Platform ▲

Mentorship Scan

Summer 2017

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Introduction

▲ "Platform A is a partnership involving several Toronto arts organizations that have pioneered work in the field of community arts. The organizations work in different areas of the city and have distinct engagement practices. The aim of the Platform A initiative is to fuse the strengths and experiences of these organizations to support a shared vision of seeding sustainable, high-quality community arts practice, and providing increased opportunities and access to the arts for youth and communities."[i]

The Platform A Mentorship Scan is a micro-research project initiated by the arts organizations that form the Platform A partnership: ArtStarts, Sketch/CUE, VIBE Arts and Jumblies. The purpose of this scan is to develop a clearer picture of the various arts mentorship opportunities offered by the partners as well as some of the other arts mentorship opportunities that are available in the city of Toronto.

In addition to mapping opportunities the scan also seeks to identify:
- How mentorship is defined and practiced across the participating organizations
- Key concerns in arts mentorship identified by the participants
- Recommendations for improving arts mentorship amongst participants

The research project included: 1) an extended internet-based search and review of arts mentorship opportunities offered in the City of Toronto; 2) interviews of staff at the partner organizations; 3) collection and review of organizational documents pertaining to mentorship from Platform A partners. Where possible interviews and resource sharing with non-Platform A organizations will also be conducted.

The Mentorship Scan is part of a larger initiative by the Platform A partners to increase their knowledge of one another and develop a broader network of support. Despite existing in a climate where small and mid-sized arts organizations frequently must compete with one another for scarce financial resources the goal of Platform A is to collaborate. By doing so the partners hope to foster some of the benefits associated with inter-organizational collaboration: reducing duplication of services, improving program outcomes, gaining a broader network of service providers to refer their communities to, strengthening advocacy to inform funders/policymakers and address joint concerns, serving the needs of more community members.[ii]

What is Mentorship?

Developing a deeper understanding of how mentorship is defined amongst Platform A partners and sector colleagues is an important part of the Mentorship Scan. Articulating definitions surfaces meanings and expectations that the Mentorship Scan respondents hold in relation to mentorship. Making these meanings and expectations known can help to inform how mentorship is conceived, designed, implemented, and evaluated. It also facilitates clearer communication so that partners have a better sense of what mentorship might include at different partner organizations.

Everyone who participated in the Mentorship Scan interview process was asked a series of questions about the meaning of mentorship:

> How would you define mentorship?
> Why is mentorship important?
> What are some of the key qualities of effective mentorship?

In their article "Toward a Useful Theory of Mentoring" Bozeman & Feeney define mentorship as "a process for the informal transmission of knowledge, social capital, and psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé)."[iii]

Platform A partners extend this definition of mentorship to recognize that the benefits of mentorship may be relevant to life experiences and skill development beyond the professional domain. They also emphasize that mentorship is "an opportunity for learning for everyone involved" (quote from Art Starts interview) not just the mentee or protégé. The following are some of the Platform A partners' definitions of mentorship.

Mentorship is:

"A partnership of skills exchange, partners leverage each other's skills and capacities to get ahead" –Sketch

"Support and consultation" –CUE

"Supported risk-taking" –Jumblies

"Reciprocal learning and sharing of knowledge" –VIBE

"Relationship building rather than transactional" –VIBE

"Cultivating connections to support creative relationships" –CUE

"Developing social skills as well as technical or sector skills" –Jumblies

"Developing personal practice and developing a community of practice" –Sketch

"Sharing resources and supports to promote agency (don't give them a fish, teach them to fish)" –Art Starts

"A grant for mentorship is as important as a grant for a project, you are sharing and building knowledge and knowledge stays with you over time. Knowledge is energy." – Julian, ArtStarts. According to mentorship researchers Bozeman and Feeney (2007) and Ragins et al. (2000) mentorship often results in higher rates of job satisfaction. They also suggest that "formal mentoring programs [can] sow the seeds of relationships many of which flower into useful and productive" connections for learning and resource sharing.

Access to funding or grants is often cited as the key component to building or kickstarting a career in arts and culture. Many Platform A partners and participants, however, suggest that mentorship is also an essential and valuable component of work in arts and culture and that integration of mentorship with funding makes funding itself more effective. Mentoring emerging artists in project/program planning and budgeting, implementation, documentation and evaluation can lead to more financial efficiency and greater returns on investment as well as fostering individuals' personal and professional development. One partner stated "Mentorship may be more important than grants or projects, these are also important, but mentorship is the base, how you get there. Mentorship helps youth to learn how to identify their needs, how to seek resources."

Mentorship also provides benefits to mentors and mentoring organizations. They are able to learn from mentees, expand their outreach, and help to support future leaders and contributors to the sector. Platform A mentoring programs are especially important. In their focus on emerging artists from marginalized communities, Platform A makes significant contribution to increasing equity within the arts and culture sector in Toronto.

"[M]entoring relationships do not develop on command"[iv]

"Understand your demographics, be humble, be resourceful, patience-resilience-passion"- Platform A Partner

"diversity within organizational staff in terms of backgrounds, identities, languages, arts disciplines

 "tailor made" "customized"

"responsive and flexible with availability"

"reflexive in the moment responsive"

"holistic multi-dimensional support"

"enable participants to direct their own mentorship, to design their own path"

"accessible, physically and socially safe spaces" "meetings happen where it makes sense for the individual participants"

"not just art careers…art and life and pathways for a creative life…sustaining healthy, balanced, fulfilling, meaningful, creative engagement"

"good fit, the approach to mentoring and the connection between the mentor and mentee are important"

"mentor rapport"

"relationships based on formal program assignments can result in poor dyadic fit leading to more negative experiences and higher turnover and stress than is found in mentoring relationships that are informal in origin." Eby and Allen (2002)

"Time intensive, extreme availability"

"Learning happens back and forth"

"Not dependent on hierarchical relationships can be non-hierarchical"

All respondents interviewed in the Mentorship Scan indicated that it was difficult to keep track of mentorship programming outside of their own organization. Lack of commitment to a centralized and regularly updated mapping mechanism makes sharing resources between organizations and directing prospective or continuing program participants and alumni towards appropriate, alternate, or additional mentorship opportunities, less efficient.

The following section maps *free* arts mentorship opportunities in the city of Toronto. The first half focuses on the Platform A partner organizations: ArtStarts, Sketch, CUE, VIBE Arts, and Jumblies. Each entry includes:

Platform A Partners

1) **Mandate**   The organization's mandate

2) **Opportunities**   Mentorship opportunities provided by the organization

3) **Resources**   Useful mentorship resources from each organization
                        (policies, frameworks, action & evaluation tools, etc.)

4) **Distinctive**   Structures, programming, capacities and/or areas of expertise that
   **Qualities**   distinguish each organization

The second half focuses on mentorship opportunities offered by organizations that are not part of Platform A. Each entry in this half includes:

Additional Toronto-based Arts Mentorship

1) **Mandate**   The organization's mandate

2) **Opportunities**   Mentorship opportunities provided by the organization

It is important to note that a comprehensive map of arts mentorship programs and opportunities in Toronto is difficult to maintain because programming/opportunities frequently change or are discontinued due to limited funding. One possible remedy might be to choose an existing centralized and publicly accessible database (e.g. Art Bridges or NAN) and commit to keeping organizational profiles and programming up-to-date. See Recommendation Section for more details.

Platform Partners
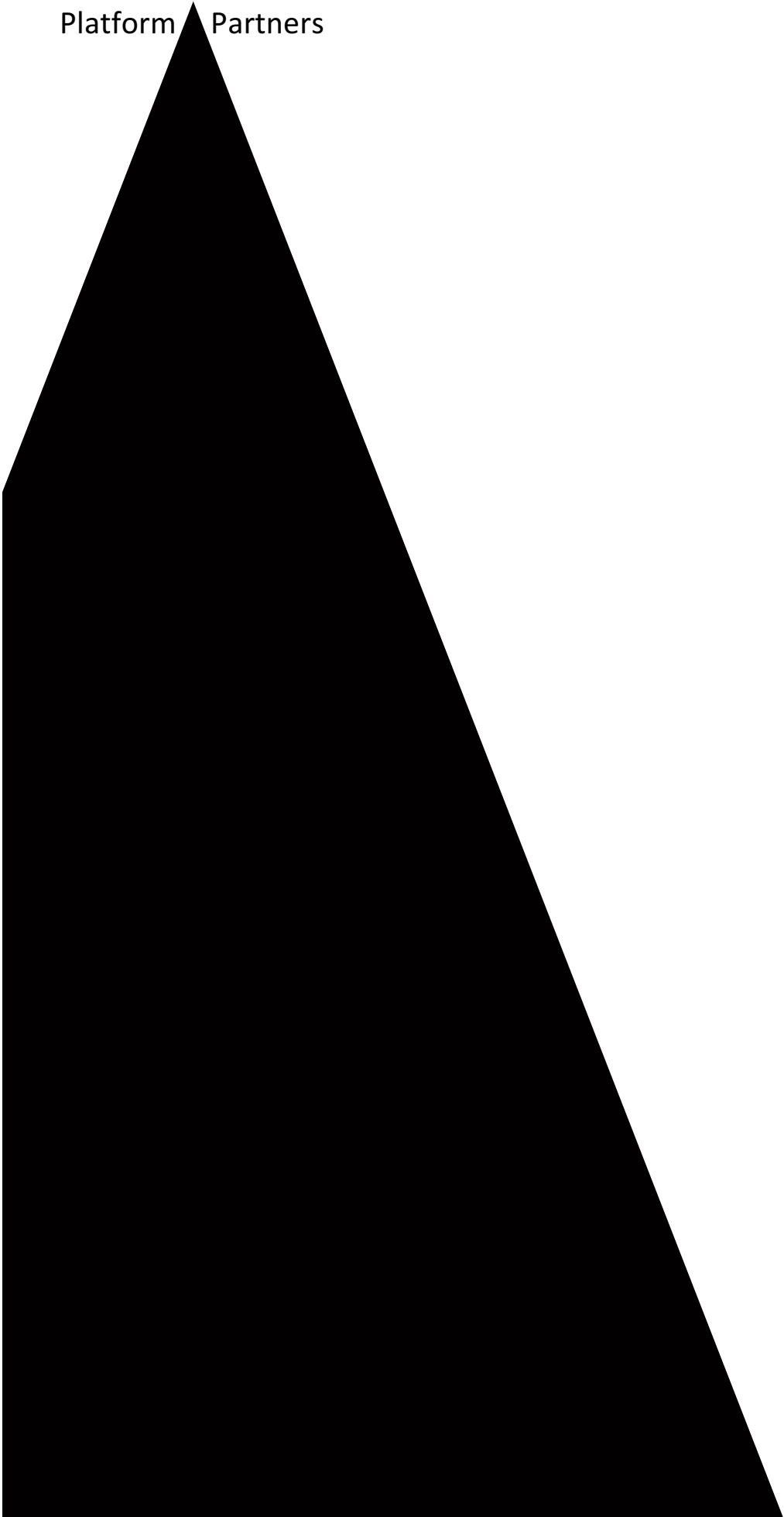
Home Base Location
3401 Dufferin Street, North York, ON (Lower Level Yorkdale Shopping Centre)

Mandate
Art Starts is a charitable, not-for-profit organization that uses the arts as a vehicle to encourage social change in **five of Toronto's underserved neighbourhoods**: Eglinton/Oakwood (1992), Glendower (2006), Villaways (2007), Lawrence Heights (2010), and Neptune (2010). Art Starts brings together professional artists and residents of **all ages** to create arts projects that respond to community needs and aspirations.

Mentorship Opportunities
Art Starts has two kinds of mentorship opportunities as well as numerous arts education/engagement opportunities in the form of arts workshops and longer-term collaborative arts projects.

Platform A Microgrant Program
Similar to other Platform A partners, Art Starts offers a microgrant program that incorporates mentorship from staff before (support with applications), during (one-on-one support with project planning, management, promotion and documentation), and after (making connections to additional opportunities and employment) for successful applicants. Unsuccessful applicants are offered the opportunity to meet with program staff to receive feedback on their applications and how to improve them. For participants who are interested in additional mentorship in a specific area, Art Starts facilitates Mentorship Connections with professionals/experienced practitioners in the field participants are seeking support for. During and post-program Art Starts also emphasizes Peer Mentorship and network development through group events and on-line via a Facebook group and a targeted job postings email list managed by Art Starts mentorship staff.

Internships

Arts Workshops
Art Starts offers free arts workshops in a variety of mediums/art forms

Mentorship & Organizational Resources
• Job postings via targeted email list for Art Starts program participants
• Art Starts Letters of Support
• Discount on Art Supplies
• Free Work/Rehearsal Space
• Editing Services
• Event Documentation
• Mentorship Connections
• Promotion via website, press release, social media, e-newsletter) of participants' projects
• Promotional/Sales Opportunities such as a free table at the Buy Good Feel Good Expo
  (space worth $10,000, several thousand visitors)

What makes Art Starts distinct?

Specific Neighbourhoods & Long-term Relationships
Art Starts is distinct in its emphasis on the development of long-term relationships with specific neighbourhoods in Toronto all outside of the downtown core and primarily in Toronto Community Housing (TCHC). This place-based approach and sustained commitment to certain communities has enabled Art Starts to become a well-known and trusted organization. Art Starts can provide emerging artists with opportunities to work creatively with residents of TCHC and other marginalized neighbourhoods with the support of an experienced program manager.

Studio Space & Kiln
Art Starts has a studio space & a kiln available for emerging artists. Participants in Art Starts microgranting program have FREE Kiln Usage (28 days in total).

Mentorship Connections
We match up emerging artists with mentors who are specially selected to work on whatever area the emerging artist is interested in learning about (e.g. how to run a kiln, budgeting, dealing with mental health, corporate sponsorship, special events management, grant writing).

Home Base Location
180 Shaw Street (Toronto downtown, south-west)

Mandate
SKETCH creates opportunities for _____, to experience the transformative power of the arts; to build leadership and economic self-sufficiency in the arts; and to cultivate social and environmental change through the arts.

Mentorship Opportunities

Community Arts Leadership Training
The Community Artist Program is an intensive employment training, and artistic development program for emerging artists living on the margins and impacted by poverty. This program is geared towards young people with a passion for community organizing and working in mediums such as visual arts, pottery, screen printing, creative writing, textiles, movement, music, digital arts, performance & arts education.

Arts Programming for Youth
Sketch offers three 10-week sessions every year along with a special summer program. Their programs are free. Participants can drop into most programs, and there's no formal intake process, but some programs do require registration in advance.

Mentorship & Organizational Resources

- Anti-O trainings,
- Crisis De-escalation training and planning
- Community Arts Leadership Training
- Program/Project design
- Management and budgeting
- Grant writing
- Creative enterprise development
- Exhibition and vending
- Marketing support
- Spaces for artists to do work in studio
- Organizationally we can share our learning, templates, back office, space, etc.

What makes Sketch distinct?

Sketch has a large base of operations on Shaw Street in Downtown Toronto (main intersection Shaw St. and Queen St. West) that includes: a ceramic studio with kiln, a wet and darkroom equipped for screen printing, a dance/movement studio with a springboard floor, a fully equipped woodworking studio, a sound/recording studio, a commercial-sized kitchen, a multi-arts studio and a large event space. The majority of Sketch programming takes place at this location. The studios can also be rented out and all fees go back into supporting Sketch programming.

Sketch has been a leader in integrating anti-oppression and transformative justice frameworks into their programs and organizational practices.

Home Base Location
CUE's team primarily works remotely but uses Sketch's administrative hub at 180 Shaw St. for meetings and some workshops.

Mandate
CUE is a radical arts initiative dedicated to supporting **new generation artists** who live and work on the margins, and face barriers to developing their practices and careers.

Throughout history, some of the most innovative artwork has been created by artists who experience marginalization, face systemic barriers, and who have been excluded by conventional arts and cultural institutions. We recognize that arts funding agencies and institutions have struggled to keep up with growing social, cultural, and economic inequality, and with changing demographics.

In response, CUE has designed a high-access funding program offering not only financial support for art projects, but also consultation in preparing project proposals, support throughout the production process, and opportunities for public exhibition.

CUE operates on SKETCH's shared platform.

Mentorship Opportunities

Platform A Microgrants

Mentorship & Organizational Resources
- consultancy for developing high-access granting systems/programs and engaging marginalized communities
- potential collaboration/hosting exhibitions/events
- detailed experiences about shared-platform organizing model, benefits and challenges
- workshops on a variety of professional development activities for individual artists

(documents relating to the above are available to Platform A partners on request on a case by case basis)

What makes CUE distinct?

Focus on Individual Artists & Gallery Space
CUE focuses on supporting individual artist's projects which is distinct from many of the other Platform A partners who focus on collaborative and community-engaged art practices. Cue will be opening a gallery/hub space in Fall 2017.

Home Base Location
401 Richmond Street West, Suite 230 Toronto, ON

Mandate
VIBE Arts works collaboratively with children and youth in under-resourced communities to innovate, build skills and resiliency, and lead social change through arts education programming.

Mentorship Opportunities
VIBE Arts incorporates mentorship into almost all of their programming. VIBE Arts designs and implements innovative, tailor-made Arts-education Programs, with community input, for ages 3-29 Programs range from Visual Arts, Video, Photography, Digital Art, Dub Poetry, Dance, Drama and Music (including African Drumming, Aboriginal Drumming and Beat Boxing). Programs are focused on social change and take place directly in schools, community centres, public housing, hospitals, public libraries, shopping malls, parks, detention centres and shelters. Participants are encouraged to give back to the community through sharing their artwork, their expertise through arts leadership, or their talents in performances.

Mentorship & Organizational Resources

Arts-informed Evaluation Handbook
VIBE Arts created a handbook on using arts-informed evaluation in community-based programming. The materials from the book are available to the public on VIBE's website at:
http://vibearts.ca/resources/assessment/arts-informed-evaluation/

Arts for Social Justice Resources
The Arts for Social Justice (ASJ) program is a three-year initiative that aims to promote the arts as catalysts to tackle social issues in society. It does this through high school workshops and emerging artists residencies. VIBE has arts for social justice teaching and learning resources available on-line: https://vibearts.ca/project/arts-for-social-justice/

What makes VIBE Arts distinct?

Wide Reach
VIBE Arts has a very wide reach working with communities throughout the city of Toronto. VIBE also works with both children and youth so the age range of participants

Artist Roster
VIBE Arts

VIBE Arts Youth Advisory Council
VIBE Arts Youth Advisory Council serves as an additional governing body that meets monthly in order to provide valuable organizational and programming input to VIBE Arts from the perspective of a young person. Members of the Council are youth who have participated in our outreach programs over the past few years and who live in the communities that we work with.

Home Base Location
132 Fort York Blvd. (between Bathurst and Spadina)

Mandate
Jumblies is a Toronto-based organization with a national and international reach that engages in collaborations between professional artists and diverse people and communities, and equips, mentors and supports others to do so. Jumblies expands where art happens, who gets to be part of it, what form it takes and which stories it tells. This imperative has led us outside of specialized art places, and to place *participation* and *radical inclusion* at the core of our projects. We say *Everyone is welcome!* and grapple with the implications – social and aesthetic – of meaning (or trying to mean) it.

Mentorship Opportunities

Artfare Essentials
Jumblies offers a 6 day intensive workshop on the principles and practices of community arts. There is a fee for this program however, funded interns are able to participate as part of their internship.

Internships

Jumblies offers internship/apprenticeship opportunities to artists from all disciplines, traditions, career stages and regions of Canada. Introductory internships usually last from 1 to 6 months, and more advanced internships can extend for a full year or longer. The structure of the internships varies from year to year, project to project and person to person, but typically includes the following elements:

- taking part in *Artfare Essentials, our* 6-day intensive workshop;
- assisting Jumblies-affiliated artists in a variety of workshops and activities;
- contributing and participating in ongoing company activities;
- choosing specific mentors and a primary project focus;
- taking a role to serves individual learning interests and the current opportunities and needs of Jumblies and Offshoots;
- taking part in Jumblies seminars and workshops;
- developping and demonstrating competency in core and individual skill areas;
- designing, facilitating and evaluating their own mentored mini-projects;
- receiving guidance for future plans and aspirations as

Jumblies sometimes has funds and bursaries for internships, and/or can arrange for paid work-learn positions. Sometimes interns find their own means of support and we can suggest some possible sources. Jumblies welcomes and accommodates practicum students from a variety of arts and cross-sector programs, as well as high school students seeking community hours. Generally these are volunteer positions, as we don't usually offer pay for placements within accredited programs.

Advanced Artfare Workshops

Jumblies also offers advanced workshops on specific topics such as:

- Oral History and Artmaking: creative approaches, ethical/aesthetic/ cultural questions, technical skills
- Project Percolator: developing actual projects to the next stage
- Discipline-specific workshops: e.g. in directing, music creation, choreography and dance, design, collaborative writing
- Facilitation: guiding principles and practices and individual approaches to making art with people
- Intercultural Collaboration: entering deeply into working together across ethnicity, age, class, ability, gender, sexuality
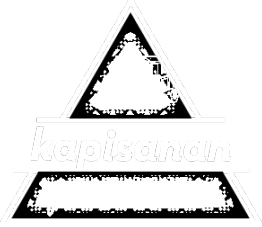- Workshops tailor made to suit the interests and needs of a specific partner, project or place.

<u>Mentorship & Organizational Resources</u>

<u>What makes Jumblies distinct?</u>
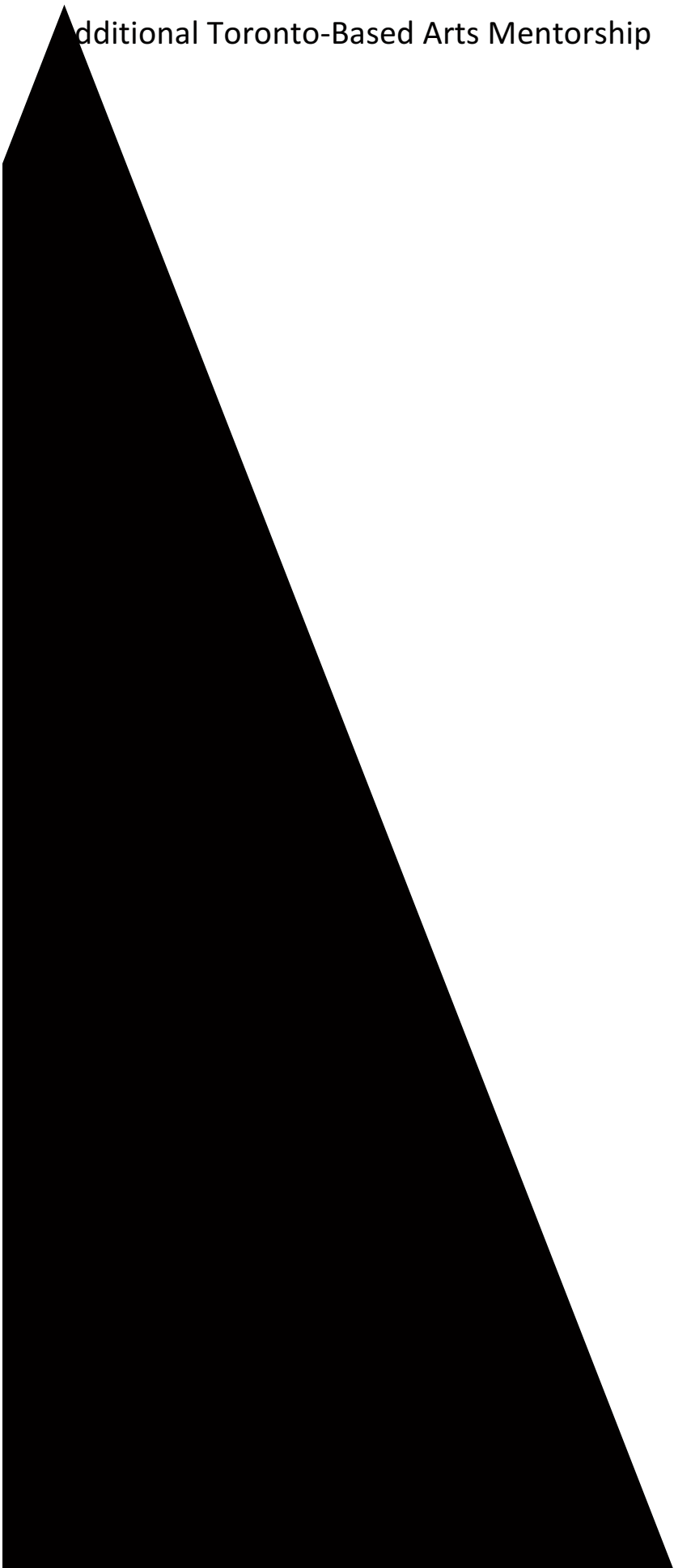
dditional Toronto-Based Arts Mentorship

Multi-arts

Kapisanan Phillipine Centre for Arts and Culture

Mandate

A multiple award-winning, youth-led, charitable community organization based in Toronto. Kapisanan aims to create a safe space for Filipino-Canadian youth, both second generation and newcomers, to overcome multiple barriers that prevent them from meaningful engagement in society.

Kapisanan Mentorship Opportunities

Kapisanan emphasizes mentorship in a variety of forms including providing physical space for community-based cultural programming, Filipino language programming (including language classes and a Filipino library), and Filipino arts and cultural programming for youth that emphasizes mentorship (workshops and specific longer-term mentorship programs). On their website they cite the importance of mentorship in the Filipino community:

"[M]entoring and role models are an important part of the picture for Filipino youth. Young people need to hear about leaders in their community to be given opportunities to learn about diverse careers. This is especially true for Filipino boys. The report recommended support for Filipino community organizations to develop mentoring, leadership, networking and internship programs [...]"
— Dr. Philip Kelly, Lower Expectations, Lack of Role Models may affect Post-Secondary Success of Filipino Youth, YFile, May 2014

- **BABAE** is an all-womEn, led by women, free 7-week theatre program for young Filipino women *and non-binary folks (14-25 years)
- **ULAM** is a 10-week Filipino culinary arts program for youth (17-29 years)
- **CLUTCH** is a 6-month arts-based program for young Filipina women: ages (17-24 years)
- **NAVIGATION** is a 6-month arts-based program for young Filipino men (17-24 years)
- **POETRY IS OUR SECOND LANGUAGE** is a 5-week workshop that bridges the gap between traditional Filipino poetry and contemporary storytelling

Urban Arts Toronto

Mandate

Urban Arts Toronto is a progressive, not-for-profit Community Arts Council (CAC)/Local Arts Service Organization (LASO) providing opportunities for diverse cultural expression, artistic development, training and employment to members of urban communities with a focus on youth in central west Toronto.

Urban Arts Mentorship Opportunities

Urban Arts Toronto offers workshops and classes in the arts and culture including film production (Guerilla Film Academy or GFA), dance (Tun Up), culinary arts and wellness classes such as yoga. In addition, Urban Arts has several longer term mentorship programs and facilities:

- **BEATS. MIND. MOVEMENT** (BMM) is a 6 month youth programming initiative dedicated to young people between the ages of 16 - 24 interested in growing and developing a skill set in the world of recording arts with a focus on Audio engineering and Production.
- **IT'S A GIRL THING!** is 30 week arts-based program (facilitated in collaboration with local public schools) that allows young women to thoughtfully engage in activities as they strengthen core leadership skills while learning how to enact changes in their community.
- **Young Men of Honour Leadership Development Program** eight-month arts-based program (facilitated in collaboration with local public schools) to enhance literacy skills and character development and offer leadership and mentoring support to middle and high school young men. Provides links to older male student mentors to support their personal development and smooth transition to high school.
- **The Weston-Mount Dennis ProTech Media Centre** is a unique space where youth living in and around the neighbourhood can develop their skills, confidence and capacities in digital and media arts. Programming includes website development, coding, graphic arts, film, photography, portfolio development, social media marketing and other technology related activities.

Supporting Our Youth (SOY)

Mandate

Supporting Our Youth (SOY) is an innovative community development program of Sherbourne Health Centre. SOY works to support the health and wellbeing of all queer and trans spectrum youth by running groups, programs and events and by providing one-on-one support for queer, trans and questioning youth who are 29 years old and under.

SOY Mentorship Opportunities

SOY works to improve the quality of life for queer and trans spectrum youth by nurturing a sense of identity, community and belonging through support programming and mentorship. Soy has also run many shorter term arts-based projects. Some of their mentorship programs include:

- **CLICK** Mentoring Program matches individual youth with a safe, out, adult mentor who helps youth cultivate self-acceptance, become proud of their gender and sexual identities, and strengthen their connection to community.
- **H.E.A.T. (Human Rights. Equity. Access. Team.)** an intensive 30-week training program empowering queer and trans spectrum youth to be speakers, trainers, ambassadors and positive role models. Youth explore social justice issues and anti-oppressive practices. Youth drive the training curriculum and also help shape overall H.E.A.T. program through feedback and leadership opportunities, such as internships. Youth from previous sessions provide mentorship and help facilitate workshops and give presentations.
- **Youth-in-Transition** is a program to help youth (14-24 years) are or have been in the care of a children's aid society (CAS) anywhere in Ontario access support and resources for: housing, income

(including OW & ODSP), jobs, education, health care and counseling, life skills such as financial management and different types of healthy living & queer and trans peers and community.

- **One-on-One Support -** SOY staff are available to meet with youth one-on-one. Staff are social and community workers who belong to the queer and trans community. They offer support with housing, employment, immigration, accessing medical care and mental health counseling, and getting referrals and resources. They also are available to talk with youth about your questions or experiences around identity, sexuality and community.

Unity Charity

Mandate

Unity uses hip-hop to improve young people's lives, creating healthier communities. Unity offers free programming for youth 12-24 in underserved neighbourhoods in communities across Canada including Ontario, Nova Scotia, New Brunswick, Northern Alberta and British Columbia. Their programming happens in schools and community spaces.

Unity Mentorship Opportunities

Unity's programs are divided into 2 categories the **Inspire** programs, the **Engage** programs:

- **Inspire** Programs may include a Unity Day Assembly, Unity Festival, Unity Bookings and/or Alumni Program. Unity artists perform and share their personal stories demonstrating how art can be a positive outlet for change in their lives. The attendees learn about more ways to express their stress, awareness of Unity's other programs, appreciation of the power of community, and awareness of mental health and well-being resources.

- **Engage** Programs are Afterschool & Community programs for youth with structured lesson plans. These programs provide mentorship in multiple art forms connected to hip hop culture: break dancing, all-styles dance, hip hop dance, spoken word/emcee, urban art/graffiti, beat boxing.

NIA Centre for the Arts

Mandate

Nia Centre for the Arts is a Toronto-based not-for-profit organization that supports, showcases and promotes an appreciation of arts from across the African Diaspora. Nia Centre creates opportunities for young people to develop healthy identities and for communities to enhance their creative capacities. NIA prioritizes afro-diasporic youth aged 15-29.

NIA Mentorship Opportunities
NIA offers mentorship through their Creative Connect program and through partnerships with local arts organizations that provide workshop series for exploring and developing skills in specific artistic mediums such as Gallery 44 (photography workshop for youth 15-25 years) and SugaCayne Designs, and the Venom Carnival group (carnival arts).

- **Creative Connect (CC)** is NIA's professional development project for early career artists seeking capacity building and career opportunities in the creative business sector. The project utilizes a customized approach to the development of mentorship opportunities, apprenticeships, job shadowing, income generation and internships in creative fields. Participants combine a diverse range of professional development opportunities with professional workplace experiences and mentorships from workplace professionals in the creative fields.

  Meet Your Mentor is a Creative Connect Networking Event. At Meet Your Mentor, NIA helps facilitate the process of acquiring a mentor in an intimate space.

  Lunch N' Learn series, a Creative Connect program, is an informal talk-back session between an established artist and 10-15 early-mid career artists, over lunch.

Children's Peace Theatre

Mandate
Children's Peace Theatre uses the arts and artistic creativity as critical tools for personal and social transformation. Their mandate is to co-create a culture of peace using an arts based, intergenerational and holistic approach that cultivates ecological, social and spiritual resilience with the individual and the community. They centre the voices of racialized communities and leverage our power in the arts sector to co-create imaginative solutions for equitable and fair futures for all.

Children's Peace Theatre Mentorship Opportunities
Children's Peace Theatre (CPT) provides various types of programming and support: Peace Camp, Youth Arts Space, Conflict Transformation Workshops, Project Future, Skwaabeywis Seed Grants, Studio Retreat, BLMTO Freedom School. CPT also provides various anti-oppression workshops including:Conflict Transformation, general anti-oppression, re-thinking anti-oppression, Indigenous awareness and sensitivity, anti-racism, complex multi-culturalism, LGBTQ awareness and sensitivity, Trans awareness and sensitivity, understanding privilege, mixed identities.
- **Peace Camp** - Every July, Children's Peace Theatre runs a three-week Peace Camp where 12 accomplished professional artists and 18 youth and junior guides work with 45 children aged 8-13 in a collaborative process to create an original production complete with original musical score and visual production pieces, based on explorations of relevant social issues and the children's visions of peace.
- **Youth Arts Space** provides mentorship, funding and space for young culture makers to develop their own art for social change projects. Young people have access to a lounge, music studio, commercial kitchen and support from a dynamic team of artists, Elders and peers to help them achieve their goals, while learning participatory leadership and entrepreneurship skills.

- **Conflict Transformation Workshops** are led by a team of professional theatre artists. Through movement, improvisation, role play and group discussions, participants experience conflict as a creative force and peace as an action we can choose to engage.
- **Project Future** an intersectional, multi-disciplinary project that incorporates global Indigenous teachings, oral traditions with permaculture principles to develop a community garden, eco-art installations and theatrical presentations for the community. The project celebrates the voices of Indigenous and Black artists and offers land-based creative development and permaculture earthwork.
- **Skwaabeywis Seed Grant** funds projects by young people, aged 16 - 29, who are: Artists engaged in community arts, Artists working for social change, Individuals living & working on the margins. Each grant provides up to $1500 in micro-grants to support various youth-led creative projects.
- **Studio Retreat** was developed and is led by musical producer and rapper Keita Juma aka KJ. Studio Retreat provides a space for aspiring young musical artists, producers and engineers to hone their craft, and empower themselves through artistic development by teaching young people the art of studio production, sound engineering and recording, with an emphasis on learning the tools to succeed in the music industry, and provide opportunities to work with some of Toronto's leading artists.
- **BlackLivesMatter Freedom School** was a 3 week summer program in the summer of 2016 for children aged 4-10.

AVNU

Mandate

AVNU is a collaborative of 8 community organizations based in Toronto that work together to offer free community based arts training for emerging arts practitioners. The 8 partner organizations are: ArtReach Toronto, Grassroots Youth Collaborative, Manifesto Community Projects, Neighbourhood Arts Network, NIA Centre, Schools Without Borders, Sketch, and Toronto Youth Cabinet.

AVNU Mentorship Opportunities
- **Workshops & Networking** - AVNU organizes workshops on topics like grant writing, event and festival planning, fundraising, advocacy, marketing and social media and more. These workshops create opportunities for you to expand your networks by meeting other young leaders, potential funders, and mentors.
- **Training** - AVNU offers training programs like Art of Facilitation and Community Arts Leadership for emerging facilitators and leaders who want to hone their skills. These training programs will help you access critical knowledge and skills, and connect to amazing role models and mentors.
- **Clinics** at AVNU clinics participants can speak one-on-one with mentors and leaders in the field, getting support and advice that is specific to their own arts/community projects.
- **AVNU Certification** If you take part in eligible AVNU workshop training/activities from at least 3 different partner organizations, your special commitment is recognized with an AVNU Certificate (and 50,000 aeroplan miles). AVNU Certificate holders are eligible to apply for a Learning Journey (free travel) through our partnership with Schools Without Borders. Participants who take part in the Art of Facilitation training series can work with AVNU to gain hands-on facilitation experience and be included in a Directory of Facilitators.

- **Learning Journeys** - After receiving AVNU certification, you are able to apply for the opportunity to travel outside of Canada to work with youth in other countries. You will be able to learn about new cultures, share your knowledge and learn from the experiences shared by other young people from organizations around the world.

Performance

The AMY Project

Mandate
The AMY Project (artists Mentoring Youth) builds the leadership, confidence, and unique voice of young women and non-binary youth in Toronto by providing them with performance training, connections to artistic mentors, experience working in a professional theatre, and support towards the early growth of their careers.

The AMY Project Mentorship Opportunities
The AMY Project provides FREE, barrier-free performing arts education programs to young women and non-binary youth between 14 and 22 years of age from across the Greater Toronto Area.

- **AMY Spring Theatre Creation Program** is the flagship activity, a 14-week performance creation program offered each spring to young women and non-binary youth between 14 and 22 years of age
- **AMY Summer Performance Program** is a 3-week summer intensive offered to youth who have completed the Spring Creation Program. Building on the creative work done in the AMY Spring Theatre Creation Program, the summer session focuses on honing performance skills, exploring staging, and developing a production design. The program culminates in a full series of performances at the renowned SummerWorks Performance Festival.
- **AMY Alumni Program is** created, developed, and managed by past AMY participants, the Alumni Program offers advanced mentorships, professional skill-building workshops, social outings, and leadership opportunities.

Watah Theatre

Mandate
Watah is a professional theatre company that specializes in producing political theatre from a radical queer Black feminist lens. Founded in 2008 and incorporated in 2014 by Artistic Director d'bi.young, Watah cultivates artists as instigators of social change through ongoing arts residencies using the Anitafrika Method.

Watah Mentorship Opportunities
Watah provides a variety of residencies that provide artists with a holistic creative environment through which to continually self-actualize.

- **Performing Arts Development Initiative (PADI)** is Watah's bridge program into professional theatre that provides both theoretical and practical performance training while enabling mentorship between emerging/newly emerged and established artists. PADI is a TUITION-FREE residency primarily for performance artists. It offers professional artistic development for BIQTPOC artists between the ages of 18-30 who write and perform. Artists-In-Residence study the Anitafrika Sorplusi Principles and its three applications for a year, it culminates in a production and publication of a bio-mythographical work of art. Full Scholarships are available.
- **Transdisciplinary Arts Program (TAP)** is a multi-layered arts residency for Black and diverse artists ages 18 and over working in various creative disciplines. Visual artists, novelists, filmmakers and more, are welcomed to join TAP. It is a PARTLY-TUITIONED residency; offering a 50% energy-exchange with The Watah Theatre. Artists-In-Residence study the Anitafrika Sorplusi Method and its three applications for a year which culminate in a production and publication of a bio-mythographical work of art.

Visual Arts

Mural Routes

Mural Routes

Mandate
Mural Routes is the only member-based not-for-profit arts service organization in Canada dedicated to the creation, development and promotion of public wall art. Our vision is to inspire the creation of extraordinary public wall art that serves as a catalyst for community building. Mural Routes creates, promotes, educates, advises and links artists, organizations and others that are interested in the development of wall art.

Mentorship Opportunities
MURALi, the **Mural Art Learning Institute**; Mural Routes has integrated their past mural art training programs into a cohesive program with four levels. The range of MURALi programs provides opportunities for learning, networking and skill-sharing at all levels; from introductory community-based programs and emerging artist career development to professional development workshops and symposia. MURALi is a mobile institute, with programs taking place across Toronto. The programs have been designed as a continuum, but each stands alone. Participants may choose workshops or programs that best fit their knowledge-level and needs.
- **Introduction to Mural Art is comprised of six workshops,** and is hosted approximately three times per year in communities across Toronto. Introduction to Mural Art is a free visual art learning program for all ages and abilities. Participants learn basic art, design, and mural-making skills from professional artists, gaining the skills and confidence to participate in public art projects in their communities.
- **Mural Art Career Development (MACD)** is a fully-subsidized, intensive program for emerging artists and project managers who have completed some previous training. The 60-hour curriculum encompasses a wide range of relevant topics, from discussions of administrative fundamentals to hands-on practice with various mediums. Participants also benefit from a supportive environment with networking and placement opportunities. Acceptance to the program is by application and subject to a selection process. The curriculum covers a range of skills to prepare students for the workforce, and provides a supportive environment with networking and placement opportunities. MACD is held annually in the spring.
- **Wall Art Learning Series Workshops (WALS)** is a series of individual workshops designed to equip emerging and mid-career artists and managers working in wall art, to deepen their understanding of the field of mural art and gain practical skills for career success. There is a fee for this program. Workshops are held throughout the year in locations across Toronto.

- **National Mural Symposium** (Canada), is a professional development and networking event for mural artists, administrators and mural producers to teach, learn, share and explore current trends and challenges in the field of mural art. It is hosted by Mural Routes every second year in the GTA.
- **Course Material** in keeping with Mural Routes mission to support and promote mural art, all of their course materials are available on their website as resources for past students, mural artists, administrators, or communities interested in mural art.

Writing

Sister Writes

Sister Writes

Mandate
Sister Writes is a creative writing and literacy program dedicated to honouring the wisdom and experiences of women in downtown Toronto. Sister Writes provides an artistically empowering and collaborative creative writing program for women affected by homelessness, underhousing, trauma, mental health issues and addictions, and women who face extraordinary circumstances or life transitions. With the support of Sistering, a drop-in center empowering ordinary women in extraordinary situations, Sister Writes provides women with the opportunity to work with professional women writers, develop creative potential, hone literary and leadership skills, receive mentorship, and build self-esteem.

Sister Writes Mentorship Opportunities
Sister writes provides both longer term mentorship programming and one-off workshops on writing for women with a focus on Toronto and Ontario.
- **The Writing Workshop** is held three times per year, with each session running for 12-weeks at the Bloor/Gladstone Library in downtown Toronto. Participants learn literacy and writing skills, hone their voices as writers, share stories, and write about the realities of their lives. They also receive writing mentorship from professional women writers and collaborate with one another through the Outreach Program. The culmination of The Writing Workshop is the publication and public launch of *Sister Writes*, the program's literary magazine.
- **The Facilitation Mentorship Program** provides an opportunity for experienced Sister Writes participants to become outreach workshop facilitators within the community. Participants learn how to plan artistically relevant workshops that encourage inclusiveness and engagement. They also develop skills to engage participation and measure outcomes, and practice facilitating workshops within a supportive peer group. At the end of the Program, participants facilitate outreach workshops at women's agencies throughout Toronto, and are paid as emerging artists, through the Sister Writes in the Community Program.
- **Sister Writes in the Community** is an outreach program that delivers one-off creative writing workshops for women's agencies throughout Toronto. Designed to provide women with an opportunity to tell their stories and practice creative writing and literacy skills, Sister Writes in the Community is a workshop series that fosters emerging women's voices. Outreach workshops take place in community centers, drop-in centers, shelters, and other community hubs, and engage high-risk women audiences in hands-on creative writing practice.
- **Sister Writes on the Road** is currently under development. The vision: to bring the Sister Writes skill-building, empowering and creative programs all the way across Ontario. From Hamilton to Sioux Lookout, Bracebridge to Napanee, London to Cornwall, Sister Writes on the Road will visit 12 communities over eight months in 2017-2018 and work with women who love to write.

Diaspora Dialogues

Diaspora Dialogues

Mandate

Diaspora Dialogues Charitable Society supports the creation and presentation of new fiction, poetry and drama that reflect the complexity of Toronto—and Canada—back to residents through the eyes of its richly diverse communities. Our focus is on the development of both artist and audience. Diaspora Dialogues helps develop new networks and professional relationships between the arts community, community-based organizations and organizations serving newcomers, thus expanding community access.

Diaspora Dialogues Mentorship Opportunities

Diaspora Dialogues has two core program streams: Mentoring Programs and Events Series. In addition to these core streams, they occasionally produce Special Projects.

- **Long Form Mentoring Program -** Through an open call for submissions, Diaspora Dialogues selects emerging writers to participate in a free mentoring program to prepare a book-length project for publication. Emerging writers will be chosen for the opportunity to work over a six-month period with a mentor via correspondence (either email or post). When appropriate, select mentees get the opportunity to receive targeted introductions to agents and/or publishers.

- **Short Form Mentoring Program -** Diaspora Dialogues invites submissions from emerging writers across the GTA of short stories or creative nonfiction less than 3,000 words in length; or up to 5 poems, with each poem being no more than 75 lines**.** Selected writers receive feedback from a rotating writer-in-residence at Diaspora Dialogues over the course of a month.

- **Playwrights Mentoring Program -** as part of this program, emerging playwrights (those with one or no produced plays) work with a dramaturge on a full-length play for one year.

Arts Management

Bft **Vest**
Business for the Arts   Le Monde des Affaires pour les Arts

artsVest (Business for the Arts)

Mandate

artsVest is a program for arts organizations run by Business for the Arts. artsVest is a sponsorship training and matching fund incentive program designed to stimulate innovative business sponsorship and corporate engagement in arts and culture.

artsVest Mentorship Opportunities

artsVest is a one year program that operates in select communities across Canada. Start dates differ from region to region – below is a timeline of how the program rolls out in each community:

Phase 1: one month
- Municipalities apply for artsVest (Ontario only)
- Announcement is made regarding which communities will receive artsVest that year

Phase 2: two months
- artsVest Launch events and Sponsorship Workshops are held in the selected communities with local municipal leaders, business professionals and arts and culture organizations in attendance
- Arts and culture organizations in the selected communities are invited to submit applications for pre-approval for matching funds
- Arts and culture organizations in the selected communities are pre-approved for a certain amount of matching funds which they must match in business sponsorship in their community

Phase 3: six months
- Pre-approved arts organizations receive mentorship training through group online, peer-to-peer and one-on-one sessions (Ontario only)
- Pre-approved arts organizations in the selected communities approach potential business partners to secure sponsorship

Phase 4: three months
- Arts organizations must submit a sponsorship confirmation form, signed by their business partner, to confirm the partnership has been secured
- A matching cheque is issued to the cultural organization based on the amount of sponsorship and matching category
- Community leaders, participating arts and heritage organizations and businesses are brought together for an event at the close of the artsVest year to celebrate the new partnerships, garner feedback and success of the program and fortify the relationships that have been built.

ArtReach

Mandate
ArtReach is an organization designed to support community-based arts initiatives that engage youth from underserved populations who have experienced exclusion in Toronto. A guiding principle of ArtReach is that funding needs to be accessible to youth directly, and should empower youth by placing ownership of projects in their own hands.

ArtReach Mentorship Opportunities
- **Pitch Contest** is held by ArtReach every year. It is a chance for youth ages 18 – 29 to pitch their ideas to a panel of judges for a chance to win $5000 to support their community youth arts project, start an arts-based business, or take their career to the next level. ArtReach invites eight artists or groups to participate under two categories: Community Arts Projects & Productions, and Creative Business and Career Development. Each category has one $5000 grand prize winner, a $2000 runner- up prize, and two gift certificates that groups can use towards professional or artistic development.
- **Grassroots Organizing And Leadership (GOAL)** Youth Capacity Building Workshop Series provides access to learning opportunities to enhance the work of young people, artists and youth-led groups. Individuals or organizations require training, tools and supports that are not always available to emerging, youth-led groups. GOAL Workshops are developed based on needs identified by young people in Toronto, and past topics have included financial management for non-profits, fundraising, grant writing, event planning, evaluation and documentation, self care, lawyers for the arts, branding and marketing, and models of youth work. These free sessions provide and accessible safe learning

space for young people to ask questions, receive support, and access the resources that matter to them.

- **Youth Arts Grants** ArtReach aims to increase meaningful youth engagement of Toronto youth (13-29), who have experienced and/or are experiencing exclusion from quality arts opportunities. ArtReach's a funding program is designed to support youth arts initiatives in Toronto that foster youth engagement and provide high quality arts opportunities. Pilot projects receive $5000, Phase 1 projects receive $10,000, Phase 2 projects receive $15,000. Applicants have access to mentorship from ArtReach staff during the application process and post-application. Unsuccessful applicants can receive feedback for improving applications and successful applicants can receive mentorship through the course of their grant.
- **Learning/Professional Development Resources -** Artreach provides free access to toolkits and video-based learning resources on their website. Resources topics include: Event Planning, Art-Based Evaluation, Community-Based Participatory Research, Fundraising 101, Grant Writing 101, Power In Numbers, Pro Homo, Models of Youth Work, Evaluation 101, Inside the Kaleidoscope, Caring For Yourself is a Radical Act, Creating a Workshop Guide, How to Apply- Request for Proposals, Branding 101, Grant Writing, How to Register a Business, Ownership of Work in the Visual Arts Industry, Ownership of Work in the Music Industry, How to Build a Successful Pop-up Shop, Event Planning, Fundraising, Models of Youth Work.

Neighbourhood rts Network

Neighbourhood Arts Network (NAN)

Mandate
The Neighbourhood Arts Network (NAN) is an intiative of the Toronto Arts Foundation that is dedicated to supporting community-engaged artists and organizations across Toronto through professional development events, online resource, strategic community arts partnerships, and signature awards.

NAN Mentorship Opportunities
- **Newcomer and Refugee Artist Mentorship Program** Neighbourhood Arts Network in partnership with the Toronto Arts Council provides funding for individual newcomer and refugee professional artists to work with a mentor in their chosen arts discipline. The program provides: $5,000 in funding for newcomer and refugee artists to develop their artistic practice with the guidance of an artistic mentor and $5,000 in funding for a chosen mentor to support the development of the newcomer or refugee artist's creative practice and create meaningful artistic and collaborative opportunities.
- **Let's Talk Art Workshop Series - Developing Your Creative Business Practice** is a Neighbourhood Arts Network and RBC Foundation free workshop series aimed at supporting the professional devleopment of artists. This program will helps artists to more fully understand their creative practice and how their practice functions as a business. Each workshop can be taken as a separate module, or taken together as a full series.
- **Making a Living. Making Art. Series** is a professional development series for creative entrepreneurs. It has included workshops such as: How To Write A Really Effective Grant Application and Talking to Private and Corporate Sponsors about Funding your Art.

The interviews and conversations that were conducted as part of the Platform A Mentorship Scan surfaced 6 key concerns for arts mentorship in Toronto that were shared by all or most of the respondents. These "concerns" include:

Learning Concerns
Building Networks & Relationships
Representation, Redistribution, & Renewal
Navigating Transitions & Transferrable Skills
Value & Evaluation
Sustainability & Precarity

Platform A Mentorship Scan respondents' concerns about learning included: 1) approaches to teaching and learning that are utilized in mentorship and 2) Platform A participants' learning journeys, which may include both short-term experiences and long-term learning trajectories. These concerns about learning were identified as an important consideration in mentorship programming to ensure that the approaches used in the programs were equitable, inclusive, and responsive to participants' immediate needs and to recognize that each mentorship opportunity is just one part of every participant's long-term journey.

Approaches to Teaching & Learning

Most respondents indicated that it was important to be attentive to approaches to teaching and learning in mentorship. Learner-centred approaches tended to be favoured by most Platform A partners. Learner-centred approaches include: 1) providing opportunities for learners to practice what they are learning about rather than just observe; 2) teaching specific skills and strategies (e.g. time management, creating and articulating project plans and proposals, budgeting, etc.) Most Platform A partners provide support with grant writing and production management; 3) encouraging learners to reflect on what they are learning, how they are learning and who they are as a learner; VIBE Arts uses mentorship quadrant tool to assist in mapping participants progress (See Appendix); 4) giving learners some control over the learning process by creating "ethically responsible ways to share power with learners"; and 5) supporting collaboration where Platform A peers (partners, mentorship staff, and participants) share and learn from one another and where mentors recognize that mentorship includes being open to learning from their protégés.[v] ArtStarts creates a private facebook platform for each cohort of microgrant recipients (who they call "Microsiblings") during their Platform A granting cycle and they organize an on-going

alumni facebook group to cultivate peer support and communication post-program. Some Platform A partners expressed a desire to pursue additional professional development in learner-centred approaches to practice for both mentorship program staff and artist mentors.

Learning Pathways

A Learning Pathway "refers to the specific courses, academic programs, and learning experiences" that individuals complete. "Learning pathways are premised on the idea that education…does not have to be delivered exclusively by teachers or confined to traditional classrooms; learning can occur at different times and in different places."[vi] Flexible learning pathways emerged as a concept in the field of education to support opportunities for learning that were more equitable. When individual learners feel they can make choices about what and how they learn they may have a greater sense of agency. Many respondents expressed concern that Platform A mentorships may not be evaluated as effective because they do not necessarily offer decisive career or disciplinary maps to program participants. Thinking about Platform A mentorship opportunities as **part** of a flexible learning pathway may help to *reframe what may be considered effective or successful* programming. Respondents in the mentorship scan indicated that participant satisfaction tended to be higher when partners supported participants to consider their long-term learning goals and learning journeys and how Platform A might fit into the pathway they wish to create for themselves.

Respondents clearly indicated that building networks and relationships is key both for mentorship program staff and for those being mentored. When mentorship program staff have access to a broad network of professionals, they can act as a bridge to facilitate links between Platform A program participants and people who are able to offer expertise, act as mentors or provide initial points of connection to fields, organizations, disciplines, or resources. Platform A program participants have provided positive feedback about receiving assistance to initiate and cultivate professional relationships with mentors and peers in Platform A programs.

Representation—meaning who and what is represented within the structures, processes, content, and people that make up the various Platform A Partner organizations, community-engaged arts practitioners, and the fine arts sector more broadly—is a significant concern for all Platform A partners. Existing professional practices and communities are skewed in favour of White, Eurocentric populations and approaches. This privileging works at a systemic level. It informs policies that determine what is considered valued and fundable forms of arts practice, the kinds of organizational structures and governance that are legal and legitimate, what forms of accreditation are professionally recognized and rewarded/remunerated.

Platform A partners acknowledge that they are impacted and limited by systemic privilege despite their efforts to prioritize equity in their structures, processes, content, staffing, and participant communities. Some mentorship scan respondents indicated that despite adopting equity-focused hiring, management and outreach practices, systemic barriers still support the predominance of White and/or upper middle class practitioners within the arts sector and the community arts field especially in senior organizational roles. Given that shared ethno-racial identity has been named as a valued factor in mentor – protégé relationships, it is necessary to inquire into the gaps that may exist in the mentorship of emerging arts leaders from racialized groups.

Redistribution – Two ways that Platform A Partners are attempting to challenge inequity is through various forms of *redistribution and renewal*. Put very simply, **redistribution** in the context of social justice, refers to changes to the distribution of social and economic resources in order to make their distribution more equitable and accessible to all individuals and groups within a society. Including or having marginalized individuals and groups represented in a society, community, or organization is not enough to create equity. Marginalized individuals and groups must also be part of the creation and conduct of the society, community, or organization. Platform A partners have worked at redistributing social and economic resources in many ways. Partners have attempted to redistribute power by ensuring that community representatives are involved in the planning, implementation and evaluation of programs (e.g. VIBE Arts has a Youth Council composed of previous program participants from communities VIBE works in that meets monthly to provide organizational and programming feedback). Platform A Partners also attempt to redistribute resources by providing appropriate remuneration. For example, CUE has advocated for new funding models that are more accessible to artists from marginalized contexts and CUE provides **well-paid** work for microgrant participants and alumni that contribute to program events, planning and support. ArtStarts, and many of the other partners provide program participants with references and support when they seek additional (post-Platform A) work and funding opportunities—frequently assisting with applications, resumes and even forwarding job postings that are suited to particular participants.

Renewal is often used in urban studies and city planning to refer to processes of repair, renovation, or reconstruction—to fix something that is broken or that is insufficient for meeting the needs of the population. The mandates of all Platform A partner organizations have a connection to the concept of renewal; they aim to use arts programming as means for creating processes and productions that improve local Toronto communities' and individuals' engagement with and experience of their urban environments. This work can be read as a move toward creating access to and interventions in existing social and economic systems; however, there is limited opportunity for the Platform A organizations or the people they work with to engage in reconstruction and renewal of systems on a city-wide scale. Some of the most promising processes of renewal amongst Platform A partners are evident in the opportunities they create for inter-organizational collaboration. Their emphasis on collaboration and resource sharing among partners resists the pressure to compete and

creates new ways for organizations to work together in order to survive and thrive in tough economic conditions. (See Sketch and VIBE's Deeper Collaboration Assessment in the Appendix)

Platform A partners also expressed a desire to focus more on intra-organizational reflection, revision and redesign. Intra-organizational renewal includes: reflecting on current organizational strengths and weaknesses; envisioning and/or revising current and future organizational goals and priorities; and designing and implementing changes to the organization that adapt to emerging needs and goals. Sketch holds an annual retreat for staff that models this kind of renewal process. Jumblies Theatre also mentioned an organizational change document that they participated in creating and have indicated they are willing to share it with Platform A partners.

Program participants may feel vulnerable post-mentorship. Partners expressed a desire to address how to help participants navigate transitions from the mentorship programming to the next phases in their career or learning pathways. Part of this includes supporting past participants to articulate skills they have developed and to envision how these skills maybe transferrable to future projects, studies, roles, or employment. Several partners expressed that being able to direct participants to other opportunities post-programs and as they transition out of the highly funded "youth category" would be helpful. Developing or adopting (using existing systems) an up-to-date database of mentorship opportunities may be one way to assist in addressing this concern. It is also important to frame the mentorship program as just one moment within a participant's learning journey and therefore to support participants to develop skills that will enable them to research opportunities independently as well.

Value and Evaluation are important issues for Platform A partners because they shape how the impact of the mentorship programming is communicated to funders and to the public and also because they impact both staff and participants' own interpretations and expectations of the mentorship programming and what it may achieve. As mentorship researchers have noted, "The perception of the mentoring may sometimes be as important as the fact of knowledge transmission."[vii] What is perceived to be valuable may vary according to a person's relationship with the mentorship program. A funder may seek to identify direct, discernable or measurable outcomes such as the arts products created, specific skills developed, or jobs/opportunities attained as a result of the mentorship. Participants may enter a mentorship program hoping that it will lead to specific outcomes. Staff because of their on-going direct experience with the programs have a more holistic and longer term understanding of mentorship program impact. Staff are therefore an important resource for feedback and evaluation in addition to feedback from participants. Many of the staff interviewed indicated that the greatest value of the mentorship programming—the relationships, behavior modeling, confidence and capacity building, trust, respect, a sense of agency, a sense of connection—are also often the most difficult to articulate or document.

Sometimes these benefits are sown during the program but do not bear fruit until sometime after a participant completes a program. One Platform A partner suggested that "anecdotal" feedback or accounts were often the most valuable because they captured the complexity and nuance of the mentorship experience without falling into generalizations or being too reductive. Despite being arts-based organizations much of the evaluation processes used in the mentorship programs still follow more conventional evaluation strategies or genres to communicate with external stakeholders such as funders, using end of project reporting forms and statistics. They also emphasize the experiences of participants and tend to overlook the body of knowledge about mentorship and equity that mentorship staff have been building and that could function as an important resource for the sector. This scan has revealed that mentorship staff are key to the success of the programs and that these staff have specialized skills, knowledge and capacities which they continue to grow. There is a need to ensure that the value and contributions of staff (both to the programs and to the sector and learning about mentorship with marginalized populations more broadly) are documented and communicated—doing so may help with advocacy for funding of long-term staff salaries or positions. There is also a need to review existing evaluation processes to identify gaps in the information collected and to consider arts-based/alternative strategies of evaluation and information sharing that can be used to educate funders about the complexities of evaluating mentorship and providing support to marginalized populations.

The intensity of mentorship program coordination is difficult to sustain and requires staff that have time flexibility, exceptional communication skills and a high tolerance for stress and adapting quickly to changing conditions and challenging contexts. In order for staff to sustain the level of availability and responsiveness required organizational and employment stability is needed. When mentorship staff positions are precarious (limited term or contingent on limited funding) this can result in burn-out, high turnover rates, or inequitable social and financial sacrifice. Several partners commented that funding is often cut just as programs or staff are building momentum and models of practice but because of lack of resources that learning or momentum may be lost. Precarity leads to employee stress, more time spent trying to find funding rather than focusing on organizational and programmatic quality, and always trying to fit funding rather than funding fitting needs. Partners also expressed concern about the viability of careers in arts and culture lacking long-term financial stability and perhaps limiting the life choices of people in the sector. They raised the question: "Is it ethical to promote adoption of a field that is so precarious?" This links back to the navigating transitions and transferable skills concern.

Recommendations

△Increase opportunities for evaluation and its application

Evaluation of mentorship programming varies across the Platform A partner organizations. It has primarily included informal verbal feedback and completion of final reports or reporting forms. Verbal check-ins often occur at different stages and in some cases there is high contact between mentees and program staff throughout the mentorship period. In some instances, mentees are asked to report on their goals and expectations when they enter a mentorship program (in addition to their applications to programs) as well as provide a report at the end. The focus of most evaluation has been on mentee's experiences and perceptions of the mentorship programming and outcomes that they achieved. Platform A partners may benefit from review of their current evaluation processes. Do the evaluation methods used provide useful insights? How is information from their evaluation process used/applied? Is there any information missing that would be helpful to access? In addition, partners may consider being more intentional in seeking feedback from mentorship program staff and from mentors on their experiences of the programs.

△Commit to processes of organizational renewal that address equity

It would be helpful for Platform A partners to more explicitly address issues of organizational renewal in relation to equity. This includes defining what equitable organizational renewal means for each organization and identifying concrete goals, specific steps to take to achieve those goals (as well as potential challenges), and deadlines for implementing each step.

△Designate a mentorship network repository

Most Platform A partners have a lot of programming and participants to keep track of. Keeping track of the opportunities and resources at other organizations that could be useful for the communities they serve is therefore a challenge even amongst partner organizations. Designating a specific mentorship/opportunity database or on-line repository that all partners agree to use and that is publicly available would help alleviate some of this disconnection. This would also require a commitment to post and regularly update their own organization's opportunities on the database. Two potential databases are the Neighbourhood Art Network's online database and the database that ArtReach is developing.

△Envision sustainable mentorship models in partnership with funders

Partners have expressed concern about the lack of long-term funding for mentorship programming. Programs begin to build momentum and staff develop networks and expertise and then funding is cut and much of the programmatic knowledge and infrastructure is lost. One of the most significant factors in effective mentorship is relationship development and strong networks which are best cultivated over the long-term. It is recommended that discussions be initiated with funders proactively to brainstorm more sustainable and effective funding of mentorship recognizing the value and importance of long-term relationships.

△Articulate arts mentorship expertise

Many Platform A partners expressed that staff responsible for mentorship programs require specific skills and capacities to perform well in an intensive high contact role that often intersects with vulnerable populations or precarious contexts. By prioritizing marginalized groups Platform A partners make a major contribution towards equity within the arts sector in Toronto. The skills and expertise that Platform A staff develop are therefore an important source for learning about how to offer more equitable leadership and support. Larger

scale funders and government organizations have sought Platform A partners' advice, drawing on Platform A staff expertise to develop their own programming or policies. Yet many Platform A mentorship programs and staff mentor positions remain precarious. How and with whom their expertise is shared needs to be rethought so that it does not reinforce inequity. It is recommended that partners convene to articulate the specific skills, capacities, and expertise that Platform A mentorship staff embody and to devise a strategy for how that knowledge may be shared in ways that provide more financial stability and professional recognition for mentorship staff. Indigenous concepts of reciprocity may provide useful models for thinking about and planning a more intentional approach to the sharing and valuing of this kind of embodied knowledge. (See Appendix on *Sharing and Valuing Knowledge from an Indigenous Perspective*).

△Identify specific goals for changing the sector to enable group advocacy

Platform A partners may want to consider creating a list of specific goals for the arts sector that they feel would create positive change and better support mentorship and equity in the arts. Some examples mentioned by partners include revising funding models and permitting the funding of salaries of organizational staff. Creating a list of specific goals that all partners can support and sign on to can better enable advocacy. Development officers or staff involved in fundraising and development may be well situated to support this task.

△Provide opportunities for professional development for mentorship staff

Platform A staff connected to mentorship programming require more opportunities for professional development. Professional development should be a paid component of staff positions. It is recommended that professional development be integrated as a component of mentorship staff roles and responsibilities that is valued as highly as other job tasks. The professional development should take place in preplanned programming that targets topics staff have identified as priorities such as: harm reduction, addressing vicarious trauma, learner-centred mentorship and work-related self-advocacy. It would also be helpful for staff development, to be able to access support as needs emerge in a more spontaneous, responsive form. Currently this kind of support exists informally in relationships between staff members. It is recommended that colleague mentorship be cultivated more intentionally. Various models for mutual mentoring exist. One example that is freely available is the: Mutual Mentoring Guide[viii]

△Develop arts-based research materials for further exploration & dissemination

Reports such as this one often contain valuable information; however, staff at Platform A partner organizations have limited time and are not always able to give the time and attention required to absorb and respond to this kind of document. In addition, written reports tend to privilege dominant forms of knowledge production and formal genres of dissemination that often exclude or alienate certain audiences. Arts-based research processes may be especially useful in the context of Platform A because they use mediums/genres that staff and participants already have an affinity with. The creation of this report was most engaging during the conduct of the interviews which gave Platform A partners and other interview participants opportunities to reflect on their practice and, in the case of group interviews, to hear about and learn from colleagues' thinking and reflections as well. Therefore, it is recommended that this report be used as a stepping stone towards additional research processes that create opportunities for personal reflection and articulation, sharing amongst colleagues and the use of arts-based forms of investigation and reporting/dissemination. Participation in this kind of research requires time and energy both on the part of those coordinating the research and those participating. A realistic allotment of time is important. The current report was somewhat hampered by high expectations for research outcomes, variation in expectations amongst partners, and insufficient funding and time (for both conducting and participating in the research). When planning additional research, participating partners should consider integrating time for research participation into their schedules/work plans.

Summary

What is Mentorship?

Mentorship in the context of Platform A emphasizes non-hierarchical, anti-oppressive approaches to building professional learning relationships. Key terms that partners use to describe mentorship include: "supporting" "building" "developing" "sharing" "skills" "relationships" "capacities" "resources" "exchange" "reciprocal". Platform A mentorship is learner-centred emphasizing articulation of each participant's goals and providing customized support to help them achieve goals over the short term (within program) and to build skills for the long-term (post-program and beyond). Mentorship is involves development of social, technical and organizational skills. Mentorship is valuable not only for the benefits it offers to individual participants but also for the benefits if offers to the sector in terms of increasing the effectiveness of funding and addressing inequity.

Mapping Arts Mentorship

There is a wealth of Arts Mentorship opportunities in Toronto across multiple art forms. Mentorship is identified as a vital component of the cultivation of the arts and of community health and well-being. Access to mentorship is just as important as access to funding. Participants have indicated that mentorship integrated with grants makes funding more effective and may have greater impact on mentees' careers/learning pathways over both the short and long term. More mapping of mentorship opportunities in Toronto and the GTA more broadly would be beneficial especially using different formats (for example, visual maps that geographically locate mentorship programming throughout the city, video testimony about what mentorship entails and the benefits of mentorship for both mentees and their mentors, power point advocating mentorship).

Key Concerns in Arts Mentorship

Learning Concerns

> Approaches to Teaching & Learning
> - Importance of learner-centred approaches to teaching and learning in mentor relationships. Need for more training in learner-centred mentorship for staff and external mentors.
>
> Learning Pathways
> - Emphasize mentee agency. Encourage the view that Platform A mentorship is just one part of a longer-term pathway for mentees in achieving career, learning, life goals.

Building Networks & Relationships

Building networks and relationships is key both for mentorship program staff and for those being mentored. Staff can facilitate links between Platform A program participants and people who are able to offer expertise, act as mentors or provide initial points of connection to fields, organizations, disciplines, or resources. Strong networks require long-term commitment, development, and trust.

Representation, Redistribution, & Renewal

Communities served need to be represented in staffing and in organizational/program planning and implementation. Equitable access to resources is improved when economic, professional and social support is

integrated. More focus on organizational renewal is needed: how the organization envisions renewal in terms of equity and concrete steps to take to achieve goals. Despite adopting equity-focused hiring, management and outreach practices, systemic barriers still support the predominance of White and/or upper middle class practitioners within the arts sector and the community arts field especially in senior organizational roles. Given that shared ethno-racial identity was also named as a valued factor in mentor – protégé relationships, it is necessary to inquire into the gaps that may exist in the mentorship of emerging arts leaders from racialized groups.

Navigating Transitions & Transferrable Skills
Program participants may feel vulnerable post-mentorship. Partners expressed a desire to address how to navigate transitions. Part of this includes supporting past participants to articulate skills they have developed and to envision how these skills maybe transferrable to future projects, studies, roles, or employment. Access to regularly updated databases of opportunities in the sector and mentorship maps might facilitate this more easily.

Value & Evaluation
Evaluation is important but often not allotted sufficient time or planning. Informal feedback through verbal check-ins and post-project reports are the most common forms of evaluation amongst Platform A partners. Both ArtStarts (pre-project as well as post-project reflections and reporting) and VIBE Arts use unique evaluation processes (see VIBE's professional development tool in the Appendix). Sketch also has an annual staff retreat. What is valued and documented about mentorship programming and what is actually valuable within the mentorship process may not always correspond. There is a need for evaluation of process as well as outcomes and more emphasis on the body of knowledge being built by mentorship staff and its contribution to equity within the sector.

Sustainability & Precarity
The intensity of mentorship program coordination is difficult to sustain and requires staff that have time flexibility, exceptional communication skills and a high tolerance for stress and adapting quickly to changing conditions and challenging contexts. In order for staff to sustain the level of availability and responsiveness required organizational and employment stability is needed. When mentorship staff positions are precarious (limited term or contingent on limited funding) this can result in burn-out, high turnover rates, or inequitable social and financial sacrifice.

Recommendations
△**Increase opportunities for evaluation and its application** (program staff, mentors & mentees)
△**Commit to processes of organizational renewal that addresses equity** (explicit concrete goals, steps, & deadlines)
△**Designate a mentorship network repository** (opportunities & resources)
△**Envision sustainable mentorship models in partnership with funders**
△**Articulate arts mentorship expertise** (defining skills & capacities, field recognition & advocacy)
△**Identify specific goals for changing the sector to enable group advocacy** (e.g. revising funding models, funding salaries)
△**Provide opportunities for professional development for mentorship staff** (harm reduction, learner-centred mentoring)
△**Develop arts-based research materials for further exploration & dissemination**

Appendices

Sharing and Valuing Knowledge Jo-Ann Archibald *Indigenous Storywork*

Image of ArtStarts Mentorship Hub

VIBE Arts (formerly AFCY) Tool for Tracking Professional Development

Excerpt from Sketch & VIBE Arts Deeper Collaboration Assessment

Platform A Mentorship Scan - Summary & Statement of Consent

Platform A Mentorship Scan - Interview Guide

Platform A Mentorship Scan – Follow-up Email Questions

Sharing and Valuing Knowledge – An Indigenous Perspective
(excerpt from Jo-Ann Archibald, *Indigenous Storywork*)

"Some teachings from my nation, the Stó:lõ, are about cultural respect, responsibility and reciprocity. According to these teachings, important knowledge and wisdom contain power. If one comes to understand and appreciate the power of a particular knowledge, then one must be ready to share and teach it respectfully and responsibly to others in order for this knowledge, and its power to continue. One cannot be said to have wisdom until others acknowledge an individual's respectful and responsible use and teaching of knowledge to others. Usually, wisdom is attributed only to Elders, but this is not because they have lived a long time. What one does with knowledge and the insight gained from knowledge are the criteria for being called an "Elder." Continuation of the Stó:lõ knowledge and power relationship happens through a reciprocal process between teachers and learners."

[ix]Archibald, J. (2008). Indigenous Storywork: Educating the Heart, Mind, Body and Spirit. Vancouver, BC: UBC Press, p.3.

ArtStarts Mentorship Hub Diagram

Program Assistants

Customized 1-1 Mentorship

Working Space
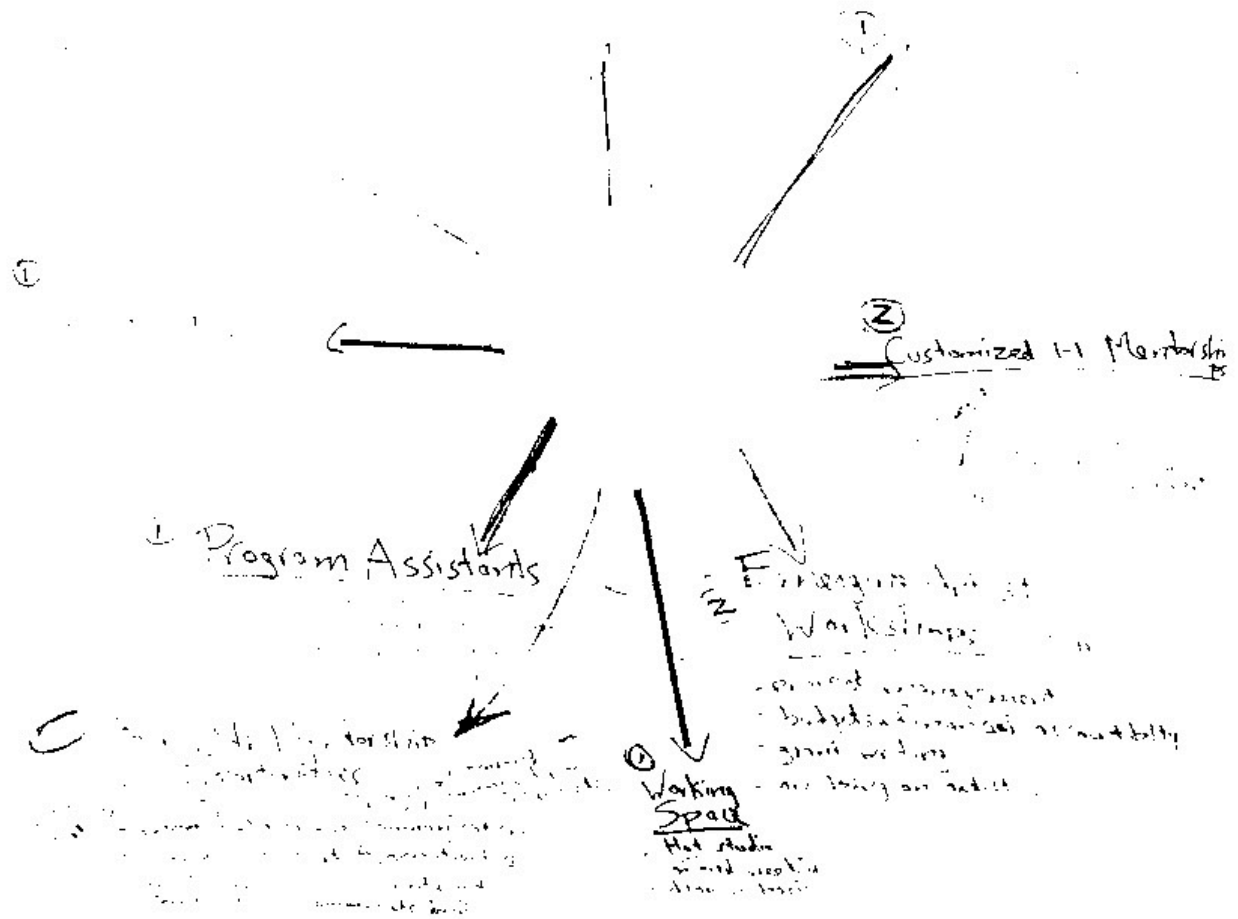
VIBE Arts (formerly AFCY) **Tracking Professional Development**
VIBE uses this tool to assess where the Emerging Artists who participate in VIBE's mentorship programming are in terms of their skill level in 4 different areas.
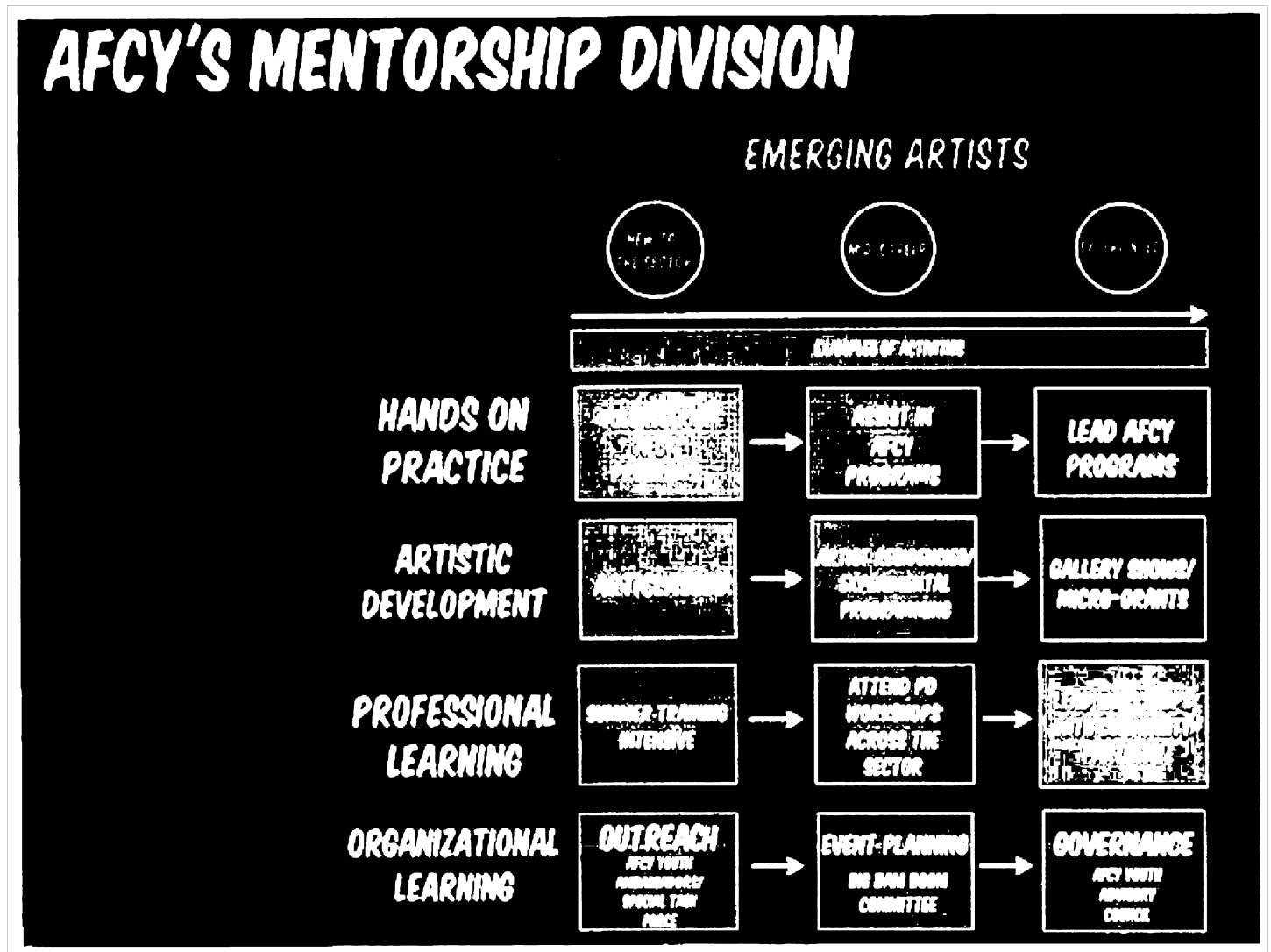
Excerpt from Sketch & VIBE Arts Deeper Collaboration Assessment (pages 5-7)

Hopes & Opportunities

Creatively and strategically leveraging the assets of both organizations can help to realize the hopes and opportunities of collaboration. During the morning, four collective hopes for collaboration were focused upon: 1) Expanding Programming and Reach, 2) Deepening Youth Leadership Opportunities, 3) Sharing Learning and Good Practices and, 4) Increasing Organizational Sustainability. Below you will unearth the seeds of some creative ideas.

1.   Expanding Programming and Reach
a. Promoting the programs of each other's organization especially around geography
b. Forecasting future needs and complete a gap analysis of programs to continue or discontinue
c. Sharing knowledge – mentorship, strategies, sharing training notes
d. Sharing Program Space at Shaw Street
e. Launching campaign for community artists
f. Advocating for the field

2.   Deepening Youth Leadership Opportunities
a. Create youth residencies
   • Pop up studios in public places, spaces, materials
   • Indie Studio 10 weeks in closed studio some materials, food, end of season open studio
b. Artist Roster
   • Emerging Artist Roster – Shadowing, Training, Mentorship
   • Established Artists – Mentors, experiences & curriculum
c. Online Networking
   • VibeArts – Website of artist profiles linked to Instagram, Facebook, pictures, YouTube, links, events calendar
   • Sketch – Facebook, Twitter, Instagram, as a bulletin board for events, happenings. Connecting with artist roster
d. Showcasing
   • VA – VibeFest, Community Spaces, Restos, Banks, Residency spaces
   • Sketch – 4 Season open studio events (e.g. Holiday Vending (Dec.), Performance (March), Rad Grade (June), Music & Food (August), Exhibition Space
   • Platform A
e. Additional Hopes:
   • Increase employment prospects
   • Shared staff, learning, curriculum
   • Creating networking opportunities

3.   Sharing Learning and Good Practices
a. Shared learning around collective impact and benefits to community
   • Creating Training for Arts Education that supports Collective Impact
   • Mapping assets and resources in communities and organizations
   • Building collaborative capacity by deepening an understanding of roles and practices
   • Sharing knowledge of communities

4. Increasing Organizational Sustainability for Organizations and the Sector
a. Sharing Operational Costs (e.g. Policies, Practices, Suppliers, Services, Benefits, Insurance, Databases, Auditing)
b. Engaging new fundraising
- An agreement on whom and whom not to approach
- Donor stewardship
- Communication standards that are consistent
- Shared learning on fundraising and long-term planning

c. Sharing Collective Impact
- Sharing definitions on Impact and how to gather data
- Tracking needs and resources to communicate data
- Set "best/sustainable" practices for the sector

Conclusions
Weaving your way through the conversations and this subsequent report, there is a clear openness to explore a much deeper collaboration. Each organization finds energy in a commitment to increase the opportunities for young people in the community. A genuine spirit of hospitality is demonstrated in the offerings of participants, knowledge, training, resources, and space. Though this document is filled with many ideas to be germinated the four recommendations below serve as a starting point toward deeper collaboration in the years to come.

Recommendations
During the conversation we tapped into a strong current of energy to commit time and resources to the following recommendations:

1. **Convene a joint program team to assess, design and recommend a joint Youth Leadership approach that increases the entrepreneurial and employment opportunities for youth. The report to be completed by August 31, 2017.**
2. **Develop tools and systems to promote each organization's programs that increase the impact on youth participants. The report to be completed by August 31, 2017.**
3. **Negotiate a formal Partnership Agreement to begin on or before January 1, 2018.**
4. **Investigate joint opportunities to increase each organization's sustainability through shared services, supplies, new funding opportunities etc. by March 31, 2018.**

**Platform A Mentorship Scan
Summary & Statement of Consent**

Research Summary

This project was initiated at the request of the Platform A Partners (Sketch/CUE, ArtStarts, VIBE Arts, and Jumblies) to inquire into the mentorship practices, needs, and goals of the partners and the communities they serve. Interviews and focus groups will be conducted with staff members at Platform A Partner organizations who are responsible for mentorship and professional development programming. If time permits interviews/focus groups will also be conducted with additional organizations identified by the partners. Data gathered will be used to develop a survey about mentorship for staff and community members from the Platform A Partner organizations. The data will also be used to develop a report / information and advocacy resources about current mentorship practices amongst Platform A Partners / Interviewees and goals for improving, sustaining or expanding on those practices.

Statement of Consent

I acknowledge that the topic of this research has been explained to me and that any questions that I have asked have been answered to my satisfaction. I understand that I can withdraw at anytime without penalty, up to the point at which public presentation of the research report takes place.

I acknowledge that I have read or have had read to me the summary provided to me by Leah Burns and I agree to participate in an interview and / or group discussion for the purpose described.

I understand that I will receive a signed copy of this form and should I have any further questions about the research, I may contact the person conducting the study at the address and telephone number given below.

_____
Signature of Participant

I agree to allow this interview / group discussion to be audio-recorded. I understand that this recording may be transcribed to ensure accuracy and that the recording will be destroyed once the research is completed.

_____
Signature of Participant   Date

_____
Name of Participant (Printed)

_____
Signature of Principal Investigator   Date

Name of Principal Investigator:
Address:
Telephone Number:
Email:

Platform A Mentorship Scan
Interview Questions

This project was initiated at the request of the Platform A Partners (Sketch/CUE, ArtStarts, VIBE Arts, and Jumblies) to inquire into the mentorship practices, needs, and goals of the partners and the communities they serve. The following interview questions are for the staff members at Platform A Partner organizations who are responsible for mentorship and professional development programming. If time permits interviews will also be conducted with additional organizations identified by the partners. Data gathered will be used to develop a survey about mentorship for staff and community members from the Platform A Partner organizations. The data will also be used to develop a report / information and advocacy resource about current mentorship practices amongst Platform A Partners / Interviewees and goals for improving, sustaining or expanding on those practices.

*Note for Interviewees: These questions are open-ended and the interview will be conducted in a conversational style. The goal is to prompt sharing and reflection about a particular topic (mentorship) but also leave room for ideas, information, or connections to be made that may not be immediately apparent.

Organization Background
• Can you tell me a bit about (organization):
– origins, mandate, staff, location, programs, communities

Definitions
• How does (organization) define community arts?
• How does (organization) define mentorship?

Organization and Mentorship
• Do you think mentorship is important at (organization)? Why or why not?
• How is mentorship addressed within (organization) in relation to staff?
• How is mentorship addressed at (organization) in relation to programming and the community that the organization serves?

Program:
title
length
frequency
size
focus
content
process
fee/remuneration
target community

Evaluation of Mentorship
• What are the mentorship strengths at (organization)?
• What are the mentorship challenges at (organization)?
• How does (organization) evaluate its mentorship practices and programs?

Mentorship Needs & Goals
• What does (organization) hope to achieve through its existing mentorship activities?
• What mentorship needs does (organization) fulfill?
• What mentorship needs are not fulfilled at (organization)?
• What goals does (organization) have for mentorship?
• How would (organization) like to fulfill those goals?
• What is needed to fulfill these goals?

Mentorship Qualities & Stories
• Have you ever had a mentorship experience (as mentor or mentee)?
• Was it valuable? Why or why not?
• What are some of the key qualities of effective mentorship?
• Are there particular examples of mentorship at (organization) that stand out for you? (please describe)
• Why was/were these examples outstanding?
• What might organisations seeking to develop mentorship learn from these examples?

Follow-up Email Questions

Set of questions about your organization
(please fill out and email to me at: leahkburns@gmail.com)

1. **What would you name as the Home Base Location (address and name) of your organization?**

2. **What is your organization's mandate (who serve, what do, why do it)?**

3. **What useful mentorship or organizational resources/tools can you share with other partners?**
   (Please attach these documents to your email response to these questions)

4. **What makes your organization distinct amongst the partners and/or other arts organizations in Toronto?**
   (for example Sketch has extensive studios and anti-oppression expertise, Art Starts has a long-term relationship with specific neighbourhoods, VIBE has the widest spread in terms of programming throughout the city and has an Artist Roster, CUE focuses on individual artist's projects, etc.)

Request for suggestions of organizations

What are some other arts organizations whose mentorship programming you would like to learn about or who you think might be good to research for this scan?

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