

Artscape Youngplace Community Stewardship Plan

Artscape Youngplace Founding Vision

Artscape Youngplace is a community cultural hub that brings together a dynamic mix of artists, arts organizations, community groups and the public. It is the home to five streams of activity providing fertile ground for the cross-pollination of ideas and experiences. Artscape Youngplace is:

- A showcase for artistic creation
- A home for arts-based learning labs
- A cluster of art and design work studios
- A work space for artistic creation
- A social heart in West Queen West

Background

In 2001 the Toronto District School Board (TDSB) shut down the public school at 180 Shaw Street and transferred the school's operations to the neighbouring Givins/Shaw Public School while the Shaw building sat empty. In 2006, Toronto District School Board hired Artscape to conduct a feasibility study of its potential reuse of the Shaw school facility. This study, which included extensive community consultation, demonstrated strong community support for repurposing the site as a community arts hub. It indicated that cultural assets, heritage preservation, environmental leadership, educational programming and community partnerships can be brought together in a unique way to transform the Shaw building into a dynamic hub of creative activity and learning.

Over a period of eight months, the consultant team worked with a broad range of community stakeholders to generate a new vision for the Shaw building that integrates creativity, community and learning. As part of the larger study process, the team's initial consultation was based on focus groups held between November 2006 and June 2007, including:

- Givins Shaw Parent School Council;
- interested cultural organizations from across Toronto representing dance, film, media, photography, visual arts, music, theatre, and arts instruction; and
- residents of the Trinity Bellwoods community and members of local community organizations (such as the Friends of Trinity Bellwoods and the West Queen West Business Improvement Association)
- Public open houses

Each focus group and open house provided participants with an opportunity to discuss the overall study process as well as their perception of priorities, opportunities, challenges and concerns with the building's potential re-purposing, that led to a number of common themes:

The re-developed Shaw Street School will be a place where...

- a passion for learning is fueled by arts and culture
- ideas are cultivated through a commitment to openness, diversity and tolerance
- connectivity is fostered through a strong sense of community interaction
- environmental stewardship is encouraged through innovative design and operations
- identity is reflective of the Queen West artistic 'ethos'

These characteristics will be nurtured through a program of spaces that...

- facilitate collaboration, experimentation and cross-fertilization



- respect and enhance the heritage integrity of the building
- provide shared 'sandboxes' that are safe, accessible and inspiring
- respect the flexibility required for the creative process
- generate opportunities for community engagement

Out of the common themes, the Artscape proposed the Founding Vision for the Shaw Street Centre, and, in December 2010, Artscape concluded its purchase of the Shaw Street School from the TDSB and the Toronto Lands Corporation. With a generous lead gift from the Michael Young Family Foundation, Artscape subsequently raised the necessary funds to embark on an \$18 million capital renovation project.

Artscape is the owner and developer of (the now renamed) Artscape Youngplace (AYP). With the project's completion, equity stakeholders own some of the property and Artscape own a majority of the property, together as the Artscape Youngplace Condominium Corporation (TSCC 2397), governed by a Board of Directors. The property operates as a commercial (non-residential) condominium. Artscape has been engaged by TSCC 2397 as the General Manager to oversee and deliver the physical property maintenance and upkeep.

Artscape Youngplace came to fruition because of resources granted to this community vision; Artscape Youngplace must serve a range of stakeholders as a cultural community hub. These community stakeholders include the building owners, tenants, facility users, neighbours, funders, donors as well as members and supporters of the arts community at large. It is essential that the centre balance the needs of the arts community with the needs of the local community, together achieving the shared vision for Artscape Youngplace.

Community Stewardship

The Community Stewardship Plan serves to outline how community members can contribute to the governance and management of AYP, and support Artscape in its responsibilities as General Manager to deliver the current AYP vision as well as in the further evolution of the vision in years to come.

The AYP community stakeholders are defined as AYP owners, tenants, users, neighbours, funders, donors, members and supporters of the arts community at large, and the public.

Governance and Management Overview

AYP is governed as a Freehold Standard Condominium Corporation. The Condominium is financially and legally responsible for the operation of the property. The corporation has standard duties, including:

- keeping a register of owners
- holding annual meetings to review corporation finances
- appointing an auditor
- for more details, please refer to the BY-LAWS for the FREEHOLD STANDARD CONDOMINIUM CORPORATION 2397 as outlined in the Declaration of August 11, 2014.

At each meeting of owners, every registered owner of a unit in the condominium is entitled to vote.

The corporation is governed by a Board of Directors (TSCC 2397 Board), which has a total of five directors who are (after the turnover meeting) each nominated to each serve a term of three years. As the majority owner, three directors are nominated by Artscape. Vacancies on the TSCC 2397 Board are filled through nominations voted on by the remaining directors. The TSCC 2397 Board meets regularly throughout the year.



The TSCC 2397 Board appoints a General Manager, who is responsible for the general management and direction of the Corporation's business and affairs, including the management of the physical property, the operations, and realization of the founding vision. Artscape was appointed by the TSCC 2397 Board as the General Manager, and the AYP Managing Director is hired by Artscape to achieve these objectives. The AYP Managing Director is responsible for the work of committees and volunteers in the achievement of these objectives. The AYP Managing Director will bring all relevant information and issues that require condominium board decisions to the TSCC 2397 Board.

Artscape is also the owner for the majority of the property, and, for the property it owns, is responsible for the operations, leases and license agreements with all the tenants and licensees of AYP. All property management and base building operations including tenant selection and relations, maintenance and capital repairs of these rental units are the responsibility of Artscape.

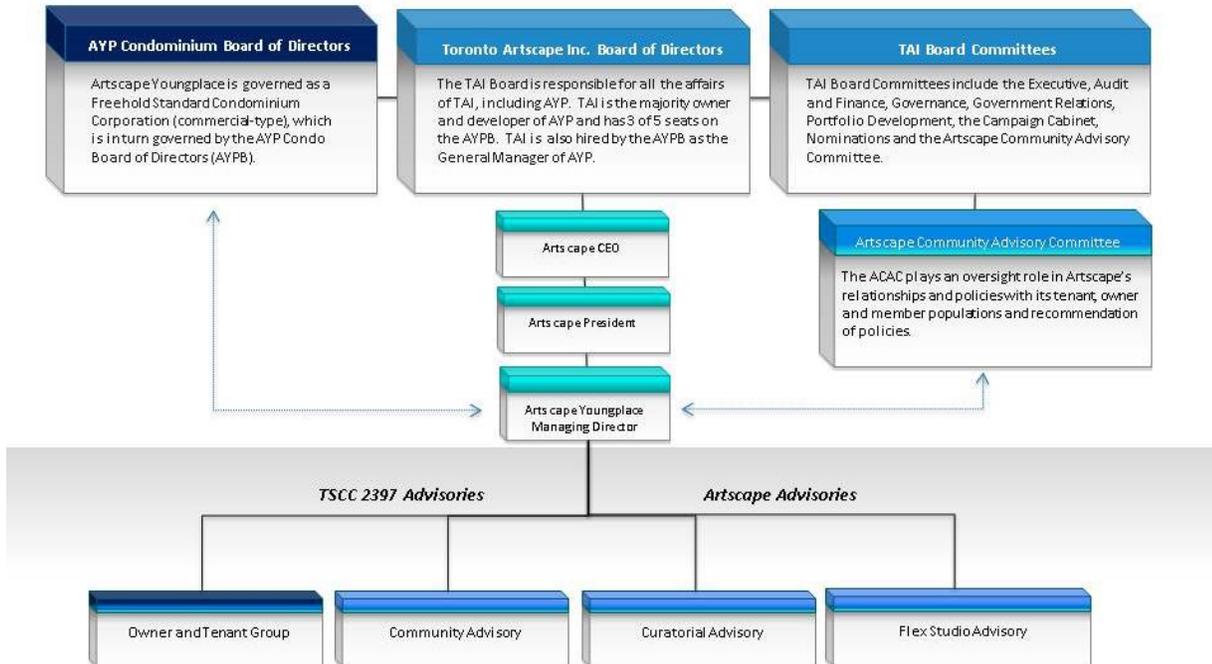
Artscape is governed by a Board of Directors, and encourages board involvement by tenants, community representatives and other stakeholders. The Artscape Board has a robust sub-committee structure. In recent years, Artscape has created several new committees dedicated to pushing specific initiatives forward, including the Executive, Audit and Finance, Governance, Government Relations, Portfolio Development, the Campaign Cabinet, Nominations and the Artscape Communities Advisory Committees. These are true working committees with most meeting at least five times per year in addition to regularly planned board meetings. Artscape's fundraising initiatives are governed by the Artscape Foundation, which in turn has a separate Board of Directors.

In 2013, Artscape expanded the scope of responsibilities for the Artscape Communities Advisory Committee (ACAC). The ACAC plays an oversight role in Artscape's relationships with its tenant, owner and member populations. It recommends strategies to strengthen relationships with these individuals and organizations, and is responsible for the development of recommended policies related to tenancy, ownership and membership including but not limited to:

- Eligibility
- Selection criteria and process
- Orientation
- Lease terms
- Tenant charters
- Community engagement and communication

This work is conducted with a view to advancing the strategic directions related to tenants, owners and members articulated in Artscape's Strategic Plan. Any larger governance or tenant issue of AYP will be brought to the ACAC by the AYP Managing Director.

ARTSCAPE YOUNGPLACE GOVERNANCE



Community Stewardship Approach:

The Community Stewardship Plan sets a framework for achieving the goals outlined above and is designed to promote synergy, collaboration and community engagement. By combining the resources and expertise of Artscape with the voluntary stewardship, entrepreneurship and creativity of the AYP owners, tenants and community members, the project benefits from the commitment and connections of local stakeholders and ensure sound operational and fiscal management. The strategies for each of these areas of engagement are outlined below:

- A) Artscape appoints one member of the Artscape Youngplace community to its Board of Directors during the first three years of operation. Through this measure, Artscape ensure an AYP stakeholder is engaged in the highest level of decision making within the organization in the facility's formative years. Artscape recruits this member through its Nominating Committee.
- B) The AYP Owner and Tenant Group identifies collaborative opportunities provide and input on AYP operations and policies to the benefit of the long-term occupants of the project. The Group makes recommendations to the Owner and Tenant charter that articulates how Artscape and the owners and tenants will work together.
- C) As the community played a crucial role in Artscape acquiring this 100-year-old community facility, with a promise the facility would continue to serve a greater public interest, AYP must deliver an accessible and welcoming facility environment for the local community, and initiating means for engagement between AYP Owners and Tenants and the broader community. The Youngplace Community Advisory (YCA), made up of community stakeholders, identifies participation opportunities, delivers special initiatives and leverage communications networks to promote the engagement and involvement of community members within the building.
- D) Artscape manages the Hallway Galleries and incurs all programming expenses animating the common area spaces, as a means to offer exhibition space to artists and animate the shared spaces of the facility. Artscape works with a Curatorial Advisory comprised of owners, tenants and other community stakeholders. This Advisory recommends programming policy to Artscape and assists Artscape staff with the evolution of the gallery business model and policies, and can participate in the solicitation, review and selection of programming for the hallway galleries and building common areas.
- E) Artscape manages the Artscape Flex Studios within its own spaces in the building. Artscape is committed to offering a range of artists access to AYP space to grow their artistic practice and develop their careers. Artscape will establish a Flex Studio Artist Advisory comprised of a range artists including emerging artists. This Advisory is charged with evolving Flex Studio access and programming policy and assisting Artscape staff with reaching membership and usage goals.
- F) Additional committees may be established by Artscape to assist with the management, governance and programming of AYP on an ad hoc or ongoing basis.

Artscape Youngplace Advisory Mandates

Committee Governance

AYP Committees (which include Advisories) report to the AYP Managing Director and support Artscape's endeavours to realize the AYP Vision. AYP stakeholders are canvassed for recommendations for committee nominations, and Artscape welcomes suggestions to the Managing Director via email, phone or in person. Committee members are invited to participate for a one-year renewable term on a committee by the Managing Director at any time.

Committee Membership is volunteer; no compensation will be rewarded for time served on any Committee.

Each Committee is comprised of a minimum of 2 people. Ad hoc Committees can be struck at any time for specific short or long term initiatives.

In the event that a Committee member resigns before the end of his/her term, the Managing Director has the opportunity to replace his/her seat with a new member. In the event that a Committee member is not demonstrating commitment to the committee (is unable to attend meetings regularly and fails to participate meaningfully in the interim) the Managing Director has the authority to replace this member.

Owner and Tenant Group:

The Owner and Tenant Group (OTG) at Artscape Youngplace that:

- Is open to any AYP owners and tenants and their staff, the Artscape AYP Managing Director and staff
- Meet three times a year
- Host one social event per year

The OTG is established to strengthen the communication and collaboration between owners and tenants at the staff at Artscape Youngplace and to advise on operational issues. It provides a forum for owners/tenants to collaborate with one another and shape initiatives that can positively impact the collective and encourages owner/tenant involvement in the decision making process. Owners and tenants meet three times a year to identify ideas and any issues impacting owners and tenants at AYP and collaborate with Artscape on solutions.

Ideal Composition:

- All AYP owners and tenants and their staff are invited to participate
- Artscape Youngplace Staff

Youngplace Community Advisory:

The Youngplace Community Advisory consists of representatives from the Artscape Board of Directors, AYP owners and tenants, and the local community. The Advisory helps connect the community to the programming offered at Artscape Youngplace, and strategizes ways to make that programming accessible and impactful for the local community. This committee also helps deliver special initiatives and leverage communications networks to increase the traffic and engagement of community members.

Roles and Responsibilities:

- Programming and Outreach Initiatives
 - Assists Artscape in evolving the annual vision and plan for programming initiatives at the Centre and opportunities for community engagement
 - Identifies and stewards new relationships with community members, collaborators and partners

- Dissemination of Information and Community Relations
 - Brings new people to programs, events and opportunities at AYP
 - Engages with community members on site to learn more about their needs and interests
 - Disseminates information about AYP including the Calls for Participation, notice of Public Meetings and Official Events
 - Acts as advocates for the project
 - Advises Artscape of any issues that arise from the community and participates in addressing these issues.
 - Participates in Community Meetings as representatives of the Committee and AYP

Ideal Composition:

- Members of the AYP Local Community (4-6)
- Member of the Artscape Board (1)
- AYP Owners and/or Tenants (2-3)

Curatorial Advisory:

Taking advantage of the architectural features of the beaux-arts building, Artscape manages the Hallway Galleries, which utilize the hallways and stairways as public gallery space, animating the shared spaces of the facility. Artscape has established a Curatorial Advisory comprised of owners, tenants as well as representatives from the local neighbourhood and the Toronto arts community at large. This committee recommends programming policy to Artscape, as well as assists staff with the solicitation, review and selection of programming for the galleries and common spaces.

Roles and Responsibilities:

- Programming and Outreach Initiatives
 - Assist Artscape in honing the vision, plan and operating model for programming initiatives utilizing the hallways and common spaces at AYP
 - Identify and assist Artscape in stewarding new relationships with potential exhibitors, collaborators, partners and supporters
- Dissemination of Information and Community Relations
 - Disseminate information about AYP programming including the Calls for Proposals and Official Events
 - Act as advocates for the project
 - Advise Artscape of any issues that arise from the community and aid in helping the community understand the goals of the project
 - Participate in Community Meetings as representatives of the Committee and AYP
 - Reporting to and collaborating on the broader initiatives of the Community Advisory Committee

Ideal Composition:

- AYP Owners and/or Tenants (minimum 3)
- Professional Visual Artists and/or Curators (minimum 4)
- Emerging Artists (minimum 2)

Flex Studio Artist Advisory:

The Flex Studio Artist Advisory is comprised of representatives from the local neighbourhood and the Toronto arts community at large. Members self-identify as professional artists, who may be current participants or graduates of a professional training program, and/or pursuing a professional career in the visual, performing, literary, or other creative fields. This committee will ensure that emerging artist and youth programming exists at AYP. This committee is charged with recommending access and programming policy for the Flex Studios to Artscape, as well as assisting staff with program communications, member selection, studio design and special initiatives for the AYP Flex Studios.

Roles and Responsibilities:

- Programming Initiatives
 - Assist Artscape in honing the vision, policies and operating model for the Flex Studios at AYP
 - Assist Artscape in honing the Flex Studio fit-out and space design
 - Assist Artscape in the criteria development, review and selection of flex studio members
 - Assist Artscape in stewarding new relationships with potential members, collaborators, partners and supporters
- Dissemination of Information and Community Relations
 - Disseminate information about Flex Studios including membership outreach, and event promotion.
 - Act as advocates for the project
 - Advise Artscape of any issues that arise from the community and aid in helping the community understand the goals of the project
 - Participate in Community Meetings as representatives of the Committee and AYP
 - Reporting to and collaborating on the broader initiatives of the Community Advisory Committee

Ideal Composition:

- Visual Artists (minimum 4)
- Performance (theatre/dance) Artists (minimum 2)
- Administrators/Managers/Producers (minimum 1)
- Literary Artists (minimum 1)
- At least 50% of the above artists will be early- to mid-career

Artscape Youngplace Community Participation

As a member of the Dundas/Ossington, West Queen West and Trinity Bellwoods Neighbourhoods, AYP staff will participate as members and/or support the initiatives of the following community organizations:

- | | |
|---|--------------------------------|
| ○ Trinity Bellwoods Community Association | ○ DuWest BIA (Dundas/Dufferin) |
| ○ Friends of Trinity Bellwoods Park | ○ West Queen West BIA |
| ○ Givins/Shaw School Council | ○ Ossington Village |
| ○ Active 18 | ○ Others as identified |
| ○ DoWest BIA (Dundas/Trinity Bellwoods) | |