A New Arts & Cultural Centre in Regent Park

Request for Expressions of Interest

AN OPEN CALL TO Artists, Visual and Performing Arts Organizations, Music & Arts Schools, Cultural Organizations and Associations

Submission Deadline: Friday, November 28th, 2008 - 5:00 p.m.

Please submit REOI responses in hard copy (not by fax) to:

ARTSCAPE
Attn: Karol Murillo
171 East Liberty Street, Suite 224
Toronto, ON  M6K 3P6
I  THE OPPORTUNITY

The development of a new Arts and Cultural Centre as part of the ongoing revitalization of Regent Park is a long standing aspiration for the east downtown and a long held aspiration of the Regent Park community. This ambition is now taking a major step towards realization with the identification of a site and the proposed development of a 30-35,000 s.f. purpose-built facility in Phase II of the Regent Park redevelopment plan.

The opportunity of creating a dynamic Arts and Cultural Centre in the Regent Park neighbourhood will require an innovative approach – one that is fluid, engaging, viable and visionary. Through this Request for Expressions of Interest (REOI) process, it is the goal of Toronto Community Housing and The Daniels Corporation to articulate and advance a compelling concept that captures the synergy of culture, community, and revitalization.

Culture
The east downtown comprises one of the most ethnically and culturally diverse areas of Toronto – it enjoys a complex mosaic of traditions, values and practices. Diversity and cultural expression are mutually reinforcing - diverse neighbourhoods support an environment in which creativity can flourish and, at the same time, cultural engagement provides a means through which diverse communities are strengthened. The Arts and Cultural Centre has the potential to become a creative nucleus for the city – a place where intercultural exchange, artistic experimentation and idea generation are fundamental to its purpose.

Community
Toronto’s downtown and central neighbourhoods are undergoing tremendous change as the city evolves in response to broad economic and social forces. The new Arts and Cultural Centre will need to be adaptable in this shifting context, responding to the opportunities and aspirations of many communities - of culture, geography and practice - to deliver an innovative approach to nurturing and enabling creativity.

Revitalization
The redevelopment process underway in Regent Park is rooted in a commitment to create a more liveable, healthy, safe and vibrant community, which is woven into the fabric of the broader city. The Arts and Cultural Centre presents a significant opportunity to anchor culture as a primary driver in the community’s revitalization, both physically and symbolically.
Impact
Based on these principles, the new Arts and Cultural Centre and the arts and cultural organizations and individual artists working there will, individually and collectively, be expected to:

Provide and/or facilitate excellence in a wide range of art forms and cultural/artistic expression including Visual Arts, Music, Theatre, Dance, Writing/Story-telling, Film and Digital Media

• Nurture an exchange and dialogue among individuals exploring creativity
• Provide a gathering/connecting place
• Offer a place to celebrate and learn about community
• Contribute to a socially inclusive Regent Park

To deliver on these objectives, the REOI will be relevant to individuals, partnerships, organizations or collectives who:

▪ celebrate diversity
▪ promote inclusivity
▪ seek collaborative work
▪ actively teach, perform and/or create.

Space
The proposed new Arts and Cultural Centre is expected to be in the range of 30,000-35,000 sq.ft.

Some of the potential uses for the spaces in the Centre would include (but not be limited to):

• Performance and related spaces
• Multi-purpose lobby and concourse spaces
• Flexible space for exhibits, rehearsals, performance, meetings, lectures, screenings
• Administrative spaces
• Support such as kitchen/café
• Outdoor amphitheatre
• Gallery space
• Studio space
• Craft & art rooms
• Music instruction studios
II THE SITE

The proposed Arts and Cultural Centre is located in Regent Park, a vibrant neighbourhood in Toronto’s east downtown. Close to some of the city’s most important cultural, community and entertainment assets, the Centre is ideally situated in close proximity to established areas such as Cabbagetown, Riverdale, Corktown, and Distillery District as well as to future communities in West Don Lands and East Bayfront.
The preferred location for the Centre is on Dundas Street East between Sumach Street and Sackville Street. The Centre is proposed for development in Phase II of the Regent Park revitalization plan. Phase II design/development starts in 2009 with construction to occupancy phases estimated between 2010 to 2012.
III REOI: OBJECTIVE

The objective of this REOI is to stimulate and assess interest in the new Arts and Cultural Centre’s potential development and programming from a broad range of Toronto’s arts and cultural community. Toronto Community Housing (TCH) and The Daniels Corporation have retained Artscape to manage the REOI and to develop a refined vision, business plan and operational model for the Centre.

The following is a description of the different types of opportunities available in the development of the new Arts and Cultural Centre. Respondents are welcome to identify how they will fulfill any or a combination of these roles.

Partnership-led responses from professional and community based arts and cultural organizations and / or individual artists and / or other organizations in the public and not-for-profit sector are welcome.

Program Provider:
A Program Provider will offer regular or temporary programming in the facility but does not operate full-time from the building as a Tenant.

Tenants:
Tenants would be not-for-profit cultural organizations and/or individuals who are leaseholders of space within the building.

Facility Operator:
The Operator would be a not-for-profit organization with established capacity to operate a facility of this size for the purpose of an arts and cultural centre. The Operator may own the building or have a master lease with the owner, and may or may not utilize space in the building for its own operations/programming.

Development Partner:
A Development Partner would be a not-for-profit organization with responsibility to raise significant capital funding to develop the building, either solely or in partnership. The Development Partner may or may not utilize space in the building for its own operations/programming.
IV REOI: CONSIDERATIONS

Financial

The business model for the Centre must be founded on partnerships that have the capability to raise the capital required to build the Centre; generate the program and tenant mix to sustain its operations; and offer the management experience and capacity to operate the facility over the long term.

Timeline

It is expected that the REOI release and assessment process will be completed by December 2008. The following milestones outline the project timeline as currently defined:

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<tr>
<th>Event</th>
<th>Date</th>
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<tr>
<td>REOI Release</td>
<td>Monday October 20th, 2008</td>
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<tr>
<td>Information Sessions</td>
<td>Tuesday, October 28th, 2008</td>
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<td>REOI Response Deadline</td>
<td>Friday November 28th, 2008</td>
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<tr>
<td>REOI Evaluation</td>
<td>December 2008</td>
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<tr>
<td>Development of vision, business and governance model</td>
<td>January 2009</td>
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Next Steps
Following evaluation of REOI submissions, TCH and the Daniels Corporation will notify Respondents of the next steps, which may include an invited or open-call Request for Proposals process.

Limitations
Submissions under this REOI process does not confer obligations by TCH or The Daniels Corporation to the Respondents in relation to subsequent processes related to the Centre. See major section VIII LIMITATIONS for more detail.
V REOI: ROLES

Land Owner/Project Client
- Toronto Community Housing
  TCH is the largest social housing provider in Canada and the second largest in North America. The TCH portfolio includes more than 360 high-rise and low-rise apartment buildings throughout the city. The mandate of TCH is to provide quality housing for low and moderate income households and to create community conditions that minimize risk and promote resiliency.
- The Daniels Corporation
  Founded in 1982, The Daniels Corporation has developed and built over 15,000 homes and apartments in a diverse range of award winning communities. Daniels has received numerous industry awards including the prestigious Ernest Assaly Highrise Builder of the Year Award by the Ontario New Home Warranty Program. Company founder and CEO John Daniels has been a leader in the North American building industry for the past 50 years.

Steering Committee
- Mitchell Cohen, President, The Daniels Corporation
- Liz Root, Toronto Community Housing
- Catherine Goulet, Executive Director, Regent Park Neighbourhood Initiative (RPNI)
- Lori Martin, City of Toronto, Cultural Services
- Kate Stark, Executive Director, Dixon Hall

Community Stakeholders
- Local community arts and cultural organizations in the Regent Park neighbourhood
- ArtHeart Community Arts Centre
- Cabbagetown-Regent Park Museum
- Coleman Lemieux & Compagnie
- Regent Park Film Festival
- Regent Park Focus Youth Media Arts Centre
- Regent Park School of Music
- Cabbagetown Community Arts Centre
- Cabbagetown Short Film and Video Festival

Advisory Committee
An independent Advisory Committee will be appointed to review responses to the REOI process. Members will include representatives from:
- Local Regent Park arts community
- Broader Toronto cultural community
- Representatives from the Regent Park community as a whole
- Arts facilities technical advisors
VI  REOI: SUBMISSION REQUIREMENTS

Respondents are asked to identify their space needs, scope of operation and programming and to discuss their potential contribution to the management, programming and/or operations of the Centre. Respondents should pay close attention to the summary of Evaluation Criteria set out in Section VII. These criteria will be the primary lens through which the Advisory Committee will consider submissions.

Submissions should respond to the following requirements for information:

1. Register online at reoi@torontoartscape.on.ca to receive ongoing correspondence and updates

2. A 3-5 page (maximum) Letter of Interest which sets out:
   • A description of your proposed role in the Arts & Cultural Centre – what function you want to play, how it will add value to the Centre, how you propose to interact with other users/tenants, what leadership roles you can play
   • An outline of your space requirements and their uses
   • Your approach to this project addressing the evaluation criteria *(see following section VII REOI: EVALUATION PROCESS & SELECTION)*

3. Statement of Experience
   • A description of your organization – mandate and mission
   • A history of the organization including years of operation, range of project types/programming, awards, prizes and any other relevant information.
   • Resumes for key personnel, list of Board.

4. Completion of separate Information Form
All REOI responses are to be submitted in hard copy (not fax) to:

ARTSCAPE  Attn: Karol Murillo
171 East Liberty Street, Suite 224
Toronto, ON, M6K 3P6
Submissions will be accepted up until 5:00 p.m. on November 28, 2008

Information Sessions
Tuesday, October 28th   9:30 a.m. – 11:00 a.m.
Monday, November 3rd   3:00 p.m. – 4:30 pm.

Toronto Christian Resource Centre – Main Floor
40 Oak Street (off of Parliament Street)
Toronto, ON M5A 2C6

Two information sessions will be hosted by Artscape to provide additional opportunities for applicants to gather information about the Arts and Cultural Centre development opportunity before submitting their Letter of Interest. Potential respondents are encouraged to attend at least one session.

Respondents must register at reoi@torontoartscape.on.ca to attend information sessions and receive additional updates and / or changes to the REOI process.
VII REOI: EVALUATION PROCESS & SELECTION

The following Evaluation Criteria will be used by the Advisory Committee to review and assess Expressions of Interest:

VISION
Is the proposal rooted in a strong, organizational vision

CAPACITY
Does the Respondent demonstrate the necessary level of leadership, effective project management and fundraising capacity to deliver the proposal?

SUSTAINABILITY
Is the Respondent able to demonstrate its financial stability and sustainability?

Does the proposal respond to the social and cultural diversity of the community and the wider city in relation to its operations, program proposals and approaches to community development / outreach?

(Where appropriate only) Does the proposal make a positive contribution to environmental sustainability?

IMPACT
Will the proposal will make a substantial contribution towards:
- Providing and / or facilitating excellence in a wide range of arts forms and cultural/artistic expression
- Providing a gathering / connecting place
- Celebrating and learning about community
- Contributing to a socially inclusive Regent Park
- Nurturing exchange and dialogue among individuals exploring creativity

Respondents should ensure that their Letter of Intent addresses each of the Evaluation Criteria in relation to their proposed role in the development. For example, a proposal from a community-based cultural organization to contribute toward the Centre’s programming would not be expected to respond with the level of detail that would be expected from a proposal to become a Development Partner, Facility Operator or Major Tenant.
VIII LIMITATIONS

Any Respondent making a submission in response to this REOI does so fully accepting the following provisions:

This REOI is a request for information only, it is not a procurement document. The information contained in this REOI is intended for information purposes only to assist interested parties in assessing whether or not to respond to such request. No representation or warranty express or implied, is made by TCH or The Daniels Corporation or any of its agents, as to the accuracy or completeness of such information. Neither TCH or The Daniels Corporation nor its agents will be responsible for, and hereby expressly disclaim, any and all liability for any errors, omissions or inaccuracies in connection therewith. In its response to this REOI, the Respondent must disclose to the Client, any potential conflict of interest that might compromise this process. If such a conflict of interest does exist, TCH and The Daniels Corporation may, at its discretion, refuse to consider the response in question.

The Respondent must also disclose whether it is aware of any TCH/The Daniels Corporation employee or Board of Trustees member has a financial interest in the Respondent and the nature of that interest. If such an interest exists or arises at any point leading to the selection of the successful Respondent, TCH/The Daniels Corporation may, at its discretion, refuse to consider the response, or proceed with the Respondent any further in this process unless and until the matter is resolved to TCH/The Daniels Corporation’s sole satisfaction. All information provided by or obtained at any time from TCH/The Daniels Corporation or its agents in any form in connection with this REOI that is not publicly available (i) must be treated in a highly confidential manner; (ii) is not to be used for any other purpose other than responding to this REOI; (iii) must not be disclosed to any other person without the prior written authorization of TCH/The Daniels Corporation; and (iv) shall be returned to TCH/The Daniels Corporation immediately upon the request of TCH/The Daniels Corporation.

This exercise is neither a request for proposals nor a request for tenders. This is a request for information only and no legal obligations will arise hereunder in any circumstances. TCH/The Daniels Corporation reserves the right to amend the scope of this REOI, and to carry out discussions with one or more prospective Respondents at any time, or from time to time, for the purpose of attempting to finalize an acceptable agreement, at all times without recourse against TCH/The Daniels Corporation and its agents, should no such agreement be concluded.

TCH/The Daniels Corporation may proceed as it determines in its sole discretion, including to discontinue or invalidate this REOI and including to re-issue or proceed with a further REOI and TCH/The Daniels Corporation will not be responsible for any losses or costs incurred by any Respondent as a result thereof. TCH/The Daniels Corporation has the right not to respond to any report or request made by a Respondent and not to distribute copies of any reports or requests received from a Respondent and responses thereto, to the other Respondents. Where TCH/The Daniels Corporation, in its discretion, considers that such report or request necessitates a change to this REOI, TCH/The Daniels Corporation will prepare and issue an appropriate addendum to this REOI. TCH/The Daniels Corporation reserves the right to terminate this REOI at any time for any reason.