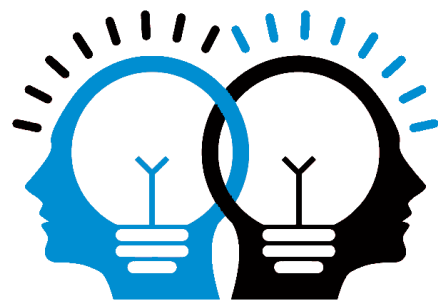


SUSTAINABLE CREATIVE SPACES HAMILTON



APRIL 23, 2013 SESSION SUMMARY

HOSTED BY DESIGN ANNEX, ART GALLERY OF HAMILTON

ARTS  ONTARIO



ABOUT ARTSBUILD ONTARIO

ArtsBuild Ontario is the only organization in Ontario dedicated to realizing long-term solutions to building, managing and financing the sustainable arts facilities needed in Ontario communities.

Together with industry, non-profit and government partners, ArtsBuild jointly and cost-effectively develops and delivers innovative tools, services and resources to help over 700 arts organizations across Ontario construct and operate the facilities they need.

ArtsBuild's organizational model is one of collaboration and partnership. By forging relationships with leading non-profit and private sector partners, ArtsBuild delivers programs surrounding topics such as capital project planning, facilities management, energy efficiency, sustainability and finance.

In 2012, ArtsBuild Ontario received significant support from the Government of Canada and The Ontario Trillium Foundation to implement a suite of innovative tools, services and resources around capital project planning, facilities management, accessibility, energy efficiency, sustainability, training and professional development and finance.

Questions about this document?

Contact Lindsay MacDonald, Director of Programs

lindsay@artsbuildontario.ca | www.artsbuildontario.ca | 519-880-3670

TABLE OF CONTENTS

PREFACE	1
HOW TO NAVIGATE THIS DOCUMENT	3
EXECUTIVE SUMMARY	4
BUILDING: DISCUSSION HIGHLIGHTS	6
MANAGING: DISCUSSION HIGHLIGHTS	7
FINANCING: DISCUSSION HIGHLIGHTS	8
BEST PRACTICES	9
BUILDING: DISCUSSION DETAILS	11
MANAGING: DISCUSSION DETAILS	14
FINANCING: DISCUSSION DETAILS	17
ARTSBUILD ONTARIO TOOLS & RESOURCES	20
APPENDICES	
A – PARTICIPANTS INVITED	i
B – PARTICIPANTS IN ATTENDANCE	ii
C – MAKING SPACES FOR ART: DUNDAS VALLEY ART SCHOOL....	iii



PREFACE

ARTSBUILD'S 2013 COMMUNITY ENGAGEMENT SESSIONS ABOUT SUSTAINABLE CREATIVE SPACES

In 2013, ArtsBuild is visiting nine communities across Ontario to involve local leaders in conversations about the successes they are achieving around creating the spaces they need for vibrant cultural activity in their community and the challenges they are facing in developing and maintaining these spaces. The sessions are structured around three areas that relate to developing and maintaining arts facilities: Building, Managing and Financing. With discussion stimulants provided by seed questions, participants seated at tables of 6-8 will be encouraged to talk with each other, in a conversational format, and provide their perspectives on each of these topics. As well, ArtsBuild will share the innovative approaches it has been developing and engage the communities in assessing the relevance these hold for local arts organizations.

Hosted by ArtsBuild, and when feasible, local municipal departments supporting culture and community arts councils, these by-invitation community engagement sessions involve leaders from local arts organizations, arts volunteers, libraries, museums, universities and colleges as well as representatives from the Ontario Ministry of Tourism, Culture and Sports, the Ontario Trillium Foundation and the Department of Canadian Heritage.


Community participation is captured in a variety of ways, including a graphic summary and recording with a live scribe pen. A final report summarizing the session conversations will be distributed to all participants in 2014.

WHY DID ARTSBUILD VISIT HAMILTON?

Hamilton has a strong reputation in the arts sector and amongst municipalities as a growing centre for culture. It was an obvious choice to visit Hamilton to hear about the changes and the growth that was happening in this unique city, in terms of the arts sector and its facilities. We thank the City of Hamilton for assisting us in identify organizations in the Hamilton community. We also acknowledge Jeremy Freiburger who worked with us to identify arts organizations that should be invited to participate. The Design Annex, The Art Gallery of Hamilton hosted the session, and we thank them for being so accommodating to our needs.

This session was a great opportunity for ArtsBuild to understand the needs and wants of those passionate about the arts in Hamilton.

ABOUT THIS DOCUMENT

ArtsBuild is providing a draft Session Summary for participants in each community to review to ensure we have correctly and completely captured their thoughts. The purpose of this Session Summary is to record the key ideas, needs and wants that were articulated during the session. We have arranged this document by discussion topic: Building, Managing and Financing. Highlights of each discussion can be found on pages 7-9 for quick reference. Noteworthy ideas in the detailed discussion sections indicated with this light bulb  Icon.

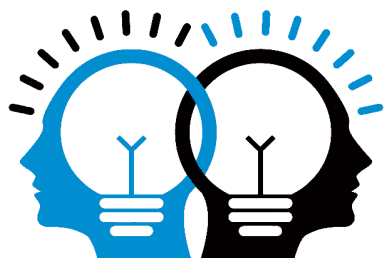
NEXT STEPS

All nine Session Summaries will be available in the ArtsBuild Resource Library, with links to case studies and ArtsBuild programs and services that could assist communities.

In Spring 2014, we will also assemble the Session Summaries into a document that will be presented to funders. It will identify the key themes and common threads amongst all the nine communities. This document will allow ArtsBuild to look at the discussions holistically and provide funders with a baseline of the common concerns and needs around arts facilities in Ontario.

HOW TO NAVIGATE THIS DOCUMENT

PLEASE READ THROUGH THE IMPORTANT WANTS AND NEEDS EXPRESSED BY THOSE WHO ATTENDED THIS SESSION AS THERE IS VALUABLE INFORMATION FOR ALL INVOLVED WITH ARTS AND CULTURE IN HAMILTON.



Great ideas from participants are indicated with this light bulb symbol.

Areas where ArtsBuild programs and services can be of assistance to you are indicated this with this icon and the text is highlighted in blue.

ABO CAN HELP!

EXECUTIVE SUMMARY

With a growing culture centre, Hamilton has a reputation amongst municipalities as a role model for all things arts and culture. ArtsBuild Ontario was interested in learning how issues pertaining to Building, Managing and Financing arts facilities were understood in Hamilton and how they impacted its developing arts sector. In many communities, organizations do not have the opportunity to get together to talk about concerns or issues and explore possible ideas and solutions. We were interested to learn about local successes and issues.

Of the 36 organizations and individuals invited to participate (Appendix A), 17 were able to join us (Appendix B). ArtsBuild deeply appreciates the time and energy participants brought to the session. The participants in this session presented ideas and solutions for many of the common issues mentioned at each conversation table. This document highlights the discussion topics and makes note of the common ideas put forward so that communities can see what could be done.

The Hamilton group was an incredibly cohesive in that the ideas, issues and concerns put forth in each separate discussion were common amongst all the tables. Most tables were up to speed on the resources and organizations in their municipality. It was obvious from the focused discussions that these organizations are ready to find solutions to their common issues.

This session was extremely educational for ArtsBuild.



We learned that arts organizations in Hamilton understand the link to economic prosperity, but need the data to support their case



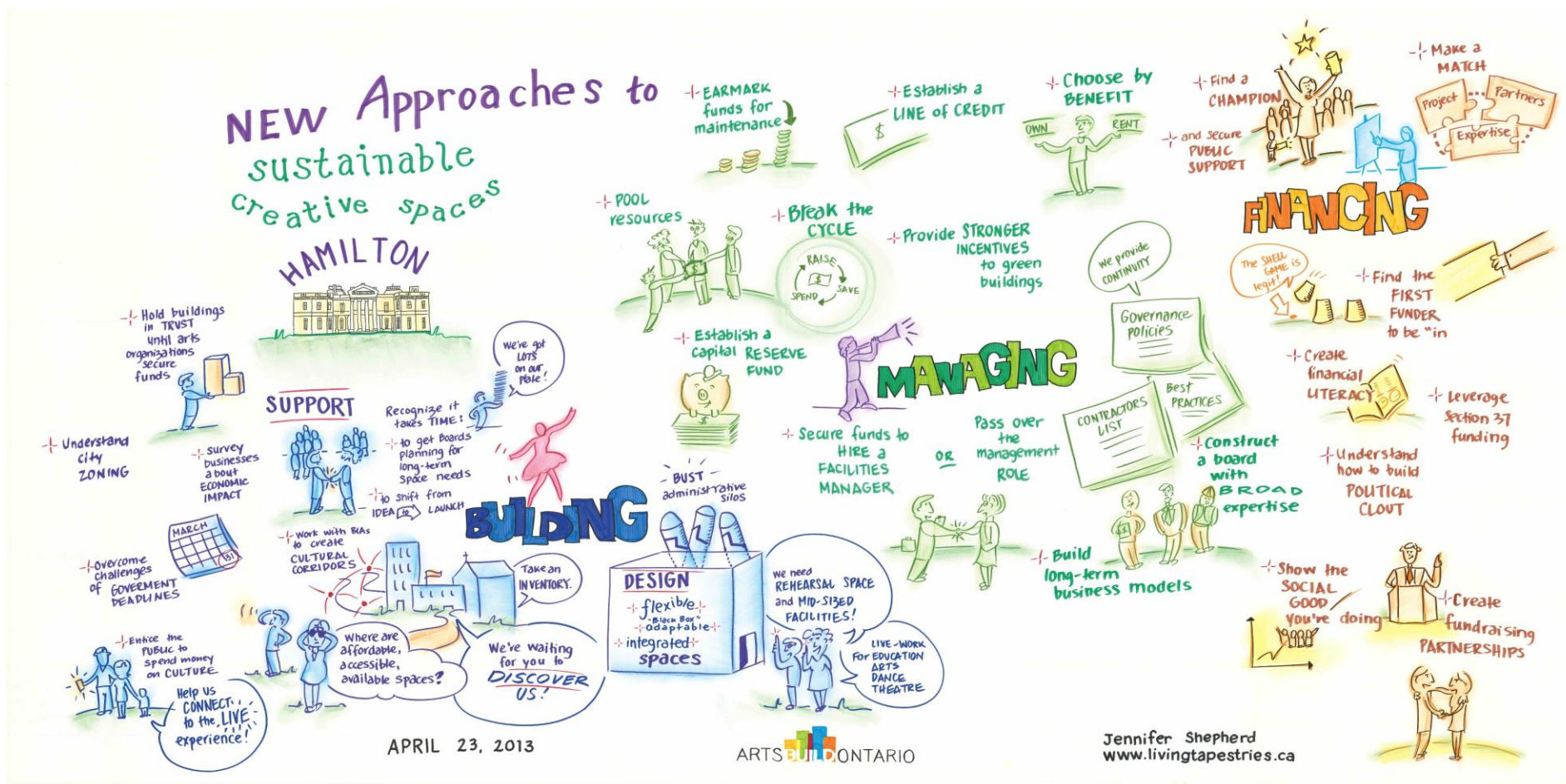
We learned that the organizations in Hamilton are willing and able to act on what they need, but in some cases lack the network and the resources to do so



Lastly, we learned Hamilton wants to see their arts community prosper and that the arts organizations are working hard to make that happen

GRAPHIC RECORDING

Jennifer Shepherd of Living Tapestries completed a graphic rendering of the session. A PDF of this graphic recording will be posted on the ArtsBuild website, www.artsbuildontario.ca



BUILDING: DISCUSSION HIGHLIGHTS

The discussion around BUILDING surfaced many realistic needs / wants that the community work can towards achieving.

KEY ISSUES/IDEAS



The arts sector in Hamilton needs a central database with directories for the locations of facilities, event listings, rental spaces and potential partners for community projects.



The arts community wants an economic impact study to support their case that the arts can help local business



Organizations are exploring and thinking about ways that they can partner together to make things happen



Affordable and appropriate rental spaces are needed to rent



Zoning bylaws are a challenge in Hamilton (i.e. live/work space) and can often be a barrier to creating needed space

An Industrial Art Centre was cited as dream space for the community.

MANAGING: DISCUSSION HIGHLIGHTS

The discussion on MANAGING arts facilities focused less on managing their facilities, and more on general human resources issues as this was felt to be more pertinent.

KEY ISSUES/IDEAS



Lack of financial resources / financial stability result in acting on crisis rather than forward planning.



Efforts need to be made to try and develop appropriate number of qualified staff including project managers and building managers



Proper project planning and managing is needed to move organizations to project completion.

FINANCING: DISCUSSION HIGHLIGHTS

The discussion of FINANCING arts facilities quickly turned away from the thought of financing arts facilities to the topic of supporting the arts in a more general way.

KEY ISSUES/IDEAS



There was expressed need for more access to information on available funds and options



Organizations struggle to find the right resources and networks to turn to for assistance in this area



Finding the fund that will support the on-going maintenance and operations of a facility is a challenge

BEST PRACTICES

Many ideas were put forth in the conversations on BUILDING, MANAGING AND FINANCING arts facilities. We encourage Hamilton arts organizations to continue this discussion and realize some of the ideas presented.

ArtsBuild has developed a case study series called [Making Spaces for Art](#). Each study focuses on one organization or a related group of organizations, and highlights the exciting steps they took to realize their capital projects. In this case study series we feature Dundas Valley School of Art and the tremendous renovation project that was completed.

We encourage you to visit our website at <http://www.artsbuildontario.ca/learning/making-spaces-for-art/> to access the full series, and see what could be helpful for you and your organization. These case studies could be the first step in understanding how you can make the changes needed in your facility.

ArtsBuild's Resource Library (rLib) will be launched in Fall 2013 to provide useful examples, best practices and reference material around creative spaces.

Beginning in Fall of 2013, ArtsBuild Ontario will be conducting Ontario's first Arts Facilities Census, to capture valuable information on Ontario's arts facilities. Bricks&Mortar, an online tool for up-to-date information about Ontario's arts facilities will house the data collected in the Census. Bricks&Mortar users can search for information on arts facilities and find others with similar needs and projects.

Please visit our website at www.artsbuildontario.ca for more information on the Census and Bricks&Mortar.



BUILDING

CHALLENGES OF A NEW BUILD

ABO can help!
See page 25

- Organizations need time and resources to develop a strategic plan
- Organizations need to ensure that there is money allotted in the budget for facilities items – including initial maintenance and on-going maintenance
- Challenging to find a good / reliable contractor

WHAT KINDS OF ART SPACES ARE NEEDED BUT NOT CURRENTLY AVAILABLE IN OUR COMMUNITY?

- Affordable spaces for arts groups to rent
- Space for grassroots organizations to hold events
- Smaller 150 seat theatres to compliment the community theatres and the larger 300 seat venues
- Flexible spaces that have flat floors, collapsible chairs etc
- Rehearsal spaces, including: music, theatre and dance spaces
- More communal art spaces, spaces at subsidized costs
- A central database with directories for the locations of facilities, event listings, rental spaces and potential partners for community projects.
- Dream is to create an industrial art centre
- Is an arts facility in Ancaster possible?
- Let's share the resources and spaces we do have!

CHALLENGES FOR ARTS SPACES IN HAMILTON

- Available spaces aren't always affordable
- Arts organizations / artists often have specific needs – we need to understand what a rehearsal space looks like before we can book it: i.e. open-space, mirrors, acoustics etc.
- Partnering on spaces can be problematic as the need is great and people often need the same shared space at the same time
- Need to think about the noise issue with rehearsal spaces and what organizations they are share
- There is no point in recruiting up and coming artists if there are no spaces for them.
- Buildings now have to be sold off as an asset and then we end up renting someone else's space.
- Spaces that are currently available are so expensive. We cannot afford these spaces – how can we change this?
- Insurance for rental spaces is a complicated barrier for organizations
- Renting out your space can become expensive and tie up resources
- We need businesses to understand that they can benefit from arts facilities in their area

SOLUTIONS SUGGESTED



We need to develop a central database, a one-to-one basis, attempt to do what Cobalt Connects does to find spaces



Utilize empty stores as often owners don't mind hosting shows there, then you don't have the cost of a 12-month rental.



Try to unite organizations by sharing office supplies, boardrooms, etc.



Grant opportunity? 7 artists for 7 sites – Networking.



Dundas has a community theatre a municipal building.



Place arts organizations in to condos buildings to build a better cultural environment in the city's core.

MANAGING



STAFFING

- Efforts need to be made to try and develop appropriate number of qualified staff
- Seems as though things have to get really bad before the Board (s) take notice and make pertinent decisions.
- Often never having enough funding to have the right project manager.
- Some organizations don't have the resources to hire a building manager.

ABO can help!
See page 21&24

SUSTAINABILITY

- Need to change how things are planned using the following project management model: Initiation, Design, Planning, Execution, Controlling, and Closure. You can brainstorm all you want but without a proper plan, nothing will come to fruition.
- Building is a long-term asset and you have to remember that; If you don't maintain it, you are leaving yourself short.

POLITICS

- How can you get councillors to advocate for your ward – “it's about keeping up with the jones' in council” could votes be contingent on councillors commitments to the arts?
- There aren't many conversations (broad, program level) between municipal and provincial levels.

CITY MANAGED PROPERTIES

- Zoning property is a challenge in Hamilton (i.e. live/work space).
- Most people are held up because they can't afford their own spaces.
- You basically need to have everything figured out before being able to get the funding.
- All comes back down to finances; even if it's a small amount from the city, it means they're listening, there is recognition.
- It is difficult to get in touch with the right person from the City for each particular concern.
- Processes to make improvements and repairs take longer and results in loss of business or disruption in service.

MARKETING OUR ORGANIZATIONS

- Challenge keeping arts orgs full - keeping them profitable.
- Everyone has to come together to promote the arts – to spread awareness about the sector.
- Harder for little organizations that don't have contract managers

ORGANIZATIONAL CHALLENGES

- Lack of financial resources / financial stability result in acting on crisis rather than forward planning.
- Need a business model needs – 20 years.
- Pay for what you want to maintain, and plan moneys for what you need to upgrade.

ABO can help!
See page 23

AUDIENCE RETENTION

- Challenge keeping arts organizations full - keeping them profitable.
- Everyone has to come together to promote the arts – to spread awareness about the sector.

ENERGY CONSERVATION AND BUILDING/SUSTAINING GREEN SPACES

- There is a BIG push for energy audits right now – but how to you pay for it?
- Already talking to council about energy audits - for example – lighting.
- Challenging to become energy efficient within the a (theatre) building itself, while still provide adequate lighting so people can read (the program).
- Concern is that people are just doing them to do them with no recommendations or concrete results coming out of it.
- Greening is last, as no one has the money.
- Greening is absurd, it's great for bragging rights, completely impractical and the incentives aren't there.
- Things are getting better efficiency wise, however it's all about the challenge of finding the resources for these things.

ABO can help!
See page 23



FINANCING

ENGAGING PRIVATE DEVELOPERS

- Currently when a developer creates a new building there are development charges that are allotted to pay for roads, sewers, curbs, parks, etc.



We need to think about adding charges / an investment in culture for the city

CORPORATE SPONSORSHIPS

- Some find that in-kind contributions are easier than sponsorship
- Corporate sponsors do not cover operating costs
- What benefits can arts organizations really provide to the sponsors?
- Every community organization approaching the same sponsors
- How do we work with sponsors to give us space, in-kind?
- Not many corporations have arts in their mandate

OPERATING COSTS

- Get a theatre for a dollar, then every year you need to have a 'flash' fundraiser
- How are you supposed to run a theatre on \$ 27,000?
- There is a money issue – securing the funds.
- There is only so far I can grow revenue.... so where do we cut?
- How do you run it at the lowest dollar? How can we get beyond this?"
- The malls are full – so where is the money going? Why isn't it going to the arts?
- Capital projects are sexy; when the momentum is there.
- The money you save from one unit, can pay for a new one in 4-5 years
- The literacy of cash flows is very important
- \$15,000 to get someone to do an assessment
- Organizations need cash to cover real expenses

ENDOWMENTS

- Endowments are future thinking
- 80% to reserve, 20% endowment?
- Endowments: They are useful for estate donations, or awards
- Restricted vs. Un-restricted funds to use

GOVERNMENT SUPPORT (all levels) / FUNDING

- Canada Council and OAC have told theatres that there's no more money going in to their pot; all new money is going to fund new and up and coming artists.
- The City of Hamilton largely supports the sports and recreation community.
- Municipal is always giving money interest free because they can.
- Need to think about spaces that artists need vs. spaces that the community supports vs. spaces "city promotes."
- Need to consider how each municipality manipulates section 37 effects where the funds go.
- How can you get councillors to advocate for your ward – "it's about keeping up with the jones' in council" could votes be contingent on councillors commitments to the arts?
- Funders often say: "You put in the money first, then we'll match it" – but where do we get that cash?

LACK OF RESOURCES OR INFORMATION

- Many organizations do not have the capacity to learn or access certain grants and/or fundraising.
- You don't want to find yourself in a crisis and the budgeting process is a big part of it.
- Need to make better use of the unique resources we have to promote and create excitement about a project..



Organizations struggle by not having the right contacts and resources

ABO can help!
See page 24

- Would ArtsBuild advocate for individual projects? We do it sector wide.

FUNDING CHALLENGES

- People don't want to go public before a 'big name' funder is committed
- A loan is needed to hold on to a building, while getting everything set to buy, then being able to buy it – that is not possible for non-profits in most cases
- You need someone to hold that risk on the building – use the building itself as the asset.
- The key is making all the options work together, in the right order.



Could this be a role for the Community Foundation? Special fund for securing the purchase of a building while other funding is coming through?

- Owning versus renting has different advantages – i.e. if a roof goes, owner has to pay for it.
- Need life cycle planning, etc.
- People chipping away at a contingency for the wrong reasons.
- Dedicating the resources to managing the building.
- Arts Organizations have to let go and defer to the experts.

- Often there is a backlash for those people who do succeed.
- We need to be able to build a capital reserve fund for all the things that will go wrong in a building
- But it's a catch-22 because it's harder to get the funding when they see this large sum of money.



If your project is \$1M, raise \$1.2M and start building your reserve from day one.

HOW ARE COMMUNITY PROJECTS GENERALLY FUNDED IN YOUR COMMUNITY?

- Canadian Council – Sponsorships – donors –memberships
- Federal Funding – for major projects
- Sponsorship and donations

TO WHAT EXTENT HAVE PARTNERSHIPS (PROFIT OR NON PROFIT) CREATED NEW OPTIONS FOR FINANCING PROJECTS IN YOUR COMMUNITY?

- You don't want to find yourself in a crisis and the budgeting process is a big part of it
- How can you efficiently pool resources?
- TO fringe had a capital campaign for their rehearsal space
- Theatre Ancaster had many posts in audience area
- Couldn't access the engineer to do the assessment
- They didn't have money to pay for it
- If the guy said no, they couldn't get the money back
- Couldn't reimburse for money already sent
- These technical services would make this possible



10 orgs pool for a collective contract for resources

ABO can help!
See page 22

TOOLS AND RESOURCES AVAILABLE THROUGH ARTSBUILD ONTARIO

ArtsBuild is a resource for arts organizations in Hamilton for issues related to arts facilities. We have programs and services that were developed with the issues surrounding BUILDING, MANAGING AND FINANCING arts facilities in mind, and we encourage you to take a moment and see what we have that can assist you!

We have highlighted programs and services that this discussion identified as being needed that already ArtsBuild offers!!

PLAN IT | BUILD IT – coming October 8th, 2013

Your step-by-step guide to planning and completing capital projects

This free guide is designed to help arts organizations going through any of these capital project processes:

1. Major maintenance or green improvement projects
2. Small-to medium-sized renovation projects
3. Large renovations or additions
4. New construction projects

For more details on this tool and to access this free tool, please visit – www.artsbuildontario.ca/pibi

CREATIVE HUBS

Cultural development through creative hubs and clusters is transforming our understanding of community spaces for art and artists.

ArtsBuild has partnered with Artscape to develop new creative placemaking resources for Artscape DIY, including:

Four Creative Placemaking Webinars

Webinar #1: Developing Sustainable Cultural Space: Multi-Tenant Arts Centres 101.

To watch this webinar visit – <http://vimeo.com/66651379>

Webinar #2: Making Space for Creativity: Designing for Collaboration

To watch this webinar visit – <http://vimeo.com/68875988>

Webinar #3: Shared Spaces, Shared Values: Building Partnerships for Community Cultural Hubs

Date: Wednesday October 2nd, 2013, 1:00 PM ET

To register for this webinar visit – <http://communityculturalhubs.eventbrite.ca/>

Webinar #4: School's Out: Repurposing Surplus Schools as Cultural Spaces

Date: Wednesday November 6th, 2013, 1:00 PM ET

To register for this webinar visit – <http://surplusschools.eventbrite.ca/>

Future resources on Artscape DIY will be:

- Two Meet the Expert Q&As
- Two case studies on Artscape properties
- Seven short films

These new resources will be introduced throughout 2013 and 2014 and will be available on the ArtsBuild website and Artscape DIY.

See more at: <http://www.artsbuildontario.ca/building/creative-hubs/>

SKILLS AND PROFESSIONAL DEVELOPMENT

Lynda.com -- An Affordable Online Way to Learn Software, Creative and Business Skills

Technology changes quickly and lynda.com is keeping pace – their large library of video tutorials will help you stay ahead in your profession and help you discover new skills for your personal creative projects.

Lynda.com gives you unlimited access to over 1,899 courses—from basic training to in-depth instruction and power shortcuts. Catch up on the very latest in business, photography, web development, design, finance, marketing, project management and much more.

Don't have a membership yet? SIGN UP TODAY! Membership valid until May 31, 2014

COST: \$150 - a savings of \$200 from the regular fee of \$350.

See more at: <http://www.artsbuildontario.ca/managing/project-management/>

BRICKS&MORTAR – coming October 1, 2013

Your place for up-to-date information about Ontario's arts facilities

ArtsBuild Ontario is leading Ontario's first Arts Facilities Census – and Bricks&Mortar is home to all of this valuable information.

You can complete your information by contacting Nicole@artsbuildontario.ca who will assist you in entering the information systematically.

To house this crucial information ArtsBuild has developed a tool that will allow for the information collected to be used in a dynamic way. Arts organizations registered in B&M are able to search for valuable information about other arts facilities in Ontario.

Arts organizations can search for and about:

- a. Nearby projects
- b. Potential partners
- c. Those who have tackled similar projects

ASSET PLANNER FOR THE ARTS– coming September 26th 2013

Making it easier for you to plan ahead and keep your facility in good repair.

Accurate and validated information about the condition of facilities allows organizations to proactively manage their facilities and budget for needed capital improvements. The technical term for this approach to facilities management is ‘asset management’.

ArtsBuild has partnered with Ameresco, a recognized leader in the field of asset management and sustainability, to provide arts organizations with very affordable access to Asset Planner – their acclaimed asset management tool.

Included with each Asset Planner license is a site visit, and the training and support you need to get the most from it.

Asset Planner lets you:

- Create building condition assessments
- Prioritize needed capital improvements and identify funding gaps
- Develop data-driven facilities management plans, budgets and cases for funding
- Identify opportunities for efficiencies and cost savings

With the support of the Government of Canada, ArtsBuild is pleased to offer a subsidy towards the cost of Asset Planner to make it as affordable as possible for Ontario arts organizations.

See more at: <http://www.artsbuildontario.ca/managing/asset-planner/>

ARTSBUILD’S ENERGY CONSERVATION PROGRAM – September 17 2013

Build knowledge. Save money. Support sustainability.

ArtsBuild will be launching an Energy Conservation Program that educate arts organizations on Energy Conservation practices and how to realize operational savings through better energy management. This program includes access to incentives towards the cost of Energy Audits as well as technical assistance in identifying funding and incentive sources to cover the cost of the recommended changes for your facility!

Energy savings realized in your facility can result in more money put back into programming / artistic practice for your organization. We are currently accepting calls for interest in this program. Contact Lindsay MacDonald, lindsay@artsbuildontario.ca to sign up or for more information.

MS PROJECT

MS Project Professional is the gold standard of project management software. It enables managers to stay informed and control project work, schedules, and finances.

If you understand project management concepts, you can use MS Project Professional to schedule tasks, allocate resources, track progress, and share project information. Project can be used for both large and small projects.

In association with TechSoup Canada, ArtsBuild is offering a subsidy of 50% when you purchase a license for MS Project Professional 2013 through TechSoup - <http://www.techsoupcanada.ca>

See more at <http://www.artsbuildontario.ca/managing/project-management>

E-LEARNING WITH WORKINCULTURE --

Project management e-Learning coming November 2013

ArtsBuild has partnered with WorkInCulture to develop two project management e-learning courses, tailored to the needs of arts organizations, and created by experienced culture sector project managers.

- Fundamentals of Managing Projects: an intro to Project Management
- Managing Capital Projects: developed specifically for arts organizations managing capital projects

Each independent learning course is 8-10 hours in length, can be accessed on demand 24/7 and is affordably priced at \$40 per course or \$75 for both.

See more at: <http://www.artsbuildontario.ca/learning/professional-development/>

Resource Library – coming late 2013

Online resources for all things facilities-related

This Resource Library is a current and curated source for guides, templates, examples, case studies, short films and links to related resources to help busy arts organizations manage their learning and knowledge around sustainable facilities.

See more at: <http://www.artsbuildontario.ca/learning/resource-library/#sthash.9SztIK7c.dpuf>

ARTS FACILITIES MENTORING NETWORK

ArtsBuild partnered with Work In Culture to develop the Arts Facilities Mentoring Network. The Network provides established leaders in Ontario's nonprofit arts community who are responsible for building, managing and financing facilities with the opportunity of one-on-one learning with experienced topic experts.

The Arts Facilities Mentoring Network is a practical way to build on people's desire to learn and share skills, connections and knowledge. Each mentoree identifies a key learning topic, and the Network matches them with a mentor who has tackled a similar challenge. Pairs meet for three hours every month and take part in two in person workshops that provide the opportunity for Network peers to meet.

The inaugural session of the Arts Facilities Mentoring Network launched on February 27, 2013 with 17 partnerships and a full-day workshop on best practices in mentoring. Intake for the 2013 Network is now closed. To learn more about the Arts Facilities Mentoring Network, please contact us.

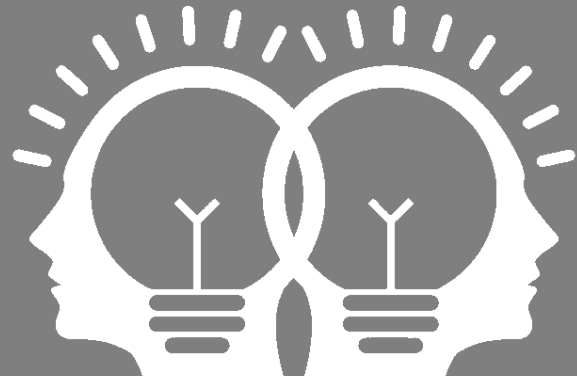
See more at: <http://www.artsbuildontario.ca/learning/mentoring-network/>

Susan Cohen from WorkInCulture and Lindsay MacDonald from ArtsBuild Ontario will be presenting the successes from the program in their presentation *Forging a Collaborative Path for Superior Professional Development* at the OMA Conference on November 8th in Markham.

TECHNICAL SERVICES

ArtsBuild Ontario is working hard to identify key technical resources that could serve arts organizations in various areas of facilities management. Your feedback in this session is extremely valuable and will be used when developing our services. In the meantime, we encourage you to review our offerings and resources to assist you.

In line with access to affordable technical services, we will be populating a directory for Suppliers and Providers of Technical Services, so arts organizations can easily access technical expertise when embarking on a new capital project – big or small. Anticipated launch is late Fall 2013.



APPENDICES

APPENDIX A : PARTICIPANTS INVITED

Organization Name	First Name	Last Name	Contact Title	Email Address
City of Hamilton	Anna	Bradford	Acting Director of Culture and Tourism Division	Anna.Bradford@hamilton.ca
Centre Francais	Lisa	Breton	General Director	bretonlisam@gmail.com
Hamilton Artists Inc.	Andrea	Carvalho	Administrative Director	info@theinc.ca
Hamilton Community Foundation	Terry	Cooke	CEO	terry.cooke@hcf.on.ca
Canadian Ballet Youth Ensemble/Tivoli Theatre	Belma	Diamante	Chair of the Board	belmadiamante@hotmail.com
Art Gallery of Hamilton	Louise	Dompierre	President	louise@artgalleryofhamilton.com
Ontario Ministry of Tourism, Culture and Sport	Liz	Duval	Regional Advisor	Elizabeth.Duval@ontario.ca
OTF	Maggie	Fischbich	Program Manager	mfischbuch@otf.ca
Cobalt Connects	Jeremy	Freiburger	Executive Director	jeremy@cobaltconnects.ca
Dundas Valley School of Art	Arthur	Greenblatt	Executive Director	greenblatt@cogeco.net
Hamilton Historic Board / Architecture Hamilton	Robert	Hamilton	Chair	rhamilton@woodbridge.com
ThinkHaus	Paul	Hart	President	mail@paulhart.ca
McCallum Sather Architects	Drew	Hauser	www.msarch.ca	
The Print Studio	Paula	Krochak	Communications Coordinator	info@theprintstudio.ca
Hamilton Executive Directors' Aboriginal Coalition	Christine	Lenz	Manager	manager@hedac-aboriginal.com
Hamilton Regional Indian Centre	Yvonne	Maracle	Apatisiwin Employment Counsellor	ymaracle@hric.ca
AGH	Robert	Marentette	Director Security-Building Operations	robert@artgalleryofhamilton.com
Hamilton Centre for Civic Inclusion	Evelyn	Myrie	Executive Director	admin@hcci.ca
City of Hamilton	Glen	Norton	Manager, Urban Renewal	glen.norton@hamilton.ca
City of Hamilton	Jacqueline	Norton	Business Development Consultant - Creative Industries	Jacqueline.Norton@hamilton.ca
City Housing Hamilton	Brenda	Osborne	CEO	Brenda.Osborne@hamilton.ca
Carnegie Gallery	Barbara	Patterson	Administrator	carnegie@carnegiegallery.org
Hamilton Waterfront Trust	Werner	Plessle	Executive Director	wplessl@hamiltonwaterfront.com
Sonic Unyon	Tim	Potocic	Owner	tim@sonicunyon.com
Architect	David	Premi		premi@dpai.ca
The Factory - Hamilton Media Arts Centre	Josefa	Radman	Development Director	josie_radman@yahoo.ca
City of Hamilton	Alice	Sabourin	Senior Project Manager - Culture	
MTCS	Eva	Salter	Regional Advisor	eva.salter@ontario.ca
PCH	Andrew	Shaver		andrew.shaver@pch.gc.ca
Immigrant Culture and Arts Association	Marufa	Shinwari	Executive Director	icaa@immigrantart.org
Hamilton Arts Council	Stephanie	Vegh	Executive Director	artshamilton@artshamilton.ca
Social Planning and Research Council	Renee	Wetselaar	Social Planner	rwetselaar@sprc.hamilton.on.ca
Theatre Aquarius	Lorna	Zarembo	General Manager	lzarembo@theatreaquarius.org

APPENDIX B : PARTICIPANTS IN ATTENDANCE

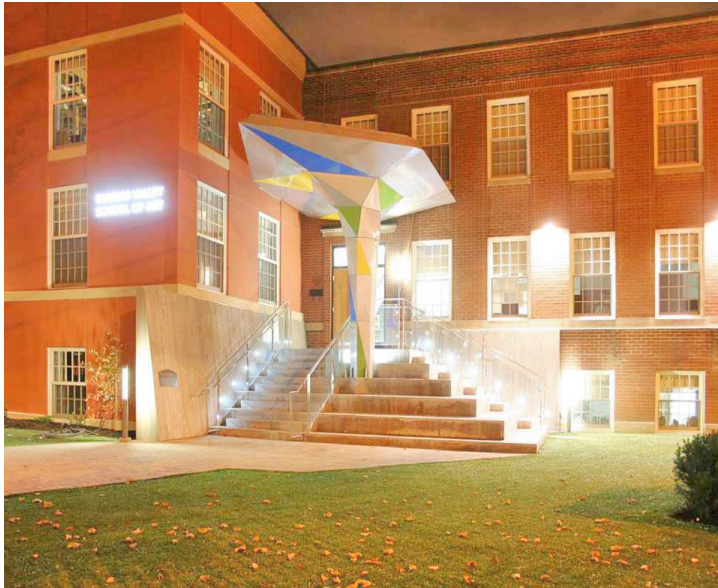
Organization Name	First Name	Last Name	Contact Title	Email Address
Centre Francais	Lisa	Breton	General Director	bretonlisam@gmail.com
Hamilton Community Foundation	Terry	Cooke	CEO	terry.cooke@hcf.on.ca
OTF	Maggie	Fischbich	Program Manager	mfischbuch@otf.ca
Cobalt Connects	Jeremy	Freiburger	Executive Director	jeremy@cobaltconnects.ca
Dundas Valley School of Art	Arthur	Greenblatt	Executive Director	greenblatt@cogeco.net
AGH	Robert	Marentette	Director Security-Building Operations	robert@artgalleryofhamilton.com
City of Hamilton	Glen	Norton	Manager, Urban Renewal	glen.norton@hamilton.ca
Carnegie Gallery	Barbara	Patterson	Administrator	carnegie@carnegiegallery.org
City of Hamilton	Alice	Sabourin	Senior Project Manager - Culture	alice.sabourin@hamilton.ca
PCH	Andrew	Shaver		andrew.shaver@pch.gc.ca
Hamilton Arts Council	Stephanie	Vegh	Executive Director	artshamilton@artshamilton.ca
Theatre Acquarius	Lorna	Zaremba	General Director	lzaremba@theatreaquarius.org
Centre Francais	Pascale	Harster	President	
Hamilton Community Foundation	Sharon	Charters	Manager of Grants	s.charters@hcf.on.ca
Atman Capital Research / Cobalt Connects	Ryan	Nelson	Consultant	info@atmancapital.com
Centre 3	Colina	Maxwell	Executive Director	executive@centre3.com

APPENDIX C: MAKING SPACES FOR ART

A CASE STUDY: DUNDAS VALLEY SCHOOL OF ART

Making Spaces for Art

A Case Study: Dundas Valley School of Art



“In this world there are only two tragedies. One is not getting what you want and the other is getting it.” Oscar Wilde

Dundas Valley School of Art has turned the tragedy of getting what you want into triumph. The catalyst for some transformations is sometimes so deceptively simple. The Dundas Valley School of Art turned a minor injury into a major overhaul. A broken ankle for Executive Director Arthur Greenblatt resulted in the renovation of the entire facility. The experience has left

Greenblatt with some cautionary tales about closing your venue and renovating it tip to top, about accepting money from the Federal Government, and about navigating politics. But his biggest caution echoes the thoughts of the famous playwright Oscar Wilde. “Be careful what you wish for,” Greenblatt says.

Ten years ago Greenblatt broke his ankle and could be found shuffling backwards up the back stairs of the DVSA on his bottom. “It wasn’t like people hadn’t been telling us. But it wasn’t until I experienced it for myself that I realized what a problem [accessibility] was.” The experience prompted Greenblatt to talk to his Board of Directors. They needed an elevator. Initial estimates placed the cost of such a renovation at \$80,000-\$100,000. But this is a tale from a minor injury to a major overhaul. They quickly discovered the total was closer to \$400,000. The elevator needed to be on the outside of the building which made it much more expensive. “We had never tried to raise that much money before” Greenblatt says. The broken ankle was the catalyst; the transformation had to begin.

The Dundas Valley School of Art is a deeply entrenched and appreciated local institution. More than eighty classes are offered in their spring catalogue. The place is bustling with exhibitions, art parties and performing arts events. The organization was co-founded by two women who took a class once upon a time at the Dune School of Art. They enjoyed it so much that they wanted to take more classes, albeit locally.



Making Spaces for Art

A Case Study: Dundas Valley School of Art

They privately hired an art teacher and rented some space. It went viral—long before it was an Internet phenomenon to do so. They went from students themselves to administering a number of classes in a short time. The Dundas Valley School of Art was born. They registered as a charitable organization in 1964. In fact, one of the co-founders, Marion Farnan is still on the Board today at the age of 102 and her son John Farnan is the current Board Chair.

DVSA bought their current facility, located at 21 Ogilvie Street in Dundas, Ontario, about thirty years ago. The building has its own illustrious history. Built in 1836, before electricity, heating or indoor plumbing, it has been home to Canada Screw Works, a school for girls and during World War II was the home of Pratt and Whitney where they manufactured aircraft engines. DVSA did some basic but less than ideal renovations when they moved in. “We froze in the winter and died in the summer. It was a rough ride,” says Greenblatt.

When it came to the elevator in the present day, this time around, the renovations had to be ideal. Around the same time that the DVSA was working away on their elevator plans, Greenblatt began discussions with two other groups in town—Carnegie Gallery and the Dundas Museum. All three groups were facing facility issues and it seemed to make sense to collaborate. The Federal government had just announced their infrastructure grant program. With advice from their city councilor, MP and MPP they put in a request for approximately \$11 million. And then they waited.

They didn’t hear anything for quite some time until one Friday afternoon. The answer was quite a surprise. Greenblatt explains, “They told us they didn’t like it. They didn’t understand the three of us working together. They wanted three separate proposals, one from each of us.” The call had come on a Friday afternoon; they had until Monday to resubmit.

Eventually, the Feds chose DVSA to receive up to \$2.4 million in funding. The program was for matching funds. This meant that DVSA would have to raise money and the Feds would match it up to \$2.4 million dollars. The catch was that only had a year to raise the money AND complete all the renovations. “At that point we figured we would raise about \$200,000 and they would match it and we would build our elevator”, Greenblatt half jokes. In a move that surprised everyone, The City of Hamilton stepped up and committed \$2.4 million to match the funds from the Feds. All of a sudden, DVSA was looking at a construction budget of \$4.8 million. Be careful what you wish for!



Making Spaces for Art

A Case Study: Dundas Valley School of Art

All this was well and good, however there were some strings attached to this purse. One of the first things DVSA learned is that although the government had committed to giving them \$2.4 million, they had to spend the money first and then be reimbursed for it. Even then, they were only reimbursed 90% of the expenses until the end of the project. Suddenly, they were faced with borrowing over \$2 million.

“How do you borrow a couple million dollars [when] a contract with the Federal government is not collateral?” Yet another string on this purse full of money, they found out that the Federal money wouldn’t cover certain expenses such as electronics that were included in their budget. Furthermore, they had to figure out how to manage the money. Although their annual budget has doubled in the last ten years to about \$1 million, “we don’t normally deal with that kind of money.” The bank wanted them to hire an external accountant to audit the money. DVSA declined as it would have cost them \$10,000-\$15,000 and cut into their budget significantly. All of this before they had even started the actual renovations!

Once all of the fiscal arrangements were settled, the major overhaul, inspired from the minor injury, could actually physically begin. The jobs went out to a bidding process and two separate contractors were selected—one for the elevator job, one for the interior of the building. This fact in itself was problematic. It is difficult for two separate contractors to work on the same site, at the same time, under provincial rules.

A number of issues surfaced as the construction went on. They had to move the hydro, build a new trench, and began unearthing artifacts under the building. “We found layers of Dundas”, offers Greenblatt. This treasure trove of history however became problematic in its own way. Construction was halted. The city was anxious to have an archeologist onsite for the remainder of the build. Ultimately, they reached an agreement wherein the city would be notified should anything more significant than water pipes be unearthed. They were back at it. Greenblatt emphasizes that the entire team worked well together. Two “die hard” members of the Board were there each week to check up on things.

As if elevators, broken ankles, and archaeologists aren’t enough to contend with, there were of course the students to consider. Remember, this is the Dundas Valley SCHOOL of Art. With the facility closed for six months to accommodate the construction, the staff set about setting up programs in temporary rented and donated spaces across the city. They were able to keep up with about 40% of their programs. This ended up being one of their biggest challenges.



Making Spaces for Art

A Case Study: Dundas Valley School of Art

Greenblatt likens it to a restaurant moving across the city, “where do your customers go?” “If you sign up for a class on Wednesday nights and then we close, you are going to find something else do on Wednesday nights. How do you keep your operations going while you are closed?” Although registrations are now rebounding, numbers have been lower in the last couple of years since they reopened. “It is a difficult task to get people back.”

Last, but by no means least is velocity. The speed at which everything happened also proved to be challenging. “We didn’t ask what everyone wanted, we didn’t have the time. You can’t make everyone happy.” This sort of renovation included the interior and the exterior of the building. And they had but a year to accomplish this monumental task. Typically, community consultations, feedback on initial drawings, and a million other considerations would have been part of the journey. Although he agrees it would have been ideal to go through a process and get consensus, it simply was not possible.

At the outset DVSA merely intended a few minor renovations to increase the accessibility of the building. Those who been a part of the process understand the depth and breadth of experiences, obstacles and challenges that went into this intended elevator turned facility overhaul. For Greenblatt and the DVSA, the tragedy of getting what you want, has become a moment of triumph.