



**ARTSCAPE
SHAW STREET CENTRE**

*A Creative Convergence Centre
in the Heart of Toronto's West Queen West Community*

CALL FOR PROPOSALS

Sales and Rental Opportunities



Affordable. For the Arts. Forever.



ARTSCAPE

Issue Date: June 10, 2010

Submission Deadline:

Before 10:00am on July 8, 2010

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A. INTRODUCTION

Artscape is excited to launch the sales and rental process for Artscape Shaw Street Centre. Building upon Artscape's self-sustaining development model permitting ownership and rental opportunities for non-residential spaces, units at Artscape Shaw Street Centre will be sold and rented to artists and not-for-profit arts and community organizations at below-market rates. This mix will fill an important need in the arts community by offering some artists and organizations the opportunity to purchase their work space permanently while allowing Artscape to continue to address the needs of the arts community for long-term affordable rental space.

Artscape Shaw Street Centre will repurpose the existing historic Shaw Street School, located at 180 Shaw Street in the heart of the West Queen West arts and creative community. Artscape is making a significant investment in the restoration and renovation of the 75,000 sq. ft. building, with the scope of work estimated to be greater than \$12M. This investment coupled with our self-sustaining development model, will secure the building as a creative convergence centre for future generations of Toronto artists and organizations. Artscape Shaw Street Centre will offer work space on four floors, ranging in size from 460 – 4,800 sq. ft. Potential uses include work space for artists and not-for-profit arts and community organizations, including but not limited to: production, exhibition, education, programming and administrative space.



There will be no residential opportunities within the Artscape Shaw Street Centre. Occupancy is expected for Spring, 2012.

B. THE VISION

Artscape Shaw Street Centre will be a multi-dimensional, multi-tenanted centre designed to build capacity for creativity and innovation and bring creative people and ideas together under one roof. It will be both a physical and virtual platform for collaboration that supports new models of practice being developed by artistic leaders, notable for their multidisciplinary, collaborative and entrepreneurial approach.

The centre will house a core group of media artists and organizations, as well as a diverse mix of creators working in various artistic disciplines. Artscape Shaw Street Centre will also provide space for community and social mission organizations that will thrive in a convergence centre context.

Who Will Work at Artscape Shaw Street Centre?

By combining the following elements of the creative process under one roof, Artscape Shaw Street Centre will engage creators, the local community and audiences in exploring pioneering artistic practices.

- **CREATORS:** working in a variety of mediums, including new media, visual arts, theatre, music, dance, literary arts and designer/makers
- **TRAINING AND RESOURCE PROVIDERS:** including media resource centres, arts-based youth training initiatives, social mission organizations and services or amenities that support the health and vibrancy of the creative sector
- **PRODUCERS AND DISTRIBUTORS:** including galleries, film & video presenters and distributors, publishers and performing arts studios
- **COMMUNITY PARTICIPANTS AND AUDIENCES:** including children and youth, Toronto's creative community and its patrons, the local neighbourhood and beyond

What Will Happen at Artscape Shaw Street Centre?

Artists and organizations working at Artscape Shaw Street Centre will interact with audiences through public programming in venues operated within the building, either in spaces operated by the creators, producers and distributors or in common areas. Imagine daily exhibitions and nightly events, screenings, gallery openings and performances centred around a bustling café and a steady stream of web-based content generated by the West Queen West arts and creative community. Collectively, the programming, services, creation and social activities at Artscape Shaw Street Centre will:

- **CREATE, PRODUCE AND DISTRIBUTE** new artistic works to local and global audiences
- **EXPLORE COLLABORATION** between artistic disciplines, social change-makers, audiences and creators
- **ENGAGE YOUTH** in behind-the-scenes creative processes, specialized artistic training activities and entrepreneurship skills development programs
- **FOSTER INNOVATION** by advancing new artistic forms and practice, promoting the development of new ideas and showcasing new digital technologies
- **EDUCATE** through diverse public programming with an emphasis on knowledge exchange
- **DRIVE COMMUNITY TRANSFORMATION** by changing the lives of people engaged in the project and revitalizing a derelict community asset



SALES AND RENTAL SCHEDULE

	DATE	TIME
Call for Proposals Announced	June 10, 2010	
Information Session #1	June 22, 2010	1:00pm
Information Session #2	June 23, 2010	1:00pm
Information Session #3	June 23, 2010	6:00pm
Call for Proposals Submission Deadline	July 8, 2010	10:00am
Sales & Rental Negotiations	August - October, 2010	
Expected Occupancy	Spring 2012	

C. SPACE DESCRIPTIONS

Six types of spaces are available for purchase or rent at Artscape Shaw Street Centre. All floors will have public access, with ground floor purchasers and tenants expected to offer public programming.

Please note that dimensions, specifications, layouts and materials are approximate only and are subject to change without notice. Actual usable floor space may vary from the stated floor area. Sizes and specifications subject to change without notice. E. & O. E. (Errors and Omissions Excepted).

For corresponding unit locations, see **Floorplans on page 7**.

1. WINGS *approx. 4,800 sq. ft.*

A building Wing offers a large studio on the south end of the first, second or third floors of the Artscape Shaw Street Centre for purchase or rent by an artist or not-for-profit organization for programming or administrative purposes. This studio includes four current classrooms and the adjoining hallway. The first floor studio is required to offer an element of public programming. Artists and organizations are welcome to submit a joint application to purchase or rent a Wing of the building.

2. GIVINS STUDIOS *approx. 3,100 to 4,000 sq. ft.*

The Givins Studios are located on all four levels of the Artscape Shaw Street Centre and are intended for public programming. These studios are available for purchase or rent by a not-for-profit organization for the purpose of rehearsal, small scale performance or exhibition uses. These spaces include both studio/office and public presentation areas. The occupant of a Givins Studio is encouraged to sublease their space to other organizations, community groups and individuals.

3. SHAW ROOMS *approx. 1,400 to 1,600 sq. ft.*

The Shaw Rooms are located on the second and third floors of the Artscape Shaw Street Centre. These studios are available for purchase or rent by an artist or not-for-profit organization as work studios, programming or administrative space.

4. CLASSROOMS *approx. 1,000 sq. ft.*

The Classrooms are located on all four floors of the Artscape Shaw Street Centre and are available for purchase or rent by an artist or not-for-profit organization as work studios, programming or administrative space. First floor Classrooms in particular are required to have an element of public programming.

5. ARGYLE STUDIOS *approx. 460 to 530 sq. ft.*

The Argyle Studios are located on the basement, second and third floors of the Artscape Shaw Street Centre and are available for purchase or rent by an artist or not-for-profit organization as work studios, programming or administrative space.

6. CAFÉ *approx. 930 sq. ft.*

A café will be located on the Mezzanine level of Artscape Shaw Street Centre and is available for purchase or rent by an independent café retailer.

Building Features and Amenities

- Restored neoclassical sandstone facade
- Ground floor main entrance on Shaw Street
- Fully accessible
- Passenger elevator
- Individual locked mailboxes
- Loading area
- Washrooms on all floors
- Sprinkler system
- Original terrazzo floor in common areas
- 24/7 access for owners/tenants
- Shared hallways for programming use by owners/tenants
- Dedicated website for owners/tenants



Individual Unit Features and Finishes

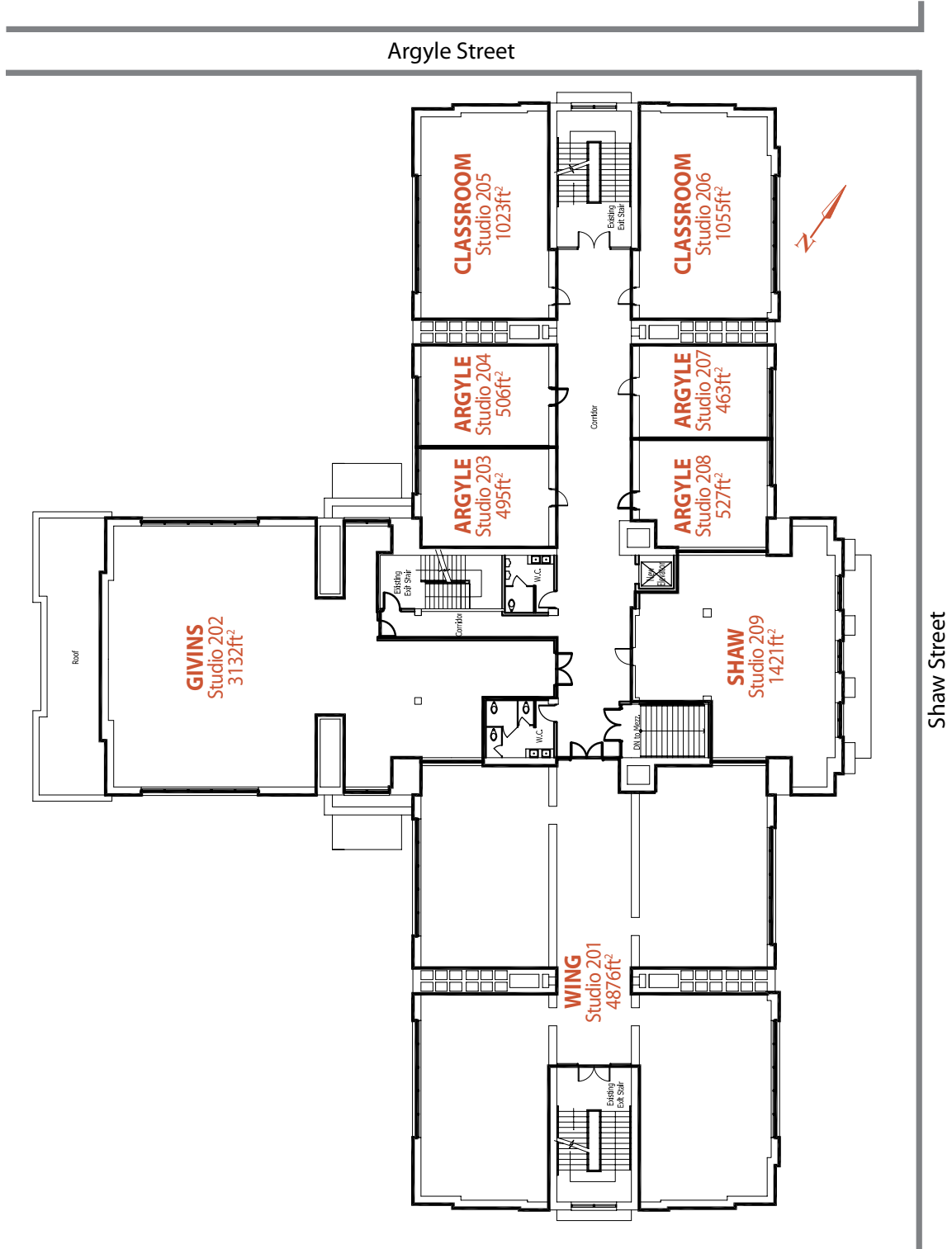
- Ceiling heights range from 10' – 14'
- Rough-in drain and cold water
- Newly painted ceiling and primed walls
- Unit controlled heating and air conditioning
- New thermal glazed, operable windows
- Strip fluorescent lighting
- Individual metered electrical service (100A or more)
- Rough-in conduit for voice and data
- Opportunity to retain original finishes (blackboards, cloakrooms) as desired
- Additional improvements are the responsibility of the owners/tenants

D. FLOORPLANS  Ground Floor



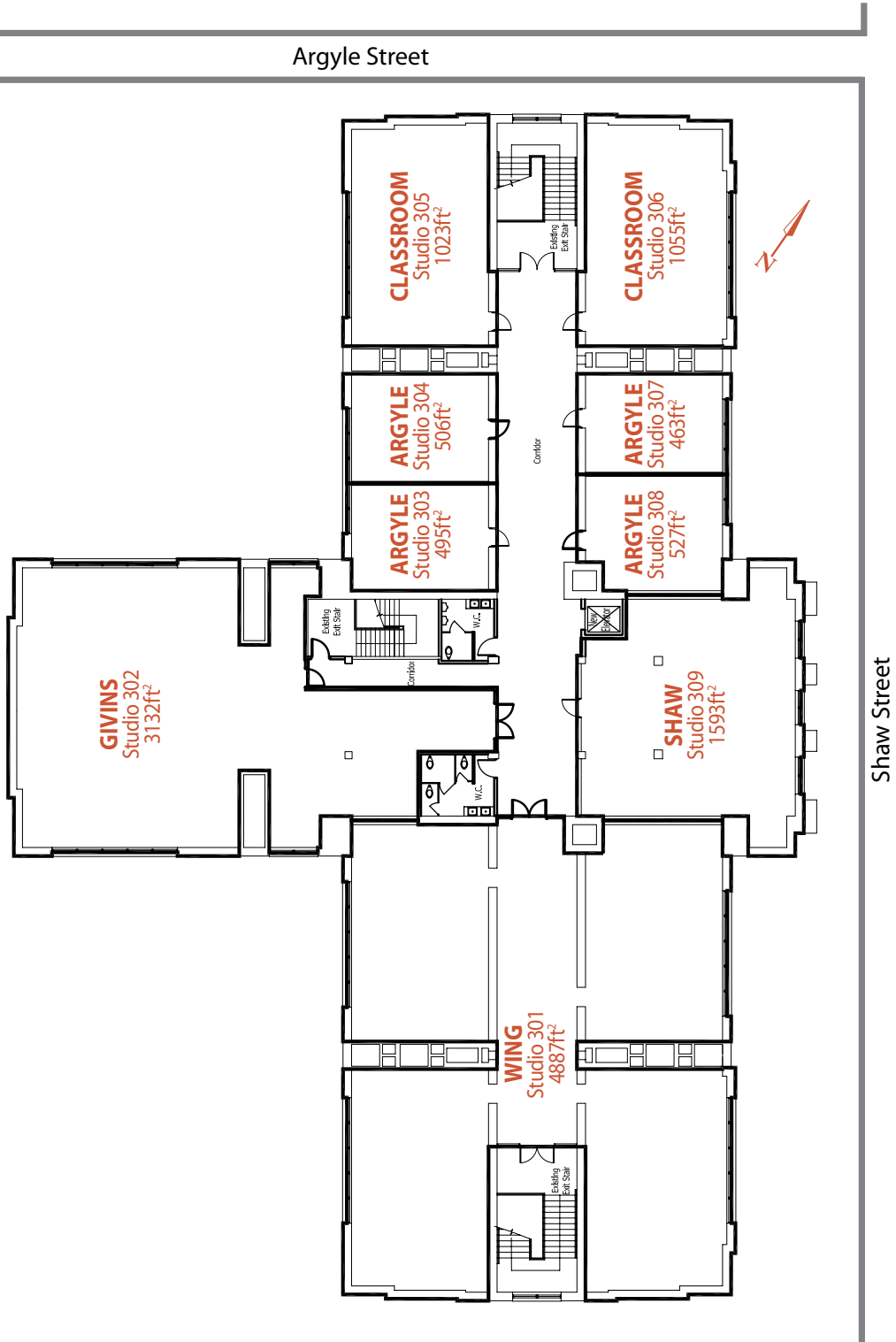
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Second Floor



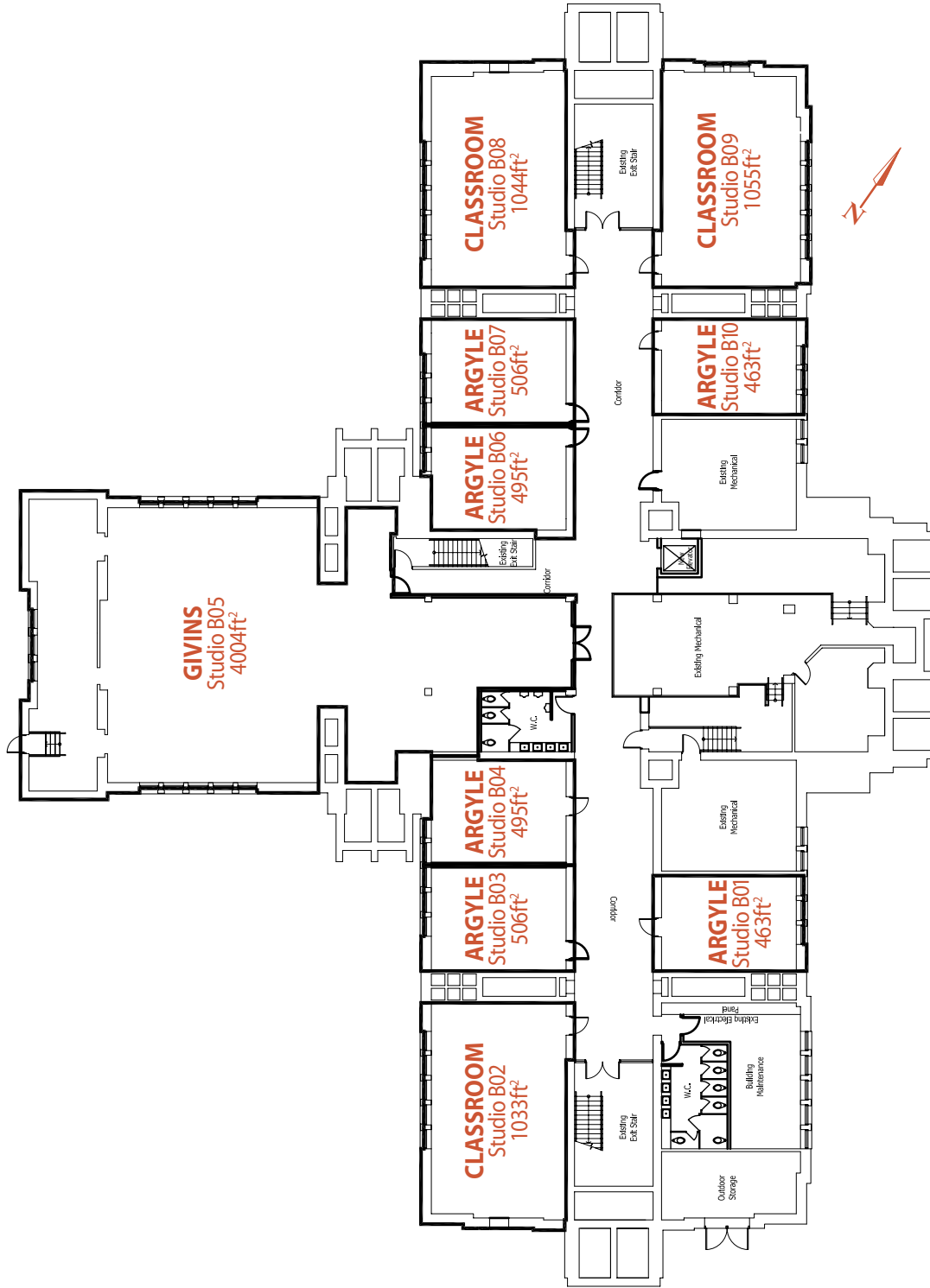
Dimensions, specifications, layouts and materials are approximate only and are subject to change without notice. Actual usable floor space may vary from the stated floor area. Sizes and specifications subject to change without notice. Limited Availability. E. & O. E. Errors and Omissions Excepted

Third Floor



Dimensions, specifications, layouts and materials are approximate only and are subject to change without notice. Actual usable floor space may vary from the stated floor area. Sizes and specifications subject to change without notice. Limited Availability, E. & O. E. (Errors and Omissions Excepted)

Basement



Argyle Street

Shaw Street

Dimensions, specifications, layouts and materials are approximate only and are subject to change without notice. Actual usable floor space may vary from the stated floor area. Sizes and specifications subject to change without notice. Limited Availability. E. & O. E. (Errors and Omissions Excepted)

E. SALES & RENTAL OPPORTUNITIES

Artscape's goal is to develop a vibrant and self-sustaining centre that will remain in the arts community forever. The Artscape Shaw Street Centre's creative convergence centre model encourages creativity and diversity by offering a range of dynamic spaces that appeal to the needs of artists and not-for-profit arts and community organizations. By providing both ownership and rental opportunities at below-market costs, artists and organizations can focus on their work and trust that their rental space will be affordable for the long-term, and that their investment in purchased space will begin building their equity.

Artscape recognizes that the purchase or rental of a new space is a significant investment that can have an impact on an artist's or organization's long-term investment and operating costs. Artscape is currently exploring options to assist purchasers and tenants in the transition by investigating a number of capacity building initiatives to help ease the transition, including: reducing property taxes, accessing financing, securing government funding and other practical assistance.

SALES OPPORTUNITY

ARTSCAPE OWNERSHIP MODEL

Artscape has developed an ownership model for long-term affordability, which is ensured by Artscape holding a second mortgage and a shared appreciation program. The Artscape second mortgage is a 25% no-interest, payment-free mortgage, which effectively brings the cost below-market. This coupled with a shared appreciation plan will ensure that the studio remains affordable to the arts community in perpetuity.

PRICE

Studios will be sold at a purchase price ranging from \$390 - \$450 per sq. ft. (depending on the location in the building) less the Artscape second mortgage, where the purchaser is ultimately responsible for a below-market price ranging from \$293 - \$338 per sq. ft. Prices are subject to change without notice. E. & O. E. (*Errors and Omissions Excepted*)

PAYMENT

It is advisable to begin the mortgage approval process in advance of the sales meeting, which will assist the purchaser in understanding payment requirements and affordable studio size options. When securing financing, the lender should be advised that the Artscape Mortgage will be registered on title as a second mortgage.

PAYMENT TIMELINE

Upon Signing the Agreement of Purchase and Sale	The purchaser will provide a deposit of 5% of the total purchase price.
Within 45 Days of Signing the Agreement of Purchase and Sale	The purchaser is responsible for providing Artscape with evidence that it has obtained approval to finance 65% of the total purchase price.
Within 90 Days of the Agreement of Purchase and Sale	The purchaser is responsible for providing a further down payment of 5% of the total purchase price.
Upon Closing	The purchaser is responsible for providing Artscape with the remaining 65% of the total purchase price through their own means (cash, obtaining appropriate financing, etc.).

Should the conditions of the Agreement of Purchase and Sale not be met by Artscape, purchaser deposits will be returned in full with no deductions or interest.

CONDOMINIUM FEES

Artscape Shaw Street Centre will be established as a non-residential condominium corporation with a governing board that represents the purchasers including Artscape. Purchasers will be required to pay monthly condominium fees to cover the overall expenses of the condominium corporation including utilities (gas and water), property taxes on common spaces, building maintenance and a capital reserve fund. Not included in the condominium fees are hydro, internet/phone/cable and liability insurance. Specifics will be outlined in a disclosure document available during the sales process.

RESALE PROCESS

In keeping with Artscape's goal of ensuring the studios remain in the arts community forever, the resale of the studios is restricted to other artists and not-for-profit arts and community organizations. Long term affordability is secured through the Artscape second mortgage and a shared appreciation program. When a purchaser wishes to sell their studio, it must be sold through Artscape to another artist or not-for-profit arts or community organization. Artscape will manage this process including an independent market appraisal and Artscape covers its costs by charging a 3% administrative fee.

The shared appreciation program will ensure that the studio remains affordable relative to the local real estate market for the next purchaser. Upon selling the studio, a purchaser can realize 100% appreciation on their investment of up to 5% per annum for the number of years they have owned the studio. If the market has appreciated more than that, the additional appreciation on the purchaser's portion of the resale price (market value less 25%) will be shared with Artscape 50/50 under the terms of the mortgage.

RENTAL OPPORTUNITY

Artscape intends to rent a portion of the studios to artists and not-for-profit arts and community organizations at below-market rates. Base rent paid is projected to be in the \$7 - \$9 per sq. ft. per annum range, depending on the studio location within the building. Base rent includes management overhead, tenant services and other non-maintenance staff required to run the building.

Additional rent is projected to be approximately \$10 per sq. ft. per annum. Additional rent includes expenses related to the operation of the building such as property taxes, building maintenance, building insurance, utilities (gas and water) and a proportionate share of common area expenses.

Not included in the base or additional rent are hydro, internet/phone/cable and liability insurance. Artists and organizations are required to sign a Lease Agreement that confirms the terms of their tenancy.

F. PURCHASER/TENANT QUALIFICATION & SELECTION

The goal of the purchaser/tenant qualification and selection process is to establish a diverse mix of purchasers and tenants for the centre who have the: 1) vision, 2) programming and/or artistic practices, 3) interest in engaging audiences and/or community and 4) leadership and financial capacity that will be key to its success.

More than 80 responses to the Request for Expressions of Interest process indicated significant arts and community interest in the project. These responses helped to inspire the vision for the Artscape Shaw Street Centre as a creative convergence centre.

The purchaser/tenant qualification and selection process will determine the order of priority in making purchasing or leasing opportunities available to interested parties. Artscape hopes to attract a strong core of new media artists and organizations, a diverse mix of creators drawn from all artistic disciplines, as well as community or social mission organizations that will thrive in a convergence centre context.

As with other Artscape projects, a Community Advisory Committee has been formed to help shape the vision for the project, advise on community and stakeholder relations and assist with the prioritization of purchasers and tenants. This group is comprised of representatives from the Artscape Board of Directors, the local residential neighbourhood, the greater West Queen West community, Artscape tenants and the Toronto arts community at large. The Community Advisory Committee will review each submission against the eligibility and assessment criteria listed below and develop a consensus about which submissions are best suited to purchase or rent space and their location within the centre.



STEP 1 – ELIGIBILITY

To be eligible to purchase or rent space within Artscape Shaw Street Centre, applicants must be either a) a not-for-profit arts or community organization, or b) a professional artist. As a first step in the evaluation process, as with all Artscape projects, a committee of artistic peers will be struck and will determine the applicant's eligibility status according to the following criteria:

A. For not-for-profit arts and community organizations, applicants must:

- i. Be an incorporated not-for-profit organization
- ii. Demonstrate evidence of at least two years of sustained activity

B. For professional artists, Artscape defines a professional artist by the following criteria:

- i. Has presented his/her work to the public by means of exhibitions, publications, performance, readings, screenings or by any other means appropriate to the nature of his/her work
- ii. Is represented by a dealer, publisher, agent or similar representative appropriate to the nature of his/her work
- iii. Devotes a reasonable proportion of his/her professional time as an artist to promoting or marketing his/her work, including but not limited to: presenting him/herself for auditions; seeking sponsorship, agency or engagements or similar activities appropriate to the nature of his/her work
- iv. Receives or has received compensation for his/her work, including but not limited to: sales, fees, commissions, royalties, residuals, grants and awards, any of which may reasonably be included as professional or business income
- v. Has record of income or loss relevant to the exploitation of his/her work and appropriate to the span of his/her artistic career
- vi. Has received professional training, either in an educational institution or from a practitioner or teacher recognized within their profession
- vii. Has received public or peer recognition in the form of honours, awards, professional prizes or by publicly disseminated critical approval
- viii. Has membership in a professional association appropriate to his/her artistic activity whose membership or categories of membership are limited under standards established by the association; or which is a trade union or is its equivalent appropriate to his/her artistic ability

Please note: The committee is not charged with assessing the quality of an artist's work. However, applicants must satisfy the committee of peers that they substantially qualify as a professional artist according to the above criteria but are not expected to meet each and every one.

STEP 2 – ASSESSMENT

The second step of the purchaser and tenant qualification and selection process involves determining which applicants: are best suited to the centre's vision, will make the strongest contributions to their audience or communities and have the leadership and financial capacity to do what they propose. In this stage of the evaluation, the Community Advisory Committee will assess applications against the criteria below. The committee will assume a curatorial role to determine which mix of purchasers and tenants will create the diversity and synergies required to foster creative convergence.

A. VISION: Is the proposal rooted in a strong vision?

- i. Will the applicant's work be strengthened through participation in the convergence centre?
- ii. Will the applicant foster innovation, advance new artistic forms and practices, promote the development of new ideas and/or showcase new technologies?

B. COMMUNITY/AUDIENCE/YOUTH ENGAGEMENT: Will the applicant engage local communities and audiences?

- i. How will the applicant seek to engage local and global audiences/communities in their work?
- ii. How will the applicant seek to collaborate with other creators, producers, distributors, change makers and artistic disciplines in the complex?
- iii. How will the applicant engage children and youth in behind-the-scenes creative processes, specialized training activities, entrepreneurship skills development and/or after-school programs?
- iv. How will the applicant contribute to a socially inclusive community?
- v. What is the applicant's history of service to the local community and commitment to provide programming to animate the site?

C. CAPACITY: Does the applicant have the capacity to realize their vision and goals (for organizations only)?

- i. Does the applicant demonstrate the necessary level of leadership and management experience to deliver on their vision for the space?
- ii. Does the applicant have the financial capacity to deliver on what is proposed in their submission?
- iii. Does the applicant have a strong track record of financial and organizational health?

STEP 3 – MORTGAGE QUALIFICATION *(for purchasers only)*

One of the conditions of the Agreement of Purchase and Sale is that each purchaser obtains approval to finance the remaining 65% of the total purchase price within 45 days of signing the Agreement of Purchase and Sale. It is advisable to begin the mortgage approval process in advance of the sales meeting, which will assist the purchaser in understanding payment requirements and affordable studio size options.



G. SUBMITTING A SALES OR RENTAL PROPOSAL

STEP 1 – ATTEND AN INFORMATION SESSION

Artists and organizations submitting proposals are strongly encouraged to attend an information session. The location of the sessions will be determined based on demand. Information sessions will be one hour in length and will cover the information contained in the Call for Proposals, including the vision for Artscape Shaw Street Centre, space descriptions, floorplans, sales and rental opportunities, purchaser and tenant qualification and selection, as well as details on submitting a proposal. Applicants will have the opportunity to ask questions at the sessions.

To RSVP for an information session, click on the appropriate link below. Applicants who RSVP for a session should check www.artscapeshawcentre.ca closer to the information session dates for confirmation on location.

INFORMATION SESSION #1 – JUNE 22 1:00pm

CLICK HERETO RSVP



INFORMATION SESSION #2 – JUNE 23 1:00pm

CLICK HERETO RSVP



INFORMATION SESSION #3 – JUNE 23 6:00pm

CLICK HERETO RSVP



STEP 2 – PREPARE AND SUBMIT AN APPLICATION FORM AND PROPOSAL

Please prepare a submission which addresses the areas outlined below:

1. **Completed Application Form**

Visit www.artscapeshawcentre.ca for a downloadable application form.

2. **Statement of Interest** (2 pages maximum)

- Why is the applicant interested in space at the Artscape Shaw Street Centre?
- How will relocating to the site enhance the development of the applicant?
- Why is this the right place and right time to make this move?

3. **Artist or Organization History** (4 pages maximum)

- A mission statement and brief history of the organization, including years in operation (*organizations only*)
- Provide information on any awards, successes and relevant impact statistics
- Describe the applicant's current programming, services or community outreach activities
- Provide the size of the current location and the monthly rent

4. **Proposal Addressing Assessment Criteria – Vision, Community/Audience/Youth Engagement & Capacity**

(4 pages maximum)

- To assist the Community Advisory Committee in evaluating the submissions, applicants are encouraged to formulate their proposals in response to the sections and questions listed in **Step 2: Assessment on page 14**

5. Outline of Space Requirements

- Which studio(s) is the applicant interested in? See **Space Descriptions on page 5** and **Floorplans on page 7**
- What is the proposed use of the studio requested?
- What modifications is the applicant planning to make to the interior of the space to make it usable?
- Will this be a primary location for the applicant or a satellite?

6. Financials *(for organizations only)*

- Provide audited financial statement for 2 years and a current year internal financial statement
- Describe the organization's proposed financial operating plan for the first 3 years at the Artscape Shaw Street Centre
- Provide evidence of sustained public sector support

7. Supporting Documents**For Organizations**

- Biographies of key personnel
- List of Board of Directors

For Artists

- A professional artist Curriculum Vitae (CV)
- An artist biography outlining your artistic career including achievements and interests

SUBMISSION DEADLINE

Submissions must be received by 10:00 A.M on July 8, 2010. Late or facsimile submissions will not be accepted or considered.

Send **ONE** original printed copy with signature and supporting documentation and **ONE** electronic copy with documentation to:

Artscape Shaw Street Centre Call for Proposals
Attn: Kelly Rintoul, Artscape
171 East Liberty Street, Suite 224, Toronto, ON. M6K 3P6
T: 416 392 1038 x 21 E: kelly@torontoartscape.on.ca

FAQs

During the Call for Proposals period, answers to frequently asked questions will be published at www.artscareshawcentre.ca, and updated regularly, without revealing the source of the questions.

NEXT STEPS

The Community Advisory Committee will review each submission against the eligibility and assessment criteria listed above and develop a consensus as to which submissions are best suited to purchase or rent space and their location within the Artscape Shaw Street Centre. Artscape's goal is to contact selected purchasers and renters beginning in August 2010, and to have Agreements of Purchase and Sale and Lease Agreements signed by October 2010.

CONFIDENTIALITY

Artscape respects your privacy. The information submitted to this Call for Proposals is collected and used for the administration activities related to the sales and rental opportunities at Artscape Shaw Street Centre. At all times it will be protected in accordance with the Freedom of Information and Protection of Privacy Act.

H. BACKGROUND

In January 2010, Toronto Artscape Inc. announced that it had come to an agreement with Toronto Lands Corporation (TLC) as agent for the Toronto District School Board (TDSB) to purchase the century-old inner city Shaw Street School and repurpose it as Artscape Shaw Street Centre. Artscape has signed a Letter of Intent with TLC with an expected closing date of late 2010. The development of the Artscape Shaw Street Centre is dependent upon the successful completion of the sale transaction with TLC.

In February 2010, Artscape issued a Request for Expressions of Interest (REOI) to assess the interest and needs of artists and not-for-profit arts and community organizations who were interested in sales or rental opportunities at Artscape Shaw Street Centre. The Request for Expressions of Interest closed on March 18, 2010 with over 80 submissions received. The REOI process assisted Artscape in honing the vision of Artscape Shaw Street Centre as a creative convergence centre, finalizing the sales and rental parameters, as well as the development of the studio sizes. Applicants to the current Call for Proposals are not required to have submitted to the REOI in order to be eligible to apply to purchase and rent space at Artscape Shaw Street Centre.

SHAW STREET SCHOOL AND SURROUNDING NEIGHBOURHOOD

The 1915 Shaw Street School building is located within the Trinity Bellwoods neighbourhood, adjacent to Trinity Bellwoods Park, just north of Queen Street West on Shaw Street. While the school operations formerly located within the Shaw Street School building continue within the adjacent Givins Shaw Public School, the heritage building was declared surplus to the educational needs of the Toronto District School Board in 2001 and has remained vacant since that time.

In 2006, Toronto District School Board hired Artscape to conduct a feasibility study of the potential reuse of the former school, which included extensive community consultation. The study demonstrated strong community support for repurposing the site as a centre for arts and community programming with a focus on youth.

The area is recognized as one of Canada's most important neighbourhoods for artists and creative workers, attracted by the dense concentration of cultural venues and creative businesses located throughout the community. Museum of Contemporary Canadian Art (MOCCA), Theatre Centre, the Gladstone Hotel and Camera illustrate the richness of the area. While creatively vibrant, the area is also experiencing significant gentrification pressure as the pace of upmarket residential redevelopment challenges the affordability and diversity of the community's cultural organizations and individual artists.

COMMUNITY STEWARDSHIP

The Artscape Shaw Street Centre model reflects Artscape's goals and values for new community development and creative city building, as well as the expressed desires and priorities of local neighbours, community members and parents of children that attend the adjacent Givins-Shaw School that have been voiced and recorded at several community meetings conducted by Artscape since 2005.

For the design and construction phase of the project, Artscape has established a Community Advisory Committee that consists of representatives from the Artscape Board of Directors, the local residential neighbourhood, the greater West Queen West community, Artscape tenants and the Toronto arts community at large. This committee has helped inform the design and vision of the Artscape Shaw Street Centre, will assist in selecting non-residential condominium purchasers and tenants and participate with Artscape in sharing information with the community on the centre's progress.

The management and governance framework for the Artscape Shaw Street Centre, like the project itself, 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 Artscape Shaw Street Centre purchasers, tenants and community stakeholders, the project will benefit from the commitment and connections of local stakeholders and also ensure sound operational and fiscal management.

ARTSCAPE'S THEORY OF CREATIVE CONVERGENCE

Artscape has done extensive research over the past several years on creative convergence and the roles that space and place play in fostering innovation. The Artscape Shaw Street Centre model represents Artscape's next generation of thinking about creative infrastructure. It draws heavily on the findings of *Convergence Centres: Building Capacity for Innovation* - a report published by Artscape in 2009 in collaboration with MaRS, Toronto International Film Festival Group, Canadian Film Centre, Evergreen and Ontario College of Art and Design.

Creative convergence centres reflect capabilities to purposefully translate serendipity to synergy, facilitating convergence in a number of important domains:

- **VALUES:** the strategic intent of the centres reflects shared values that underpin effective collaboration at the intersection of diverse capabilities, perspectives and ideas. They are multi-dimensional in nature, fuelling innovation within and between economic and social spheres.
- **LEADERSHIP:** the centres attract a range of cross-disciplinary leadership, formed around a common purpose of innovation. By connecting the necessary diversity of knowledge, entrepreneurship and expertise required to drive a values-based culture of innovation, the leadership teams developed for these centres are able to bring together different disciplines for constructive engagement.
- **PARTNERSHIPS:** the centres are established through an entrepreneurial, not-for-profit model that facilitate purposeful collaboration and provide a 'neutral sandbox' for the exchange of value, convening of ideas and shared risk among public, private and 3rd sector partners.
- **TALENT:** the centres seek to bring together different domains of knowledge, research and practice to build capacity for collaboration across a critical mass of individuals and enterprises. They are hybrid institutions where interaction can occur between multiple disciplines, enabling depth (within specific capabilities) and breadth (across disciplines) of skills and experience.
- **NETWORKS:** as conduits of knowledge and idea exchange, convergence centres function both as physical and virtual hubs that draw on and facilitate collaboration at multiple scales. Their footprints are both physical and virtual - they generate local 'value engines' and regional 'buzz' through propelling place-based interactions and often facilitate the development of global 'pipelines' that extend their connectivity internationally.
- **PLACE:** these convergence centres are designed as a conscious aspect of the creativity and innovation strategy. As the physical manifestation of the organizations' core values and strategic intent, these environments encourage flexibility, interaction, collaboration and permeability, connecting on multiple levels to their urban context.

These domains of convergence reflect the critical role that this new generation of institution for collaboration provides in driving entrepreneurship, innovation and creativity.

ABOUT ARTSCAPE

Established in 1986, Toronto Artscape Inc. generally referred to as Artscape, is a not-for-profit, urban development organization that revitalizes buildings, neighbourhoods and cities through the arts. Artscape projects provide affordable space for creativity while generating positive cultural, economic, social and environmental impact. Artscape has transformed a portfolio of underutilized buildings across Toronto into dynamic community assets that serve to enable innovation and creativity, including the award-winning Artscape Wychwood Barns and multi-tenant arts facilities in the Queen Street West, Liberty Village, Toronto Island and The Distillery Historic neighbourhoods.

In addition to Artscape Shaw Street Centre, Artscape's current development projects also include Artscape Triangle Lofts, a 56,000 sq. ft. below-market live/work residential condominium project opening in September 2010 for artists and non-profit arts professionals in the West Queen West neighbourhood and Regent Park Arts & Cultural Centre, a 60,000 sq. ft. project located in the heart of the Regent Park community revitalization project.

Artscape projects are designed to build and leverage the local community's cultural assets and creative resources while serving as catalysts for neighbourhood growth and transformation. Our efforts have earned us a reputation as an international leader in the fields of culture-led regeneration and city-building through the arts.

While Artscape's development work is focused on Toronto, we have shared our expertise with over 60 communities across Canada through our Knowledge Exchange program which includes workshops, conferences, research, online resources and mentorship programs. Additional information on Artscape can be found at www.torontoartscape.on.ca

Donations to support the Artscape Foundation's Annual Campaign can be made by visiting the Foundation's giving pages on CanadaHelps: www.canadahelps.org *Keyword: Artscape Foundation.*