

REGENT PARK ARTS & CULTURAL CENTRE

CALL FOR PROPOSALS

for Studio Operator



Issue Date: Wednesday, June 30, 2010

Submission Deadline:

Proposals must be received before 10:00am on Thursday, July 22, 2010



ARTSCAPE

TABLE OF CONTENTS

A. INTRODUCTION _____ **3**

B. VISION _____ **3**

C. BUILDING PROGRAM _____ **4**

D. THE OPPORTUNITY _____ **5**

E. STEPS TO SUBMIT A PROPOSAL _____ **7**

F. BACKGROUND _____ **9**

G. LIMITATIONS _____ **17**

A. INTRODUCTION

Toronto Community Housing (TCH), The Daniels Corporation (Daniels) and Toronto Artscape Inc. (Artscape) are working collaboratively with the local community on the development and operation of a vibrant new arts and cultural centre in Regent Park. Artscape is inviting proposals from arts and cultural organizations (not-for-profit and/or charitable) requesting to lease a Studio Operator space at a below-market rate within the Regent Park Arts & Cultural Centre (RPACC).

This document sets out the tenancy opportunity, the parameters of tenancy, a description of the site and building program, submission requirements and submission review guidelines.

B. VISION

The development of a new arts and cultural centre as part of the on-going revitalization of Regent Park is a long standing ambition for Toronto's east downtown and key element in the revitalization vision.

The new arts and cultural centre represents a unique opportunity to anchor culture as a primary driver in the community's revitalization, both physically and symbolically. The integration and celebration of Regent Park's cultural richness in the revitalization will play a central role in its success and in the creation of a socially inclusive, livable, healthy, safe and vibrant neighbourhood.

Located in Phase Two of the Regent Park revitalization process, RPACC will be close to some of the city's most important cultural, community and entertainment assets and 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 location for RPACC is on Dundas Street East between Sumach Street and Sackville Street opposite a newly created park.

What is the Regent Park Arts & Cultural Centre?

The Regent Park Arts & Cultural Centre is a platform for cultural exchange and collaboration rooted in Regent Park and open to the world. It is a place where people come to be inspired, to learn, to share, to create.

RPACC is:

- A showcase for artistic talent
- An incubator of creative people and organizations
- A workshop for new artistic creations
- The social heart of the Regent Park Revitalization

What happens at the Regent Park Arts & Cultural Centre?

The Regent Park Arts & Cultural Centre will foster and support:

- Performances, celebrations, festivals, public and community events
- Creation and production of a wide range of arts activities with a focus on the performing and visual arts
- Learning, skills development, participation and creation with a special commitment to young people
- Collaboration, exchange and dialogue between individuals, communities and organizations
- A sense of community, well-being and social engagement

CALL FOR PROPOSALS FOR STUDIO OPERATOR

Shared Values

The Regent Park Arts & Cultural Centre and the arts and cultural organizations and individuals working there will be guided by a set of shared values which support the Vision, inform programming and underpin the way we work together and with the community:

- Excellence in artistic creation
- Inclusivity, participation and learning
- Celebrating and serving our diverse community
- Collaboration, dialogue and social engagement
- A healthy, sustainable community

A Quadruple Bottom Line

RPACC and the arts and cultural organizations working there will generate a quadruple bottom line:

- A diverse, dynamic cultural environment
- A richer, inclusive social fabric
- A stronger local economy
- A cleaner, greener environment

Community Stewardship

RPACC will be constructed and eventually owned by Regent Park Arts Development (RPAD). RPAD is a new non-profit corporation that will be governed by a Board of Directors with representation from Artscape, Daniels, TCH and the community, including a representative from Regent Park Neighbourhood Initiative (RPNI). RPAD will engage Artscape to be the operator of the Regent Park Arts & Cultural Centre.

C. BUILDING PROGRAM

The Regent Park Arts & Cultural Centre will have 3 floors, totalling approximately 60,000 square feet, dedicated to experience, learning, and innovation. Please see **Floorplans** on page 12.

FIRST FLOOR: EXPERIENCE

Regent Park is one of the most dynamic cultural neighbourhoods in Toronto, but historically it has lacked the facilities to showcase its talent. The first floor of the new RPACC will include a 400 seat performance/event space, a large outdoor performance court and two creation/performance studios operated by arts and cultural organizations.

Imagine music, dance and theatre performances, film screenings, cultural festivals, events and dialogue on building great neighbourhoods and cities. This hive of activity will provide a unique and unparalleled platform for artistic creation and inter-cultural experience.

SECOND FLOOR: LEARNING

Arts-based learning is a proven way for young people to discover themselves, build self-esteem and develop aptitudes that are essential in academic and professional pursuits. Regent Park boasts thousands of children and youth and the entire second floor of RPACC is devoted to honing their talents in music, dance, visual and media arts.

Learning labs will ensure that future generations in Regent Park and surrounding neighbourhoods have opportunities to expand and nurture their creative potential.

THIRD FLOOR: INNOVATION

Together, Regent Park and Toronto are home to thousands of small non-profit, social mission and creative organizations working to make our world a better place. The third floor of RPACC will create an opportunity for as many as 60 organizations to come together under one roof in a workspace operated by Toronto's highly-acclaimed Centre for Social Innovation (CSI). By providing a platform for emerging and established social and arts entrepreneurs, CSI Regent Park will be a catalyst for change, growth, collaboration and transformation within Regent Park and beyond.

D. THE OPPORTUNITY

STUDIO OPERATOR SPACE

A space of up to approximately 3,500 square feet (approximately 75' x 45') on the first floor of the Regent Park Arts & Cultural Centre is available for a Studio Operator, suitable for creation, exhibition, rehearsal and small scale performance (100 – 150 seats). The space will be clear span with approximately 15 foot ceilings and may be designed to include an A/V booth, storage space and a small office. The successful proponent will participate in the design process to ensure that their additional needs are incorporated into architectural plans. The successful proponent may share the studio with other organizations, community groups and individuals through subleases or partnerships. This is a rare opportunity for a custom-designed space at a below-market rent. In addition, a number of contributions and initiatives will be implemented to assist tenants and welcome them to RPACC, as outlined below.

RENT

Base rent paid is projected to be approximately \$6.00 per square foot per annum. Artscape will confirm the base rent prior to signing a lease agreement with the successful proponent. Base rent includes management overhead, tenant services and other non-maintenance staff required to run the building. Base rent will escalate at a rate of no more than 4.0 % per annum over the term of the lease, which is expected to be a minimum of 5 years.

Additional rent is projected to be in the range of \$9 - \$10 per square foot per annum (less the Tenant Transition Fund described below) during the first year of operation. Additional rent will include expenses related to the operation of the building such as property taxes, building maintenance, building insurance and utilities (such as electricity and water) and a proportionate share of common areas expenses. A breakdown, method of calculation and list of assumptions for year one additional rent will be provided to the successful proponent. If the use of the space is performance based, the proponent may qualify for a property tax exemption which may reduce additional rent by \$1.75.

TENANT TRANSITION FUND

Daniels has provided a generous donation of \$500,000. As a result, Artscape and RPAD are able to provide a Tenant Transition Fund to assist RPACC tenants in graduating or stepping up to the full amount of rent for their tenancy. The Tenant Transition Fund is intended to be a temporary measure, lasting no more than 3 years and decreasing each year, to allow tenants time to grow their operations. The selected proponent must have charitable status to qualify for the Tenant Transition Fund.

As a result of the fund, the combination of base and additional rent for the first three years is anticipated to be approximately: year one – \$7.85; year two – \$11.90; year three – \$14.25. These projections are still preliminary and subject to change as various operational costs are determined. Without the fund, these rents would have been approximately: year one – \$16.30; year two – \$16.95; year three – \$17.65. These numbers assume that the successful proponent can qualify for a property tax exemption.

TENANT IMPROVEMENTS

RPAD will make a contribution of up to \$60 per square foot for tenant improvements. Tenant improvements may include: demising walls, mechanical and electrical distribution, floor coverings, lighting, signage etc. Additional improvements such as furniture and equipment required for the successful operation of the space are the responsibility of the selected proponent.

Artscape and RPAD recognize that the successful operation of first floor studios and the performance/event space will require a substantial investment in sound, lighting, seating and staging equipment and systems. Artscape and RPAD will use their best efforts to raise the capital through donations, grants and financing to appropriately equip these presentation spaces.

CAPACITY-BUILDING ASSISTANCE

The transition to a new venue may pose challenges to the organizational capacity of RPACC tenants. It is hoped that by relieving tenants from most of the burden of paying for tenant improvements that they are able to focus their efforts on strengthening their organizational capacity and programming. Artscape and RPACC tenants will identify capacity issues before signing letters of intent to lease and develop a strategy to address them that may include:

- a) Assistance in planning the move and terminating current leasing commitments, if required
- b) Assistance in identifying organizational development opportunities and resources
- c) Assistance in creating an organizational development strategy

THIRD FLOOR SPACE

The third floor of RPACC will be operated by the Centre for Social Innovation (CSI). This space will include office and desk space for tenants of CSI, as well as shared spaces such as meeting rooms and other office resources such as printers, fax machines, etc. These shared spaces and resources are intended to be available to other RPACC tenants to support their activities. In addition, CSI may provide space for RPACC tenants who require additional administrative or office/desk space. All use of CSI office, desk, shared spaces and resources by RPACC tenants will be subject to the rents and terms of CSI's tenant leases.

E. STEPS TO SUBMIT A PROPOSAL

STEP 1 – COMPLETE AND SIGN AN APPLICATION FORM

Please complete the separate **Application Form** and have it signed by two (2) of the organization's Board of Directors. Alternately, the Application Form can be signed by two signing officers of the organization indicating the Board's approval of the proposal submission.

STEP 2 – PREPARE AND SUBMIT A PROPOSAL

Please prepare a proposal which addresses the following:

1. Organization History and Experience *(1 page maximum)*

- Mission Statement
- A brief history of the organization including years of operation
- Describe the organization's current programs and services

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

- Why is the organization interested in space at RPACC?
- What is the organization's experience working in the Regent Park community or similar communities?
- How does the organization demonstrate inclusivity, and accessibility of service for diverse populations?

3. Vision for the Space

- Provide a description of program plans/curatorial vision including how the space will be used by the community along with a detailed description of space requirements on the separate **Vision for the Space** form

4. Financials

- Please provide audited financial statements for two years (2008/ 2009) and a current year (2010) internal financial statement
- Proposed financial operating plan for the first 4 years at RPACC
- Please provide evidence of sustained public sector support

5. Supporting Documents

- Biographies for key personnel within organization *(1 page maximum)*
- List of Board of Directors

SUBMISSION DEADLINE

Submissions must be received by 10:00 A.M on Thursday, July 22, 2010.

Send ONE original copy and ONE electronic copy of the Application Form with signatures, along with your Proposal submission, Vision for the Space Form and Supporting Documents to:

RPACC Call for Proposals

Attn: Saara Siddiqi, Artscape

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

T: 416 392 1038 x 49 E: saara@torontoartscape.on.ca

CALL FOR PROPOSALS FOR STUDIO OPERATOR

REVIEW AND SELECTION

A Tenant Selection Committee comprised of representatives from the RPACC Community Steering Committee, Artscape's board of directors, an Artscape tenant organization, and not-for-profit arts and cultural organizations will undertake the review of proposals.

Each proposal will be reviewed according to the following criteria:

VISION

- Is the submission rooted in a strong organizational vision?
- Is the vision appropriate to the site?
- Would the submission make a substantial contribution to RPACC and the Regent Park community?
- Is the submission rooted in inclusivity and accessibility of service for diverse populations?

LEADERSHIP & ORGANIZATIONAL CAPACITY

- Does the respondent demonstrate the leadership and organizational capacity and experience to deliver what is proposed in the submission?
- Does the respondent demonstrate the necessary level of management experience to deliver the vision?

FINANCIAL SUSTAINABILITY

- Does the respondent demonstrate the necessary financial stability and sustainability to deliver its program vision?

SCHEDULE

	DATE	TIME	LOCATION
Call for Proposals Released	Wednesday, June 30		
Information Session #1	Wednesday, July 7	10:00-12:00am	Daniels Presentation Centre, 500 Dundas St. E.
Submission Deadline	Thursday, July 22	10:00am	
Respondents Notified	After August 20		
Tenancy Negotiations	September 2010		

NEXT STEPS

Following review of submissions, Artscape will notify respondents of the results of the Call for Proposals. The selected respondent will sign a letter of intent to lease the space and work with the RPACC Project Team to refine the design of their space. Artscape reserves the right to further refine and develop possible operating models, including the rent model and rates, prior to finalizing a lease.

FREQUENTLY ASKED QUESTIONS

All questions concerning the proposal should be directed by email or telephone to Saara Siddiqi at: saara@torontoartscape.on.ca or **416.392.1038 ext. 49**.

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 RPACC. At all times it will be protected in accordance with the Freedom of Information and Protection of Privacy Act.

F. BACKGROUND

REGENT PARK ARTS & CULTURAL CENTRE HISTORY

Regent Park already has a vibrant, diverse and ever-growing cultural community – a soft infrastructure of significant size and scope. Regent Park residents have expressed the desire to celebrate and sustain their cultural traditions both for each other and the larger community. In addition to resident-led celebrations, a number of not-for-profit arts and cultural organizations are also based in the Regent Park area. A number of these organizations have been active for many years developing and providing arts and cultural programs which explicitly serve – and reflect – the local community. To date, however, there has been no “hard infrastructure” within which to focus this large body of work and to create the milieu within which collaboration and cross-pollination naturally occur.

A community-based Steering Committee, working hand in hand with Toronto Community Housing (TCH) and The Daniels Corporation (Daniels), has guided the process through initial research and consultations through to the creation of a Case for Support and application for Infrastructure Stimulus Funding in spring 2009.

TCH and Daniels issued a formal Request for Proposals for the facility operator of the new arts and cultural centre in 2009. Artscape replied to the request in July 2009 and was selected as the facility operator for the project.

Artscape, TCH, and Daniels all share a strong commitment to the principal of community stewardship of the Regent Park Arts & Cultural Centre and will be working with the successful proponents to ensure they have a strong voice in the development and operation of the centre.

The announcement of Infrastructure Stimulus Funding in December 2009 will enable RPACC to provide a home for the cultural activities occurring in the Regent Park neighbourhood and cultural organizations operating in the east downtown. The size of the building will also enable arts and cultural organizations with a broader base to find a home in Regent Park.

ABOUT REGENT PARK REVITALIZATION

Regent Park was one of the oldest publicly funded housing communities in Canada prior to phase one of the revitalization initiative. Regent Park was first redeveloped over 50 years ago on 69 acres of land bounded by Parliament, Shuter, Gerrard and River Streets in Toronto’s east downtown neighbourhood. Today, Regent Park is in the midst of a \$1 billion, 6-phase revitalization. Almost all of the existing social housing, which was originally developed to provide housing to low to moderate-income households within a ‘garden city’, park-like setting, will be demolished and replaced with a mix of social and market housing (both rental and ownership), in a mixed-income, mixed-use, mixed-tenure community.

In 2002, TCH initiated revitalization through consultations with more than 2,000 residents, neighbours and agencies. During that process, participants developed the community principles that would guide revitalization. One of those principles endorsed that arts and culture should continue to play an important part in the neighbourhood.

Revitalization is about building a great neighbourhood. The revitalization will include the development of over 5,500 units of housing, new retail, new streets and community facilities, and employment opportunities for residents. Since Phase One started in 2006, hundreds of new housing units have been constructed, new streets have been built to connect Regent Park with the surrounding area, new retail spaces have been built, and substantial public investment has been committed to community facilities and amenities.

CALL FOR PROPOSALS FOR STUDIO OPERATOR

Phase Two of the revitalization is now underway. In Phase Two alone, a new community centre, a new indoor pool, a new central neighbourhood park and a new children and youth hub are under design or construction.

Regent Park is a very diverse community that has an especially high number of new immigrants. Residents of Regent Park come from China, Bangladesh, Sri Lanka, Jamaica, Somalia, and Vietnam, among other countries. All told, there are 47 languages spoken in the area, which is also reflected in the diversity of ethno-cultural activities that occur throughout the year. Regent Park is also a 'young' neighbourhood, with significantly higher numbers of children and youth per household than the city-wide average. Together, the diversity in the population and the high percentage of young people are important drivers in the types of investment that revitalization is generating, such as new community facilities and employment programs.

One of the most exciting investments is the announcement of Infrastructure Stimulus Funding by the Federal and Provincial governments to support the construction of the Regent Park Arts & Cultural Centre. Taken together, these investments, both public and private, are transforming Regent Park and will contribute to the ongoing renaissance of the east downtown.

RPACC PROJECT TEAM

ARTSCAPE

Artscape is a not-for-profit organization that makes space for creativity and transforms communities. Established in 1986, Artscape has played a catalytic role in the revitalization of some of Toronto's most important creative communities including The Distillery Historic District, Queen Street West, Liberty Village and Toronto Island; and most recently opened the award-winning Artscape Wychwood Barns. Artscape projects provide affordable space for creativity while generating positive cultural, economic, social and environmental impact. While Artscape's real estate development activities are focused in Toronto, Artscape also shares its knowledge with other communities and urban centres across Toronto, Canada and around the world. www.torontoartscape.on.ca.

TORONTO COMMUNITY HOUSING

TCH is Canada's largest landlord. TCH's sole shareholder is the City of Toronto. TCH owns 58,500 rental housing units across Toronto, providing housing for more than 164,000 tenants with low and moderate incomes – about six per cent of the City of Toronto's population.

TCH initiated the revitalization of Regent Park based on long standing tenants' desire for investment and change to the neighbourhood. Prior to phase one of the revitalization, TCH owned all of the 2,083 housing units and all streets in the Regent Park neighbourhood. During the revitalization, TCH will replace the social housing that currently exists with new apartment buildings and townhouses that are designed to high standards of sustainability and architectural design. Through partnerships with all three orders of government, its developer partner, Daniels, and local not-for-profit agencies and organizations, TCH will also introduce new community facilities and retail with the aim of building a great neighbourhood at Regent Park. www.torontohousing.ca

THE DANIELS CORPORATION

Founded in 1982, Daniels is one of Canada's leading and most diversified residential builders and developers. Daniels has built more than 18,000 homes and apartments in a diverse range of award-winning communities throughout the Greater Toronto Area. Daniels has partnered with TCH as the developer and construction partner for all six phases of the Regent Park revitalization. Daniels has a long history of building homes to high-energy performance standards. In Regent Park, Daniels' OneCole Condominiums will set a new benchmark for environmental sustainability. Daniels is the development and construction partner for all phases of the Regent Park revitalization plan and will manage the construction of the Regent Park Arts & Cultural Centre. www.danielshomes.ca

THE COMMUNITY STEERING COMMITTEE

The Community Steering Committee is comprised of locally-based arts, cultural and community leaders:

Neil Clarke, *Community Coordinator, Regent Park Neighbourhood Initiative;*

Debra Dineen, *Executive Director, Christian Resource Centre;*

Adonis Huggins, *Program Director, Regent Park Focus;*

Leslie Lester, *Executive Director, Soulpepper Theatre Company;*

Lori Martin, *Senior Cultural Affairs Officer, City of Toronto*

Carol Moore-Ede, *Chair, Regent Park Cabbagetown Museum*

DIAMOND AND SCHMITT ARCHITECTS

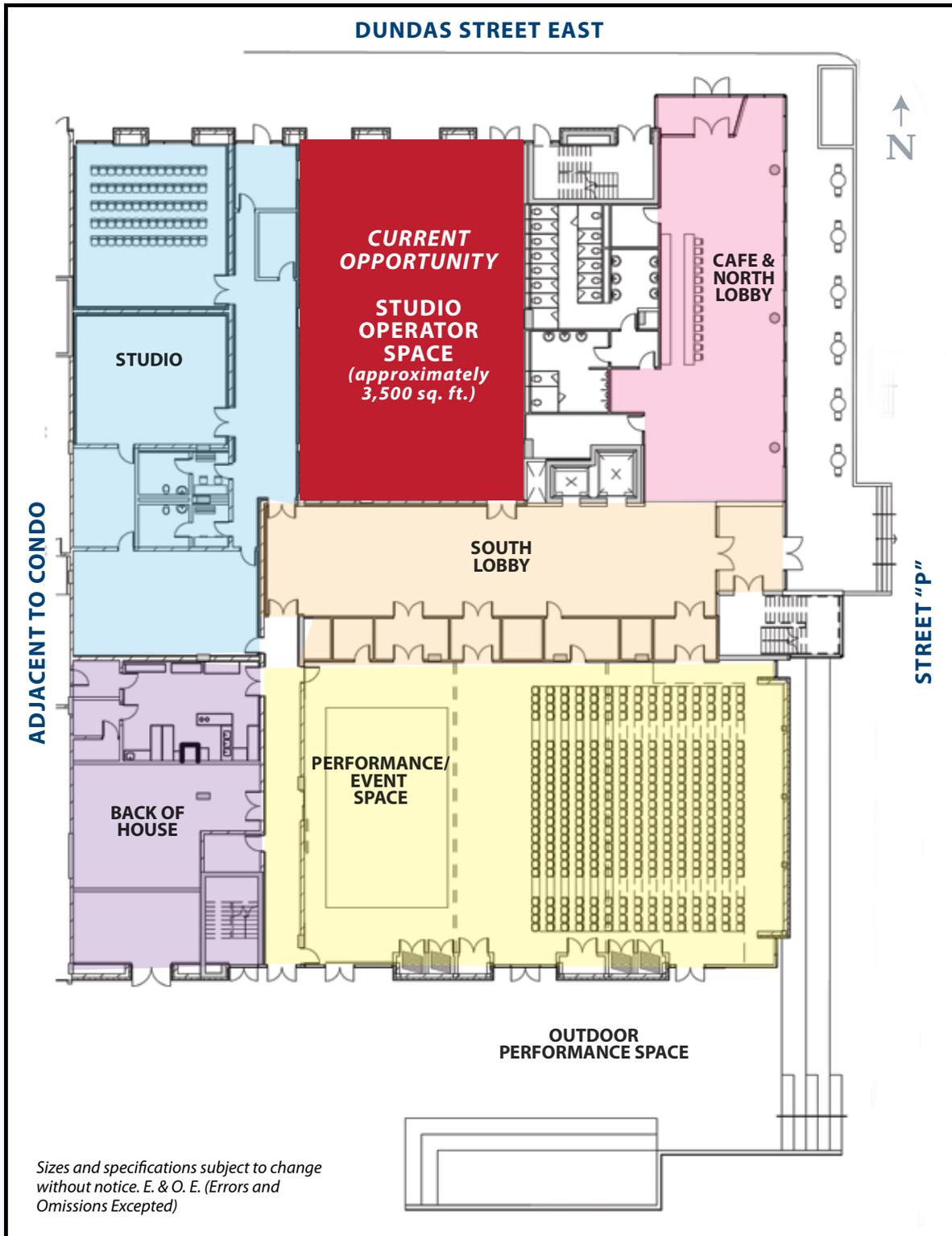
Diamond and Schmitt Architects is based in Toronto with a practice that is worldwide. The firm has achieved an international reputation for design excellence with unremitting attention to user needs and innovative and sustainable design solutions. Buildings for the arts, universities, health care, civic and commercial and residential builders are among the projects completed by the practice. Significant cultural facilities include the Shakespeare Theatre, Washington, DC; the Garter Lane Cultural Centre, Ireland; the new Mariinsky Opera House, St. Petersburg, Russia; Toronto's Four Seasons Centre for the Performing Arts and the Detroit Symphony Orchestra and Music Education Centre. The Agnes Etherington Art Centre at Queen's University, the Kinnear Centre for Innovation at the Banff Centre and community centres such as the LEED Platinum Evergreen at the Brickworks are included in the firm's significant portfolio. www.dsai.ca/

THE CENTRE FOR SOCIAL INNOVATION

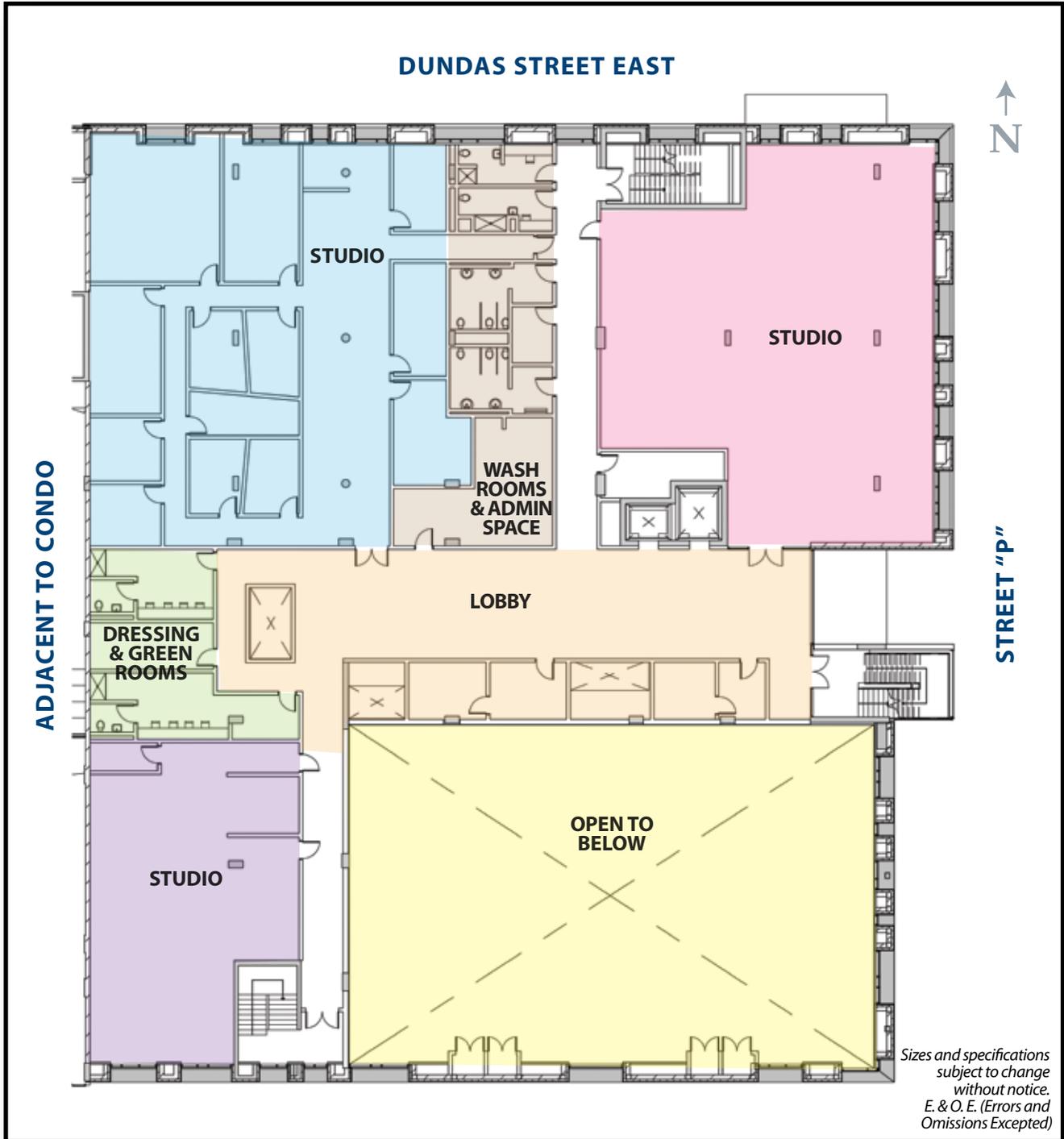
The Centre for Social Innovation (CSI) is a dynamic convergence space whose mission is to catalyze, inspire and support new ideas and initiatives that are changing the world. CSI's space at 215 Spadina Avenue provides shared space to 180 social mission groups, acts as a community centre for social innovators and provides a home to a dozen incubated projects. CSI Regent Park will operate a 10,000 square foot workspace hub within the Regent Park Arts & Cultural Centre. <http://socialinnovation.ca/>

CALL FOR PROPOSALS FOR STUDIO OPERATOR

FIRST FLOOR: EXPERIENCE

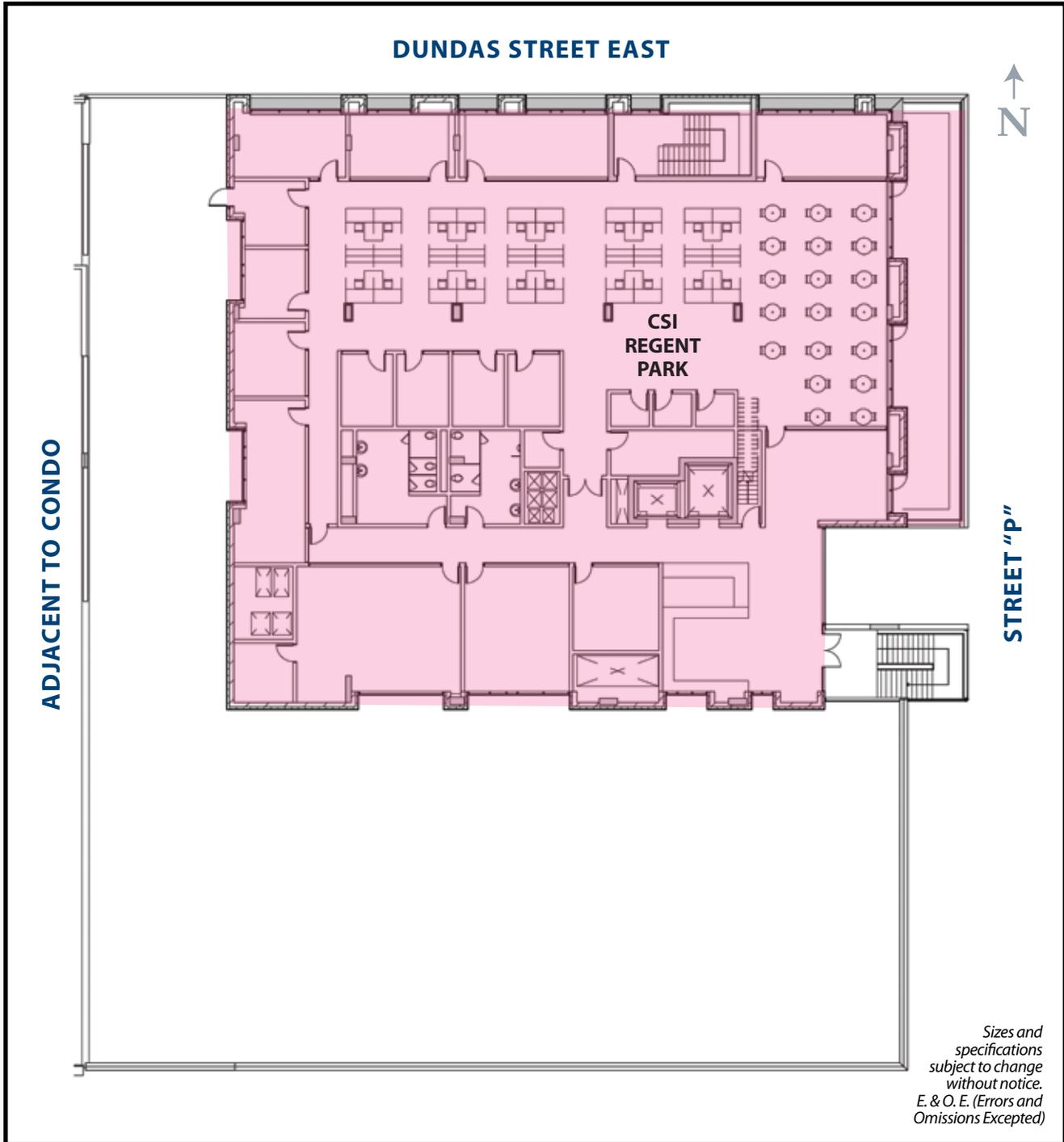


SECOND FLOOR: LEARNING



CALL FOR PROPOSALS FOR STUDIO OPERATOR

THIRD FLOOR: INNOVATION



INTERIOR RENDERINGS



Cross section looking west.



Cross section looking north.

EXTERIOR RENDERINGS



East facade from Street "P"



North facade from Dundas St. E.



South facade

E. & O. E. (Errors and Omissions Excepted)

G. LIMITATIONS

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

This is a Call for Proposals only; it is not a procurement document. The information contained in this Call for Proposals 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 Artscape or any of its agents, as to the accuracy or completeness of such information. Neither Artscape 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 Call for Proposals, the Respondent must disclose to Artscape, any potential conflict of interest that might compromise this process. If such a conflict of interest does exist, Artscape may, at its discretion, refuse to consider the response in question.

The Respondent must also disclose whether it is aware of any Artscape employee or Board of Directors member with 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, Artscape 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 Artscape's sole satisfaction. All information provided by or obtained at any time from Artscape or its agents in any form in connection with this Call for Proposals 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 Call for Proposals; (iii) must not be disclosed to any other person without the prior written authorization of Artscape; and (iv) shall be returned to Artscape immediately upon the request of Artscape.

This exercise is not a request for tenders. This is a request for information only and no legal obligations will arise hereunder in any circumstances. Artscape reserves the right to amend the scope of this Call for Proposals, 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 Artscape and its agents, should no such agreement be concluded.

Artscape may proceed as it determines in its sole discretion, including to discontinue or invalidate this Call for Proposals and including to re-issue or proceed with a further Call for Proposals and Artscape will not be responsible for any losses or costs incurred by any Respondent as a result thereof. Artscape 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 Artscape, in its discretion, considers that such report or request necessitates a change to this Call for Proposals, Artscape will prepare and issue an appropriate addendum to this Call for Proposals. Artscape reserves the right to terminate this Call for Proposals at any time for any reason.