



# artsp\_ce

**ANNUAL REPORT**  
**SEPTEMBER 1 2017 TO AUGUST 31 2018**

## **MESSAGE FROM THE PRESIDENT**

Halfway through the year we, the members of Artspace, adopted a new strategic plan titled "After 30, towards 100: making space matter". Key to this five year strategic plan was the establishment of three strategic axes. Each of these axes is woven together by the concept of sustainability. As such, we oriented our work towards:

- I- Operational sustainability,
- II- Financial sustainability, and
- III- Sustainable engagement.

We hope that the attached annual report demonstrates how we are strengthening Artspace by investing in these three strategies. As the mandate of Artspace is directly tied to wellbeing, we know that getting it right for Artspace means getting it right for you.

Much of this work is subtle and expected to yield results in the medium to long term. It is the advantage of being born of a hundred year lease. Nonetheless, we know the challenges of today are very real, and if they are not addressed, there would not be a fifth, tenth or hundredth year down the road. Thus we continue to find balance between the immediate and a focus on the future. Our resources are very limited, and choices need to be made, since we cannot do it all. We hope to be making the right choices, and this can only come to be, in continued conversation with you.

The board is very proud of what we have been able to accomplish, but we are also very hopeful of the projects yet to come to fruition. Thus we hope you read this report and smile at the victories had, and with conviction to be a part of the victories yet to come.

I would like to take the time to acknowledge the work and dedication of the board, Linda, Zach, Johanna, Joe, Brian, Emma, Luc, Jaimz, Michael and, in particular, members whose term is coming to an end, Luella and Rose-Anne. It's easy to see many examples of how you all add knowledge and capacity to this nimble team. To be attached to Artspace is to be part of an art hub, and that breaths pride into my daily work, and I thank each one of you for that. Equally, we really can't do any of this without the dedication and talent of the Artspace staff. On behalf of the Board and every tenant of Artspace, let me give a big thank you to Eric, Cheryl, Debbie, Dylan, Dave and Lois for the incredible work you do every day.



**Lynne Stefanchuk**  
**President**

## **ABOUT ARTSPACE**

### **MANDATE**

To improve the efficiency, effectiveness and capacity of Manitoba arts and culture organizations by:

- i) providing facilities, at below market value rates, to house their operations, and
- ii) providing shared administrative and management services to support their operations.

### **MISSION**

Artspace creates space for arts and culture to flourish. Through low-cost facilities and shared administrative services, we play a vital role in supporting the health of Manitoban arts and cultural organizations.

### **VALUE STATEMENT**

Artspace embraces collaboration and innovation as it strives to provide stability for Manitoban arts and cultural organizations and practitioners.

### **PROFILE**

Since opening the Artspace building, a repurposed 55,000 square foot former dry goods warehouse in the heart of Winnipeg's Exchange District in 1986, Artspace has been an integral component of Manitoba's arts and cultural infrastructure and a primary catalyst in the development of Winnipeg's cultural heart, the historic Exchange District.

**For over thirty years, Artspace has been a leader in Manitoba's arts and cultural community. This building houses artist studios, writing studios, two galleries, a movie theatre, two darkrooms, editing bays, green screens, sound studios, and nearly two dozen arts and cultural organizations working in film, video, book publishing, magazines, visual arts, theatre, music, and photography. Every day people come to Artspace to create, produce, exhibit, view, learn and experience art.**

As one of the first organizations in North America to co-locate not for profits, Artspace has been a practice leader since inception. This commitment to innovation and collaboration is reflected in two support programs that have participants throughout Manitoba: the Arts Management program, and ArtSupport Manitoba. Through the delivery of these programs, including the operation of the Artspace building, Artspace directly works with over forty-five Manitoban arts and cultural organizations to improve their efficiency, effectiveness and capacity.

# THE YEAR IN REVIEW

## INTRO

Annual Reports are an important tool in transparency and accountability for not-for-profit organization such as ours. It is, however, a task of it not being a long laundry list of things that happened over the course of a year. We do want you to know that we have been working hard and are having an impact on the arts sector. Having said that, we also want you to know we work with purpose. As such, we wanted to structure the annual report along the strategic axes implemented in the new strategic plan. What follows is an overview of activities undertaken by Artspace between September 1<sup>st</sup>, 2017 and August 31<sup>st</sup>, 2018. It is an accurate reflection, but it is not an exhaustive list. We believe this report can serve as a dialogue, in elements, if not as a whole. We welcome any feedback, questions, or ideas that may stem from this document.

## I- OPERATIONAL SUSTAINABILITY

What is known as the Artspace building, located at 100 Arthur Street, is the flagship of Artspace itself. The building was built in 1900, renovated in 1984, and stands as is ever since. **We have a duty to the building, as it must serve the tenants of the building,** while also acknowledging its own particular challenges. Thus, Artspace must not only be responsive, but also engaged in long-term maintenance, restoration, replacement and or upgrades, to elements of the building. Since we have a 99-year lease, we are stewards of the building and we are active participants. Ultimately, the building is a provincial asset, through the Manitoba Centennial Centre Corporation (MCCC). Therefore, major work is done in collaboration with the Government of Manitoba.

As such, we have asked the government of Manitoba to do a building assessment. We have worked with the MCCC to express these desires to the government of Manitoba resulting in the government of Manitoba conducting a building condition report. This allowed a third party to identify work needed in the Gault Building. Once the list was generated, we expressed what we viewed as being the priorities to the MCCC and the Government of Manitoba. These priorities are now integrated on a tracking sheet of all MCCC assets. It is worth noting that there's consensus that the restoration of the windows is the most urgent need. The Government of Manitoba has already done an assessment of each window in the building, and has estimated the cost of restoring all the windows. The Government of Manitoba is considering this project, and we are hopeful that it receives budget approval in the near future.

We recognize that the Government of Manitoba will not fund all identified capital needs. **Thus, in upcoming years, it would be important for Artspace to develop a fundraising plan to tackle certain identified needs, such as restoring the flooring.**

We have already begun identifying opportunities as they present themselves to upgrade or restore elements of the building. Such an opportunity presented itself when the Burns Classroom became available, which led to the creation of the Output. Artspace took on the maintenance of the floors and the walls of the space, so that the new tenant could invest the soft capital needed to make the space a success.

We are also engaged in updating some common areas. We pursued a partnership with EQ3 that saw the Winnipeg-based company generously donate furniture to allow four separate floors to be reactivated in their common areas. Said differently, **the lobbies on the 2nd, 3rd, 4th and 5th floor received new furniture that allows not only an aesthetic upgrade, but also a redynamisation of those spaces.** Today, tenants and visitors regularly use these lobbies.

On a similar note, we continue to insert art into the Artspace boardroom through quarterly artist showcases. This past year we have had the pleasure of hosting art from: Michael Joyal, Linus Woods, Mohan Tenuwara and Emilie Lemay. We look forward to continuing this new tradition in the years to come.

Artspace was lucky to receive funding from the Government of Canada to hire a visual art summer student. This Special Project Associate was not only tasked with lending coordination assistance to many of the summer happenings at Artspace, but he was also asked to tackle a special project of his own design. This resulted in a **“what’s happening” half-wall chalkboard framing the elevator in the main lobby. Inspired by a “what’s happening” board often found in hotels, this chalk board wall is a form a wayfinding for visitors and a way of stating what is happening in the building on any given day.** Tenants are free and encouraged to present their events and workshops through drawing and writing on the chalkboard. For that reason, it’s a self-managed wall.

At the core of who we are, we know that art has the power of transforming spaces. Thus, we put that to practice in engaging with a space that is both a source of inspiration and disappointment. The drayway that runs under Artspace has often been a place photographers and artists want to utilize. Nevertheless, it’s also a place that provides shelter for less creative and less valued activities. It’s more commonly known as “piss alley” than it is as a drayway. With this in mind, Artspace decided to participate in the Alleyways coordinated by the Exchange Biz. With three years of alley markets, the Exchange Biz has given value to the alleys of the Exchange District as visitors navigate these historical features to shops, restaurants and galleries. This past summer, the Exchange Biz wanted to expand beyond the alley markets. They approached Artspace to activate one of the few active and accessible drayways. As such, the idea of the “art lounges” was born. We decided to weave multiple elements into one project, ensuring multiple wins. First, we knew we wanted art at the center of what we did. In order for this to happen, we launched an open call to artists to transform the drayway. One of the only stipulations was that the installation had to happen over the course of four evenings, one per month, for the four months of summer, and coincide with the alley markets. We received all types of submissions with some great ideas. The selection committee settled on “Traversée”



from Franco-Cuban artist Yoel Jimenez. This wheat paste - screen-printed project allowed us to install more than 2,000 fish on the walls of the drayway. We asked local artist Andrea Roberts to assist in the process, while mentoring Omid Moterassed. Then, we asked the public to get involved whereby members of the public were given an opportunity to glue a fish to the wall. Their fish! And, oh wow, the public took to this activity. As such, the art lounges ran from 4 p.m. to 10 p.m. on four evenings. Each built a school of fish in the drayway, building to the climatic last art lounge that saw Yoel Jimenez install a different kind of fish, a more art-like fish, demonstrating that sometimes it's good to break away from the school. We also hosted a pop up bar during these art lounges, serving Farmery Beer (a sponsor), playing music, and having special lights. We have received numerous positive reactions to this project. We believe this is only one of the actions we can take to activate the drayway. It's also an example of other places we can activate at the Gault Building.



Artspace has long advocated for better active transportation infrastructure in and around the Gault Building. One idea that we put forward is to utilize the pocket park at the corner of Bannatyne and Arthur and make it into a permanent bike corral. We are happy to note that the City of Winnipeg has delivered on this idea, thus improving the experience of those arriving at Artspace via bike.

We will continue to seek opportunities to enhance the value of the asset that is the Gault Building. We will not be afraid to show the scars of creation and to activate the various areas of the building. We will also endeavor to meet challenges with the creative spirit that inhabits this building, and apply it to the building.

## II- FINANCIAL SUSTAINABILITY

With a mandate to provide affordable services, often understood as “below-market” rates, Artspace has an obligation to sustain these services. As such, we must find a balance in the financial strength of the organization and the rates for which services are offered. **We know that the self-sufficiency of Artspace, both as a building and as a service provider, is not achieved solely through fees for service.** In other words, it is not simply through rent collecting or client fees that Artspace will remain financially viable.

Part of the new reality is that Artspace must engage in diversifying its revenues. As such, Artspace has sought out the support of individual donors. Since Artspace is a charitable organization, we thought it was appropriate to hold a year-end donation campaign to solicit donations from individuals. As a result, we launched a first year-end campaign titled '30 years: towards 70 more'. For this year-end campaign, we commissioned Winnipeg artist Carl Shura

to do a limited print of Artspace. People who donated \$100 or more received a copy of this print. On that note, we would like to take a moment to thank all those who donated to this campaign.

Some things we can't plan for. Due to an increased profile, we were approached by a neighbor who was interested in helping us out! The King's Head Pub dedicated their November menu to Artspace. Anyone who ordered a lunch special during that month was also contributing one dollar to Artspace. We are very appreciative to the King's Head and to everyone who ordered butter chicken gnocchi or a raspberry BBQ sauced burger in November.

Some of the activities geared towards financial sustainability were of our design. Through directed conversations with the City of Winnipeg, we were able to welcome Telus as a rooftop tenant. Their cell antenna not only allows better cell service in the Exchange District, it also allows for the addition of a new rent and low maintenance tenant. As a new tenant, Telus proved that they value the arts. We were able to convince them to have local artist Pat Lazo do an art piece on the rooftop, which associated the addition of the cell antenna with a new roof-

top art piece. Meaning that **when you look onto the rooftop of Artspace you are more likely to comment on the art than the cell antenna or, more specifically, to comment about the devil and his antenna.**



When thinking about financial sustainability, a significant part of the process is to evaluate the capacity of the programs we run. As such, we took a look at the capacity of the Arts Management program. Where the vast majority of the services are tied to

payroll and bookkeeping, this has grown to become a highly valued service to over 25 arts organizations throughout Manitoba. The program is not a straight fee for service model. We work with arts organizations to build up their capacity and, thus, determine what they can do "in house," and what can be done through Arts Management's accounting associates. As such, we should be able to include new program participants in a consistent way. However, there will be a plateau, evidently. But we've increased the hours of one of the accounting associates, and added a contractual associate, thus, we are continuing to grow the Arts Management program. In the ensuing years, we are hoping to find program sponsors. We are very aware how deeply appreciated these services have become to the participating arts organizations. It has become a pillar service to Artspace.

ArtSupport Manitoba was conceived as a four-year pilot program that was to end its second phase in March 2018. The financing of the program has always been a struggle. Even though we knew the program was having a positive impact on numerous arts organizations throughout

Manitoba, we decided to not pursue a third phase of the pilot project at this time. As part of winding down the program we made sure we maximized the dollars available to us. Thus we engaged in increased mentoring hours for the organizations that had an appetite for such mentorship. We commissioned a study on Donor Values. We lined up a series of workshops through a partnership with Creative Manitoba and opened them up to anyone interested. We tailored communication workshops and mentoring towards concrete goals and self-reliance. We also spent time evaluating the results of this million dollar pilot project. What we discovered is found in a publicly assessable final report titled *Four Years of Philanthropic Workshopping*. Included in the report is a chart outlining the elements or conditions needed to achieve sustainability, an ongoing tool for arts organizations. In essence, the key learning from this pilot project is that fundraising needs to be integrated into the organizational structure of arts groups, which requires a large number of structural elements to be set up and utilized; including strategic plans, board sub-committees, etc. Thus, we are hopeful that the final report serves a purpose that is greater than just a descriptive document and continues to be utilized as a tool for all arts groups looking for resources on how to implement fundraising as an integrated part of their organization. The report can be downloaded here:

ArtSupportMb.FinalReport.Oct.2018

We are open to revisiting elements of the ArtSupport Manitoba program in a new form for a third phase. Having said that, there are currently no plans to revive ArtSupport Manitoba in the near future, because there have been no sustained revenues identified to fund this program.

ArtSupport Manitoba was also about communicating with Manitobans the importance of supporting the Arts. As such, we asked a group of artists to deliver this message. The result is *From where art grows / jusqu'ou la portée de l'art?*. This collaborative video sits on the homepage of Art-space.ca . We encourage everyone to share and spread the word.

The pressures on Artspace to offer sustained services and to increase the amount of arts organizations receiving services from Artspace without increases to fees is a growing pressure on all fronts. We continue to invest time and energy in finding the right balance amongst all these pressures. We appreciate everyone's understanding of the situation. We will continue to work on these in a willful and transparent method.

### III - SUSTAINABLE ENGAGEMENT

It may be true that Artspace's psyche is tied to the Gault building, but this does not mean it does not reach far outside the seven stories of the building. The nature of things coming to Artspace, and things coming out of Artspace, ensures we are continually thinking of having a broad impact. We know we must be a part of the arts sector in an engaging way. We must also continue to explore opportunities for new Artspaces. As such, we know that sustainable engagement is one of three core axes to our activities.

Often engagement comes through communication. For that reason, the Executive Director curates a monthly blog on the Artspace website. Being the author of most of the postings, the



Executive Director can share elements of his regular engagements. For example, he was selected as a Leadership Fellow at the Canadian Arts Summit. His knowledge and experience were retold in an inspiring blog post. He also shared a written response to the Cultural Policy review document released by the Provincial Government. In our submission, **we encouraged the Government of Manitoba to adopt eight core principles as the central element to the cultural policy review.** These core principles were:

- i) culture is essential to our society
- ii) the government of Manitoba has responsibilities towards culture
- iii) access, participation and contributions by all Manitobans
- iv) recognition and value of First Nations people and their culture
- v) la reconnaissance et la valorisation de la culture francophone
- vi) recognition and value of diversity
- vii) the protection of freedom of expression and artistic freedom
- viii) equity

We await the response from the Provincial Government and this proposal of a Manitoba made and applied cultural policy. Our hope is that our expressed desires and vision is integrated into this policy. If done right, we know the arts sector, and its organizations, would thrive with a new policy. We'd go one step further and say it is needed.

Sometimes proper sustainable engagement is simply opening doors to creators. Thus, we ensure easy access to the public components of the building, so that young and indie artists have a place from which to create. We regularly have filmmakers and photographers utilize the building and, in particular, the rooftop. We do so free of charge, as long as it's not a commercial shoot. We believe in making the building relevant and accessible to new and emerging artists.

It's also why we engage in days like Doors Open Winnipeg. This free public event sees several hundred people tour the building for free. We are amongst the featured buildings of the event. Normally we simply bring people to the rooftop to get a sense of the Exchange District as a whole. This year, we offered a curated experience to participants complete with music and poetry on four different floors. Guided tours left every fifteen minutes. We feel this allowed people to not only appreciate the building, but also the art within it. As a result we were short-listed for a prize.

**In knowing we could have a broader impact outside of these walls, Artspace has long dreamed of having a presence in other buildings as well.** It's a combination of knowing there are plenty of other arts organizations that would benefit by being housed by Artspace and a desire to design new spaces tailored to the arts. We believe we've acquired a knowledge of how small and medium sized arts organizations operate and how it translates to space. **As such, we took a leadership role in engaging the arts sector in the Market Lands consultation process.** Not only did we participate as a key stakeholder, we also invited a large number of arts organizations to gather so we may submit a formal Request of

Interest listing how the arts could be involved in the development of the Market Lands. Basically, there are five major areas of activities that we put forward:

- i) Design and activation of an art-filled integrated public plaza
- ii) Office and creative spaces for arts organizations
- iii) Black box malleable space
- iv) Housing, both for visiting artists and as live/studios for visual artists
- v) Visual artists studios and adjacent pocket gallery

As the project is evolving we are hoping to see if any of these can be retained and can give public purpose to this key site through the power of the arts.

In keeping with our strategy of seeking new developments and carving out space for the arts, we signed a Letter of Agreement with the UWCRC 2.0 as they embark on constructing a 14-story building at 290 Colony. We would like a floor to be designated for visiting artists, and made available to arts organizations in Manitoba who have programming that involves visiting artists. We would like the units to be built with artists in consideration. The location places this housing at the heart of much of the artistic activity of Winnipeg. We also know that co-locating artists has a positive impact in the arts. The creative hub approach is to be favored.



All these developments, known as **Artspace + projects**, are being explored as opportunities to take advantage of. However, they will only come to be if they do not place Artspace and its tenants at a high financial risk.

Many still do not know the story of Artspace. As such, we were happy to see Kirby Hammond's documentary *Artspace: Psyche of a City Core* released by Bell-MTS. This film presented a narrative from the people at the center of the creation of Artspace. We also think it touches on why it was, and continues to be, an important project for the Exchange District, and the City of Winnipeg. We would like to see more work showing the impact of the arts.

We endeavor to continue to be relevant to arts organizations throughout Manitoba. One way we know we accomplish that is through the Arts Management program. This is a program that aims to support nearly 30 arts organizations throughout Manitoba who seek out services for payroll and bookkeeping. Above simply providing professional and reliable services, we also spend time teaching arts organizations, so that they may reduce the amount of hours required

from us. We want to increase our capacity to provide these services to a growing number of arts organizations. As such, we increased the hours of our Accounting Associate by one day a week. It is important to note that these services are provided well below market rates. This is also a factor in why so many arts organizations want to be included in the program and currently sit on a waiting list. For both of these reasons, we are spending the effort in finding ways of subsidizing this program.

As we view all arts organizations we serve of equal importance, we have developed a new policy and changes to our bylaws so that membership is tied to any arts organization that receives services from Artspace. A discussion and vote on these proposed changes will be held at the 2019 Annual General Meeting. We feel this is a logical evolution of the organization as Artspace + projects will only further grow the number of arts organizations supported by Artspace programs.

## CONCLUSION

We offer this annual report as a fair representation of the activities of the year. It undoubtedly reflects the work of the 30 years that set up our realities of today. We hope it also reflects our desired outcomes for the years to come. As such, we fully embrace the structure laid out in the strategic plan and adopted at our last Annual General Meeting. We know it will properly guide us so that Artspace is viewed as an exemplary social profit arts organization that seeks operational sustainability, financial sustainability and sustainable engagement in all it does. If we are correct, this will allow us to do much, and to do it with maximum impact. We know we must honour three decades of invested energy, hopes and desires, which has allowed Artspace



to be who we are. Being creative, we also want to have a hand in shaping our future, but also in being able to do even more. It's in the nature of being the arts.

We also know that this can only be done in dialogue with arts organizations, their members, and their supporters. Thus we are committed to upholding the values of transparency, honesty and sincerity in our communications. This annual report should be a testament to that commitment. As such, we present it to you proudly. Furthermore, we shall make it available to any member of the public via our website and upon request.

## 2017 - 2018 BOARD OF DIRECTORS

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## 2017 - 2018 STAFF

Eric Plamondon	Executive Director
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Katarina Kupca	ArtSupport MB Program Director (contractor)
Jim Robinson	ArtSupport MB Mentor (contractor)
Pamela Simmons	ArtSupport MB Mentor (contractor)
Julie Mikuska	ArtSupport MB Mentor (contractor)
Laura Mikuska	ArtSupport MB Mentor (contractor)



**ARTSPACE INC.**  
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The Johnston Group  
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Aux:Projets  
Johanna Hurme

**Thank you - Miigwetch - Merci**



