



VISION 2017

Released May 2013



ARTSCAPE

Artscape



WYCHWOOD

CASA LOMA

**Artscape
Wychwood
Barns**

CABBAGETOWN

UNIVERSITY OF
TORONTO

REGENT PARK

**Daniels
Spectrum**

**Artscape
Distillery
Studios**

DISTILLERY
DISTRICT

**Parkdale
Arts &
Cultural
Centre**

KENSINGTON
MARKET

MOSS
PARK

**Artscape
Youngplace**

**Theatre
Passe
Muraille**

ENTERTAINMENT
DISTRICT

HARBOURFRONT

**Artscape
West Queen
West**

**Adelaide/
Widmer
Arts Space**

**Artscape
Triangle
Lofts**

LIBERTY VILLAGE

TORONTO
ISLANDS

**Artscape
Gibraltar
Point**

TORONTO
ISLAND
PARK

MAY 2013

In 2007, Artscape embarked on a five-year plan heralding a bold new period of expansion. At the time, the Wychwood Barns was a crumbling building that had been mostly idle for close to 30 years, the Queen West Triangle was a hotbed of controversy, the Shaw Street School was empty and becoming increasingly derelict, and while the Regent Park revitalization was getting underway, the plan lacked a place for culture.

Those unfamiliar with Artscape's dogged determination to make great things happen may have doubted the odds of transforming these challenging prospects into dynamic and award-winning creative places, especially in the midst of a deep recession and global financial crisis. Yet these projects and many other elements of the plan were brought to fruition, and with them a stronger sense of shared purpose was forged and a new appreciation for the power of 'thinking big' was born.

Our new strategic plan, Vision 2017, continues the tradition of elevating Artscape's aspirations for the future. It has been developed through two years of research and dialogue and honed by a committee of diverse stakeholders. The plan sets out four major goals and the strategic directions and key initiatives we will undertake to advance them. From this document, Artscape boards and staff have developed detailed annual work plans and performance measures to monitor success.

Perhaps the most notable shift in Vision 2017 is a determination to move beyond the noble but modest objective of helping creative people to survive the challenges of the real estate market. In the future, we will aim to create the conditions for them to thrive, something that will require new understanding and a strong sense of shared responsibility between all stakeholders.

Artscape has many exciting plans for the future, from dramatically expanding the organization's property portfolio to solidifying our reputation as a global leader in creative placemaking. Our confidence in launching this ambitious strategy is rooted in our well-developed understanding of the power of art and culture to generate value. We look forward to collaborating with our numerous Artscape communities, governments, partners, donors, investors, community leaders, clients and city-builders far and wide to realize this plan. Together we will continue to build a strong and innovative organization that will make Toronto proud as a force for good in society.



Tim Jones
PRESIDENT & CEO,
ARTSCAPE



Chris Kelly
CHAIR, STRATEGIC
PLANNING COMMITTEE



Robert J. Foster
CHAIR, BOARD OF
DIRECTORS, ARTSCAPE

Vision, Mission, Mandate

VISION: *Where We Are Going*

Artscape is committed to building a world that engages art, culture and creativity as catalysts for community vibrancy, sustainability, prosperity and inclusiveness.

MISSION: *Why We Exist*

Artscape makes space for creativity and transforms communities.

MANDATE: *What We Do*

Artscape is a not-for-profit urban development organization that connects the dynamism and power of creative people with other public, private, philanthropic, community and neighbourhood interests to:

- ⚡ Create the conditions for artists and creative communities to thrive by developing and managing affordable space, programs and services
- ⚡ Generate positive cultural, economic, social and environmental impacts and outcomes
- ⚡ Grow a community of practice around creative placemaking

Vision 2017 sets out the actions and strategic directions that the Artscape group of organizations will take over the next five years in order to achieve the following four major goals:

Stakeholder Relations

Heighten profile and cultivate understanding among Artscape stakeholders to enhance a sense of shared purpose around cultural, economic, social and environmental objectives.

Portfolio Development

Take a balanced approach to portfolio development that increases the number of stakeholders served, enhances existing projects and grows the asset base.

Creative Placemaking Practice

Build and share the practice of creative placemaking and position Artscape as a leader in the field.

Organizational Resilience

Build organizational resilience to support growth.

Stakeholder Relations

KEY FACTS*

1348 people who work and or live in Artscape projects

Key partnerships with all levels of government

7 development industry partners

140 annual and major gift donors

8 private sector lenders

444 events hosted by **281** clients at Artscape properties

Tens of thousands of neighbours and audience members

*Statistics for the 2012 calendar year

When people think about Artscape, its buildings often come to mind first. But in fact, the organization's strength springs from the people inside the buildings more than actual bricks and mortar.

At the heart of our mission is our belief that artists, culture-makers and creative entrepreneurs make invaluable contributions to cultural, economic, environmental and social vitality.

We also recognize that their efforts are often under-acknowledged and under-utilized. We believe that the process of unlocking the creative potential of people and places begins with understanding the talent, resources and relationships at play. Our projects ensure that a portion of the value generated by creative people and organizations is invested and leveraged to help foster the conditions for them to thrive.

While the creative people and organizations working and living in Artscape buildings are at the core of our work, our projects are not built exclusively around their needs and interests, but instead connect their needs with governments, development partners, donors, investors, community and neighbourhood activists, clients and many other stakeholders.

Artscape's best work happens when all of these stakeholders rally around a shared vision so that everyone wins. This type of collaborative city-building allows all parties to contribute as well as receive benefits, thereby enabling Artscape projects to generate multiple bottom lines.



OVERARCHING
GOAL

Heighten profile and cultivate understanding among Artscape stakeholders to enhance a sense of shared purpose around cultural, economic, social and environmental objectives.

STRATEGIC
DIRECTIONS

Work in partnership with Artscape's tenants, owners and members to create the conditions for them to thrive and contribute to the overall success of the Artscape community.

Cultivate, steward and strengthen relationships with Artscape's key external stakeholders.

KEY
INITIATIVES

Invest time and resources to understand what conditions will allow Artscape tenants, owners and members to better thrive.

Expand relationships with members of the cultural/creative and urban development communities and cultivate their interest in working with Artscape to build shared value.

Heighten profile using a diverse range of communications channels, an integrated approach and concise and consistent messaging.

Review and revise policies and procedures related to tenancy, ownership and memberships.

Engage neighbours in the life of Artscape projects and ensure community stewardship is an integral part of all Artscape facilities.

Build a culture of philanthropy in and around Artscape and establish an integrated approach to annual leadership gifts, major gifts, planned and legacy giving and events.

Establish and communicate defined service expectations to tenant, owners and members.

Work in partnership with governments, corporations and foundations to identify synergies between their goals and objectives and Artscape's operating and capital funding requirements.

Portfolio Development

KEY FACTS*

- 9** properties in operation
- 4** projects under construction and many more in the development pipeline
- 3** City-owned properties developed and managed by Artscape
- 193** non-residential units, including 150 artist work studios
- 125** artists live/work units
- 16** performance and event spaces
- 4** galleries and exhibition spaces

*Statistics for the 2012 calendar year

Artscape's property portfolio serves a diverse mix of non-residential and residential arts uses. Projects fall into four major categories: community cultural hubs, multi-tenant arts centres, artist live/work projects and single-user arts projects.

Newer generations of Artscape projects are designed and managed as platforms for collaboration and welcome non-arts tenants in order to encourage cross-sector collaboration. In recent years, Artscape has broadened the spectrum of affordability delivered through its projects by offering affordable and market ownership opportunities and by introducing short-term rentals and shared studio arrangements.

While many Artscape projects are grounded by a unique vision and operating model that has been built from the ground up in their communities, all projects (with the exception of social housing units in the portfolio) are governed by a common operating principle: to be financially self-sustaining once the original capital investment has been made. This social-enterprise approach has resulted in a focus on the downtown market where development opportunities and market demand are strong. However, Artscape has invested considerable time and research into understanding how to apply its creative placemaking expertise in areas outside the core and is now exploring opportunities across the GTA.



OVERARCHING GOAL

Take a balanced approach to portfolio development that increases the number of stakeholders served, enhances existing projects and grows the asset base.

STRATEGIC DIRECTIONS

Develop and implement a portfolio review plan that systematically addresses the renewal of current projects.

Engage development partners to build and finance live/work projects thereby expanding the number of below-market ownership and rental units in the portfolio.

Advance Artscape-led development through creative partnerships that align the needs and interests of the creative community with other city-building initiatives.

KEY INITIATIVES

Create and implement a process to evaluate and renew the visions and operating models for all Artscape projects.

Secure agreements with developers to build, finance and sell affordable artist live/work units to Artscape.

Create new non-residential, mixed-use and community cultural hub projects.

Devise a capital renewal plan for all Artscape projects and secure funds to address priorities.

Work with governments to further public policy and partnership development for affordable home ownership.

Develop projects in areas outside of Toronto's core.

Develop and implement a process to regularly revise Artscape's property management practices and systems.

Continue to improve the development model and optimize the affordability of residential units.

Seek opportunities to develop raw studio space and explore new approaches that improve access to and broaden the spectrum of affordability of Artscape facilities.

Creative Placemaking Practice

KEY FACTS*

6 mentorship and coaching assignments

102 educational resources produced: **49** films; **17** templates; **30** online guides; **6** case studies; and other archives and resources on www.artscapediy.org

5 major research studies and publications

30+ Canadian cities benefitting from Artscape's Creative Placemaking Lab services

17 invitations to present in international conferences

1 University of British Columbia Creative Placemaking course designed and delivered by Artscape staff in 2012

*Cumulative statistics to December 2012

In 2005, Artscape coined the term 'creative placemaking' to describe the emerging and evolving field of practice that aims to leverage the power of art, culture and creativity to act as a catalyst for change, growth and transformation of place.

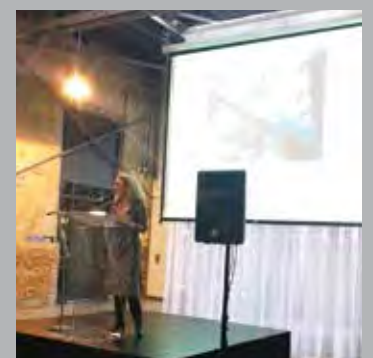
Artscape's approach to creative placemaking involves clustering creative people within urban development projects to help transform communities and neighbourhoods.

Today this and other creative placemaking strategies have gained strong currency, particularly south of the Canadian border, as cities strive to re-invent themselves, revitalize downtowns and generate new employment.

Artscape's Creative Placemaking Lab is the department of the organization that undertakes research and development for new projects, evaluates project impact and shares Artscape's experience around the world. Knowledge sharing initiatives include:

- ✓ A mentoring and coaching program
- ✓ A university course in creative placemaking
- ✓ Artscape D.I.Y., a comprehensive online knowledge hub

By investing in research and staying abreast of what is happening in the field, Artscape aims to remain at the cutting edge of its practice.



OVERARCHING GOAL

Build and share the practice of creative placemaking and position Artscape as a leader in the field.

STRATEGIC DIRECTIONS

Develop capacity building programs, services and tools designed to build a community of practice in creative placemaking.

Expand Artscape's role and profile in thought leadership.

Strengthen and inform the evolution of Artscape's creative placemaking practice by undertaking impact research and evaluation.

Continue to develop Artscape DIY and online communities as key tools in knowledge exchange and capacity building.

Host public events and other forums which advance an understanding of the role of creative placemaking in city-building.

Develop methodologies to measure the cultural, economic, social and environmental impacts generated by Artscape projects and communicate the impact of our work.

KEY INITIATIVES

Expand Artscape's capacity to deliver its mentorship and coaching program and improve access to it through funding.

Develop, implement and publish a program of strategic research that documents and disseminates Artscape's creative placemaking practice.

Invest in impact measurement and reporting.

Develop academic learning programs in partnership with colleges and universities.

Organizational Resilience

KEY FACTS*

5 not-for-profit organizations in the Artscape group

109 senior-level volunteers involved in Artscape boards and committees

77 staff positions (full-time and part-time)

\$156M estimated market value of assets managed by Artscape

\$9M combined operating budgets for Artscape organizations

26 years with an unblemished track record of annual surpluses (all years of operation)

Only 5% of Toronto Artscape Inc.'s total operating budget is derived from government operating grants

*Statistics for the 2012 calendar year

Artscape's success and ability to grow is inextricably linked to the talent and commitment of its boards, staff members and volunteers.

We believe that as a not-for-profit organization, we can match the drive for value generation, innovation and service delivery of the best private sector companies. We recognize that being entrepreneurial, innovative and creative involves taking calculated risks. Our approach to real estate development and event services as well as program and service delivery reflects this social-enterprise mindset.

Artscape's first projects were leased rather than owned and over time many of these spaces have been lost as a result of real estate pressure. Growing Artscape's asset base continues to be a key part of our strategy for the future.



OVERARCHING
GOAL

Build organizational resilience to support growth.

STRATEGIC
DIRECTIONS

Build the capacity of the Artscape team and create the conditions to optimize effectiveness.

Develop an asset management strategy to support stable growth.

Strengthen financial and programmatic results of social enterprises.

Ensure Artscape can recruit and retain the best professional staff to support its objectives.

Coordinate the timing of future project development and secure funding/ financing for pre-project costs to maximize success and minimize competition among projects.

Optimize event service operations to animate Artscape projects and contribute to cultural and financial bottom lines.

KEY
INITIATIVES

Attract highly competent board members and volunteers and provide a completely satisfying volunteer experience.

Manage and finance capital projects discretely, prioritize ownership and optimize sources of working capital and long-term debt in a consolidated approach.

Seek opportunities to expand and improve program activities that generate revenue and/ or animate Artscape projects.

Invest in training, technology and methods that support productivity and effectiveness.

Review and revise capital reserve policies and practices to ensure long-term sustainability of Artscape buildings.

Plan Development Process

Vision 2017 was created over a two-year period beginning in the spring of 2011.

The process started by convening a broad group of external and internal stakeholders to unpack what was working at Artscape and where there was room for improvement. Using an “appreciative inquiry” approach, members of the Artscape community including tenants, neighbours, donors and funders helped direct the organization’s aspirations for the future.

The plan was developed by a committee of Artscape board and staff members. Milestones in drafting the plan included:

- ✦ Facilitated stakeholder consultations – March and April 2011
- ✦ Consultation preliminary findings report – June 2011
- ✦ Strategic Planning Committee meetings – July 2011 to present
- ✦ Artscape boards and senior staff retreats – August and December 2011
- ✦ Draft plan approved in principle – February 2012
- ✦ Final plan including 2013 workplan and performance measures approved – November 2012
- ✦ Review and revision of Vision, Mission and Mandate – February 2013
- ✦ Stakeholder information sessions and public release of strategic plan – May 2013

Thank You!

Artscape would like to thank everyone who participated in the development of Vision 2017. We would like to especially acknowledge the efforts of the following Artscape’s Strategic Planning Committee members for their great work over the past two years:

Chris Kelly, Chair
Debra Baptiste
Julia Deans
Tim Jones
Leslie Najgebauer
Pru Robey
Kathleen Sharpe
Celia Smith

IT STARTS WITH SPACE.

ARTSCAPE AMBASSADORS & BOARD MEMBERS

Artscape Ambassadors

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THANK YOU TO OUR SUPPORTERS

Artscape is extremely grateful to all three levels of government for their continued support of Artscape's capital campaigns, programs, services and operations over many years:

Government of Canada / Gouvernement de Canada, Government of Ontario / Gouvernement de l'Ontario, City of Toronto

Artscape's success in making space for creativity and transforming communities would simply not be possible without the generosity of a wide network of supporters. We're proud to thank and acknowledge the following foundations, corporations and individuals for their contributions of \$25,000 or more cumulatively to Artscape capital and annual campaigns, programs and services between January 1, 2006 and June 1, 2013.

\$1,000,000 +

Anonymous, The Daniels Corporation and The John and Myrna Daniels Charitable Foundation, Ontario Trillium Foundation, The Slight Family Foundation, The Michael Young Family Foundation

\$500,000 to \$999,999

MDC Partners Inc., Metcalf Foundation

\$250,000 to \$499,999

Masters Insurance Ltd., TD Financial Group, The Young Fund at Hamilton Community Foundation

\$100,000 to \$249,999

Aspen Ridge Homes, Aziz Manji Family and Amica Mature Lifestyles Inc., BMO Financial Group, Robert and Julia Foster, Innocon, McLean Smits Family Foundation, The Peter and Melanie Munk Charitable Foundation, Tim and Frances Price, RBC Foundation, Eric Tripp and Maria Smith, The W. Garfield Weston Foundation

\$25,000 to \$99,999

4-Star Drywall Ltd., The Ralph M. Barford Foundation, J.P. Bickell Foundation, Burgundy Asset Management Ltd., Peter Caldwell, Iler Campbell LLP, CIBC, Anthony Ciccolini, Catherine Angela Ciccolini, CIP Group, The Dalton Company, Diamond Schmitt Architects, The W.R. Farquharson Family, Tim Jones, The McLean Foundation, Mazyar Mortazavi, Pace Family Foundation, Quadrangle Architects Limited, Alan Saskin, Sandra Lee Simpson, Speedy Electrical Contractors Ltd., Toro Aluminum, Toronto Community Foundation, University Plumbing & Heating



ARTSCAPE

171 East Liberty Street, Suite 224
Toronto ON M6K 3P6

torontoartscape.org

Cover photo: Shawn Skeir's painting, *We're All in This Together*, appeared as part of the inaugural exhibition, *Rooted in Regent Park, Open to the World* in the second floor gallery of Daniels Spectrum. Acrylic on wood panel, 48" x 144" x 3", 2012.
www.shawnskeir.com

