

ARTSCAPE

VISION 2011

THINKING BIG ABOUT
CULTURE-LED REGENERATION



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For the sake of clarity regarding industry terms and jargon, a Glossary of Terms is provided on Page 22.

A POEM FROM THE POET LAUREATE

Author of 18 books of poetry, champion of “culture as civic ambience” and Toronto’s 2nd Poet Laureate, Pier Giorgio Di Cicco, charmed audiences at Artscape’s 20th Anniversary Celebration with a poem inspired by and dedicated to Artscape.

*Artscape,
is a landscape, civil, beautiful,*

*where the artist is citizen, at last
and again, where the city survives*

*because it imagines
more than it earns,
and so deserves itself.*

*it is the space between lovers of the city,
who understand
that lifestyle is not a place of grace,*

*Artscape is the weave
between the immense and the lonely,
between the deaf and those full of music,
it is a city block looking, not for its owner,
but for a casual afternoon between the
busy and
the ecstatic.*

*Artscape is the architecture
of the space between people,
without which the towers will fall.*

*Until the space is the art of the people
mixing insights
with the genius of love
we will not have the city
of tomorrow,*

*until creativity is the air we breathe,
until intimacy is restored with imagination,
we will not rest;
until then, thank you Artscape*

*happy birthday, and congratulations
for being a beautiful idea.*

INTRODUCTION

Artscape is at the most important crossroads in its 20 year history.

Like never before, it has opportunities to respond to the urgent needs of Toronto's creative sector, become a major player in city-building and solidify its position as a global leader in culture-led regeneration.



The context for Artscape's work has dramatically changed over the past five years. There is a new and growing understanding about the importance of creativity in building vibrant and resilient communities. Creativity and innovation are recognized internationally as the keys to economic growth, community transformation and solving problems in every imaginable field. Leading thinkers are now heralding the arrival of the creative economy and age.

Artscape has not only become a player in this global dialogue, it is one of the only organizations that has figured out how to cut through the thick rhetoric surrounding the creative cities agenda and deliver sustainable creative communities on the ground. Artscape is as always deeply rooted in the arts community but has also developed strong relationships and shared interests with planners, economic developers, environmentalists, city-builders and community activists.

Vision 2011: Thinking Big About Culture-led Regeneration is Artscape's response to the opportunities and challenges ahead. It redefines Artscape's core purpose as an organization engaged in 'culture-led regeneration'. It spells out the vision and strategies that will guide our approach to leadership, spacemaking and placemaking over the next five years. It also provides a snapshot of current and future creative buildings, programs, services and initiatives.

After years of solid incremental growth, we are being encouraged to think bigger almost everywhere we turn. There has been an explosion of interest in Artscape's work among creative people as well as communities looking to attract and retain them. Opportunities to develop creative spaces and places abound. The City of Toronto has elevated its aspiration as a major centre for creativity and innovation and Mayor David Miller's vision of a great city calls on Artscape to play an important role in realizing this goal.

We will use *Vision 2011* as a framework to manage the demand for our work. It is grounded in a detailed analysis of how Artscape's capacity can be scaled up to meet the opportunities before us. It is important to note, however, that it is a picture of what is possible provided that the resources can be found to make it happen. Like all of Artscape's past successes, translating our vision into reality will hinge on building a multitude of partnerships.

The process of developing *Vision 2011* has been tremendously energizing for the board and staff of Artscape. It has provided us with new focus and clarity and boosted our confidence. We hope you will find *Vision 2011* as exciting as we do and invite you to join us in helping to make it happen.

A handwritten signature in black ink, appearing to read "Tim Jones".

Tim Jones, President and CEO

VISION

Where We Are Going

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

MISSION

Why We Exist

Artscape unlocks the creative potential of people and places to build vibrant, resilient and inclusive communities.

MANDATE

What We Do

Artscape is a not-for-profit enterprise engaged in culture-led regeneration. Our practice focuses on:

- Anchoring creative communities within sustainable and affordable spaces
- Building authentic and dynamic places by connecting creative and cultural resources
- Creating tools, expanding thinking and inspiring action

SHAPING THE FUTURE

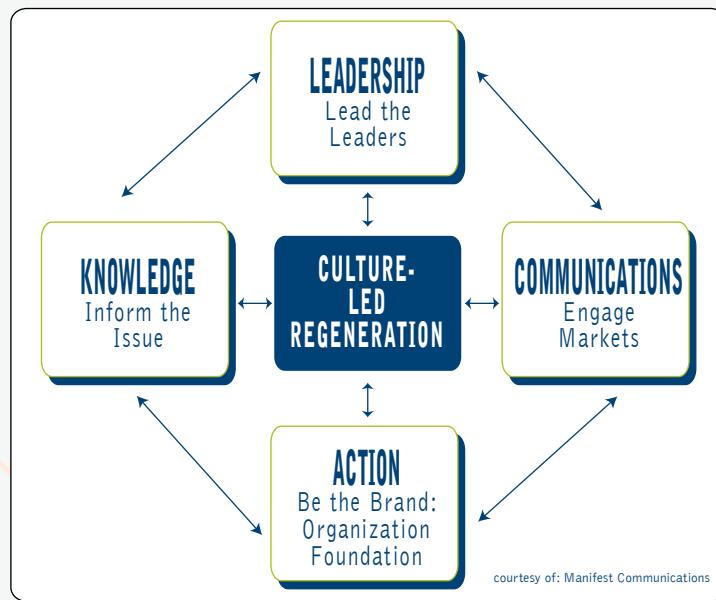
Vision 2011: Thinking Big About Culture-led Regeneration is framed around three major themes that are central to Artscape's culture-led regeneration practice: Leadership, Spacemaking and Placemaking. The corresponding sections provide context, define our vision and lay out strategies for each of these areas. It is worth noting that the thinking behind *Vision 2011* has informed a more detailed strategic plan that sets measurable targets and addresses financial and organizational development issues.

The vision and strategies outlined in the following pages should not be viewed as a blueprint for the future. It would be a mistake to be rigidly committed to real estate developments. They can easily unravel and new opportunities arise all the time. We see this vision as a map that can help us identify and seize opportunities and navigate the challenges ahead. While it builds on the strengths and successes of Artscape in its first 20 years, it is starkly different in a number of ways.

The scope of what is proposed here will require scaling up Artscape's development work and organizational capacity in an unprecedented way. We are doing this because creative communities in Toronto and elsewhere have asked Artscape to step up to the plate and show leadership in creative spacemaking and placemaking.

Our property development experience has taught us that the scope of our aspirations is a key factor in rallying support for our work. While we recognize that our plan will require significant new support from the public and private sectors in order to be fully realized, we know that we will get much more done and attract many more partners by thinking big.

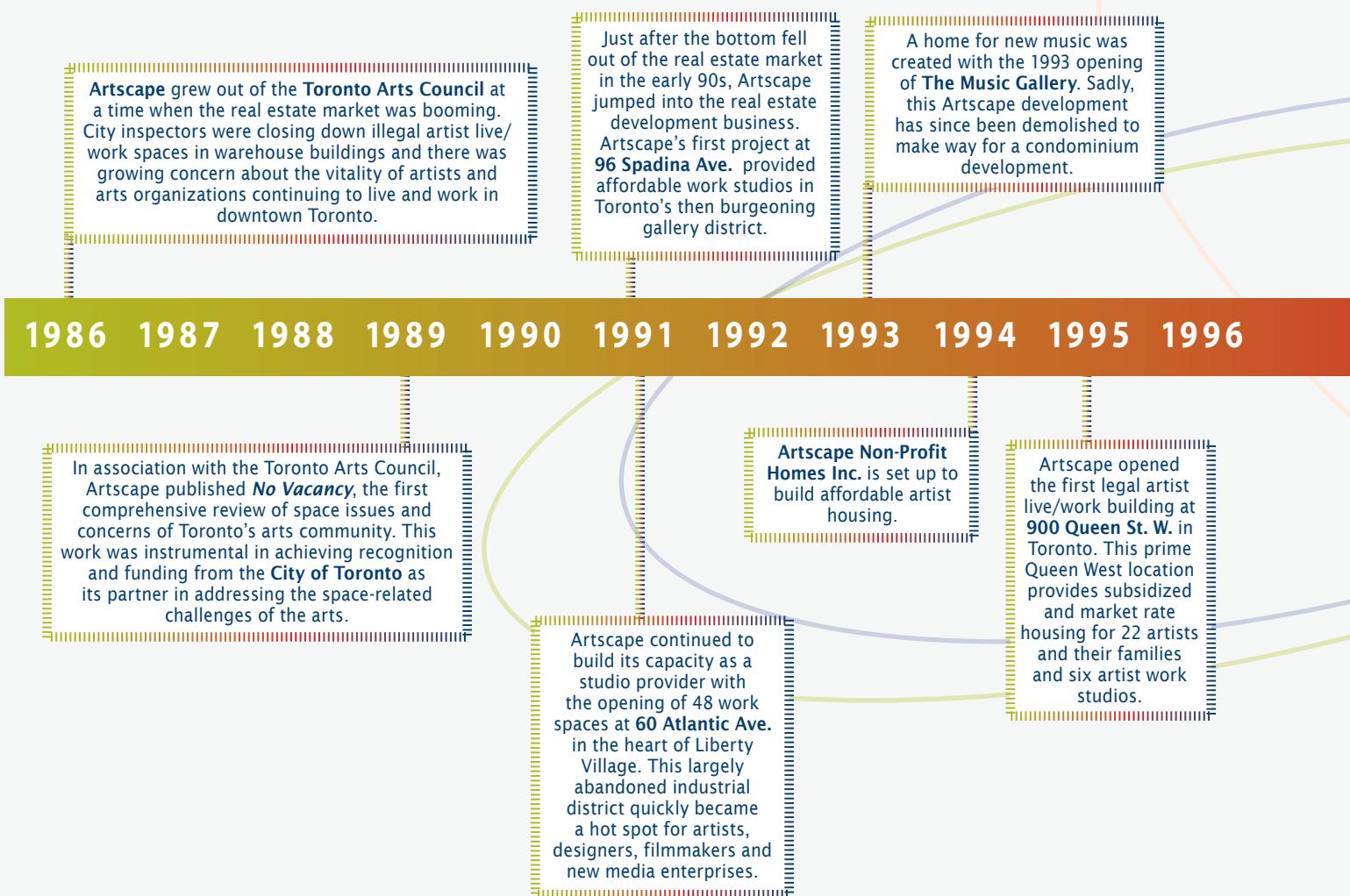
There is another factor that sets this plan completely apart from previous plans and growth strategies: the fact that it has been designed to build a virtuous cycle of growth. The energy and momentum that fuels this cycle will be created by balancing our investment and approach to knowledge building, leadership, communication and action.

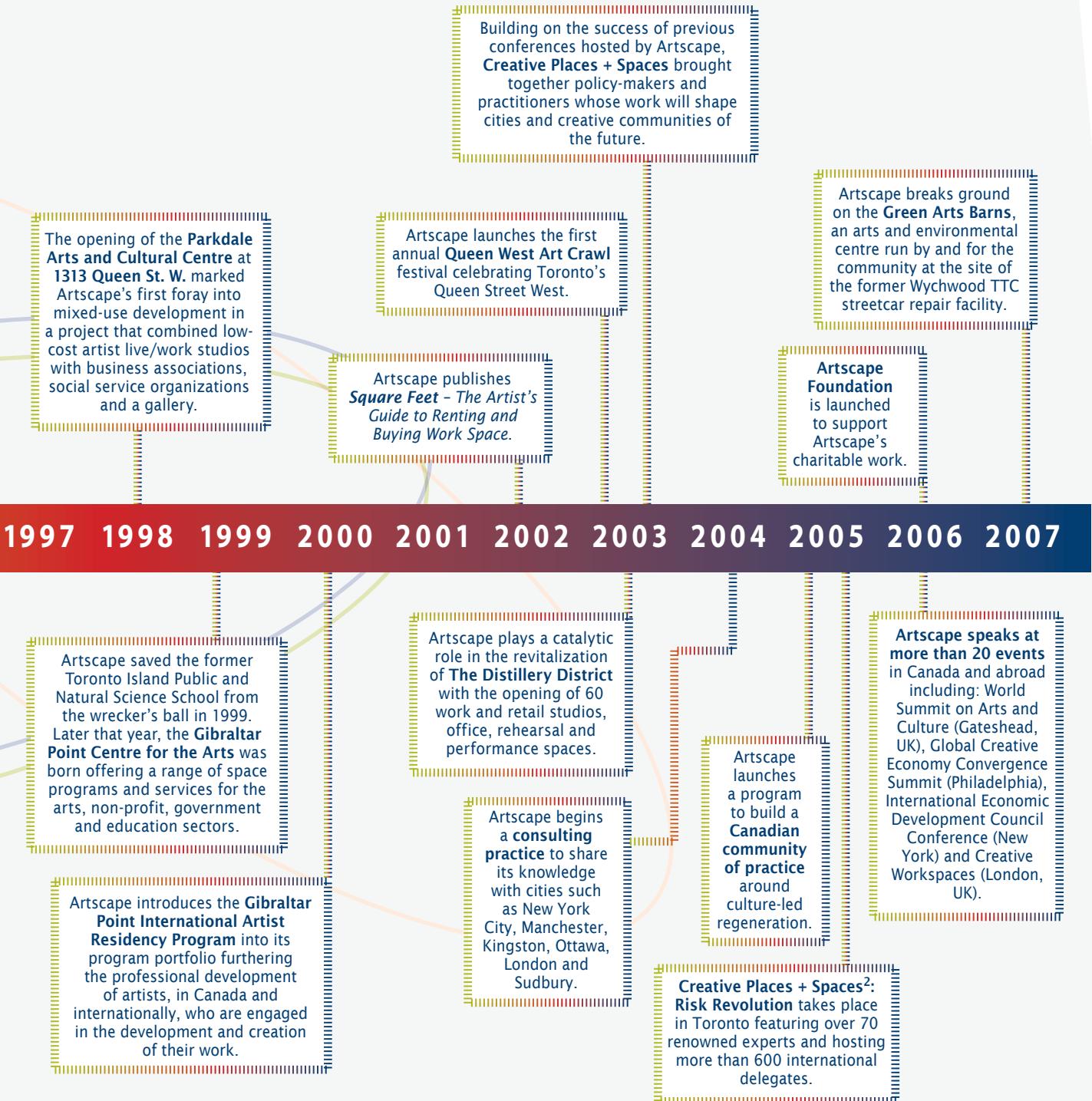


Recent work with Manifest Communications on a strategic communications plan has strongly influenced the design of this plan. With their help, we have recognized what it will take to build the kind of image and influence required to translate our goals and objectives into reality.

CELEBRATING 20 YEARS

Over 20 years, Artscape has evolved into an organization that works as a practitioner, educator and facilitator in the field of culture-led regeneration. We have developed a sophisticated understanding of the complex dynamics of creative environments and married this street-level awareness and experience with knowledge-building programs and activities that keep it at the forefront of this emerging field of practice. Today, Artscape's culture-led regeneration work extends beyond the space-related issues and concerns of the arts community to encompass what it takes to build and sustain creative ecologies in buildings, neighbourhoods, districts, clusters or in cities/regions. While Toronto remains the central focus of our work, Artscape now shares its experience with a wide range of communities and constituencies across Ontario, Canada and around the world.





LEADERSHIP

CONTEXT: Over its first 20 years, Artscape has received accolades for its regeneration work locally, nationally and internationally. We have developed a unique knowledge base that draws on street-level experience and ground breaking research. We have also become connected with the best and brightest in our field through our various conferences and workshops.

It takes more than exceptional talent to become a leadership organization. It requires a deep reservoir of knowledge, an ability to innovate and apply the results successfully and a determination to grow, improve and evolve. A leadership organization needs to be flexible, nimble, adaptive, risk-taking and entrepreneurial.

With a solid track record of success and strong international interest in its work, Artscape is poised to become a global leader in culture-led regeneration. Scaling up Artscape's success also presents an important opportunity for Toronto and Canada to demonstrate their leadership in creative city development.

VISION: Toronto's status as a global centre for creativity and innovation will be significantly elevated thanks, in part, to Artscape's leadership over the next five years. Silos that separate the city's arts and creative sector players will be broken down and new collaborations will be born. The practice of culture-led regeneration will be widely embraced in the fields of planning, economic development and the arts. Artscape will be recognized as one of the world's leading knowledge portals for culture-led regeneration and city-builders everywhere will know what Artscape stands for.

STRATEGIES: Artscape will realize its vision by taking a strategic approach to the way we build and share knowledge. We will demonstrate determined leadership in strengthening Toronto's creative capacity. And we will invest in the expertise and resources to effectively communicate our work. We will do this by:

1

Leading the dialogue locally, nationally and internationally

- Present Creative Places + Spaces as a leading international forum on creativity and innovation in the arts, sciences and environment
- Produce a "Critical Thinkers Initiative" wherein leading experts undertake residencies of 2-6 months in which they assist Toronto in developing strategies to unleash creativity and innovation across all sectors and in all communities
- Participate in national and international forums related to culture-led regeneration



(L-R): Charles Landry, COMEDIA; Carol Coletta, SmartCity Radio and CEOs for Cities; Roberta L. Bondar, Astronaut, Physician, Author and Photographer; Joe Berridge, Urban Strategies; Irshad Manji, Author and Journalist; Alan Webber, Business Journalist and Co-Founder Fast Company Magazine



2

Being a knowledge centre for practitioners

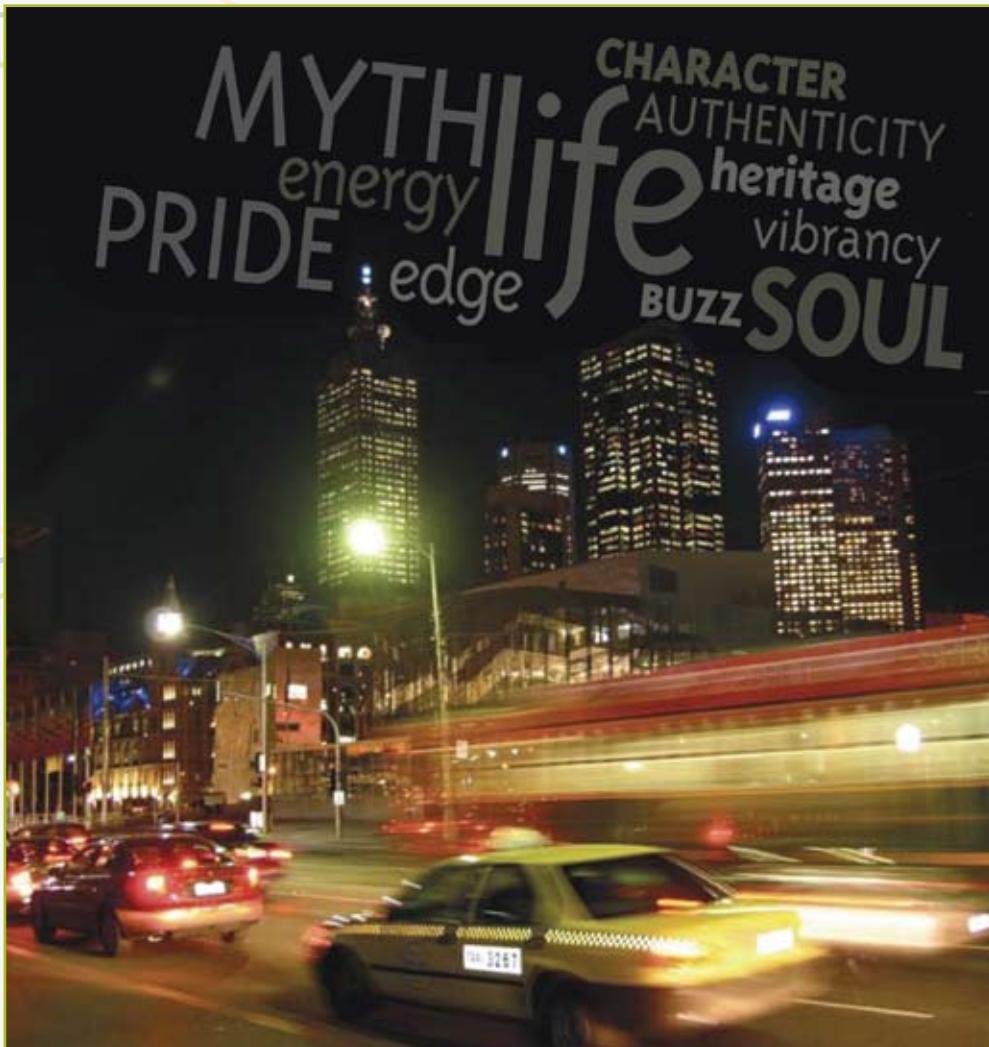
- Reposition the Creative Clusters Development Program to focus on culture-led regeneration
- Develop Artscape's knowledge of best practices in culture-led regeneration
- Generate knowledge products for culture-led regeneration

3 Providing leadership on creative city initiatives in Toronto

- Lead the development of a creativity and innovation manifesto for Toronto
- Engage Toronto stakeholders in culture-led regeneration projects
- Play a leadership role in the development of Creative Toronto Network
- Lead a coordinated strategy for Toronto-based initiatives related to creative convergence
- Create an award to recognize practitioners of culture-led regeneration in Toronto

4 Heightening Artscape's profile and reposition its identity

- Develop creative concepts, a thematic line and look for all communications that reflect our core purpose
- Develop and implement a public relations/media relations strategy
- Produce communications materials in all mediums that reflect core purpose
- Develop appropriate communications alignment connection for all Artscape properties, projects and programs
- Implement a campaign to build support of Artscape's *Vision 2011*
- Create a stronger identity for Artscape's buildings in their neighbourhoods



SPACEMAKING

CONTEXT: Artscape was founded in 1986 in response to a space crisis in the Toronto arts community. Gentrification and changing real estate market conditions were uprooting artists and arts organizations and driving them from the neighbourhoods that they had helped to enliven.

Artscape has responded by pioneering new not-for-profit real estate developments and advancing the tools of the trade. We have worked against the odds and turned intractable development challenges into unstoppable ideas. With more than 300 tenants in 6 multi-tenant centres in Toronto, Artscape's work has played a key role in building and sustaining the city's creative capacity.

VISION: Over the next 5 years, Artscape will help Toronto become recognized for building an infrastructure for creativity with greater purpose and conviction than any other city in the world. The city will become one of the best places for artists and creative entrepreneurs to live and work. Artscape's portfolio of properties will grow by hundreds of thousands of square feet and extend into neighbourhoods outside the downtown core. Existing and future Artscape developments will become hotspots of creativity that contribute to the health, vibrancy and resiliency of their communities.

STRATEGIES: At the beginning of 2007, Artscape had seven major capital projects in development (for details, please see Capital Project Pipeline on page 12). New opportunities arise by the month. Provided that the capital funding and financing can be found to take advantage of these opportunities, Artscape is poised to become a powerhouse in developing and managing space for the arts and creative sector in Toronto and beyond. We will do so by:

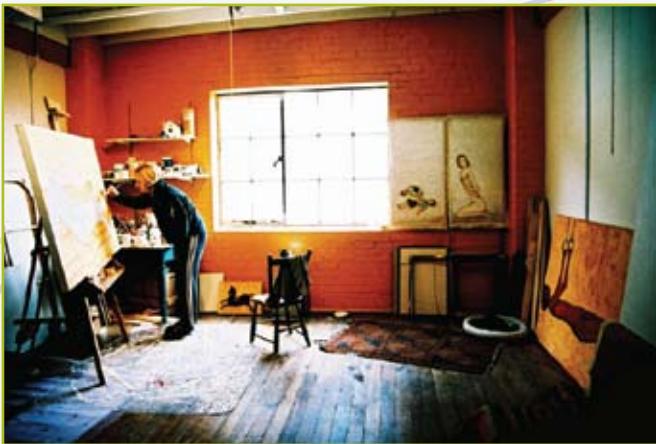
1

Broadening the understanding of infrastructure needs and market conditions within Toronto's creative milieu

- Conduct a comprehensive infrastructure needs survey targeting artists, arts organizations and creative entrepreneurs



Architectural concept for the IDEA Project in Liberty Village



2

Expanding access to creative environments in Toronto

- Build Artscape's capacity to develop and manage properties
- Grow Artscape's property portfolio
- Expand geographical reach across Toronto
- Expand diversity of tenant mix
- Create an annual investment fund for new projects

3

Enhancing the dynamism and sustainability of existing Artscape assets

- Develop a framework for a comprehensive tenant engagement plan
- Review and revise tenant services, systems, policies and procedures
- Ensure vibrancy and sustainability of the physical infrastructure
- Review and revise development and property management practices to enhance environmental sustainability



4

Building the capacity of communities outside Toronto to develop and manage creative communities within buildings



- Continue to provide professional development opportunities to communities outside Toronto through culture-led regeneration workshops
- Continue to provide capital project feasibility studies on a fee-for-service basis
- Update the Square Feet manual

PLACEMAKING

CONTEXT: In the 21st century, the vibrancy and competitiveness of cities and communities are closely linked to their creative capacity. Despite the emergence of a global creative cities movement, many places lack the infrastructure, tools, strategies and resources to build creative advantage. Creative placemaking is an integrated and transformative process that addresses these challenges by connecting creative and cultural resources to build authentic, resilient and inclusive communities or places.

Artscape's pioneering work in developing building-based creative communities has given us valuable insight into the dynamics and conditions for success of creative ecologies at a neighbourhood, district or city scale. Through conferences, workshops, research partnerships and international exchange, Artscape has set the stage to become a major force in creative placemaking.

VISION: Over the next five years, cities and communities will increasingly recognize that they have to be proactive and strategic to sustain their creative neighbourhoods, districts and clusters. They will embrace Artscape's approach to creative placemaking and apply it to arts, culture, urban planning and economic development strategies and initiatives. Toronto's most strategically important creative districts will become more sustainable and the people, organizations, and places within them will be better connected. Creative city practitioners will recognize that creative space and placemaking are integrally connected and essential to the long-term sustainability of neighbourhoods, districts and clusters.

STRATEGIES: Artscape's new vision will shift creative placemaking from an ancillary activity related to its consulting practice to a core component of its culture-led regeneration practice. We will invest in research and development in this area and apply our knowledge to our projects and Toronto's most strategically important creative districts. We will do this by:

1

Broadening Artscape's creative placemaking expertise

- Research best practices of placemaking strategies within broader regeneration initiatives
- Participate in multi-disciplinary forums, conferences and learning opportunities related to placemaking
- Expand in-house and external talent
- Prepare a framework that informs community development activity and develops consulting capacity
- Pursue new consulting and community development opportunities for engaging and refining Artscape's methodology



2

Investing in community-building activities in and around Artscape projects



- Develop and implement community development strategies for all of Artscape's placemaking projects
- Build networks that reinforce a strong sense of community among Artscape tenants
- Play an active role in Business Improvement Areas and community associations in communities where Artscape has a presence
- Seek opportunities to lead or participate in placemaking initiatives in Artscape neighbourhoods

3

Leading or collaborating on placemaking strategies that build the identity, vibrancy and resiliency of Toronto's most creative neighbourhoods

- Develop a creative sector strategy for Liberty Village and the Green Arts Barns
- Develop strategies to sustain the arts on Queen West
- Strengthen creative community contact and collaboration at the Distillery District



4

Growing a community of practice around Artscape's approach to creative placemaking

- Engage artists in creative placemaking projects
- Host national workshops on creative placemaking under the Culture-led Regeneration program
- Create a membership-based network of practitioners

CAPITAL PROJECT PIPELINE

Expanding Access to Creative Environments



GREEN ARTS BARNs

Artscape is transforming this industrial heritage site, a former streetcar repair facility, into the Green Arts Barns, a 60,000 square foot multifaceted arts and environmental centre run by and for the surrounding community. The project will provide 26 affordable live/work studios for artists and their families; 15 artist work studios; a 10,000 square foot "Covered Street" meeting, event and exhibition space; office and programming studios for 12 non-profit arts and environmental groups; and a greenhouse and educational centre for urban organic agriculture. The project will break ground in the first quarter of 2007.

IDEA PROJECT ▶

Artscape is working with TEDCO and Liberty Village BIA on a plan to redevelop the land and buildings at 60 Atlantic Avenue – the site of Artscape's headquarters. The IDEA Project is imagined as a full-service resource centre for creative entrepreneurs. Artscape will own 50,000 of this 200,000 square foot development. Planning will continue in 2007 with predevelopment work and construction anticipated for 2008/2009.



GIVINS/SHAW SCHOOL

Artscape is working with the Toronto District School Board to repurpose this 70,000 square foot school into a community arts hub. Feasibility work began on this project in 2006 and will be completed in early 2007.

PRIORITY NEIGHBOURHOODS OUTSIDE THE CORE ▶

The City of Toronto has classified 13 priority neighbourhoods that are inadequately served by public programs, services and facilities. Artscape has begun to explore collaborations with community groups in suburban areas such as Weston/Mount Dennis. Artscape will make it a priority over the next five years to explore how our development models might be adapted for the City's priority areas.



QUEEN WEST TRIANGLE ►

The area south from Queen Street to the rail corridor between Dufferin Street and Dovercourt Road is known as the Queen West Triangle. The area is under significant development pressure that is beginning to displace artists, arts organizations and creative entrepreneurs from one of the City's most dynamic creative neighbourhoods. Artscape is working with the City, the local community and developers to secure work and live/work space for artists in the neighbourhood.

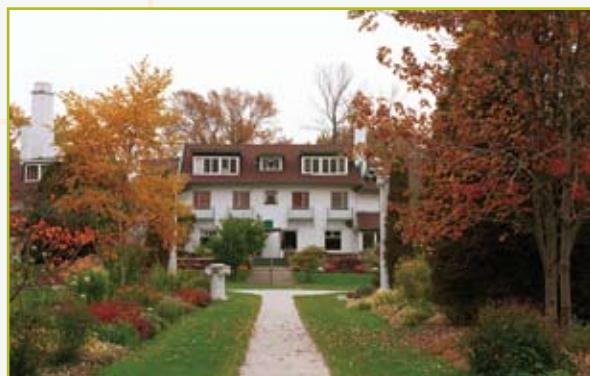


► WATERFRONT

Toronto Waterfront Revitalization Corporation is currently planning the redevelopment of major sections of lakefront property on the eastern edge of the downtown core (East Bayfront and West Donlands). A major creative sector employment hub and affordable artist live/work housing have been identified as high priorities. Artscape and TWRC are currently exploring ways of working together to achieve these results.

THE GUILD CULTURAL PRECINCT ►

In 2006, Artscape participated in a team that worked on a strategy for a cultural precinct for the Guild Inn site in Scarborough. The entire site will soon be redeveloped as a resort/spa and public park. The City of Toronto has expressed interest in having Artscape develop and manage the cultural precinct portion of the site.



CREATIVE COMMUNITIES + BUILDINGS

Artscape is perhaps best known for its work in developing and managing multi-tenant arts centres in six Toronto neighbourhoods. While each building serves different needs and purposes, all provide below-market rent to the individuals and organizations that reside in them. Artscape portfolio of creative buildings provides: work and live work studios as well as rehearsal, performance and gallery space to more than 300 tenants. All of Artscape's real estate projects are designed to be self-sustaining once the front-end capital investment has been made. Creative community projects developed and managed by Artscape include:

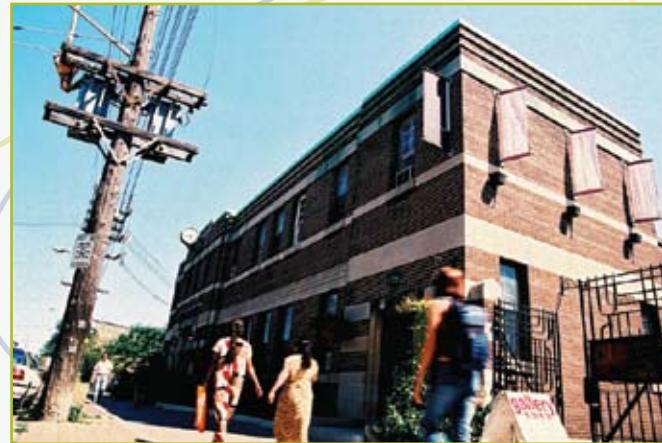
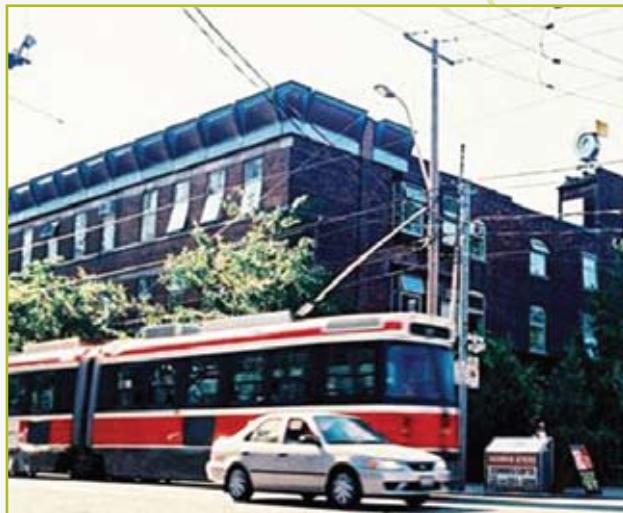


ARTSCAPE STUDIOS IN THE DISTILLERY DISTRICT

In 2003, Artscape played a catalytic role in the adaptive re-use of Toronto's Distillery District. The Case Goods Warehouse and Cannery are now home to a thriving community of artists, designer/makers and non profit arts organizations. As the Distillery District's largest tenant, Artscape subleases space to 76 artists and arts organizations as work and artist and designer/maker retail studios, rehearsal and performance facilities, galleries and offices.

PARKDALE ARTS AND CULTURAL CENTRE

The Parkdale Arts and Cultural Centre at 1313 Queen St. W. opened in 1998 in the community's former police station. This mixed-use project developed in partnership with the City of Toronto is home to Gallery 1313, Parkdale BIA, Parkdale Liberty Economic Development Corp, Cababayen Community Centre, Vietnamese Youth and Women's Association and 9 artist live/work spaces.



AFFORDABLE ARTIST LIVE/WORK AT 900 QUEEN

900 Queen St. W. was the first legally zoned artist live/work space when it opened in 1995. This conventional social housing project has 22 artist live/work units and 6 studio only units. Many of the units are rent geared-to-income. 900 Queen is owned by Artscape Non-Profit Homes Inc., a sister organization to Artscape. Its operations are governed by the Social Housing Reform Act.

ARTSCAPE'S LIBERTY VILLAGE STUDIOS ▶

Artscape's headquarter facility in the heart of Liberty Village opened in 1991. It is home to 48 studios serving painters, sculptors, ceramists, set designers and musicians. Artscape is currently exploring redevelopment options for the 60 Atlantic Ave. site in partnership with its owner Toronto Economic Development Corporation.



◀ ARTSCAPE STUDIOS IN THE DARLING BUILDING

Artscape's first project was a collaboration with The Darling Building/ Manufacturers Realty to create 40 artist work studios at the corner of Spadina and Adelaide. Tenants at 96 Spadina Avenue include photographers, sculptors, painters and set designers.

GIBRALTAR POINT CENTRE FOR THE ARTS ▶

Artscape's facility on Toronto Island is home to programs and services that reach beyond the arts sector and around the world. Four streams of activity make Gibraltar Point a unique resource for creative thinkers including: the Retreat Centre, Gibraltar Point International Artist Residency Program, Artscape Lodge and 15 long-term studios leased to a mix of painters, sculptors, musicians, theatre companies and a recording studio.



PROGRAMS + SERVICES

Building Knowledge and Communities

CREATIVE PLACES + SPACES

CONFERENCE ▶

The next installments in the biennial conference series are scheduled to happen in 2008 and 2010. As Artscape's flagship knowledge building project, this forum brings together leading thinkers, artists and practitioners from around the world to explore the relationship between creativity and place.



◀ CULTURE-LED REGENERATION WORKSHOPS

Repositioned to reflect our Strategic Plan focus on culture-led regeneration, the former Creative Clusters Development Program will comprise four new workshops in Ontario communities outside of Toronto. With the generous support of the Ontario Trillium Foundation, Artscape has already been able to support dozens of communities through this program. An additional fee-for-service approach to providing these workshops outside of Ontario will allow Artscape to extend the life of the program beyond 2009.

CREATIVE CONVERGENCE CENTRES PROJECT ▶

Artscape is leading a consortium of institutions, non-profit and private sector partners to develop a strategic framework for developing creative industry infrastructure throughout Toronto. The framework will provide the foundation for network development among organizations such as Evergreen Foundation, MaRS Discovery District, Canadian Film Centre, Toronto Film Festival and Ontario College of Art and Design.





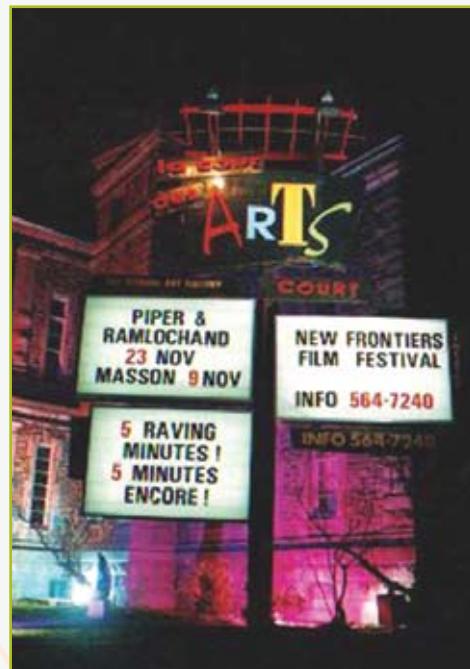
CONSULTING PRACTICE ▶

Artscape's consulting work will continue to focus on building our expertise in culture-led regeneration, enhancing our network of practitioners and developing our presence in new markets nationally and internationally. Our research initiatives will be effectively mobilized to support a more diversified consulting service.



◀ COMMUNITY DEVELOPMENT

While the tactics and approach vary from project to project, community development plays an important role in all of Artscape's work: Leadership, Spacemaking and Placemaking. Over the next 3 years, our efforts will focus on the Liberty Village, Queen West, Wychwood and Historic Distillery District communities.

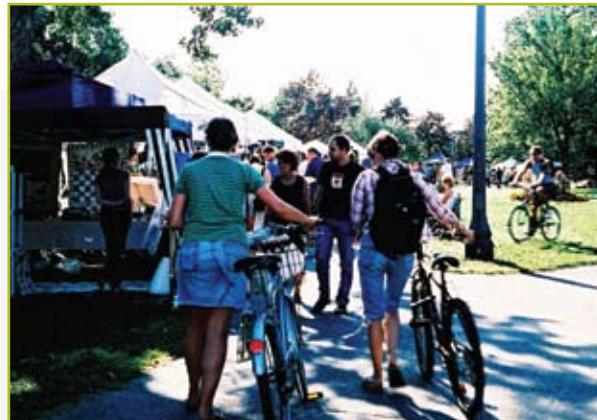


◀ CRITICAL THINKERS INITIATIVE

The Critical Thinkers Initiative is a strategic development project that will provide internationally recognized leaders in science, art, environment and various areas of expertise with extended live/work residencies to work alongside the best and brightest in our city. Together they will explore and design practical solutions and policies to realize Toronto's creativity and innovation agenda. Artscape's program will build on the success of the 2003 project in Adelaide, Australia.

QUEEN WEST ART CRAWL ▶

The Queen West Art Crawl is an annual celebration of the art of community. In 2006, 500 artists participated in a variety of events that attracted an audience of over 25,000 people to more than 60 venues stretching along Queen Street from Spadina to Roncesvalles.

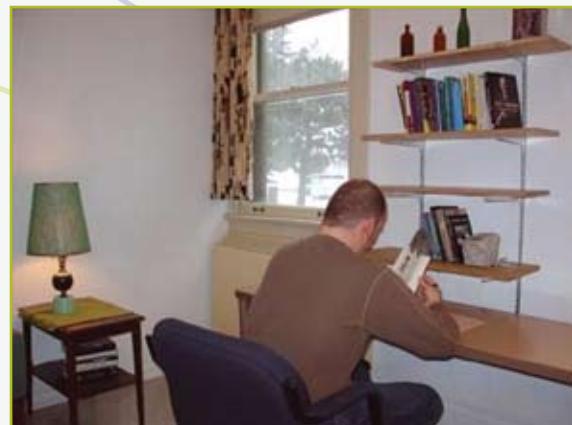


◀ CULTURE-LED REGENERATION AWARD

To help build understanding and recognition for culture-led regeneration, Artscape will create an award to recognize outstanding contributions in this field. The award will be presented at an annual event that will recognize practitioners of culture-led regeneration. Award nominations will be open to a diverse range of people and projects. The process will be juried by a panel of leading experts in the field.

ARTSCAPE LODGE ▶

The Lodge is an affordable short-term studio and bedroom rental service dedicated to professional artists looking for time and space to focus exclusively on their work in a distraction-free environment at the Gibraltar Point Centre for the Arts on Toronto Island.





GIBRALTAR POINT INTERNATIONAL ARTIST RESIDENCY PROGRAM

This program takes place for a single 30-day term each calendar year at the Gibraltar Point Centre for the Arts on Toronto Island. The residency aims to further the professional development of artists, in Canada and internationally, who are engaged in the development of their work. The program provides an environment that fosters an exchange of ideas and influences; encourages the sharing of expertise; inspires new works of art and creative collaborations; and builds relationships between artists working in different media.

RETREAT CENTRE ▶

The Retreat Centre at Gibraltar Point Center for the Arts on Toronto Island offers a variety of affordable room rentals for a wide range of events whose clients range from the not-for-profit, charitable, education and government sectors to wedding parties and various arts and private sector organizations. The Retreat Centre's unique environment offers a change of scenery that can spark creativity.



GLOSSARY OF TERMS

AUTHENTIC

The genuine or real article, feel, mood, fact or style as it applies to individual, collective and communal memory, emotions, experience, attitudes, stories, history, cultural attributes and creativity.

COMMUNITY BUILDING

An applied art – not a science; involving the design and application of collaborative strategies to the resolution of issues; management of change; strengthening capacity, building leadership and effectively engaging all elements of the community in the processes.

CREATIVE ADVANTAGE

The competitive edge that an organization, community or city has by virtue of their ability to sustain creativity and innovation.

CREATIVE CAPACITY

The relative ability of an organization, community or city to generate ideas, goods and services; the strength of creative assets and resources of an organization, community or city.

CREATIVE CLUSTER

A geographical concentration (often regional in scale) of interconnected individuals, organizations and institutions involved in the arts, cultural industries, new media, design, knowledge building and/or other creative sector pursuits.

CREATIVE ECONOMY

An aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing and interactive software development. Conceived of as a creative 'production chain', these industries form four key links:

- **Creation/content origination** – The multiple processes by which creative material and intellectual assets are originated and produced – this 'stage' includes all creative forms (images, ideas, compositions, designs, games, titles and packages)
- **Manufacture** – The making of 'one-offs' or proto-types, which may be reproduced later plus specialist goods used towards creative production (such as paint brushes, cameras and musical instruments)
- **Distribution and mass production** – Activities that channel content and services to markets (such as CD replication, shipping and digital delivery systems)
- **Exchange** – The exhibition of creative products (for example, venue-based activities undertaken in theatres, concert halls and cinemas) and the retailing of products (such as books, CDs, games, or even products sold on the basis of brand)

CREATIVE HUB

A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship incubation within a community. A hub provides an innovative platform for combining the necessary hard and soft infrastructure to support the space and programming needs of commercial, not-for-profit and community sectors.

CREATIVE PROCESS

An ongoing, circular and multi-dimensional process of discovery, exploration, selection, combination, refinement and reflection in the creation of something new.

CREATIVITY

The ability to generate something new; the production by one or more person of ideas and inventions that are personal, original and meaningful; a mental process involving the generation of new ideas or concepts, or new associations between existing ideas or concepts.



CULTURE

A society's values and aspirations, the processes and mediums used to communicate those values and aspirations and the intangible expressions of those values and aspirations.

CULTURAL ECOLOGY

A dense and connected system of a distinct and evolving blend of community, educational, recreational, cultural and entertainment venues and environments that generate 'thickness' in the creative fabric of a city. They provide the necessary infrastructure that accommodates cross-fertilization between a varied mix of stakeholders and interest groups, cultural producers, artists, entrepreneurs and residents.

CULTURE-LED REGENERATION

A multi-dimensional approach to the re-use, renewal or revitalization of a place wherein art, culture and/or creativity plays a leading and transformative role.

DIVERSITY

Distinct or different personal characteristics and qualities encompassing creative and artistic discipline, vocation, race, culture, sex, religious or spiritual beliefs, age, weight, disabilities, sexual orientation, everything which celebrates the variety and uniqueness of all individuals and things; may also apply to the mandates, goals, etc. of groups, organizations and companies.

HARD INFRASTRUCTURE

Tangible elements of urban form – workspaces, galleries, theatres, cafes, streets and public spaces – that combine the functional with the aesthetic and the symbolic to provide vital conduits for inspiration, connectivity and expression. Infused with a mix of uses, meanings and experiences, these places reveal themselves as authentic, distinctive, permeable and diverse 'habitats' that attract and sustain a diverse range of creative activity.

INNOVATION

The creation or invention of ideas, goods or services that are novel and intended to be useful; intended to create some product that has commercial application and/or appeal to a customer, consumer or audience; the process of generating and applying creative ideas.

KNOWLEDGE PRODUCT

Organizational knowledge and expertise that are effectively created, located, captured and shared through an explicit form (manual, pod-case, website). Distributed to staff, board, clients and partners, codified knowledge is a valuable strategic asset that can be leveraged for improved performance.

PLACEMAKING

An integrated and transformative process that connects creative and cultural resources to build authentic, dynamic and resilient communities or place.

SOFT INFRASTRUCTURE

Dense and diverse collaborative partnerships, active intermediaries and cross-over mechanisms that facilitate the face-to-face interaction, social networking and flow of ideas that drive successful clustering.

SPACEMAKING

The development of studios, buildings and complexes as the infrastructure, the bricks and mortar of communities or places (see Placemaking above) along with the elements of communication, services, systems, policies and procedures for their tenants, occupants and visitors.

SUSTAINABILITY

A trait that describes the best creative, cultural, economic, social, institutional and ecological products, environments, systems, processes and outcomes for hard and soft infrastructure and communities of all sizes; marked by durability and longevity; and experienced and shared by present and future generations of tenants, clients, partners and citizens.

WHO'S WHO AT ARTSCAPE

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President: Kathleen Sharpe
President Emeritus: Jini Stolk
Treasurer: Peter Caldwell
Secretary: Michael Kainer
Directors: Phil Anderson, Councillor Sandra Bussin, Tabitha Chinniah, Dina Graser, Roscoe Handford, Erin Leslie, Ana Serrano, Michel Michel Trocmé, Councillor Adam Vaughan

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Chair: Kathleen Sharpe
Treasurer: Peter Caldwell
Secretary: Michael Kainer
Directors: Shelley M. Black, Peggy Hornell, Mazyar Mortazavi, Richard Simm, Don Wilford



Members of Artscape's Boards of Directors 2006-2008



Artscape Staff 2008

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Vice President of Operations: **Celia Smith**
Executive Assistant to President + CEO: **Fana Seife**

Artscape Foundation

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Special Projects: **Carolyn Taylor**

Artscape Gibraltar Point

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Coordinator: **Ryan Howard**

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Building Superintendent: **Paul Therrien**

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Communications Production Manager: **Chris Higgins**
Marketing Manager: **Sue Edworthy**

Finance

Director: **Alfred Jackson**
Financial Coordinator: **Sharif Uzzaman**
Accounting Coordinator: **Connie Gemma**

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Contact page updated: August, 2009

* Please refer to our website for current Board and staff listings.

Photos: Melanie Gordon, Liz Kohn, Chris Higgins, Vanessa Garrison, Neil Kinnear & Lesley Chung, David Warne and Kevin Krivel, David Zapparoli

YOU CAN HELP MAKE VISION 2011 A REALITY

Artscape Foundation is a not-for-profit organization that raises funds to support its charitable work. Artscape's ability to "think big about culture-led regeneration" will depend upon the Foundation's success in attracting funding partners among individuals, foundations, corporations and governments. You can take the first step in supporting Artscape's *Vision 2011* by filling out and returning the form below.

If you have questions about making a contribution, please contact Elizabeth Dalgleish at 416-392-1038, ext. 29 or elizabeth@torontoartscape.on.ca.

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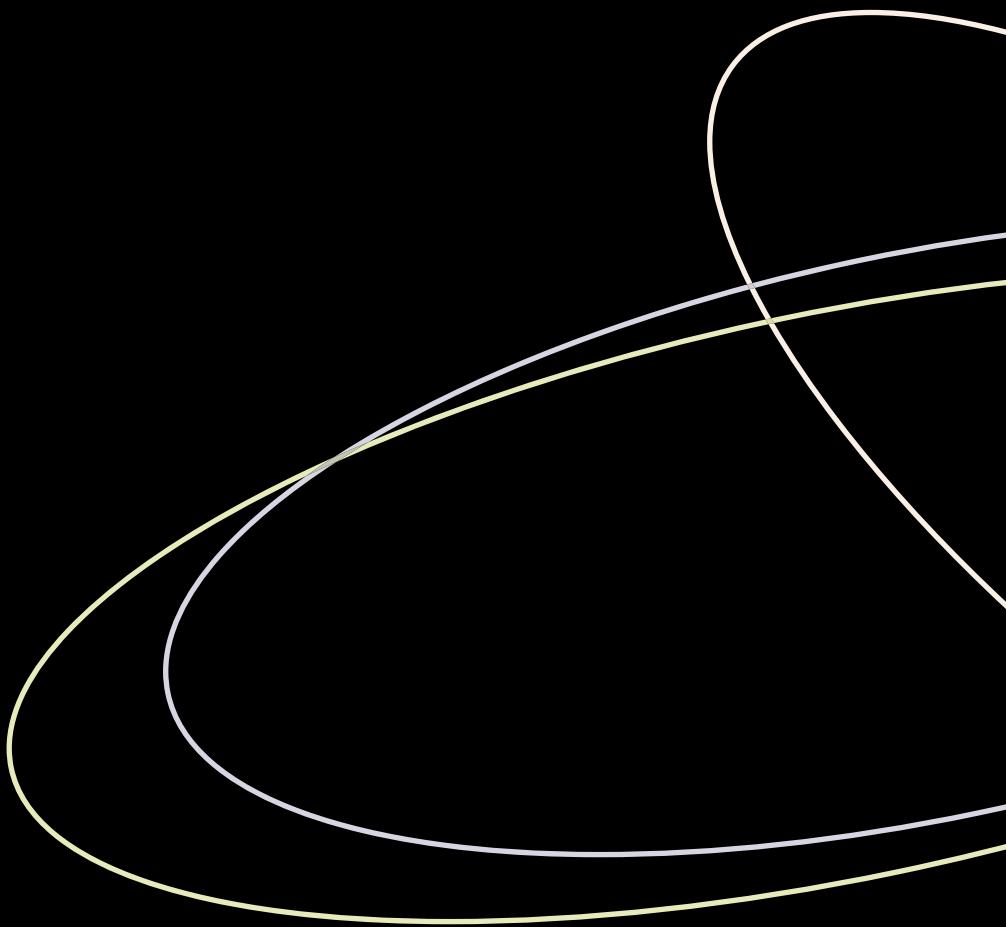
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