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# Arts North York

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Fostering arts  
engagement in North  
York

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Toronto Arts Foundation

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May 17, 2011

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## Preface

In response to strong interest from the North York arts community and leadership from Councillor John Fillion (Ward 23), Toronto Arts Foundation undertook a study into how best to foster arts engagement in North York. Between December 2010 and April 2011, cee-erra robinson, working under the direction of Claire Hopkinson, Executive Director and Susan Wright, Director of Operations, conducted extensive consultations and background study. This research led us to the conclusion that the creation of a new arts service organization would foster and support the arts community in North York.

Artists and arts organizations working in North York, as in all areas of the city, currently have access to a municipal arts investment program: the Toronto Arts Council's grants programs respond to arts organizations and individual artists working throughout metropolitan Toronto, including North York.

It is clear, however, that certain areas of the city would benefit from a pro-active mechanism in addition to the response mechanism provided by TAC. Services typically provided by a LASO (Local Arts Service Organization) are not currently available in North York. These activities include marketing, promotion, information services, networking, professional development, programming, and provision of administrative support. There are currently four LASOs mandated by the City of Toronto to support local arts activity in Scarborough, York, and Etobicoke. The former municipalities of North York and East York do not have similar supporting organizations although the City's 2011 updated culture plan, *Creative Capital Gains*, recommends that they be established.

The interviews, focus groups, meetings and discussions conducted throughout this study made evident the fact that there is no lack of arts activity taking place in North York. However, public awareness of arts programming in the area is low, as is partnership and collaboration within the arts community. An organization to leverage interest in arts activity and to maximize its potential for growth would be a significant asset.

This study documents community support for the creation of Arts North York and provides recommendations covering the governance, operations and programming for such an organization.

## **Background**

### **Toronto – a Creative Capital**

As home to Canada's largest population of artists, Toronto has a unique opportunity to define itself through creativity and to broadcast its experiences to the world. The arts offer tools to connect neighbourhoods and to forge bonds between communities. The arts facilitate self-expression and meaningful social interactions. By telling each other's stories and creating a welcoming environment for newcomers, the arts contribute to a city which both celebrates cultural diversity and engenders social cohesion.

The city's arts organizations, collectives and artists present 40,000 public events, performances, exhibitions, festivals and screenings every year which are attended by 20 million people. Over 35,000 Toronto residents volunteer over a million hours to our cultural institutions, many of which attract international recognition and in so doing, introduce Toronto to international audiences. Toronto's cultural economy contributes more than \$9 billion annually to Toronto's GDP and employs more than 130,000 people.

Equally important are the huge numbers of events and activities presented at the local level in neighbourhoods throughout Toronto. Many of these events are offered free of charge in the city's schools, parks, community centres, public housing and seniors' residences. This local arts programming serves to engage youth, bring seniors out of isolation and support newcomers. Bringing more opportunity for artistic expression and attendance to the residents in Toronto's inner suburbs has been a growing focus of many Toronto arts organizations and programs.

### **North York**

The North York municipality was formed in 1922. In 1997 the provincial Government of Ontario passed legislation to merge a number of municipalities into a single, amalgamated City of Toronto. Although North York is now officially a dissolved municipality within Toronto, residents of the area remain faithful to the spirit of the region.

The region encompasses all of the area south of Steeles, west of Victoria Park, north of Millwood and the DVP and east of Jane Street. (See Appendix 2 for Map). As of the 2006 Census, it has a population of 635,370. Until 1998, it was the second-largest of six municipalities comprising Metropolitan Toronto. It contains some of the most affluent areas of the city (The Bridle Path, Hogg's Hollow, York Mills, Willowdale, Bayview Village) as well as some of the least (Jane and Finch, Flemingdon Park and Lawrence Heights). North York is one of the most diverse areas of Toronto; 57% of North York's

residents were not born in Canada, and 52% self-identify as belonging to a visible minority. Flanked by Vaughn, Richmond Hill, Scarborough, East York and Etobicoke (along the Humber River), North York can, in many ways, be seen as a perfect microcosm of the GTA at large. It has the feel of a large urban centre, but at the same time has a distinct cultural identity.

There is an active arts community in North York, but as documented in the body of this report, it could be considerably strengthened and enhanced with increased support for outreach, accessibility, audience development and engagement.

### **Toronto Arts Council**

Supporting the city's artists and arts organizations through an established and effective granting program has been Toronto Arts Council's core business for 36 years. As the arts council for the country's largest arts community TAC is committed to being the leading municipal arts funder in both effectiveness and innovation. In 2010, TAC invested over \$10 million in 450 arts organizations and 250 individual artists in response to initiatives proposed and directed by artists working in all arts disciplines. TAC's volunteer committee and board members reflect the changing demographics of the City and have deep and profound knowledge of arts practice in every discipline and every neighbourhood. From enhancing street safety to reclaiming parks and street corners for community use, from engagement of disaffected teens to building social cohesiveness, artists infuse fresh, creative energy into Toronto's neighbourhoods. Supporting excellence in the arts is the *raison d'être* of the council, but city building, community revitalization, and innovation are also emphasized.

In 2010, Toronto Arts Council refined its vision to include the objective of connecting every Toronto neighbourhood with the transformational power of arts activity. This work has begun with the expansion of TAC's granting and outreach programs and in partnership with the Toronto Arts Foundation.

### **Toronto Arts Foundation**

Working as a sister organization to Toronto Arts Council since 1995, the Toronto Arts Foundation helps to raise awareness and financial support for the arts. By acting as convener and catalyst, the Foundation collaborates with arts organizations, social service agencies, city departments, non-governmental agencies and other organizations that share the vision of creating successful neighbourhoods through the arts and understand the importance of increasing opportunities for people to enjoy the arts in all regions of Toronto.

Through its *Creative City: Block by Block* initiative, TAF partners with the private sector to support arts activities in all Toronto neighbourhoods. One very successful project of *Block by Block* is the *Neighbourhood Arts Network*, one and a half years old and already connecting artists to libraries, community centres, local businesses and each other through social networking and events, providing a catalyst for more arts activities. As communication grows and resources are shared between artists from one neighbourhood to the next, the creative possibilities increase.

### **Local Arts Service Organizations (LASOs)**

There are currently four Local Arts Service Organizations (LASOs) in the City of Toronto: Arts Etobicoke, Lakeshore Arts, Scarborough Arts and UrbanArts Community Arts Council. These four organizations receive direct municipal funding to carry out their work. A LASO is defined by the City as “an autonomous incorporated not-for-profit arts organization, governed by a Board of Directors, that is membership based and provides community arts programs and services that are accessible to the public and reduce barriers to participation in arts and culture. (Each LASO) acts as a hub that encourages artistic growth in both emerging and established artists, contributes to the economy and local tourism, promotes inclusion and equity, supports healthy social change and helps create audiences for the future”.

Toronto’s existing LASOs focus on reaching out to those who would not normally access arts programming, while also nurturing the work that is already being done in the local community. Scarborough Arts hosts events in non-traditional venues, such as malls, which are frequented by the public in order to build arts audiences. They also work with the Toronto Public Library system and Scarborough-area schools to offer free programming. As the ultimate accessibility venture, Lakeshore Arts and Arts Etobicoke partnered to create “Art on the Move”, a mobile art project which covers working vehicles with commissioned works by local artists. The semi-permanent pieces remain on the vehicles for one to five years. Urban Arts is not location-based. Though it is located in the Weston-Mount Dennis community, the centre is focused on serving youth throughout Toronto. As a youth-based organization, Urban Arts is committed to creating opportunities for youth to engage with the arts, especially when they can be reimbursed for their work. Urban Arts attempts to provide as many paid opportunities as possible for the youth they engage.

These LASOs are supported financially with operating grants from the City of Toronto that constitute between 15% and 40% of their total revenues.

There are currently no LASOs serving North York or East York although the City’s updated culture plan, *Creative Capital Gains; An Action Plan for Toronto* recommends that LASOs be created in both of these areas.

## Consultations

The consultation process took place between January and March, 2011. It began with open focus groups to which individual artists, arts organizations, community organizations, city agencies, City Councillors, and interested North York residents were invited to attend. These focus groups served to collect information about existing arts groups and current arts activities as well to solicit suggestions, advice and recommendations for the development of a North York arts service organization. Over 70 people participated in two public focus groups held at the North York Civic Centre, one at the Toronto Public Library's Jane & Finch Location and one exclusively for the Working Women community at their 5 Fairview Mall Drive location.

In addition to the group sessions, one on one interviews were held with artists, art professors, community organizers, community animators, art gallery directors and schools in order to get a complete view of the arts landscape in North York. Invitations to participate were distributed widely: to Toronto Arts Council and City of Toronto Culture Division mailing lists, to individuals and organizations listed in local directories and to anyone suggested by focus group and interview participants. All those interested in the feasibility study and report were given the opportunity to provide their feedback and information on their experiences.

Throughout the report the term "participants" refers to individuals who took part in either the facilitated focus groups or in the individual interviews and meetings.

## Findings and Recommendations

The research, focus groups, individual consultations, interviews and conversations conducted in the course of this study all support the conclusion that a North York local arts service organization would be beneficial for artists, arts organizations and the public. Supporters of the creation of Arts North York include local artists, arts organizations, city agencies, civic leaders, community organizations, residents, and businesses. It is also a recommended action item in the May 2011 City report, *Creative Capital Gains; An Action Plan for Toronto*.

**Recommendation #1: To create Arts North York; a new LASO (Local Arts Service Organization) to serve the North York community.**

## **Arts Services**

Given the broad consensus on the need for Arts North York, most of the consultation time was spent developing wish lists and priorities for the services to be offered by the new organization.

The services listed below are those that were recommended repeatedly by participants while also falling logically within the mandate of a local arts service organization. They fill identified gaps in services currently available in North York, or support increased awareness of existing services.

The list below represents a general consensus of the most important services and the priority in which they should be addressed.

## **Arts Space**

Participants in both the group sessions and individual interviews consistently expressed a concern regarding access to affordable space for programming, exhibition, rehearsals and performance. There was strong consensus that there is an urgent need for financially accessible arts space for all disciplines. Many visual artists in particular expressed difficulty with finding space to exhibit their work, resulting in reduced opportunities to earn a living from their art.

It was discovered during the group sessions that there is not only a deficiency of accessible space for artists to work, exhibit, and perform but also a lack of awareness of arts spaces that do exist. Participants shared information about affordable spaces that they had used or knew of through their own networks and associations. It was clear that a directory (physical or virtual) of North York spaces available for arts use would be extremely helpful for artists and organizations. A directory with the additional support of a knowledgeable person to provide advice and suggestions would be ideal.

Even with increased awareness of existing space, there will continue to be a significant space shortage. There was strong support for Arts North York to advocate for creating both temporary and permanent space for arts use with city agencies, housing developments, libraries and local businesses. Finally participants were very supportive of the idea that Arts North York itself could be established in a facility that could be made available for arts exhibition and programming space.

**Recommendation #2: Arts North York should offer an information portal on accessible and affordable arts programming space available in North York.**

**Recommendation #3: Arts North York should work with City agencies, including libraries, housing and parks as well as local businesses to expand the availability of affordable space for arts use.**

**Recommendation #4: Arts North York should itself be housed in a location that includes arts programming space that can be made available to local artists and arts groups.**

### **Promotion and Marketing**

Participants, in particular those representing arts organizations, discussed how difficult it is for them to promote their work. Marketing and promotion is difficult due not only to insufficient budgets but also to the fact that many organizations do not produce a full season of activities. It is not possible to hire full time marketing staff when trying to promote just one or two events a year. Despite a lack of financial backing or a full roster of events, each organization stated that marketing was imperative to their operations and success. They constantly seek ways to connect to new audiences and new populations. There was strong support for Arts North York to offer marketing and promotion assistance.

Participants proposed that Arts North York should assist with the provision of public relations and marketing services to local arts organizations, perhaps on a membership model. Participants were enthusiastic that the individual could work on marketing numerous arts organizations creating opportunities to connect audiences of different arts organizations. Sharing a common marketing strategy or process was considered attractive as it would offer opportunities for collaboration and partnership.

In addition, this arrangement would allow the opportunity for the marketing of the arts in North York in general. Participants consider that North York should be promoted as a destination for arts and arts practice. The hope is that in focusing on marketing and promoting individual plays, exhibitions, pieces and events, Arts North York would also be able to promote the entire region, displaying the many offerings provided. Increasing public awareness and support for the arts in North York was also a priority and participants expressed interest in having Arts North York advocate for the arts in North York as compared to other projects taking place in the Greater Toronto Area.

Although some of the participants were aware of Toronto Arts Online ([www.torontoartsonline.org](http://www.torontoartsonline.org)) and its North York section, most were not and were not

taking advantage of this free service. Arts North York could promote Toronto Arts Online within the community and also market the website to the public.

There was also interest in ensuring that Arts North York be conscious of different advances in the arts and different styles of art taking place throughout the world. Participants expressed a need to feel connected to the global arts community and to ventures taking place outside of North York.

**Recommendation #5: Arts North York should enhance the events listing website Toronto Arts Online to ensure it captures comprehensive arts listings for North York and promote it to the public.**

**Recommendation #6: Arts North York should develop a plan to support marketing and promotion of North York arts events and programming.**

**Recommendation #7: Arts North York should work to build public awareness of the vibrancy of arts activities and programming in North York.**

### **Arts North York Location**

Participants agreed that a physical as well as virtual location for Arts North York is vitally important. It is essential that it be situated in a central location in North York. Most agreed that near the North York Civic Centre and its subway line would be an excellent choice.

Ideally the space would integrate office, administrative, meeting and programming space. With suitable space, Arts North York could become a multi-purpose hub meeting the needs of local artists, arts organizations and residents.

Use of the space could include:

- Administrative and meeting space for Arts North York
- Arts programming space for Arts North York
- Arts programming and/or exhibition space for local artists and groups
- Meeting space for local artists and groups
- Administrative space for local artists and groups – perhaps allocated on a hot desk model where a desk with telephone is rented out for a certain number of hours per week or per month

- Public information space – where the public could come to find out all about arts programming and services in north York.

Resource sharing is one of the most attractive features of having a multi-purpose space. Having a central space allows organizations, groups and individual artists to access administrative resources, such as photocopiers, printers, computers etc. that they may not have access to otherwise. In addition knowledge resources can be shared much more easily within a common space.

**Recommendation #8: Arts North York should secure a multi-purpose arts administration, meeting and programming space in a central location in North York. Ideally the space should be physically and geographically accessible to encourage arts community and public use.**

### **Arts Incubator**

A large number of participants were either individual artists or representatives from very small organizations which lacked an administration office. These participants all expressed an interest in collective access to office resources. The possibility of creating a membership based incubation model was popular. Within this model, membership would be set up in tiers depending on the amount of time and resources that the member was interested in accessing within the Arts North York Space. Members could choose to simply have 'hot desks' which are wireless internet-enabled desk where members could bring their own laptops to work while also having access to all of the key resources that they need. Ideally, they would also have access to a shared kitchen and meeting space that could be booked when needed.

In addition to these resources the support of the organization and its staff should be available to members to aid them in their work. Given available resources, advice and professional support from staff could be key to successful operations.

In this way the organization both supports the work and existence of emerging groups, while also giving these groups the opportunity to network with each other and work together. The philosophy is that in sharing common space these groups will increase the possibility of them sharing information about themselves and the projects they are engaged in, leading to the potential of sharing resources and even creating new projects together. In this respect, Arts North York would act as a catalyst for relationship building.

**Recommendation #9: Arts North York should serve as an arts incubator offering administrative space, equipment and professional support to fledgling organizations.**

**Networking, professional development, partnerships and collaborations.**

Outside of the natural networking opportunity established under the incubation model, there are a number of additional opportunities for both networking and professional development to be built into Arts North York.

Participants suggested constructing a central site to connect artists, organizations, programmers and audiences in North York. Adapting the Neighbourhood Arts Network to create a section with a North York focus was a popular suggestion. [www.neighbourhoodartsnetwork.org](http://www.neighbourhoodartsnetwork.org)). In addition to offering this resource virtually it was also agreed that it would be beneficial to have the same information physically available in the office.

Further, Arts North York should work always to avoid duplication of services. There are already a number of arts service organizations working in Toronto; links and information to these should be readily available at Arts North York. These include TAPA (Toronto Alliance for the performing Arts) and its ticketing service TOTix, Artreach Toronto which offers high-engagement grantmaking, services and programs for young artists, Prologue to the Performing Arts which brings programming into schools and the City of Toronto's Cultural Services division which supports programs throughout the city.

Additionally, Arts North York should create and make available a central database containing contact information for organizations, artists and groups doing work in North York. The very research conducted for the purpose of this study was difficult due to the fact that no central resource exists. Having a simple database of this information would make communication and the sharing of information much easier.

Participants were extremely interested in developing more partnerships between arts organizations working in the North York region. A program dedicated to finding ways for organizations to work together and collaborate on projects could be very beneficial. Collaborations using shared resources were singled out as particularly attractive. Recognizing the limited scope of what a single organization can accomplish, participants suggested that Arts North York could simply facilitate interacting spaces or events which could lead to the formation of such partnerships.

Participants agreed that collaborations and partnerships should not be limited to North York arts groups. Allowing for the integration of collaborations with other arts organizations located outside of North York, but within the GTA (especially downtown), was a primary concern. Groups could collaborate with other sectors, particularly the local business community, with artists and organizations working outside North York, with colleges and universities and with other city agencies. There is general agreement with the Centre for Social Innovation concept that innovation will occur more readily in an environment that embraces diverse groups, experiences and practices.

Participants identifying as newcomers, both with and without a language barrier expressed even greater concerns. Echoing the sentiments of the majority of participants, newcomer participants reported that they do not know where to go to access information about events and opportunities and do not know how to find out which organizations offer programming in the area. One participant who had had a successful arts practice in Europe discussed not being able to set up a similar practice in North York. It was not clear to her how to find galleries and exhibition spaces in North York, let alone focus on those with a particular interest in her arts practice.

It was suggested that Arts North York dedicate part of its outreach to newcomers. With organizations like Working Women and North York Community House actively engaging the newcomer population, it would be beneficial for Arts North York to partner with them to engage their own membership and have these organizations reach out to their own networks for participation.

**Recommendation #10: Arts North York should work with the Neighbourhood Arts Network to leverage opportunities to provide information on projects and activities taking place in North York and support for networking and professional development.**

**Recommendation #11: Arts North York should create a database that would include information on artists and groups active in North York and make it widely available**

**Recommendation #12: Arts North York should facilitate partnerships and collaborations both among North York arts groups themselves and between North York arts groups, groups from throughout Toronto and other sectors including business.**

**Recommendation #13: Work with organizations serving newcomers, such as Working Women and North York Community House to engage the newcomer population in local arts opportunities.**

### **Access to Funding**

Although it was understood that Arts North York will not be a grant giving organization, participants do want information on possible arts funding sources. An amalgamated grant calendar of all of local funding possibilities would be extremely helpful, as would dissemination of information about grant writing workshops.

In addition to public funding, participants expressed an interest in Arts North York providing other fundraising resources including private sector and foundation fundraising information.

**Recommendation #14: Arts North York should provide links and references to information regarding public grant programs as well as resources and toolkits for private sector fundraising.**

### **Arts Programming - Cultura**

In order to create public profile for the activities of Arts North York and the artists active in the community, a program celebrating local artists and their work would be extremely beneficial. Exhibiting the work of local visual artists and presenting performances of local musicians and theatre groups could generate excitement and bring public awareness to all the arts activities of North York.

A logical first step in this area is for Arts North York to program and produce the Cultura Festival. This festival, taking place every Friday evening during the summer months at Mel Lastman Square, is a celebration of the arts and artists living and working in North York. The festival features international food, dance, musical performances, buskers, public art exhibitions and outdoor films. Organized by local residents with the support of the office of Councillor John Filion the festival will enter its second year in the summer of 2011. A connection to Arts North York would be beneficial for all parties as it will serve to bring public attention to local artists and public awareness to arts activities in North York. The Cultura Festival also provides an opportunity for Arts North York to leverage private local resources in support of its activities through sponsorship and fundraising.

**Recommendation #15: That Arts North York coordinate the Cultura Festival.**

## Proposed Governance Model

A variety of options for the governance of Arts North York were considered as part of this study including:

- operating Arts North York as an independent non-profit organization, similar to a community arts organization such as Art Starts
- creating a new Local Arts Service Organization to be supported under the City of Toronto's LASO program
- supporting Arts North York as a program of Toronto Arts Foundation

Assessment of these options resulted in the recommendation to transition Arts North York from a program of Toronto Arts Foundation to a LASO over time.

In the incubation phase (two to three years) it is recommended that Toronto Arts Foundation support Arts North York as one of its programs, which would operate under the governance of its Board of Directors and the guidance of its senior staff. This will allow the new organization to establish its services and activities without simultaneously being encumbered by governance, staffing and financial accountability requirements.

Toronto Arts Foundation's Board of Directors will maintain financial responsibility for Arts North York. Toronto Arts Foundation staff will maintain all financial records for the program and its finances will be audited by Sam Marinucci & Company, TAF's auditor. As a program of Toronto Arts Foundation, all financial contributions to Arts North York will be eligible for charitable tax receipts.

Drawing from individuals consulted during the feasibility phase as well as North York artists and community leaders, Arts North York will create an Advisory Group. This group will become the basis for the Board of Directors when Arts North York is incorporated as an independent non-profit organization.

Following the incubation period it is proposed that, like the city's other LASOs, Arts North York should transition into an independent non-profit corporation, operating under the governance of an arm's length Board of Directors. It should also apply to Canada Revenue Agency for charitable tax status. During the incubation phase, planning for the new organization will continue to ensure that upon achieving independence, it will be: transparent in its activities; accountable to North York residents, artists and community leaders; sustainable over the long term; developed to work in collaboration with community stakeholders and partners; designed to support the needs, goals and

practices of North York artists and arts organizations; and evaluated on an ongoing basis.

The Board of Directors of Toronto Arts Foundation will have the responsibility to determine the long-term viability of Arts North York following the incubation phase. It may choose at that time to support its transition to an independent organization to be governed by an arm's length Board of Directors. In the event that the organization is not deemed viable the TAF Board could also choose to continue to operate it as a TAF program or to close it altogether. Long term viability will likely be dependent on securing operations funding and/or other support from the City of Toronto.

**Recommendation #16: That Arts North York operates as a program of Toronto Arts Foundation during a two to three year incubation phase.**

**Recommendation #17: That TAF accept responsibility to determine the long term viability of Arts North York and to oversee its transition into an independent non-profit organization.**

## **Proposed Operations Model**

### **Staffing**

One full time Coordinator, working with volunteers and interns will be a minimum requirement for Arts North York to begin providing the recommended services and programming.

In the incubation phase, while Arts North York is operating under the umbrella of the Toronto Arts Foundation, the Coordinator will report to the Executive Director of TAF. Additional staff support, including bookkeeping, will be offered by Toronto Arts Foundation as required. Following this phase the new Board should hire a Director of Arts North York.

During the incubation phase, the division of staffing responsibilities would be as follows:

Arts North York Coordinator:

- development of mandate
- development of implementation plan
- liaison with stakeholders
- provision of arts services
- overseeing development and implementation of web site
- fundraising and grant writing

- facility management and office administration
- supervision of volunteers and interns
- recruitment of Advisory Panel

Toronto Arts Foundation Staff:

- hiring and supervision of Arts North York Coordinator
- budgeting, financial management and bookkeeping
- support for corporate sponsorship packages
- strategic planning including
- recommending and overseeing transition of Arts North York into an independent non-profit organization

All Arts North York expenditures and revenues would be separately accounted for within Toronto Arts Foundation's funds.

## **Membership Structure**

There was no consensus among participants regarding whether Arts North York should operate on a membership model. There was however agreement that the services to be offered by Arts North York will have to be accessible and affordable to all members of the community.

A number of membership options could be explored:

- no membership
- free membership for artists and arts organizations
- various membership levels according to size and type

**Recommendation #18: Arts North York should initially operate without a membership structure, offering services and resources to artists and arts groups throughout North York at no charge.**

**Recommendation #19: Arts North York should explore possible membership structures for implementation at later stages of its development.**

## Potential Revenue Sources

A catalyst for the creation of Arts North York was the receipt of a major start-up donation to Toronto Arts Foundation. This donation offers Arts North York funds to support its development and to create a long term modest endowment. These funds will not however be sufficient to ensure long-term sustainability of the organization. For that, as all the participants know from experience, multiple revenue sources and income generating activities will be required. Arts North York will explore all of the potential revenue sources below:

### City of Toronto Operations Revenue

- Arts North York will apply for funding from the City of Toronto's LASO program.

### Earned Revenue

- A variety of earned revenue or social enterprise revenue options should be explored to support any sustainable arts organization. These could include: membership fees, fees for professional services or events and/or commissions on art sales.

### Facility Revenue

- In the event that Arts North York is successful in securing a space for its use all associated revenue opportunities would be explored. Within the incubation model, rentals of offices and hot desks would bring revenue as would rental of meeting rooms and programming space. .

### Fundraising Revenue

- Building partnerships with the private sector through sponsorships and collaborations will be explored. Sponsorships will be sought for Arts North York programming including Cultura and for professional development events and workshops. Possible partners would include: local businesses, developers, restaurants etc.

### Public Sector and Foundation Revenue

- Additional public funding sources will be explored including Canada Council, Ontario Arts Council, Trillium Foundation, Ontario Ministry of Culture and Canadian Heritage. It may be necessary for Arts North York to be independent of Toronto Arts Foundation before becoming eligible to apply to some of these potential funders.

**Recommendation #20: That Toronto Arts Foundation should apply to the City of Toronto's LASO program for operations funding for Arts North York.**

**Recommendation #21: That Toronto Arts Foundation develop and implement a fundraising plan to secure long-term sustainable private sector and foundation investment in arts North York.**

## **Summary of Recommendations**

### **Arts North York**

1. To create Arts North York; a new LASO (Local Arts Service Organization) to serve the North York community.

### **Services and Programming**

2. Arts North York should offer an information portal on accessible and affordable arts programming space available in North York.
3. Arts North York should work with City agencies, including libraries, housing and parks as well as local businesses to expand the availability of affordable space for arts use.
4. Arts North York should itself be housed in a location that includes arts programming space that can be made available to local artists and arts groups.
5. Arts North York should enhance the events listing website Toronto Arts Online to ensure it captures comprehensive arts listings for North York and promote it to the public.
6. Arts North York should develop a plan to support marketing and promotion of North York arts events and programming.
7. Arts North York should work to build public awareness of the vibrancy of arts activities and programming in North York.
8. Arts North York should secure a multi-purpose arts administration, meeting and programming space in a central location in North York. Ideally the space should be physically and geographically accessible to encourage arts community and public use.
9. Arts North York should serve as an arts incubator offering administrative space, equipment and professional support to fledgling organizations.

10. Arts North York should work with the Neighbourhood Arts Network to leverage opportunities to provide information on projects and activities taking place in North York and support for networking and professional development.
11. Arts North York should create a database that would include information on artists and groups active in North York and make it widely available.
12. Arts North York should facilitate partnerships and collaborations both among North York arts groups themselves and between North York arts groups, groups from throughout Toronto and other sectors including business.
13. Arts North York should work with organizations serving newcomers, such as Working Women and North York Community House to engage the newcomer population in local arts opportunities.
14. Arts North York should provide links and references to information regarding public grant programs as well as resources and toolkits for private sector fundraising.
15. Arts North York should coordinate the Cultura Festival.

### **Governance**

16. That Arts North York operate as a program of Toronto Arts Foundation during a two to three year incubation phase.
17. That TAF accept responsibility to determine the long term viability of Arts North York and to oversee its transition into an independent non-profit organization.

### **Membership**

18. Arts North York should initially operate without a membership structure, offering services and resources to artists and arts groups throughout North York at no charge.
19. Arts North York should explore possible membership structures for implementation at later stages of its development.

### **Funding**

20. Toronto Arts Foundation should apply to the City of Toronto's LASO program for operations funding for Arts North York.

21. Toronto Arts Foundation should develop and implement a fundraising plan to secure long-term sustainable private sector and foundation investment in arts North York

## Appendices

### Appendix 1: Individuals and Organizations Consulted

Thank you to all of the individuals, organizations, and groups who were involved in this project through their inspiration, ideas, input and feedback including...

NajimehAbdorrahimi, Flemington Health Centre  
Allyson Adley  
Joe Amato  
106 and York  
Julia Baird, Gibson House Museum  
Betsy Bell McKimm, Red Cardinal Arts  
PerriBlachowitz  
Marie Boal, Gibson House Museum  
Kayode Brow, Just BGRAPHIC  
Susan Brown, Artists' Garden Co-op NTGA/NYGA  
Carrie Butcher, Ontario Trillium Foundation  
Amanda Cain, For Youth Initiative  
Mark Campbell, Nia Centre for the Arts  
Suzanne Carte-Blanchenot,  
Robin Collyer  
Linda Davis, York Woods Public Library  
Juan De La Fuente  
Melissa Dean, West Side Arts  
Kris Dell, Toronto Centre for the Arts  
Laura Elkin, Cultural Services, City of Toronto  
John Fillion, Councillor, Ward 23  
Honour Ford-Smith, York University  
Irina Fyfe  
Louise Garfield, Arts Etobicoke  
Alyson Gloin, Toronto Public Library  
Erin Glover, Arts for Children and Youth  
Tamara Haberman,  
Sally Han, Cultural Services, City of Toronto  
BirteHella  
Sandi Horwitz, Yorkminstrels Show Choir  
Leah Houston, MABELLEArts  
Naseeb Husain, Just BGRAPHIC  
Ahmed Ismal, Privileged Communication

Seema Jethalal, Manifesto  
Sharon Johnson, Ballet Instructor  
Geoff Kettel, North York Community Preservation Panel  
NazrinKhatam, Working Women Community Centre  
Rochelle Koskie, Jazz Performance and Education Centre  
Shannon Litzenberger  
SheetalLodhia, Mamalian Diving Reflex/ STEPS  
Skye Louis, Neighbourhood Arts Network  
Maureen Lukie, Downsview Park Arts Alliance  
Beryl Macleod, Toronto Youth Wind Orchestra  
Michael Maranda  
Paul Martin, Toronto Youth Cabinet  
Marlene McKintosh, Urban Arts  
Alwyn Mitchell, Arts for All Canada  
Sheila Mitchell, Arts for All Canada  
Philip Monk  
Susan Nagy, Lakeshore Arts  
Paul Nguyen, Jane-finch.com  
John Nussbaum, North York Visual Artists  
Darren O'Donnell, Mamalian Diving Reflex  
Amanda Parris, Lost Lyrics  
Alicia Payne, Arbez Drama Projects  
The People Project  
Marcie Ponte, Working Women Community Centre  
Maryatha P-Shaw, York Urban Arts Festival  
Susan Pybus, Yorkminstrels Show Choir  
Remix  
Gabi Rodriguez, The People Project/ OUTwords  
PimSchotanus, Centre for Performing Arts  
Juana Sleizer  
NavinSookram, Scratch Lab DJ Institute  
The Station, Gallery Oshawa  
Andrew Suri, Toronto Arts Council  
Tim Whalley, Scarborough Arts Council  
Schools Without Borders, Borders  
IhorWons, EZ to Councillor Michael Thompson  
Working Women Community Centre  
Helen Yohannes  
Nina Zaslavsky

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Appendix 2: Map of North York Community Council Area

