

Terms of Reference – One Roof Artist Centre Mayor’s Committee

Project Background

The mission of One Roof is to create and manage space where artists can live, work, exhibit, perform, and conduct business. We pursue this mission through development projects, asset management activities, consulting services, and community-building activities that serve artists and arts organizations of all disciplines, cultures, and economic circumstances. By creating this space, The One Roof Committee hopes to support the continued professional growth of artists and enhance the cultural and economic vitality of the surrounding community.

Project Need

In many Canadian communities, small and mid-sized arts organizations and individual artists are challenged to find affordable, safe, and secure premises to work and/or live in. In urban centres, this important part of the community usually has a volatile relationship with the real estate market. Arts activity attracts interest and investment, which raises property values and leasing rates, which in turn drives arts activity out of neighbourhoods. This cycle continually disrupts the productivity of individual artists and small and mid-sized organizations.

Individual artists and small arts organizations generally lack the knowledge and resources to purchase, develop, and manage real estate. The One Roof Project will address this challenge while creating a broader range of community impacts including:

- Opening the door for collaborations between non-profit organizations and the private sector
- Encouraging exploration of creative solutions to space-related challenges
- Saving resources otherwise spent trying to address its space challenges independently
- Making better use of municipal resources and planning provisions in securing affordable space

Artists and arts activity can play a key role in strengthening communities, stimulating economic growth, and revitalizing downtowns. As noted earlier, however, the real estate market usually pushes artists and young Entrepreneurs to the margins of urban life where they are disconnected from communities and each other. It can be almost impossible to create a vibrant arts scene under these circumstances. For a community of its size, Peterborough is fortunate to already have a significant number of people working in the arts and creative sector.

The challenge that Peterborough has therefore is not that it lacks ingenuity and innovation, it is that its creative forces are often working in isolation from each other and therefore not generating the kind of ideas, buzz, and energy that will drive growth. Consequently, there is significant untapped potential in Peterborough's arts and creative sector. The key to unlocking it is building an environment that is more conducive to creativity. This is territory where the arts, economic development and urban planning goals can comfortably intersect. Thankfully, leading thinkers in economic development circles are now espousing stronger investment in place-sensitive approaches and clustering is a key part of the strategy.

What is clustering? The usual definition of a business cluster is Michael Porter's, in *The Competitive Advantage of Nations*:

"...geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (for example, universities, standards agencies, and trade associations) in particular fields that compete but also co-operate."

Silicon Valley in the United States is often cited as an example.

In places like the UK, where the importance of the creative sector as a major driver of economic growth has been recognized, governments and industry leaders have discovered that mainstream approach to economic development do not always work in part because of the spatial challenges of the sector.

They have identified that:

"A cluster of creative enterprises needs much more than the standard vision of a business park next to a technology campus. A creative cluster includes non-profit enterprises, cultural institutions, arts venues and individual artists alongside the science park and the media centre. Creative clusters are places to live as well as to where products are consumed as well as made. They are open round the clock, for work and play. They feed on diversity and change and so thrive in busy, multi-cultural urban settings that have their own local distinctiveness but are also connected to the world."

The One Roof Project therefore has the potential to become a core element of a clustering strategy for Peterborough's arts and creative sector. The following excerpts of the Vision 2010 Action Plan remind us that the need for an Arts Centre has been identified by both the City of Peterborough and the arts sector and that the One Roof project plans addresses those needs and much more.

10. New Downtown Arts Centre

There will be much more support for the arts through encouragement of increased co-operation and collaboration, increased municipal staff support, promotion of a more vibrant downtown arts community and assistance with a new downtown arts centre.

21. Increase Assistance to the Arts Sector

Consult with the arts community to define the type & level of municipal staff assistance that would be beneficial & feasible.
Consult with the arts community to identify other types of community assistance that would be beneficial & feasible:

Project Scope

Peterborough Arts Umbrella will engage Artscape and Barbara Anderson-Huget to facilitate the development of a conceptual model and business case for a multi-tenant arts and creative sector complex to be located in the downtown core of Peterborough. This study will investigate:

- The need and demand for affordable space for the arts in Peterborough
- A range of potential arts uses and how they might coexist within a development
- The affordability threshold for potential tenants of the complex
- Operating principles for the complex
- Capital funding and financing models
- Governance models for the complex

The One Roof initiative will be directed by the steering committee in consultation with the Mayors committee. The steering committee will be comprised of the project stakeholders. The Mayors committee will be comprised of the steering committee and community leaders. The purpose of the project will be to develop support, momentum, and a plan to fulfill the One Roof dream.

Potential Tenant Partners for One Roof:

- Peterborough Arts Umbrella Inc.
- Peterborough New Dance/Public Energy
- Artspace Inc.
- Theatre Users Group (THUG)
- Canadian Centre for Indigenous Theatre (currently in Toronto)
- Arbour Theatre
- Peterborough Folk Festival
- Peterborough Parent-Child Mother Goose
- Privately owned Galley (as yet unnamed)
- Peterborough Community Housing Development Corporation (providing rent geared to income or affordable live/work space for artists)

Project Description and Deliverables

Methodology

The One Roof concept and business case will be developed through a process that includes the following elements:

- A series of meetings of the Mayor's Committee
- A vision charette that engages stakeholders from the arts community and other potential partners
- A space needs survey
- Research on relevant models/case studies of similar facilities

Stakeholders Membership on the One Roof Project Committee

Stakeholders should be:

- Progressive
- Cheerleaders of the project
- Task oriented
- Involved in fund raising
- Provide legitimacy to the project
- Able to provide greater visibility for the project

They would not be involved in the day-to-day work on the project. They would act as an advisory committee.

Mayor's committee can provide influence and experience and will not be as interested in just fund-raising. They could assist with the city/county relationship.

Deliverables

The process outlined above will culminate with a written report that includes the following:

- A well-defined conceptual model for One Roof that identifies the project size and a description of commercial, public, and live/work uses and how they might interact with each other
- A business case analysis that includes pro-forma capital and operating projections and identifies sources of revenue that will make the capital project viable and operations sustainable.
- A statement of basic operating principles for One Roof including proposed tenant eligibility and selection processes.
- An analysis of the public benefits of the project including how it will help animate downtown Peterborough, create daytime employment, increase the City's affordable housing supply, and foster the growth of the creative sector.
- Creation of a template/model/process for similar community based projects in Peterborough
- Board Governance template for stakeholders boards

Project Timeline

<i>April 2004</i>	<p>Meeting to develop terms of reference and prospect list for Mayor's Committee including a template of who is on the Mayor's committee (i.e. lawyer, business leader, etc.)</p> <p>Review of survey information to date</p> <p>This will be a two-part meeting. Part one will include the consultants and steering committee and Part 2 will be a meeting with the Mayor and perhaps a business leader interested in being on the Mayor's committee</p> <p>This meeting took place Apr. 23 from 11 am -3 pm. minutes are available upon request</p>
<i>June 7 2004</i>	<p>First meeting of Mayor's One Roof Committee</p> <p>Development of space needs survey</p>
<i>June/July</i>	Space needs survey begins
<i>July/August</i>	<p>Analysis of survey results</p> <p>Analysis of capital and operating models and budgets</p> <p>Research on models/case studies for similar facilities</p> <p>Meeting of Mayor's One Roof Committee to focus One Roof vision</p>
<i>September</i>	<p>Vision charette with stakeholders and potential partners</p> <p>Committee meeting focused on operating principles, governance for one roof as well as individual organizations</p>
<i>November</i>	Final report delivered

Budget

The total cost for the consultants is \$11,000, which will be paid by the Peterborough Arts Umbrella using funds received by a successful Ontario Arts Council COMPASS Program grant.

Mayor's Committee Members

Bernie Cahill	City of Peterborough
David Smith	DNS Real Estate
Erica Cherney	Cherney Realty
John Mulvihill	W.J. Dietrich Ltd.
Liz Bierk	Peterborough Downtown BIA Board
Malcolm Hunt	City of Peterborough
Mary Ruth O'Brien	Lech Lightbody O'Brien and Lanctot
Sue Ditta	Peterborough Arts, Culture & Heritage Committee
Sylvia Sutherland	Mayor, City of Peterborough
Beth McMaster	

One Roof Steering Committee Members

Angela Benedict	Vice President, PAU
Bill Kimball	Peterborough New Dance
Dave Robertson	E. D. PAU
David LaRiviere	Artspace
Esther Vincent	Peterborough Theatre Users Group
Mike Martyn	Artspace/Peterborough Folk Festival
Rob Swales	President, PAU
Ken Doherty	City of Peterborough