

Appendix **D**

**HAMILTON PUBLIC ART MASTER PLAN - REVISED WORKPROGRAM / TIMELINE**  
**TASKS / DELIVERABLES / MEETINGS**

The Planning Partnership Limited

Feb - March 2007	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07
<b>1</b> Initial Coordination Meeting with Project Team Members February 13, 2007	<b>4</b> Interviews with internal stakeholders (day) (9am - 9pm) April 3, 2007	<b>8</b> Workshop with internal staff (9:00am - 12:30pm) May 11, 2007	<b>11</b> Prepare Background Report early June 2007	<b>15</b> Draft Report mid July 2007	<b>19</b> Revised Draft Report mid August 2007	<b>21</b> Project Team Meeting (1pm-3pm) September 6, 2007	<b>24</b> Project Team Meeting (1pm-3pm) October 1, 2007	<b>26</b> Staff Report to Council - Presentation to appropriate City Council Standing Committee November 21, 2007
<b>2</b> Kick-off meeting with Project Steering Committee March 8, 2007	<b>5</b> Interviews with external stakeholders (evening) (9am - 9pm) April 3, 2007	<b>9</b> Project Team Meeting (12:30pm-1:30pm w/ lunch) May 11, 2007	<b>12</b> Public workshops (see dates below) June, 2007	<b>16</b> Draft Cost Estimate Package mid July 2007	<b>20</b> Final Report late August 2007	<b>22</b> Final Presentation (evening) September 18, 2007	<b>25</b> Final Staff Report to Director October 15, 2007	
<b>3</b> Luncheon Presentation with the Mayor & Council March 15, 2007	<b>6</b> Project Team Meeting (11:30am - 1:30pm) April 5, 2007	<b>10</b> Project Steering Committee (1:30pm - 3:30pm) May 11, 2007	<b>13</b> Project Team Meeting (1pm-3pm) June 11, 2007	<b>17</b> Project Team Meeting (1pm-3pm) July 17, 2007		<b>23</b> Final meeting with Project Steering Committee (1pm-3pm) September 24, 2007		
	<b>7</b> Project Team Meeting (11am - 1pm) April 30, 2007		<b>14</b> Project Steering Committee (12pm - 2pm w/ lunch) June 19, 2007	<b>18</b> Project Steering Committee (1pm-3pm) July 26, 2007				

**Public Workshop Dates:**

Hamilton	June 5, 5pm - 10pm
Stoney Creek	June 6, 5pm - 10pm
Dundas	June 7, 5pm - 10pm
Flamborough/Waterdown	June 9, 9am - 1pm
Ancaster	June 11, 5pm - 10pm
Glanbrook	June 12, 5pm - 10pm

**Legend**

Project Team Meetings
Project Steering Committee / Council Meetings
Public Consultation Events
Deliverables

Information accurate as of April 9, 2007.  
 Projected timelines and tasks subject to change as agreed by the steering Team and Project consultant.



# Communications Strategy

Draft

## Public Art Master Plan

Version 1.0 – February 23, 2007

Version 1.1 – March 2, 2007

Version 2.1 – March 7, 2007

Version 3.1 – April 2, 2007

Version 4.1 – April 19, 2007

Version 4.1 – April 19, 2007

## Communications Strategy – April 2007

### Background

- In 1992 the former City of Hamilton established an “Art in Public Places Policy” (APP Policy) with provisions for *public art* funding for public improvement projects identified in the Downtown Secondary Plan. This policy states “*That in order to establish a long term funding base, an allocation of up to 1% of construction costs for all municipal capital projects be used for the acquisition and maintenance of public art*”.

(Approved by City Council, Nov. 10, 1992)

- To date, the APP Policy funding formula has not been implemented primarily due to: overruns in capital budget projects, a lack of understanding of **Public Art**<sup>1</sup>, and the absence of a clearly defined **Public Art Process**<sup>2</sup> identifying roles and responsibilities for implementing the City’s **Public Art Program**<sup>3</sup>. The revised APP Policy and supporting procedures is a more comprehensive framework and as such:

- Defines the City’s definition of *Public Art* and approach to a *Public Art Process*.
- Establishes staff roles and responsibilities for the *Public Art Program* along with those of the Arts Advisory Commission (a Committee of Council) and its related sub-committees.
- Identifies the City’s methodology for funding and determining opportunities for the inclusion of *public art*.

### KEY DEFINITIONS – REVISED ART IN PUBLIC PLACES POLICY:

**Public Art**<sup>1</sup> – Art created by artists through a public process and existing in publicly accessible City-owned property. *Public Art* may be functional or aesthetic, freestanding or integrated in the structure of a site. Examples: commemorative monuments, murals, streets & park amenities, fountains, sculptures, light works, design of floors, street furnishings.

**Public Art Process**<sup>2</sup> – A City-led formal selection method whereby artists are invited to share their vision to enhance various aspects of the City’s infrastructure through the medium of art.

**Public Art Program**<sup>3</sup> – The broad scope of activities supporting the integration of *public art* within the environment of the city through the implementation of the APP Policy & Procedures.

**Public Places**<sup>4</sup> – City of Hamilton owned and operated areas that are accessible to and frequented by the public. This includes, but is not limited to, the public realm such as city parks, open spaces and squares, roadways and road allowances, streets, bridges as well as exteriors of publicly owned buildings.

- The Public Art Master Plan (PAMP) is a companion project to the revised Art in Public Places Policy Project (see Art in Public Places Policy Overview) and is required by various City Departments to fully mobilize and implement the APP Policy and the City’s Public Art Program.
- Project budget \$100K (Capital budget).
- Timelines – February 2007 to December 2007

### City of Hamilton Goals

The City’s current strategic plan identified the following goals that align to the Public Art Master Plan:

#### 1. A City of Growth and Opportunity

To secure a future of growth and opportunity for the City of Hamilton, Council commits to focus all available resources on economic development. Specifically:

- b) Investment in Infrastructure - Council will pursue investment in strategic infrastructure necessary to attract and maintain business.
- d) Attracting and Retaining Business - Council will explore the best methods and quantity of resources necessary to attract and retain business.

## 2. A Great City in Which to Live

To ensure that Hamilton remains a great city, Council commits to providing quality services that residents can rely on and to support the community's quality of life.

- a) Providing Quality Community Services - Council will work to provide quality community services, honouring community identity and varying needs and circumstances.
- c) Putting Our Best Face Forward - Council will commit to working with the community to heighten awareness that littering and graffiti hurt our efforts to be a great city.
- g) Arts & Culture - Council is committed to promoting the development of arts, culture and heritage throughout the City.

The Public Art Master Plan links to the community-driven Vision 2020 through the following goals:

- To achieve community-wide awareness and participation in the arts and our natural and cultural heritage.
- To ensure artists in all disciplines have opportunities to develop and share their art with the community.
- To ensure arts and heritage organizations are financially vital and effective in serving the community.
- To develop cultural institutions, public facilities and parks and open space which inspire community pride and sense of place.
- To celebrate and preserve the diversity of our natural and cultural heritage and recognize the contribution of first nations people.

The Public Art Master Plan will be an important component of the City-wide Cultural Policy and Plan (project commencement pending in late 2007). The Cultural Policy will provide a framework of principles that will guide Council's decision making with respect to Cultural life in Hamilton. The Cultural policy will provide a culturally sensitive approach to urban planning and will inform environmental, social and economic policy making. The policy will help position and realize the vision of making Hamilton a Creative City.

The Public Art Master Plan is linked to the 2002 City of Hamilton Parks, Culture and Recreation Master Plan goal of using public leisure services to foster a sense of community. Specifically, two of the twenty-three objectives is for the exposure to and appreciation of the arts and beautifying the community – "the City's Public Art Program, which creates permanent installations of artwork, is an important commitment to enhancing residents' awareness and appreciation of local arts." Further, "Beautification of Hamilton is important in helping the City balance its image as an urban community based on heavy industry...The City's Public Art Program also contributes to Hamilton's beautification.

The City's existing planning documents, including The Putting People First: The New Land Use Plan for Downtown Hamilton (Downtown Secondary Plan), identify the importance of creating a sense of place through the incorporation of public art and for including public art for the enhancement and enrichment of public spaces.

## Vision

Public Art will enrich the visual environment for our citizens and visitors and integrate the design work of artists into the development of City public work projects – which contributes to the positive quality of place and promotes tourism and economic vitality of the City.

## Mission:

Public Art is integrated in public places throughout the City's planning processes, public works projects and the implementation of a collaborative public art process involving City staff, artists and the community.

How Public Art links to the City's Vision:

- public art improves the visual environment
- strengthens community identity
- boosts community pride – which reduces vandalism and graffiti
- creates a clear sense of community pride and identity
- reflects our cultural heritage and fosters an understanding of the city's unique identity in history
- enhances the built environment by incorporating high-calibre public art into the infrastructure of the City of Hamilton
- contributes to the development of a more pleasant, safe and viable community
- presents the cultural identity of Hamilton to visitors
- enhances tourism and economic development
- encourages and promotes awareness of the City's rich ethnic, social and cultural diversity
- creates cultural links through the promotion of opportunities for community development, community engagement and community partnership
- residents, newcomers, visitors and tourists alike appreciate the livability and beauty that public art adds to shared spaces where they work, visit, commute and recreate
- enhancing the environment of the City for its citizens, businesses and visitors and creating an overall "sense of place" through the integration of public art in public places
- supports the vision of city-wide initiatives.

These statements have been pulled from a variety of documents. Creating consistent messages describing the importance of public art will assist in creating a compelling call to action for the public.

## Project Goal

To establish a 10-year plan, developed in consultation with City Staff, external stakeholders, and the public to identify ideas, sites, and opportunities for the placement of **Public Art**<sup>1</sup> in **Public Places**<sup>2</sup> throughout the city that contribute or fulfill the City's vision as stated above.

- Development of public art ideas for specific locales within the city
- Identification and prioritization of potential sites within geographical areas
- Types of public art to be considered for each site
- Supporting rationale for each component of the recommendations
- Estimated costs for each of the proposed public art projects identified in the plan

## Project Objectives

1. Develop definitions of public art in addition to those currently used by the City.
2. Develop and implement an internal staff consultation process.
3. Develop and implement, in conjunction with staff, a public consultation process.
4. Determine, through an internal staff and public consultation process, appropriate ideas for the development of public art within 5 specific locales as designated and prioritized by the City.
5. Identify, through an internal staff and public consultation process, potential sites for the inclusion of public art in City-designated geographical areas within the five City-prioritized locales.
6. Provide rationale supporting the recommendations of potential sites for the inclusion

- 7. of public art within the City-designated geographical areas. Prioritize, through an internal staff and public consultation process, potential sites for the placement of public art within the City-designated geographical areas.
- 8. Recommend the types of public art to be considered for each site within the City-designated geographical area.
- 9. Provide rationale supporting the recommendations for the
  - Prioritization of sites for public art within the City-designated geographic area
  - Selection of types of public art within the City-designated geographic area based on an A B C scale. Provide definitions for each scale.
- 10. Estimate the costs of each of the proposed public art projects identified in the plan.
- 11. Submit X and Y map coordinates for each of the proposed public art locations.

- Neighbourhood Associations
- Residents

### Communication Strategy Objectives

- Engagement with project team to achieve acceptance and participation into process
- Support ongoing Project Team participation in the process
- Project team members championing public art master plan
- Engagement with staff to achieve acceptance and participation into process
- Encouraging staff participation in the process
- Early engagement with Council to achieve buy in and participation into process
- Opportunities for Council to participate in the process
- Project team champions promoting project to circle of influence
- Engagement with staff to achieve acceptance and participation into process
- Providing opportunities for stakeholders to participate in the process
- Providing opportunities for community participation in the process

### Audiences

Gap in knowledge: Data on the key audiences are, their goals/interests, profiles of segmented audiences according to demographics, current knowledge, attitudes towards public art, motivations, interests, behaviours, information preferences – as they relate to public art

What do we know about these groups? What are participation rates for community consultations of this nature? Demographic and psychographic information required for selection of communications channels and messages

In order to reach out to residents and groups with limited understanding or interest in public art, may require additional communications strategies that engage people in their settings to supplement the workshops which will require strong audience motivation and desire to participate.

True community engagement will be limited – due to the timelines, process, human resources and budget, the team will take a best effort approach in engaging the community. The public workshops scheduled in each former municipality is one technique to try to engage residents in their geographic community of interest – making the likelihood of participation that much greater. It is expected that those who participate will still have a strong interest and motivation in the realm of public art. Broader community engagement will more likely occur at the point of implementation of the community plan – where neighbourhoods and communities will come together and participate in a process to decide upon the art that the Master Plan documented for that location.

### Project Team

Members of the PAMP Project Steering Team (both internal and external representatives)

#### Internal

- Mayor and Council
- CMT, DMTs
- Community Service's senior management and staff
- City of Hamilton staff

#### External Stakeholders (high interest in public art master plan development process)

- Arts Advisory Commission
- Artists
- Arts Organizations
- Community Groups
- Business Improvement Areas

#### Community (limited interest or motivation to participate in master plan development process)

- Community Groups
- School Boards, Educational Institutions
- Businesses
- Media

### Existing Channels (linked into communications activities charted below)

Advertising (print, electronic, outdoor)

City of Hamilton intranet (enet)

The of Hamilton website

Websites and Marketing/Communications materials of community partners (e.g., Hamilton Public Library, local arts organizations)

Earned local media (print, electronic)

- The Hamilton Spectator
- The View
- Hamilton Community News
- Mayday
- Artsbeat
- H Magazine
- The Zine
- Snap
- CHML
- CFMU
- Y95
- Y108
- Information Hamilton

Special interest groups (meetings, print and electronic)

Council/ Committee meetings

Staff meetings (Teams, Branch, Divisional, Management)

City of Hamilton internal communications

Arts Distribution List (Personal Contact Lists)

Shopping Malls Limeridge / Eastgate / Jackson Square

Farmers' Market

Recreation Centres / Arenas / Museums

Educational Institutions: Mohawk College, Redeemer College, McMaster University

Additional channels as investigated

## Key Messages - Revised

- The goal is to establish a ten-year Public Art Master Plan developed in consultation with City staff, external stakeholders, and the public that envisions, identifies and prioritizes ideas, sites, and opportunities for the integration of public art into the city's infrastructure and public places throughout the city.
- For the purposes of this Public Art Master Plan, public art is defined as art created by artists, through a public process, that exists in City of Hamilton-owned public spaces. It can be functional or aesthetic, freestanding or integrated into the city's infrastructure. Examples of public art could include murals, park benches, bus shelters, fountains, lighting, walkways and sculptures.
- A rich and varied selection of public art throughout Hamilton strengthens its visual identity. Public art can contribute to tourism, stimulate economic development, enhance our surroundings and infrastructure, and build a sense of community pride.
- A public art process encourages creative participation between the artists, the City and the community fostering a sense of community building.
- Residents can contribute to the development of the Public Art Master Plan by taking part in one of six community workshops taking place in June at various locations throughout the Hamilton area. The input will contribute to the vision and potential opportunities for public art in Hamilton. Input can also be provided through an online form at [www.hamilton.ca/publicart](http://www.hamilton.ca/publicart).
- The Public Art Master Plan is an important tool in the ongoing implementation of the City's Public Art Program. The Public Art Program also includes the Art in Public Places Policy & Procedure and the responsibilities of the Arts Advisory Commission and its subcommittees.

## COMMUNICATION PLANS

### Project Steering Team Engagement

**Objective:** Committee members endorse and own the process and outputs and are a critical communication conduit for the internal or external organizations they belong to.

Communication Strategy	Tactic	Communication Activities	Measurement
Engagement with project team to achieve acceptance and participation into process	Scheduled team meetings	* Agendas, minutes and supporting documents * Facilitation guides * Presentations * Analysis of discussion	Participation rates (# and % attending meetings) Qualitative measures – participation in meeting, quality of discussion, reach of face-to-face communication (e.g., cross-departmental, cross-management, etc.)
Project Team participation in the process	Circulate documents for feedback	* Email time sensitive documents for review and feedback	Participation rates

### Internal staff engagement

**Objective:** To solicit input on public art sites and opportunities in Hamilton and to establish principles and criteria for prioritizing

Communication Strategy	Tactic	Communication Activities	Measurement
Project team championing public art master plan	Face-to-face communication	* Prepared updates for departmental management and staff meetings * key messages/ briefing notes for updates * feedback tools	# of opportunities to raise public art master plan issues  Feedback from management and staff meetings used to substantiate process
Engagement with staff to achieve acceptance and participation into process	Internal Stakeholder Interviews  Dates: April 3, 2007	* Script/ Facilitation Guide/Q&A * Handouts/ Supporting materials, take-away * Transcription of notes * Theming document	# of participants, % available for interviews Qualitative measures

Communication Strategy	Tactic	Communication Activities	Measurement
Encouraging staff participation in the process	Internal Staff & Council Workshop  Date May 11, 2007	* Invitation /agenda * Presentation/ Speaking notes * Handouts/ Supporting documents/take-aways * Facilitation Guide * Theming notes from session	Participation rates: #, % invited versus attended  Session participation (qualitative measure)  Process evaluation  Measurement of cross-functional participation

#### Council engagement

**Objective:** To provide Council with an orientation to public art and master plan development project and opportunities for input into the vision and opportunities for public art

Communication Strategy	Tactic	Communication Activities	Measurement
Early engagement with Council to achieve acceptance and participation into process	Luncheon with Mayor and Council  Date: March 15, 2007	* Invitation /agenda * Presentation/ Speaking notes with key messages * Handouts/ Supporting documents/take-aways * Media relations * Facilitation Guide * Theming notes from session	Participation rate: #, % on Council attending # and kind of questions Participation rates on public sessions
	Internal Staff & Council Workshop  Date May 11, 2007	See above	See above
Opportunities for Council to participate in the process	Public Workshops in Hamilton, Dundas, Ancaster, Flamborough, Glanbrook, Stoney Creek  Dates: June 5-12, 2007	* Invitation (through channels noted above) * Media relations * Advertising * Maps/ Handouts * Facilitation Guide/ Speaking notes * Feedback tool (with privacy compliance)	Participation rate: #'s participating, postal code information  Participant feedback data (participant information)  Process evaluation  Media coverage (PR value)

Communication Strategy	Tactic	Communication Activities	Measurement
Opportunities for Council to participate in the process	Final Public Workshop  Date: September 18, 2007	* Invitation (through channels noted above) * Media relations * Advertising * Handouts * Facilitation Guide/ Speaking notes * Feedback tool (with privacy compliance)	Participation rate: #'s participating, postal code information  Participant feedback data (participant information)  Process evaluation  Media coverage (PR value)
Opportunities for Council to participate in the process	Council Report	* Report * Presentation * Media relations/event tactics * Staff and Stakeholder communication	Approval of plan  Media coverage (PR value)  Feedback

#### External Stakeholder engagement

**Objective:** To provide an orientation to public art and master plan development project

Communication Strategy	Tactic	Communication Activities	Measurement
Project team champions promoting project to circle of influence	Face-to-face communication	* Updates for internal management and staff meetings * Key messages/ briefing notes for updates * Feedback tools	# of opportunities to raise public art master plan issues  Feedback from stakeholders and their circle of influence
Providing opportunities for stakeholders to participate in the process	External Stakeholder Workshop  Date: April 3, 2007	* Invitation (through channels noted above) * Handouts * Facilitation Guide/ Speaking notes * Feedback tool (with privacy compliance)	Participation rate: #'s participating/# of organizations and stakeholders  Participant feedback data (participant information)  Process evaluation
Providing opportunities for stakeholders to participate in the process	Public Workshops in Hamilton, Ancaster, Dundas, Flamborough,	* Invitation (through channels noted above) * Media relations	Participation rate: #'s participating, postal code information

Communication Strategy	Tactic	Communication Activities	Measurement
	Glanbrook, Stoney Creek  Dates: June 5-12, 2007	* Advertising * Maps/ Handouts * Facilitation Guide/ Speaking note * Feedback tool (with privacy compliance)	Participant feedback data (participant information – e.g. breakdown of stakeholders/special interest versus staff versus general public)  Process evaluation  Media coverage (PR value)
Providing opportunities for stakeholders to participate in the process	Final Public Information Session  Date: September 18, 2007	* Invitation (through channels noted above) * Media relations * Advertising * Handouts * Facilitation Guide/ Speaking notes * Feedback tool (with privacy compliance)	Participation rate: #'s participating, postal code information  Participant feedback data (participant information – e.g. breakdown of stakeholders/special interest versus staff versus general public)  Process evaluation  Media coverage (PR value)

### Community Engagement

**Objective:** To solicit input on the vision opportunities for public art in Hamilton

Communication Strategy	Tactic	Communication Activities	Measurement
Providing opportunities for community participation in the process	Public Workshops in Hamilton, Ancaster, Dundas, Flamborough, Glanbrook, Stoney Creek  Dates: June 5-12, 2007	* Invitation (through channels noted above) * Media relations * Advertising * Maps/ Handouts * Facilitation Guide/ Speaking note * Feedback tool (with privacy compliance)	Participation rate: #'s participating, postal code information  Participant feedback data (participant information – e.g. breakdown of stakeholders/special interest versus staff versus general public)  Process evaluation  Media coverage (PR value)
Providing opportunities for community participation in the process	Face-to-face, Internet and Telephone participation	* Key messages * Look for existing opportunities for face-to-face	Participation rate: #'s, postal code information  Participant feedback

Communication Strategy	Tactic	Communication Activities	Measurement
		discussion neighbourhood associations, community meetings, service clubs, etc. Advertising * Media relations * Tested web form(s) /telephone script * Theme report	Reach
Providing opportunities for community participation in the process	Final Public Information Session  Date: September 18, 2007	* Invitation (through channels noted above) * Media relations * Advertising * Handouts * Facilitation Guide/ Speaking notes * Feedback tool (with privacy compliance)	Participation rate: #'s participating, postal code information  Participant feedback data (participant information)  Process evaluation  Media coverage (PR value)

### Project Risks, Limitations

Inability to communicate, engage the community in other languages  
Physical accessibility  
Limited financial resources  
Audience barriers to literacy and comprehension levels  
Audience barriers to accessing information  
Lack of interest in the community  
Lack of information regarding audiences level of knowledge, attitudes, interest, motivations in public art

### Contingency Plans (identify contingencies against high probability/high risk issues)

#### i) Participation rates

The project team recognizes that participation rates at the public workshops will be affected by many of the factors listed above in the project risks (accessibility, language, resources, interest, timelines, etc.). As a result, the focus is on the quality of the discussion at the public workshops rather than the quantity of people participating. However, a variety of media (targeted and general interest) will be used to solicit participation. In addition, a web form and email will be available for residents to send their ideas and input into the process.

Communication Plans Project Plan/Production Schedule Appendix under development for the Plan



# PROJECT CHARTER

## Public Art Master Plan

### Version History

Version #1 January 10, 2007  
Version #2 April 10, 2007  
Version #3 April 13, 2007



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## 1. OVERVIEW

The purpose of the Hamilton Public Art Master Plan is to establish a ten-year plan developed in consultation with City Staff, external stakeholders and the public that envisions, identifies and prioritizes ideas, sites and opportunities for the integration of public art into public works infrastructure projects and public places throughout the city.

The completed Public Art Master Plan will be an important tool in the ongoing implementation of the City's Public Art Program. In addition to the Public Art Master Plan, the City's Public Art Program also includes the following components: the revised Art in Public Places Policy and Procedures<sup>1</sup> and the activities of the Art in Public Places Committee<sup>2</sup>, a sub-committee of the Arts Advisory Commission, a committee of Council.

The development of the Public Art Master Plan will be led by an external consultant working in conjunction with a designated City Staff member functioning as Project Manager, and a Project Steering Team comprised of City Staff and external stakeholders. Development of the Public Art Master Plan will incorporate a community-based approach for the evaluation and selection of sites and opportunities for public art and will outline how Hamilton can develop public art projects of the highest level of artistic quality and public impact.

For the purpose of the Public Art Master Plan project, the following key definitions have been developed:

**Public Art** – Art created by artists through a public process and existing in publicly accessible City-owned property. *Public Art* may be functional or aesthetic, freestanding or integrated in the structure of a site. Examples: commemorative monuments, murals, streets & park amenities, fountains, sculptures, light works, design of floors, street furnishings.

**Public Places** – City of Hamilton owned and operated areas that are accessible to and frequented by the public. This includes, but is not limited to, the public realm such as city parks, open spaces and squares, roadways and road allowances, streets, bridges as well as exteriors of publicly owned buildings.

## 2. OVERALL OBJECTIVES

The Public Art Master Plan project will be developed through a collaborative process with Council, City Staff, external stakeholders and the public, and includes the following objectives:

- Development of public art ideas for specific locales within the city;
- Identification and prioritization of potential sites within geographical areas;
- Identification of the types of public art to be considered for each site;
- Provision of supporting rationale for each recommended type of public art and site; and
- Provision of estimated costs for each of the proposed public art projects identified in the plan

<sup>1</sup> Council approval pending

<sup>2</sup> Council approval pending for the Art in Public Places Sub-Committee Terms of Reference



## 2.1 Specific Project Objectives & Related Tasks

The specific project objectives and related tasks are to:

1. Develop definitions of public art in addition to those currently utilized by the City.
2. Develop and implement of an internal staff consultation process.
3. Develop and implement, in conjunction with City staff, a public consultation process.
4. Determine, through an internal staff and public consultation process, appropriate ideas for the development of public art within five specific locales as designated and prioritized by the City.
5. Identify, through an internal staff and public consultation process, potential sites for the inclusion of public art in City-designated geographical areas located within the five City-prioritized locales.
6. Provide rationale supporting the recommendations of potential sites for the inclusion of public art within the City-designated geographical areas.
7. Prioritize, through an internal staff and public consultation process, potential sites for the placement of public art within the City-designated geographical areas.
8. Recommend the types of public art to be considered for each site within the City-designated geographical area.
9. Provide rationale supporting the recommendations for the:
  - i. Prioritization of sites for public art within the City-designated geographic area.
  - ii. Selection of types of public art within the City-designated geographic area based on an A B C scale. Provide definitions for each scale.
    - A Large Scale
    - B Medium Scale
    - C Small Scale
    - D Other
10. Estimate the costs of each of the proposed public art projects identified in the plan.
11. Submit X and Y coordinates for each proposed public art location.

Example of table illustrating the objectives to be achieved:

Locale	Geographical Area	Theme	Site Location	X Coord.	Y Coord.	Priority	Type of Art*	Estimated Cost
Downtowns	Hamilton Downtown	Progress Industry History	Gore Park	591811	4789910	#1	A	\$400,000
	Hamilton Downtown	Progress Industry History	Corner James & John (West Side)	591998	4789868	#2	C	\$250,000
Downtowns	Stoney Creek	Fruit	York Street	601189	4785626	#1	B	\$150,000
		History Battle	Street					



## Project Charter



Community Services Department

### 2.2 Background

The City administers a former City of Hamilton Council approved (1994) Public Art Program. The Public Art Program includes a Council approved (1992) Art in Public Places Policy, and a percent for art funding component for projects identified through Putting People First: The New Land Use Plan for Downtown Hamilton (Downtown Secondary Plan). Public improvement projects in the Downtown will allocate 1% of the project budget to the City's Public Art Program for use in the Downtown. The Art in Public Places Policy is currently undergoing a revision that will include the addition of operating procedures, and will be presented to Council for approval in conjunction with the completed Public Art Master Plan.

In addition to existing public art programs and policies, the City is undertaking the development of a city-wide Cultural Policy & Cultural Plan. The purpose of the Cultural Policy is to provide a framework of principles that will guide Council's decision-making with respect to the cultural life of Hamilton. The purpose of the Cultural Plan is to provide a culturally sensitive approach to urban planning, and to inform environmental, social, and economic policy-making. Development of a Public Art Master Plan for Hamilton is an integral component of the overall Cultural Policy and Cultural Plan. The Cultural Policy and Plan is vital to positioning the city as a creative city, and will play an essential role in the realization of that vision.

#### Public Art in Public Places

For the purposes of this project, public places are defined as City of Hamilton owned and operated areas that are accessible to and frequented by the public. This includes, but is not limited to, the public realm such as city parks, open spaces and squares, roadways and road allowances, streets, bridges, as well as exteriors of publicly owned buildings.

Hamilton has a rich heritage of public artworks located in public buildings and spaces, streets, and within City owned parks. Throughout the city, there exists an extensive collection of public artworks including, but not limited to: monuments, murals, sculptures, water features and other three-dimensional works. The inclusion of public art in Hamilton leads to the following benefits:

- Creates a clear sense of community pride and identity;
- Reflects our cultural heritage and fosters an understanding of the city's unique identity in history;
- Enhances the built environment by incorporating high-caliber public art into the infrastructure of the city;
- Contributes to the development of a more pleasant, safe and viable community and the improvement of the quality of life;
- Presents the cultural identity of Hamilton to visitors;
- Enhances tourism and economic development;
- Encourages and promotes awareness of the City's rich ethnic, social and cultural diversity; and
- Creates cultural links through the promotion of opportunities for community development, community engagement, and community partnerships.



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### Public Art Funding Source

Within the revised Art in Public Places Policy<sup>3</sup>, the proposed funding source for the acquisition and maintenance of public art is through annual block funding. The block funding for public art will be identified annually through the capital budget process to a limit of the amount established in the 10-year Public Art Master Plan.

### 2.3 Corporate Goals Alignment

The Public Art Master Plan project aligns with the following City of Hamilton Corporate goals as follows:

Goal	Rationale
1. A city of growth and opportunity	Integrating public art in the City's development projects enhances the built environment, is an investment in Hamilton's infrastructure, and becomes a catalyst for attracting and retaining business.
2. A great city in which to live.	Integrating public art in open spaces and infrastructure development demonstrates Council's awareness of the importance of arts, culture & heritage in the life of a city and provides a tangible demonstration of the City's commitment in this area.
3. A healthy, safe and green city.	Research indicates that public art contributes to the development of a more pleasant, safe, livable and viable community, and the improvement in the overall quality of life for residents.
4. A city where people come first.	The process to develop the Public Art Master Plan will: <ul style="list-style-type: none"> <li>• Include a public consultation component and multiple opportunities for the public to provide input into public art themes for identified geographical areas, types of public art, and preferred locations.</li> <li>• Promotes awareness and encourage understanding of the City's rich history, ethnic, social and cultural diversity.</li> <li>• Facilitate the sharing of ideas through collaborative dialogue with stakeholders and residents.</li> </ul>
5. A City That Spends Wisely and Invests Strategically	Integrating public art using a collaborative approach to the planning process across City Departments reflects a strategic and fiscally responsible investment of the City's human and financial resources.

<sup>3</sup> Council approval pending.

### 3. SCOPE

The scope of the project includes and excludes the following items.

#### 3.1 In Scope

- Review of background materials including relevant internal (City of Hamilton) planning documents e.g. Downtown Secondary Plan;
- Interviews with key internal staff and identified external stakeholders as determined in consultation with the Project Steering Team;
- Development and implementation of an internal and external communication plan;
- Development and implementation of internal and public consultation opportunities; and
- On-going projects updates to the Project Steering Team.

#### 3.2 Out of Scope

- Revisions to the Art in Public Places Policy and Procedures. A revision to the Art in Public Places Policy and Procedures has been undertaken through a separate process;
- Development of an organizational structure to implement the Public Art Master Plan. A review of the Culture Section organizational structure will be undertaken in a separate process;
- Revisions to or an augmentation of the existing City of Hamilton Public Art Inventory with new records of public art pieces; and
- A complete review of the City's existing Public Art Program and related internal processes. A Public Art process is currently in place and operational. Any changes to the Public Art process will be based on revisions to the Art in Public Places Policy and Procedures, and implemented following Council approval of these documents.

### 4. DELIVERABLES AND OUTPUTS

#### 4.1 Deliverables

- Project Evaluation Team is established;
- Request for Proposals submissions are evaluated, proponents interviewed and one proponent selected as the Project Consultant;
- Project Steering Team is established;
- Project Steering Team Terms of Reference is developed and adopted by the Project Steering Team;
- Project workplan, milestones and deliverables (as developed by the consultants), is approved by the Project Steering Team;

- Project Charter is developed and approved by the Project Sponsor and appropriate levels of Senior Management, and adopted by the Project Steering Team;
- Internal staff, external stakeholder and public consultation plan is developed and implemented;
- Communication Plan is developed as a component of the Project Charter, and implemented;
- Public Art Master Plan document is developed including GIS mapping component. Project completed on time (9 months following the awarding of the contract, projected date December 2007) and within the established project budget (\$100K); and
- Public Art Master Plan presented to Council and is approved.

#### 4.2 Outputs

- Definitions of public art by categories/kinds are established;
- Ideas for the development of public art and the location of potential sites for public art within five specific designated locales are established and prioritized via a public and staff consultation process;
- Types of public art to be considered for the above prioritized sites are established;
- Supporting rationale and the estimated costs for the above prioritized sites are established; and
- GIS map including related X & Y coordinates for above prioritized sites is developed.

### 5. CRITICAL SUCCESS FACTORS

- Capacity of Project Manager, Project Coordinator and Project Sponsor to allocate sufficient time to lead project process in light of current functional responsibilities and workloads and potential emerging Divisional, Departmental and Corporate priorities;
- Capacity of the Project Steering Team to attend monthly meetings and actively engage in the project development process and related decisions;
- Capacity of the public, external stakeholders, City Staff and Council to understand the concept of public art, public arts various forms and potential benefits, and to support the City's current approach and methodology to implementing the public art process;
- Capacity of the public, external stakeholders, City Staff, and Council to support the stated purpose of Public Art Master Plan, related tasks and methodology, and the community development approach of implementing public and stakeholder consultation processes to inform the Public Art Master Plan document;
- Availability and capacity of other City Staff to provide required background materials and to participate in interviews and/or consultation opportunities; and
- Expansiveness and inclusiveness of the communication plan and the capacity and creativity of staff in utilizing various methodologies to inform the public of the project process, in order to maximize the number of participants in the consultation process.



**6. PRELIMINARY SCORECARD METRICS**

Category	Success Criteria	Potential Metric
Cost	Project completed within allotted budget	Identified project budget
Effort	Identified workplan deliverables achieved.	Project workplan.
Duration	Identified workplan deliverables achieved on time.	Project workplan.
Productivity	Identified workplan deliverables achieved.	Adherence to project RFP content specific to methodology and approach. Supporting documentation is maintained.
Quality of Deliverables	Identified project goals and objectives achieved.	Adherence to project RFP content specific to methodology and approach. Supporting documentation is maintained.
Customer Satisfaction with Deliverables	All project goals, objectives and deliverables achieved on time and within budget.	Project Steering Team Charter.
Project Steering Team Performance	Steering Team members fulfill the individual and general responsibilities as identified in the Terms of Reference.	Project Steering Team Terms of Reference. Project Steering Team Charter.
Business Value Delivered	Council receives and approves PA Master Plan Report and Plan. PA Master Plan implemented.	Council Minutes. Inclusion in Divisional and Departmental workplans.

**7. STAKEHOLDERS**

The impact of this project on specific individuals, divisions, departments, organizations needs to be determined to ensure that the right people and functional areas are involved and communication is directed appropriately.

Stakeholder	Their Interest in the Project	Functions
Manager of Culture, Culture &	Project Sponsor Ensures project will meet the related business goals	Lead role responsibility for developing implementing the Public



Stakeholder	Their Interest in the Project	Functions
Recreation Division	and objectives.	Art program, policy and procedures. Sign off on project charter, deliverables and all consultant generated project invoices.
Policy & Research Planner Culture & Recreation Division	Project Manager Ensures project will meet the objectives of the Project Sponsor and as designated in the Project Charter.	Lead role responsibility for contacts with the consultants. Responsible for ensuring all project deliverables are met and project is completed on time and within budget.
Arts Coordinator, Culture & Recreation Division	Project Coordinator Ensures project details are complete and within established City standards and project management protocols.	Plans and coordinates all Project Steering Team meetings and consultation logistics.
Manager Open Space Development, Capital Planning & Implementation Division Senior Conservator Culture & Recreation Division Senior Financial Analyst Budget & Finance Division Senior Landscape Architect Downtown Renewal Division Urban Designer Development & Real Estate Division	Departmental and/or Divisional representative. Ensures project deliverables meet the business objectives of their respective area.	Provides experiential and job specific professional expertise related to the various aspects and components of the City's planning, development, and financing of public art, and the implementation of a public art process.  Monitors the project process to ensure project deliverables are met.
Manager Marketing and	Departmental representative. Ensures adherence to established	Provides experiential and job specific professional expertise



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Stakeholder	Their Interest in the Project	Functions
Information Services Community Services Department	Corporate policies and protocols.	specific to the development and implementation of the communication plan.
Executive Director Tourism Hamilton Senior Curator Art Gallery of Hamilton	Stakeholder in City led activities, projects and initiatives related to Hamilton's built environment and which contribute to improved quality of life and enhanced experiences for residents and visitors.	Provides experiential, community based and job specific professional expertises to ensure the project deliverables are met.
Arts Advisory Commission and Hamilton Artists Inc.	Voluntary community stakeholder serving on City governance committees overseeing the City's public art program, policy development and implementation.	Provides experiential, community based and specific professional expertise to ensure the project deliverables are met.

**8. KEY ASSUMPTIONS**

In order to identify and estimate the required tasks, costs and timing for the project, certain assumptions and premises had to be made. Based on the current knowledge today, the project assumptions are listed below. If an assumption is invalidated at a later date, then the activities and estimates in the project plan will need to be adjusted accordingly. If there appears a need to extend the timelines, increase resources or seek additional funding, an updated change order will be submitted.

- Skills and expertise to oversee the project's completion are available specifically within the Project Steering Team;
- Skills and expertise to complete the project's deliverables are available with the City of Hamilton's various Departments; and
- Successful proponent possesses the skills and capacity to fulfill all components of the project contract.

**9. PROJECT RISKS**

Project risks are characteristics, circumstances or features of the project environment that may have an adverse effect on the project or the quality of its deliverables. Known risks identified with this project have been included below. A plan will be put into place to minimize or eliminate the impact of each risk to the project.



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Preliminary Risk Scan	Likelihood High/Med./Low	Impact High/Med./Low	Mitigation Strategy
Other Community Services and/or Corporate based projects and/or priorities emerge impacting the staff resources allocated for this project.	High	High	<ul style="list-style-type: none"> <li>• Provision of monthly project status and progress updates from Project Manager to Project Sponsor.</li> <li>• Provision of project updates from the Project Sponsor to the Director of Culture &amp; Recreation and the General Manager, Community Services as requested to convey project status and identify any areas of concern.</li> <li>• Reallocation of staff resources as required.</li> <li>• Re-scope original projected timelines and workplan.</li> </ul>
Loss of staff with Lead and/or Support role responsibilities due to shifting priorities, internal transfer, resignation, illness or death.	Med.	High	<ul style="list-style-type: none"> <li>• Re-scope original projected timelines and workplan.</li> <li>• Use of additional capital project dollars to outsource identified project responsibilities.</li> </ul>
Limited buy-in for project process from internal stakeholders and/or failure to secure approval of the final product from City Council.	Med	High	<ul style="list-style-type: none"> <li>• Development of on-going internal communication plan detailing projected project outcomes, opportunities for input, and by providing regular status reports and updates.</li> </ul>
Consultant experiences loss of key project team members. Consultant fails to meet deadlines and fulfill the contract obligations as stated.	Low	High	<ul style="list-style-type: none"> <li>• Establishment of project workplan to include on-going update/status reports to ensure all deliverables are met. Project workplan to include: <ul style="list-style-type: none"> <li>- Monthly written update/status reports provided by the consultants to the Project</li> </ul> </li> </ul>



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Preliminary Risk Scan	Likelihood High/Med./Low	Impact High/Med./Low	Mitigation Strategy
			Manager. - Review of consultant's invoices by Project Manager to ensure alignment and achievement with stated project deliverables. - Bi-weekly telephone conferences with consultants and the Core Project Team*. - Monthly meetings with the Project Steering Team.  * Core Project Team to include: Project Sponsor, Project Manager, Project Coordinator & Manager of Marketing & Information Services.
Project receives unfavorable external exposure and/or media coverage negatively impacting public consultation process.	Med	High	<ul style="list-style-type: none"> <li>Development of a comprehensive internal &amp; external communication plan.</li> <li>Development of public art "educational" materials to highlight the definition of public art, the benefits of public art, and the public art process.</li> <li>Development of list of potentially contentious topics and corresponding pre-scripted responses for media spokesperson to mitigate inflammatory questions and/or comments.</li> </ul>



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**10. RESOURCES/TIMING/COST**

**10.1 Timing**

The project is to commence operation with the awarding of the contract on February 2007 and is scheduled for wrap-up by December of 2007. Specific timeline estimates including project milestone are outlined below:

Milestone	Planned Start Date	Planned End Date	Deliverable(s) / Output(s) Completed
Project Kickoff Initial Meeting with Core Project Team	February 6/07	February 6/07	<ul style="list-style-type: none"> <li>Project Initiation.</li> </ul>
Project Planning Meeting with Project Steering Team	March 8/07	March 8/07	<ul style="list-style-type: none"> <li>Project Steering Team Terms of Reference Approved.</li> <li>Communication Plan developed.</li> <li>Consultation Plan developed.</li> <li>Project Plan developed.</li> </ul>
Development of Project Matrix Template	March 1/07	March 15/07	<ul style="list-style-type: none"> <li>Stated assumptions regarding the involvement of staff time &amp; list of staff to be involved.</li> <li>Person/hours matrix reflecting tasks, objectives &amp; deliverables.</li> <li>Total number of days to commence and complete project.</li> <li>Recommended number of staff and public meetings.</li> </ul>
Council Orientation Luncheon	March 15/07	March 15/07	<ul style="list-style-type: none"> <li>Overview of public art &amp; Public Art program in Hamilton.</li> <li>Project orientation specific to overall objectives, specific deliverables and timelines.</li> </ul>
Interviews with internal & external stakeholders	April 3/07	April 3/07	<ul style="list-style-type: none"> <li>Identification of vision &amp; opportunities for public art in Hamilton.</li> </ul>
Staff workshop.	May 11/07	May 11/07	<ul style="list-style-type: none"> <li>Overview of public art &amp; Public Art program in Hamilton.</li> <li>Project orientation.</li> <li>Identification of vision &amp; opportunities for public art.</li> <li>Establish framework for public consultation</li> </ul>



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Milestone	Planned Start Date	Planned End Date	Deliverable(s) / Output(s) Completed
			workshops. <ul style="list-style-type: none"> <li>Establish principles/criteria to prioritize kind of public art &amp; placement of public art.</li> <li>Determine definitions for any new categories/types of public art in addition to those used by the City.</li> </ul>
Project Steering Team Meeting	May 11/07	May 11/07	<ul style="list-style-type: none"> <li>Review of interview &amp; workshop outcomes.</li> <li>Review framework public consultation workshops.</li> <li>Review revised workplan, communication &amp; consultation plan.</li> </ul>
Public Consultation Workshops in 6 urban centres (Hamilton, Stoney Creek, Dundas, Ancaster, Flamborough and Glanbrook).	June 5/07	June 12/07	<ul style="list-style-type: none"> <li>Overview of public art &amp; Public Art program in Hamilton.</li> <li>Project orientation.</li> <li>Identification of vision &amp; opportunities for public art in geographical locales within Hamilton.</li> </ul>
Project Steering Team Meetings	June 19/07	July 26/07	<ul style="list-style-type: none"> <li>Determine appropriate ideas for the development of public art within five specific locales.</li> <li>Recommend other significant locales.</li> <li>Identify potential sites for the inclusion of public art in City-designated geographical areas.</li> <li>Provide rationale to support recommendations for each site.</li> <li>Provide GIS mapping of potential locations with x,y coordinate matrix.</li> <li>Establish principles/criteria to prioritize sites.</li> <li>Prioritize potential sites for the placement of public art.</li> <li>Provide rationale to support recommendations for each prioritized site.</li> </ul>



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Milestone	Planned Start Date	Planned End Date	Deliverable(s) / Output(s) Completed
			<ul style="list-style-type: none"> <li>Recommend the types of public art to be considered for each of the prioritized sites.</li> <li>Establish criteria to prioritize types of public art.</li> <li>Provide rationale to support recommendations for the types of public art to be considered.</li> <li>Develop a cost estimate package indicating the costs of each of the proposed public art projects (including maintenance) identified in the plan.</li> </ul>
Draft Public Art Master Plan & Council Report	July/07	August 31/07	<ul style="list-style-type: none"> <li>Draft Public Art Master Plan inclusive of all previously identified deliverables.</li> <li>Draft Council Report.</li> </ul>
Final Public Presentation	Sept 18/07	Sept 18/07	<ul style="list-style-type: none"> <li>Presentation of Public Art Master Plan Draft.</li> </ul>
Project Steering Team Meeting	Sept 24/07	Sept 24/07	<ul style="list-style-type: none"> <li>Integration of public presentation results into final Public Art Master Plan document.</li> </ul>
Final Public Art Master Plan & Council Report to appropriate levels of Senior Management including:			
- Director of Culture & Recreation	Oct 15/07		<ul style="list-style-type: none"> <li>Director signs off on report.</li> </ul>
- General Mgr. Community Services	Oct 23/07		<ul style="list-style-type: none"> <li>GM signs off on report.</li> </ul>
- CMT	Nov 8/07		<ul style="list-style-type: none"> <li>CMT approves report.</li> </ul>
- E & CS Committee	Nov 21/07		<ul style="list-style-type: none"> <li>Presentation to E &amp; CS Committee &amp; approval of report.</li> </ul>
Report forwarded to Council	Nov 28/07	Nov 28/07	<ul style="list-style-type: none"> <li>Council receives and approves report.</li> </ul>
Project Closure	Dec 15/07	Dec 30/07	<ul style="list-style-type: none"> <li>Debrief with Project Sponsor</li> </ul>



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Milestone	Planned Start Date	Planned End Date	Deliverable(s) / Output(s) Completed
			& Project Steering Team to determine completion of all deliverables & evaluate project process.

**10.2 Resources**

To complete the work identified above, the following project resources will be assigned.

Steering Team Role	Staff	Organization	% of Time
Project Sponsor	Manager of Culture, Culture & Recreation Division	City of Hamilton	15
Project Manager	Policy & Research Planner, Culture & Recreation Division	City of Hamilton	80
Project Coordinator	Arts Coordinator, Culture & Recreation Division	City of Hamilton	80
Project Steering Team Member	Senior Conservator, Culture & Recreation Division	City of Hamilton	5
Project Steering Team Member	Manager, Open Space Development, Capital Planning & Implementation Division	City of Hamilton	5
Project Steering Team Member	Senior Financial Analyst, Budget & Finance Division	City of Hamilton	5
Project Steering Team Member	Senior Landscape Architect, Downtown Renewal Division	City of Hamilton	5
Project Steering Team Member	Urban Designer, Development & Real Estate	City of Hamilton	5



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Steering Team Role	Staff	Organization	% of Time
	Division		
Project Steering Team Member	Manager, Marketing & Information Services, Strategic Services Division	City of Hamilton	10
Project Steering Team Member	Administrative Director	Hamilton Artists Inc.	5
Project Steering Team Member	Committee Member	Arts Advisory Commission	5
Project Steering Team Member	Executive Director	Tourism Hamilton	5
Project Steering Team Member	Senior Curator	Art Gallery of Hamilton	5

Please note that the above table does not include stakeholder involvement.

**10.3 Cost**

The project costs for the consultants are estimated to be \$83,000.00 (excluding GST). A summary of the estimated related project costs are outlined below:

Cost Category	Estimate \$
Internal Labour	0
External Labour. Use of external consultant team.	83,000
GST	4,980
Meeting space rentals	5,000
Equipment	500
Communication See Appendix B	TBA
Supplies Consultation/Meeting Refreshments	3,500
Printing	200
Transportation (City car rental)	250
<b>Total Estimate (Excluding Communication Plan):</b>	<b>\$97,430</b>

A detailed breakdown of the communications project cost estimates will be included under separate cover.

### 11. APPROACH

A detailed overview of the consultant's work plan and related deliverables will be included under separate cover. Specific details on the consultant's approach to the project can be found in hardcopies of the original RFP submission.

### 12. PROJECT ORGANIZATION

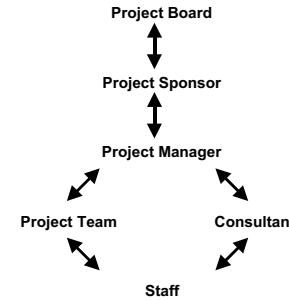
#### 12.1 Project Leadership

The following describes the leadership of the project.

<b>Project Board</b>	Joe-Anne Priel, General Manager Bill Fenwick, Director of Culture & Recreation
<b>Project Sponsor(s)</b>	Anna Bradford, Manager of Culture, Culture & Recreation. The Project Sponsor report to the Director of Culture & Recreation, Bill Fenwick.
<b>Project Manager</b>	Patti Tombs, Policy & Research Planner, Culture & Recreation. The Project Manager reports to the Director of Culture & Recreation, Bill Fenwick.
<b>Project Coordinator</b>	Beth Wakeford, Arts Coordinator, Culture & Recreation. The Project Coordinator has been tasked to this project for its duration and in this role reports to the Project Manager, Patti Tombs.
<b>Consultant</b>	The Planning Partnership (Toronto, Ontario) has been hired in accordance with the City's Purchasing and Legal standards. The Project Manager will own the working relationship with the Consultant.
<b>Project Steering Team</b>	The Project Board, Project Sponsor, and Project Manager will identify staff members and community stakeholders to provide expert information pertaining to specific departmental areas.

### 12.2 Reporting Relationship and Communications Protocol

The Project Manager is the first point of contact and communication with the Project Steering Team and the Consultant. The Project Manager will organize meetings, flow information, and communicate as needed between the Project Sponsor and Project Steering Team and/or Consultant. The Project Sponsor will communicate as needed to the Project Board.



#### 12.3 Overview

There are four (4) Signoff Authority Levels. The levels are:

- Level One    Project Board Signoff
- Level Two    Project Sponsor Signoff
- Level Three    Project Manager Signoff
- Level Four    Project Core Team / Consultant Signoff

As project specific deliverables, outputs, agreements, requirements, etc. are reached; a formal acceptance and signoff on the specific activity must be gained and documented for project accountability. These signoffs on specific project activities will be referred to as a "signoff point".

For each signoff point, one or more of the Signoff Authority Levels will apply.

For each signoff point, the Project Manager will prepare a Project Signoff Request Form and forward it to the Project Sponsor for action. The Project Sponsor will gain the appropriate signatures and return the form to the Project Manager. The Project Manager will file the signoff with the appropriate supporting documentation in the official project file.



**12.4 Deliverables and Outputs**

The following Signoff Authority Levels will be used for the deliverables and outputs of this project:

Deliverable/Output	Level One Project Board	Level Two Project Sponsor	Level Three Project Manager	Level Four Project Core Team/ Consultant
Project Charter	✓	✓	✓	
Project Plan	4	✓	✓	
Change Orders		✓	✓	
All Specific Project Deliverables		✓	4	4
All Specific Project Tasks (Tasks 1-8 as identified in the RFP)		✓	4	4

**12.5 Change Orders**

The Project Charter cannot be changed without the explicit consent of the Project Board, Project Sponsor and the Project Manager. A formal Project Change Order document must be prepared, submitted to, and authorized by two levels. The Project Manager will assist the Project Sponsor in completing the Project Change Order document.

**13. PROJECT CHARTER CONTRIBUTORS**

Staff	Position
Anna Bradford	Manager of Culture, Culture & Recreation Division
Patti Tombs	Policy & Research Planner, Culture & Recreation Division
Beth Wakeford	Arts Coordinator, Culture & Recreation Division



**GLOSSARY OF TERMS**

Term	Description
Deliverable	Any measurable, tangible, verifiable outcome, result, or item that must be produced to complete a project or part of a project. Deliverables are subject to approval by the Project Board.
Output	During the lifecycle of a project, a number of documents are produced which do not fall under the category of a deliverable. Output examples include: status reports, scorecards, project audit reports, etc. Outputs can be subject to approval by the Project Sponsor and/or Project Manager during the course of the project or at the project closure stage.
Project Board	The senior level of the Project Organization. It has the responsibility of ensuring the continued integrity of the project from all points of view. The Project Board should be prepared to recommend termination of the project if necessary. The Project Board continually assesses the project's viability and alignment with the department's strategic objectives. The Project Board also supports the Sponsor in delivering project benefits, ensures the interest of the department are best served, removes obstacles to project progress and approves major changes. The Project Board signs the Project Charter.
Project Sponsor	The Sponsor is ultimately responsible for the project's success or failure. This person has the authority to allocate funding for the project (based on funds provided by the Project Board) and, if need be, cancel the project. The Sponsor: <ul style="list-style-type: none"> <li>• Authorizes the project and approves key deliverables</li> <li>• Champions the project through building and maintaining support throughout the organization; is the key organizational advocate for the project</li> <li>• Ensures the project has clear direction and support</li> <li>• Assists the Project Manager with planning and approval by other stakeholders</li> <li>• Approves changes to the scope of the project</li> <li>• Resolves issues outside the scope of the Project Manager</li> <li>• Makes key business decisions</li> <li>• Provides funding and resources for the project</li> </ul> When there is a Project Board, the Sponsor is accountable to the Project Board and is usually a member of the Project Board. The Project Sponsor signs the Project Charter.
Project Manager	Leads the project. Responsible for delivering a quality product, on a timely basis, within an agreed upon budget and scope. Specific responsibilities include: <ul style="list-style-type: none"> <li>• Responsible for the daily management, planning, control, execution and achievement of project objectives.</li> <li>• Organizing and assembling the Project Steering Team with defined roles and responsibilities. Ensuring appropriate participation, by all areas, throughout the project life cycle.</li> <li>• Preparation of and maintenance to the Project Schedule and Budget.</li> <li>• Preparation of the Project Plan, a framework to govern the project including an explicit definition of Roles and Responsibilities, Management Plans to cover Project Scope, Communication, Configuration and Risk.</li> <li>• Direct the Scope Management Plan for the project. Negotiating project changes (specifications, budget, and schedule) with the affected work groups.</li> <li>• Implementation and adherence to a Communications Management Plan by</li> </ul>



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Term	Description
	conducting regularly scheduled status reviews. Working with the Project Steering Team and Stakeholders to build effective relationships and communication channels. <ul style="list-style-type: none"> <li>• Ensuring that a proper level of documentation is achieved.</li> <li>• Implementation and monitoring of a Risk Management Plan by comparing progress to plan, identifying potential problems and taking corrective action(s), as appropriate. Identifying and understanding specific and related project issues, assessing risk and preparing risk mitigation and contingency plans.</li> <li>• Escalating issues requiring management attention. Managing issues.</li> <li>• Maintaining direct access to all levels of management to discuss/escalate project issues requiring management focus and direction.</li> <li>• Closing down the project and documenting project learnings.</li> </ul> The Project Manager signs the Project Charter.
Project Steering Team	The Project Steering Team is responsible for providing expert knowledge in specific business or technical areas, as well as reviewing and/or contributing to the creation of the deliverables by providing information.
Project Core Team	The Project Core Team (Project Sponsor, Project Manager, Project Coordinator and Manager of Marketing and Information Services) is responsible for providing expertise and knowledge on decisions requiring immediate action and which are outside of the mandate of the Project Steering Team.
Staff	Provides skills, expertise and effort through input to workshops or focus groups.

**APPENDICES**

Project workplan and Communications Plan will be provided under separate cover.

## Reference Documents provided to the consultants

- Vision 2020 (1992)
- Social Vision for the City of Hamilton (2002)
- Official Plan (2005)
- Strategic Plan (2002)
- New Comprehensive Zoning By-law (2004)
- Code of Conduct (1995)
- Conflict of Interest
- Purchasing Policy (2004)
- Economic Development Strategy Report (2002)
- Hamilton Downtown Secondary Plan (2003)  
*Putting People First: The New Land Use Plan for Downtown Hamilton*
- Hamilton Downtown Mobility Street Master Plan (2003)
- Hamilton Downtown Hughson Streetscape Master Plan (2004)
- Hamilton Downtown King William Streetscape Master Plan (2004)
- King Street West Streetscape Master Plan and  
Downtown Gateway Feature at Hess (2005)
- City of Hamilton Parks, Culture and Recreation Master Plan (2002)
- City of Hamilton Art in Public Places Policy (1992)
- City of Hamilton Policy for the Arts (1989)

**Credits:** The Hamilton Public Art Master Plan was prepared by the Culture Division, Community Services Department in consultation with: The Planning Partnership, Jane Perdue, TCA Architects and Public Art Management.

**Note:** The Public Art Master Plan logo, often appearing in the top left corner of each spread, is based on the art work entitled The Gathering, by Tor Lukasik-Foss; located at the Dominic Agostino Riverdale Community Centre, Hamilton, Ontario.  
Ráfaga Unleashed, Pier 8 by V & E Dam de Nogales