500</td>
<td>$35,500</td>
</tr>
<tr>
<td>Event</td>
<td>$6,000</td>
<td>$6,750</td>
<td>$750</td>
</tr>
<tr>
<td>Outreach/Marketing</td>
<td>$3,000</td>
<td>$9,550</td>
<td>$6,550</td>
</tr>
<tr>
<td>Delivery/Administration</td>
<td>Volunteer</td>
<td>$19,750</td>
<td>$19,750</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES</strong></td>
<td><strong>$15,000</strong></td>
<td><strong>$77,550</strong></td>
<td><strong>$62,550</strong></td>
</tr>
</tbody>
</table>

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
**Vision:** To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

**Values:** Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork

---

### REVENUES

<table>
<thead>
<tr>
<th></th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Ticket Sales</td>
<td>$0</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>$0</td>
<td>$0*</td>
<td>$0*</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$0</td>
<td>$3,000</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM NET</strong></td>
<td>$15,000</td>
<td>$74,550</td>
<td>$59,550</td>
</tr>
</tbody>
</table>

* Corporate sponsorship will be explored as a means to generate revenues to offset expenditures. To be prudent, these revenues are not currently accounted for in the proposed budget.

### Staffing:

There are no staffing implications associated with the recommendations of Report CS10058.

### Legal:

There are no legal implications associated with the recommendations of Report CS10058.

### HISTORICAL BACKGROUND

The City of Hamilton Arts Awards have been presented annually since 1976 to one practicing artist in the Hamilton area in recognition of their significant contributions in a chosen discipline. In 2001, the award categories expanded to recognize artists in six different categories; Literature, Dance, Visual Art, Theatre, Music and Lifetime Achievement. Each winner received a $1,000 cash prize and a medallion designed by artist Dora DePedery Hunt.

In 2008, the City of Hamilton Arts Awards ceremony took place at the Hamilton Entertainment and Convention Facilities (HECFI). Culture staff and AAC volunteer resources, as well as marketing resources, were stretched beyond capacity to deliver and promote the City of Hamilton Arts Awards. As a result, the City of Hamilton Arts Awards was unable to attract a respectable number of nominees and the ceremony was poorly attended.

On June 2, 2009, Council approved recommendations to suspend the City of Hamilton Arts Awards for one year. Staff were directed to report back to the Emergency & Community Services Committee with recommendations on how to improve the City of Hamilton Arts Awards.

In the Fall of 2009, a Request For Proposal Notice (Contract No. C5-35-09) was issued to obtain “Professional Consultant Services Required for the City of Hamilton Arts
Awards Program Review”, resulting in the awarding of the contract to the Imperial Cotton Centre for the Arts (ICCA) - Lead Consultant, Jeremy Freiburger.

A Steering Committee comprised of Culture Division staff and AAC members was struck to provide guidance to the ICCA to support the consultation process and ensure that the review process was inclusive, stayed in scope and was executed in a timely manner.

The timeline for the review was as follows: (all dates are in 2010)

Initial Meeting with Steering Committee: Jan. 18
Background Research: Jan. 18 – Feb. 12
Consultations/Stakeholder Interviews: Feb. 15 – Mar. 5
Public Consultation Event (YWCA McNab Branch): Mar. 8
Draft Recommendations presented to the Steering Committee: Mar. 22
Draft Recommendations presented to the AAC: Mar. 23
Compilation of final recommendations: Mar. 23 – onwards

POLICY IMPLICATIONS

The recommendations, contained in City of Hamilton Arts Awards Review prepared by the Imperial Cotton Centre for the Arts (attached as Appendix “A” to Report CS10058), are consistent with the 2003 Policy for the Arts that states “The Arts Advisory Commission manages the annual Hamilton Arts Awards on behalf of the City”.

The Arts Advisory Commission will continue to play an active management role in delivering the City of Hamilton Arts Awards by advising Culture Division staff and Council regarding the success of the program in meeting the needs of the arts community, by participating on the City of Hamilton Arts Awards Steering Committee and serving on the City of Hamilton Arts Award juries to ensure a fair and transparent process.

RELEVANT CONSULTATION

The recommendations, contained in City of Hamilton Arts Awards Review prepared by the Imperial Cotton Centre for the Arts (attached in Appendix “A” to Report CS10058) were informed by:

1) Comments Received from the Steering Committee
   The Steering Committee was comprised of staff from the Culture Division as well as three representatives from the AAC.

2) Comments Received from Key Stakeholder Interviews
Stakeholders included community representatives, Mayor Eisenberger as well as Councillors Bratina, Jackson, Powers, McHattie and Pasuta. A complete interviewee list is located on page 28 of Appendix “A” attached to Report CS10058.

A summary of all the Mayor/Councillor interviews is located on page 33-34 of Appendix “A” attached to Report CS10058.

3) Comments Received During the Public Consultation (March 8, 2010)
A summary of the public consultation can be found on pages 30-32 of Appendix “A” attached to Report CS10058.

4) Environmental Scanning and Benchmarking Best Practices
Municipalities who oversee similar Arts Awards programs were researched and include: Mississauga, Halifax, Winnipeg, Vancouver, Edmonton and Pittsburgh (as requested by Mayor Eisenberger).

A list of comparable cities is included as “Appendix 1” in Appendix “A” attached to Report CS10058.

5) Internal Consultation
The Arts Advisory Commission has been consulted on the recommendations and is fully supportive.

Others who were consulted are:

Business Development Office, Creative Industries
Planning and Economic Development Department
Finance & Administration Section, Treasury Services Division, Corporate Services Department

<table>
<thead>
<tr>
<th>ANALYSIS / RATIONALE FOR RECOMMENDATION</th>
</tr>
</thead>
</table>

The ICCA’s recommendations for an improved City of Hamilton Arts Awards represent a direct investment in Hamilton’s artists. The benefits of such investment are numerous. Artists bring innovative and creative ways of thinking that could be tapped to solve many of the socio and economic problems facing the community.

By investing in the City of Hamilton Arts Awards, the City sends a clear message that it is dedicated to being a creative city and supporting its art community. Artists will then choose to establish roots in this city and will be more inclined to help improve the place they call home and to make the City of Hamilton the best place to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.
Comparing the City of Hamilton Arts Awards to other municipally run arts awards programs show that Hamilton is behind in recognizing the contributions of its arts community. Four components of the City of Hamilton Arts Awards were identified by the ICCA as areas that could be improved. Each component is directly linked to supporting Hamilton’s art community and aligns the City with best practices that are in place in other municipalities.

**Award Assessment Focus and Number of Categories Offered**

Throughout the consultation process there was no clear consensus on how the award assessment should be focussed - artistic merit vs. community engagement. The ICCA recommends a compromise; assessing the awards based on “artistic achievement” that takes into account: the work itself; the artists’ career; and, the artists’ reception within the community. Moving forward, the Culture Division will continue to monitor the awards assessment carefully.

During the consultation process, stakeholders indicated that they wanted to see award categories that better reflect the breath and diversity of artistic work taking place in the City of Hamilton. As such, the ICCA recommends an award category expansion beyond the original 6 awards to include the following 11 Established Artist Awards;

- Music
- Performance
- Theatre
- Writing
- Visual Art
- Fine Craft
- Film / New Media
- Arts Education
- Arts Administration
- Community Arts
- Lifetime Achievement

These categories can be expanded/adapted as the understanding of Hamilton’s creative sector grows.

As an investment in the future of Hamilton’s arts community, an Emerging Artist category has also been recommended where the winners of each Established Award select a promising Emerging Artist in the same artistic field to recognize.

The increase in the number of award categories offered is in alignment with other comparable municipalities such as Mississauga. Mississauga has moved beyond
recognizing traditional artistic disciplines to nurture the many artistic disciplines that are practised in that city.

**Awards (Cash Investment)**

To position the City of Hamilton as a leader in supporting its arts community, the expanded awards each include an increased cash contribution; a direct investment in Hamilton’s artists.

Increased financial commitment to the artists being recognized was an overwhelming recommendation that emerged from community stakeholders and was echoed at the public consultation. When divided into five groups and each given a $100 “Arts Awards” budget to spend, the groups dedicated an average of 46% of their budget towards a cash investment in the artists.

The current $6,000 total cash investment to artists via the City of Hamilton Arts Awards is significantly below the standards set by other municipalities both larger and smaller than Hamilton. Halifax, with 74% of Hamilton’s actual population, invests over 500% more in their artists via their arts awards program than Hamilton currently does:

<table>
<thead>
<tr>
<th>CITY</th>
<th>POP. *CMA</th>
<th>AVG. AWARD VALUE</th>
<th>CURRENT CASH INVESTMENT</th>
<th>PER CAPITA INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton</td>
<td>525,697 (OMBI)</td>
<td>$1,000</td>
<td>$6,000</td>
<td>0.0087</td>
</tr>
<tr>
<td>Winnipeg</td>
<td>694,000*</td>
<td>$3,000</td>
<td>$15,000</td>
<td>0.0216</td>
</tr>
<tr>
<td>Vancouver</td>
<td>2,111,000*</td>
<td>$2,454</td>
<td>$51,000</td>
<td>0.241</td>
</tr>
<tr>
<td>Halifax</td>
<td>373,000*</td>
<td>$7,500</td>
<td>$30,000</td>
<td>0.0804</td>
</tr>
</tbody>
</table>

* Census Metropolitan Area – a grouping of census subdivisions comprising a large urban area and those surrounding areas with which it is closely integrated.

An increased cash investment also helps the City address some of the issues raised at the Culture Division’s “The Big Picture Revisited” symposium held on November 14, 2009. The Big Picture symposium welcomed over 80 people to this one day session to discuss issues relating to funding for individual artists, the sustainability of arts organizations, and engaging City Hall. The final report for “The Big Picture” states:

“Each focus group expressed that the Hamilton community needs more financial investment in arts and culture. Current funding pots are not adequate to support local artists and, therefore, cannot develop a vibrant and healthy arts community. One of the
groups described that currently, ‘the level of support is miniscule.’ Every group called for additional money for the local arts community."  

Outreach/Marketing

The ICCA interviewed many stakeholders who had never heard of the City of Hamilton Arts Awards. The lack of funds and resources to effectively outreach and market the City of Hamilton Arts Awards contributed to the lack of nominees and poor attendance. The "Proposed Budget" includes increased outreach and marketing funds to allow the City of Hamilton to be more inclusive and to better align itself with its strategic goals to engage citizenry, develop better client focus and improve customer service. This increase also addresses concerns stakeholders expressed during the consultation about the need to improve the profile of the City of Hamilton Arts Awards by strengthening the City of Hamilton Arts Awards’ communication with and connection to the arts community.

The City of Hamilton Arts Awards has the potential to be used as an outreach tool to support the Culture Division’s effort to engage diverse cultural communities. Increased outreach and marketing initiatives directly supports the Culture Division’s Strategy 2012 statement and allows the Culture Division to “cultivate Hamiltonian’s love of their city by inspiring, strengthening and celebrating expressions of culture through our innovation, engagement, collaboration and leadership in the management of cultural resources.”

Delivery/Administration

Volunteer burnout was identified as a vulnerability of the City of Hamilton Arts Awards as members of the Arts Advisory Commission went beyond their advisory role to ensure program delivery.

In reviewing the consultant’s findings, the six municipalities included in the environmental scan, Mississauga, Halifax, Winnipeg, Vancouver, Edmonton and Pittsburgh, all partner with a local third party organization to effectively deliver their arts award programs.

<table>
<thead>
<tr>
<th>CITY</th>
<th>THIRD PARTY DELIVERY PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mississauga</td>
<td>Mississauga Arts Council</td>
</tr>
<tr>
<td>Halifax</td>
<td>Nova Scotia College of Arts &amp; Design (et al.)</td>
</tr>
<tr>
<td>Winnipeg</td>
<td>Winnipeg Arts Council</td>
</tr>
<tr>
<td>Vancouver</td>
<td>Alliance for Arts &amp; Culture</td>
</tr>
<tr>
<td>Edmonton</td>
<td>Various Community Groups</td>
</tr>
</tbody>
</table>

1 The Big Picture Revisited: A Report of the November 2009 Arts Community Consultation. [www.hamilton.ca/CultureandRecreation/Arts_Culture_And_Museums/Arts/ArtsandArtistsForum.htm](http://www.hamilton.ca/CultureandRecreation/Arts_Culture_And_Museums/Arts/ArtsandArtistsForum.htm)

2 Culture Division Strategy 2012.
Partnering with a third party from the community aligns the City of Hamilton with best practices while providing a Hamilton based arts group with a key infrastructure development opportunity that will help to nurture a skilled and creative labour pool. Shared delivery is a sound investment in our community, a learning opportunity that will inspire innovation, foster greater teamwork and will ultimately result in an arts awards program that strengthens the connection between the City and the community it serves. A partnership with a third party also ensures that the Arts Advisory Commission no longer takes on any coordination duties that are in conflict with City regulations guiding the operation of advisory committees.

At this time, the Culture Division does not have a third party identified, but is prepared to initiate the appropriate process(s) (i.e. Request for Proposal) to select the ideal candidate.

**ALTERNATIVES FOR CONSIDERATION**

**Alternative (1)**

Alternative (1) reflects a $10,000 reduction in the recommended funding request and represents a 100% reduction in the amount of cash being invested in emerging artists. Cutting financial investment in emerging artists, the future of Hamilton’s creative economy, threatens a major economic driver of the City and conflicts with Hamilton’s Corporate Strategic Plan.

Alternative (1) still presents the City of Hamilton with the opportunity to increase the cash amount of the award to artists, as recommended by the consultant and the arts community.

**Financial:**
The Alternative (1) increased cost to deliver the City of Hamilton Arts Awards is $49,550.
PROGRAM EXPENDITURES | 2008 BUDGET | RECOMMENDED BUDGET | ALTERNATIVE BUDGET | DIFFERENCE
---|---|---|---|---
Awards | $6,000 | $41,500 | $31,500 | $10,000
Event | $6,000 | $6,750 | $6,750 | $0
Outreach/Marketing | $3,000 | $9,550 | $9,550 | $0
Delivery/Administration | Volunteer | $19,750 | $19,750 | $0
TOTAL EXPENDITURES | $15,000 | $77,550 | $67,550 | $10,000

PROGRAM REVENUES

| | 2008 BUDGET | RECOMMENDED BUDGET | ALTERNATIVE BUDGET | DIFFERENCE
---|---|---|---|---
Event Ticket Sales | $0 | $3,000 | $3,000 | $0
Sponsorship | $0 | $0* | $0* | $0
TOTAL REVENUES | $0 | $3,000 | $3,000 | $0

TOTAL PROGRAM NET | $15,000 | $74,550 | $64,550 | $10,000

* Corporate sponsorship will be explored as a means to generate revenues to offset expenditures. To be prudent, these revenues are not currently accounted for in the proposed budget.

**Staffing:**
There are no staffing implications associated with Alternative (1).

**Legal:**
There are no legal implications associated with Alternative (1).

**Policy Implications:**
Alternative (1) is consistent with the 2003 Policy for the Arts that states “The Arts Advisory Commission manages the annual Hamilton Arts Awards on behalf of the City”.

The Arts Advisory Commission will continue to play an active management role in delivering the City of Hamilton Arts Awards by advising Culture Division staff and Council regarding the success of the program in meeting the needs of the arts community, by participating on the City of Hamilton Arts Awards Steering Committee and serving on the City of Hamilton Arts Award juries to ensure a fair and transparent process.

**Alternative (2)**
Based on the research and feedback amassed during the consultation process, if the recommendations outlined in Appendix “A” attached to Report CS10058, or Alternative
(1) cannot be approved then it is recommended that the City of Hamilton Arts Awards be suspended indefinitely.

The current $15,000 budget allocated to the City of Hamilton Arts Awards cannot effectively support the staffing, outreach and investment in the artists needed to deliver a program that upholds the Vision, Values and Strategic Goals of the Corporation, and the Culture Division.

The drawbacks inherent in Alternative (2) are significant. The City of Hamilton risks damaging its reputation as a creative city and its ability to develop and retain creative talent. There is likely to be significant concern expressed by the arts community.

**Financial:**
The $15,000 that is currently budgeted annually for the City of Hamilton Arts Awards will become available to support other arts initiatives.

**Staffing:**
There are no staffing implications associated with Alternative (2).

**Legal:**
There are no legal implications associated with Alternative (2).

**Policy Implications:**
Alternative (2) is inconsistent with the 2003 Policy for the Arts that states “The Arts Advisory Commission manages the annual Hamilton Arts Awards on behalf of the City”.

---

**CORPORATE STRATEGIC PLAN**


**Skilled, Innovative & Respectful Organization**
- A culture of excellence
- More innovation, greater teamwork, better client focus
- Council and SMT are recognized for their leadership and integrity

**Financial Sustainability**
- Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

---

Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.

Values: Honesty, Accountability, Innovation, Leadership, Respect, Excellence, Teamwork
• Address infrastructure deficiencies and unfunded liabilities

**Intergovernmental Relationships**
• Maintain effective relationships with other public agencies

**Growing Our Economy**
• Competitive business environment
• A skilled and creative labour pool that supports new employers
• An improved customer service
• A visitor and convention destination

**Social Development**
• People participate in all aspects of community life without barriers or stigma

**Healthy Community**
• An engaged Citizenry

**APPENDICES / SCHEDULES**

Appendix “A” to Report CS10058: City of Hamilton Arts Awards Review, prepared by the Imperial Cotton Centre for the Arts
CITY OF HAMILTON
ARTS AWARDS REVIEW

PREPARED BY: THE IMPERIAL COTTON CENTRE FOR THE ARTS
JEREMY FREIBURGER (LEAD CONSULTANT)

April 28th, 2010
# TABLE OF CONTENTS

- Executive Summary .................................................. 3, 4
- Final Recommendations ............................................. 5
- Mission, Vision, Value and Goals ................................. 6 – 9
- Category Structure .................................................... 10, 11
- Award Content ......................................................... 12
- Innovative Incentives ................................................. 13, 14
- Nomination Process ................................................... 15 – 17
- Jury Process .............................................................. 18
- Delivery Partners ....................................................... 19 – 22
- Presentation Event ..................................................... 23, 24
- Research Support & Additional Documentation ............ 25 - 34
  - Innovative Incentive Opportunities
  - List of Interview Subjects
  - Public Consultation Summary
  - Proposed Budget
  - Comparable Communities Chart (attached as Appendix 1)
Executive Summary

Purpose of the Review

In reviewing the 2008 Arts Awards Program, Culture Division staff and the members of the Arts Advisory Commission (AAC) recognized that changes in the City’s arts community may not be reflected in the structure and mission of the current City of Hamilton Arts Awards. There was general consensus from the AAC that the City of Hamilton Arts Awards could be more effective in promoting the arts and local artists. The City of Hamilton Arts Awards would also benefit by having more defined goals and clear mission against which to measure the success of the annual event, and to ensure that financial, staff and volunteer resources are allocated efficiently. Furthermore, there was a recognition by staff and the AAC that there are other awards programs in the community that may duplicate components of the City of Hamilton Arts Awards and that there are new art forms beyond the traditional five, such as film and multi-media, that are not necessarily recognized in the current award structure. In 2009, Council directed Culture staff to report on how to improve the City of Hamilton Arts Awards.

Goals for the Renewed Program

- That the City of Hamilton Arts Awards program is reflective of the current needs and character of individual artists and the arts community in Hamilton;
- That the City of Hamilton Arts Awards have an increased profile;
- That the City of Hamilton Arts Awards have a distinct role and do not unnecessarily duplicate the work of other community groups;
- That the structure of the City of Hamilton Arts Awards is such that the quality and effectiveness of the event can be maximized utilizing the volunteer, staff and financial resources currently available; and,
- That the City of Hamilton Arts Awards makes the best use of its allocated funding to financially support working artists through prizes, commissions, and/or other innovative methods.

Selection of Consultant

In the Fall of 2009 the City of Hamilton released RFP C5-35-09 for Consulting Services to lead the review of the City of Hamilton Arts Awards Program based on the goals mentioned above. The Imperial Cotton Centre for the Arts, under the direction of Jeremy Freiburger, was selected as the consultant for this review.

Timeline

Initial Meeting with Steering Committee: Jan. 18
Background Research: Jan. 18 – Feb. 12
Consultations/Stakeholder Interviews: Feb. 15 – Mar. 5
Public Consultation Event: Mar. 8
Draft Recommendations presented to the Steering Committee: Mar. 22
Draft Recommendations presented to AAC: Mar. 23
Revisions to Recommendations: Mar. 24 – Apr. 11
Recommendations presented to applicable Culture staff: Apr. 12
Recommendations presented to AAC: Apr. 15
Presentation of final recommendations to City staff: Apr. 21
Presentation of final recommendations to AAC: Apr. 27
Recommendations delivered to the Director of Culture: May. 3
Recommendations delivered to the General Manager (Comm. Services): May. 7
Methodology

RFP C5-35-09 identified a series of core methods that the Steering Committee, comprised of Culture staff and AAC members, had identified as its preferred method for this review. Throughout the process, the Steering Committee reviewed the consultant’s approach to each element and gave approval for further action. The core methods identified were:

- **Background Research**
  Imperial Cotton Centre for the Arts staff reviewed City of Hamilton Culture Division staff reports and documentation on the 2007 and 2008 City of Hamilton Arts Awards. These documents gave the consultant great insight into previous years’ management and implementation strategies, program outcomes, budgets, marketing and outreach methods, etc. After reviewing these documents, the consultant interviewed the primary City staff member, Beth Wakeford, involved in executing the event for clarity.

With the base knowledge of the current City of Hamilton program established, the consulting team reached out to communities across Canada in order to determine best practice models currently being utilized. This led the consultant to compare Hamilton to other cities: Edmonton, Vancouver, Halifax, Mississauga, Winnipeg, and Pittsburgh (as requested by Mayor Eisenberger). These cities were selected based on various criteria including population, new immigrant and aboriginal population, CMA ranking, and Cultural Labour Force ranking. Through online research and phone interviews with municipal cultural staff, the consultants created a chart that outlined relevant data.

The resulting chart of comparable cities is attached in the “Research Support” portion of this report.

- **Stakeholder Interviews (10)**
  The consultant, in conjunction with the Steering Committee, identified a list of key stakeholders to be interviewed regarding the City of Hamilton Arts Awards. This list included a number of elected officials, City staff, arts community representatives and local media. In order to include as many voices as possible in this process, the consultant interviewed 13 stakeholders and members of the AAC interviewed an additional two.

Stakeholders were all asked a similar set of questions in order to bring a comparable set of responses back the core research. Summaries of these interviews have been provided to City of Hamilton Culture Division staff. Mayor and Councillor interview summaries are attached in the “Research Support” portion of this report.

- **General Public Consultation**
  Key to this process was ensuring that the general public and broader arts community were given an opportunity to voice their opinions, provide creative ideas and to actively engage in the decision making process for the renewed City of Hamilton Arts Awards. Steering Committee members all agreed that civic award programs must be reflective of the community, so public engagement was key.

This effort resulted in an evening public consultation session held at the YWCA in downtown Hamilton. The event was promoted in local publications, online, via email and printed invitations handed out at a local event leading up the consultation date.

A summary of the public consultation is attached in the “Research Support” portion of this report.

- **Survey**
  In anticipation that not everyone could attend the public consultation process, the Steering Committee created a downloadable survey available on the City of Hamilton website. To complement this, the consultant also created an online survey that provided added opportunity for feedback.
Final Recommendations

The research and consultation work noted above has given the Imperial Cotton Centre for the Arts a thorough understanding of the nature of civic arts awards programs across the country, and how this relates to the City of Hamilton Arts Awards.

The remainder of this report outlines the processes, partners and strategies that are recommended for the development and implementation of an arts awards program that will effectively service the City of Hamilton and its growing arts community.

At the core of this work are the following primary recommendations:

- **Adopt the new mission, vision and values created for the City of Hamilton Arts Awards**
- **Adopt a multi-year strategy to develop the City of Hamilton Arts Awards**
- **Focus awards on the primary benchmark of Artistic Achievement as defined in this report**
- **Expand the awards offered to recognize the full depth and breadth of the arts community in Hamilton as defined in the “Category Structure” section**
- **Increase the award value to $2500 per Established Artists award, and $1000 per Emerging Artist award (as informed by best practices)**
- **Adequately fund the City of Hamilton Arts Awards to ensure it is administered, marketed and delivered to provide the greatest impact on the arts community and greatest recognition for the City of Hamilton**
- **Ensure that the City of Hamilton Arts Awards are reflective of the community from a diverse and inclusive perspective at all levels of engagement**
- **Embrace a Third Party Organization relationship that will bring agility, expertise and effective use of City funds and staff time to the City of Hamilton Arts Awards**

These recommendations align the City of Hamilton Arts Awards with a number of the City’s core principles and documents, such as:

- **City Mission Statement**
  “To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities.”

- **Draft Economic Development Strategy** *(Creative Industries Cluster, Vision Statement)*
  “Hamilton is an engaging and vibrant community, a national centre of creativity and innovation where people and quality of life come first and creative businesses prosper and flourish.”

- **Culture Division - Our Cultural Community** *(Cultural Masterplan Principles)*
  “We understand the creative industries as an important and rapidly expanding source of economic growth, employment and wealth creation.”
  “We see our rich heritage, diversity, creativity and culture playing a major role in defining Hamilton’s identity nationally and globally.”
  “We understand culture as a source of community pride and central to making Hamilton a complete community where people want to live, work, play and invest.”
  “We value artists and creators as essential sources of new ideas, innovation and technologies important to our future.”
  “We believe the diversity of cultures in our community is a source of strength and central to our values of inclusion and equity.”
  “We support a dynamic cultural sector of organizations and enterprises working together toward shared purposes and capacities.”
Mission, Vision, Values and Goals

The Mission, Vision, Values and Goals for an organization or project should set the tone for the future of the endeavor. It should encapsulate the desires, ambition, and trajectory that the participants are setting for the project. These statements should be applicable on both a short-term and long-term basis as it is more about the intention and principles of a project than the year-to-year deliverables and direct actions.

Based on the interview process with City of Hamilton staff, AAC members, the Mayor and members of Council, and through our public consultation process, a new Mission Statement for the City of Hamilton Arts Awards Program has been created. The consultant feels this combination of Mission, Vision, Values and Goals sets the project on a series of principles that will ensure future growth, success, and reflect the wishes of the community. It also places the City of Hamilton Arts Awards in alignment with the City’s own Mission Statement.

Arts Awards Mission Statement

The mission of the City of Hamilton Arts Awards is to recognize the full breadth of achievement that is generated by our local arts community, the individual artists and organizations who are its ambassadors, and the community members who support and engage in the work throughout our community.

Arts Awards Vision Statement

The City of Hamilton Arts Awards will serve to promote Hamilton’s pride in its arts community, to inspire and enhance success, to foster growth in the sector, and develop the talent that drives this vital part of our city.

Arts Awards Value Statement

The City of Hamilton Arts Awards will consistently promote the values of:

- inclusivity and diversity,
- a transparent and open process,
- community building and public engagement,
- and the core principle that the arts are central to our community’s identity, economy, civic pride and sustainability
Goals

Establishing goals for a program should always be done through the combined lens of resources, time, and aspirations. Goals should act as motivators, targets and milestones in the development of a project. They may not all be easily met and some will require partnership; all will require knowledgeable leadership and dedication.

For the purpose of the City of Hamilton Arts Awards, the consultant has established a set of goals that will span the next term of Council as well as coincide with the term of the Arts Advisory Commission. To set goals beyond this term length would be irresponsible as the nature of the committee and the core resources of City staff and Council/Mayor may change, and therefore heavily impact the functions of the AAC or Culture Division.

Over-Arching Project Goals:

- Ensure that all Council approved directives are followed.
- Deliver an arts awards program that is well respected and a source of pride for the cultural community, City of Hamilton staff, and elected officials.
- Deliver an event that is reflective of the community in scope, energy, enthusiasm, and importance.
- Embrace and promote a multi-year strategy of growth and development for the program.
- Ensure that the event process and outcomes (nomination, jury and award) are clear to the community and key stakeholders.
- Embrace the involvement of local professional artists and arts administrators as jury members, event volunteers, and program ambassadors by establishing a year-round Working Group dedicated to the Arts Awards that is distinct from the Steering Committee and Arts Advisory Commission.
- Focus attention on making the event truly accessible by connecting with all disciplines, distinct communities, geographies, organizations, and institutions involved in cultural production (by utilizing the Our Cultural Community database, Economic Development Creative Industry database, Arts Hamilton membership, Hamilton Artists Inc. membership, Hamilton Executive Directors Aboriginal Council, Immigrant Culture and Art Association membership, flagship organizations and businesses in all amalgamated communities, etc.).
- Ensure Culture Division staff are given the opportunity to provide adequate input into the selection of project delivery partners (i.e. third party partners, event team, etc.).
- Actively reach out (in person and through effective communication) to distinct cultural communities to ensure they know City staff’s intention and desire to be inclusive and knowledgeable.
Year One Benchmarks: June 1, 2010 to May 2011 – proposed event date

- Seek out new nominees who meet core skill requirements required for AAC responsibilities and deliverables including the Arts Awards.
- Engage a local designer to establish a new brand and style guide for program marketing and advertising materials.
- Establish new program with broad community engagement (min. 50 nominations, 150 attendees at event, min. 50% of Council in attendance, min. 6 media representatives in attendance, etc.).
- Seek a multi-year increase in funding from Council to ensure effective delivery, predictable growth, and stability for the program.
- Actively seek partnerships that increase agility and community connections to deliver program including the Third Party Organization relationship.
- Introduce new Category Structure and multi-year role-out plan to show rejuvenation and development plan to the community and key stakeholders (Year One to include 11 Established Artist Awards as defined in the Category Structure. Future years to phase in additional the Development Awards).
- Begin to develop relationships with other City departments who may support arts awards in specific categories (i.e. Economic Development - Film and Culture; Community Services - Diversity and Inclusion, Housing; Culture - Public Art, etc.).
- Deliver one partnered award with another City department (ideally Economic Development: Film and Culture).
- Seek at least one major media supporter for announcement of renewed program plan, and pivotal pre and post-event coverage.

Year Two Benchmarks: 2011 event completion to 2012 event date (35th anniversary)

- Conduct a post-event evaluation within 8 weeks of the event to ensure that key stakeholders, City staff, AAC members, and partners understand the successes and shortcomings of the event.
- Establish lead external partner relationship to handle the administration and coordination of the nomination and jury process.
- Continue with Category Structure growth plan.
- Develop key relationships with organizations and individuals who can enhance the validity and professionalism of the jury.
- Enact a 12-month plan for delivery of the 2012 Arts Awards Program.
- Establish communications partnerships with Hamilton’s numerous post-secondary education institutions and specialty schools (McMaster University, Mohawk College, Redeemer University, Brock University, Liaison College, Columbia College, etc.) in order to establish relationships with those who have access to emerging artists and emerging disciplines.
- Begin actively developing the Innovative Incentives Program recommended in this report (especially with respect to Housing and Public Art).
- Increase community engagement goals by 30% over previous year (i.e. 65 nominations, 200 attendees, 75% of Council in attendance, etc.).
Year Three Benchmarks: 2012 event completion to 2013 event date

- Conduct a post-event evaluation within 8 weeks of the event to ensure that key stakeholders, City staff, AAC members, and partners understand the successes and shortcomings of the event.

- Deliver the program with the full awards category complement, as recommended by this report.

- Deliver the program with the Innovative Incentives Program fully in place [core result is that each award has a combined (50/50 cash and incentives) minimum value of $5,000].

- Deliver two, new partnered awards with other City departments, as recommended in the Category Structure (ideally Housing and Public Art).

- Increase community engagement goals by 30% over previous year (i.e. 85 nominations, 250 attendees, FULL Council in attendance, etc.).

- Continue to develop Jury, Working Group, and Third Party Organization relationships.
Category Structure

Presently the City of Hamilton Arts Award categories are out of date and are not truly reflective of the local arts practices being explored by the community. Through our best practices review of other communities, interview process with City staff, Council members, the Mayor, arts community stakeholders and open public consultation, it has been made abundantly clear that expansion of the categories is required.

The consultant feels that the program outlined below best meets the renewed Mission Statement of the City of Hamilton Arts Awards, and will serve both the professional and community-based practices alive in Hamilton.

Award Methodology

The primary focus of the City of Hamilton Arts Awards is on individuals, as the City of Hamilton Community Partnership Program (CPP) already acknowledges and financially supports the efforts of organizations. That said, the consultant has also added categories that recognize specific actions of groups, partnerships and collectives, as not all organizations access CPP since it is primarily limited to charitable or non-profit organizations who only make up part of the arts community in Hamilton.

Core Awards

Established Artist – Artistic Achievement Awards

Throughout the consultation the matter of whether artistic merit versus community engagement should form the core criteria for the awards process presented a challenge. In an effort to marry these two perspectives it is the recommendation of the consultant that “artistic achievement” should be the primary lens for review.

Artistic achievement can be shown through defined growth, professional recognition (acceptance into juried shows, peer review articles), business growth, (distribution or label acquisition, employee growth, successful agent relationship), ambassadorship (exhibitions or performances in other cities, countries, residency work, cultural delegate), professional education benchmarks, and by being an active producing artist. These criteria will form the adjudication principles for the Artistic Achievement Awards.

The categories recommended for the Artistic Achievement in the City of Hamilton Arts Awards are:

<table>
<thead>
<tr>
<th>Music</th>
<th>Theatre</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Writing</td>
<td>Visual Art</td>
<td>Fine Craft</td>
</tr>
<tr>
<td>Film / New Media</td>
<td>Arts Education</td>
<td>Arts Administration</td>
</tr>
<tr>
<td>Lifetime Achievement</td>
<td>Community Arts</td>
<td></td>
</tr>
</tbody>
</table>

These categories should form the core of the 2011 program.
Emerging Artist Awards

Throughout the consultation process, the ability to recognize and encourage the achievements of emerging artists was a recurring theme. Consultation participants feel that by recognizing young talent, the City will encourage them to become fully engaged in the community, and to consider Hamilton as a viable long-term home for their creativity. This also encourages mentorship relationships with senior level artists and can lead to positive partnerships with post-secondary education facilities and programs.

The most innovative approach for this type of recognition was unearthed during the public consultation. The suggestion was that the winners of the Established Artist Awards would subsequently select an artist in their discipline to highlight with an Emerging Artist Award. This process is effective for a number of reasons. It removes the City and AAC from judging work based on artistic merit and empowers the Established Artist Awards winners with this duty: It builds on relationships, adds an element of surprise and anticipation to the event, and could produce a year-round calendar of feature events that become endorsed by the Arts Awards.

It is the consultant’s recommendation that this process be adopted for the Emerging Artist Awards.

Development Awards

As the City of Hamilton Arts Awards develop, the consultant recommends that a number of additional categories be added in order to fully recognize the contributions of emerging artists, distinct communities, volunteers, and the community members who engage in the cultural community. Below are the recommended categories for expansion, which will assist in building a strong cultural community, enhance volunteerism, and reward partnerships that bring together multiple sectors to enhance our quality of life through the arts.

Community Builders
An individual, arts organization, ad hoc group, collective or for-profit arts company that plays a leadership role in community building through the arts that promotes equity and inclusive environments.

Volunteer
Volunteer non-artist involvement by an individual in the cultural community

Partnerships in the Arts
The combined effort of an arts individual, organization or for-profit creative company creating a cultural event, product or activity of excellence through partnership with a corporate sponsor, partner or non-arts partner.
Award Content

Defining what makes a quality award was a question the consultant asked of all interview subjects and posed in the public consultation evening. It was also a key feature of the project research and review of best practices in other communities across the country.

While the specific methods of recognition varied from group to group, the principles behind giving the award were the same: promote excellence, recognize valuable contributions to the community, encourage artistic development, create unity, and promote the careers or local artists.

Below is a breakdown of the various methods of recognition that were explored throughout the process and that are included in the consultant’s recommendations for the City of Hamilton Arts Awards.

Civic Recognition

Without a doubt, the award element that was clearly essential was the civic recognition that comes with the City of Hamilton Arts Awards. These awards cannot be given by any other local body than City Council. The Municipality as host shows direct recognition of the arts community from the Municipality, and carries the greatest weight on an artist’s curriculum vitae.

While the ICCA will be recommending a few key partnerships for delivering the program, it should remain the City of Hamilton Arts Awards and act as the principle method of recognition for the arts community.

Financial Incentive

Since 2003, the City of Hamilton Arts Awards have included a $1000 cash award to each winner. It has been unanimous that this value must be increased to keep Hamilton’s program on par with other communities and be of true value to artists.

It is the consultant’s recommendation that the City of Hamilton Arts Awards be increased to a value of $2500 per award for Established Artists and $1000 for Emerging Artists. This would make Hamilton’s awards as valuable as those in Winnipeg and Vancouver (two of the comparable communities studied) but still less than the desired amount noted during public consultation.

An increased value would make the awards more desirable to local artists, thereby potentially increasing involvement in the event planning team, nominations, and event attendance.

Physical Award

Presently the City of Hamilton Arts Awards provides each winner with a medallion created by well-known artist Dora de Pedery Hunt. Ms. Hunt also created the image of the Queen on the side of all Canadian currency issued between 1990 and 2003. In the minds of many artists and interview subjects the quality of this award is part of the legacy of the program, and the connection created between the winners since 1976.

It is the consultant’s recommendation that the medallion remains the same going forward.
Innovative Incentives

A common thread throughout the review process was the notion that City of Hamilton Arts Awards should be tied to actual cultural production and the furthering of the careers of local artists. Integrating innovative incentives into civic awards programs has been a tool utilized in many of the comparable cities selected for this study. From the inclusion of contemporary public art commissions and exhibition opportunities in Halifax, to artist-in-residence opportunities in municipally run studio facilities in Vancouver, and a strong media connection in almost every community, innovative incentives take on many shapes.

It is the consultant’s recommendation that the City of Hamilton consider a number of innovative incentives. Below is a range of possibilities, some of which are easily within reach, while others will require time and partnership building. The consultant also sees the innovative incentives as key contributors to developing the Emerging Artist awards.

By adding innovative incentives, the City of Hamilton Arts Awards can create partnerships, increase the award value without additional municipal financial outlay, show an understanding of what truly develops cultural workers, and attract potential sponsors without competing with community-based organizations’ relationships with traditional business supporters.

Media Support / Partnerships – local media, City marketing, BIAs

Media partnerships should play a pivotal role in the future of the City of Hamilton Arts Awards. Media can assist in publicizing each stage of the Awards process (nomination, event, post) and act as a mechanism for innovative incentives. Local writers could be offered a column for a year. Winners in all disciplines could be granted complimentary advertising opportunities to promote their work. The options here are endless and are a must for a positive future program.

Cultural Partnerships – numerous outreach partners available

Artists’ livelihoods are contingent on creating a relationship with the public through performance, exhibition, engagement, and sales. None of these can be achieved without partnerships in the creative community. If the City of Hamilton Arts Awards can find opportunities for artists to produce and present work at a reduced cost, it would be seen as a major win for this project.

Some examples of City opportunities would be:

- Complimentary use of the HECFI studio theatre for a week.
- Exhibition opportunity in City Hall or Lister Block once completed.
- Complimentary use of recreation centre space for teaching a course, rehearsing a show, etc.

Going beyond the City’s available resources, there are a wealth of opportunities to partner cultural organizations throughout the city.
Public Art – Culture Division

Halifax has taken a novel approach to public art education and commissioning that we feel is worthy of exploration. In an effort to retain the wealth of creative talent generated by the Nova Scotia College of Art & Design, the City decided to focus a portion of its public art program on engaging young contemporary artists. Through their arts awards program, emerging artists are selected to produce multiple commissions ranging in value from $5,000 to $10,000. These works not only give a foundation that emerging artist in the community for the production of the piece, but also brings their unique and contemporary view into the public landscape, making it an environment that is enticing to young people.

The consultant strongly encourages the City of Hamilton to consider a similar process, but with a multi-disciplinary flare. Public art doesn’t only have to be sculpture. It can be film, new media, music, live performance and numerous other forms. The consultant encourages the City to adopt public art commissions as the key mechanism for recognizing Emerging Artists.

Residency Opportunities – Housing Hamilton

Residencies are highly sought after experience in the culture field. Being accepted for a residency indicates that the artists’ work and process is worthy of investment, time, and attention. In Vancouver the City has adopted a unique approach to its municipally managed studio facility where the artists selected (through the awards program process) gain complimentary or subsidized access to actual studios. This achieves a number of positive outcomes including: official recognition, prominently highlighting the artist, grounding them in the municipality, providing them tangible career development resources, and enhancing their ability to succeed.

The consultant strongly recommend the City consider this process in future years as it develops the 95 King Street East facility. This would be an ideal opportunity for the City to directly connect to the lives of artists, add significant appeal to the City of Hamilton Arts Awards process, and empower the Culture Division and AAC.

The concept and potential options for Innovative Incentives are more thoroughly explored on pages 26 and 27 of this report.
Nomination Process

The nomination process for an awards program is integral. If quality nominations are not received, the awards process becomes devalued which in turn affects the success of the entire program.

Similarly, the nomination process is affected by the nature of the entire event. If the process is seen as being compromised, the awards and incentives aren't of real value, or if the event is not desirable, nominations will suffer.

In order to ensure a quality nomination process, the City of Hamilton Arts Awards must:

- Provide an open and transparent process for nominations.
- Provide a nomination process that has no fee.
- Provide ample time (minimum 12 weeks from point of greatest marketing push) for the community to respond to the nomination call.
- Ensure nomination information is widely distributed throughout the community, included in key community mailings and message boards, e-blasts, and traditional media sources.
- Provide quality prizes and incentives that encourage nominations.
- Present the awards in an event format that is appealing to artists, and generates a significant audience and public awareness.

The primary deficiency in the current nomination process is a lack of marketing and outreach resources.

Nomination Criteria

The nomination criteria below have been designed to give the jury the appropriate materials and information to determine an award winner. The criteria are based on three principle bodies of information: The Work, The Career and The Reception of the artist. The equal weighting of these elements allows the jury to focus on artistic achievement in the multiple areas where it can be accomplished by an artist.

**The Work**
- Discipline specific elements exposing the work or practice
- Written description of the work or practice

**The Career**
- Curriculum Vitae, Professional Associations, Biography

**The Reception**
- Letters of reference
- History of awards and other forms of recognition
- Support materials (reviews, articles, media, etc.)

Each of these elements will be equally weighted (e.g. 40 points per). The Steering Committee will further define the value of each component within these categories.
Nomination Information

Nominee Information: Name, Address, Contact information

- All Established Artist Award applicants must submit the following core materials
  - Professional Curriculum Vitae (education, showings, professional development, etc.).
  - 3 letters of reference from recognized professionals in their discipline.
  - Support material related to their work (reviews, articles, catalogues, etc.).
  - List of recognized awards or recognition from professional associations.
  - List of memberships or professional associations.
  - Description of their practice.
  - 100 word biography.

- Award Category Specific Materials

  Visual Art and Fine Craft
  - 6-10 images on CD, DVD, preferably 1920x1920 pixels.
  - List of images with artwork titles.
  - Image specifics (materials, actual size, date of creation).

  Music
  - CD of most recent recording.
  - Basic written description of recording (max. 250 words).

  Performance and Theatre
  - CD/DVD of recent performance works cued to appropriate time (min. 5 minutes - max. 15 minutes).
  - Basic written description of clip (max. 250 words).

  Film / New Media
  - CD/DVD of recent work cued to appropriate time OR weblink to selected work (max. 15 minutes).
  - Basic written description of work (max. 250 words).

  Community Arts
  - Documentation of project process and resulting work, if applicable.
  - Detailed written description of process, participants, communication process, and desired goals of project (max. 1000 words).
  - Completion report, catalogue, exhibition/event documentation, or other materials related to the community outcome.

The awards noted below will submit the same documentation as the Established Artist awards with the addition of the following:

  Arts Education
  - Additional letters of reference coming from fellow teachers and students.
  - Written description of the educator’s unique process, commitment, and dedication to arts education (max. 1000 words).

  Arts Administration
  - Additional mandatory letter from President of Board of Directors, company President, OR Executive Director.
  - Major project history.
Lifetime Achievement
- An additional minimum of 10 letters of reference.

Materials required after adjudication
- Photo of artist.
- List of upcoming exhibitions, events, major projects.
- Emerging Artist recommendation, if applicable.
Jury Process

The jury process is arguably the most important element of any awards program. It has been expressed by the AAC members and the public that this element, the jury process, of the City of Hamilton Arts Awards Program was previously vague and lacking definition. It is the opinion of the consultants based on other juried arts processes we've participated in, that if this element is flawed it has a negative ripple effect throughout the other program elements.

Presently, the jury for the City of Hamilton Arts Awards is comprised of members of the AAC and select local artists who are asked to be part of the process. The jury is random, not well publicized, and fluctuates in size and skill depending on the discipline being considered. It is anything but clear and balanced.

In order to bring some stability to the jury process the consultant recommends that the jury process become an element managed by the Third Party Delivery Partner (see page 20 of this report) in conjunction with the AAC.

The jury for each award should be comprised of:

- 2-4 established local artists from the given discipline.
- 1-2 established artists or related discipline specific organization representatives (i.e. Theatre Ontario, Ontario Craft Council, CARFAC, etc.) from outside Hamilton.
- 1 AAC member monitoring process and procedure

Jury members should always meet in person to determine the winner. This allows for the verification of jury materials, open dialogue, and a combination of local knowledge and industry experience to be brought to the decision making table.
Delivery Partners

Across the country the consultant has seen numerous variations on how arts awards programs have been delivered. There have basically been three potential models for delivery: the City alone, the City and its regional arts council, or the regional arts council alone. There have been no examples of municipal arts awards programs being delivered by a for-profit partner. In every case partnerships have become integral to effectively delivering a program that meets the needs of the Municipality and the arts community. These partnerships have strengthened the administrative, financial and creative capacity of the process and event, and developed quality relationships within the community.

Below is a breakdown of the partnership structure that the consultant recommends for the City of Hamilton Arts Awards. It brings together the strengths of the community, the City, and the local partners to ensure that the City of Hamilton Arts Awards runs smoothly and is delivered in a cost effective manner.

Culture Division, City of Hamilton – lead partner

- Ensures that the delivery of the program is consistent with Council-approved guidelines and reports to Council about the program
- Ensures that financial goals for the program are met, including securing City funding allocation to program through Council budget process
- Ensures outreach to and engagement of all sectors of the arts community
- Ensures program timelines are met
- Approves all program plans, eg. outreach/marketing, event, assessment, etc.
- Ensures appropriate involvement of the AAC on the Steering Committee and in the jury process
- Manages the Steering Committee
- Manages the relationship with the Third Party Organization

Arts Advisory Commission, City of Hamilton – advisory partner

The Arts Advisory Commission’s role is somewhat prescribed due to the nature of Council appointed Advisory Committees. Its function should be to act as the community lens through which all decisions are being made, but not play a lead role in the actual delivery of the event as it contradicts the City process for advisory committees. The AAC members will:

- Advise Culture Division staff and Council regarding the success of the City of Hamilton Arts Awards in meeting the needs of the arts community
- Participates on the Steering Committee
- Individual members participate on all program juries to ensure a fair and transparent process
Steering Committee

The Steering Committee is a new body that should be formed in order to create continuity amongst the AAC, City staff, the Third Party Organization and the arts community. This body will have the authority to direct the actions of the Third Party Organization, approve all marketing and communications, partnerships and sponsorships, and will ultimately be the body to which juries make their recommendations. No major program element should proceed without approval from the Steering Committee.

- Comprised of members from the three program partners – Culture Division, AAC, and Third Party Organization – plus other interested stakeholders
- Chaired by the Culture Division
- Develops detailed program plans within the program parameters established by Council as follows:
  - Marketing plan
  - Event plan
  - Volunteer management plan
  - Sponsor development plan
  - Partner development plan
  - Assessment plan
- Conducts a post-event evaluation – both process and outcomes

Detailed terms of reference to be developed by Culture Division staff.

Third Party Organization – delivery partner

In order to deliver the City of Hamilton Arts Awards effectively the consultant feels that the City should engage a third party organization. An outside organization would add a number of key skills and efficiencies to the program that cannot be achieved with current Culture Division staff. Instead of identifying a specific organization, we have opted to outline the tasks and talents required of a lead partner(s).

Primary Skills

- Volunteer recruitment and management
- Event Management (timelines, stage management, basic technical coordination)
- Marketing & Communications (marketing planning and execution, social media, mail outs, basic website management, materials distribution)
- Administration (logging nominations, jury preparation, programme coordination, committee management, appropriate computer skills)
- Sponsorship Development (attracting and maintaining positive sponsorship relationships)
- Partnership Development (business, arts and municipal partnership building)
- Local Art Community Knowledge & Network (jury development, nomination encouragement, effective communication, venue knowledge)
Resources

- Must have their own operating/administrative base that is publicly accessible (drop in for questions, pick-up nomination materials, host meetings and jury process, etc.)
- Dedicated paid staff complemented by community volunteers
- Appropriate computer programs and hardware to manage event information flow
- Access to company or staff owned vehicle during primary event dates

Roles and Responsibilities

Administration 150 hours annually

- Develop a program timeline in conjunction with the Steering Committee.
- Receive, log and prepare all nominations for the City of Hamilton Arts Awards ensuring that each is complete and standardized for the jury process.
- Recruit, coordinate and host juries for the City of Hamilton Arts Awards.

Communications & Marketing

Estimated time: 150 hours annually

- Act as the primary execution body for the City of Hamilton Arts Awards program under the direction of the Steering Committee.
- Develop and distribute all communication materials including nomination forms, promotional materials, official invitations, advertising, etc.
- Work with local media sources to arrange interviews on television, radio and in local and regional print publications. Develop short series of public engagement sessions aimed at promoting nomination process and new City of Hamilton Arts Awards awareness.

Networking and Community Engagement

Estimated time: 100 hours annually

- Ensure City of Hamilton Arts Awards are adequately connected to the local arts community by embracing a wide variety of volunteers, advisors and ambassadors to distribute information and engage in the program execution.
- Ensure City of Hamilton Arts Awards are specifically connected to ethnically and culturally diverse artists and organizations by engaging in targeted outreach in partnership with City of Hamilton Culture Division staff.
- Attract, train and manage volunteers to assist in hosting the event and handling basic administrative and communication activities.
• **Program Development**

**Estimated time:** 200 hours annually

- Work with Steering Committee to develop discipline specific jury scoring process as per the recommendations of the City of Hamilton Arts Awards Review and consultation with local jury members.
- Develop sponsor and advertising relationships to provide additional financial and in-kind support for the City of Hamilton Arts Awards.
- Develop incentives programs with City and Community Partners.

• **Event Planning**

**Estimated time:** 150 hours annually

- Coordinate the event specific details as determined by the Steering Committee including: venue booking, catering and entertainment coordination, décor, invitations, technical needs, documentation and media management.
- Coordinate a post-event evaluation that will result in a report being presented to the Steering Committee, AAC, and potentially Council on an annual basis.

There are a number of local organizations that possess these skills and attributes that would benefit greatly from the connection to the City of Hamilton Arts Awards.
Presentation Event

Venue

The venue for the City of Hamilton Arts Awards should be reflective of the program. It has been noted by numerous interview subjects that the location should rotate throughout the city to showcase our cultural spaces. During the public consultation it was noted that this could be a prime opportunity to highlight the cultural diversity in our community by having food, entertainment, and décor related to the host at each venue.

Style

Across the country communities are abandoning the expense and complexity of large-scale gala events as corporate support dwindles. As budgets are cut, the focus of these programs is returning to the artist and cultural community’s core instead of moonlighting as fundraising events. In most cities, the awards program has become primarily social, occasionally including a local educational or keynote component focused on cultural development.

The interview and public consultation process revealed comparable results with most groups selecting award values over venue costs and high priced catering during the budget exercise.

It would be the consultant’s recommendation that the renewed program take on a social approach. The event would be more about building relationships and an opportunity for the cultural community to socialize. It is also the consultant’s recommendation that, in time, combining the Big Picture event with the City of Hamilton Arts Awards as the social event would develop into a well-respected event that serves the cultural community with a combined program of awareness, education and recognition.

Catering / Beverages

Food and drink are simply a part of every cultural event. The public consultation suggestion of modeling the food and beverage component on the venue and the distinct users of that facility is brilliant. It was also quiet clear that the food/beverage component of the event should not exceed 25% of the presentation event budget as all groups chose to value the food at this level or lower.

Entertainment

The City of Hamilton Arts Awards is the primary vehicle for the City to celebrate its artistic achievements. To that end, the event should act as a showcase of talent not only through the awards but by example through performances, exhibition opportunities and the like. Every group during the public consultation elected to have some form of paid entertainment, with the majority selecting to have a ‘feature entertainer’ valued at no more than 25% of the total presentation event budget. Again this presents an opportunity to showcase diversity, and may also be a logical opportunity for the performing arts related Emerging Artists to be given recognition.

Timeline

When to hold an event in Hamilton is becoming a challenging question as our cultural community grows and covers the majority of the calendar year round.

Thus far, the major consideration for the timing of the event has been based on the availability of volunteers, consideration for partner organizations and City staff availability.
City of Hamilton Culture Division staff is extremely busy in late spring and summer with festivals managed internally and coordinating with community based initiatives. This is also the worst time to work with cultural volunteers as they are likely involved in the same activities or are busy enjoying Hamilton’s many offerings.

Fall is difficult as it presents back-to-school and back-to-work schedules, as well as the start of most community theatre and music organization seasons, making this a difficult time for both volunteers and staff.

**Based on this knowledge the consultant recommends planning the City of Hamilton Arts Awards Program on the following timetable:**

<table>
<thead>
<tr>
<th>Program Launch Event</th>
<th>Fall 2010</th>
<th>Launch nominations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Event Pre-Planning</strong></td>
<td>November/December 2010</td>
<td>Jury Development Event components</td>
</tr>
<tr>
<td><strong>Nomination Deadline</strong></td>
<td>Late February 2011</td>
<td>Administrative Focus</td>
</tr>
<tr>
<td><strong>Jury Process</strong></td>
<td>March 2011</td>
<td>Jury Focus Marketing Focus</td>
</tr>
<tr>
<td><strong>Event</strong></td>
<td>May 2011</td>
<td>Event Delivery</td>
</tr>
</tbody>
</table>
RESEARCH SUPPORT & ADDITIONAL DOCUMENTATION

INNOVATIVE INCENTIVE OPPORTUNITIES
LIST OF INTERVIEW SUBJECTS
PROPOSED BUDGET
PUBLIC CONSULTATION SUMMARY
MAYOR & COUNCILLOR INTERVIEW SUMMARY
COMPARABLE COMMUNITIES CHART
Innovative Incentives Opportunities

Below is a sample of potential innovative incentives that could be developed by the Steering Committee for the City of Hamilton Arts Awards. Each of these opportunities will require specific skills to attain, time to develop, and effective communication. By no means should this list be considered the only potential opportunities to pursue.

As the event gains recognition, public engagement opportunities will present themselves. It will be important for the Steering Committee to develop a system for evaluating and accepting/rejecting opportunities.

City of Hamilton Opportunities

Most quick-win incentive opportunities lie within the City itself. Below is a list of opportunities within the City of Hamilton, some of which can be implemented immediately and others that will take time to develop:

- Exhibition opportunities in the Mayor’s boardroom, City Hall and at City-run events (i.e. Mayor’s Luncheon series, Gallery on 4) etc.
- Free storage for artists at a number of known City storage facilities (Flamborough storage, 125 Barton, etc.)
- Public Art Commissioning (depending on budget timing and process – similar to Halifax contemporary art program). This can be a program that encourages art disciplines other than visual (i.e. live performances in public spaces, on transit etc.)
- Housing (via established Hamilton Housing facilities, or the proposed 95 King Street East development similar to the Vancouver program)
- Promotion of local artists via City website, proposed Catalyst website, established City advertising programs
- Transit (provide an artist with complimentary HSR pass), commission an artist to design the LRT exterior design
- Commit to having artists performance prior to Council meetings and public ceremonies

Media Partnerships

Hamilton is home to most every media opportunity one can imagine. Below is a list of ideas and potential opportunities to consider:

- Short films shown on CH or via online media
- New media works used as interstitchals on CH or via online media
- Dedication to interview artists on CH
- Film distribution via Moviola (owned by Channel Zero / CH)
- Regular column committee by local print media for Writing winners
- Artist profiles published in any print media on any winner
- Serial story publication by local print media
- Radio plays presented on local radio
- Cable 14 recording of performance works for presentation post-show
- Discounted or free advertising offered to winners to promote future projects
Community Partnerships

Artists in every discipline need access to community resources in order continue achieving and producing quality work. By creating a supportive network of community partnerships, artists will find producing work Hamilton more enjoyable and affordable, and will ultimately feel that their work is more connected to the community they live in. Below is a list of potential community partnerships to consider:

- Commitments to exhibit works by winners in known galleries, performance venues, etc.
- Offerings of free or affordable studio, rehearsal and exploration space
- Offerings of direct-to-artist services such as recording studio time, design assistance, website creation, printer services, etc.
- Opportunities to take classes free-of-charge or at discounted rates
- Opportunities to attend arts events, performances, etc. free-of-charge

Business Community Opportunities

While the consultant recommends that the City of Hamilton Arts Awards seek possible corporate sponsors to support the program, the consultant also feels there are countless opportunities for business partnerships. Below is a list of some of the more obvious and innovative goods and services that could be provided by the business community, and some of the more innovative:

- Housing (companies like Effort Trust could provide an apartment for a year, DTZ Barnicke could provide a vacant store front or light industrial work space)
- Professional services (legal, accounting, specialized medical care, insurance coverage, engineering services for public art, skilled trades labour, etc.)
- Exhibition opportunities in corporate offices
- Company ticket buys (commitment to pre-purchase tickets to an artists next event, concert or performance)
- Commitment to purchase corporate art pieces
- Donation of goods related to artistic production (i.e. building materials for sets, visual art supplies, etc.)
- Donation of goods related to quality of life (furniture from IKEA, computers, clothing, transportation, etc.)
List of Interview Subjects

Elected Officials
Mayor Fred Eisenberger
Councilor Pasuta
Councilor Brattina
Councilor Powers
Councilor Jackson
Councilor McHattie

City of Hamilton Staff
Anna Bradford, Director of Culture
Beth Wakeford, Cultural Initiatives Coordinator

Community Stakeholders
Jean Paul Gauthier, Hamilton Music Awards
Gordon Gong, Hamilton Executive Directors Aboriginal Council (HEDAC)
Yvonne Maracle, independent aboriginal artist
Kevin Land, Arts Hamilton
Patti Cannon, Arts Hamilton

Interviews conducted by Arts Advisory Commission Members
Jane Allison, Community Partnerships, Hamilton Spectator
Tim Potocic, President, Sonic Unyon Distribution and Chamber of Commerce member.
## Proposed Budget

<table>
<thead>
<tr>
<th>PROGRAM EXPENDITURES</th>
<th>2008 ACTUALS</th>
<th>PROPOSED BUDGET</th>
<th>PROPOSED INCREASE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards</td>
<td>$6,000</td>
<td>$41,500</td>
<td>$35,500</td>
</tr>
<tr>
<td>Event</td>
<td>$6,000</td>
<td>$6,750</td>
<td>$750</td>
</tr>
<tr>
<td>Outreach/Marketing</td>
<td>$3,000</td>
<td>$9,550</td>
<td>$6,550</td>
</tr>
<tr>
<td>Delivery/Administration</td>
<td>Volunteer</td>
<td>$19,750</td>
<td>$19,750</td>
</tr>
</tbody>
</table>

| TOTAL EXPENDITURES           | $15,000      | $77,550         | $62,550           |

| PROGRAM REVENUES             |              |                 |                   |
| Event Ticket Sales           | $0           | $3,000          | $3,000            |
| Sponsorship                  | $0           | $0*             | $0*               |

| TOTAL REVENUES               | $0           | $3,000          | $0                |

| TOTAL PROGRAM NET            | $15,000      | $74,550         | $59,550           |

* Seeking corporate sponsorships to offset expenditures is recommended.
Public Consultation Summary

City of Hamilton Arts Awards – Public Consultation

Date: Monday, March 8th, 2010
Location: YWCA – McNab Street, Hamilton
Total Public Attendance: 33 (mostly local artists)
Staff in Attendance: Jennifer Kaye, Bridget MacIntosh & Ken Coit
AAC Members: Gary DePodesta, Nancy McKibbin Gray & Anne Cibola
Consultants: ICCA (Jeremy Freiburger, Ashley Lawrence, Stephanie Seagram & Llaura Jacome)

Attendance

While we would have liked a higher attendance the group that did attend proved to be very engaged and represented a wide range of the local cultural community. In attendance we had both senior level and emerging artists, a variety of disciplines including visual art, theatre, music and dance, and a mix of new residents and lifelong Hamiltonians represented.

Having City of Hamilton Culture Division staff on hand along with members of the AAC was key in showing true interest in public opinion on the program. Many staff and AAC members also joined in the process by acting as notetakers or facilitators with the activity groups.

Process

The evening was opened by Jennifer Kaye, Manager – Arts & Events, who gave an overview of the process to date, consultant selection and an introduction to the review process. Jeremy Freiburger then presented an opening statement along with a powerpoint presentation that put the City of Hamilton Arts Awards into context. The presentation included a brief history of the program, the award itself, the review and consultation process, best practices outline from other communities and the specific tasks for the public consultation evening.

The following is a summary of the information gathered from the group exercises presented during the public consultation evening.

Throughout the remainder of the evening each group (5 groups in total) were led through a series of exercises. The groups were given a brief explanation of the task at hand, then given approximately 20 minutes to complete each task. At the end of each task a delegate from the table presented their key decisions to the broader group. Light conversation ensued after each round of presentations.
Appendix A to Report CS10058
Page 31 of 36

Group Exercises

Exercise #1
Task: Groups were asked to discuss what makes a good award.
Is it the public recognition? Funding? Peer Recognition?

Summary of Responses

Core Values
Financial incentive was key to a quality award.
Values ranged from $1000 - $5000
Recognition from the City was viewed as being highly important.
Exposure to a wider audience, peer network and larger community seen as major incentive
Should be based on “excellence”

Processes
Noted that jury process must be high quality
Established artists selecting Emerging artists
Awards should find a way to “accelerate” artists work in the community (encourage production)

Opportunities
Exhibition/Presentation opportunities for winners (i.e. AGH exhibition, Theatre Aquarius production)
Partnerships can provide opportunities
Chamber of Commerce assistance with sponsorship
Development of year-round presence for program via winners work in the community
Alternative incentives

Exercise #2

Task: Each group was given one of three specific jury scenarios. Each scenario asked the group to act as the jury in determining who should win the award in each given scenario. They were asked to come to a consensus and provide feedback on why they chose each winner. If a group completed a scenario quickly they were given another to attempt.

Sponsor Award Scenario Summary
Sponsor A = major cash contribution / Sponsor B = marketing in-kind contribution

Core Values
Do not overly commercialize awards by recognizing sponsors
Financial commitment was seen as primary judgement for sponsors merit

Processes
Limited use of sponsors to fund and promote event

Opportunities
Targeted sponsors who have a direct connection and respect within the arts community

Volunteer Award Scenario
Volunteer A = individual + long-term / Volunteer B = corporate + short term

Core Values
Need to be clear about difference between corporate volunteers and individual volunteers
Both have merit but very different criteria
Opportunities
Connection to Volunteer Hamilton

Artist Award Scenario
Artist A = high caliber artist + new resident / Artist B = lower caliber + locally engaged

Core Values
Recognizing artists with a defined local connection was paramount
Must establish minimum residency criteria (i.e. 2-3 year minimum residence)
Need to recognize established and emerging artists

Processes
Needed to determine the value of an artists “community contribution”
How does one determine “artistic” excellence?

Opportunities
Must leverage opportunity to recognize quality artists in order to increase award profile
Possible separate award for recognizing ‘community’ artists
Recognition of artist in educational settings

Exercise #3

Task: Each group was given the task of organizing their version of the arts awards event. With a budget of $100 the table was asked to identify their budget choices based on the following components: venue, catering, entertainment, and award. Any left over budget amount could be allocated at the groups discretion.

<table>
<thead>
<tr>
<th>Budget Breakdowns</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$45</td>
<td>$45</td>
<td>$45</td>
<td>$45</td>
</tr>
<tr>
<td>Venue</td>
<td>$20</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
</tr>
<tr>
<td>Entertainment</td>
<td>$25</td>
<td>$25</td>
<td>$25</td>
<td>$25</td>
</tr>
<tr>
<td>Award</td>
<td>$10</td>
<td>$5</td>
<td>$10</td>
<td>$5</td>
</tr>
<tr>
<td>Catering / Bar</td>
<td>$0</td>
<td>$15</td>
<td>$10</td>
<td>$10</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td></td>
<td></td>
<td>$5</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

$100 $100 $100 $100 $100

Core Values
Cash value of the award is clearly the highest priority.
General consensus on including live entertainment/presentation opportunity in event plan
Venue should be simplified and tied to the arts community
Food/Drinks should be “pay-to-play” and not a major focus of the event

An online survey was also made available to provide another opportunity for feedback. Although it did not receive a large response, the response that were received echoed many of the same sentiments expressed at the public consultation. (i.e. increased cash value)
Mayor and Councillor Interview Summary

Interviewees:

Councillors Powers, Pastua, McHattie, Bratina, Jackson and Mayor Eisenberger

Below is a summary of the responses from Councilors interviewed during the consultation process. All participants were selected by the Steering Committee and interviewed by Jeremy Freiburger (ICCA) and Bridget Macintosh (City of Hamilton – Culture Division). Interview subjects were asked the same initial questions and conversations moved organically based on their responses.

Have You Attended the Arts Awards?

- Most Councillors had attended the event
- Has been the MC for the event numerous times
- Had been every year for the past 20 years
- Has been many times
- Have been in recent years

General Sentiment of the Event

- Turn out hasn’t been great
- Very low media engagement
- General lack of media coverage and connection
- Event has a sense of ‘slow deflation’ (no hype or build up)
- Cultural community is growing but same audience shows up each year (no new faces)
- Move the event around form venue to venue -- showcase facilities
- Venue is not indicative of the sector (not exciting, not showing off our cultural spaces)
- Move venue around each year to showcase spaces and development
- Venue is not sufficient for the nature of the event
- Event doesn’t “set the stage” (defining process, talking about community growth, celebrating the cultural sector)
- Seems artificially formal
- “Not significant enough” considering the size and depth of the community
- Event should be “funky”
- Missing a sense of professionalism (i.e. no stage manager, production meeting)

Artistic Merit vs. Community Engagement

- Artistic merit should be the core value, but both should be recognized
- Suggested 60/40 split between artistic merit and community engagement
- Is it possible to weight the awards so that both are considered?
  - Should include a “giving back” component
  - Suggestion of separate awards for different components
  - Liked the idea of adding components but should watch that it does not devalue the program or elongate the night too much (i.e. 40 awards to cover all bases)
- Could merit separate awards for each
Importance of a “City Award”

- Official City recognition of the industry and individuals
- Municipality is key (program has legacy, City as leader, City wanting to be noticed for recognizing artists and arts community)
- City wants to recognize the contribution of the arts
- City award should have cache, prominence, reputation
  - Seen as a career building program (resume support, endorsement, creating ambassadors)
  - Highlight aspirations and accomplishments of our community
  - Highlight the community and creativity Hamilton has
  - Must take a “not what we’ve always done” approach to recognition
  - Name needs clarity
  - Need for accountability and clarity is key (ref: literary award mess up)
  - Hope is that award inspires and motivates the winner, and others in community
  - Desire to continue positive industry growth, attract and retain talent

Category Growth

- Specific mention of new media, film, animation as distinct from visual art
- Supports adding categories for donors, sponsors, partnerships
- Role out additions over time to continue building excitement
- Recognizing private sector involvement would build community
- Idea of ‘city builders’, administrators (support workers in the arts – not just artists)
  - Extend nomination process to ensure broad community recognition
  - Reference to ensuring that recent graduates have access (i.e. Mohawk, Sheridan, McMaster, etc.)
  - Notion of ensuring the program is inclusive

Partnership & Resources

- Reach out to broader community
- Possible role for Arts Hamilton
- Program must become “part of the bigger picture”
- Potential role for specific organizations in spreading word (i.e. Carnegie to craft community, DVSA to visual arts, etc)
- Defined need for media partners
- Does the Culture division have appropriate resources?
- Program should consider corporate sponsorship but there is difficulty in the City approaching sponsors
- Councillors have discretionary budgets of $350+/-(each could sponsor and award)
- Identified key partners: Hamilton Community Foundation, Jobs Prosperity Collaborative, Proud Campaign,
- Concept of “Mayors Awards for the Arts” - supports idea and would be willing to Champion process
## Appendix A to Report CS10058

### Comparable Cities: City of Hamilton Arts Awards Program Review

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton</td>
<td>692000</td>
<td>0</td>
<td>90200.0</td>
<td>165000.0</td>
<td>8890.0</td>
<td>Municipality</td>
<td>Arts Advisory Committee (volunteer)</td>
<td>Increased profile Recognition of arts</td>
<td>Theatre</td>
<td>$1,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>STATUS: UNDER REVIEW</td>
<td></td>
<td>Open nomination Approx 40 nominations</td>
<td>AAC / City staff jury</td>
<td>City staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mississauga</td>
<td>668000</td>
<td>n/a</td>
<td>8800.0</td>
<td>343000.0</td>
<td>2475.0</td>
<td>Mississauga Arts Council</td>
<td>3 staff</td>
<td>Arts Community Recognize excellence Encourage engagement</td>
<td>New Media</td>
<td>$1,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>STATUS: FIRST YEAR</td>
<td></td>
<td>Open nomination Approx 80 nominations</td>
<td>Local head juror Outside artistic peers No finalists announced 10 year resident Public online voting</td>
<td>Arts Council staff Community partners Multiple university Mills</td>
<td>Casual</td>
<td>Mixed</td>
<td>City Sponsors</td>
<td>Ticket sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Halifax</td>
<td>372000</td>
<td>4</td>
<td>7500.0</td>
<td>27400.0</td>
<td>5320.0</td>
<td>Municipality</td>
<td>Discipline specific Jury partners</td>
<td>Talent retention Arts education Emerging artists Empowering partners</td>
<td>Emerging Visual Theatre Literary Block Illustration &quot;Cultural Achievement&quot; Public art competition for &quot;contemporary art&quot;</td>
<td>Open Nomination Decreasing numbers Fluctuates yearly Shortlisted Established level jury Exhibition</td>
<td>Regional events</td>
<td>City Staff</td>
<td>Mixed</td>
<td>$8.00</td>
<td>Full City funding</td>
<td></td>
</tr>
<tr>
<td>Winnipeg</td>
<td>694000</td>
<td>10</td>
<td>1000.0</td>
<td>121000.0</td>
<td>68000.0</td>
<td>Municipality</td>
<td>Winnipeg Arts Council</td>
<td>Celebrating partnership Artist accomplishment Community engagement</td>
<td>Emerging Professional Mid Career Administration Literature (publications) Champion (2) Making a difference</td>
<td>Open Nomination Consistent level of nominations Artistic merit Accomplishment Career Development Community Involvement</td>
<td>City staff</td>
<td>Arts Council Active artists</td>
<td>Mayor's Luncheon*</td>
<td>City Sponsors</td>
<td>Ticket sales</td>
<td></td>
</tr>
</tbody>
</table>

---

* Ticket sales

* * purchased piece of local work as prize (not cash)
## Appendix A to Report CS10058

### Comparable Cities: City of Hamilton Arts Awards Program Review

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vancouver</td>
<td>215,000</td>
<td>3</td>
<td>475,000.0</td>
<td>631,000.0</td>
<td>400,000.0</td>
<td>Municipality</td>
<td>Alliance for Arts &amp; Culture</td>
<td>Strategic plan</td>
<td>Draft &amp; Design</td>
<td>$2,500</td>
<td>Artistic Merit</td>
<td>City staff</td>
<td>Smart Media focus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2%</td>
<td>39%</td>
<td>2%</td>
<td></td>
<td>Talent retention</td>
<td>Community recognition</td>
<td>Public, Culinary</td>
<td>$2,500</td>
<td>$2,500</td>
<td>Invitation only; Honoring MC; Formerly high end gala fundraiser</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Talent retention</td>
<td>Community recognition</td>
<td>Film/Literary, Visual, Community Arts, Dance, Theatre, Philanthropy, Business, Volunteer Studies (4)</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$2,500</td>
<td>$2,500</td>
<td></td>
<td>Career Development</td>
<td>City staff</td>
<td>AC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>103,000</td>
<td>17</td>
<td>150,000.0</td>
<td>189,000.0</td>
<td>52,000.0</td>
<td>Municipality</td>
<td>Various community groups</td>
<td>Community recognition</td>
<td>Citation Award</td>
<td>No Nominations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1%</td>
<td>18%</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td>No cash value</td>
<td>$0.00</td>
<td></td>
<td>Community Involvement</td>
<td>Not artistic merit</td>
<td>City staff</td>
<td>Volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>316,780</td>
<td>n/a</td>
<td>101,365.6</td>
<td>981,882.2</td>
<td>0.1%</td>
<td>Arts Council</td>
<td>&quot;See the Face:&quot; &quot;Provide Vision &amp; Inspiration&quot; &quot;Arts Loud and Clear&quot;</td>
<td>Public Art Leadership, Arts Management, Volunteerism, Business Partnerships, Arts &amp; Technology, Working Artist, Arts Education, People's Choice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>22%</td>
<td>32%</td>
<td>0.10%</td>
<td>19 staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes:
- City: Minor sponsors
- Ticket Price: $0.00
- Funding: Minor sponsors
- Event Style: Red Carpet Gala, After Party, HUGE Event, 12 performances
- City: Mgr Donor Corporate