

# HALIFAX

P.O. Box 1749  
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## Item No. 12.1.1

### Community Planning & Economic Development Standing Committee January 8, 2018

**TO:** Chair and Members of Community Planning and Economic Development Standing Community

Original Signed

**SUBMITTED BY:**

Brad Anguish, Director, Parks and Recreation

**DATE:** December 4, 2017

**SUBJECT:** ArtsHalifax Advisory Committee Recommendations - Successor Committee & Awards Program

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#### ORIGIN

- May 12, 2015 Regional Council Motion:  
**MOVED** by Councillor Mason, seconded by Councillor Watts that Halifax Regional Council:
  1. Adopt Administrative Order 2014-019-GOV, "ArtsHalifax Advisory Committee Administrative Order" as outlined in Attachment 1 the Community Planning and Economic Development Standing Committee report dated April 20, 2015 (as amended to remove Section 12 (c)).
  2. Amend the Administrative Order to delete section 17 and subsequently renumber the Administrative Order accordingly for clarity in regard to the Committee's role as a staff advisory committee.
  3. Approve the consolidation of the current public art annual operating programs (open projects and artist in residencies) and the associated budget of \$60,000 into the Interim Grants to Professional Arts Organizations Program, subject to the procedural conditions outlined in Administrative Order 2014-007-ADM, "the Administrative Order on Grants to Professional Arts Organizations"; and
  4. Approve the approach for remaining Special Arts and Culture Advisory Committee recommendations as outlined in Table 2 of the March 17, 2015 staff report. **MOTION PUT AND PASSED**
- July 26, 2016 Regional Council Motion:  
**MOVED** by Councillor Mason, seconded by Councillor Nicoll that Halifax Regional Council
  1. Approve the approach to the establishment of peer jury review processes for the Interim Grants to Professional Arts Organization Program as outlined in the Discussion section of the June 8, 2016 staff report;
  2. Direct staff to prepare amendments to Administrative Order 2014-007-ADM Respecting Grants to Professional Arts Organizations to establish the peer jury review processes and return to Council with the proposed amendments for Council's consideration prior to October 31, 2016; and
  3. Defer consideration of the recommendation 5.7., "Notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval" to be considered concurrently with the Committee's final reporting requirement as required in Administrative Order 2014-019-GOV respecting the ArtsHalifax Advisory Committee, Section 24, anticipated to be delivered to staff in advance of the 2018-2019 budget planning process.

**MOTION PUT AND PASSED UNANIMOUSLY**

.... RECOMMENDATIONS ON PAGE 2

**LEGISLATIVE AUTHORITY**

Community Planning and Economic Development Standing Community Terms of Reference - Section 5, Oversight - Community Building Initiatives.

Administrative Order 2014-019-GOV, Reporting S. 23 *A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.*

Administrative Order 2014-019-GOV, Reporting S. 24 *A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-2019 budget planning process.*

**RECOMMENDATION**

It is recommended that the Community Planning and Economic Development Standing Committee recommend that Halifax Regional Council:

1. Consider the inclusion of up to \$500,000 in the Parks & Recreation 2018-19 operating budget process for the Grants to Professional Arts Organizations Program;
2. Direct the Chief Administrative Officer to prepare amendments to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, prior to the call for applicants for the 2018-19 fiscal year and return to Council for approval, as follows:
  - a. delegate the approval of grant awards to the Chief Administrative Officer;
  - b. revise the process for selecting a peer jury to be a procurement to permit payment for the services of the peer jurists; and
  - c. amend the financial levels of the professional arts grants;
3. Request legislative amendments to the *HRM Charter* to allow the Municipality to incorporate a society under the *Societies Act* in order to advance the governance and operational model described as 'Option C'- External Board, Structured as Arm's Length Body; and
4. Repeal Administrative Order 2014-019-GOV.

**BACKGROUND**

At the May 12, 2015 meeting, Regional Council approved the terms of reference for the ArtsHalifax Advisory Committee. The terms of reference were outlined in Administrative Order 2014-019-GOV (AO), and outlined a three-year mandate for the Committee. The AO outlined three primary tasks for the Committee with the following timelines:

- A report making recommendations on the peer jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.
- A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.
- A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-2019 budget planning process.

Staff received the Committee's recommendations related to the peer jury assessment process in fall 2015. On July 26, 2016, Regional Council directed staff to complete amendments to the Administrative Order 2014-007-ADM Respecting Grants to Professional Arts Organizations to establish the peer jury review processes, which were subsequently approved and implemented in November 2016. At that time, Regional Council also deferred consideration of one of the Committee's recommendations related to grants to professional arts organizations being approved directly by the Chief Administrative Officer (CAO) until the Committee's final report.

As noted, the AO required the Committee to deliver recommendations to staff on the structure of the successor committee in advance of the 2018-2019 budget planning process (Administrative Order 2014-019-GOV, s. 24). Those recommendations were delivered to staff on October 22, 2017 and are included as Attachment 1.

Recommendations pertaining to the development of an arts and culture awards and recognition program (as required by Administrative Order 2014-019-GOV, s. 22) were delivered to staff on February 8, 2017. Staff review of the recommendations (Attachment 2) and identified complexities within the proposed program that would require significant changes to existing policy and/or amendments to the *HRM Charter*, most notably the ability to provide grants to the individual artists. The recommendations also carry notable budget implications. Understanding that recommendations pertaining to a successor committee were forthcoming, and that those recommendations would include revisions to the existing governance structure and mandate of the Committee, as well as budget recommendations, assessment of the Award program recommendations was deferred for inclusion with the Committee's final report on the larger scope of recommendations regarding the successor committee to ArtsHalifax.

## **DISCUSSION**

The ArtsHalifax Advisory Committee's final report on a structure of the successor committee outlines a number of recommendations. Due to the length of the full report, the main body of the report is included as Attachment 1, with the full report, including attachments, available at <https://www.halifax.ca/city-hall/boards-committees-commissions/a-c/artshalifax-advisory-committee>. In addition, the Committee's second report on the establishment of a municipal arts and culture rewards and recognition program contain similar and related recommendations can be found in Attachment 2.

The recommendations outlined in the reports can be summarized into the following overarching areas:

1. ArtsHalifax Operating Model and Governance Structure
2. Funding of Grants to Professional Arts Organizations
3. Administration of Grants to Professional Arts Organizations Program

## **ARTSHALIFAX OPERATING MODEL AND GOVERNANCE STRUCTURE**

The ArtsHalifax Advisory Committee's final report presents four options for the successor committee model for the ArtsHalifax Advisory Committee. The options drawn from ArtsHalifax's research have been captured within four general categories as outlined in Appendix i of Attachment 1.

The following four models are adapted from the recommendations included as Appendix ii of Attachment 1 (the ArtsHalifax recommendations on the structure and governance of a successor committee). Careful consideration of these governance structures and organizational models has been given in relation to the administrative structure of the Municipality and the powers and authorities granted under the *HRM Charter*.

The options are:

- Option A: Council-Appointed Advisory Committee – Adapted Current Model with Structured Reporting Relationship to Standing Committee and Regional Council
- Option B: Standing Committee of Council
- Option C: External Board, Structured as Arm's Length Body
- Option D: Non-Profit Organization

### Option A: Council-Appointed Advisory Committee – Adapted Current Model with Structured Reporting Relationship to Standing Committee and Regional Council

For the past three years ArtsHalifax has been structured as a staff advisory committee with policy recommendations being reported to the Community Planning and Economic Development (CPED)

Standing Committee. This is one model for a citizen-led advisory committee under current municipal administrative practices.

Under the current ArtsHalifax governance structure:

- Members are nominated by CPED and appointed by Regional Council through the Public Appointments Policy;
- No Councillor representation on the Committee; and
- ArtsHalifax is a staff advisory committee.

Recommendations are submitted directly to staff to consider and inform staff's recommendations to CPED and Regional Council. Based upon the feedback received from ArtsHalifax members throughout the course of their mandate, much of which has been captured in Attachment 1, a status quo approach to the current Committee structure is not recommended. Option A provides for an advisory committee reporting to Regional Council through CPED, with dedicated Clerk's Office support and Councillor representation.

As an Advisory Committee of Regional Council:

- Relationship of successor committee and subsequent recommendations would be direct to CPED and through to Regional Council;
- Structured annual reporting requirement to CPED with ability to make additional presentations as circumstances warrant;
- Committee would have an advisory mandate on programs and services, including Grants to the Professional Arts Organizations Program, and others to be determined by Regional Council as set out in its terms of reference.

#### Assessment of Option A

An Advisory Committee of Council provides for an internal advisory committee structure reporting directly to CPED and through to Regional Council, which could include councillor appointees. Since this committee would continue to act as an advisory committee, this model would not offer any increased decision-making authority for ArtsHalifax, and no direct oversight of the Grants to Professional Arts Organizations Program.

#### Option B: Standing Committee of Council

Regional Council currently has a number of standing committees. They include members of Council but no external community members. The standing committees report directly to Regional Council and have no specific operational budgets.

#### Assessment of Option B

Standing Committees are populated exclusively by Councillors and are therefore not aligned with the arm's length principle articulated in the ArtsHalifax recommendations. In addition, the standing committee model is an advisory committee model, without decision-making or spending authority.

#### Option C: External Board, Structured as Arm's Length Body

This model is based on the model proposed by ArtsHalifax, which it describes as an arm's length organization funded by Council, similar to the Halifax Public Libraries (and Arts Nova Scotia within the Provincial context). The proposed model is structured upon a fully funded non-profit Board created through an Administrative Order. As proposed by ArtsHalifax, Council would determine the annual budget for operations of the external Board and liability for the operations would be assumed by HRM.

The Halifax Regional Library is a regional library board created under the authority of the *Libraries Act*. Eight members of the eleven-member board are appointed by Regional Council. The *Libraries Act* grants powers to the library board, including the power to engage employees. Arts Nova Scotia is a board created by the Province under the *Arts Nova Scotia Act*. Arts Nova Scotia has a Director, appointed by the Minister of Communities, Culture and Heritage, who along with the personnel required for the administration of the

Act, is appointed in accordance with the *Civil Service Act*. Board members are also appointed by the Minister of Communities, Culture and Heritage.

#### Assessment of Option C

As the stated preferred option of ArtsHalifax, the Library Board model represents a structure that in many ways most closely resembles the structure of Arts Nova Scotia, often referred to as a *hybrid* Arts Council model. The model is recommended by ArtsHalifax because it provides for direct funding by the Municipality of an external organization with an independent board who makes funding decisions, rather than Regional Council.

Without a piece of enabling legislation similar to the *Libraries Act* or the *Arts Nova Scotia Act*, or specific authority in the *HRM Charter*, the Municipality does not have the capacity to create an arm's length non-profit board. There is currently no enabling legislation for the Municipality to establish an arts council, or to otherwise support the creation of an external body directly by the Municipality for the purpose of delivering arts and cultural services.

Therefore, to proceed with this model, Regional Council would need to request legislative amendments from the Province, to permit the municipality to incorporate a society under the *Societies Act*. Beyond giving HRM the ability to directly incorporate a society, it is unclear from the recommendations of the committee how the relationship between HRM and the society would be structured, including employment relationships, budgeting, etc. Therefore, staff would return to Council with detailed recommendations on the structure and the nature of any proposed relationship once the enabling legislation was amended.

#### Option D: Non-Profit Organization

This model represents the most commonly employed structure for Municipal Arts Councils across Canada. Non-Profit models include the Toronto Arts Council, the Winnipeg Arts Council and the Edmonton Arts Council. Though different in many operational respects, each of these organizations operate at arm's length from their respective civic bureaucracies through service agreements, generally with a specified reporting and accountability structure.

As an external not-for-profit charitable organization:

- It is independently incorporated under the *Societies Act*;
- Members are not appointed by Council, and membership may or may not include the mandated participation of Municipal Councillors;
- There is no structured and ongoing staff support from the Municipality;
- Organization could enter into relationships with the Municipality, which could take a number of different forms depending on the sophistication of the organization, from an annual contribution that the organization could use to deliver grants and programs independently, to a service level agreement which would have the organization delivering grants and programs on behalf of the Municipality;
- Organization would require the engagement of paid administrative staff, and other administrative costs, to which Council could contribute funding in whole or in part through an operating grant;
- Organization would be able to raise funds through other sources (government and private sector); and;
- Reporting to Council could be structured on an annual and ongoing basis; renewal of agreement based upon satisfactory performance in accordance with metrics to be determined by Council and subject to their review.

#### Assessment of Option D

As stated, the external not-for-profit model is the arm's length approach most commonly used in the design and structure of other municipal arts councils across Canada. A society has flexibility to establish its own grants program and programming and is not bound by any restrictions within the *HRM Charter*, such as the authority to provide grants to individual artists. If a non-profit arts organization came forward to the municipality and requested a contribution to facilitate a grants program and other programming, the

municipality could provide such a contribution through a contribution agreement. The benefit of that relationship would be that the non-profit organizations would be able to set out the rules and eligibility criteria placed on the grants by the organization, rather than the Municipality. Alternatively, HRM could also partner with a non-profit arts organization to administer the municipality's grants program under a service agreement. However, in that case, the organization would be bound by the rules and eligibility criteria of those of the municipality, as outlined in the *HRM Charter*.

The non-profit society would be a separate corporation from the Municipality and would operate without any municipal staff and administrative support. The society would be responsible for its own incorporation and board, and that board would assume all liability for the operations of the society. The organization would not have an advisory mandate or a direct relationship with Regional Council or staff, unless expressly outlined in a service agreement and excepting any requirement to report on the terms and conditions of such agreement. Until such time that a non-profit was established there would no advisory committee to staff on arts and culture and staff would conduct the administration of all programs as is the case currently.

## **FUNDING OF GRANTS TO PROFESSIONAL ARTS ORGANIZATIONS PROGRAM**

ArtsHalifax Advisory Committee Recommendation 2.3 of Attachment 1 states the following:

*That HRM increase its support for administrative services to the arts and culture sector (i.e. increased staff funding) and increase the overall budget for arts and culture sector funding, starting with an increase of \$479,725.89 (an estimated \$1.19 per capita) for the 2018/19 budget, and a total increase of \$5,405,973.56 between 2018 and 2028 (see appendix ii, section 4.1.2);*

The figure of \$1.19 per capita is taken from the recommendation report that was before CPED on March 20, 2014, in response to the Special Arts and Culture Advisory Committee's recommendations. That report included a comparative analysis of cultural funding in seven similarly-sized Canadian cities, of which Halifax was a participant, conducted by Hill Strategies. That study found through its research that Halifax was \$1.32 below the average per capita cultural spend of the participating cities. The \$360,000 approved on the basis of that report and allocated to the Grants to Professional Arts Organizations Program reduced the per capita professional arts spending gap to \$1.19, which is what the ArtsHalifax recommendation reflects.

Using \$1.19 as the per capita commitment required to achieve the average professional art spend of the similarly sized Canadian cities included in the report, and the 425,900 projected 2016 population of Halifax (Statistics Canada "Population of census metropolitan areas"), the level of new funding which would be required to achieve that average is \$506,821 bringing the total funding for the professional arts grant program to \$866,821.

## **ADMINISTRATION OF GRANTS TO PROFESSIONAL ARTS ORGANIZATIONS PROGRAM**

There are two primary recommendations from the ArtsHalifax report on successor committee that relate to the administration of the grants program. These are:

- Delegation of Regional Council Authority to the CAO
- Remuneration of Peer Juries

### Delegation of Authority

ArtsHalifax recommendation 2.1 indicates:

*2.1 That an arm's length funding mechanism must be implemented in such a way that ArtsHalifax can operate without political interference;*

ArtsHalifax Recommendation 2.1 requests a funding model specific to the arts, where funding decisions are not made by Council, and the professional expertise that has informed the peer jury recommendations is fully respected. This recommendation reaffirms the recommendation made by ArtsHalifax in their

previously submitted report on the implementation of a peer assessment process for arts grants (Regional Council - July 26, 2016).

*4.7 Notification of nominations and award winners shall be communicated directly to the Corporate Administrative Officer (CAO) for final approval, immediately following the jury process.*

Regional Council possesses the ability to delegate its authority to approve grants to the CAO. While this would bring a degree of inconsistency to HRM's overall grant programs, in that the grants for professional arts organizations would be the only program which would not be considered and approved by Regional Council, it would ensure consistent alignments with the peer jury decisions and be more in keeping with best practices for arm's length arts administration

#### Remuneration of Peer Juries

ArtsHalifax recommendation 2.2 indicates:

*2.2 that respect for our artists and cultural workers be demonstrated through appropriate recognition programs and remuneration for the use of their expertise (e.g. in peer assessment processes).*

In their report on the implementation of Peer Jury Review submitted to Regional Council on July 26, 2017 ArtsHalifax recommended that participants on peer assessment panels for the adjudication of applications for the Grants to Professional Arts Organizations Program be compensated for their time and effort. In responding to that recommendation, staff at the time recognized that while this was a best practice approach used nationally, the provision of compensation to peer assessors would not be in keeping with the approach to other volunteer committees whose members do not receive any remuneration.

The 2017-2018 grant process employed a strictly volunteer peer jury process. Staff administrators of that process experienced difficulty in attracting peer jury participants to their standing roster, and received several comments from members of the public suggesting that participation on peer assessment panels was, in fact, a professional enterprise and something for which compensation should be provided. Feedback from peer jury panelists who did participate also reflected that the amount of work they were required to perform to adequately assess the applications warranted compensation. Several reflected that they would not participate in future process without some financial consideration. Therefore, there is concern that the lack of remuneration could impact the ability to complete the peer jury process for future programs.

There is no consistent approach to remuneration of peer juries at the municipal level across Canada. Some cities such as St. John's, Vancouver and Winnipeg provide a level of financial support to the peer juries while others such as London, Mississauga and Windsor have maintained a volunteer approach without remuneration. Those cities without remuneration have indicated similar challenges in attracting peer jurists as currently experienced in HRM, especially those located in jurisdictions where there is remuneration provided at the provincial level, similar to the Province of Nova Scotia.

#### **Cultural Awards and Recognition Program**

As noted, in addition to the final report on the successor committee, the ArtsHalifax Advisory Committee provided recommendations on the formation of an awards and recognition program (Attachment 2). The recommendations outline a number of awards to recognize individuals and businesses in support of arts and culture in HRM. The recommendations include the provision of monetary consideration and art work as part of the recognition. This method of recognition is not consistent with HRM's legislative authorities with respect to grants and contributions.

The possibility of a fee-for-service relationship with one or more cultural organizations to administer an award program on behalf of HRM was reviewed. But, any organizations operating on behalf of HRM would still be bound by HRM's legislative restrictions. Should a cultural organization wish to establish and

administer its own recognition program, with its own categories and criteria, it could approach HRM for a contribution toward that third-party recognition program.

It should be noted that the Emerging Theatre Artist and Established Theatre Artist Awards are remnants of a pre-existing HRM Award Program that at one time featured awards for Visual Art, Literary Achievement and Book Illustration. They are administered by Theatre Nova Scotia and awarded annually as part of the Merritt Awards. In early 2017, the organization was notified that these awards would no longer continue in the current format.

### **Recommended Approach**

There are complexities for HRM to implement some of the ArtsHalifax recommendations due to required legislative and administrative changes, in particular those related to the operating model and governance structure. Therefore, it is recommended that the consideration of the ArtsHalifax recommendations fall within two categories:

- Immediate Implementation Phase to include increased funding and administrative changes to the Grants to Professional Arts Organizations Program; and
- Conditional Full Implementation Phase wherein staff would pursue changes to the *HRM Charter* and other relevant legislation in order to advance the governance and operational model described above as 'Option C' - External Board, Structured as Arm's Length Body.

#### Immediate Implementation

Recommendations for immediate implementation are identified based on that which is currently possible within HRM's existing legislative authority and administrative parameters. They would be specific to the Administration of the Municipality's Grants to Professional Arts Organizations Program. The program would continue to be administered directly by the Municipality, but with the recommended changes outlined below.

- ***Grants to Professional Arts Organizations Program Funding***

The \$1.19 per capita spending gap had been identified in 2014 by the previous Special Arts and Culture Advisory Committee (SACAC) with the recommendations that funding be increased to the average by 2017-2018. The staff report presented related to the SACAC recommendations indicated:

*"In future budget cycles, staff will continue to explore further funding with a goal of striving to achieve the Kelly Hill Strategies study average by 2017."*

It is recommended that Regional Council direct staff to include up to \$500,000 in additional funding to the Grants to Professional Arts Organizations Program (C764 8004) for consideration within the 2018/2019 budget process.

- ***Delegation of Authority***

The ArtsHalifax recommendations seek a process without political decision, as is the basis for the arms-length model. As indicated, an arms-length ArtsHalifax governance model is not immediately possible under existing legislation and administrative structures. However, the ability for peer jury recommendations, supported by staff review, to be directed to the CAO for approval is possible under HRM's current legislative authority, provided that authority is delegated from Regional Council to the CAO.

Under this model, Regional Council would approve the program budget as part of HRM's annual operating budget, but would not consider and approve the individual applications. Currently, the recommendations of peer jury are delivered by staff for the consideration of the Grants Committee, who then forwards its recommendation to Regional Council for approval. Under the proposed model, that process would no longer occur, but rather an information report which outlines all recommended and non-recommended applications would be submitted to the CPED for direction to Regional Council annually once all grants had been issued.

As noted, while this change would bring a degree of inconsistency to HRM's overall grant programs, it would ensure consistent alignments with the peer jury decisions within a more efficient timeline. Therefore, it is recommended that Regional Council delegate the authority of the approval of the grants for professional arts organizations directly to the CAO. After which, the decisions of the peer jury under the Grants to Professional Arts Organizations Program would be directed by staff to the CAO for authorization and disbursement.

- ***Peer Jury Remuneration***

Under HRM's Procurement Policy, HRM has the ability to procure for consultant services. In order to achieve equity with existing peer juries provincially and to better ensure a more robust and diverse representation of professional experience on peer jury rosters, it is recommended that the members of future peer juries be compensated as consultants for their review of grant applications, in accordance with Administrative Order 2016-005-ADM, the Procurement Policy, at a rate not to exceed that offered by Arts Nova Scotia. In order to enable the services of peer jury members to be procured as consultants, administrative changes to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, would be required. It is anticipated that this additional expense can be accommodated within the existing Parks & Recreation operational budget.

- ***Award Levels***

Under Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, the maximum level for grants awards are outlined. If Regional Council directs staff to include additional funding for consideration in the 2018/19 operating budget, it would provide increased capacity for the program and could enable increased award amounts. Therefore, it is recommended that the Chief Administrative Officer be directed to amend the AO to increase the maximum award amounts. It should be noted that upon completion of the amendments to the AO, the 2018/19 intake for applications will be released which may occur later than past years. However, staff will work with applicants to ensure notification of any new deadline dates.

#### Conditional Full Implementation

In order to begin to implement the recommended preferred model from the ArtsHalifax Advisory Committee (Option C), and include the recommended cultural awards and recognition program, changes to the *HRM Charter* would be required to permit HRM to incorporate a society which as an external organization would have an ability to establish its own programs, including the ability to provide grants to individuals. Therefore, it is recommended that Council request legislative amendments from the Province that would permit Council to establish a society.

The current ArtsHalifax structure and mandate as an advisory committee to staff does not provide the authority and scope recommended by the Committee. The Committee has completed its primary tasks outlined in its terms of reference and is nearing the end of its three-year mandate. Advisory Committees, whether to staff or Council, are by their nature, limited in their authority to providing advice and recommendations to Council. The lack of budget, autonomy and scope identified as challenges by ArtsHalifax cannot be overcome using this model. The Committee's term will expire in May, 2018, but it is recommended that the ArtsHalifax Advisory Committee be wound down and Administrative Order 2014-019-GOV be repealed effective March 31, 2018.

#### FINANCIAL IMPLICATIONS

##### This project is currently not funded in 2018-19 operating budget.

Should Regional Council approve the recommendation for funding in this report, the amount would be considered for inclusion in the 2018/19 Parks and Recreation operating budget process.

It is anticipated that remuneration to peer jury participants would be able to be accommodated within the existing annual operating budget for Parks & Recreation.

### **RISK CONSIDERATION**

There are no significant risks associated with the recommendation in this report. The risks considered rate Low. To reach this conclusion, consideration was given to operational, financial and reputational risks.

### **COMMUNITY ENGAGEMENT**

The ArtsHalifax Advisory Committee is a volunteer based advisory committee with representation from across the arts sector of HRM. While making their recommendations, the committee reviewed information compiled by their precursor committee, the Special Arts and Culture Advisory Committee, in addition to stakeholder engagement and a review of best-practice models for municipal arts administration from across Canada.

### **ENVIRONMENTAL IMPLICATIONS**

None.

### **ALTERNATIVES**

- Alternative 1: CPED may choose to recommend that Regional Council increase or decrease the amount of funding to be included in the Parks & Recreation operating budget for consideration within the 2018-2019 operating budget process;
- Alternative 2: CPED may choose to recommend to Halifax Regional Council amend any or all of the proposed administrative changes to Administrative Order 2014-007-ADM, the Grants to Professional Arts Organizations Program, direct staff to undertake the revised amendments and return to Regional Council for approval.
- Alternative 3: CPED may choose to recommend that Regional Council invite the members of the arts community to come forward as a fully external non-profit society, as outlined in Option D, to advance the goals proposed by ArtsHalifax in its recommendations. This would require a supplementary report to outline any necessary administrative changes and impacts for implementation.
- Alternative 4: CPED may choose to recommend that Halifax Regional Council implement a Council-Appointed Advisory Committee, as outlined in Option A, to advance the goals proposed by ArtsHalifax in its recommendations. This would require a supplementary report to outline any necessary administrative changes and impacts for implementation.
- Alternative 5: CPED may choose to recommend that Regional Council not repeal Administrative Order 2014-019-GOV. As per section 5 of the Administrative Order, the Committee would continue to exist until May 12, 2018.

### **ATTACHMENTS**

- Attachment 1: A Report Making Recommendations on the Structure of the Successor Committee
- Attachment 2: ArtsHalifax Recommendations: Municipal Awards and Culture Awards Program

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by:      Elizabeth Taylor, Manager, Culture and Events, 902.490.4387  
                                  Jamie MacLellan, Community Developer, Culture and Events, 902.490.1039

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Attachment 1

# A Report Making Recommendations on the Structure of the Successor Committee

By ArtsHalifax Advisory Committee

October 22, 2017

Created in part by Alanna Griffin, Alex Meade, Claire Hodge, Peggy Walt, Dustin Harvey, Jeremy Banks, Kate Watson, Kris McCann, and Pamela Lovelace.

Special thanks for contributions by Elizabeth Taylor and Jamie MacLellan, as well as numerous guest speakers and representatives the arts-industry.

# Executive Summary

The ArtsHalifax Advisory Committee (AHAC) was appointed for a three-year term commencing in 2015 with a mandate to “provide advice to staff on the development of administrative processes in support of the professional arts and culture sector in the Municipality.” The Committee comprises eight members of the public, with knowledge regarding arts and culture organizations, programs or practices. All members are volunteers.

For the past two years, the AHAC has met regularly and communicated on a regular basis with HRM staff. AHAC was tasked to produce three reports to staff (Articles 21-24 of Administrative Order 2014-019 GOV), namely:

22. *A report making recommendation on the peer jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.*
23. *A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.*
24. *A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-19 budget planning process.*

The first of these reports were submitted to staff and thence to Council in 2015 and 2016. The report on the peer jury assessment process (Appendix iii) was reviewed by staff and the Community Planning and Economic Development Standing Committee (CPED). While some recommendations were accepted, notable recommendations that were not accepted include: paying arts professionals for their time as jurors (i.e. consulting), and requesting that arts awards be communicated directly with the CAO for final approval. Decisions regarding the former were influenced by other committee members being unpaid, and the decisions regarding the latter were deferred until consideration of our third report (this very report).

The second of these reports, recommendations on a municipal arts and culture reward and recognition program were submitted (Appendix iv) was reviewed by staff. No copy of a staff report has been made public, nor has this recommendation been considered by CPED.

This third report, submitted fall of 2017, makes extensive recommendations for a successor group, and advice regarding the 2018/19 budget. Core to the future of arts and culture in Halifax Regional Municipality is our recommendation that any successor group be able to operate at an arm's-length, sheltering politicians from arts-funding decisions, and that Halifax Regional Municipality demonstrate appropriate recognition and remuneration programs for arts professionals for their expertise and projects.

These core values influence AHACs recommendations which include, but are not limited to:

Engaging meaningfully with arts communities and professionals to conduct an inventory and obtain feedback on these and future actions

Creating an arms-length organization, similar to the public library, to manage professional arts awards, funding programs and other methods of distributing funds to arts groups

Increasing arts and culture funding by \$479,725.89 for the 2018/19 fiscal year

Increasing arts and culture funding by \$5,405,973.56 for the 2028/29 fiscal year

Supporting AHAC in further detailing how this happens with the Clerk's Office

To assist with understanding how an arm's-length organization might look, we have recommended an outline for such a group, in appendix ii

# Table of Contents

|   |          |
|---|----------|
| <b>1.0 BACKGROUND/CONTEXT</b>   | <b>4</b> |
| <b>1.1 WORK OF THE AHAC</b>   | <b>5</b> |
| <b>1.1.1 FOLLOWING ON THE SACAC RECOMMENDATIONS</b>   | <b>5</b> |
| <b>1.1.2 AHAC CORE VALUES</b>   | <b>5</b> |
| <b>2.0 AHAC RECOMMENDATIONS</b>   | <b>6</b> |
| <b>Appendices</b>   | <b>8</b> |
| <b>Appendix i: GOVERNANCE MODELS</b>  |          |
| <b>Appendix ii: Recommended Outline of ArtsHalifax Corporation (AHC)</b>  |          |
| <b>Appendix iii: Report on the Peer Jury Assessment Process<br/>(with references)</b>                                 |          |
| <b>Appendix iv: Report on the Awards Program<br/>(with appendices)</b>  |          |
| <b>Appendix v: Staff Report on Special Arts and Cultural Advisory Committee Recommendations<br/>(with appendices)</b> |          |

# 1.0 BACKGROUND/CONTEXT

The ArtsHalifax Advisory Committee (AHAC) was appointed for a three-year term commencing June 24, 2015 with a mandate to “provide advice to staff on the development of administrative processes in support of the professional arts and culture sector in the Municipality.” The Committee comprises eight members, drawn from members of the public at large, from the arts and culture sector, and members have knowledge with respect to arts and culture organizations, programs or practices. All members are volunteers.

The AHAC’s duties are outlined in Administrative Order No. 2014-019-GOV (section 12) as follows:

*The Committee shall:*

- a. *serve as an advisory body to staff on any issue pertaining to arts and culture;*
- b. *research and develop recommendations on how the Municipality can implement best practices and improve the administration and delivery of arts and culture programs;*
- c. *advise staff on the development of a peer jury assessment process under the Interim Professional Arts Grant Program;*
- d. *make recommendations on how to effectively administer the Interim Professional Arts Grant Program*
- e. *advise staff on the development of a municipal arts and culture awards and recognition program which shall:*
  - i. *actively promote the work of artists of the Municipality; and*
  - ii. *formally recognize the contribution of the arts to the quality of life in the Municipality;*
- a. *communicate with arts and culture youth networks;*
- a. *research and develop recommendations on how the Municipality can promote or market arts and culture;*
- b. *provide guidance on the development of cultural priorities;*
- c. *prepare reports detailing advice or recommendations on any matter coming within the scope of the duties of the Committee; and,*
- d. *perform all such other duties as directed by Council or the Standing Committee.*

For the past two years, the AHAC has met regularly and communicated on a regular basis with HRM staff. AHAC was tasked to produce three reports to staff during its term (Articles 21-24 of Administrative Order 2014-019 GOV), namely:

22. *A report making recommendation on the peer jury assessment process for the Interim Professional Arts Grant Program shall be submitted to staff by December 31, 2015.*
23. *A report making recommendations on the establishment of a municipal arts and culture rewards and recognition program shall be submitted to staff by October 31, 2016.*
24. *A report making recommendations on the structure of the successor committee to the Committee shall be submitted to staff in advance of the 2018-19 budget planning process.*

The first two of these reports were submitted to staff and thence to Council in 2015 and 2016. The report on the peer jury assessment process (Appendix A) was reviewed by staff and the Community Planning and Economic Development Standing Committee, who directed staff to prepare amendments to Administrative Order

2014-007-ADM and deferred consideration of the AHAC's recommendation 5.7 ("Notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval"). This recommendation of the AHAC is to be considered concurrently with the AHAC's final report.

Certain parts of our report were not recommended for 2017-18 implementation, namely that peer assessors will be remunerated, that additional labour will be hired to facilitate the needs of the jury and ArtsHalifax, that ArtsHalifax will submit an annual report to Regional Council, and that notification of grant recommendations is communicated directly to the Corporate Administrative Officer (CAO) for final approval, immediately following the jury process. The rationale provided was that HRM does not currently remunerate volunteers who sit on other various committees and that while remunerating peer jury panels is "a best practice employed regionally, provincially and nationally," there is no precedent in HRM for providing such payments. (The AHAC would add that this practice has also been adopted by municipalities with arts councils such as Toronto/Toronto Arts Council).

Our report on the Awards Program (Appendix ii) was reviewed by staff and we have been told anecdotally that some aspects were not recommended to Council. However, we have not seen a copy of staff's report as of this date.

## **1.1 WORK OF THE AHAC**

During the previous two years, the AHAC has met with representatives of other arts funding bodies such as Arts Nova Scotia and the Canada Council for the Arts. We have also met with Councillor Wayne Mason. The AHAC has largely not had the usual support from HRM that is provided to many other volunteer committees (until the summer of 2017, when we received administrative support at our meeting and the City Clerk attended one of our meetings). Our main contact person who has been present at most of our meetings is staff person Jamie MacLellan, who remains a valuable resource.

### **1.1.1 FOLLOWING ON THE SACAC RECOMMENDATIONS**

Regional Council on April 29, 2014 was presented with recommendations of a previous Special Arts and Culture Advisory Committee (SACAC), and the recommendations of this group have been reviewed by AHAC members. The SACAC also recommended remuneration of peer jury assessors and that jury recommendations will be presented to the CAO for authorization and disbursement. Staff noted that such a change would "expedite the approval of the recommendations .and that the process would better respect the expertise of the peer jurors as their recommendations would not be subject to further review and possible modification." Staff also noted that the current reporting structure through the Grants Committee to Regional Council should be retained until the final report of the AHAC has been submitted and considered in full.

### **1.1.2 AHAC CORE VALUES**

Throughout our meetings, the AHAC has agreed that we want a structure going forward that values independent decision making, diversity, equality and fairness, transparency and accountability. We want to create a new structure that places artists at the centre of its mandate and that nourishes emerging arts and culture practitioners while sustaining artistic organizations that are the core of the cultural life of our city. We want our new successor organization to be top of mind to city officials, administrators and the arts and culture sector when implementing policies and programs that impact artists and cultural organizations.

## 2.0 AHAC RECOMMENDATIONS

As AHAC considers the structure of a successor committee and completes the final year of its three-year mandate, we remain convinced of several guiding principles, which we have discussed at every meeting. These principles follow the recommendations outlined in the SACAC report, are endorsed by all members of the arts and culture sector we have consulted with, and are the gold standard for granting organizations worldwide. Why should Halifax be less than other jurisdictions?

Central to our thoughts about the kind of structure we recommend, are two core recommendations:

- 2.1 that an arm's-length funding mechanism must be implemented in such a way that ArtsHalifax can operate without political interference (see example in Appendix i, item 3), and*
- 2.2 that respect for our artists and cultural workers be demonstrated through appropriate recognition programs and remuneration for the use of their expertise (e.g. in peer assessment processes).*

While we realize that a precedent for these conditions does not currently exist within the HRM framework, we strongly believe that a new organization must be free to operate with the best interests of Halifax's artists and cultural organizations in mind. This is central to the mandate of any successor committee or board.

With this in mind, we have been exploring the reporting structure and administrative practices of the Halifax Regional Library Board as a possible model going forward. We are now seeking advice from HRM's Clerk and legal staff as to the legislative requirements this would involve. While we explore this possible framework, we have identified the following additional recommendations for our successor:

- 2.3 That HRM increase its support for administrative services to the arts and culture sector (i.e. increased staff funding) and increase the overall budget for arts and culture sector funding, starting with an increase of \$479,725.89 (an estimated \$1.19 per capita) for the 2018/19 budget, and a total increase of \$5,405,973.56 between 2018 and 2028 (see appendix ii, section 4.1.2);*
- 2.4 That HRM engage with its artists and cultural workers through an open forum meeting, an online survey and any other means that will obtain feedback from the arts and cultural sector on our recommendations and that the results of this survey be disseminated;*
- 2.5 That HRM inventory all funding, subsidy programs or tax relief programs currently benefitting the cultural sector by HRM be enumerated in a report to the arts and cultural sector annually and that this report be widely disseminated to individuals and organizations;*
- 2.6 That the AHAC report on an Arts Awards Program be fully implemented by 2020;*
- 2.7 That HRM create a new corporation, separate from the Halifax Regional Municipality (but accountable to Halifax Council through the budget review process) named ArtsHalifax be incorporated to manage the grant and awards processes for arts, as outlined in Appendix iii: Recommended Outline of ArtsHalifax Corporation;*
- 2.8 That ArtsHalifax's successor report directly to the CAO with authority to make recommendations on its budget and that it is responsible for, but not limited to, the following;*
  - 2.8.1 a three year core funding program for anchor arts organizations, in order to streamline administrative practices for HRM and to provide ongoing stability for these key cultural sector organizations;*
  - 2.8.2 a Grants to Individuals program be implemented within three years of the successor organization;*

*2.8.3 All other grants, tax exemptions, or distributed funds from HRM to professional arts groups and individuals*

*2.9 That AHAC identify the recommended budget for the successor organization*

*2.10 That AHAC work with the Clerk's Office to identify and implement legislation required for the successor organization*

*2.11 That AHAC recommend the new members of the successor organization so that they are appointed by June of 2018.*

We continue to learn more about the policies and regulations of HRM and the limitations that exist around the budget for arts and culture funding. The AHAC feels that our recommendations can be implemented over three years, with an assumption of increased funding from the current level to. We will work with the Clerk's office to determine the legislation that will be required to create the ArtsHalifax Corporation.



**Attachment 2 -Arts Halifax Recommendations on Awards and Recognition Program**

**ArtsHalifax Recommendations:**

# **Municipal Arts and Culture Awards Program**

**ArtsHalifax**  
November 24, 2016

## **1. Abstract**

The direct economic impact of Arts and Culture on the Canadian economy (\$47.8 billion) is about 10 times larger than the impact of sports (\$4.5 billion), it creates an estimated 7 times more jobs than sports (647,300 compared to 93,500) and the overall economic impact of culture is larger than the impact of utilities (\$35 billion), accommodation and food

services (\$32 billion), and agriculture, forestry, fishing, and hunting (\$23 billion).<sup>1</sup> Despite this, Halifax Regional Municipality (HRM) struggles with supporting the arts as shown through the repeated recommendations, including increased financial support, peer-reviewed processes, and public recognition, that have arisen out of multiple municipal committees' investigation since 2012.

ArtsHalifax is the latest committee for addressing how Halifax Regional Municipality can address these concerns. In accordance with our terms and references, ArtsHalifax has already recommended peer jury processes for arts project and operative grants. This document continues to address how HRM supports the arts and fulfills another duty outlined in our terms of reference by recommending a Municipal Arts and Culture Awards Program that supports the promotion of the work of artists in the Municipality, formally recognizing the contribution of arts to the quality of life in HRM.

Currently, Halifax Regional Municipality does not have a comprehensive way to recognize the work of Halifax Regional Municipality artists. Many artistic fields in Halifax Regional Municipality are not recognized at all. Where municipal awards programs exist, they are administered by organizations with a particular stake in the field, and often celebrated only by those working within that community.

In contrast, art that is created in Halifax Regional Municipality is diverse. It is supported by many voices and factors beyond artists. For these reasons, we have recommended several arts awards for individuals and organizations that support the arts, as well as a multidisciplinary approach to recognizing the work of artists in Halifax Regional Municipality. We also recommend a public event to promote the value of the arts, connect artists of separate disciplines with each other, and to connect artists with philanthropists and supporters of the arts.

This program is intended to complement those awards and recognitions, given by non-profit organizations, for artists within a specific field by celebrating the range of artistic fields and high quality of art emerging in Halifax Regional Municipality and all those in HRM who support the arts. These recommendations are based on input from past feedback from Halifax Regional Municipality roundtables, SACAC, as well as best practices from municipal, provincial and federal arts awards programs.

### **3. Table of Contents**

|                             |   |
|-----------------------------|---|
| <b>1. Abstract</b>          | 0 |
| <b>3. Table of Contents</b> | 1 |
| <b>4. Background</b>        | 2 |
| <b>5. Definitions</b>       | 3 |
| <b>6. Recommendations</b>   | 3 |

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<sup>1</sup> Canadian Culture Satellite Account, 2010 & Statistics Canada, September 2014

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|--|----|
| <b>7. Individual Arts Awards</b>                                   | 4  |
| <b>7.2 Process of Selecting Arts Award Winners</b>                 | 4  |
| <b>7.4 Volunteer Award</b>   | 5  |
| <b>7.5 Impact Award</b>  | 5  |
| <b>7.6 Philanthropy Award</b>                                      | 6  |
| <b>7.7 Business Support of the Arts Award</b>                      | 6  |
| <b>7.8 Multidisciplinary Arts Awards</b>                           | 6  |
| <b>8. Annual Arts Celebration of Halifax Regional Municipality</b> | 6  |
| <b>9. Administration</b>   | 7  |
| <b>Appendix A: Awards Nomination Form Questions</b>                | 8  |
| <b>Appendix B: Arts Awards Peer Jury</b>                           | 9  |
| <b>1. Definition of a Peer Jury</b>                                | 9  |
| <b>2. Jury Selection</b>   | 10 |
| <b>3. Jury Composition</b>   | 11 |
| <b>4. Adjudication Process</b>                                     | 11 |
| <b>5. Administration</b>   | 13 |

## **4. Background**

The purpose of the ArtsHalifax Committee is to advise staff on the development of administrative processes in support of professional arts and culture in Halifax.<sup>2</sup> In September 2015, we launched our three-year process for setting out a shared vision of the arts and creative industry in Halifax.

In line with that executive order, our recommendations work to support the recommendations of the Special Arts and Culture Advisory Committee, the Halifax Cultural

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<sup>2</sup> As advised in March 2014 by the Special Arts and Culture Advisory Committee Recommendations, and as executed in ADMINISTRATIVE ORDER NUMBER 2014-019-GOV.

- Plan, and the five strategic directions that have been adopted as part of the Halifax Regional Plan which include the following strategic directions:

- 1) Focused Service Delivery & Partnerships
- 2) Cultural Access & Equity
- 3) Community Character & Heritage
- 4) Lifelong Learning & Creative Development
- 5) Investment & Promotion<sup>3</sup>

The following document provides recommendations for an award recognition program that is guided by the aforementioned values and actively supports the promotion of the work of artists in the Municipality and formally recognizes the contribution of arts to the quality of life in HRM, as required as part of the duties outlined in the ArtsHalifax terms of reference.

## 5. Definitions

**Program Officer:** an HRM staff person assigned to facilitate this program.

**Artist:** a person who has specialized training in the field or Art (not necessarily in academic institutions)

**Emerging Artist:** an Artist that has shown a sustained commitment to the development of artistic skills and is in the beginning of a professional career (up to ten years of practice)

**Mid-Career Artist:** an Artist that is recognized as a professional by his or her peers (artists working in the same artistic tradition), has a history of public presentation, and is committed to devoting more time to artistic activity, if possible financially

**Established Artist:** an Artist who is recognized as such by his or her peers, has made a sustained and progressive contribution to the discipline, is nationally or internationally recognized, and is still active in the profession.

**Peer:** A peer is someone who self-identifies as an professional artist, arts administrator, cultural worker, or person actively involved in related communities of interest.

## 6. Recommendations

Stakeholders have already informed Halifax of what they want in an arts awards program with engagements done in 2012. That feedback reiterates a common theme in the arts: artists need meaningful financial support in addition to recognition and community support. An emerging theme in consultations was a desire to connect and showcase Halifax's artists and their work with philanthropists, business supporters, volunteers, council and the Mayor publicly. This desire is backed by research into other municipalities, such as the City of Vancouver, Toronto, Winnipeg and Ottawa, who show that supporting the arts requires both financial support, public recognition, celebration, and opportunities to create

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<sup>3</sup> <http://www.halifax.ca/council/agendasc/documents/10-1-4Draft3.pdf>

connections. Where financial support, community recognition, and new connections for artists and others are created, artistic achievement and impact grow.

Therefore it is recommended that Halifax Regional Municipality shall host an annual Municipal Arts and Culture Awards Program to recognize the contribution of arts and artists to the quality of life in the municipality, instead of all other existing arts awards and recognition programs supported by Halifax Regional Municipality. This program shall include:

6.1 Individual arts awards and

6.2 an Annual Arts Celebration of Halifax Regional Municipality

## 7. Individual Arts Awards

Supporting the arts is more than awarding artists and their work. Arts cannot thrive without the support of volunteers, long-term individual impacts, philanthropic donors, local businesses, and artists. For those reasons,

7.1 Individual arts awards shall include the following categories:

- (a) Volunteer Award
- (b) Impact Award
- (c) Philanthropy Award
- (d) Business Support of the Arts
- (e) 3 Multidisciplinary Arts Awards that include:
  - (i) Emerging Artist
  - (ii) Mid Career Artist
  - (iii) Established Artist

## 7.2 Process of Selecting Arts Award Winners

To be considered a candidate for any category listed in section 7.1, artists must be nominated in the category by filling out a "Nomination Form" as outlined in Appendix A, include any relevant supporting documents, and submit it to the program officer either online, by mail, or in person on or before the deadline date set by the program officer.

7.2.1 Nominees may be self-nominated

7.2.1.1 The program officer shall review applications and place them in categories they qualify

7.2.2 After the deadline date for nominations, the program officer shall hold 3 peer juries, as outlined in Appendix B, to address the categories of:

**Emerging Artist Mid**

**Career Artist and**

**Established Artist.**

**7.2.3 The program officer shall assign each peer jury one or two of the following categories to also address:**

**Volunteer Award**

**Impact Award**

**Philanthropy Award**

**Business Support of the Arts**

**7.2.4 No single category shall be addressed by more than one jury.**

**7.2.5 The business of the juries shall be complete within 90 days of the deadline date for nominations**

**7.3 Award winners are to be announced, and given awards, no sooner than at the annual arts celebration of Halifax Regional Municipality**

**7.3.1 Nominees may be announced as soon as confirmed by the program officer**

## **7.4 Volunteer Award**

The Volunteer Award shall be given to a resident of Halifax Regional Municipality who has contributed significantly to the arts community of Halifax Regional Municipality through volunteering.

**7.4.1 The winner of the volunteer award shall receive an original art piece**

**7.4.1.1 The art piece selected shall have a value of at least \$400**

**7.4.2 The winner of the volunteer award shall receive the opportunity to award another resident or organization in Halifax Regional Municipality \$1000**

## **7.5 Impact Award**

The Impact Award shall be given to a resident of Halifax Regional Municipality who has made a significant contribution to the arts sector of Halifax Regional Municipality

**7.5.1 The impact award winner shall receive an art piece, selected by the nominator**

**7.4.1.1 The art piece selected shall have a value of at least \$400**

## **7.6 Philanthropy Award**

The Philanthropy Award shall be given to a resident of Halifax Regional Municipality who has shown sustained financial support to the arts community of Halifax Regional Municipality

7.6.1 The philanthropy award winner shall receive an art piece, selected by the nominator

7.6.1.1 The art piece selected shall have a value of at least \$400

## **7.7 Business Support of the Arts Award**

The Business Support of the Arts Award shall be given to a business with at least one office or location in Halifax Regional Municipality that has shown sustained financial support to the arts in Halifax Regional Municipality

7.7.1 The Business Support of the Arts Award shall be receive an art piece, selected by the nominator

7.7.1.1 The art piece selected shall have a value of at least \$400

## **7.8 Multidisciplinary Arts Awards**

It is important to be as diverse and inclusive as possible. Art continues to push boundaries between fields and specific disciplines, making it difficult to specify which artistic fields should be included. To address this, we recommend a multidisciplinary award program that includes categories for:

- (a) Emerging Artist Award,
- (b) Mid Career Artist Award and (c)  
Established Artist Award.

Each multidisciplinary Arts Award jury shall:

7.8.1 Select five nominees

7.8.2 Award each nominee with \$750, payable at the Annual Arts Celebration of Halifax Regional Municipality outlined in section 8

7.8.3 Select a winner from among the nominees who shall receive an additional \$3000

## **8. Annual Arts Celebration of Halifax Regional Municipality**

Financial support for the arts is only one aspect of supporting the arts. Creating opportunities to publicly recognize the value the arts play is critical. By bringing together businesses, donors, volunteers, artists, and Halifax Regional Municipality Council and

Mayor, we acknowledge the value the arts plays in the lives of Halifax residents while creating opportunities for new social and economic connections among those who support the arts.

Halifax Regional Municipality shall support an annual arts celebration, dedicated to celebrating the arts and artists, and arts-supporters of Halifax Regional Municipality.

8.1.1 Whenever possible, this event shall be scheduled to complement, not conflict with Halifax's Nocturne event

8.1.2 This production and management of this event shall be tendered through Halifax Regional Municipality's Request for Proposal (RFP) process.

8.1.2.1 The RFP shall include at least \$20,000 of financial support from HRM

8.1.2.2 The RFP must be able to answer the following:

How will this event promote the nominated artists' and their work?

How does this event support the ecology of artists in Halifax?

How will the Mayor and Council be involved?

How will the local business community be involved?

8.1.3 ArtsHalifax committee will review the RFP applications and select the recipient

## 9. Administration

To ensure that the process and execution of the Municipal Arts and Culture Awards Program remains in the spirit of the guidelines outlined in this document, the Program officer will maintain a record of the process, including a list of jurors, feedback, and other relevant records, to submit to ArtsHalifax for annual review and assessment.

Working with the Program Officer, ArtsHalifax shall generate an annual report of the Municipal Arts and Culture Awards Program, with further recommendations if needed. The workload related to the Program Officer outlined in these recommendations is in addition to the current workload of Halifax Regional Municipality (HRM) staff, and we recommend additional staff or contracted labour shall be hired for this work.

9.1 The Program Officer shall submit a report for annual assessment

9.2 ArtsHalifax shall submit an annual report to council

9.3 Additional labour shall be hired to facilitate the needs of the jury and ArtsHalifax

## **Appendix A: Awards Nomination Form Questions**

This is an outline of what may be required as part of the Nomination Form. Actual questions may vary based on program logistics.

\* indicates required

**Please enter the Nominator's personal information:**

First Name \*

Last Name \*

Civic Number \*

Unit / Apartment

Street Name\*

HRM Community \* Province

\*

Postal Code \*

Phone Number \*

Alternate Phone Number\*

Email Address \*

Confirm Email Address \*

**Which categories are you selecting for the nominee?\***

Volunteer Award

Impact Award

Philanthropy Award

Business Support of the Arts

**Select only one of 3 Multidisciplinary Arts Awards that include:**

Emerging Artist (up to 10 years practice in their field)

Mid Career Artist

Established Artist

**Please enter the Nominee's Contact information:**

First Name \*

Last Name \*

Civic Number

Unit / Apartment

Street Name

HRM Community\*

Province\*

Postal Code\*

Phone Number\*

Alternate Phone Number\*

Email Address\*

Confirm Email Address\*

**Please include any relevant or supporting documents**

## Appendix B: Arts Awards Peer Jury

### 1. Definition of a Peer Jury

Peer Jury is a process for evaluating the merit of applications made for arts funding under the Interim Grants to Professional Arts Organization Program, which has been approved by Regional Council and structured under Administrative Order

2014-007-ADM.<sup>4</sup> A peer is someone who self-identifies as a professional artist<sup>5</sup>, arts administrator, cultural worker, or person actively involved in related communities of

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<sup>4</sup> ArtsHalifax shall advise staff on matters of administrative process within the approved parameters of the Administrative Order.

<sup>5</sup> A professional artist is someone who has received public or peer recognition for their work, their work has been presented to the public, and they have received training in an educational institution or from a practitioner or teacher recognized within his or her

interest. This can include emerging artists who demonstrate a commitment to pursuing professional arts career through training, practice, or mentorship. Peer assessment provides a method that is accountable as it empowers experts in their field to identify and determine excellence and artistic merit<sup>6</sup>; therefore:

#### **1.1 Peers shall perform the assessment**

Participating in a jury requires extensive time and labour from professionals in the review, adjudication, and assessment process. The value of consulting time from arts-professionals should be rewarded at minimum industry standards of \$100 per day. Additionally, a reading fee per application shall be paid, that varies according to application length and type. Therefore:

#### **1.2 Peer Assessors shall be remunerated**

## **2. Jury Selection**

It is part of the program officer's role to ensure that the call for jurors is disseminated widely and that diverse groups are engaged. Within the application, jurors shall be asked to self-identify their practice/craft(s), experience in the field, any notable achievements related to the arts and any additional information that is deemed valuable, including an invitation to identify their diversity should they so choose.

Each juror shall be provided with a list of nominations prior to deliberations. Prospective jurors that are approached regarding an upcoming jury process are obligated to identify any potential conflict of interest in relationship to listed applicants.

A conflict of interest in the case of ArtsHalifax peer assessment process includes, but is not limited to, any situation where a juror may receive financial gain from the project, be an employee or employer, client, be a board member of an applicant, or be a spouse or relative of the applicant, or where a close personal relationship could be perceived as a conflict of interest. It is at the Program Officer's discretion whether the juror is still eligible to sit on the jury. Should the juror still be allowed to sit on the jury, they must abstain from deliberation and scoring of the application in question and should leave the room during the discussion of the application.

A Program Officer shall execute the juror selection process. Guidelines and criteria for this selection follow in section 3: Jury Composition.

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profession or within the established practice of his or her cultural traditions. This can include emerging artists that are committed to pursuing their craft and have training.

<sup>6</sup> Merit is assessed through the following criteria: artistic merit, impact, and viability.

- 2.1 The Program officer shall disseminate an open call for jurors
- 2.2 Peer jury applicants shall be asked to identify themselves and relevant information
- 2.3 Prospective jurors shall identify any potential conflict of interest.
- 2.4 The Program Officer shall review and assess potential conflicts of interest
- 2.5 The Program Officer shall select the Peer Assessors

### **3. Jury Composition**

To support an efficient and timely process, the program officer shall maintain a jury of 3-5 people. As peers should assess applicants, the juror selection process shall always include jurors with experience that reflects the applicants. Jurors with multidisciplinary backgrounds can be considered to represent more than one discipline. Whenever possible, juries shall represent the diversity of cultures, ages and genders in Halifax.

It is important that a number of new jurors participate in the process each year in order to ensure that perspectives remain balanced and fresh. Therefore a juror shall only sit on one jury every two years, and if possible, no single juror should sit twice for the same program

- 3.2 Juries shall consist of at least three and no more than five people, facilitated by the Program Officer
- 3.3 Whenever possible, a variety of artistic disciplines and experience in the applications shall be reflected in the selection of jury members.
- 3.4 The composition of juries shall be guided by values of diversity of practice, culture, age and gender equity.
- 3.5 Whenever possible, a juror shall sit on no more than one jury every two years.

### **4. Adjudication Process**

Before the Jury, Jurors shall be provided with sufficient time to review nominations, conduct associated research, and arrive on assessment day prepared to discuss the material in depth

- 4.1 Jurors are provided the applications, evaluation form, Conflict of Interest Disclosure Form, and related materials to review before attending the jury.

*During the Jury:*

- 4.2 Jurors discuss each application as facilitated by the Program Officer
- 4.3 After discussion, Jurors provide their individually assessed application-scores to the Program Officer

4.4 During a break, the Program Officer shall aggregate these scores into an overall score for each recommended applicant, resulting in a rank order of all applicants.

4.5 The Jury then reviews the rank of all applicants. The amount of available and then proceeds to recommend funding amounts (on the basis of the rank order agreed to by the jurors) until these funds have been fully depleted.

After the Jury, jurors must not disclose information about grant applications or award nominations. They must not discuss the names of the applicants or nominees, the recommendations, nor any comments made by other peer assessors during a committee meeting

4.6 Peer assessors must treat both the material that they review and any discussions related to their assessment as confidential.

4.7 Notification of nominations and award winners shall be communicated directly to the Corporate Administrative Officer (CAO) for final approval, immediately following the jury process.

When confirmed by the CAO, results are posted to the agency's website within 30 days of the jury. This shall require amendments to administrative order 2014-007-ADM to allow the CAO to approve all peer assessment applications, expediting the current mutli-council system.

By altering this administrative order as outlined above, HRM shall continue to invest in the five strategic directions outlined in the Cultural and Regional Plan by:

- Allowing a more direct, focused, and time-efficient process of service delivery while partnering with the talent and wisdom of the communities directly affected.
- Enabling programs to be assessed by peers whose experience, artistic discipline and with cultural backgrounds reflect the diversity of applications and HRM.
- Allowing peers from the community to review, assess, and make direct recommendations on applications supports the unique character and heritage of the communities they represent
- By including jurors of all ages and experience to be a part of the peer assessment process and recommendation process, we empower learning and connections between artists in different disciplines, experience, background and perspective
- Investing directly in the decisions made by the peer assessment jury allows HRM to promote a relationship of openness and faith in HRM's growing artistic community while removing risks of politicizing the funding decisions by those who are not peers.

4.8 The names of jurors shall be kept confidential until three months after all awards have been received.

To protect jurors' privacy and the integrity of the Jury's decisions, no personal information of the Jurors shall be distributed or published until three months after the grant deadline.

## 5. Administration

The Program Officer shall generate the following documents:

- A. **Peer juror nomination/application form:** A document that Halifax artists must submit in order to participate in a peer jury.
- B. **A copy of Arts and Culture Awards process:** For transparency's sake, a document must be available to jurors and to the public citing how decision are made for Halifax's arts grants and why the peer assessment process is used.
- C. **Conflict of Interest Disclosure Form:** This document enables prospective peer jurors to identify potential conflicts of interest well before they meet to deliberate. The document also enables city staff to highlight what is considered a conflict of interest - and provides ample time for any issues of potential bias to be raised by artists and discussed by appointed city staff (see Appendix 1 for details on conflict of interest).
- D. **Jury Feedback Form:** This document enables jurors to provide feedback to the Program Officer regarding the peer assessment process, speak to the needs of the communities they represent, reflect on the program, city staff involvement, and criteria in order to maintain the integrity and responsiveness of programs.