



Hamilton

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

Community Consultation Report

Strategic Arts Investment Model – Draft Proposal
Community Consultation Meeting held Monday January 28, 2013
7:00 – 9:00 PM, Central Public Library

March 15, 2013

Dear Community Participants,

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

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

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

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

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

Sincerely,

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

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

SUMMARY OF PRESENTATION MATERIAL
Community Consultation, January 28, 2013

Strategic Arts Investment Model – Draft Proposal

A. Investment Programs and Funding Amounts

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

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

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

Program #2 – Innovation Grants

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

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

Program #3 – Arts Festivals and Events

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

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

Program #4 – Investment for Emerging and Established Organizations

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

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

Program #5 – Business Development Services for Arts Entrepreneurs

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

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

B. Investment Programs and Funding Amounts (continued)

Program #6 – Capacity Building for Arts Organizations

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

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

Program #7 – Capital Investment in Maintenance and Equipment

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

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

Program #8 – Capital Investment in Facility Development

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

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

B. Summary of the Increased Arts Investment

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

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

C. Implementation Recommendations

Recommendation #1 – Leadership

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

Recommendation #2 – Funding

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

- Re-alignment of existing Community Partnership Program and Boards and Agencies funds currently supporting the arts
- Allocation of funds saved, through other initiatives such as the HECFI privatization.
- Ensure that growth in budget allocation year-over-year keeps pace with both inflation, growth of the sector and per capita growth so that real value of the initial investments is not eroded over time

C. Implementation Recommendations (continued)

Recommendation #3 – Governance

The governance framework for this program should;

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

Recommendation #4 – Implementation

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

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

In addition the Model should align with the;

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

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

Recommendation #5 – Evaluation

In order to measure the success of the investment programs;

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

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

Recommendation #6 – Cohesion

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

PARTICIPANT FEEDBACK - Summary

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

A. From the Comment Sheet

Please note: input has been summarized into themes

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

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

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

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

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

2) What concerns you about this Strategy?

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

Diversity: No mention of our diversity.

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

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

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

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

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

1. Topic: Innovation

- Encourage new projects, exploration and find the new Nuit Blanche for Hamilton
- Art Infrastructure – financing new people
- Through this help artists deal with the legal and insurance issues (copyright, etc.)
- Creates a safer environment to create
- Embrace risk
- Inclusive network of information exchange – not just funding individual but as a cooperative group
- Mentorship
- Expand the definition Art to include Support Interdisciplinary Arts
- More art, all types of art
- Trust the artists to create the art all of the time, everywhere
- Interdisciplinary
- Taking the risk out – experimenting

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

2. Topic: Peer and Jury Review

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

3. Topic: Advisory Services

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

4. Topic: Success

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

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

1. When do we expect Council approval?

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

2. Who is going to run the programs?

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

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

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

4. What happens if the Model is turned down?

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

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

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

6. How will money be divided between sectors?

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

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

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

8. How does this affect my arts based business?

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

9. Who can apply to which program?

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

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

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

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

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

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

3) My burning question is:

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

E. Participants Evaluation of the Consultation and Material Presented

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

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

I want to tell you:

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