

Non-Profit Colocation Study

FEBRUARY 2025



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STUDIO ARCHITECTURE INC.

x

VANCOUVER
**DESIGN
NERDS**

x

**Kinwa
Bluesky**



Executive Summary

The Consultant group of Haeccity Studio Architecture (HSA), Vancouver Design Nerds (VDN), and Kinwa Bluesky were engaged by the City of Vancouver (COV) to conduct the research study documented in this report, commencing in September 2023. The study was developed in collaboration with COV Facilities Planning and Social Infrastructure teams.

This report intends to inform the design development and operation of future colocation hubs for social and cultural non-profit organizations (NPOs) in the City of Vancouver. The term “colocation” is used throughout this report to refer to any location where two or more NPOs share facilities. This can take on a number of different forms, both spatially and operationally.

This research study sought to gather information through engagement with NPO and COV staff, including site tours, interviews, and interactive workshops. This information was synthesized into a series of case studies, program analysis, spatial and operational typologies, and a high level functional program template meant to be used by future stakeholders. These assets are meant to be made available to NPOs and COV staff in order to strengthen their respective roles in fostering partnerships, building capacity, and delivering facilities that meet the needs of social and cultural sectors. The end goal is to plan and implement successful non-profit colocation hubs, supporting their critical work toward a more equitable, accessible, and resilient city.

How To Read This Report

In short, the audience for this report is twofold; 1) NPOs interested in colocation, and 2) COV staff who might collaborate with NPOs to locate or provide space to support future colocation facilities. While other audiences may find this report useful (e.g. designers and potential development partners), the language, organization, and recommendations of this report are primarily structured toward users from NPOs and COV staff.

Non-profit Organizations There is a widespread understanding that many NPOs are in need of space to be able to more effectively deliver services, connect people, and continue to operate. This report is not an attempt to qualify individual needs or prioritize space allocation for certain organizations. Rather, it approaches space needs equitably, identifying fruitful overlaps between different organizations in order to optimize opportunities for all. It operates on the premise that building partnerships and sharing resources can more effectively meet the needs of more organizations, across sectors and at different scales and financial capacities.

Toolkit While the need for space may be a common thread among NPOs reading this report, the individual capacity to identify, pursue, or maintain spatial assets varies widely. It is therefore the intent of this document to provide information, recommendations, and resources to build the capacity of NPOs to find, plan for, fund, and operate the space they need. This document offers tools for NPOs to:

- a) identify organizational needs and goals,
- b) understand operational requirements and constraints,
- c) codify spatial requirements and opportunities for sharing,
- d) build synergistic partnerships, and
- e) assemble proposals for funding or RFPs focusing on spatial assets.

Accordingly, the report focuses a lot on operations & organization, in addition to space needs. NPOs may refer directly to the following sections: [Appendices](#), [NPO Toolkit](#).

City of Vancouver Staff There are many mechanisms and relationships through which the City works to deliver new space suitable for NPO colocation. This requires clear communication and coordination between the developers, COV, and potential NPO operators in order to identify opportunities, delineate project parameters, and deliver ready to use spaces. Strengthening this triangle of collaboration is essential to the implementation of more NPO colocation hubs.

Similar to the NPO kit of parts, this report identifies key recommendations to **support or enhance the** successful planning and implementation of colocation facilities. The report defines options and criteria to aid City staff in the expansion of social and cultural infrastructure, allowing COV to meet growth, invest in new facilities, and enable renewal, renovation, and expansion of existing social and cultural facilities.

A Note About Colocation and Space Sharing

Within the wider City of Vancouver efforts to meet the space needs of NPOs, there is a differentiation between the terms “colocation” and “space sharing” as follows:

Colocation refers to multiple non-profits with similar mandates or objectives that occupy distinct spaces within a shared facility with common areas. It usually involves a formal arrangement (e.g. subleases) with a deeper level of collaboration and networking among non-profits that not only share facility spaces, but may also share administrative services and sometimes even staff. In addition to reduced costs, this approach can lead to integrated services, enhanced collaboration, and innovative service provisions.

Examples could include:

- Non-profits centres like 312 Main.

Space sharing refers to multiple non-profits sharing common physical spaces, either at the same time or on a schedule. It can include various arrangements, such as renting out unused or under-utilized office, program, or common area spaces (e.g., kitchens or reception areas) on a time-limited or ongoing basis. The primary goal is to maximize facility use and reduce costs by sharing operating expenses. It is a low barrier approach that allows for flexibility and can accommodate the needs of start-ups as well as equity deserving non-profits and community groups.

Examples could include:

- Community groups using childcare facilities after hours (evenings/ weekends) for parenting workshops, children’s art or language classes, Early Childhood Educator professional development training, etc.
- Start up NPOs/community groups using places of worship for meetings or community halls for meetings, events, and office work.

As this report specifically addresses colocation facilities, all mentions of space sharing are in reference to the shared areas and amenities within a colocation facility.

Context

This research initiative addresses a sensitive issue - affordable workspace for social non-profits and cultural organizations in Vancouver, BC, a city challenged by a high cost of living. It is important to consider the complexity of this context of unaffordability, and what is at stake for the organizations affected.

One critical contextual issue that this project navigates is that social and cultural organizations in Vancouver are at risk of displacement and closure due to rising commercial real estate costs. Colocation, defined by COV as “spaces that are shared among a number of different organizations,”¹ offers a potential pathway to more affordable workspaces. However, the root causes of this crisis are systemic, and will ultimately require policy solutions beyond the scope of this research initiative.

Cost of Commercial Real Estate Crisis & Unrestricted Rate Hikes

Vancouver, like many cities worldwide, is facing a crisis of exclusionary real estate practices. While residential tenancies are protected by limits to rental increases, commercial spaces are threatened by substantial increases when leases expire, as market rates soar due to rising demand.² This context places particular strain on social and cultural organizations seeking to establish or maintain roots in Vancouver, as these kinds of organizations often do not bring in the level of resources required to meet the demands of commercial real estate rates. The resulting situation is that these organizations are either facing limitations to growth if they have existing spaces, or they are unable to afford sustainable workspace in the city at all. Ultimately, the displacement and closure of these critical services and cultural initiatives may lead to increased social vulnerability, a reduction in the variety of social services, and a less livable city.



Site Tour 312 Main

² Small business owners started a petition to protest unfair rent hikes on commercial real estate in 2023.
¹ City of Vancouver, “Resource Guide for NPO Centres,” 2023, pg. 3
<https://globalnews.ca/news/10113767/commercial-rent-hike-cap/>

Challenges of the Cost Recovery Lease Model

One way for NPOs to navigate the cost of the commercial real estate crisis is through a [“cost recovery” tenancy agreement](#), in which landlords offer below market rents. However, even cost recovery leases have expiry dates and can lack protection from rent increases, exposing non-profit and cultural organizations to risk of eviction. For example, several NPO organizations, including Arts Factory and 221A — two colocation hub operators interviewed for this report — have invested significant funds into renovations for use of these leased spaces, and while they certainly benefit during the lifetime of the lease, they stand to lose these investments at the discretion of landlords when their cost recovery leases expire. Furthermore, aging buildings, often in poorer condition, are more expensive to renovate and operate. In the case of Arts Factory, seismic upgrade requirements have left half the potential building space uninhabitable for safety reasons.

Colocation Opportunities

In addition to creating more affordable options for space and resource sharing, colocation has the potential to support the mission of non-profit organizations. Benefits for colocated non-profits include, for example, “expanding business models and innovation” and, “access to services and better management practices.”³ Through the research conducted for this report, we further identify the potential of collaborative alignment around core values, in addition to thoughtful balancing of operational and spatial needs, to improve the long term sustainability of colocation hubs.

³Social Innovation STL. [“A Proposed Regional Framework for Social Purpose Real Estate and Non-Profit Colocation in St. Louis.”](#)

Ongoing Work & Opportunities

The authors of this report understand that readers often need quick references and concise explanations. We have attempted throughout this report to utilize bullet points, and to graphically highlight important ideas.

Furthermore, we have used live links to chapters, and to cross reference different sections in the document, so that users of the digital version can easily follow a specific theme or example through the document via these links.

Readers should note that each section in the document includes Key Findings to quickly call attention to the most salient points that came out of that portion of the study. In addition to these, this Executive Summary highlights the existing and ongoing work at the City of Vancouver and opportunities for NPOs.



Heat Map Organizations invited to participate in this study

Ongoing City of Vancouver Programs and Initiatives

Supporting NPOs

The City is continually exploring ways to optimize space and improve processes. In advance of emerging colocation opportunities in City-owned facilities, the City will consider methods and tools to bring NPOs together to allow for the sharing of information and identification of potential synergies between organizations.

The City of Vancouver is also facilitating a space use optimization pilot project to inform policy and target setting through the analysis of non-profit space needs, underutilized spaces available, and patterns of inequity in the landscape.

NPOs seeking more information can reach out to the following contacts:

- NPOs with a Social focus looking for space sharing opportunities or with space to offer can reach out to communityspaces@vancouver.ca
- NPOs with a Cultural focus looking for space sharing opportunities or with space to offer can reach out to cultural.spaces@vancouver.ca

Grant Programs

Social Policy and Projects provides core grants that can be used towards programs and operating costs for nonprofits, as well as capital grants to improve or upgrade spaces to increase accessibility and equity. **Arts & Culture** provides core grants that can be used towards program and operating costs for Vancouver-based arts and culture non-profits, as well as capital grants for planning and research; or for renovation, expansion, renewal or procurement for Vancouver-based cultural spaces.

Development Incentives

City of Vancouver planning groups work to incentivize the inclusion of a variety of community amenities at below market rates, including NPO hubs, in new developments, where possible and feasible.



Opportunities for Social and Cultural NPOs towards Future Colocation

Self-evaluate using the NPO Toolkit in [Appendix 5](#)

- Understanding your organization's operations and needs in advance of space opportunities can be useful for both potential social and cultural colocation hub operators as well as tenants.

Connect with COV

- Make connections with COV departments who are working on relevant initiatives, such as the organizers of this research study.

Document Space Needs using the NPO Toolkit in [Appendix 5](#)

- This may include a Functional Program that focuses on the types of spaces that work well when shared between organizations.
- A Functional Program should be flexible and adaptable. Facilities will always need to respond to the given unit, building, or site conditions that may become available.
- Using the tools and templates provided in this report can additionally support finding the right fit for colocation.

Build NPO partnerships

- Matchmaking can start well ahead of active colocation opportunities. This report highlights some useful factors to consider in aligning needs and values toward strong partnerships. A well-matched consortium can build a stronger case for colocation opportunities when they work together.
- Seeking out “anchor tenants” in the same sector, aligning with larger scale partners organizations that have the potential to be operators is valuable for smaller scale organizations in need of space.



Site Tour 825 Pacific



Connecting Through Space: Visual Agenda & Workshop 1 of 2

NAME: _____
ORGANIZATION: _____

Thursday, May 24th, 2024
12:30pm

1:00pm

1:30pm

2:00pm

2:30pm

3:00pm

3:30pm

DESIGN ACTIVITIES

BREAK

CLUSTER MEETING

CLOSING CIRCLE

Let's Move, Breathe

DELIVER

Nonprofit Colocation Study / Workshop 3

Acknowledgments

THE LAND

The authors of this report are grateful to be hosted on the traditional, ancestral, and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətał (Tsleil-Waututh) peoples.

THE PEOPLE

We would like to acknowledge the support and participation of all the Non-Profit Organizations that responded to the call and shared their experiences, their questions, their ideas, and their time during the Engagement sessions: BGCBC, Binners' Project, Developmental Disabilities Association, Disability Alliance BC, Exchange Inner City, Flavours of Hope, Gordon Neighbourhood House, Great Lakes Networking Society of BC, HUA Foundation, Immigrant Services Society of BC, La Boussole, Learning Disabilities Society, Mabuhay House Society, Magazine Association of BC, Mount Pleasant Neighbourhood House, Powell Street Festival Society, Providence Health Care, QMUNITY, Rainbow Refugee, South Vancouver Neighbourhood House, The Arts Factory Society, Vancouver Latin American Cultural Centre and others who have participated in previous engagements that helped lay the groundwork for this study. A special thanks to Salmon n' Bannock and Four Directions Catering for providing thoughtful and delicious food for the Workshops.

We would also like to thank the Organizations that hosted site tours and interviews for the Case Studies chapter, and in particular, the staff that shared their valuable time with us: Sonam Swarup at 312 Main, Carmut Me and Stephan Wright at 221A, Marietta Kozak and Kate Barry of Arts Factory, and David Pay and Daphne Andrews of The Post at 750.

A special thanks goes to The Post at 750, who also hosted Workshop #3.

We would like to acknowledge all individuals and organizations who have contributed to the many plans and initiatives that have paved the way for this work.

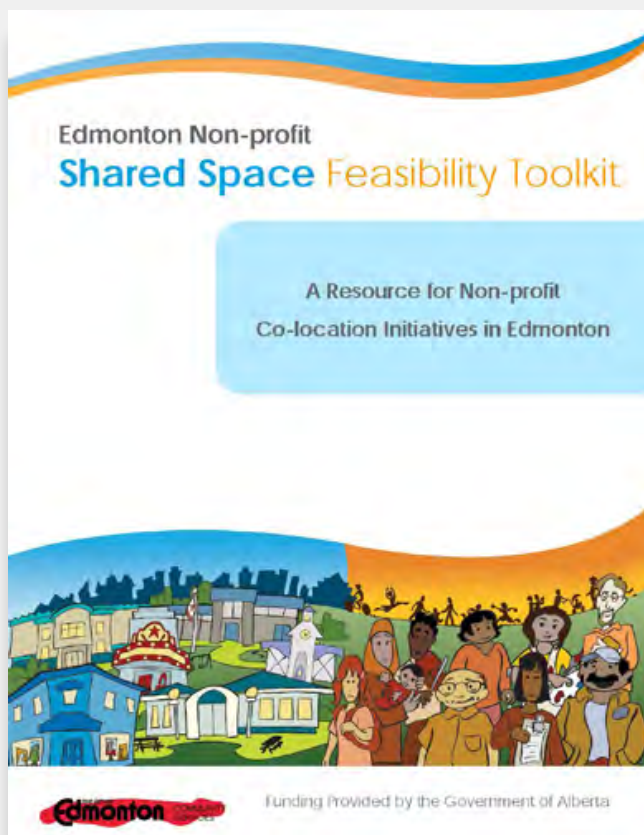
Thank you also to the dedicated staff at the City of Vancouver who guided and facilitated the efforts that went into this report:

Ada Chan Russell - Social Infrastructure
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Literature Review

COLOCATING NON-PROFIT ORGANIZATIONS

Documents Referenced & Key Findings

The rising costs of real estate and inflationary tenancy models have made the colocation of non-profit organizations, including arts and culture entities and social purpose services, a significant topic of study. This review provides a brief overview of three pertinent research documents on the operational, governance, and financial models for non-profit colocation for those interested in further reading beyond the scope of this study.

"Edmonton Non-Profit Shared Space Feasibility Toolkit"

Funded by the province of Alberta, this toolkit helps non-profit organizations assess the feasibility of shared spaces. It includes comprehensive guides on financial planning, operational logistics, and stakeholder engagement, offering practical resources like worksheets, checklists, and case studies.

"Shared Space and the New Non-profit Workplace" by China Brotsky, Sarah M. Eisinger, and Diane Vinokur-Kaplan

Published in 2019 by Oxford University Press, "Shared Space and the New Non-profit Workplace" provides an in-depth analysis of shared non-profit workplaces, covering benefits, challenges, and successful strategies. It highlights the positive impacts on collaboration, cost-efficiency, and innovation within the non-profit sector.

"The Regional Framework for Social Purpose Real Estate (SPRE) and Non-Profit Colocation in St. Louis"

Conducted by the Non-profit Centers Network, this study surveyed over 400 non-profit centers across North America. It identifies key components and best practices for successful colocation, such as effective governance, sustainable financial models, and strategic partnerships.

Edmonton Non-profit Shared Space Feasibility Kit

AUTHORS: Consulting Team: Anna Bubel, Paul Cabaj, Lena Soots

PROJECT MANAGEMENT TEAM: Jenny Kain, Beth Hunter

Operational Models

The toolkit outlines several models for non-profit shared spaces:

Ownership Structures:

Government-Owned/Leased (Non-Equity)

- Private Ownership (Non-Equity)
- Non-Profit Ownership (Equity):
 - [Single Non-Profit Ownership](#)
 - [Collaborative Non-Profit Ownership](#)
 - [Co-operative Non-Profit Ownership](#)
- [Condominium Ownership](#) (Equity)

Governance Models:

- Top-Down Governance Model
- Participatory Governance Model

Shared Services:

- Shared physical assets (e.g., photocopiers, meeting rooms)
- Shared human resources (e.g., receptionists, IT support)
- Joint programming and service delivery

Ownership & Governance Models

The toolkit provides detailed descriptions and examples, highlighting the pros and cons of equity versus non-equity models, and offers guidance on choosing the best model based on vision, participation, financial resources, and partnerships. It emphasizes the importance of a clear vision and mission to guide governance structures.

Cost Recovery Models

Guidance includes creating capital and operating budgets, exploring sources of funds, and managing financial risks, emphasizing the need for a comprehensive business plan.

Community Building Strategies

The toolkit stresses the importance of community animation, suggesting the creation of a physical and social environment that fosters trust, interaction, and collaboration among tenants.

Conclusion

The Non-Profit Shared Space Toolkit is a comprehensive resource for Edmonton non-profits, offering detailed guidance on ownership, governance, shared services, and financial planning. It aims to inspire and inform non-profits on their journey toward colocation, benefiting organizations by providing tools and knowledge to create secure, affordable, and collaborative workspaces, contributing to the community's health and well-being.

Shared Space and the New Nonprofit Workplace

AUTHORS: China Brotsky, Sarah M. Eisinger, and Diane Vinokur-Kaplan

Purpose

Brotsky, Eisinger, and Vinokur-Kaplan explore the concept of non-profit centers, advocating for shared workspaces as a means to enhance collaboration, reduce costs, and improve the impact of non-profit organizations. They aim to guide non-profit leaders through the practical steps necessary to design, create, and govern these centers.

Operations and Cost Recovery

The authors highlight several systematic challenges that non-profits face in creating common workspaces. One major challenge is the perception of overhead costs. By sharing space, non-profits can significantly decrease real estate expenses. Brotsky, Eisinger, and Vinokur-Kaplan provide a detailed analysis of how collaboration among tenants can make this model economically viable. They stress the importance of careful planning and delineate the considerations necessary to achieve cost efficiency. Additionally, they address the competitive nature of non-profit funding and demonstrate through case studies how shared spaces can foster a collaborative rather than a zero-sum environment.

Communication Strategies

Brotsky, Eisinger, and Vinokur-Kaplan emphasize the role of placemaking and collaboration in improving non-profit operations. They present numerous case studies showing successful implementations of non-profit centers and the resulting benefits. These examples illustrate how shared spaces can break down barriers to cooperation and create a culture of mutual support among organizations. Furthermore, they discuss the governance structures needed to manage shared spaces effectively, highlighting the importance of clear communication and shared decision-making to mitigate risks and optimize resource use.

Conclusion

Brotsky, Eisinger, and Vinokur-Kaplan provide a comprehensive guide for non-profit leaders interested in the concept of shared workspaces. By documenting various successful non-profit centers, they offer practical insights and encourage non-profit organizations to consider the potential benefits of co-locating. Their advocacy for placemaking and collaboration underscores the transformative potential of shared spaces in enhancing non-profit effectiveness and community impact.

A Regional Framework for Social Purpose Real Estate and Non-Profit Co-Location in St. Louis

AUTHORS: Paul Evensen, Ph.D. Jessica Wernli, MSW Lisa Clancy, MSW

Purpose

The document proposes a regional framework for social purpose real estate (SPRE) and non-profit colocation in St. Louis, outlining benefits, their prioritization, and steps for effective implementation.

Methodology:

The approach includes reviewing over 400 non-profit centers across North America, site visits, and synthesizing lessons learned. It focuses on identifying and prioritizing colocation benefits, avoiding pitfalls, and leveraging local success stories in business incubation and innovation.

Operational Models:

The framework suggests combining various models, such as:

- Shared back-office support to reduce costs and increase efficiency.
- Revenue-generating activities with key partners.
- Co-locating diverse organizations to stimulate creativity.
- Contributing to neighborhood development and revitalization.

Ownership Models:

A collaborative ownership model involving non-profits, donors, and community leaders is proposed. A central institution would manage resources, facilitate studies, and coordinate initiatives.

Governance Models:

A centralized institution would oversee planning and implementation, ensuring stakeholder engagement, managing shared real estate studies, and evaluating pilot efforts and ongoing projects.

Cost Recovery Models:

Cost recovery would be achieved through shared operational costs, revenue-generating activities, and strategic real estate investments aimed at reducing non-profit costs and contributing to neighborhood development.

Community Building Strategies

The framework emphasizes:

- Prioritizing mission benefits and aligning with community development goals.
- Engaging local residents and community organizations in planning and design.
- Establishing a network of non-profit centers and micro-centers to enhance service access.
- Promoting equity by ensuring real estate investments benefit the broader community.

Conclusion

The document outlines a comprehensive regional framework for social purpose real estate and non-profit colocation in St. Louis, aiming to integrate services, reduce costs, stimulate innovation, and promote neighborhood development. It provides a detailed plan to establish a centralized institution to oversee implementation, prioritize mission benefits, and ensure equitable community development. The framework benefits non-profits by enhancing operational efficiency, fostering collaboration, and contributing to neighborhood revitalization.



Stakeholder Engagement



Summary of Workshops

The consultant team hosted three engagement workshops between January and May, 2024. We invited representatives of social and cultural NPOs based in the Lower Mainland to participate in design research activities to inform operational and spatial considerations for future colocation hubs. City of Vancouver staff were also present, and participated in parts of the series.

The [double diamond design process](#) provided an underlying framework for community engagement, with four key phases:

- **Discover:** the first workshop focused on discovering community needs and identifying core *values* for NPO colocation that are rooted in connections to the land.
- **Define:** the second workshop explored relational and operational questions in more detail, defining focused questions in order to imagine collective *visions* for future colocation hubs.
- **Develop:** during the third workshop we further refined these visions, *matched* potential collaborators, developed tangible spaces, and
- **Deliver:** we delivered the five conceptual colocation hub *plans* outlined in the Functional Programs + Spatial Typologies section of this report.

Detailed summaries from each workshop are found in the [Appendices](#).

Indigenous consultant Kinwa Bluesky facilitated sharing circles as a key methodological element of the workshop series. In addition to finding common ground and shared understanding, circle work brings to light and celebrates diversity and plurality. We intended to foster trust by creating space to share emotions, opinions and needs, as a foundation for collaborative design-based engagement.



Workshop 3
Spatial Blocks

Outcomes & Key Findings

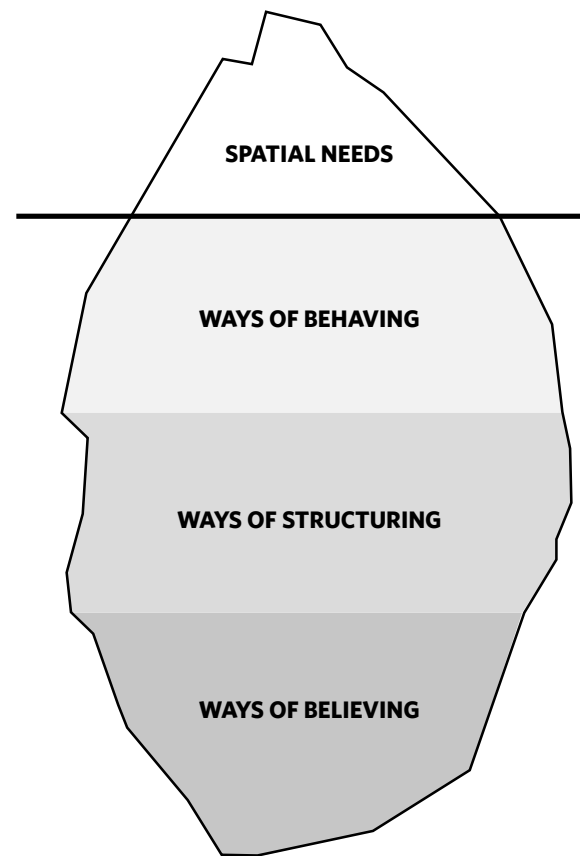
Values - Workshop 1

Aligning on core values can bring a deeper level of cohesion to colocation hub development.

Workshop 1 sharing circle included themes of listening, acknowledging Indigenous ways of being, capacity-building, and making intentional efforts to connect with the land. Diving deeper into circle reflections using an “iceberg” activity, five working groups identified key elements foundational to creating shared space. The themes were copied to 6-sided wooden “foundation block” artifacts, creating a unique set of core values to underpin the design of future colocation spaces for social and cultural organizations.

From the foundation blocks we identified the following considerations for the design and operation of colocation hubs:

- **Build capacity** for colocation hub members, between members and for members’ clients
- **Ensure governance practices are equitable & accessible**, for example through clear communication to members, accountability structures, logistics and conflict resolution processes
- **Foster community** among members and the surrounding neighbourhood
- **Create simple processes for accessing shared spaces** between the City, landlords, colocation hub operators and tenants
- **Implement decolonization practices and values** by design, not as an afterthought
- **Support safety and belonging**, for example through trauma-informed practices and spaces, policies and guidelines and clear communications



Workshop 1 Iceberg Model



Workshop 1 Foundation Block

Creating a shared vision for colocation rooted in core values opens up opportunities for innovation.

Through a process of empathy mapping and drawing on the foundation blocks to draft of “how might we?” questions, participants co-created “vision posters” for imagined social and cultural colocation hubs.

From findings generated during Workshop 2, we offer the following insights for future development of colocation hubs:

Prioritize decolonization and cultural respect

- Embody equity, inclusivity, and anti-oppressive values through the infrastructure and atmosphere of shared spaces
- Integrate of Indigenous artwork, history, and decolonial practices into the space, by design

Flexibility and accessibility are key considerations for shared spaces

- Aim to create adaptable, welcoming, and accessible spaces that cater to a wide range of activities, privacy needs, and cultural celebrations
- Incorporate accessibility and justice early in the design process to offset common misconceptions of these features as being “too expensive” or “incompatible”

Create multi-functional spaces

- Foster social connections while respecting undisturbed solo work space
- Balance privacy and openness
- Create systems for signaling social availability to others
- Balance collaborative and independent work needs through spatial considerations

Expect to navigate diverse needs, including social anxiety

- Colocation may involve some initial discomfort of sharing space with strangers
- Cultural and professional diversity can support growth

Support community building, collaboration and belonging

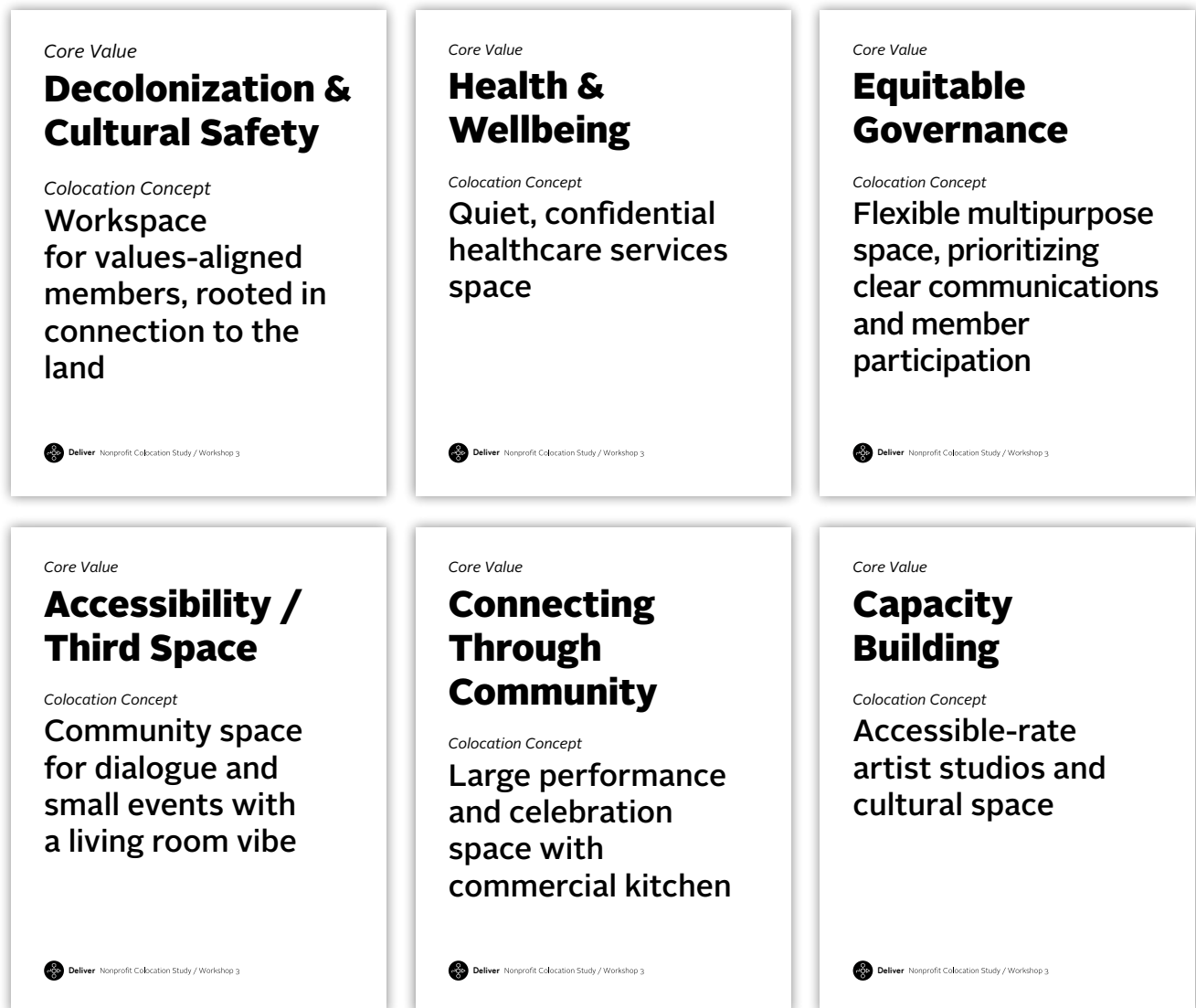
- Facilitate connections, support diverse cultural expressions, and offer shared resources
- Consider cultural and generational inclusivity
- Food is a universal medium for sharing and learning
- Include physical elements in shared spaces that educate and foster a sense of belonging

In-person interaction is valued by key stakeholders

- Physical presence is important for things like meaningful engagement, conflict resolution, and celebration
- Remote work has limitations in creating genuine connections and facilitating difficult conversations

VISION POSTERS - CORE VALUES & SPATIAL TYPOLOGIES

We simplified and summarized the vision posters into example concepts for colocation hubs, and these concepts were used as the foundation for teamwork in Workshop 3. Full descriptions of original vision posters can be found in the Appendices.



Matchmaking - Workshop 3

Underpinning the tenant mix with core values and mission alignment, while meeting key spatial needs, may lead to more sustainable colocation hubs.

Workshop 3 included a matchmaking experiment intended to inform how future colocation hub operators may approach recruitment and tenant mix management. We recommend identifying potential matches for colocation by starting with two key categories: type of organization and “must have” spatial needs.

Matchmaking Process:

Category 1	Type of Organization: ▪ Social Service ▪ Arts & Culture ▪ Other
Category 2	“Must Have” Spatial Needs: ▪ 1. Commercial Kitchen ▪ 2. Public Assembly Zoning ▪ 3. Specific Neighbourhood ▪ 4. Quiet, Confidential Space

Anchoring colocation tenant mixes in core values and seeking mission alignment amongst tenants supports more sustainable colocation hubs.¹ Therefore we added a second round of matchmaking to the process design for Workshop 3, using the simplified vision posters from Workshop 2. The posters featured core values and spatial typologies, representing a range of spatial needs, and participants were invited to form groups after visually indicating their organization type, needs and core values.

¹Social Innovation STL. “A proposed regional framework for Social Purpose Real Estate and Non-Profit Colocation in St Louis.”

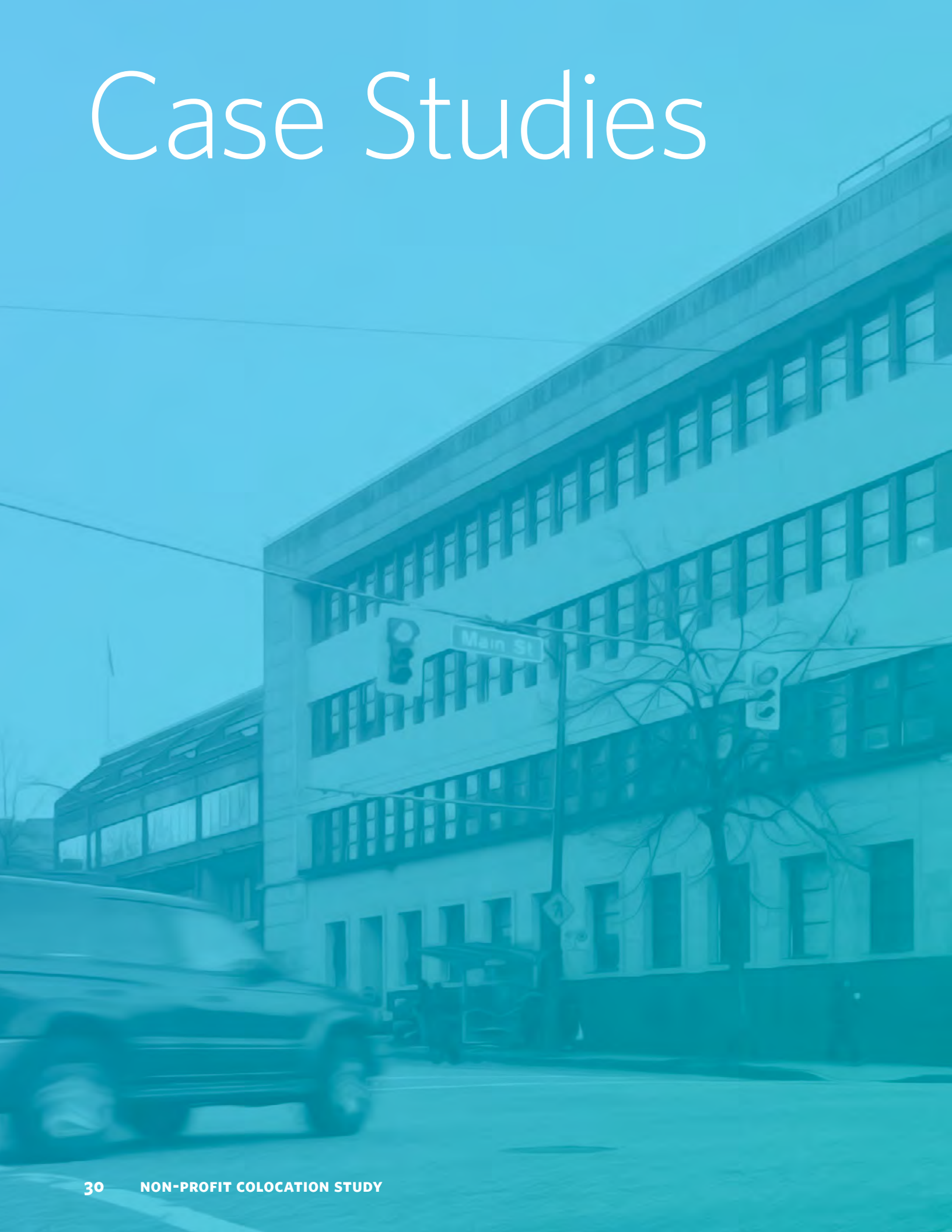
Determining spatial needs of organizations in advance of RFP opportunities for new spaces will streamline the application process for new colocation operators.

Site tours and research² led to the development of a checklist of key spatial elements and shared resources commonly found in colocation hubs, as well as a set of architectural planning game modules, or “spatial blocks.” Following the matchmaking experiment, groups undertook both individual and group activities using the spatial blocks, resulting in data documenting the current and envisioned space needs of the organizations present.

The result: We have used this data to inform the [Functional Programs + Spatial Typologies](#) section of this report, as well as a Toolkit for social and cultural organizations seeking to share space. The visions realized during the workshop form the basis of example concepts in the Toolkit, including functional program templates that can be used to streamline the process of accessing available spaces. While the 6 concepts are not exhaustive of the possibilities for types of colocation hubs rooted in shared values, they are a detailed enough starting point to draw upon in discussions and planning with landowners, landlords, operators and potential tenants.

² Nonprofit Centers Network. “[State of the Shared Space Sector 2019 Report](#).”

Case Studies





Methodology & Context

Over the course of this research study, the consultant team studied several notable examples of colocation sites, which fall into the three categories below:

TOURED SITES

312 Main, a large social services colocation hub in the Downtown Eastside

825 Pacific (run by **221A**), an arts and culture facility with artist studios in Downtown Vancouver

The Post at 750, a cooperative of performance-based arts and culture NPOs with accessible rental spaces also located Downtown

Arts Factory - a supplemental site tour was also conducted at this site, an industrial arts and culture facility near Main St.-Science World

NON-LOCAL SITES

In addition, the research group solicited and compiled written feedback from other local NPOs, including: SPARC BC, a service-oriented NPO formerly colocated at a site in Burnaby; BCA Sun Wah, an arts and culture NPO located in Vancouver's Chinatown; and Ribbon Community (1101/1105 Seymour Street), an NPO supporting social services for people living with HIV/AIDS.

OTHER LOCAL SITES

We have also included a list of notable colocation centres outside of Vancouver, including operations in cities across Canada and the United States. An in-depth report of each site visit may be found in [Appendix 2](#).

This chapter summarizes our findings from each site tour, and the corresponding supplemental sources.



312 Main View from Main St

Site Tour One: 312 Main

The 312 Main site tour took place on February 9, 2024 with Sonam Swarup, Operations Manager.

BACKGROUND

312 Main began as a project led by VanCity Community Foundation to redevelop the former headquarters of the Vancouver Police Department into a community-based hub for social and economic innovation. After five years of extensive planning, community engagement, and capital investment, construction began in 2015¹. The first tenants moved in in 2017 and the building officially opened in 2019. It is managed by VanCity Community Foundation and operates financially on a cost recovery model. The building is owned by the City of Vancouver.

MISSION (IN THEIR OWN WORDS): 312 Main is a centre for social and economic innovation, located in Vancouver's Downtown Eastside².

SPATIAL & OPERATIONAL TYPOLOGIES

Occupying 115,000 square feet, 312 Main is among the 9% of Non-Profit Centres within Canada and the US³ between 100,000 and 200,000 square feet. It is a seven-story building. Five floors are currently occupied by tenants, community members, and the facility's operator: VanCity Community Foundation, who are themselves a non-profit organization. Each floor contains a different mix of leaseable tenant space, amenity space, and semi-public space. The remaining two floors are still under development.

312 Main	
5th & 6th Floors	→ Still under construction
3rd & 4th Floors	→ Large private offices with self-contained amenity spaces (i.e. board rooms etc.) for long-term tenants (5-year lease minimum)
2nd Floor	→ Small private offices, open-plan co-working area with dedicated desks, hot desks, and shared amenities such as a kitchen, washrooms, printer, reception desk, and mail area for short-to-medium term tenants
Main Floor	→ Main reception, lobby/gathering space with stage, 4 small bookable meeting rooms, 2 large bookable event rooms, 1 commercial kitchen, 1 small café area* and loading bay.
Basement	→ Small-to-medium office and maker space for mission-aligned social ventures tenants and artists (most flexible leases here), showers, lockers, and bike storage*

**underutilized, or current/actual use now different from initially intended use*

¹ VanCity Community Foundation (n.d.). 312 Main Celebrates Completion Phase One. <https://www.vancitycommunityfoundation.ca/initiatives/news/312-main-celebrates-completion-phase-one>

² 312 Main (n.d.). Mission. <https://312main.ca/#about-312>

³ City of Vancouver. (2023). Non-Profit Centres A Resource Guide (September 2023 Draft). Vancouver, B.C.

Key Benefits

- **Building design aligned with community values:** Vancity Community Foundation (VCF) was committed to being responsive to community needs and involved the community heavily in the design process (200 round tables, working with Elders). Design elements that resulted from community feedback include a longhouse-inspired structure in the main gathering space which allows for cultural gatherings (i.e. healing circles, funerals) in addition to events like conferences and receptions. Other features include an abundance of natural light, elevated ground floor meeting rooms for street-level transparency, and accessible ramps. Narrower hallways and common hand-washing stations in the washroom create opportunities for interaction. All of these design considerations help to build safety and belonging within the community, and are augmented by staff training in topics such as de-escalation and a culture of compassion.
- **Tenant curation:** 312 Main is home to over 70 organizations of varying sizes. Since its opening during the pandemic, occupancy has stabilized to where most tenants are now values- and mission-aligned with serving the surrounding community of the Downtown Eastside (DTES). In an interview, a current tenant shared that she chose to co-locate at 312 Main instead of leasing a private office due to the proximity to other organizations with similar values. She felt 312 Main had an environment of synergy and potential for impactful connections.
- **Active operator:** In addition to taking on an administrative role, VCF also offers member programming and events (i.e. member socials, 2nd floor bake-offs, cultural safety and other capacity building workshops.) Member communication is facilitated through an online portal for simple maintenance requests, as well as a community eNewsletter (via Slack).

Key Challenges

- **Lack of available storage, paired with under-utilized bike room and commercial kitchen:** Several spaces originally intended for other use has been converted to member storage. There is a higher demand for storage than there is supply. A number of NPOs have storage needs beyond their office or desk, and in some cases NPOs may need storage but not office space (i.e. in the case of down-sizing).
- **Consider how zoning will affect the space at the beginning of the project:** 312 Main is zoned for office space. Because the ground floor is not zoned for public assembly a smaller commercial kitchen originally intended as a café was considered not feasible and is now a space for member use. The larger commercial kitchen has been converted to storage. The lack of Assembly Zoning also limits 312 Main's goals to allow more public access. This has been partially offset operationally with a low-fee single day membership.

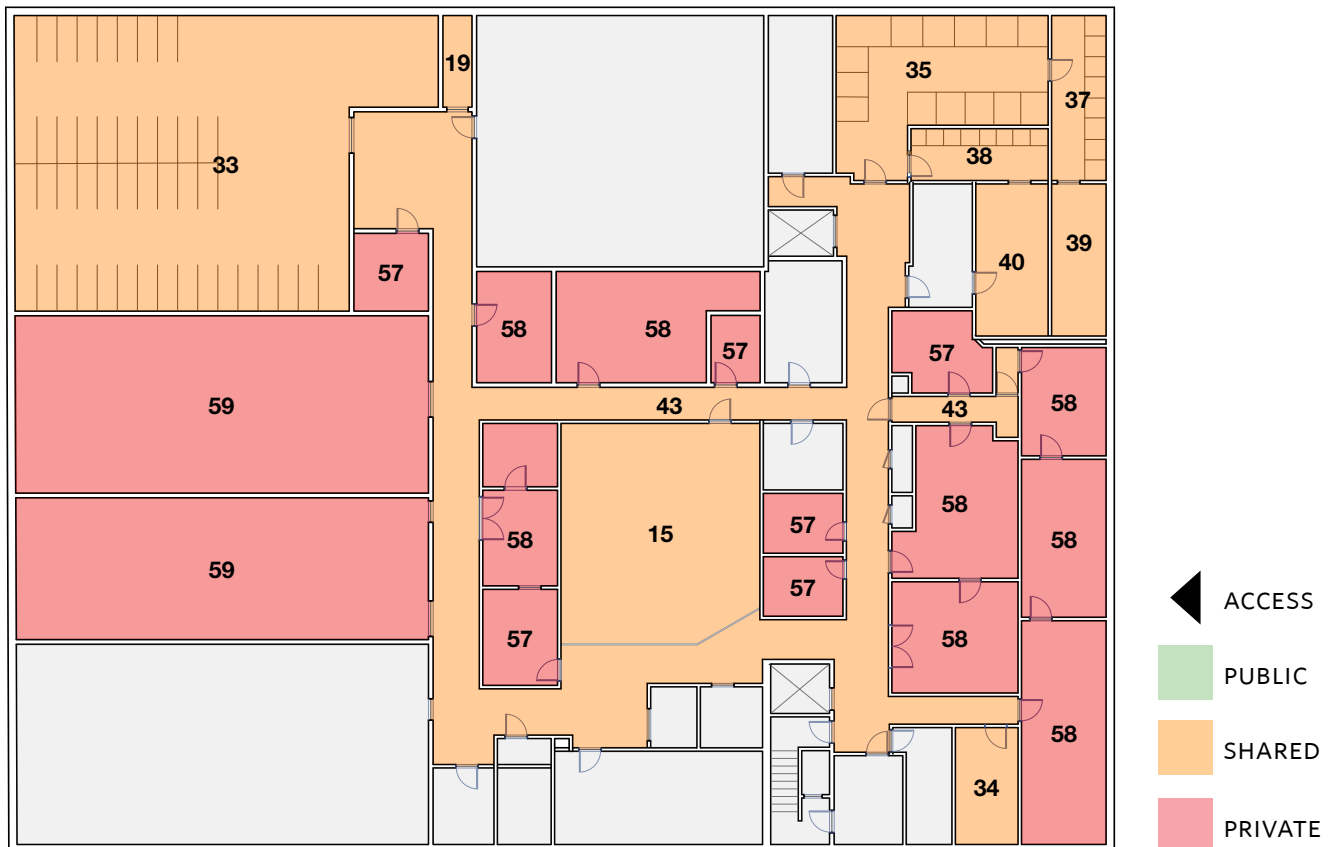
- **Cost overruns due to extensive retrofitting and design changes:** Significant expense was associated with renovating 312 Main which was originally built in 1954. In 2018, the budget was expected to be \$32.6M and ended up going over. \$19M in funding had been contributed by Vancity, with an additional \$15M in funding from municipal, provincial, and federal governments at the time⁴. Even so, project viability was uncertain more than once. Cost overruns also came from changes to the 2nd floor coworking space after it had been constructed to incorporate community feedback. New builds could be preferable

over retrofits due to incompatible zoning or the need for major upgrades. Note that Case Study 2 includes challenges of new builds, offering a different perspective and valuable counterpoint to this feedback.

- **Identify the operator, it isn't a given:** The initial intent for governance was a Co-op, but as the project encountered challenges, Vancity Community Foundation stepped in as the de facto operator to ensure the project's continuation. VCF is 312 Main's operator today. Consider the operator as part of the planning process.

⁴ News Release. "Province supports new community hub in Vancouver's Downtown Eastside". Oct. 5, 2018. https://archive.news.gov.bc.ca/releases/news_releases_2017-2021/2018TAC0075-001933.htm

312 Main Floor Plans



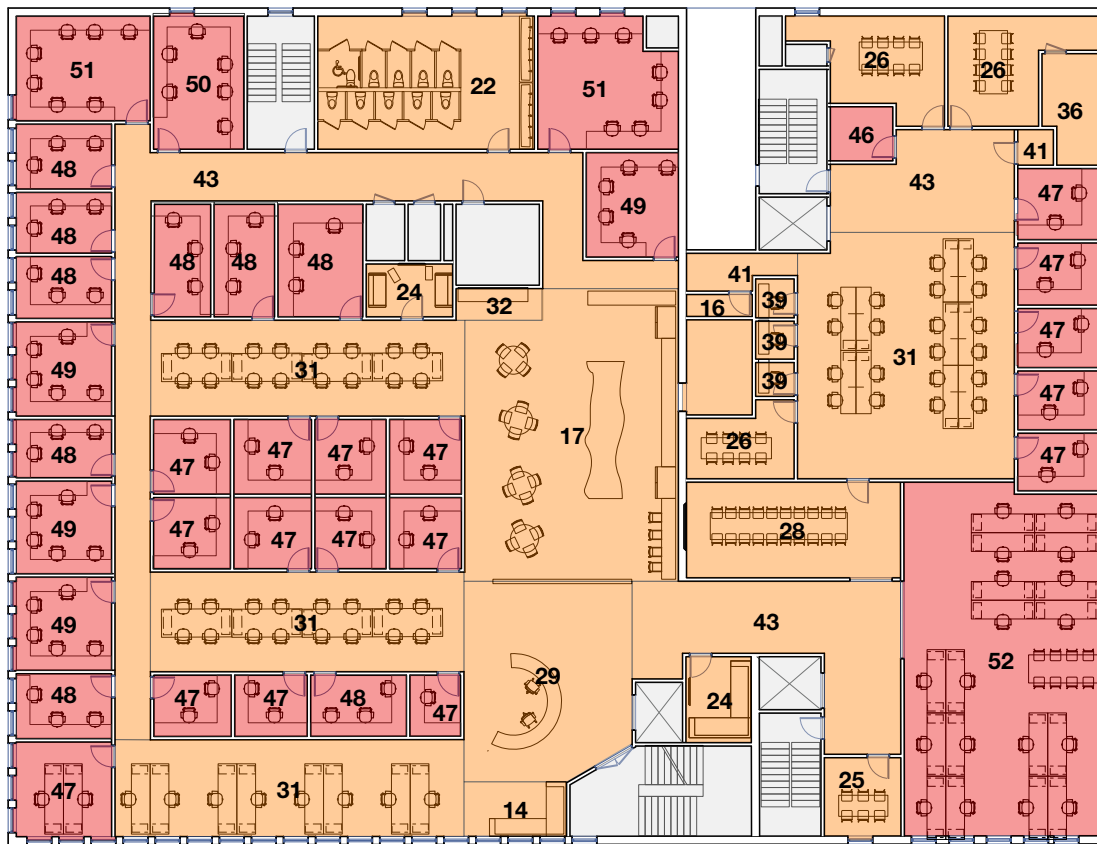
-01 Basement floor plan

Program Key:

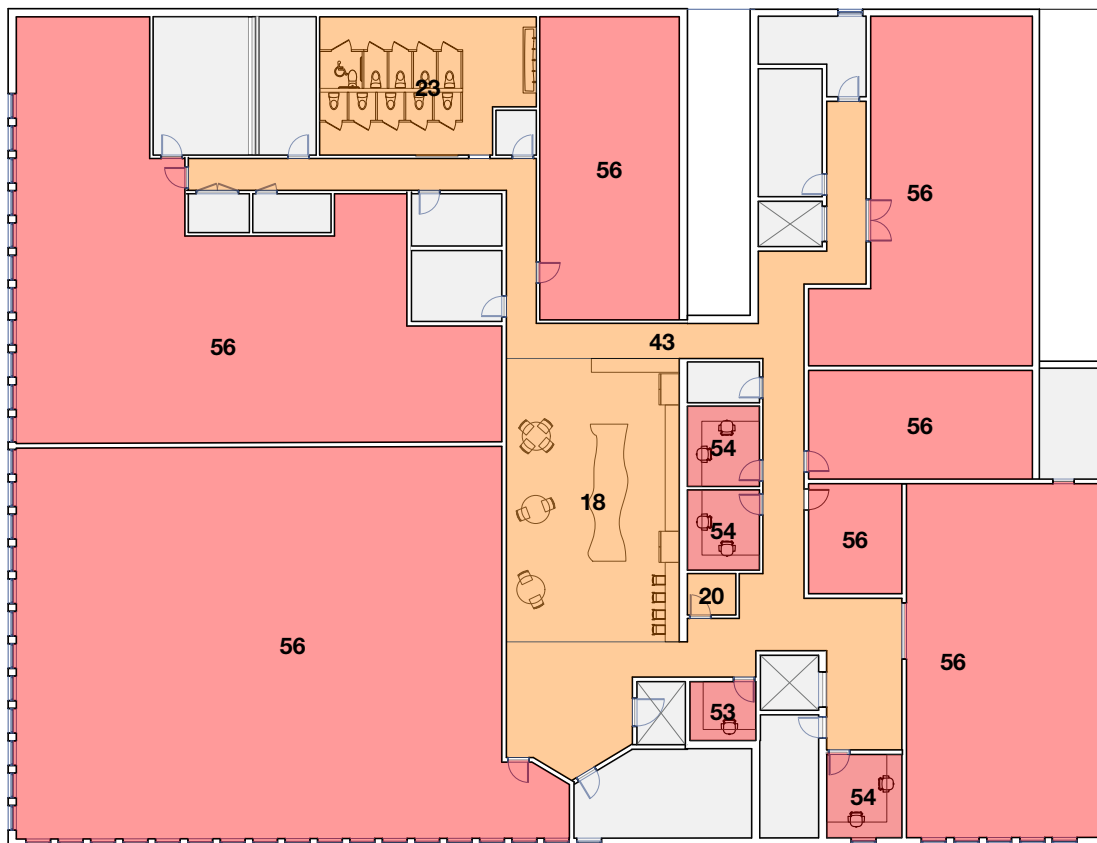
- | | |
|---------------------------------|----------------------------------|
| 1 Training Rooms | 33 Bike Storage |
| 2 Gathering Space | 34 Washdown Room |
| 3-5 W/C | 35 Member Storage |
| 6-7 Meeting Room | 36 Storage |
| 8 Cafe | 37 Men's Lockers |
| 9 Flex Area | 38 Women's Lockers |
| 10 Stage | 39 Men's Shower Room |
| 11 Bike Parking | 40 Women's Shower Room |
| 12 Entrance and Security | 41 Phone Booth |
| 13 Circulation | 42 AV Closet |
| 14 Lounge | 43 Corridor |
| 15 Common Area | 44 Server Room |
| 16 Nap Room | 45 Loading Dock |
| 17 & 18 Kitchen | 46-55 Office |
| 19-23 W/C | 56 Office (Anchor Tenant) |
| 24-27 Meeting Room | 57-59 Studio |
| 28 Boardroom | 60 Office Space |
| 29 Welcome Desk | 61 Office Space (unbuilt) |
| 30 Lobby | 62-64 Storage |
| 31 Hot Desks | 65 Lobby |
| 32 Copier | |



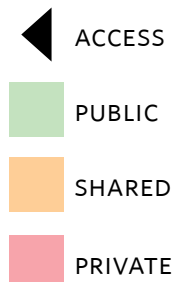
01 Ground floor plan

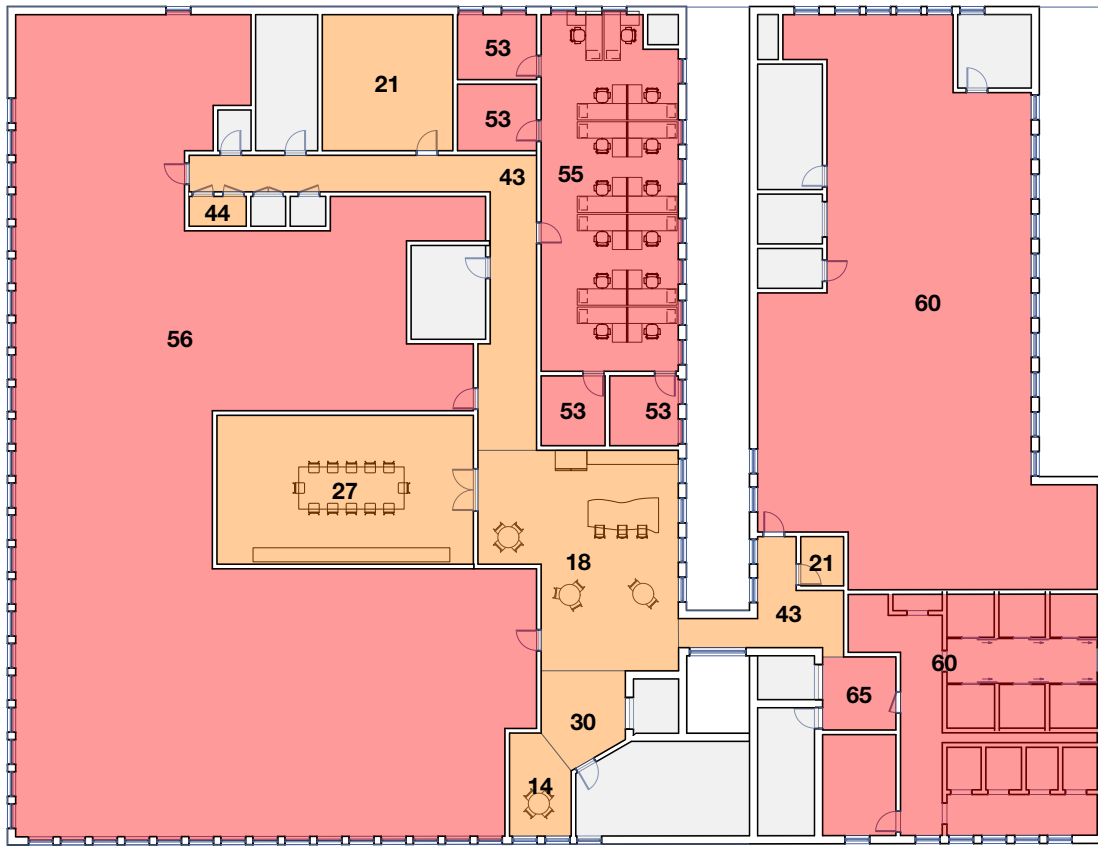


02 Second floor plan

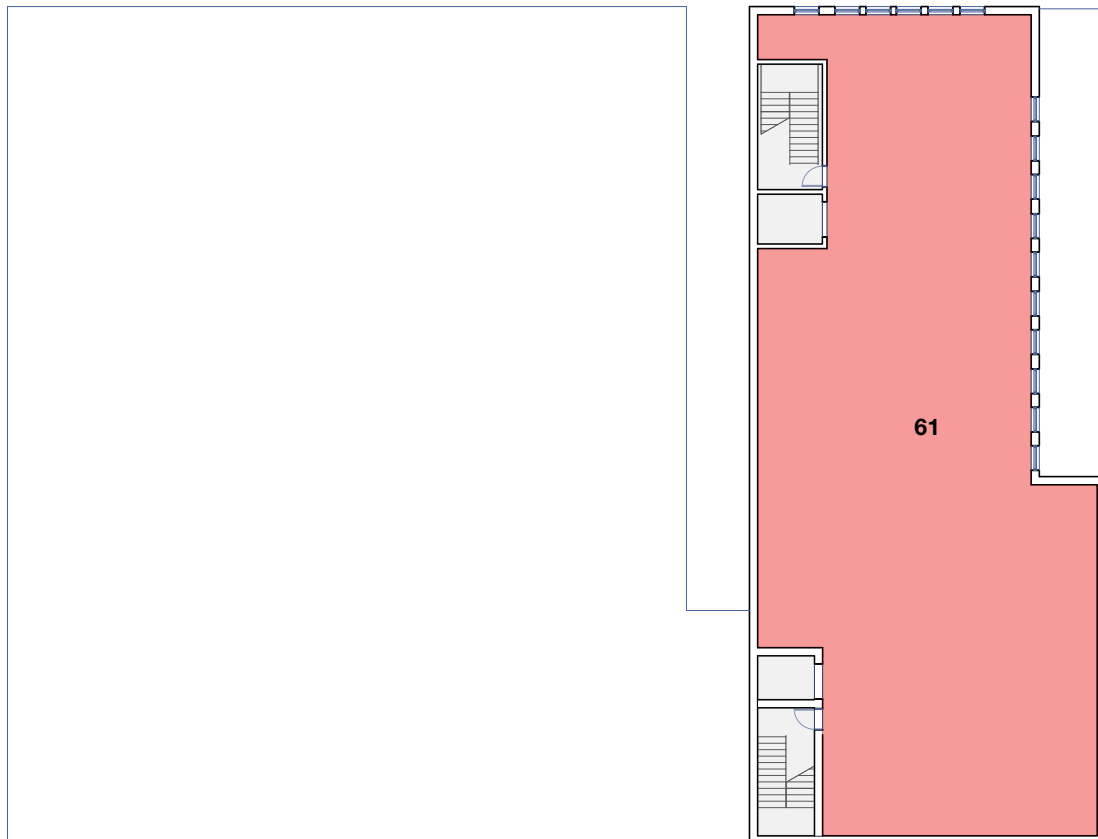


03 Third floor plan





04 Fourth floor plan



05 & 06 Fifth & sixth floor plan

Site Tour Two: 825 Pacific (221A)

The site tour of 221A's 825 Pacific location took place on February 22, 2024 with Carmut Me, Head of Cultural Spaces R&D and Stephan Wright, head of Facilities & Production at 221A.

BACKGROUND

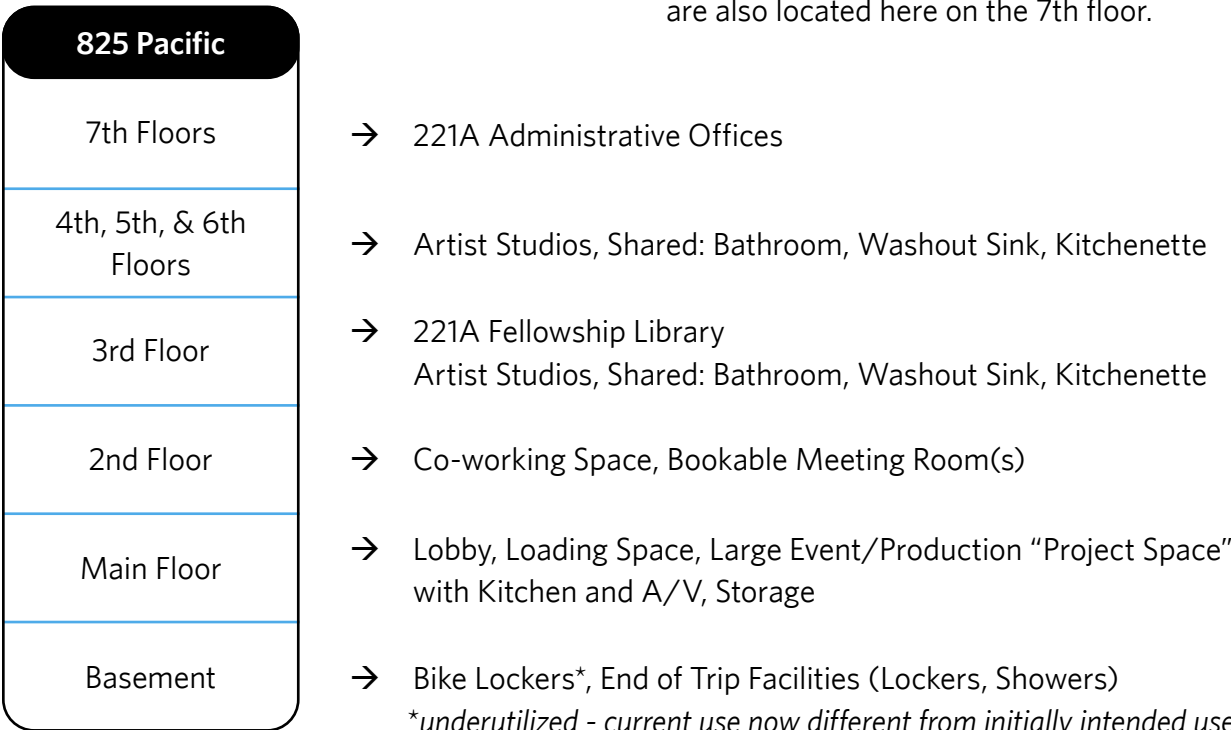
221A is a non-profit organization that works to build arts & culture infrastructure in Vancouver. Started by a group of Emily Carr students looking for a space to meet, 221A established its first off-campus space in Chinatown at 221 East Georgia Street in 2008, hence the name. Today 221A has grown to operate over 130,000 square feet of space across 7 facilities throughout Vancouver including: artist housing, artist studios, exhibition and production spaces. 825 Pacific, the newest addition, is a purpose-built standalone passive house facility developed as part of the City of Vancouver's Community Amenity Contribution (CAC) program. The building is owned by the City of Vancouver and operated by 221A on a 60-year cost recovery lease agreement.

MISSION (IN THEIR OWN WORDS): 221A works with artists and designers to research and develop social, cultural and ecological infrastructure.

VISION (IN THEIR OWN WORDS): 221A envisions a pluralistic society in which all people have the means to access and make culture.

SPATIAL & OPERATIONAL TYPOLOGIES

825 Pacific is a 7-story, 21,000 square foot purpose-built standalone arts and culture facility in Downtown Vancouver. Primarily consisting of artist studios and program spaces, the facility includes 23 rent-stabilized tenant units, 3 units for 221A Fellows, the 221A Fellowship Library, a 50-person co-working space on the second floor, and a ground floor project space for creative studio use and community events. 221A's administrative offices are also located here on the 7th floor.



Section Diagram



825 Pacific (221A) View from Pacific St

Key Benefits:

- Tenant Advisory Committee:** The recent addition of 825 Pacific's large ground floor project space to 221A's facilities has made community programming possible. While 221A has historically focused on arts infrastructure and less on tenant programming, 221A is now building a tenant advisory committee to facilitate tenant communication and support community building across all facilities. 221A is also working to include tenant representatives on their board to maintain a good tenant - operator relationship.
- Cost recovery model and passive house keeps rents affordable:** Passive house means heating and cooling costs are minimal, which helps make the cost recovery model feasible and enables 221A to continue its mission of supporting stable and accessible arts and culture infrastructure in Vancouver.
- There are major benefits to being a standalone building from a facilities management perspective:** Managing building maintenance and systems such as access control systems (ex. fobs), electrical, and HVAC is more straightforward as compared to spaces with shared systems. When different entities (i.e. stratas) operate together to manage shared needs, the additional complexity adds work for Facilities Managers.

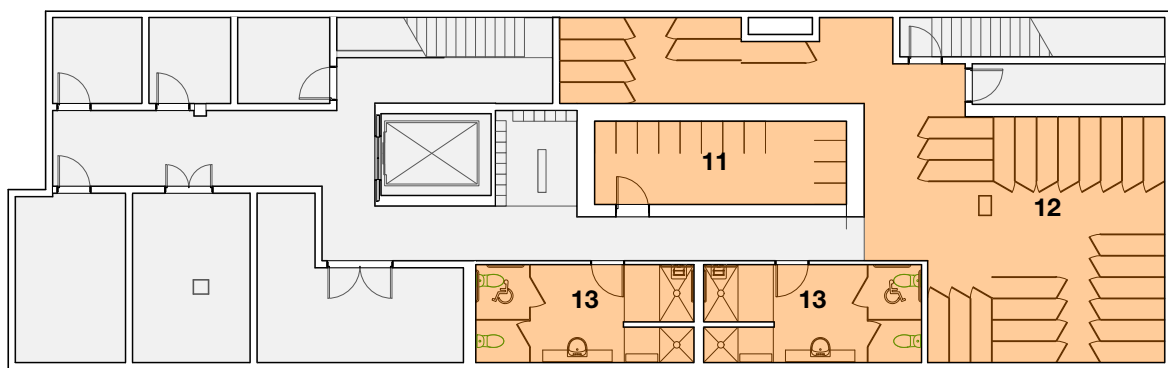
Key Challenges:

- **Too many bike lockers, and not enough storage:** Similar to 312 Main, bike storage in the basement at 825 Pacific is under-utilized and has been partially converted into tenant storage space. Building code requires a certain amount of bike locker storage in excess of what is actually used in reality. There is also a need for artist/tenant storage outside of studio space as the studios here are small (a decision made to keep prices accessible to artists).
- **Managing base building warranties and deficiencies:** While 825 Pacific did not experience the same retrofitting challenges as 312 Main, there were challenges unique to taking over a new building. Managing warranties and addressing deficiencies is challenging for facilities management and operators due to lack of insight into the history of decision-making regarding the building (i.e. not being involved in planning or construction, but being asked to resolve deficiencies). Being brought in earlier in the development process could help inform operators in this step and lighten the load on a day-to-day basis. The City or developer could also allocate more time/fees for project architects post-construction to help resolve problems in this area.
- **A long and thin building is challenging for artist studios:** Dedicated common area spaces were lost to hallways due to the narrow layout of the building. In addition, the large elevator (crucial for arts spaces) was also something that could not be changed. Taking operations into consideration during the development phase could help inform design decisions earlier in the process.

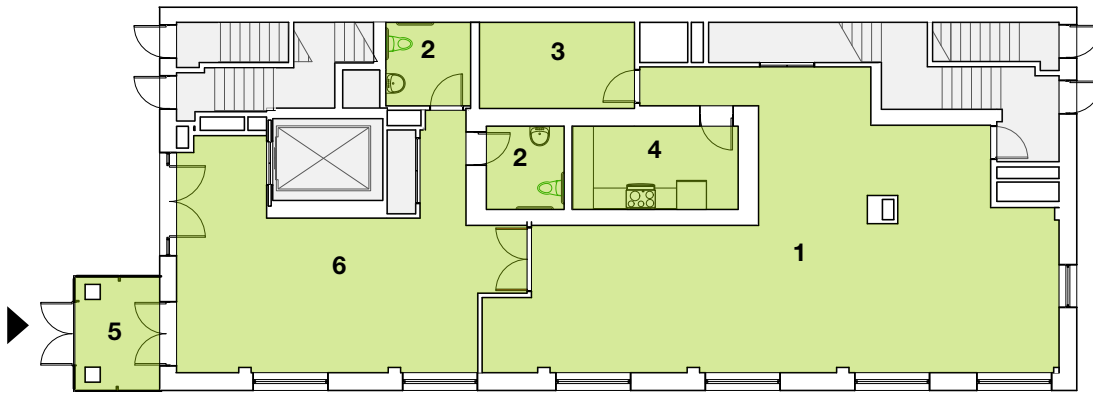
825 Pacific Floor Plans

Program Key:

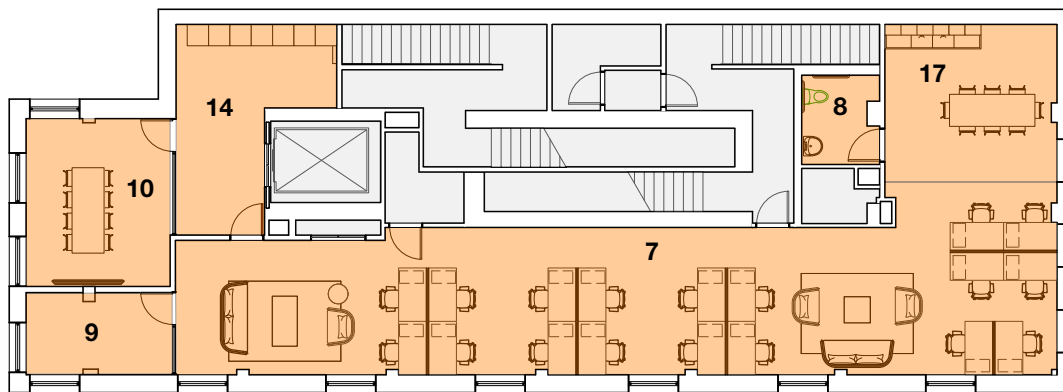
1 Multipurpose Event Space	8 W/C	18-20 Corridor
2 W/C	9-10 Meeting Room	21 Shared Workspace
3 Storage	11-12 Bike Lockers	22-23 Artist Studio
4 Kitchenette	13 Change Room	24 W/C
5 Entrance	14 Storage	25-26 Meeting Room
6 Lobby	15 Library	
7 Shared Workspace	16-17 Break Room	



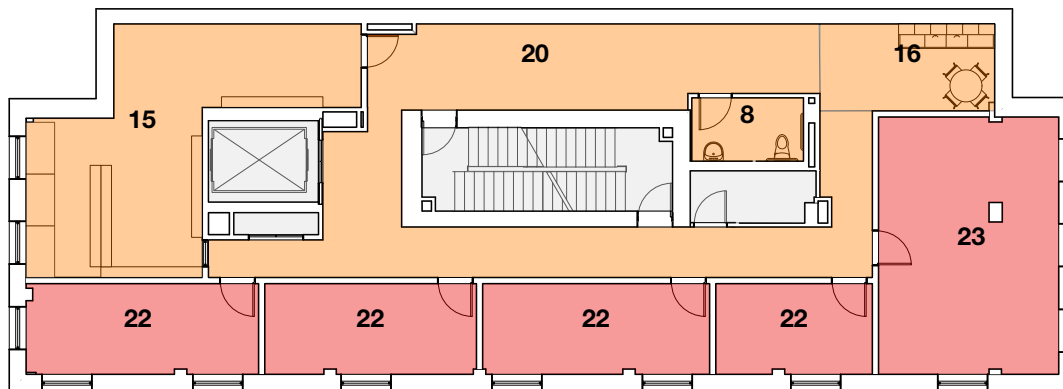
-01 Basement floor plan



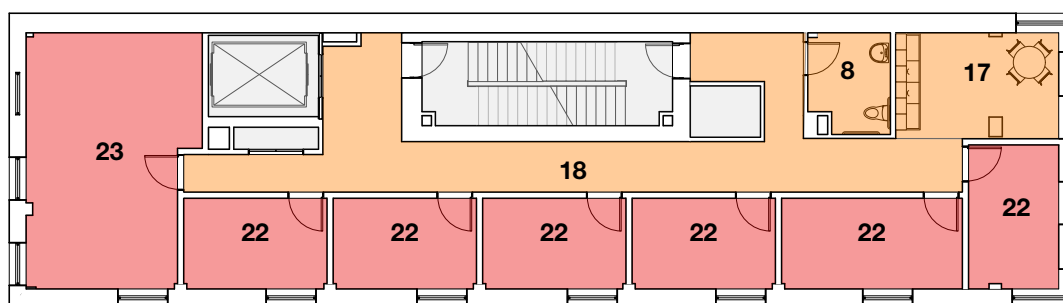
01 Ground floor plan



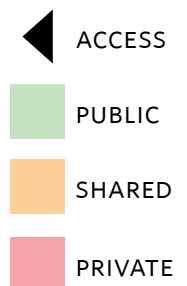
02 Second floor plan

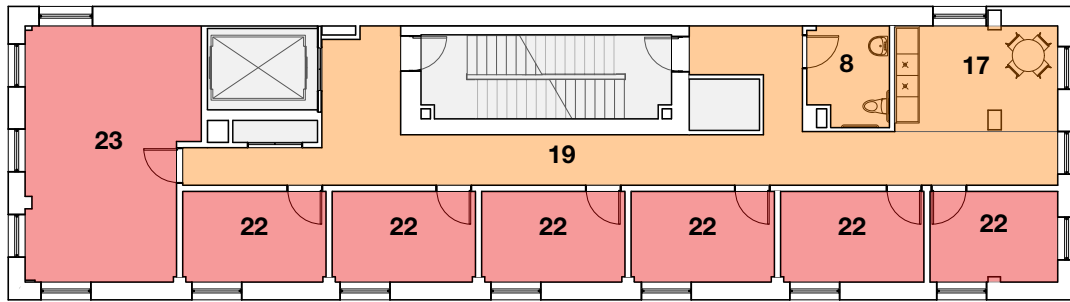


03 Third floor plan

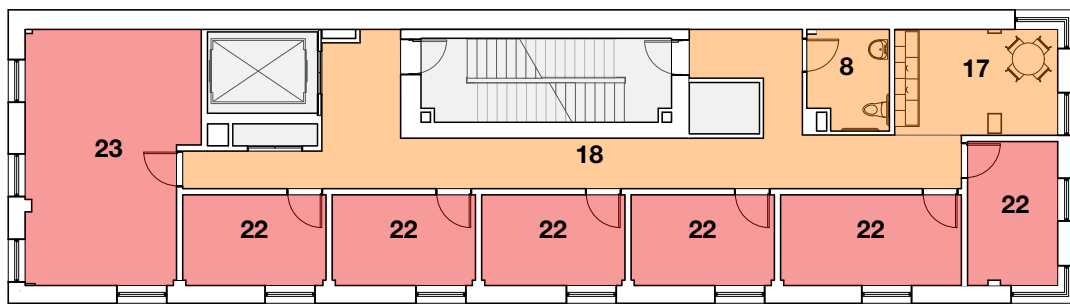


04 Fourth floor plan

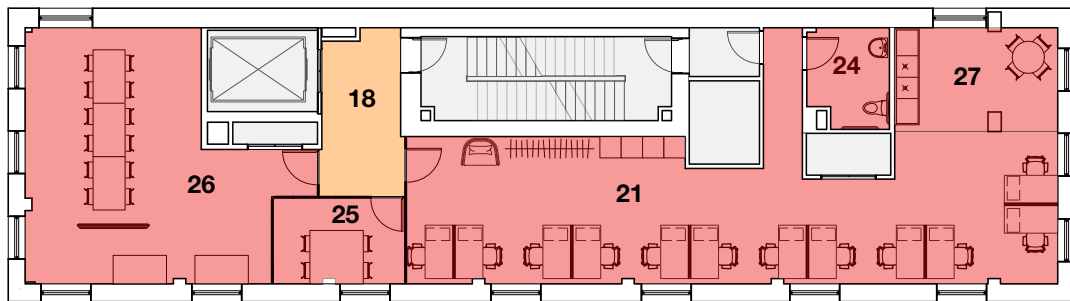




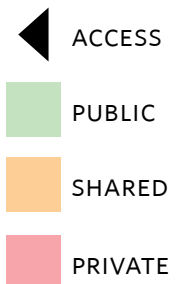
05 Fifth floor plan



06 Sixth floor plan



07 Seventh floor plan



Site Tour Three: The Post at 750

The site tour of The Post at 750 took place on April 9th, 2024 with David Pay, Board President of 110 Arts Cooperative, and Daphne Andrews, Facility Manager of The Post at 750.

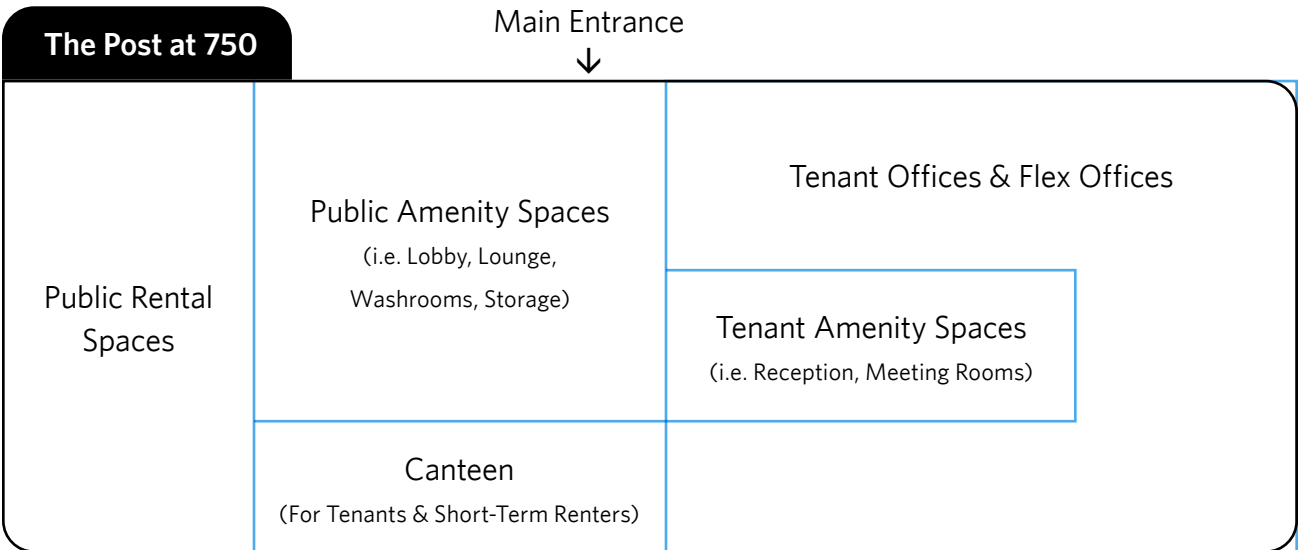
BACKGROUND

The Post at 750 began as an idea in 2012 when Touchstone Theatre Society and PuSh International Performing Arts Festival Society identified the need for a cooperative space to foster collaboration rather than competition. Over 18 months of planning they were joined by the other two organizations: Music on Main Society and The Documentary Media Society to form a consortium. In 2013, City of Vancouver requested expressions of interest for a new cultural amenity space at the CBC campus downtown and the consortium won. They spent the next year on fundraising and tenant renovations, before moving in in 2014. 110 Arts Cooperative was then formed to operate the space now known as The Post at 750.

VISION (IN THEIR OWN WORDS): Our vision for this new cultural space imagines a hub for shared resource, social-profit partnership, creative endeavor, cultural animation and public outreach.

SPATIAL & OPERATIONAL TYPOLOGIES:

The Post at 750 is an 8,000 square foot facility that houses its four founding permanent tenants, and also provides short-term rental space at below market rates for arts and culture organizations, not-for-profits, corporate and private renters. The facility is comprised of private offices, flex offices, and amenity spaces such as meeting rooms and a canteen. There are two short-term rental spaces intended for use by the arts and culture community. 110 Arts Cooperative operates with a collaborative governance model, with decisions made collectively by a board of representatives from each member organization. The cooperative’s management structure is non-hierarchical, promoting a culture of equality and shared responsibility. Day-to-day operations are managed by a facility manager, who acts as the point of contact for all operational concerns. Financially, the Post operates on a cost recovery model and are sub-tenants of the City of Vancouver who is a sub-tenant of the CBC.



Plan Diagram



Key Benefits:

- **Cooperative governance model promotes a culture of equity and shared responsibility:** While this model requires more involvement than a simpler tenant relationship, it is also rewarding. Tenants have a sense of ownership, shared responsibility, and a spirit of collaboration. Collective decision-making occurs in regularly scheduled meetings.
- **Lease structure allows for long-term planning:** 30-year lease in 5-year renewal periods (with first 10-years continuous) allows for long-term decision making such as designing offices to last the full duration of the lease and buying durable furniture.
- **Tenant-led renovations enable specific needs to be met:** The Post hired an architect to identify space needs for renovations that would directly address tenant and community needs. Examples of design elements such as flex offices to accommodate seasonal staff increases for festivals, acoustically treated rental spaces, and neutral interiors to let event posters shine.
- **Facility Manager ensures smooth day-to-day operations:** While larger management decisions are made by the Board of 110 Arts Cooperative, daily operations are managed by a facility manager who oversees maintenance, scheduling common area use, coordinating events, and logistical support.
- Designing for mingling and connections keeps the space alive.
- **Cost recovery model allows The Post at 750 to fulfil its mission:** This model provides affordable space and proximity to key audiences for cultural organizations in the heart of downtown Vancouver.

Key Challenges:

- **Old infrastructure:** One of the offices has been affected by leaks for the last three years which the management company is still working to fix.
- **Reception area is acoustically open to other office areas:** As a natural space to gather, sometimes conversations in this area can be disruptive to adjacent offices.
- **Initial friction in sharing financial responsibility:** Member leases are based on footprint plus an equal share of operational costs. This felt unfair to smaller organizations initially. However, since then organizations have fluctuated in size and tenants see that the benefits of co-locating far outweigh the cost of splitting operations equally.
- **There is a lot of learning to do at the beginning:** The board of 110 Arts Cooperative had to learn a lot in the process of securing their space. Even before winning the Request for Expressions of Interest (RFEOI) from the City, the consortium had hired an architect to do massings and worked with business consultants to plan out their model. After securing space, 110 Arts Cooperative fundraised \$1.4M and hired contractors for renovations. New operators should be prepared for some growing pains as they navigate the initial process of co-locating.
- **Tenant costs can be unpredictable with a cost recovery lease:** Having rent tied to a proportionate share of building operating costs means that unforeseen increases in those costs have financial impact on The Post.

The Post at 750 Floor Plan



Program Key:

- 1-2** Multipurpose Room
- 3** Canteen
- 4** Lounge
- 5** Rest Area
- 6** Shared Workspace
- 7** W/C
- 8** W/C with 3 stalls
- 9-10** Storage
- 11** Corridor
- 12** Services
- 13** Flex Space
- 14-16** Meeting Room
- 17** Corridor
- 18** Server & Storage
- 19** Reception
- 20** Copier
- 21-24** Office

-  ACCESS
-  PUBLIC
-  SHARED
-  PRIVATE

Site Tour Four: The Arts Factory

In addition to the three primary Case Studies, the team also identified The Arts Factory as a supplementary example to compare the newer 221A facility with a more established arts facility. The Arts Factory was toured on April 16th, 2024 led by Marietta Kozak, Co-Founder of the Arts Factory, and Kate Barry, Studio Manager.

BACKGROUND

In 2012, Councillor Geoff Meggs motioned for an existing City building to be converted into artist space after outcry among constituents over the the loss of 50,000 s.f. of artist studios to renovations. The current Arts Factory building, originally a 1930’s box factory, was identified as a candidate and put out to bid with a 10-year lease.

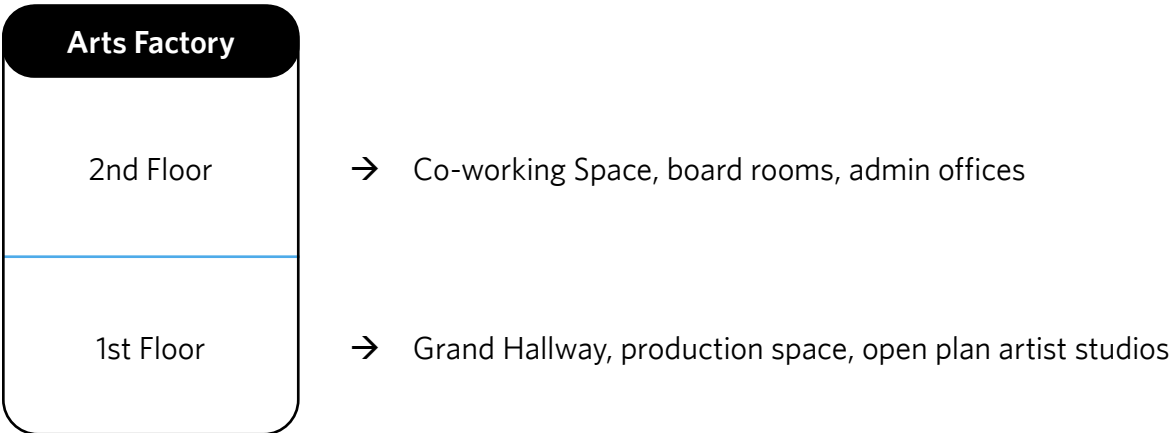
Great Northern Way Scene Shop (GNWSS)—a production and fabrication shop serving the theatre community—was poised to lose its building at the time. Two members formed Arts Factory Society in order to respond to the city’s Request For Proposals (RFP) and proposed a colocation hub for artists, with GNWSS as the anchor tenant and won the bid.

The process from proposal to opening Arts Factory’s doors took over 3 years of working closely with the City. One year for the lease, two years for the base building upgrades, including

seismic upgrades and remediation for asbestos and lead, and another six months for tenant improvements. In total renovations cost \$5M, with \$1.5M of those funds contributed by Arts Factory Society in the form of grants.

Today, the Arts Factory is operated by the Arts Factory Society and runs on a hybrid tenant and cost recovery model. The building is owned by the City of Vancouver.

VISION (IN THEIR OWN WORDS): The community of artists at #281 Industrial is committed to fostering innovation, learning exchanges, and cross-disciplinary collaboration. Our vision is that the building will function as an incubator for artists and their practice, while enabling connections between artists, neighborhoods and institutions. The Arts Factory is managed by The Arts Factory Society, a non-profit society.



Section Diagram



The Arts Factory *View from Station St*

SPATIAL & OPERATIONAL TYPOLOGIES:

The Arts Factory is a mixed-use industrial arts facility that occupies 21,000 square feet of a renovated Art-Deco warehouse at 281 Industrial Avenue. This cultural hub includes three main areas: administrative offices and co-working desks, two large artist studio areas, and an industrial space with workshops occupied by GNWSS (the main tenant) and other for-profit tenants. There are common areas, such as kitchens and washrooms on both floors. Common meeting/board rooms are in the administrative space on the mezzanine, and there is a large event space “The Grand Hallway” separating the artist studios and the workshops on the main floor.

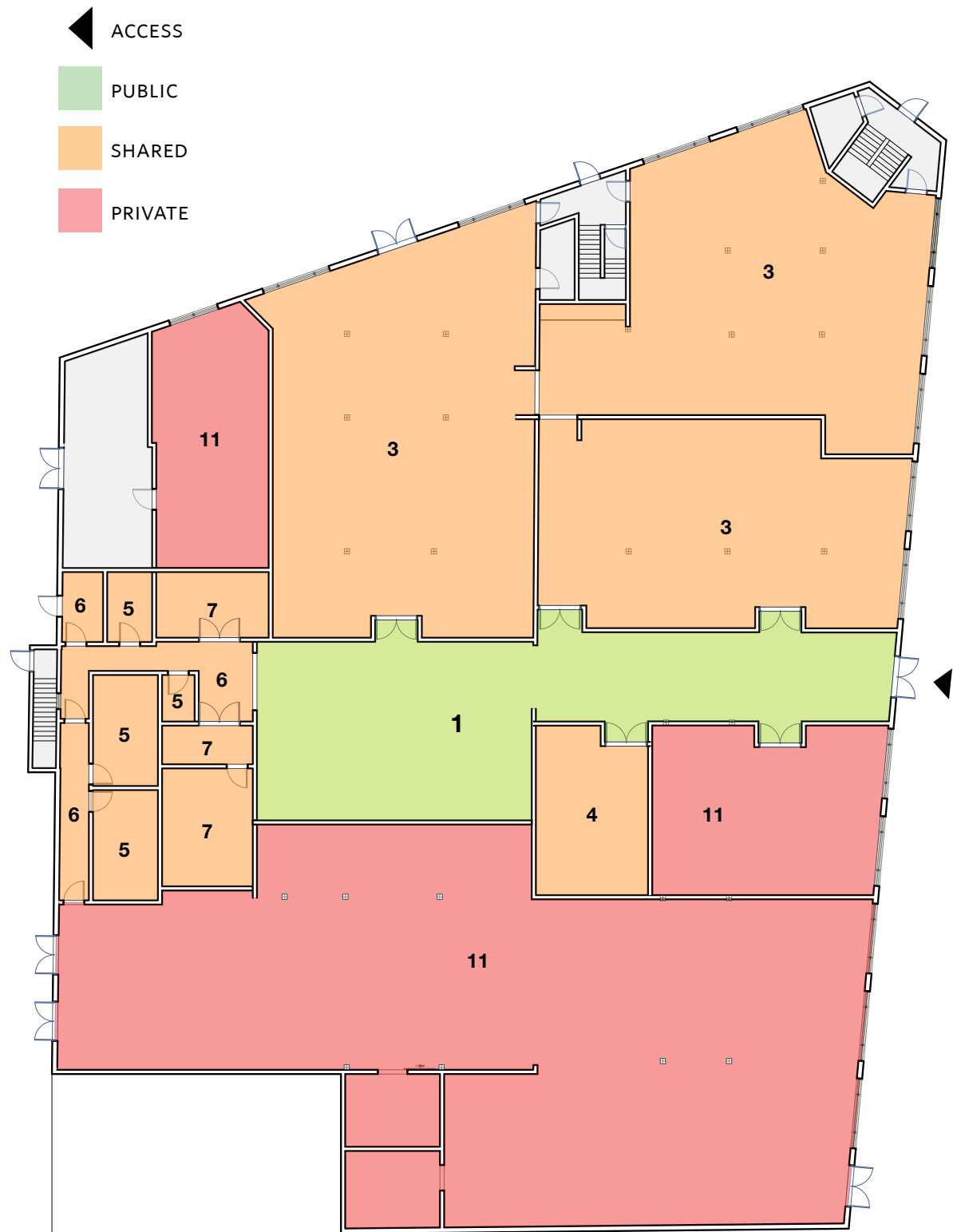
The Arts Factory houses a mix of emerging and established artists, as well as arts organizations and professionals in the cultural sector, with studio spaces geared toward serving professional artists and crafts people at cost.

KEY BENEFITS:

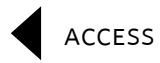
- **Safe and secure building:** Facilities are up to code, providing a safe and secure environment for artists and other tenants. Artist studio retention is high, at 90% due to the high standards of the space.
- **Committed operator with stake in the project and community:** Marietta Kozak and Elias Kirby spent 3-years managing the lease and renovation process without compensation.

KEY CHALLENGES:

- **No guarantee as to the level of rent increases at the expiry of the lease:** Despite securing \$1.5M in funding to bring the project to life, The Arts Factory’s future is uncertain when their lease renewal is up, as their model is dependent on offering cost-recovery rates to artists.
- **Managing complexity and expense of base building renovations requires depth of knowledge:** A consultant was able to find cost effective solutions to seismic upgrade requirements.



01 Ground floor plan



ACCESS



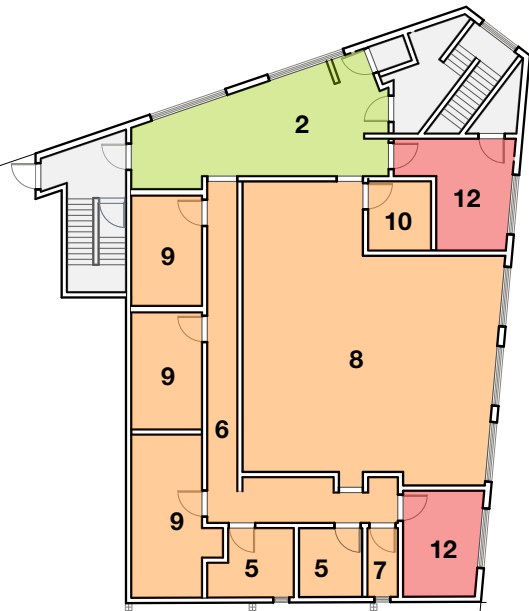
PUBLIC



SHARED



PRIVATE



Program Key:

- 1** Grand Hallway
- 2** Lobby/Event Space
- 3** Shared Studio Space
- 4** Kitchen
- 5** W/C
- 6** Circulation
- 7** Service Rooms
- 8** Hot Desks
- 9** Meeting Rooms
- 10** Phone Booth
- 11** Studio
- 12** Office

02 *Second floor plan*

Supplementary Examples

While this report primarily focuses on successful examples, it is also useful and important to examine less successful outcomes in order to understand the pressures and challenges that can potentially undermine colocation initiatives.

The following three case studies summarize feedback received from operators of colocation facilities that experienced long term operational challenges.

SPARC BC

BACKGROUND

When faced with a lease renewal for their space at 4445 Norfolk Street, SPARC BC recognized they did not need the entire space and sought partners to share it. One of SPARC BC's board members, who was also on the Board of Directors for AMSSA (Affiliation of Multicultural Societies and Service Agencies of BC), identified AMSSA as a potential partner, as they were actively looking for space. The two organizations agreed to collaborate, designing the space to meet their respective needs while sharing common amenities. Later, the Homelessness Services Association (HSA) joined the partnership, leading to the space being divided among the three organizations. Despite initial agreements, AMSSA eventually needed to leave early due to growth, and HSA moved to another location after their lease period.

MISSION: To bring together values-aligned social service NPOs to share space and resources.



SPARC BC Axonometric View

SPATIAL & OPERATIONAL TYPOLOGIES

The space was operated by tenants on a cost sharing lease model.

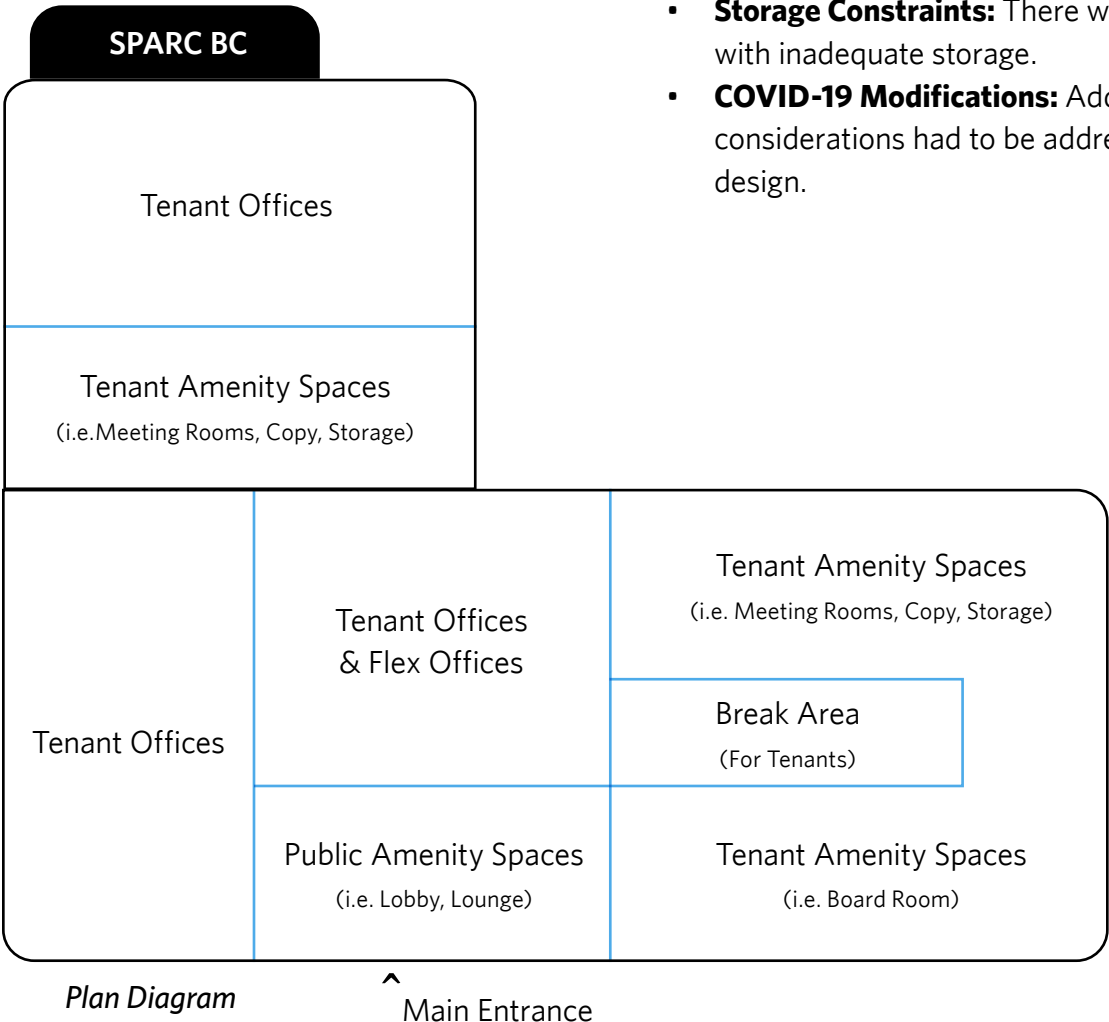
The ultimate dissolution of the colocation group is a good example of the kind of pressures that tenant operator models are particularly susceptible to. Because they generally do not have staff that are wholly committed to operations and tenant management, they may be less prepared for, and have less capacity to respond to sudden changes.

Key Benefits:

- **Space Sharing:** Space use was optimized by sharing common amenities such as the kitchen and boardroom.
- **Customized Design for Specific Needs:** The space was designed and later modified to meet the specific needs of the organizations, including adjustments for COVID-19 safety protocols.
- **Improved Accessibility and Lighting:** Modern lighting improved accessibility, particularly for individuals with low vision.
- **Effective Budget Management:** The project was delivered on budget.

Key Challenges:

- **Acoustic Issues in Shared Boardroom:** The shared boardroom faced significant acoustic challenges, which were difficult to resolve. This was one of the primary operational issues that affected the usability of the space.
- **IT Server Room Access Conflicts:** There were conflicts over access to the shared IT server room, with some tenants requiring 24/7 access, which led to operational difficulties and eventual relocation of the server.
- **Signage Limitations:** The restrictions on exterior signage imposed by building management limited visibility for AMSSA.
- **Storage Constraints:** There were issues with inadequate storage.
- **COVID-19 Modifications:** Additional considerations had to be addressed post-design.



BCA Sun Wah, 268 Keefer Street

BACKGROUND

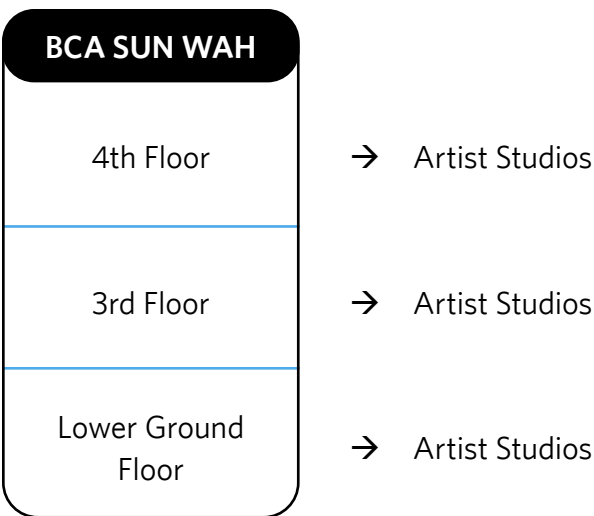
The hub at 268 Keefer Street was conceived as a community-led development by a non-profit organization focused on creating arts and cultural spaces. Located in Vancouver’s Chinatown, the project involved a long-term lease (10+10+10 years) of 50,000 square feet in an underutilized Hong Kong-style mall. Key stakeholders included the building owner, BCA (formerly BC Artscape), the City of Vancouver, Heritage Canada, the Province of BC, and various subtenants, including anchor tenants and Chinatown community members. The project was completed within 15 months, with \$5 million in tenant improvements funded by public and private sources, including a \$1 million loan from Vancity. The development did not require major rezoning or permits beyond building permits, as the improvements aligned with existing zoning uses.

MISSION

Transform an underutilized space into a vibrant hub for artists and community groups.

SPATIAL & OPERATIONAL TYPOLOGIES

The hub at 268 Keefer Street spans 50,000 square feet across three floors within a seven-story building, housing over 80 subtenant units. The space includes a mix of unit types and sizes, such as artist studios, offices, galleries, and educational spaces, with unit sizes ranging from 100 to 2,500 square feet. However, larger units were later subdivided into smaller spaces (100-400 square feet) to meet tenant demand. Operationally, the hub offers flexible lease lengths (1 to 10 years) and prioritizes subleasing to Chinatown-based artists and organizations. BCA has held a 30-year headlease on the premises since 2017. More details can be found here: <https://www.bcabca.ca/space-opportunities>



Section Diagram



BCA Sun Wah Source: bcabca.ca

Key Benefits:

- **Community-Led Development:** The project was driven by a non-profit developer, focusing on arts and cultural space, which helped to secure long-term homes for artists and organizations, some of whom were able to return to Chinatown after being displaced.
- **Flexible Lease Agreements:** A variety of lease lengths (1 to 10 years) catered to different sub-tenant needs.
- **Chinatown Community Involvement:** The involvement of Chinatown community members in advisory roles helped to align the project with local needs, including providing access for seniors and supporting local businesses.
- **Reciprocity Agreement:** Subtenants were required to contribute a minimum of one hour per month to the Chinatown community, promoting engagement and reciprocity within the neighborhood.
- **Governance and Support:** Recent efforts to include tenants on the board of BCA and the presence of BCA staff on-site contributed to stronger tenant relations and better support for community needs.
- **Limited Natural Light:** The majority of spaces lacked natural light, making it difficult to attract tenants, particularly for artist studios and office spaces.
- **Negative Owner-Tenant Relations:** Ongoing challenges with the building owner negatively impacted BCA's operations and the leasing of vacant units.
- **Acoustic and Thermal Discomfort:** The space had poor acoustic isolation, with half-height walls and centrally controlled HVAC, leading to frequent tenant complaints about noise and temperature control.
- **Space Utilization Issues:** Some large spaces initially intended for anchor tenants remained unleased, requiring further renovations to divide them into smaller units, which was costly and time-consuming.
- **Vancouver Building By-law Compliance Issues:** Requirements related to alterations in existing buildings posed additional challenges, especially concerning cumulative changes over time. For example, permitted renovations are required to account for all unsanctioned changes to the building since the last permit. This can be particularly challenging in racialized, or otherwise marginalized communities where interactions with authorities were intentionally avoided due to discrimination. Minor changes can also trigger further upgrades, which can have a "snowball effect" of expanding scope, costs, and processing times.

Key Challenges:

- **Poor Building Condition:** The building's age presented significant operational challenges, including outdated elevators, HVAC systems, plumbing issues, and leaks, which affected tenant comfort and accessibility.
- **High Costs:** The high operational costs of maintaining 50,000 square feet, coupled with a \$1M loan, created financial strain. This was exacerbated by the affordability threshold of the arts and culture community versus the rental rates and unit quality.

1101/1105 Seymour Street

BACKGROUND

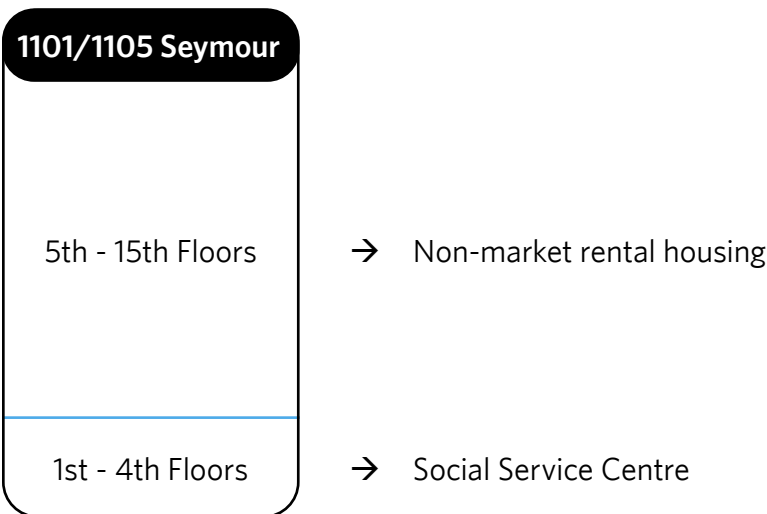
The hub at 1101/1105 Seymour Street was conceived as part of a Community Amenity Contribution (CAC) linked to the rezoning of a nearby property at 1300-1320 Richards Street. Approved in principle by the City Council on May 15, 2013, the project was driven by Wall Financial Corporation, which agreed to provide the City with a purpose-built, turnkey social service center spanning the first four floors of the new 15-story building.

MISSION

This facility was intended to support social services, particularly for people living with HIV/AIDS, and included commitments to return two existing non-profit tenants—Positive Living BC and AIDS Vancouver (now Ribbon Community)—to the new space. The development aimed to address the scarcity of affordable non-profit space in Vancouver while ensuring that these essential services continued to serve the local community.

SPATIAL & OPERATIONAL TYPOLOGIES

Built in 2017, 1101/1105 Seymour Street is a 15 storey City-owned facility achieved through a Community Amenity Contribution (CAC). It includes the first 4 floors of social service centre space (1101 Seymour Street), with 81 units of non-market rental housing above (1105 Seymour Street). There is a common lobby, shared elevator, storage rooms and parking designated for the social service offices. The space operates with an integrated framework of head and sub-tenants, which differs from typical social service hub operational models. Without an operator to manage tenant engagement and relations, the hub has faced governance challenges.



Section Diagram



1101/1105 Seymour St View from Seymour St

Key Benefits:

- **Enhanced Support for Underserved Communities:** As one of the few social service centres outside the DTES, the space provides crucial services for vulnerable populations, including those living with HIV/AIDS, youth in foster care and sex workers, offering increased support and investment in social non-profits.
- **Control Over Lease Spaces:** Each non-profit organization has control over its exclusive lease space, allowing them to tailor the space to meet their unique programming needs.
- **Natural Light and Comfort:** As a modern, purpose-built facility, the interior spaces benefit from natural light, thermal and acoustic comfort.
- **Flexible Lease Agreements:** Individual leases offer flexibility in terms of lease duration and service level agreements, accommodating the evolving needs of the tenants.

Key Challenges:

- **Mechanical and Design Issues:** Significant mechanical deficiencies have been reported, which are difficult to address due to the lack of direct City control during the development phase. Additionally, the modular wall systems, intended for flexibility, have proven problematic, leading to difficulties in reconfiguration and reuse. HVAC upgrades may be needed for smudging, as well as added kitchen appliances.
- **Limited Shared Spaces:** The building operates like a commercial office with limited shared spaces, which hinders the creation of synergies among tenants and poses security risks due to the absence of a reception desk and the design of the entrances.
- **Governance and Operations Challenges:** Lack of a formal governance structure for managing common areas and making shared decisions led to confusion and tensions among tenants. Changes in tenant mix and lease modifications have further exacerbated these issues.
- **Security and Safety Concerns:** Open stair design and circulation issues have raised safety and security concerns, particularly with the interaction between the social service and housing components of the building.
- **Inadequate Parking and Storage:** Limited availability of parking and storage has been a persistent issue, which is likely to worsen if additional tenants are introduced.

Overview of Colocated Non-Profit Centers outside of Vancouver

Colocated non-profit centers have been gaining popularity as a way for organizations to share resources, collaborate more effectively, and reduce overhead costs. These centers often house multiple non-profit organizations under one roof, facilitating greater interaction and collaboration among different groups.

These centers exemplify the trend towards shared spaces, where non-profits can not only save costs but also foster innovation and community development. They are known for their contributions to their communities, providing vital resources and fostering a collaborative environment for non-profits to thrive.

The following is a list of notable non-profit centers across North America:

1. THE JESSIE BALL DUPONT CENTER (JACKSONVILLE, FLORIDA)

This center offers innovative spaces that include individual tenant spaces, hot desks, an audio-visual studio, and various meeting rooms. This diversity in space usage promotes extensive collaboration and flexibility for the tenant organizations.

2. THE ALLIANCE CENTER (DENVER, COLORADO)

Situated in the Lower Downtown (LoDo), the Alliance Center was created by purchasing a historic warehouse, allowing non-profits to be located near government agencies and other partners. This strategic location helps reduce rental costs and increases access to important resources.

3. CO-OPERATIVE OF SPECIALTY COMMUNITY LEGAL CLINICS (TORONTO, ONTARIO)

This cooperative hosts multiple legal aid clinics under one roof. The colocation was partly driven by the need to save on administrative costs and ensure proximity to courthouses and transportation hubs, making it easier for clients to access services.

4. DELMAR DIVINE (ST. LOUIS, MISSOURI)

This ambitious project aims to convert a former hospital into a large non-profit and community service office space. It's a part of a broader effort to revitalize an economically distressed area while providing essential services to the community.

5. THE NONPROFIT VILLAGE (ROCKVILLE, MARYLAND)

Provides affordable office space and support services to non-profits.

6. THE DAVID BROWER CENTER (BERKELEY, CALIFORNIA)

A hub for environmental and social action organizations.

7. THE IMPACT HUB (NEW YORK CITY, NEW YORK)

Part of a global network supporting social entrepreneurs and innovators.

8. THE WOMEN'S BUILDING (SAN FRANCISCO, CALIFORNIA)

A community space serving women and girls.

9. CHICAGO LITERACY ALLIANCE'S LITERACENTER (CHICAGO, ILLINOIS)

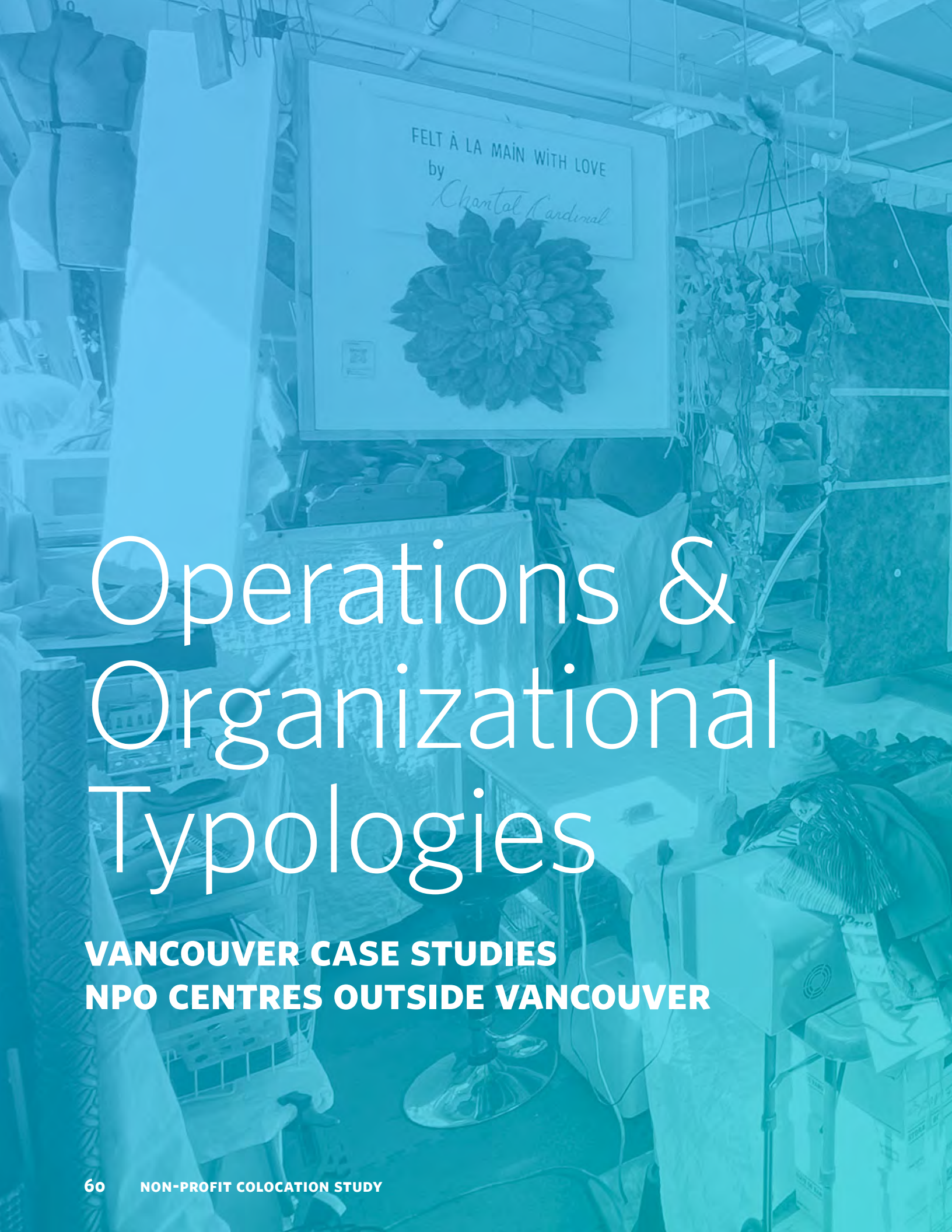
Dedicated to organizations working to meet literacy needs.

10. CENTRE FOR SOCIAL INNOVATION (TORONTO, ONTARIO)

Provides coworking spaces for social enterprises and non-profits.

11. TIDES CONVERGE (SAN FRANCISCO, CALIFORNIA)

Focuses on environmental and social justice organizations.



Operations & Organizational Typologies

**VANCOUVER CASE STUDIES
NPO CENTRES OUTSIDE VANCOUVER**



Operations & Organizational Typologies

What's in This Chapter

The first section of this chapter documents key operational and governance insights and provide Operational Typology diagrams for the three Case Studies that were assessed earlier in this report: 1) [312 Main](#), 2) [221A](#), and 3) [The Post at 750](#). From this section you can also cross reference the earlier case study information, as well as Functional Programs later in the report for each respective example.

In the second section, we highlight operational insights from colocation hubs outside of Vancouver, including the City of Edmonton, Alberta, Canada, and St. Louis, Missouri, USA.

Key Terms

Operations are the processes, governance structures and other managerial considerations relevant to the initiation, development launching and day to day functionality of social and cultural colocation hubs. Functions include but are not limited to property management, tenant coordination, community programming. Operations also include ensuring efficient use of shared resources, such as meeting rooms, public facilities, and event spaces, while addressing challenges like security and accessibility.

Operational Typologies are the different models that are established to undertake operations. No two colocation hubs are exactly alike, however it is useful to identify and document these general typologies as a roadmap and starting place for future colocation hubs.

Key Takeaways

- Two main operational typologies are typically used for colocation hubs: **operator models** involve a dedicated team or manager, while **co-operative models** share responsibility for operations among members.
- Governance models for both typologies often feature community consultation and tenant feedback mechanisms to guide strategic decisions and daily operations. Governance prioritizes transparent decision-making, equity, and the integration of diverse organizational cultures.
- Financial management typically revolves around a cost recovery model, balancing operational costs with affordable rents.
- Each Non profit center operates differently with some overarching structures that may be similar to each other.

Three Case Study Colocation Hubs in Vancouver

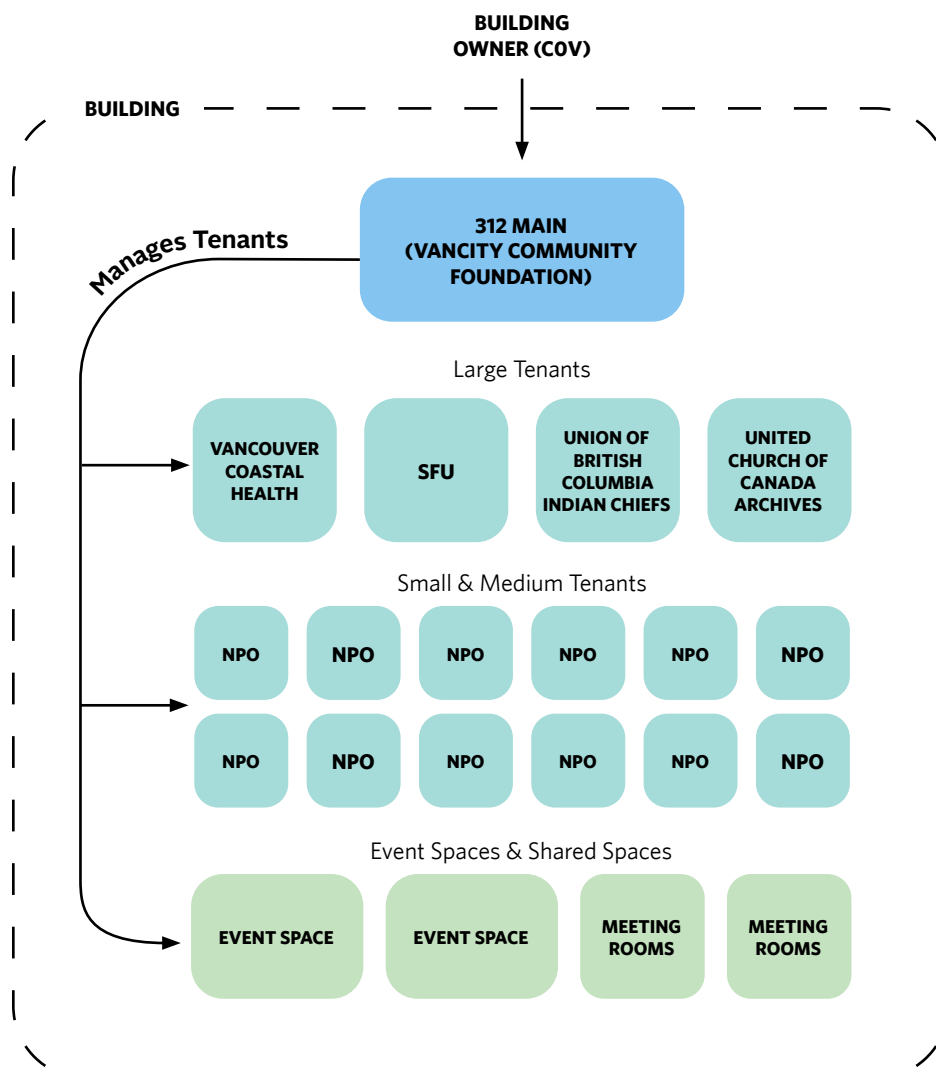
1. 312 Main - SINGLE TENANT OPERATOR MODEL

Location: 312 Main Street (DTES), Vancouver

Core Tenants: SFU, Union of British Columbia Indian Chiefs (UBCIC), and 60+ other tenants, including artists, and NPOs

Operational analysis is cross referenced with [Case Study](#) information and [Functional Program](#) analysis for 312 Main in other chapters of this document.

312 Main uses a single tenant operator model, with Vancouver Community Foundation (VCF) stepping into this role out of necessity following the development of the colocation hub. VCF is also one of the original large “anchor” tenants of the hub. As operators of 312 Main, VCF manages the tenant mix and space allocations, as well as day to day functions of 312 Main.



312 Main Operations

Operator Role - The Operations Manager oversees different phases of the project, including its opening, the pandemic period, and current operations. Responsibilities include managing the property and coordinating space sharing among tenants, and fall into the following categories:

Property Management

- VCF manages not just the property but also facilitates operations, including property management and space sharing
- Tenants go through an application process to ensure alignment with the values of the space

Space Utilization

- Different floors cater to various types of non-profit organizations, from individual hot desks to larger non-profits and institutional “anchor tenants”
- Ongoing plans to develop unused floors to accommodate more tenants

Community and Tenant Engagement

- Diverse range of tenant organizations, including artists, non-profits and larger entities
- Regular programming and events to foster community engagement and collaboration

Facilities and Amenities

- Building includes meeting rooms, public access washrooms, a food bank, and spaces for various activities
- Challenges like maintaining security, managing shared resources, and addressing accessibility issues are ongoing



312 Main
Exterior View

312 Main Governance

Organizational Structure - 312 Main is operated by Vancity Community Foundation (VCF), a charitable foundation connected to Vancity Credit Union, who also provides funding. Providing both operational management and governance of 312 Main to ensure alignment with the community's needs and values, VCF oversees daily operations, strategic direction and oversight including the following:

Community Consultation

- Extensive consultations with community members to understand their needs and incorporate feedback into the space's design and operations
- The project aimed to reflect the community's needs in its architecture and operations

Funding and Financial Management

- Financial challenges, including the high costs of maintaining security and development
- Revenue management involves collecting rent from tenants and using it to cover operational costs, with some revenue going to the City

Tenant Selection and Values Alignment

- Tenants selected based on alignment with the space's values, with a diverse range of organizations included
- Systems in place for tenants to apply and integrate into the community, ensuring a cohesive environment

Conflict Resolution and Policy Enforcement

- There have been instances where tenants were asked to leave due to misalignment with the space's values
- Maintaining policies that ensure the space remains conducive to its intended purpose and values



312 Main Co-working floor mail box area

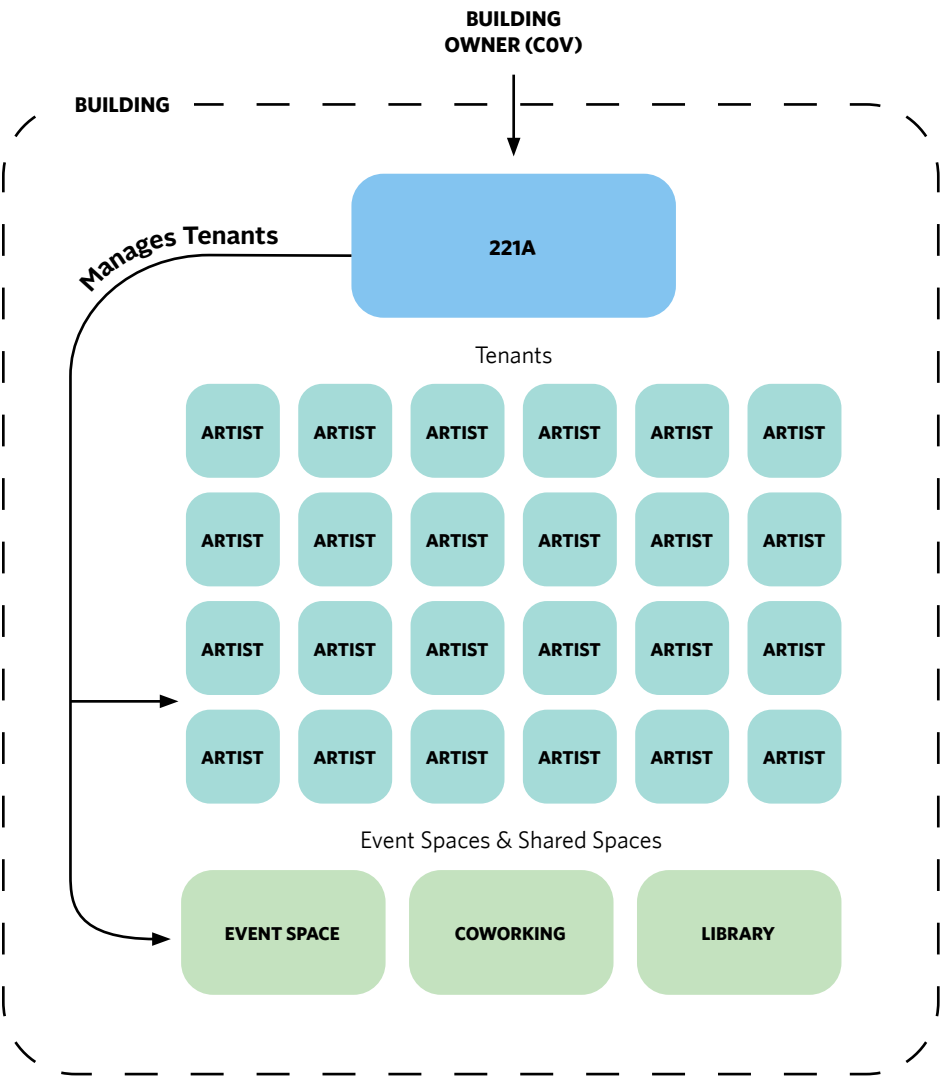
2. 221A - DEDICATED OPERATOR MODEL

Location: 825 Pacific Street, Vancouver

Core Tenants: 221A and 30 artists

Operational analysis is cross referenced with [Case Study](#) information and [Functional Program](#) analysis for 221A in other chapters of this document.

Pacific Street is one colocation site of many operated by 221A. This site was part of a Community Amenity Contribution and features a cost recovery model and extended term lease, contributing to its long term viability. The hub is primarily for artists, and leans less on values alignment than hubs that prioritize social non-profit organizations. 221A features publicly accessible event and coworking space, as well as a reference library for tenant use.



221A Operations

Operator Role - The building at 825 Pacific is owned by the City of Vancouver and operated by 221A with a 60-year lease. The building includes 221A offices housing a dedicated staff that manage daily operations of the building as well as other locations. 221A responsibilities include the following:

Building Management and Use

- Building initially a warm-shell base building, with tenant improvements made by 221A
- Building includes artist studios, office spaces for cultural non-profits, 221A's Fellowship Library, and shared amenities like kitchens and meeting rooms.

Tenant and Space Management

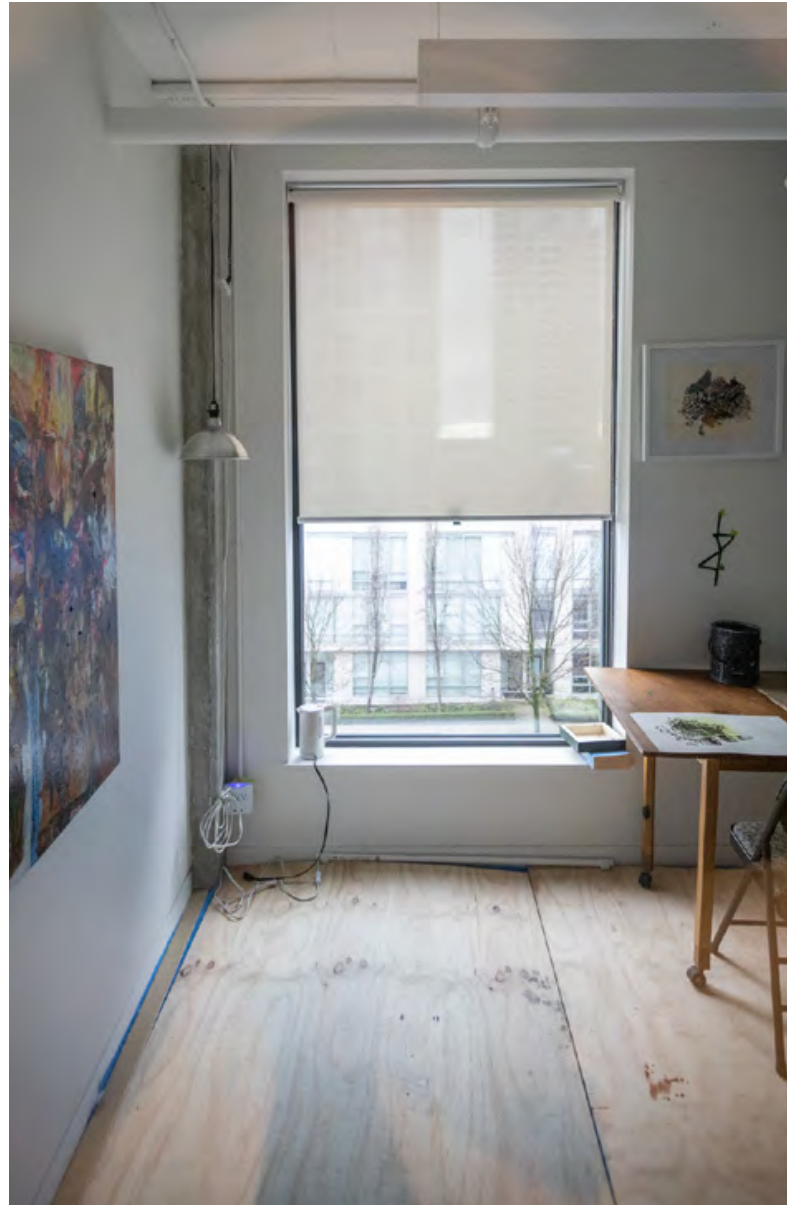
- 23 artist studio units leased to artists and a few cultural non-profit organizations
- Shared facilities include event spaces and coworking areas, which are still being finalized and opened to tenants
- Effort to balance individual tenant needs with shared resources and spaces
- Tenant selection process prioritizes artists and cultural non-profits, with a focus on equity and inclusion

Facility Features and Challenges

- 7-story passive house with separated systems from other developments
- Extensive bike parking but faces challenges with space allocation for storage and operational needs
- Managing security, access control, and maintenance is an ongoing task

Community and Programming

- 221A aims to foster community among tenants, with plans for tenant gatherings and events
- Tenant advisory committee established to facilitate tenant feedback and engagement
- Programming is being developed to utilize event spaces and coworking areas effectively



825 Pacific Artist studio unit

221A Governance

Organizational Structure - 221A is a charitable organization governed by a Board of Directors. Staff includes an Executive Director, a Head of Cultural Spaces, and an administrative team responsible for implementing the organization's mission in line with its organizing values. Governance responsibilities include the following:

Financial Management

- Cost recovery model, with rental rates set to cover operational costs and build a reserve fund
- Different rates for units based on quality and location, with efforts to keep rents below market rates

Tenant Relations and Equity

- Decision-making involves consulting with tenants and incorporating their feedback through advisory committees

Operational Challenges and Solutions

- 221A faces challenges with managing building deficiencies and coordinating with City officials and contractors
- 221A could have been brought into the planning process earlier to address operational needs more effectively

Future Plans and Vision

- 221A is exploring the creation of a cultural land trust to manage property and assets more effectively
- Goal is to stabilize the arts space sector and provide secure, well-managed spaces for artists and cultural organizations



825 Pacific
Bookable
meeting room
on co-working
floor

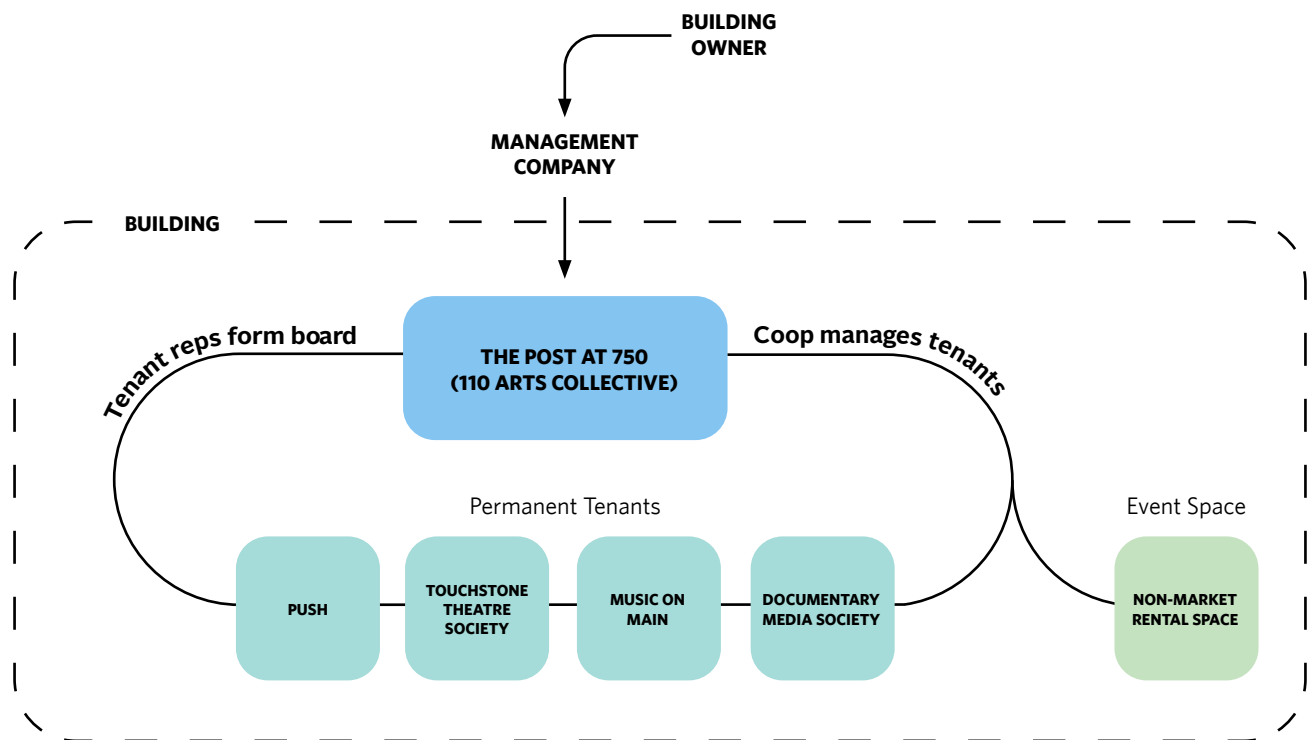
3. The Post at 750 - CO-OPERATIVE MODEL

Location: 110-750 Hamilton Street, Vancouver

Core Tenants: 110 Arts Cooperative, with core members Music on Main, PuSh International Performing Arts Festival, Touchstone Theatre, and DOXA Documentary Film Festival

Operational analysis is cross referenced with [Case Study](#) information and [Functional Program](#) analysis for The Post at 750 in other chapters of this document.

The Post at 750 operates on a collaborative governance model where all major decisions are made collectively by representatives from each member organization. Colocation collaborators formed the 110 Arts Cooperative to operate The Post at 750, and established a board comprising representatives from each of the four partner organizations. The hub features rehearsal and performance event spaces that are available for public rental (though not zoned for public assembly), and these spaces are made available at below market rates for non-profit and cultural organizations. Workshop 3 of this study was held in one of these spaces.



The Post at 750 Operations

Operator Role - 750 Hamilton is located within a much larger building that also houses CBC Vancouver and other tenants. The space is operated by a cooperative on a cost recovery model for tenancy. Operator responsibilities include the following:

Flexible Space Management

- Facility includes various adaptable spaces such as rehearsal rooms, meeting areas, and hot desks managed by The Post
- Flex spaces can be reconfigured to provide additional workspace during peak times (crucial for organizations that experience seasonal variations in staffing and space requirements, such as festivals)
- Custom-built adaptable elements include movable walls and adjustable windows

Cost Recovery Model

- Challenges navigating service payments, lease agreements and rent increases
- Fundraising allowed significant investments in renovations

Resource Sharing

- Member organizations share resources such as equipment, meeting rooms, and common areas, which helps to reduce individual overhead costs and promote a collaborative environment
- Booking system for meeting rooms and hot desks

Public and Private Space Management

- Different carpet colors clearly delineate public, semi-private, and private spaces (dark gray carpets indicate public areas shared by all members, medium gray carpets designate semi-private office spaces, and light gray carpets mark areas under the responsibility of individual organizations)



The Post
View of Festival
Flex Space offices
with interior
windows open

The Post at 750 Governance

Organizational Structure - The Post at 750 is governed by 110 Arts Cooperative, whose Board of Directors includes two representatives from each of the core tenants and member organizations operating in the space. Governance responsibilities include the following:

Equal Partnership

- The 110 Arts Cooperative is structured to ensure all member organizations have an equal voice in decision-making processes, operations and strategic direction

Shared Decision-Making

- Collective decision-making, with major decisions being made through consensus or majority voting among the member organizations
- Regular meetings and discussions to address operational challenges, strategic initiatives, and other important matters, ensuring transparency and inclusivity in the decision-making process

Leadership Representation

- Four out of the eight board members are required to be current staff members from the member organizations
- Leadership structure supports ongoing dialogue between board members and staff, facilitating better governance and responsiveness to emerging issues

Management and Operations

- Facility Manager oversees daily operations, including managing shared spaces, coordinating events, and addressing any logistical challenges that arise

Cooperative Model

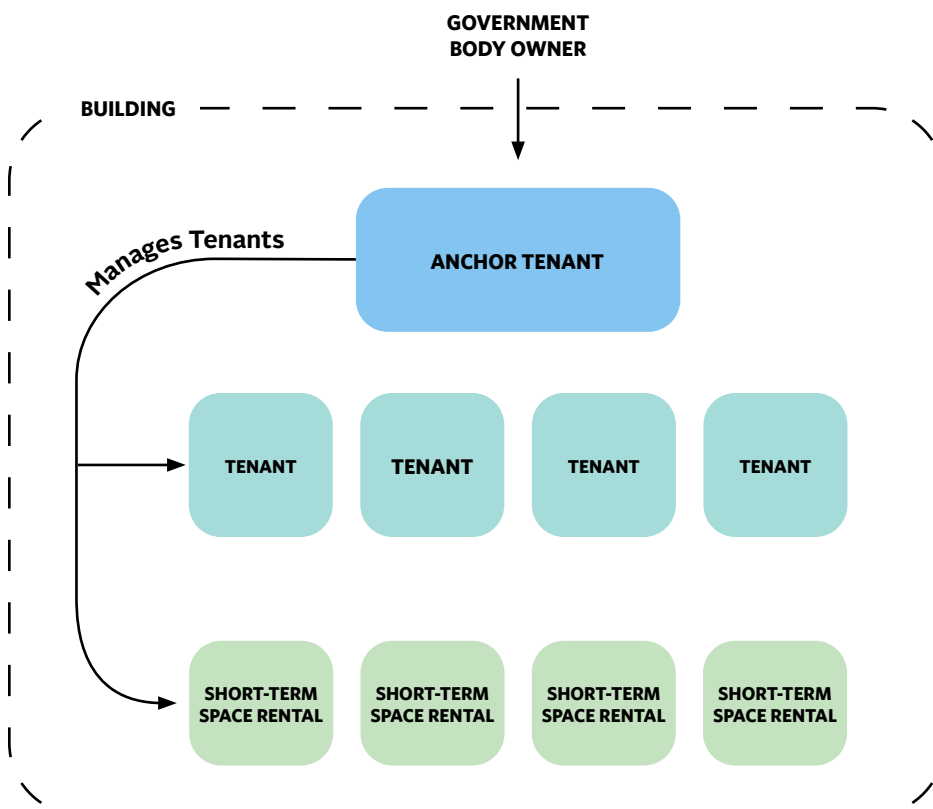
- The cooperative model was chosen to foster a sense of shared responsibility and commitment among the member organizations
- Encourages members to work together towards common goals and to support each other in achieving their individual missions
- By being part of a cooperative, each organization commits to contributing to the overall success and sustainability of the facility



The Post Check-in check-out system in the common area

Operational Examples Outside of Vancouver

- **Edmonton Non-Profit Shared Space Feasibility Toolkit** - outlines operational models that include shared administrative support services, common meeting spaces, technology infrastructure sharing, and collaborative programming and events.
- **Shared Space and the New Nonprofit Workplace, by China Brotsky, Sarah M. Eisinger, and Diane Vinokur-Kaplan** - the operational models discussed feature flexible workspace designs such as hot desking and co-working spaces, shared amenities like kitchens, lounges, and conference rooms, integrated service delivery models like multi-service centers, and collaborative project initiatives and joint ventures.
- **Regional Framework for Social Purpose Real Estate (SPRE) and Non-Profit Colocation in St. Louis** - highlights operational models including multi-tenant non-profit centers, co-working spaces tailored to nonprofit needs, shared back-office functions such as HR, finance, and IT, and community hubs with integrated services.
- **Building Capacity, Sharing Values: Shared Spaces and Social Purpose Real Estate** - discusses operational models like co-located social enterprises and nonprofits, hybrid spaces combining commercial and nonprofit tenants, centralized resource hubs offering legal, marketing, and fundraising support, and multi-functional spaces adaptable for different uses.



"Government Owned / Sponsored Model" colocation model diagram from Edmonton's Non-Profit Shared Space Toolkit

Ownership models

1. Single Non-Profit Ownership

In this model, a single non-profit organization owns the building and leases space to other non-profit tenant organizations. This model requires significant financial investment for purchase, renovation, and operations. Successful examples have relied on capital campaigns, private investment, fundraising, and loans. The single non-profit owner is responsible for managing the shared space and ensuring efficient operation.

- **Example:** The Alliance Center in Denver, Colorado, is a single non-profit ownership model where the non-profit organization purchased and renovated a historic building. The center provides below-market-cost offices and shared services to non-profit organizations focusing on sustainability issues .

2. Collaborative Non-Profit Ownership

Several founding non-profit organizations come together to purchase a building and often form a new non-profit entity. This collaborative entity leases space to other non-profit tenants and may provide short-term space rentals if available. This model helps achieve greater efficiencies and expand program capacity through collaboration.

- **Example:** Storehouse 39-3-10 in Calgary, Alberta, consists of three founding agency partners who work together to address poverty and homelessness. The collaborative entity offers shared warehouse space, meeting rooms, and other facilities to non-profits at reasonable rates .

3. Co-operative Non-Profit Ownership

Multiple non-profit organizations form a co-operative to own and manage the shared space. Each organization serves as a member-owner of the building. The co-operative model is governed according to co-operative principles, which include democratic decision-making and shared responsibilities among member organizations.

- **Example:** The Social Justice Centre in Madison, Wisconsin, is a co-operative non-profit ownership model where several progressive non-profit organizations share the responsibilities of administration, maintenance, and governance of the building .



The Alliance Centre in Denver
An example of a NPO center outside of Vancouver

4. Condominium Ownership

Non-profit organizations jointly invest in the purchase of a building, similar to residential strata developments. Each tenant owns their unit with a shared interest in common spaces. The Condominium Association oversees the operation and governance of the building, managing common spaces and establishing bylaws, budgets, and operating agreements.

Example: The Youth Opportunity Center in Nashville, Tennessee, houses multiple youth-serving agencies, with each organization owning its unit and sharing common services like security, janitorial, maintenance, IT, training, and reception .

5. Third Party Operator (3PO) Model

A non-profit organization is established as a third-party operator to manage the shared space. This organization leases space to tenant non-profits and oversees the overall functioning and operations of the facility. The 3PO model is preferred for its efficiency and effectiveness in decision-making and management.

Example: The Centre for Social Innovation (CSI) in Toronto operates under the 3PO model, where the CSI manages the shared space, leases to tenant organizations, and ensures efficient operations. This model allows the tenant organizations to focus on their missions while CSI handles the management .

Governance Models

- **Edmonton Non-Profit Shared Space Feasibility Toolkit** - emphasizes clear agreements on space usage, decision-making processes for shared spaces, and conflict resolution mechanisms.
- **Shared Space and the New Nonprofit Workplace** - successful governance structures involve joint governance with all tenants participating, regular tenant meetings for collaborative decision-making, and shared leadership roles and responsibilities.
- **Regional Framework for Social Purpose Real Estate (SPRE) and Non-Profit Colocation in St. Louis** - describes governance frameworks that include input from external stakeholders, formalized agreements and policies for space usage, and mixed leadership models with representatives from each organization.
- **Building Capacity, Sharing Values: Shared Spaces and Social Purpose Real Estate** - highlights governance models integrating tenant and community input, structured roles for managing shared spaces, and transparent processes for decision-making and conflict resolution.

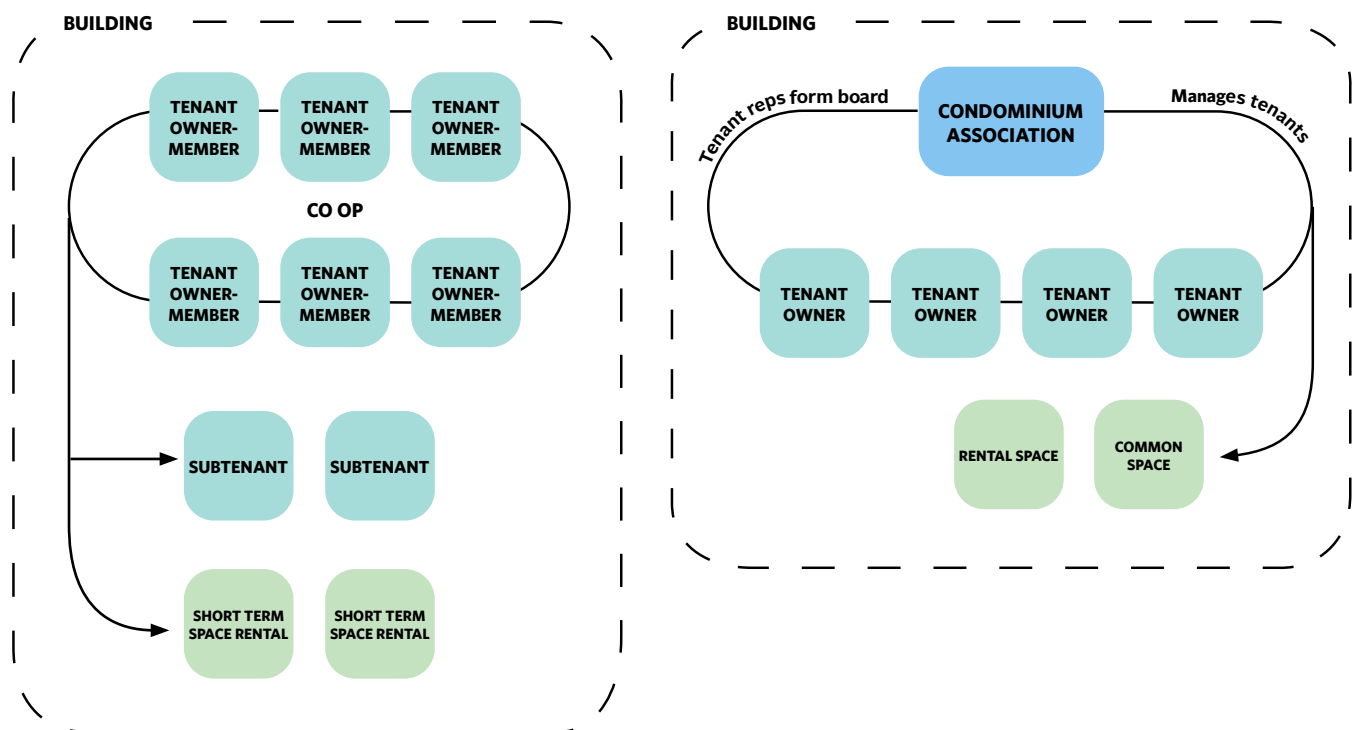
Governance and Decision-Making

- **Top-Down Governance Model:** This hierarchical model involves a governing body or organization that establishes systems, structures, and processes for the overall functioning of the shared space. Ultimate decision-making power rests with the governing body, although participatory processes may be in place.
- **Participatory Governance Model:** This model flattens the hierarchy of decision-making, allowing all tenant organizations to participate in decision-making processes. It requires more time and attention to process-related details and skilled facilitation and mediation.

Shared Services and Community Animation

Shared services in a co-located non-profit center can range from shared receptionists and janitorial services to shared accounting, legal services, and client services. Effective shared service models require significant planning and investment and can lead to cost savings and increased impact on the community. Community animation involves creating an environment that fosters trust, interaction, and collaboration among tenant organizations, moving beyond mere colocation to achieve greater organizational benefits through collaboration and learning.

These operational models and governance structures provide a framework for non-profit organizations to effectively manage and operate co-located centers, promoting collaboration, efficiency, and sustainability.



"Co-operative Non-Profit Ownership Model" and "Condominium Ownership Model" colocation model diagrams from Edmonton's Non-Profit Shared Space Toolkit

Functional Programs + Spatial Typologies





Functional Programs + Spatial Typologies

What is a Functional Program

Functional Programs can often be lengthy and detailed documents prepared by professionals such as Architects, Facility Planners and Programmers to align specific needs of an organization with a specific space or site. However, NPOs can potentially lay the groundwork themselves in order to understand their own needs, and better position themselves to build essential partnerships and respond to space opportunities.

What is a Spatial Typology

A Spatial Typology is an organizational strategy that helps to understand and formalize relationships between different spaces and functions. It can also help to reinforce the identity and the core values of the users and operators. A Spatial Typology can be expressed as a simple diagram, and can be part of, or work in tandem with an [Adjacency Diagram](#). In this chapter, we identify three spatial typologies that NPOs and Operators can use to organize space needs.

What's in This Chapter

For this report we have provided a number of Functional Program and Spatial Typology examples that build on input from the Case Studies and Engagement work of previous chapters.

- In the first section, you will find a Space Requirements Program for each of the three primary Case Studies: a) 312 Main, b) 221A, and c) The Post at 750.
- In the second section, we have developed five Conceptual Models for future Colocation hubs. Each of these 5 examples includes a Functional Program based on NPO engagement and feedback, including Design Guidelines, Space Requirements spreadsheet, and Adjacency Diagram. We have also included a Space Module Index showing typical space blocks that are used in all 5 Concept Models.
- Finally, as part of the NPO CoLocation Toolkit in Appendix 4, we have provided a sample blank template that organizations can use to self evaluate their current and future needs in preparation for next steps. More experienced organizations or current operators could also use this Toolkit to help identify potential tenants that align with available spaces.

Four components of a Functional Program

A Functional Program would typically include the following four parts:

- **Design & Regulatory Guidelines.** This is a high-level overview of what kinds of spaces are needed, and may include COV documents that outline Zoning or Code requirements for specific programs that are to be included.
- **Space Requirements Program.** This is a detailed list, usually in the form of a spreadsheet, that tallies the number and size of each space type in order to calculate the total area needed to accommodate the required programs
- **Adjacency Diagram(s)** While this is not a floor plan, it acts like a preliminary plan diagram, organizing spaces based on what functions have close associations with other functions. This can be produced even if you don't know what the building or space you'll be occupying looks like, and can then be adapted later to suit actual site constraints and dimensions.
- **Space Modules Index.** This includes descriptions of the modules, a floor plan "block" and associated requirements like furniture, A/V, natural light, etc.

NPO Self Assessment. For a preliminary self assessment (also known as a "needs assessment"), it may not be possible or even necessary for NPOs to produce a detailed Functional Program. NPO's should focus on a clear list of the types of spaces required or desired, along with some rough areas. The Space Requirements Program and Space Modules provided in this report are meant to assist NPOs in this first self-assessment stage. As potential space opportunities or dedicated funding become available, an NPO or group of NPOs will likely need to engage an Architect or Facilities Planner to develop a more detailed Functional Program.

When preparing a Functional Program, special attention should be given to which spaces could be shared with other organizations, and how that might work operationally. This will help organizations maximize their potential to contribute to and participate in colocation opportunities.

Responding to Opportunity. The spaces that become available for NPOs are often driven by market forces and site conditions beyond their control. The reality of spatial organization, therefore, is that NPOs most often need to respond to what is available, not what is ideal for their organization. Because of this constraint, the Spatial Typologies developed in the 5 Conceptual Programs below are not necessarily meant as perfect models to be replicated, but rather a selection of different ways to think about and respond to the opportunities for space that present themselves. In this way, they are intended to maximize organizations' flexibility and adaptability to capitalize on limited spatial assets and opportunities.

Three Case Study Programs

In this section, we have developed a sample Space Requirements Program (SRP) for each of the three Case Studies that were assessed earlier in this report. By comparing key takeaways from the Site Tour assessments with these sample Programs, NPOs may be able to visualize the spatial accounting that goes into a successful Colocation hub.

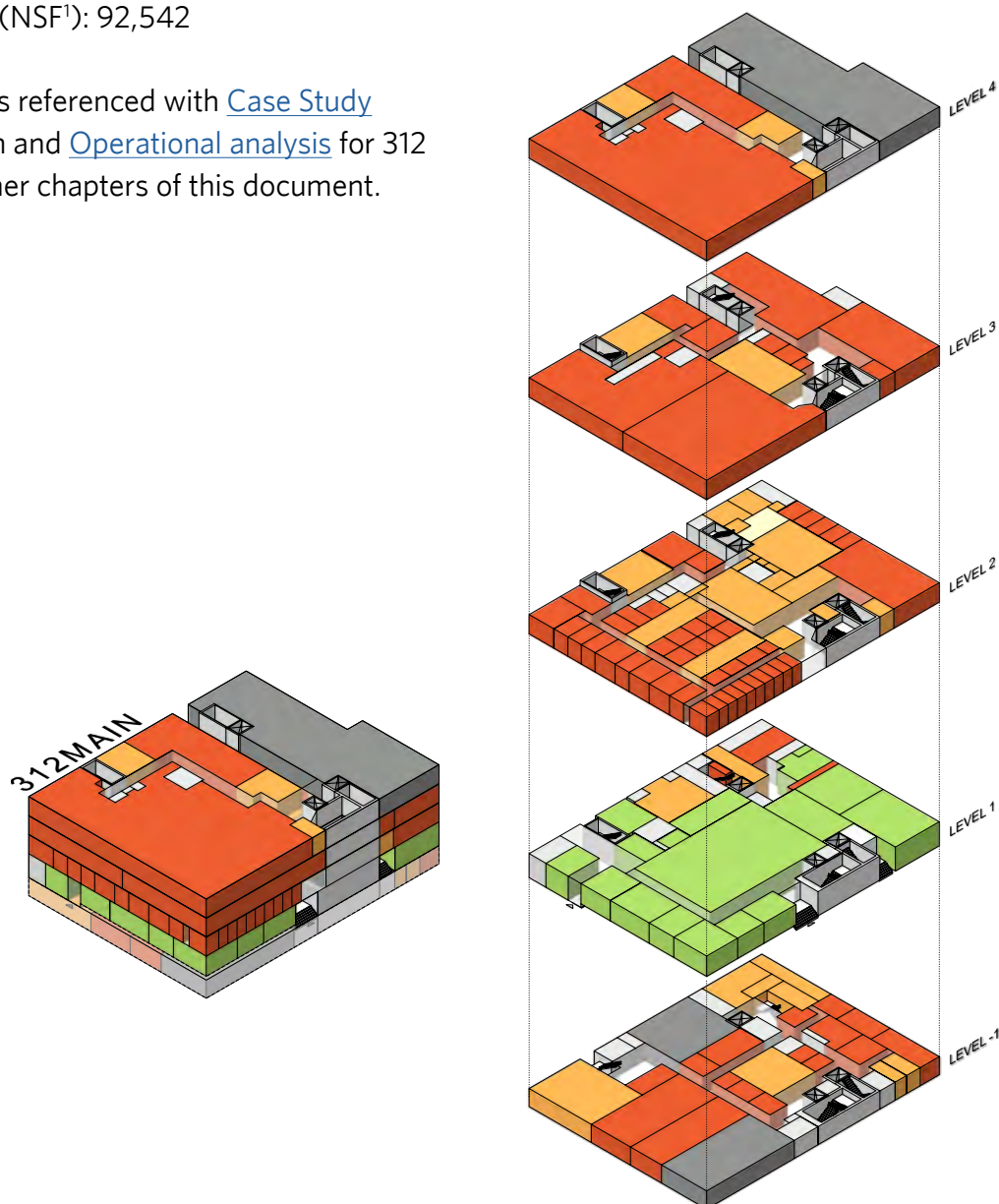
Colocation Operator: 312 Main (VCF) - single tenant operator

Location: 312 Main Street (DTES), Vancouver

Core Tenants: SFU, Union of British Columbia Indian Chiefs (UBCIC), and 60+ other tenants, including artists, and NPOs

Total Area (NSF¹): 92,542

SRP is cross referenced with [Case Study](#) information and [Operational analysis](#) for 312 Main in other chapters of this document.



¹Net Square Footage, refers to the area within a property that can be used for furnishings, equipment, and personnel.

312 Main - Space Requirements Program (SRP)

		#	Space Modules	Unit Area (NSF)	Qty	Comp. Area (NSF)	Notes
PUBLIC	Multipurpose Rooms	1	Training Rooms	1996	1	1,996	
		2	Gathering Space	3433	1	3,433	
		3	W/C	76	1	76	
	Bathrooms	4	W/C with 5 stalls	398	1	398	
		5	W/C with 8 stalls	440	1	440	
	Meeting Rooms	6	Meeting Room	271	2	542	For 8 people
		7	Meeting Room	382	2	763	For 10 people
	Amenities	8	Café	299	1	299	
		9	Flex Area	798	2	1,597	
		10	Stage	1390	1	1,390	
	Circulation & Services	11	Bike Parking	135	1	135	
		12	Entrance and Security	684	1	684	
SHARED		13	Circulation	564	1	564	
		14	Lounge	115	2	230	
	Break Area	15	Common Area	848	1	848	
		16	Nap Room	30	1	30	
		17	Kitchen	1216	1	1,216	
	Bathrooms	18	Kitchen - Anchor Tenant	875	2	1,750	
		19	W/C	53	1	53	
		20	W/C	40	1	40	
		21	W/C	201	2	402	
		22	W/C with 10 stalls	589	1	589	
	Meeting Rooms	23	W/C with 10 stalls	565	1	565	
		24	Meeting Room w/ sofas	103	2	205	
		25	Meeting Room (S)	121	1	121	For 6 people
		26	Meeting Room (M)	214	3	642	For 8 people
		27	Meeting Room (L)	772	1	772	For 12 people
		28	Boardroom	416	1	416	For 20 people

312 Main - SRP (cont.)

	#	Space Modules	Unit Area (NSF)	Qty	Comp. Area (NSF)	Notes
SHARED	29	Welcome Desk	657	1	657	
	30	Lobby	142	1	142	
	31	Open Office / Hot Desks	748	4	2,994	
	32	Copier	55	1	55	
	33	Bike Storage	2,126	1	2,126	
	34	Washdown Room	145	1	145	
	35	Member Storage	537	1	537	
	36	Storage	462	2	924	
	37	Men's Lockers	178	1	178	
	38	Women's Lockers	141	1	141	
	39	Men's Shower Room	164	1	164	
	40	Women's Shower Room	218	1	218	
	41	Phone Booth	28	4	110	
	42	AV Closet	110	1	110	
	43	Corridor	729	9	6,559	
	44	Server Room	34	1	34	
	45	Loading Dock	355	1	355	

	#	Space Modules	Unit Area (NSF)	Qty	Comp. Area (NSF)	Notes
PRIVATE	46	1 person	69	1	69	
	47	2 people	107	17	1,830	
	48	3 people	130	9	1,174	
	49	5 people	187	4	748	
	50	6 people	245	1	245	
	51	7 people	322	2	644	
	52	18 Desks + 8 Person Table	1,369	1	1,369	
	53	1 person	98	5	488	
	54	2 people	122	3	365	
	55	14 people	965	1	965	
	56	Office Space (Anchor Tenant)	2,095	8	16,764	
	57	Studio (S)	109	6	659	
	58	Studio (M)	276	8	2,212	
	59	Studio (L)	1310	2	2,619	
	60	Office Space	1,957	2	3,915	
	61	Office Space (unbuilt)	4,506	2	9,011	
	62	Storage (S)	51	1	51	
	63	Storage (M)	409	1	409	
	64	Storage (L)	1,021	1	1021	
	65	Lobby	108	1	108	
Space Subtotal (NSF)					80,311	
15.2% Gross Up					12,231	
Total Programmable Area (NSF)					92,542	

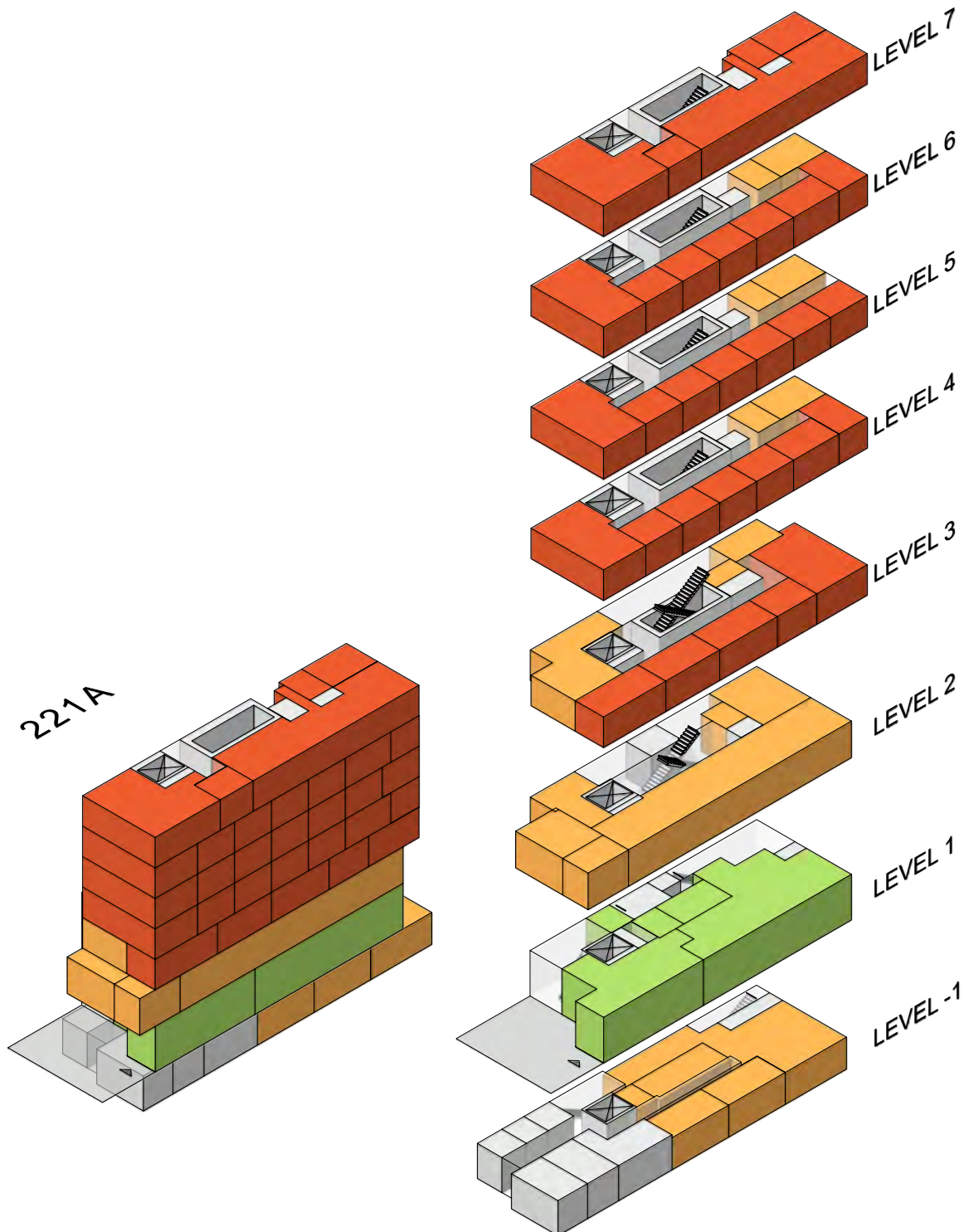
Colocation Operator: 221A - NPO - dedicated operator

Location: 825 Pacific Street, Vancouver

Core Tenants: 221A and 30 artists

Total Area (NSF¹): 19,187

SRP is cross referenced with [Case Study](#) information and [Operational analysis](#) for 221A in other chapters of this document.



¹ Net Square Footage, refers to the area within a property that can be used for furnishings, equipment, and personnel.

221A - Space Requirements Program (SRP)

		#	Space Modules	Unit Area (NSF)	Qty	Comp. Area (NSF)	Notes
PUBLIC	Multipurpose Rooms	1	Multipurpose Event Space	1016	1	1,016	
	Bathrooms	2	W/C	59.5	2	119	
	Amenities	3	Storage (S)	117	1	117	
		4	Kitchenette	121	1	121	
	Circulation & Services	5	Entrance	78	1	78	
		6	Lobby	541	1	541	
SHARED	Offices	7	Shared Workspace	1417	1	1,417	For 18 ppl, plus 8 person table
	Bathrooms	8	W/C	62.66	5	313	
	Meeting Rooms	9	Meeting Room (S)	104	1	104	
		10	Meeting Room (M)	212	1	212	For 6 ppl
	Amenities	11	Bike Lockers (S)	184	1	184	
		12	Bike Lockers (L)	862	1	862	
		13	Change Room	184	2	368	
		14	Storage (M)	216	1	216	
		15	Library	435	1	435	
		16	Break Room (S)	133	1	133	
	Circulation & Services	17	Break Room (M)	151	3	453	
		18	Corridor (S)	473	2	946	
		19	Corridor (M)	517	1	517	
		20	Corridor (L)	721	1	721	
	Offices	21	Shared Workspace	973	1	973	For 12 ppl, plus 4 person table
		22	Artist Studio (S)	140.875	22	3,099	
PRIVATE		23	Artist Studio (M)	383.5	3	1,151	
	Bathrooms	24	W/C	68	1	68	For 4 ppl
	Meeting Rooms	25	Meeting Room (S)	99	1	99	For 4 ppl
		26	Meeting Room (M)	496	1	496	For 12 ppl
Space Subtotal (NSF)						14,759	
30% Gross Up						4,428	
Total Programmable Area (NSF)						19,187	

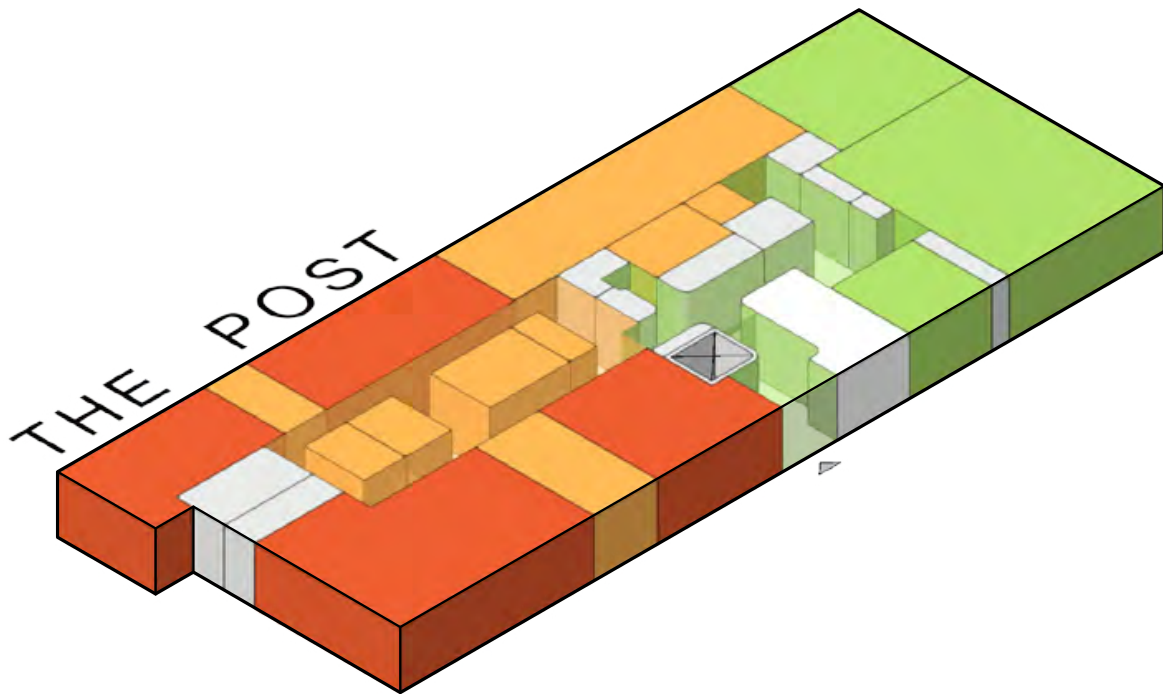
Colocation Operator: The Post at 750 - Co-operative operator

Location: 110-750 Hamilton Street, Vancouver

Core Tenants: 110 Arts Cooperative, with core members Music on Main, PuSh International Performing Arts Festival, Touchstone Theatre, and DOXA Documentary Film Festival

Total Area (NSF¹): 9,200

SRP is cross referenced with [Case Study](#) information and [Operational analysis](#) for The Post at 750 in other chapters of this document.



¹ Net Square Footage, refers to the area within a property that can be used for furnishings, equipment, and personnel.

The Post at 750 - Space Requirements Program (SRP)

		#	Space Modules	Unit Area (NSF)	Qty	Comp. Area (NSF)	Notes
PUBLIC	Multipurpose Rooms	1	Multipurpose Room (M)	518	1	518	
		2	Multipurpose Room (L)	1170	1	1,170	
		3	Canteen	766	1	766	
	Break Area	4	Lounge	258	1	258	Incl. non-fixed seating for 10 ppl
		5	Rest Area	71	1	71	
	Offices	6	Shared Workspace	112	1	112	Incl. hot desks for 2 ppl
	Bathrooms	7	W/C	51	1	51	
		8	W/C with 3 Stalls	137	1	137	With 3 stalls
	Amenities	9	Storage (S)	43	1	43	
		10	Storage (M)	124	1	124	
	Circulation & Services	11	Corridor	620	1	620	
		12	Services	44	1	44	
SHARED	Offices	13	Flex Space	282	1	282	
	Meeting Rooms	14	Meeting Room (S)	45	2	90	For 3 ppl
		15	Meeting Room (M)	101	1	101	For 6 ppl
		16	Meeting Room (L)	179	1	179	For 10 ppl
	Circulation & Services	17	Corridor	658	1	658	
		18	Server & Storage	152	1	152	
		19	Reception	64	1	64	
		20	Copier	89	1	89	
PRIVATE	Offices	21	6 Desks + 4 Person Table	441	1	441	
		22	6 Desks + 4 Person Table	531	1	531	
		23	6 Desks + 8 Person Table	550	1	550	
		24	13 Desks + 8 Person Table	965	1	965	
Space Subtotal (NSF)						8,016	
14.8% Gross Up						1,184	
Total Programmable Area (NSF)						9,200	

Key Findings

The following takeaways were gathered through the analysis of the three Case Study examples, as well as a number of other Functional Programs created for similar facilities. Further input from NPO engagement, particularly Workshop 3, helped in the development of the 5 Conceptual Programs and Space Module Index that follow.

- Functional Programs and Adjacency Diagrams need to be highly flexible and adaptable to be able to respond to space opportunities as they become available.
- There is no perfect layout for any given organization. Facilities will always need to respond to the given unit, building, or site conditions available at the time.
- Certain types of spaces consistently work well when shared between organizations, including Multi-Purpose rooms, Meeting Rooms and Phone Booths, Break Areas (including kitchenettes and canteens), and other optional amenity spaces such as copy rooms, quiet rooms, and child care.
- The spaces that work best when shared tend to be those that are repeated among organizations, but have a low occupancy rate for each individual organization. They also tend to offer an opportunity for unscheduled human interactions.
- Multipurpose Rooms are a key focus of nearly all the engagement groups. They are often the largest spaces in terms of square footage requirements, and they are also the most easily shared due to their flexibility. Centering multiple organizations around dividable, bookable, multi-purpose rooms is a highly effective strategy for optimizing space benefits for the highest number of end users.



Key Spatial Typologies

Key spatial strategies that emerged as working well for different models of colocation were identified as Centralized, Bifurcated, and Clustered spatial types. Each of these types refers to a basic approach to organizing different spaces, and can each be scalable to different sized organizations or colocation hubs. Characteristics of these basic typologies can also be mixed, forming hybrid spatial organizations..

Centralized Spatial Typology

This typology has a strong, clearly demarcated centre with support spaces distributed around its perimeter in a ring, rectangle, or pinwheel. This spatial typology works well for social and cultural spaces with a focus on bringing people together.

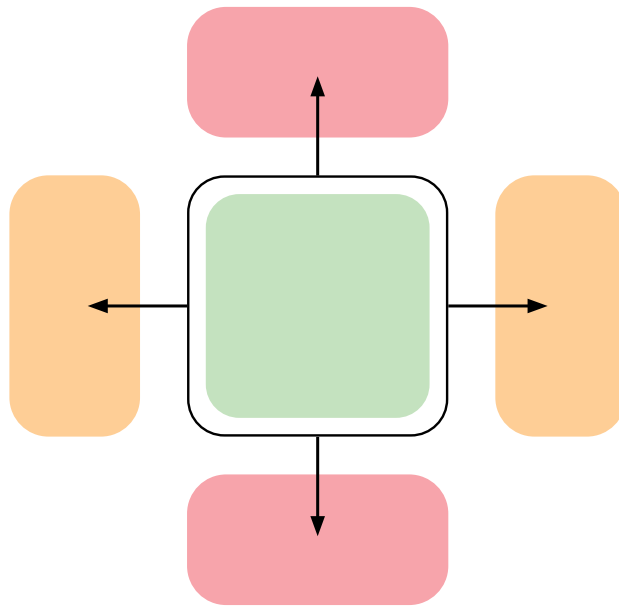
Bifurcated Spatial Typology

Also known as split spatial typology, it is characterized by a mirrored spatial organization. This may be a response to a large public area, complimented by more private offices, or by a partnership between two similar sized and largely independent organizations. The Post at 750 is an example of this spatial typology.

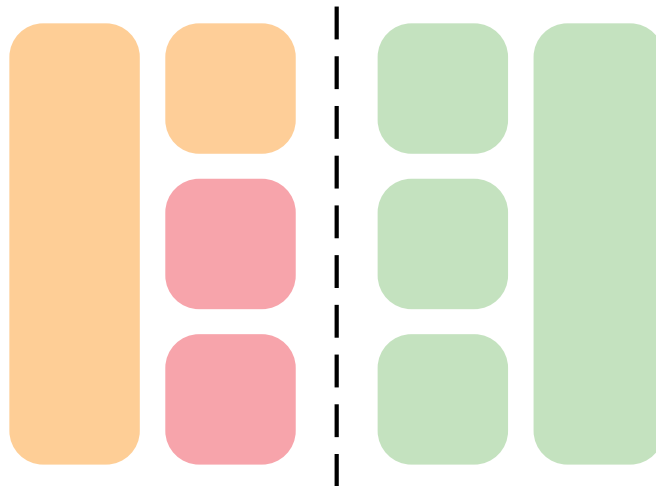
Clustered Spatial Typology

This typology works well for large operations with a high number of tenants, all with different requirements for privacy, workflow, and resources, and is characterized by adaptable layouts that can respond to changing needs and tenants. Clustering also works well when spread over multiple floor plates, where shared resources may need to be repeated and distributed. 312 Main is an example of this spatial typology.

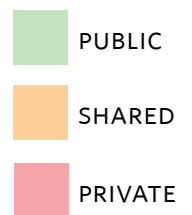
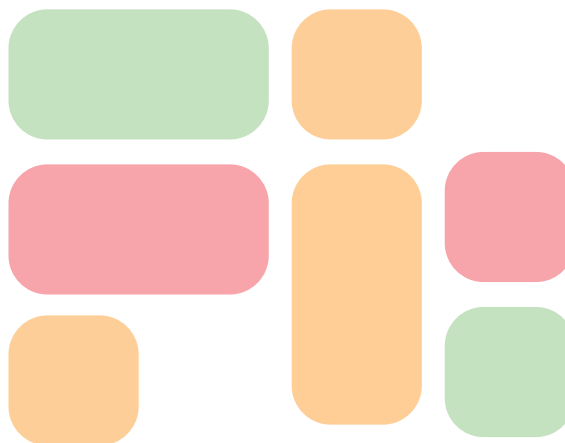
Centralized



Bifurcated



Clustered



Five Conceptual Programs

In this section, we have developed sample Functional Programs for five hypothetical Colocation Hubs based on the explorations and findings from the three Workshops. They represent a range of operational and spatial typologies at various scales. These are meant to be possible examples to aid in future visioning, but they are by no means comprehensive. Mixing and matching of typologies, as well as scaling up or down, are still possible depending on the spatial assets available, and the organizational capacity of the participants.

Colocation Concept 1 : Food & Culture

Core Values: Connecting Through Community, Celebration of Food and Culture

Operational Typology: Tenant-based Co-operative

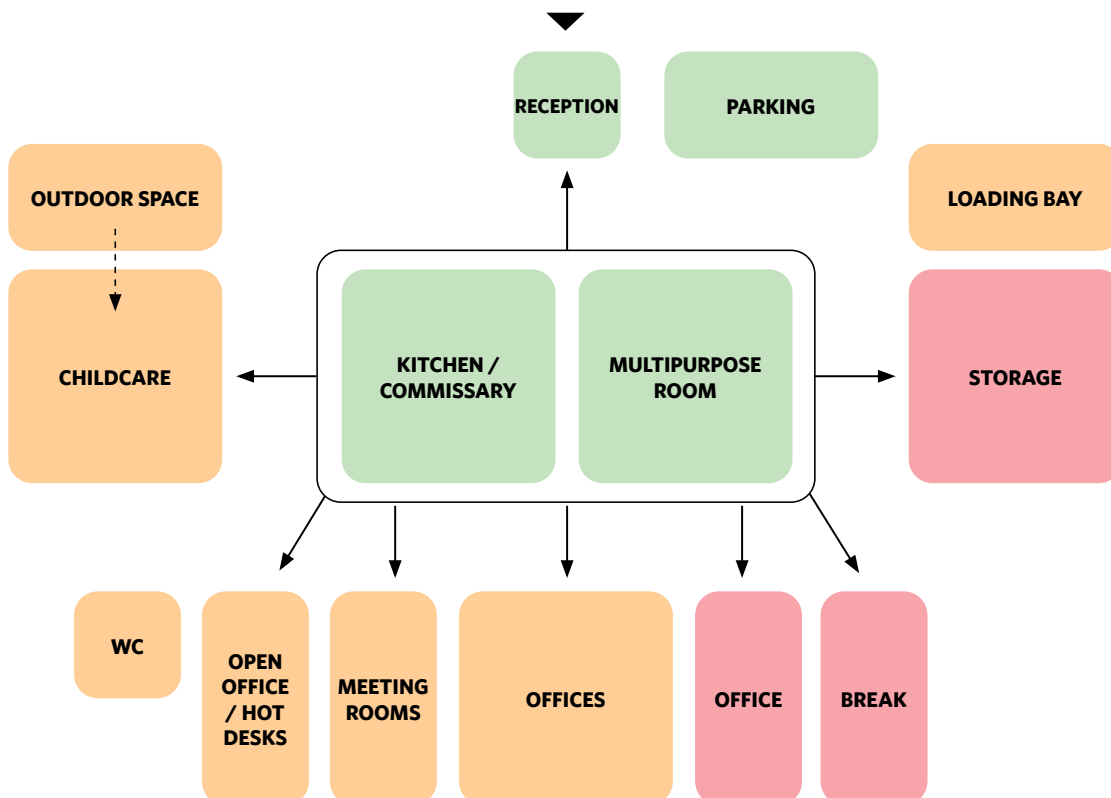
Spatial Typology: Centralized

Scale: Small

Design Guidelines:

- Large performance and celebration space
- Includes commercial kitchen
- Zoning for 'Assembly' Use
- Open and accessible
- Refer to applicable Guidelines, By-laws and Regulations, including for Licensed Childcare

Centralized Adjacency Diagram



Concept 1: Space Requirements Program (SRP)

		Space Modules	Unit Area (NSF)	Qty	Total Area (NSF*Qty)	Notes
PUBLIC	Amenities	Reception	200	1	200	
		Parking	200	1	200	
		Parking (Accessible)	250	1	250	
SHARED	Multipurpose Rooms	Multipurpose (L)	1,200	1	1,200	
		Office Space (M)	550	1	550	
	Offices	Open Office / Hot Desks	200	1	200	
		12 people	300	1	300	Flex office
	Meeting Rooms	Meeting Room (S)	100	1	100	For 4 ppl
		Meeting Room (M)	200	1	200	For 8 ppl
	Bathrooms	W/C	50	2	100	
		Canteen (M)	400	1	400	
	Break Area	Kitchen (L)	1,000	1	1,000	
		Loading Bay	250	2	500	
	Amenities	Childcare Space	650	1	650	
		Childcare Space (EXT)	500	1	500	
Offices		1 person	50	1	50	
PRIVATE	Amenities	Food Storage (M)	450	2	900	
		Kitchenette (S)	250	1	250	
Space Subtotal (NSF)					7,550	
30% Gross Up					2,265	
Total Programmable Area (NSF)					9,800	

Colocation Concept 2 : Community Serving Food Hub

Core Values: Food-based learning, Food Security

Operational Typology: Tenant Operator

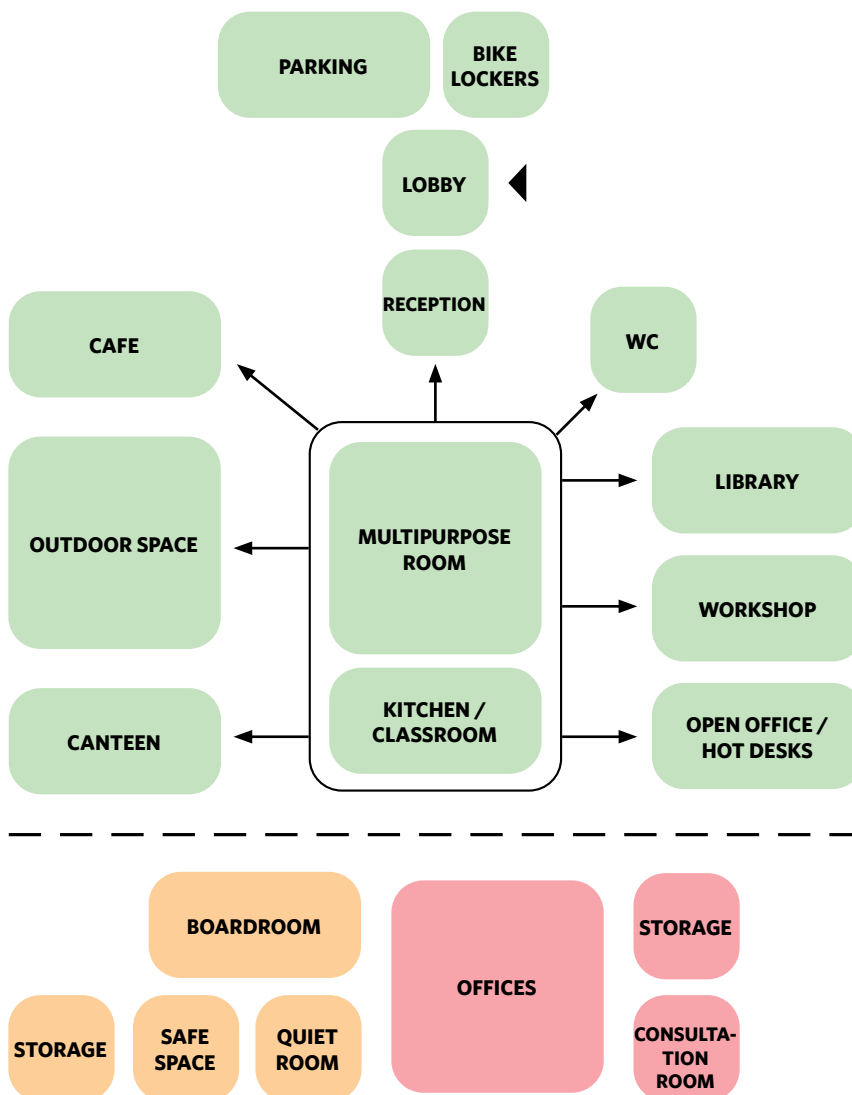
Spatial Typology: Hybrid Bifurcated / Centralized

Scale: Medium

Design Guidelines:

- Cultural space w/ teaching kitchen/commissary
- Includes commercial kitchen
- Zoning for 'Assembly' Use
- Multi-generational, multi-cultural accessibility
- Includes packaging and distribution facilities
- Refer to applicable Guidelines, By-laws and Regulations

Bifurcated / Centralized Adjacency Diagram



Concept 2: Space Requirements Program (SRP)

		Space Modules	Unit Area (NSF)	Qty	Total Area (NSF*Qty)	Notes
PUBLIC	Multipurpose Rooms	Multipurpose (S)	500	1	500	Dance Studio
		Multipurpose (M)	850	1	850	Auditorium
	Offices	Open Office / Hot Desks	200	2	400	
	Bathrooms	W/C	50	2	100	
		W/C with 4 stalls	100	1	100	
	Break Area	Café	150	1	150	
		Canteen (S)	200	1	200	
	Amenities	Kitchen (M)	650	1	650	Training Classroom
		Bike Lockers	450	1	450	
		Library	200	1	200	
		Parking	350	1	350	
		Workshop	250	1	250	
	Circulation & Services	Outdoor Space	900	2	1,800	Healing Garden & Playground
		Reception	200	1	200	
		Lobby	400	1	400	
SHARED	Meeting Rooms	Boardroom	450	1	450	
	Break Area	Safe Space	50	2	100	
		Quiet Room (S)	50	1	50	
	Amenities	Storage (S)	200	1	200	
PRIVATE	Offices	2 people	150	1	150	
		4 people	300	1	300	
		12 people	400	1	400	
		12 people hybrid	850	1	850	
	Amenities	Food Storage (S)	250	1	250	
		Food Storage (M)	450	1	450	
		Storage (M)	450	2	900	
		Consultation Room	100	1	100	
Space Subtotal (NSF)					10,800	
30% Gross Up					3,240	
Total Programmable Area (NSF)					14,000	

Colocation Concept 3 : Value-based Workspace

Core Values: Decolonization, Cultural Safety

Operational Typology: [Tenant Operator]

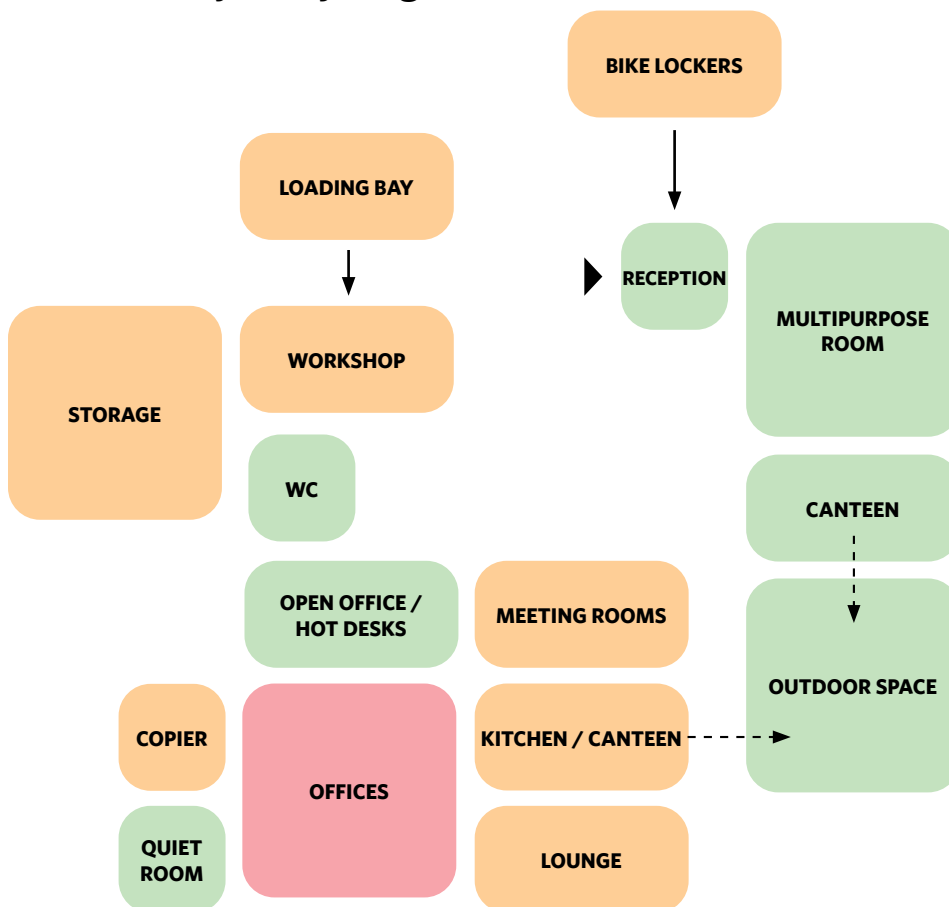
Spatial Typology: Clustered

Scale: Medium

Design Guidelines:

- Social service offices w/ flexible programming space
- Range of workspaces for values-aligned members
- Home-like work environment
- Includes outdoor space / community garden
- Incorporates Indigenous involvement and connection to the land
- Can be scalable to multiple floors / spaces
- Refer to applicable Guidelines, By-laws and Regulations

Clustered Adjacency Diagram



Concept 3: Space Requirements Program (SRP)

		Space Modules	Unit Area (NSF)	Qty	Total Area (NSF*Qty)	Notes
PUBLIC	Multipurpose Rooms	Multipurpose (L)	1300	1	1300	Community Garden
	Offices	Open Office / Hot Desks	200	1	200	
	Bathrooms	W/C	50	1	50	
		W/C with 2 stalls	100	1	100	
	Break Area	Canteen (S)	350	1	350	
		Quiet Room (M)	100	1	100	
	Amenities	Outdoor Space	400	1	400	
Circulation & Services	Reception	200	1	200		
SHARED	Meeting Rooms	Meeting Room (M)	250	1	250	For 8 ppl
	Break Area	Kitchen (S)	350	1	350	
		Bike Lockers	500	1	500	
	Amenities	Storage (S)	150	1	150	
		Storage (L)	450	1	450	
		Loading Bay	250	1	250	
		Workshop (M)	250	1	250	
		Workshop (L)	550	1	550	
	Circulation & Services	Lounge	200	1	200	
		Copier	50	1	50	
PRIVATE	Offices	1 person	50	3	150	
		2 people	150	2	300	
		4 people	200	6	1,200	
Space Subtotal (NSF)					7,350	
30% Gross Up					2,205	
Total Programmable Area (NSF)					10,000	

Colocation Concept 4 : Healthcare Services

Core Values: Health & Wellbeing

Operational Typology: Tenant Operator

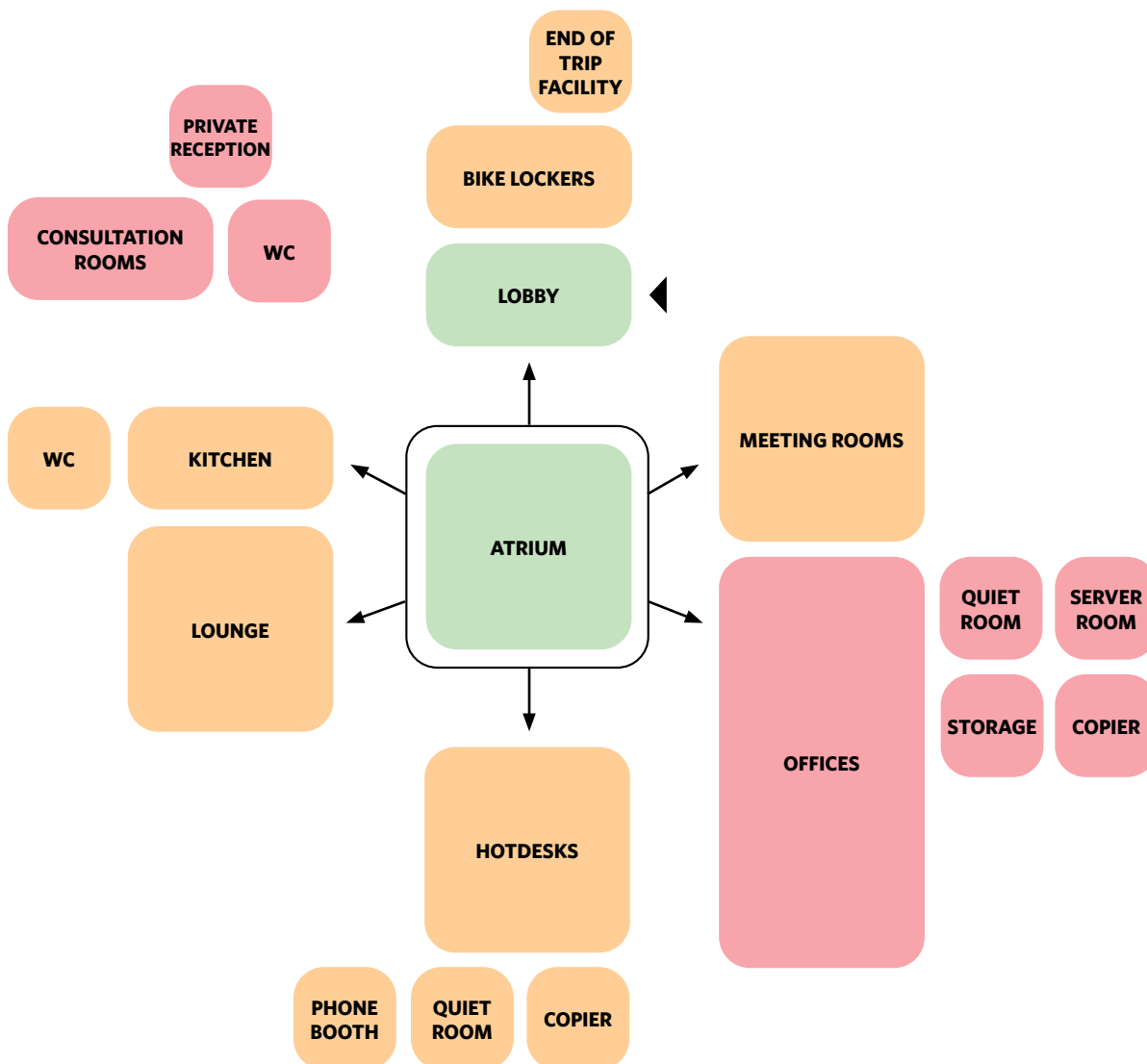
Spatial Typology: Clustered / Centralized

Scale: Large

Design Guidelines:

- Health Related offices and support spaces
- Welcoming, non-clinical atmosphere
- Quiet, Confidential, Safe and Secure
- A range of distributed, bookable spaces for Doctors, Social Workers, Advocates, Lawyers, etc.
- Highest Accessibility standards
- Refer to applicable Guidelines, By-laws and Regulations

Clustered/Centralized Spatial Organization



Concept 4: Space Requirements Program (SRP)

		Space Modules	Unit Area (NSF)	Qty	Total Area (NSF*Qty)	Notes
PUBLIC	Circulation & Services	Lobby	350	1	350	
		Atrium	550	1	550	
SHARED	Offices	Open Office / Hot Desks	200	6	1200	
		Meeting Room (S)	50	4	200	For 3 ppl
	Meeting Rooms	Meeting Room (M)	100	1	100	For 10 ppl
		Meeting Room (L)	250	1	250	For 10 ppl
		Meeting Room (L) *	300	1	300	Boardroom/Group Programming
	Bathrooms	W/C	50	2	100	
		W/C with 2 Stalls	100	1	100	
	Break Area	Kitchen (S)	250	1	250	
		Kitchen (M)	350	1	350	
		Quiet Room	50	1	50	
	Amenities	Loading Bay	250	2	500	
		Childcare Space	650	1	650	
		Childcare Space (EXT)	500	1	500	
	Circulation & Services	Lounge	250	3	750	
		Copier	50	1	50	
PRIVATE	Offices	1 person	150	3	450	
		2 people (S)	150	4	600	
		2 people (M)	350	1	350	
		12 people	900	1	900	
	Bathrooms	W/C	50	4	200	
	Break Area	Quiet Room *	100	1	100	
	Amenities	Storage (S)	150	2	300	
		Consultation Room	150	4	600	
	Circulation & Services	Reception	150	2	300	
		Copy Room	50	1	50	
		Server	150	1	150	
Space Subtotal (NSF)					10,250	
30% Gross Up					3,075	
Total Programmable Area (NSF)					13,300	

Colocation Concept 5 : Third Space

Core Values: Equitable Governance / Capacity Building

Operational Typology: Neighbourhood House [Tenant Operator]

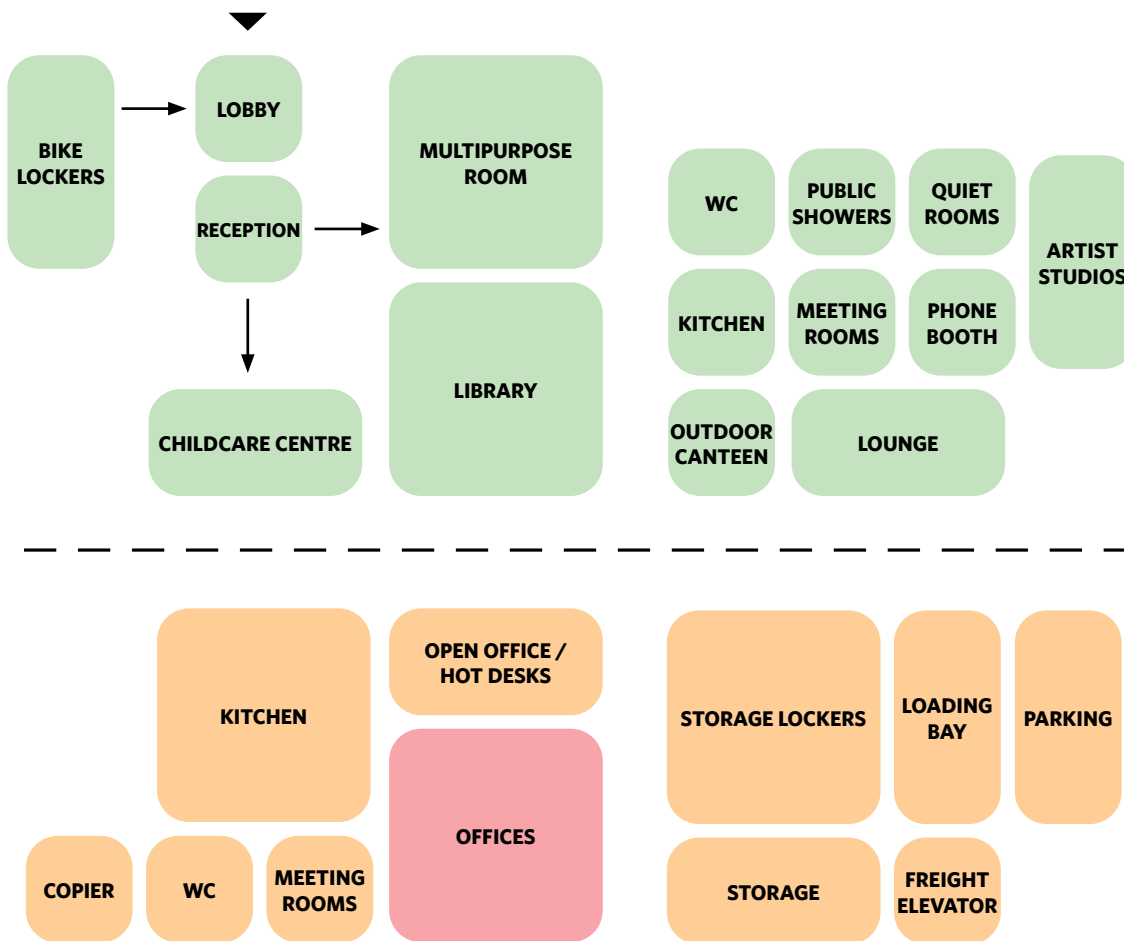
Spatial Typology: Bifurcated

Scale: Large

Design Guidelines: Social service offices w/ flexible programming space

- Workspace for values-aligned members
- Large public component for free, secure, and accesible social space
- Zoning for 'Assembly' Use
- Refer to applicable Guidelines, By-laws and Regulations, including for Licensed Childcare

Bifurcated Spatial Organization



Concept 5: Space Requirements Program (SRP)

		Space Modules	Unit Area (NSF)	Qty	Total Area (NSF*Qty)	Notes
PUBLIC	Multipurpose Rooms	Multipurpose	1300	1	1300	
	Offices	Artist Studio	100	1	100	
	Meeting Rooms	Meeting Room	150	1	150	For 6 ppl
		Meeting Room	250	1	250	For 8 ppl
	Bathrooms	W/C	50	2	100	
		W/C with 4 stalls	100	1	100	
		Public Shower	100	1	100	
	Break Area	Canteen (EXT)	350	1	350	
		Kitchen	150	1	150	
		Quiet Room	50	3	150	
	Amenities	Bike Lockers (EXT)	450	1	450	
		Phone Booth	50	1	50	
		Childcare Space	450	1	450	
		Library	900	1	900	
	Circulation & Services	Reception	200	1	200	
		Lobby	350	1	350	
		Lounge	200	1	200	
SHARED	Offices	Open Office / Hot Desks	200	2	400	
	Meeting Rooms	Meeting Room	50	1	50	For 3 ppl
	Bathrooms	W/C with 4 Stalls	100	1	100	
	Break Area	Kitchen	1000	1	1000	
		Storage Lockers (EXT)	450	1	450	
	Amenities	Lockers	150	1	150	
		Storage	50	1	50	
		Storage	150	1	150	
		Parking (Accessible)	250	1	250	
		Loading Bay	250	1	250	
	Circulation & Services	Freight Elevator	100	1	100	
		Copier	50	1	50	
PRIVATE		Offices	Artist Studio	150	3	450
	2 people		150	1	150	
	4 people		300	2	600	
	12 people		400	1	400	Flex Office
Space Subtotal (NSF)					9,950	
30% Gross Up					2,985	
Total Programmable Area (NSF)					12,900	

Space Module Index

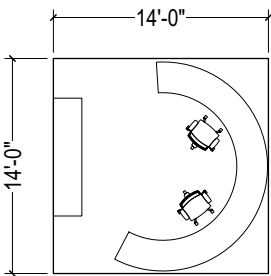
Space Name & Function

Schematic Plan

Space Requirements

Reception

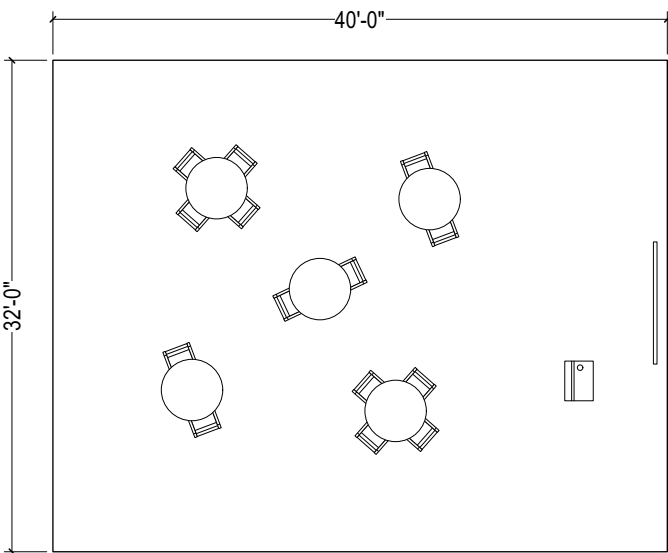
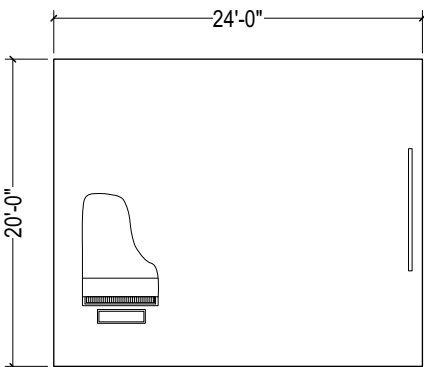
Welcoming guests, information, receiving mail and deliveries



- Accessible entrance and reception desk and signage
- Acoustic dampening surfaces
- Furnishings: Built in millwork work station, mail centre, package storage, administrative storage
- Adjacency: Main entrance, visual connectivity to public areas desired, lounge

Multipurpose Room

Training room, public and private events, bookable / rentable to outside parties, performances, ceremonies, cultural activities, gathering space



- A/V equipment and racks
- Furnishings: Lightweight stackable tables and chairs, speaker podium close to electrical outlet
- Well ventilated or equipped to accommodate cultural practices like smudging ceremonies, assembly use zoning, applicable life safety (exiting) and seismic upgrades may be required
- Adjacency: Reception / public corridor, other multipurpose rooms if more than one
- Natural light desirable but not required.
- Optional: Acoustic accordion partitions that can be retracted to combine more than one multi-purpose rooms together
- Optional: Sprung floor for dance programs
- Optional: Theatre lighting, blackout shades for occasional performance space
- Optional: Mirrors for dance rehearsal
- Optional: Small storage closet

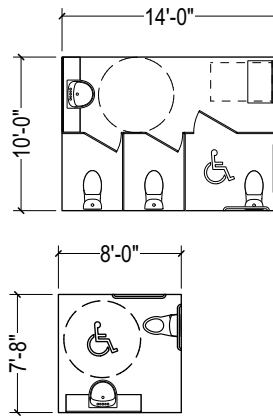
Space Name & Function

Schematic Plan

Space Requirements

Washrooms

Toilet, sink and change table facilities for user comfort and convenience

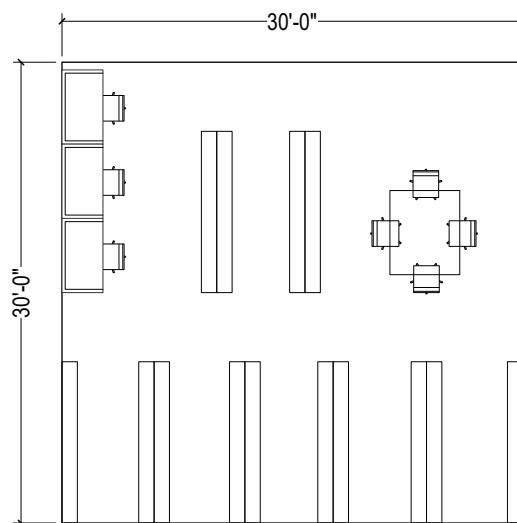
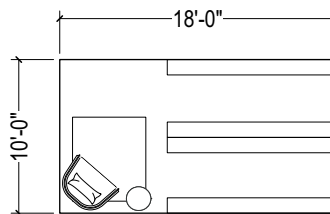


Sized per occupant load; refer to applicable codes

- Accessible + universal washroom stalls
- Recommended undercut doors to individual stalls for occupant safety
- Follow applicable accessibility requirements and Rick Hansen Guidelines.
- Door actuator
- Accessed off public corridor.
- Design recommendation: make corridor wider at entrance to washroom (while maintaining privacy of stalls) to encourage casual conversations and sociability

Library

Third space for quiet study, research and collections



- Natural light
- Furnishings: Shelving, reading chairs and tables
- Utilities: Outlets for computers, task lighting
- Adjacency: Reception / public corridor

Space Module Index

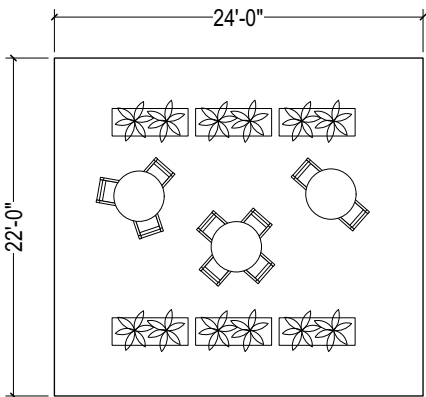
Space Name & Function

Schematic Plan

Space Requirements

Atrium

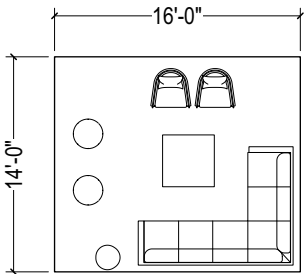
Break out and event space with access to nature



- Enclosed, covered high ceiling space with natural light and ventilation, usually adjacent to a public corridor.
- Natural planting and special care to landscaping elements to encourage occupant wellbeing and connection to nature / land.
- Adjacency: Reception / public corridor
- Optional: Open to the exterior

Lounge

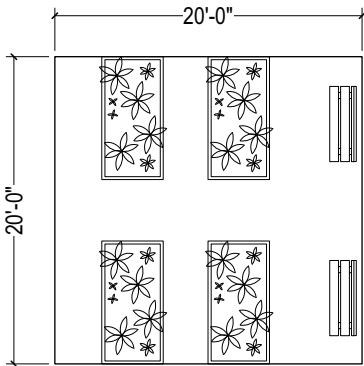
Informal gathering area, waiting room, third space



- Relaxed upholstered seating, accent tables, natural light, special attention to accessibility.
- Adjacency: Reception / public corridor
- Optional: Adjacent to multi-purpose rooms, art, child friendly design

Outdoor Space

For healing, mental wellbeing, outdoor programs, community gardens, to encourage occupant wellbeing and connection to nature and land.



- Natural light
- Plants / landscaping
- Provide hose bib connections, irrigation to landscaped areas, positive slope to drains, accessible paving, shade and benches with backs

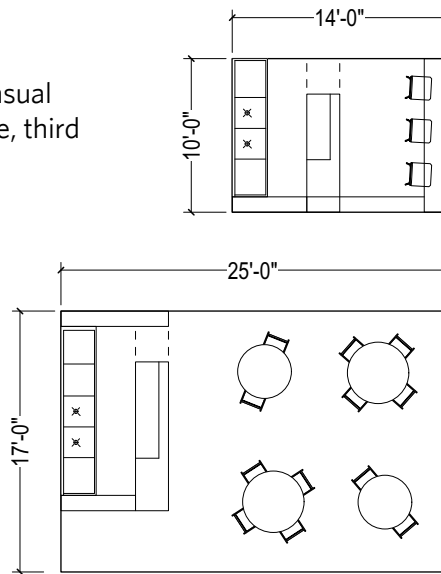
Space Name & Function

Schematic Plan

Space Requirements

Cafe

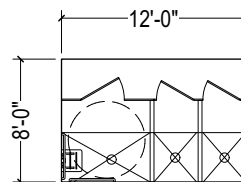
Food and beverage retail, casual dining area, social enterprise, third space



- Food retail millwork, plumbing and equipment, point of sale, cafe seating
- Adjacency: Entrance / reception, publicly accessible washrooms.
- Refer to Vancouver Coastal Health guidelines

Showers

Shower and changing facilities



- Accessible (roll in) shower stalls, changing area with bench and robe hooks, nonslip surfaces, area drains, mirror, soap and shampoo dispensers. Privacy lock.
- Adjacency: Washroom facility
- Optional: Coin operated lockers

PUBLIC

PUBLIC

Space Module Index

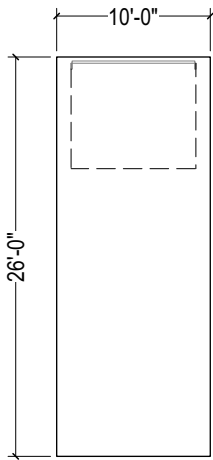
Space Name & Function

Schematic Plan

Space Requirements

Loading Bay

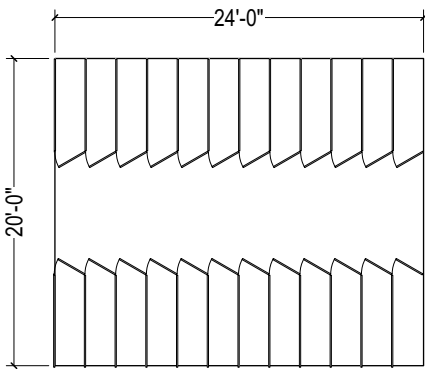
Loading area for delivery of goods



- Class A or B loading bays per Vancouver Parking Guidelines
- Adjacency: Ground level adjacent to storage areas
- Optional: Secured interior loading bay, loading elevator, raised loading platform
- Optional: Shared with other users in the development if not a stand-alone space

Bike Parking

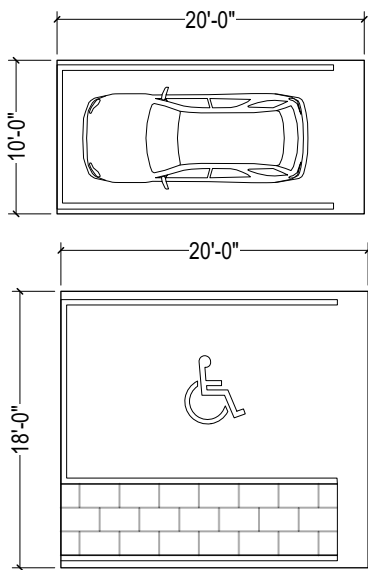
Secure bike parking including racks and lockers



- Main door to have push button actuator, secure door
- Furnishing: horizontal or vertical racks, lockers
- If no parking is provided on site, increased bike parking is recommended
- Adjacency: Located at ground level or if underground, accessible via ramp or in close proximity to elevators
- Refer to applicable municipal bylaws

Car Parking

Visitor parking, including accessible stalls



- Adjacency: Located at ground level or if underground, accessible via elevator to main floor
- Provide accessible signage

Space Name & Function

Schematic Plan

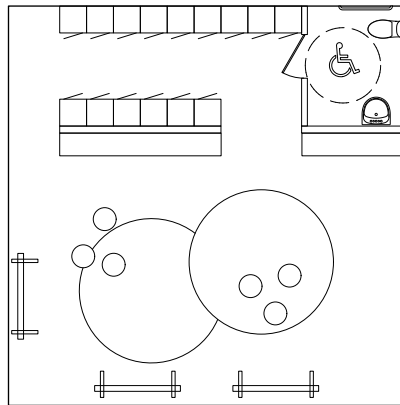
Space Requirements

Childcare Centre

Licensed childcare centre, child minding

Organizations should be aware of the difference between licensed group childcare and childminding, as these have different space requirements and design guidelines associated with them

Refer to City of Vancouver / Vancouver Coastal Health and Provincial Guidelines

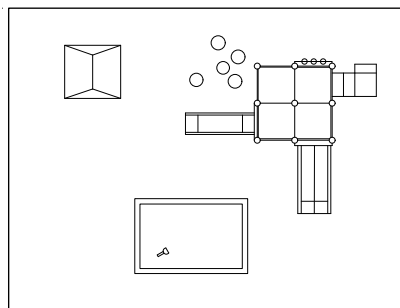


Space allocation to meet or exceed applicable childcare guidelines.

- Requirements are dependent on number of children served (Refer to applicable Childcare Guidelines), natural light, avoid sharp corners, resilient flooring and area rugs, nap areas, room darkening window coverings, private washrooms with change tables, child sized toilets and sinks where children can be easily monitored
- Wide corridors for stroller access and space for storage cubbies
- Associated administrative and storage space
- <https://guidelines.vancouver.ca/guidelines-childcare-design.pdf>
- <https://guidelines.vancouver.ca/guidelines-technical-childcare.pdf>
- <https://www.vch.ca/sites/default/files/import/documents/Design-resource-for-Child-care-facilities.pdf>
- https://www2.gov.bc.ca/assets/gov/family-and-social-supports/child-care/info-partners-prov/childcarebc_design_guidelines.pdf

Outdoor Space associated with Childcare Centres

For dedicated use for Childcare centres



- Natural light, plants / landscaping to encourage occupant wellbeing and connection to nature and land
- Provide hose bib connections, irrigation to landscaped areas, well drained area, accessible paving, shade and benches with backs

Space Module Index

Space Name & Function

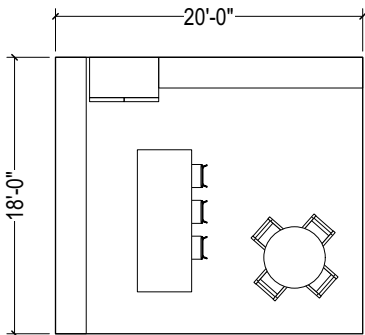
Schematic Plan

Space Requirements

PUBLIC
SHARED

Kitchen

Food preparation, reheating, and storage area

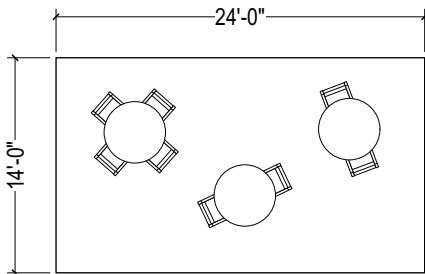


- Natural light desirable
- Utility sink, fridge, freezer, dishwasher, microwave, coffee maker, drinking water
- Accessibility
- Need to consider Health Authority requirements for food permits if offering food programming
- Furnishings: preparation counter space
- Adjacency: Canteen (if present), outdoor space desirable (if present)
- Optional: bar stools, table and chairs

PUBLIC
SHARED

Canteen

Dining, breakout and social events

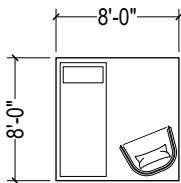


- Natural light
- Furnishings: Dining tables / booths / benches / bar tops, seating
- Adjacency: Kitchen or kitchenette

PUBLIC
SHARED

Quiet Room

Acoustically isolated, low stimulation space



- Dimmable indirect lighting, natural light, high STC assemblies, acoustic dampening surfaces, electrical outlets
- Furnishings: Soft seating, napping pad / sofa, table

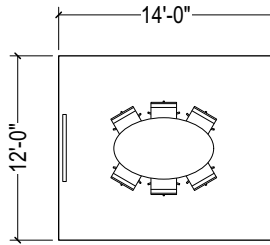
Space Name & Function

Schematic Plan

Space Requirements

Meeting Room, Small

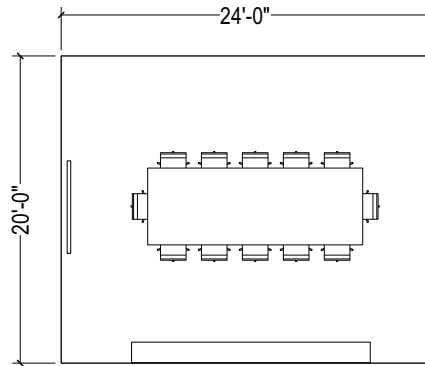
Meeting room for up to 6 people



- High STC assemblies, acoustic dampening surfaces, electrical outlets, glazed or vision panel in door, room number and booking system
- A/V equipment, internet connectivity
- Furnishings: Meeting table and chairs with casters
- Adjacency: Shared offices, public corridor

Meeting Room, Medium

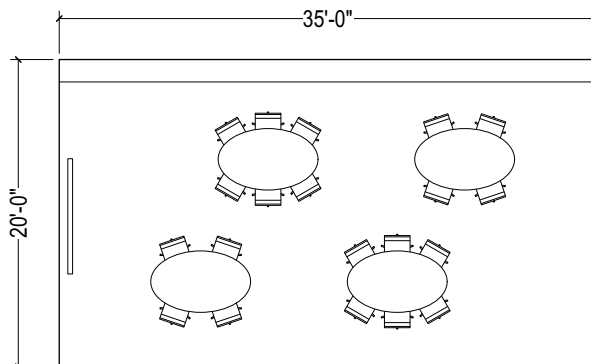
Meeting room for up to 12 people



- High STC assemblies, acoustic dampening surfaces, electrical outlets, glazed or vision panel in door, room number and booking system
- A/V equipment, internet connectivity
- Furnishings: Meeting table and chairs with casters
- Adjacency: Shared offices, public corridor

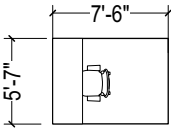
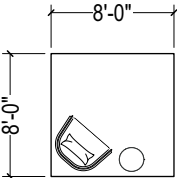
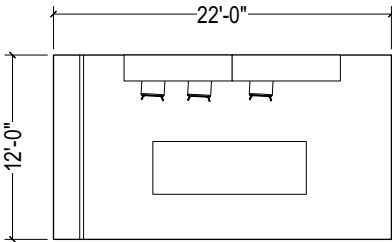
Meeting Room, Large

Meeting room for up to 20 people



- High STC assemblies, acoustic dampening surfaces, electrical outlets, glazed or vision panel in door, room number and booking system
- A/V equipment, internet connectivity
- Furnishings: Meeting table and chairs with casters
- Adjacency: Shared offices, public corridor

Space Module Index

	Space Name & Function	Schematic Plan	Space Requirements
PUBLIC SHARED	Phone Booth Private sound proof room for phone calls and virtual meetings		- Absorptive surfaces (carpeting, acoustic panelling), vision panel or glazed door (high STC), ventilated space, room number, sign up board, internet and power connections, degree of visual privacy - Furnishings: Chair and work top - Adjacency: Office space
	Safe Space Acoustically isolated, low stimulation space, suitable for prayer/meditation		- Dimmable indirect lighting, natural light, high STC assemblies, acoustic dampening surfaces, electrical outlets - Furnishings: Soft seating, table
SHARED	Workshop Acoustically treated room for hands-on fabrication		- Natural light, adjustable window coverings, utility sink desirable, acoustic dampening surfaces, electrical outlets, ventilation - A/V equipment - Furnishings: Work tops and seating - Adjacency: storage, loading area desirable

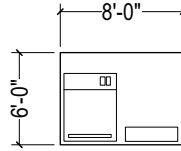
Space Name & Function

Schematic Plan

Space Requirements

Copy Center

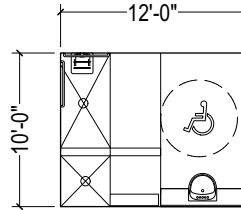
Space for photocopying, printing and scanning



- Artificial indirect lighting, power and internet connections
- Furnishings: copier machine
- Adjacency: Office and desks
- Optional: adjacent shelving for office supplies and stationary
- Design recommendation: ensure sufficient space to encourage casual conversations and sociability

End of Trip Facility

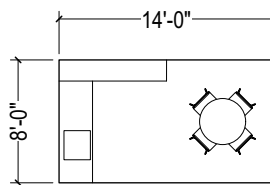
Shower and changing facilities



- Accessible (roll in) shower stalls, changing area with bench and robe hooks, nonslip surfaces, area drains, mirror, soap and shampoo dispensers. Privacy lock.
- Adjacency: Washroom, bike storage, in low traffic area for privacy
- Optional: coin operated lockers

Kitchenette

Food preparation, reheating, and storage area



- Utility sink, fridge, freezer, dishwasher, microwave, coffee maker, drinking water
- Furnishings: Preparation counter space
- Adjacency: Natural light, outdoor space desirable (if present)
- Optional: Table and chairs

Space Module Index

Space Name & Function

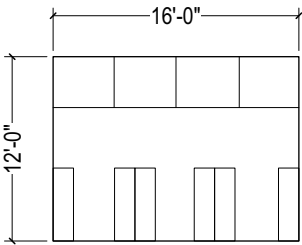
Schematic Plan

Space Requirements

SHARED
PRIVATE

Storage

General storage for supplies, event, stock, and archival materials. Optional: dedicated storage rooms for precious items (eg. musical instruments)

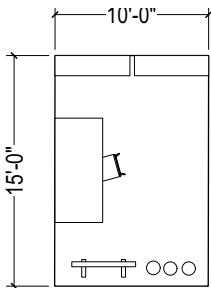


- Space: Access via large, easy to operate doors (sliding or swing)
- Furnishings: Shelving, lockers or drawers
- Adjacency: Area served
- Optional: Adjacent to loading bay and elevator
- Optional: Temperature control as determined by operator (for archival and/or precious items)
- Optional for private: Private key access

SHARED
PRIVATE

Artist Studio

Workspaces for multimedia work



- Private key access
- Natural light, and artificial indirect lighting, adjustable window coverings, utility sink desirable, electrical outlets, acoustics, ventilation
- Furnishings: Work tops and seating
- Adjacency: Storage, loading area desirable
- Optional: Reinforced walls and ceiling rail system for hanging

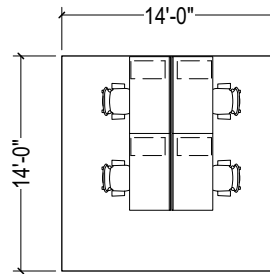


Space Name & Function

Open Office / Hot Desks

Work stations in an open shared office space, suitable for full time / drop in / seasonal staff

Schematic Plan



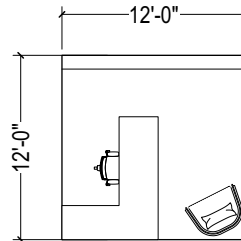
Space Requirements

- Natural light with controllable window coverings
- Artificial indirect lighting, power and internet connections
- Furnishings: Minimum 4' wide desk per person, task chair
- Adjacency: Office space



Office

Private office for full time staff of a single organization



- Natural light with controllable window coverings
- Artificial indirect lighting, power and internet connections
- Furnishings: minimum 4' wide desk per person, task chair

Space Module Index

Space Name & Function

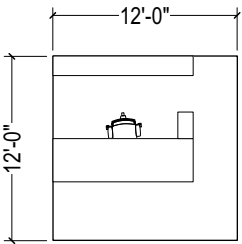
Schematic Plan

Space Requirements

PRIVATE

Private Reception

Welcoming guests, information, receiving mail and deliveries

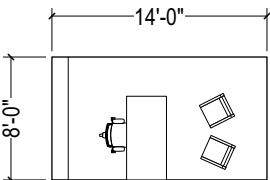


- Accessible entrance and reception desk and signage
- Furnishings: built in millwork work station, mail centre, package storage, administrative storage
- Adjacency: Main entrance, visual connectivity to public areas desired

PRIVATE

Consultation Rooms

Private room for patient appointments with health professionals

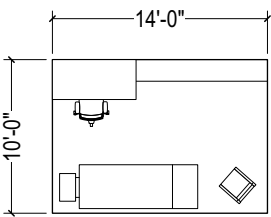


- Accessible entrance
- Furnishings: Desk and chairs
- Adjacency: Private reception
- Optional: Natural Light

PRIVATE

Examination Rooms

Private room for patient appointments with medical professionals



- Accessible entrance
- Furnishings: Desk, adjustable medical examination table, chairs and medical equipment
- Adjacency: Private reception
- Optional: Natural Light

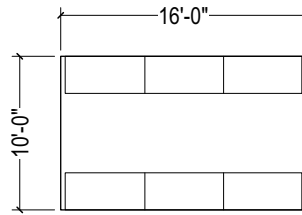
Space Name & Function

Schematic Plan

Space Requirements

Server Rooms

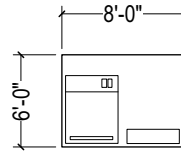
Storage of computer servers and network resources



- Server racks, well ventilated. Base building finishes acceptable. Secured access.
- Adjacency: within private area desirable, not required

Copier

Space for photocopying, printing and scanning



- Artificial indirect lighting, power and internet connections
- Furnishings: copier machine
- Adjacency: Office and desks
- Optional: adjacent shelving for office supplies and stationary
- Design recommendation: ensure sufficient space to encourage casual conversations and sociability



Appendices

Appendices: Table of Contents

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APPENDIX 1:

Definitions

Adjacency Diagram

A visual representation of the relationships between spaces or functions that explains how different functions or spaces should be positioned in relation to one another, typically for logistical reasons.

Anchor Tenant

A long-term tenant that takes up a significant amount of space in a colocation hub.

Bifurcated Spatial Typology

A spatial typology that is characterized by a mirrored spatial organization. Also known as split spatial typology.

Centralized Spatial Typology

A spatial typology that has a strong, clearly demarcated centre with support spaces distributed around its perimeter in a ring, rectangle, or pinwheel.

Clustered Spatial Typology

A typology that is characterized by adaptable layouts that can respond to changing needs and tenants.

Collaborative Non-Profit Ownership

Several founding non-profit organizations come together to purchase a building and often form a new non-profit entity. This collaborative entity leases space to other non-profit tenants and may provide short-term space rentals if available.

Colocation vs. Space Sharing

Colocation refers to multiple non-profits with similar mandates or objectives that occupy distinct spaces within a shared facility with common areas. Space sharing refers to multiple non-profits sharing common physical spaces, either at the same time or on a schedule. See [page 5](#) of this report for more details.

Condominium Ownership

Non-profit organizations jointly invest in the purchase of a building, similar to residential strata developments. Each tenant owns their unit with a shared interest in common spaces. The Condominium Association oversees the operation and governance of the building, managing common spaces and establishing bylaws, budgets, and operating agreements.

Co-operative Model (Operational Typology)

An operational typology for NPO colocation where a co-operative is created as an operational entity. Typically in this model, all tenant organizations are members of the co-op, and all members share operational responsibility through a board seat.

Co-operative Non-Profit Ownership

Multiple non-profit organizations form a co-operative to own and manage the shared space. Each organization serves as a member-owner of the building.

Cost Recovery Lease

An arrangement where a landlord recuperates base costs of owning a property through a lease-based tenancy, but does not otherwise generate profit from the lease.

Cost Sharing Lease

An arrangement where multiple NPOs share tenancy of a property, but do not have a dedicated operator. See also: Dedicated Operator.

Dedicated Operator Model

An operational typology for NPO Colocation where an organization takes responsibility for operations. This organization is not necessarily a tenant, and may manage multiple colocation hubs.

Double Diamond

A framework often used to engage non-designers in design processes. The framework follows iterative cycles that invite participants to take on divergent and convergent mindsets, supported by collaborative engagement activities. Phases of this framework include: Discover, Define, Develop and Deliver.

Functional Program

A detailed document prepared by professionals such as Architects, Facility Planners and Programmers to align specific needs of an organization with a specific space or site.

Gross Up

A percentage increase to the Net Square Footage (NSF) to help determine the total amount of square footage of the area, including walls, corridors, etc.

Needs Assessment

A needs assessment is a systematic process for determining and addressing needs, or “gaps”, between current conditions, and desired conditions, or “wants”.

NPO

Non-Profit Organization.

NSF

Net Square Footage, refers to the area within a property that can be used for furnishings, equipment, and personnel.

Operational Typology

The different models that are established to undertake operations.

Operations

The processes, governance structures and other managerial considerations relevant to the initiation, development launching and day to day functionality of social and cultural colocation hubs.

Operator Model (Operational Typology)

An operational typology where an organization takes responsibility for operations, as opposed to a shared operational arrangement between multiple tenants. This organization may be a tenant or not. See also Dedicated Operator Model and Single Tenant Operator Model.

Participatory Governance Model

This model flattens the hierarchy of decision-making, allowing all tenant organizations to participate in decision-making processes. It requires more time and attention to process-related details and skilled facilitation and mediation.

Private Ownership (Non-Equity)

When a property owner does not generate a profit from a leased-based tenancy, but covers their costs. See also: Cost Recovery Lease.

RFP

Request For Proposal (RFP) is a document organizations use to request detailed proposals from vendors for specific projects or services, outlining requirements and evaluation criteria to select the best partner.

Single Non-Profit Ownership

In this model, a single non-profit organization owns the building and leases space to other non-profit tenant organizations.

Single Tenant Operator Model

An operational typology for NPO Colocation where a single anchor tenant of the space takes on operational responsibility.

Space Requirements Program

A detailed list, usually in the form of a spreadsheet, that tallies the number and size of each space type in order to calculate the total area needed to accommodate the required programs.

Space Modules Index

An index which includes descriptions of space modules, a floor plan “block” and associated requirements like furniture, A/V, natural light, etc.

Spatial Typology

An organizational strategy that helps to understand and formalize relationships between different spaces and functions. It can also help to reinforce the identity and the core values of the users and operators. A Spatial Typology can be expressed as a simple diagram, and can be part of, or work in tandem with an Adjacency Diagram.

Tenant-based Co-operative

An arrangement where multiple tenants share tenancy and operational responsibilities for a colocation space.

Third Party Operator (3PO) Model

A non-profit organization is established as a third-party operator to manage the shared space. This organization leases space to tenant non-profits and oversees the overall functioning and operations of the facility.

Top-Down Governance Model

This hierarchical model involves a governing body or organization that establishes systems, structures, and processes for the overall functioning of the shared space. Ultimate decision-making power rests with the governing body, although participatory processes may be in place.





APPENDIX 2:

Site Tours

TOUR 1: **312 MAIN**

TOUR 2: **221A**

TOUR 3: **THE POST AT 750**

TOUR 4: **ARTS FACTORY**

Tours + Interviews with Vancouver-Based Social and Cultural Colocation Hub Operators and Tenants

Site tours and interviews with colocation hub operators and tenants was a key deliverable of this research project. Consultant team members and City staff were present on tours, which were recorded using a handheld audio device. Transcripts were created and analyzed, resulting in the detailed summaries documented here. Questions for site tours were informed by the foundation blocks exercise undertaken during stakeholder engagement workshops. Our inquiry spanned topics related to general operations, as well as spatial and technical considerations for building design and maintenance.

SITE TOUR ONE: 312 MAIN

Location: [312 Main St. Vancouver, BC](#)

Opened: 2018

This section synthesizes the insights and experiences shared during the site visit to 312 Main in Vancouver, offering a comprehensive overview of the project's evolution, current state, and future aspirations. It serves as a testament to the community's resilience, creativity, and commitment to creating a space that reflects shared values while fostering social and economic innovation.

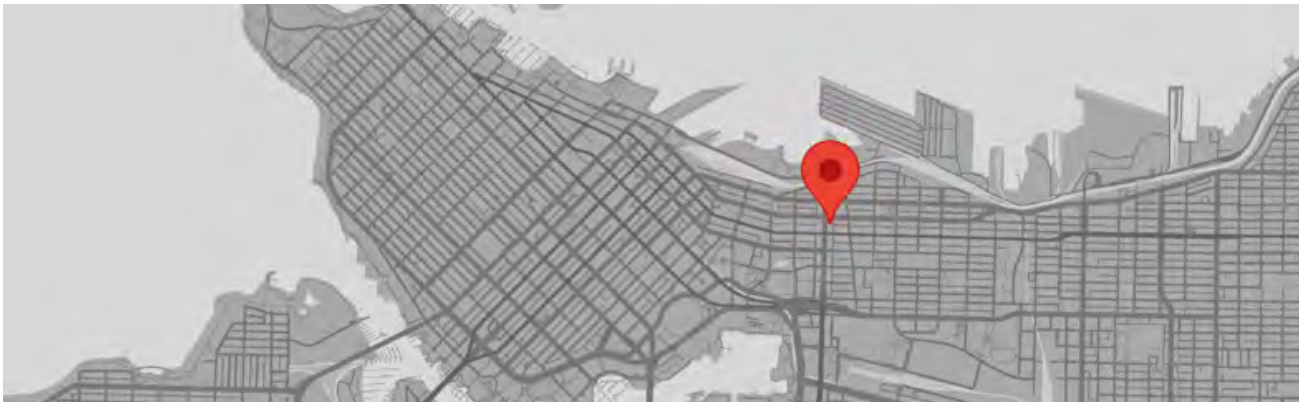


History & Transformation

The 312 Main building, formerly occupied by the Vancouver Police Department, was built in 1954 and vacated in 2010. Its repurposing began with community input, evolving from a desire for social housing into a social and economic innovation space for non-profits and artists. Community consultation was integral to the redesign of the space, ensuring that the resulting environment would meet the needs and expectations of its future users. Construction began in 2016.

Vancity Community Foundation played a key role in overcoming obstacles ranging from zoning restrictions to financial sustainability issues. The foundation's involvement extended beyond project management to include curation of non-profit organizations and artist tenants that aligned with the building's mission. For example, the Union of British Columbia Indian Chiefs (UBCIC) became the first tenant. "Values-based colocation" emerged as a guiding principle, emphasizing the importance of creating a space that fosters community building through networks, access to gathering spaces, and a focus on inclusivity rather than solely on socio-economic or environmental objectives.

The renovation process was not without its challenges. Construction delays led to tensions and the loss of interested tenants. Adjustments were required, such as changing the feasibility of a cafe due to licensing requirements for public access and assembly. The second floor was redesigned according to community feedback. While necessary and ultimately better for the community, the redesign affected the timeline and budget. Despite these hurdles, this transformation from a former police station to a values-based colocation hub illustrates a journey from authority and exclusion to inclusivity and community empowerment.



West Elevation Along Main St



North Elevation Along East Cordova St

Physical Structure & Design Features

The original building is a robust concrete structure dating back to 1954, and comprises two separate structures which were interconnected as part of the renovation. The building historically served various functions for the Vancouver Police Department, including administration, jail cells, and firing range. Efforts have been made to unify these spaces while attempting to retain and interpret some of the original architectural features. The concrete structure of the original building allows for large spaces and open plan layouts with high ceilings. This construction also facilitates large windows to create a sense of openness, invitation, transparency, and community. The main floor was intentionally elevated during the renovation to facilitate visual connection to the neighbouring Downtown Eastside (DTES) community.

Accessibility is supported by integrated features and large elevators. For example, an accessibility ramp is built directly into the elevated stage as a feature of the design, rather than an afterthought. Safety needs are met through locking doors and rooms, and staff and volunteers monitoring public access doors and spaces. The building's loading bay has proven very useful, despite the building having no parking.

The main floor includes an Indigenous-designed, Longhouse-inspired structure that serves as community space, reflecting artists, stories and community values in the main space. Additional community engaged design features include a circular hand washing station and narrow hallways to encourage interactions.

Functional Space Requirements

Four of the seven floors of 312 Main are designated for different uses, from artist studios and co-working spaces to larger single-organization offices. The design includes shared amenities like meeting rooms, a prayer and meditation room, and modular, flexible spaces and furniture. A mix of closed offices and open-plan desk areas are interspersed across floorplates to support various working styles and organizational patterns in a largely collaborative environment.

The building's design strategically allocates space to accommodate a wide range of tenants, from artists in the basement to larger institutions on the upper floors. 312 Main supports nearly 70 different organizations, including non-profits, artists, and educational institutions like SFU and UBCIC, fostering a rich ecosystem of social innovation. The basement is dedicated to artists, and the main floor acts as a communal area and encourages interactions among community members. The second floor offers coworking spaces for smaller organizations and individuals. The third and fourth floors house larger tenants, providing them with the necessary infrastructure to expand their impact.

A key takeaway from the 312 Main site tour is that larger conference rooms and meeting rooms are the primary need and the most used spaces. These meeting spaces must be flexible and have good acoustics, lighting, furniture and equipment. The main support space requirements include storage, parking and bike parking, washrooms and communal kitchens. Additional Support space is also provided as extensions of tenants programs or for specific organizational needs. For example, art and production spaces are sometimes created within larger value-based hubs.

At 312 Main, the food prep and commercial kitchen areas aren't as necessary as initially anticipated (and some have been converted to rentable storage). However, tenant communal kitchens are a must have for community-building. The bar and cafe spaces on the main floor are sometimes used by outside vendors for events, but they are not put to full time use. Future development plans include the renovation and activation of the fifth to seventh floors which are currently undeveloped.

The need for storage emerged as tenants began to move into 312 Main initially. Many non-profit organization tenants happened to be downsizing from larger leases, and required storage space. Adaptations have been made, for example, a space initially intended for a cafe kitchen is now used entirely as tenant storage, with flexible month-to-month leases. It is common to see members with no desk or admin presence in the building still rent storage and meeting rooms on occasion. The storage spaces at 312 are waitlisted, indicating this feature should be strongly considered in future colocation hubs.

Operations Management

Logistical challenges such as acoustics, storage and accessibility highlight the need for operational strategies to maintain order, security, and inclusivity. A dedicated operations team is key for this model, including a leader who has access to all the information, community connections, relevant training and who shares similar values, will be motivated to overcome challenges and find innovative solutions. For 312 Main, Sonam Swarup is this leader, and she was involved from the very beginning through the Vancity Community Foundation. Participating actively in the transformation process, Sonam is deeply attuned to community needs.

The 312 Main operations team includes 10 full time staff, 10 part time staff, a Managing Director, a Facilities Manager, a Community Specialist and front desk interns. Their roles address all needs of the colocation hub, from maintenance to community engagement, and they are responsible for creating and communicating critical policies and procedures for all hub operations. For example, the need for private call areas led to the creation of sound-proof phone booths, demonstrating commitment to adapting the space to member

needs. Similarly, community feedback has been pivotal in iterating operational policies, including the maintenance and use of communal areas, as well as the development of a code of conduct for members.

Membership & Tenant Mix

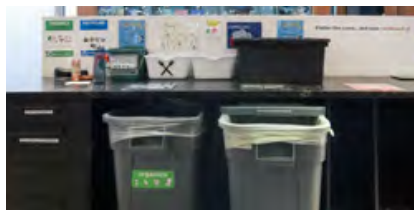
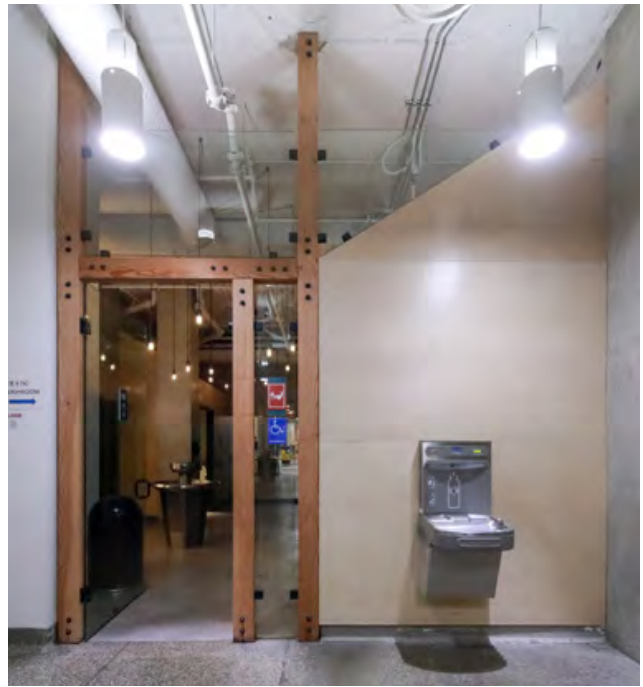
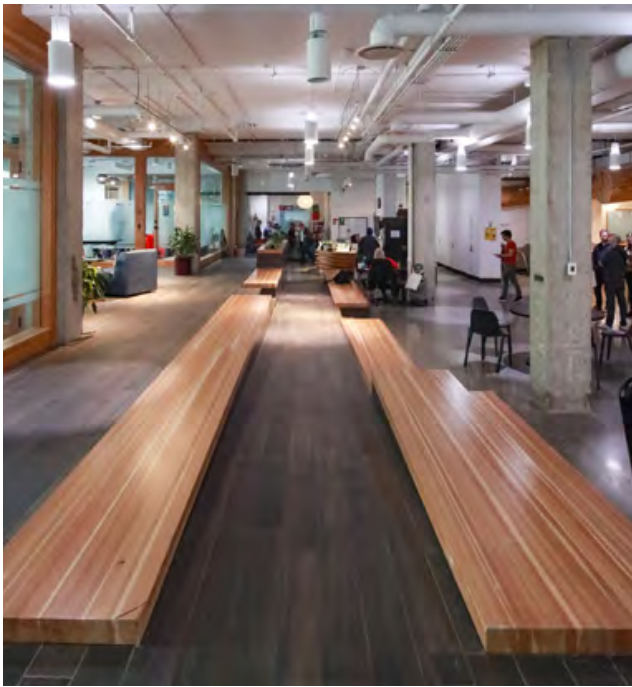
Tenants are selected through an application process to ensure alignment with the building's values. This process includes a tour, an interview, and a review of the applicant's objectives against the center's mission, ensuring a harmonious community of tenants. Equity seeking organizations are given priority in the application process, and programs such as desk and event space sponsorships have been offered on a needs basis to support economic inclusion. The tenant mix model is supported by several key large non-profit organizations (e.g., UBCIC) as well as a range of medium and small-sized closed door offices and micro-organizations.

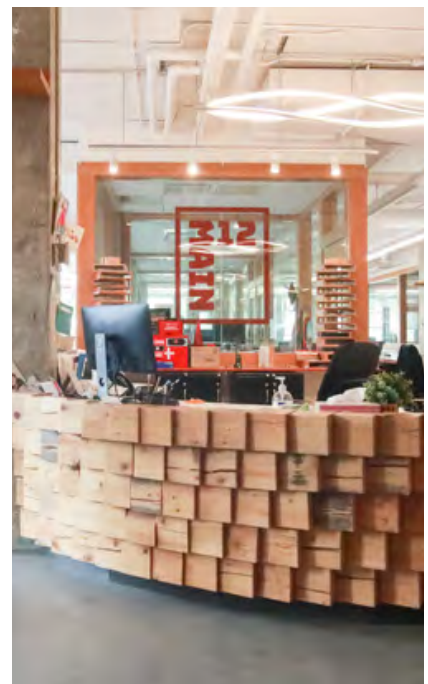
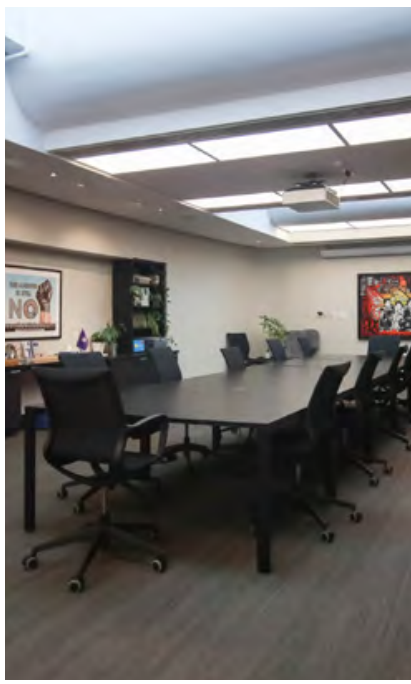
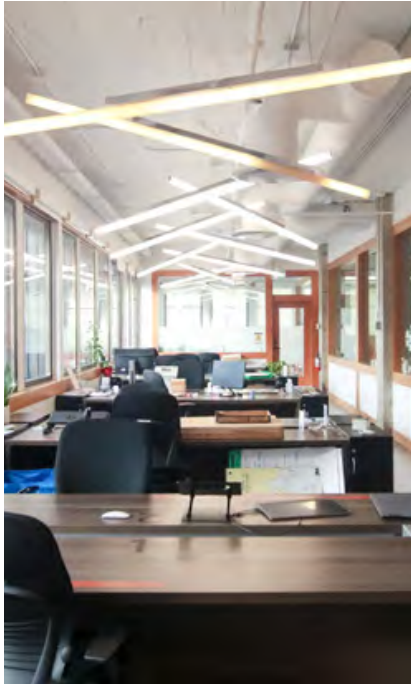
Tenants include a variety of organizations serving the DTES, including meeting needs of colocated organizations and 312 Main itself. For example, tenant organizations operate recycling, strategic planning, snacks, soapmaking and other programs. Flexible spaces allow for supported developmental growth of non-profit organizations, and opportunities for space rental are offered to the public as well. Innovative memberships, such as flexible, low-fee day passes, have been created for groups who are not members to book rooms and participate in the space.

Core social and environmental values are important to the tenant mix of 312 Main, rooted in values-based colocation. While membership was more open at the initial launch of the colocation hub, the tenant mix at 312 Main eventually self-regulated. This was partly due to the COVID 19 pandemic, as most tenants without a connection to the Downtown Eastside community left 312 Main, making room for more values-aligned organizations and individuals to join. 312 Main now manages a waitlist, and a committee spends time reviewing applications before making decisions on adding new tenants to the mix.



Meeting Room *Flex Space*





Community Engagement

It is clear at 312 Main that extensive, meaningful community engagement, both initially and ongoing, is a major contributor to the project's success in meeting community needs. Member forums take place once a month, facilitated by the operations team. A newsletter as well as a Slack workspace are used to communicate operations and programming announcements with members. Management also operates a ticketing system for facilities requests from tenants. In addition to physical infrastructure aimed at creating community connections and interactions, informal initiatives such as "cleaning buddies" exist to match up members who might not otherwise meet each other. Events such as member socials, bake-offs, mixers and other social engagements further solidify relationships within the space. Capacity building is also a priority, with member-led up-skilling workshops offered on a regular basis.

312 Main's large meeting rooms and central gathering space are sought-after not only by members but also by outside organizations who rent them to host workshops and other special events, providing a valuable revenue stream for the organization. A large, state-of-the-art gallery space including flexible wall panels and large-scale projection invites outside exhibitions that highlights and activates the building, and creates networking opportunities for the parent organization. A raised stage area with accessibility ramp on the main level doubles as amphitheatre seating for the central Gathering Space, creating a flexible presentation space that is configurable for a range of event types and scales to facilitate both internal and external community engagement.

Cultural Sensitivity & Inclusion

312 Main exists on stolen, Indigenous land within a physical building that has seen a painful and oppressive past. Acknowledgment of the Squamish, Tsleil-Waututh and Musqueam territories, begins to recognize the harm done to these Peoples, and indicates the hub's commitment to healing and respectful use of the space. However, 312 Main goes beyond acknowledgement by building in cultural safety and Indigenous ceremony protocols into its spatial design and operations.

312 Main's Longhouse-inspired structure on the main floor offers a beautiful, welcoming, cultural space for gathering. Cedar timbers were felled in traditional protocol and ceremony. Elders have been involved from the beginning of the project. Additional decolonial efforts include hosting ceremonies to address past harms and ongoing engagement with local Elders. Ceremony regularly takes place to acknowledge the transformation from a site of harm to one of community healing, and honours the Grandmother spirit that resides in the space, as identified by an Elder. Smudging is allowed and facilitated within all 312 Main spaces, with support from the operations team. An Elder in Residence program is also being considered.

Being located in Vancouver's most vulnerable neighbourhood, the Downtown Eastside (DTES) also comes with important responsibilities. Being sensitive to community needs is critical to the mandate of 312 Main in the DTES. For example, due to past harm and trauma, many individuals in the DTES are wary of Police, and for this reason the security guards at 312 Main do not wear uniforms. The operations team is deeply conscious of how police show up in the space, as some members may feel harmed by police presence. Naloxone and de-escalation training is provided for staff and community members in response to DTES contextual realities. The Director of 312 Main has anti-racism training. 312 Main faces challenges with public access to the main floor. Public consultations identified space, specifically meeting rooms and washrooms as main community needs, but due to zoning restrictions public access for gathering is not permitted. Community members were understandably upset about this, but the current policy is that if anyone asks to come into 312 Main to use the washroom, they are allowed in.

Financial Management & Sustainability

The 312 Main transformation required significant initial investment. Financial challenges required strategies for managing the project's initial viability, including the adaptation of space allocation based on budget constraints and community feedback. Security costs for the empty 312 Main prior to the renovation, after the Vancouver Police Department vacated the building, were a major contributor to the project's initial financial burden. The transformation of 312 Main required extensive renovations, and aimed to achieve a LEED (Leadership in Energy and Environmental Design) certification. The ambitious nature of the renovations and the overall upgrade to modern standards posed significant financial challenges. The Vancity Community Foundation (VCF) played an important role in supporting the project through cost overruns.

Once the transformation was complete, 312 Main began to generate revenue, leading to a sustainable business model. The model is supported operationally by key strategic partnerships with the City of Vancouver and the Vancity Community Foundation (VCF). VCF is an anchor tenant that holds and subleases space on the 2nd and 3rd floors of 312 Main. 312 Main requires a 5 year sublease minimum for large tenants.

Operational Expenses include utilities, maintenance, staffing, and continuous improvements to the building. Ensuring that the space remains affordable for its intended community users, while also covering these operational costs, represents a delicate financial balance.

KEY ASPECTS OF 312 MAIN'S FINANCIAL MODEL INCLUDE:

Lease Agreements: The center has employed a strategic approach to lease agreements, with different terms for various floors to optimize revenue while maintaining affordability for members. This tiered structure ensures that the center can cater to both larger organizations and individual artists or startups, contributing to a dynamic and diverse community.

Partnerships & Funding: The Vancity Community Foundation plays a critical role in the financial management of 312 Main, leveraging partnerships and funding opportunities to support the center's operations. Strategic collaborations with both public and private entities have been instrumental in securing grants and donations, underscoring the community's investment in the center's success.

Cost Management & Sustainability Practices: Cost management strategies extend beyond traditional budgeting to include sustainability practices. Energy-efficient design and operations not only reduce utility costs but also align with the center's commitment to environmental stewardship. Additionally, a participatory approach to maintaining communal spaces helps keep operational costs in check while fostering a sense of ownership and responsibility among members.

Future Directions & Considerations

Future directions for 312 Main focus on expanding its physical space, transforming it into a center for climate resilience, enhancing accessibility, strengthening community engagement, and addressing the financial sustainability of the project.

312 Main's fifth to seventh floors are currently undeveloped. Expansion is envisioned to accommodate additional tenants and community activities. Another possible future direction for 312 Main is transforming it into a climate hub, where community members can gather in response to emergencies and access necessary resources. In addition to physical changes to the space, this would also require a change in zoning use from Office Space to Assembly, as well as required seismic upgrades to the building structure.

There is a clear intention to improve the building's accessibility and to open it up more to the public. This involves addressing zoning restrictions to allow for greater public access and implementing changes to make the space more accessible to individuals with disabilities. The future direction includes installing accessibility doors and making the building more inviting and usable for a broader segment of the community.

Future plans also emphasize the importance of strengthening community engagement and enhancing the programming offered at 312 Main. This includes the continuation and expansion of initiatives that operationalize connections among tenants and between the tenants and the broader community. Examples might involve more collaborative events, workshops, and programs that address community needs, professional development, and creative expression. By doing so, 312 Main aims to further cement its role as a vibrant hub of activity and innovation that reflects and supports the community it serves.

While not explicitly outlined as a future direction, the ongoing financial management and sustainability of 312 Main remain a critical undercurrent in the discussion of its future. This involves navigating the complexities of funding, revenue generation, and the development of new spaces within the building. Future efforts will likely focus on securing the necessary funds for expansion projects, finding innovative ways to generate revenue while maintaining affordability for tenants, and exploring grants or partnerships to support the building's multifaceted mission.

Conclusions & Lessons Learned

Based on the site tour of 312 Main, expect that a new, purpose built space would have benefits that a renovation does not, particularly for older buildings with incompatible zoning or requiring major upgrades. Although, our site tour of 221A in the following section includes challenges of new builds, offering a different perspective and valuable counterpoint to this feedback.

A significant operational challenge is ensuring the financial sustainability of the project. Balancing the dual objectives of keeping rental costs affordable for non-profit organizations and social enterprises, while also covering the operational costs of a large, historic building, presents a complex financial puzzle. The need to secure grants and alternative funding streams for renovation projects, such as accessibility improvements, without relying heavily on increasing tenant rents, underscores the delicate financial balancing act required.

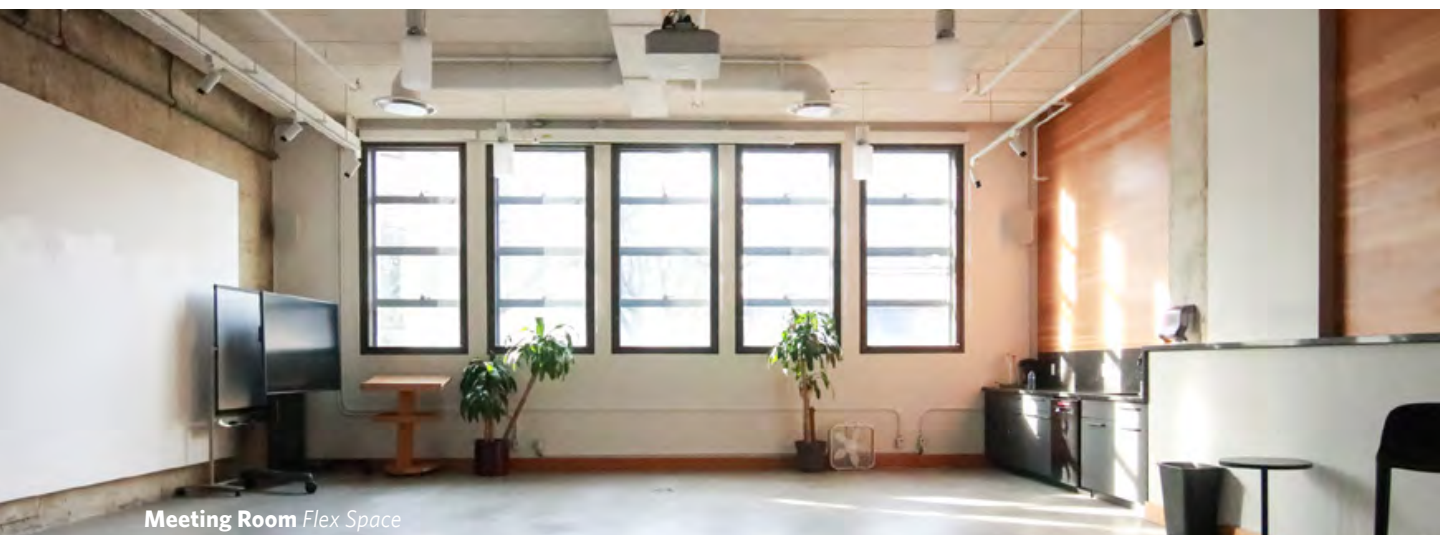
Maintaining and upgrading a historical building to meet modern standards and expectations is another operational hurdle. The building's historical status necessitates careful and often expensive restoration work that respects its heritage while making it suitable for contemporary use. This includes the installation of modern amenities like accessibility doors and the adaptation of spaces to meet the diverse needs of a wide range of tenants. Such undertakings are not only costly but also require navigating zoning restrictions and heritage preservation guidelines.

The dynamic nature of community needs and the ambition to remain responsive to these changes pose an operational challenge. As the community around 312 Main evolves, so too do the expectations and requirements of the building's tenants and users. This necessitates a flexible approach to space management and programming, ensuring that the building remains a relevant and supportive resource for the community. The proposed transformation into a climate hub, for example, reflects an adaptive response to the growing urgency of climate change and the community's shifting priorities.

Fostering engagement and collaboration among a diverse tenant base while managing the operational complexities of the building is a challenge. Creating a cohesive community atmosphere in a space that houses a wide variety of organizations requires intentional effort and programming. This includes facilitating opportunities for tenant interaction, collaboration, and the shared use of communal spaces. Balancing the individual needs of tenants with the overarching goal of community development and support requires nuanced management and communication strategies.

Ensuring regulatory compliance and safety in a multifunctional space is an ongoing operational challenge. This encompasses adherence to building codes, safety regulations, and accessibility standards, which are particularly stringent for public buildings. The responsibility to provide a safe and accessible environment for a diverse range of users adds another layer of complexity to the operational management of 312 Main.

These operational challenges highlight the intricacies of managing a community-focused project within a historical building. Addressing these issues requires innovative solutions, collaborative efforts, and a steadfast commitment to the project's social mission, underscoring the need for strategic planning, financial acumen, and adaptive management practices.



Meeting Room Flex Space



The Gathering Space *Ground Floor Lobby & Stage*

SITE TOUR TWO: 825 PACIFIC (221A)

Location: [825 Pacific St. Vancouver, BC](#)

Opened: 2024

This section synthesizes the insights and experiences shared during the site visit to 221A's newest location on Pacific St, offering a comprehensive overview of the project's evolution, current state, and future aspirations.



Southwest Corner *Along Pacific St*

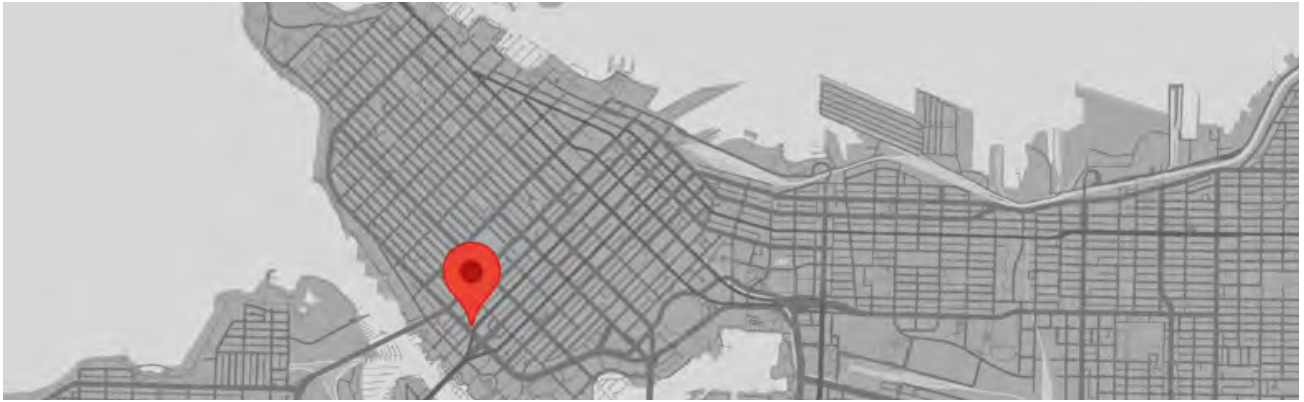
221A: History, Work, and Mission

221A is a non-profit organization that works to build arts and culture infrastructure in Vancouver. It was founded in 2005 by Emily Carr students Brian McBay (now Executive Director) and Michelle Fu (now Head of Admin & Finance) who were looking for a space to meet and share art.

In 2008, 221A rented its first off-campus space at 221 East Georgia Street in Chinatown, hence the name. The space was made possible by Brian's grandmother—who helped negotiate the initial lease with the Chinese Benevolent Association. This first space served as an exhibition and studio space, filling a gap for artist-run spaces catering specifically to alternative art and design needs.

Today 221A has grown to operate over 130,000 square feet of arts and culture space across seven facilities throughout Vancouver including: artist housing, artist studios, exhibition and production spaces. 221A's mission in their own words is to “work with artists and designers to research and develop social, cultural and ecological infrastructure.” 221A's vision is “a pluralistic society in which all people have the means to access and make culture.”

Their primary focus is to stabilize the cultural space sector in the city, which is reflected in their operations and in their programming. 221A values equity, prioritizing support for BIPOC artists, those with disabilities, and other vulnerable populations. Additionally, in response to escalating real estate prices that have placed severe pressure on security of tenure for artists and arts organizations 221A is in working to develop a Cultural Land Trust (CLT). The CLT would be an entity that will manage properties and assets for cultural use, that organizations like 221A can then have a relationship with to focus on operations, aiding in long-term sustainability and stability for arts infrastructure.



South Elevation *Along Pacific St*

825 Pacific

825 Pacific, 221A's newest facility, is a standalone purpose-built cultural facility developed as part of the City of Vancouver's Community Amenity Contribution (CAC) program. The in-kind amenity was for a base-building with interior fit-out to be undertaken by the tenant. 221A has a nominal (effectively a no-cost base lease) with the City and 221A is responsible for the ongoing operating and maintenance costs which they cover through sub-leases and other operational funding streams. It is also the first commercial Passive House in the city.

221A was awarded the lease for 825 Pacific in March of 2022 and over the next year, 221A put \$2.3M of fundraising towards interior tenant improvements and simultaneously began the sub-tenanting process, which took six months. At the time of this site tour, tenancy at 825 Pacific was complete, but the building was still pre-launch. By the time of publication, 825 Pacific will have launched publicly.

Building Structure & Design Features

825 Pacific is a seven story building consisting mainly of artist studios, administrative spaces, and a large "Project Space" on the ground floor. The basement houses bike lockers and end-of-trip facilities including showers and lockers.

On the ground floor there is a lobby and a large "Project Space" equipped with a kitchen for community programming. The building's single loading bay is also on the ground floor.

The second floor is a large co-working space with 50 hot desks and a bookable meeting room. Both the ground floor and second floor are zoned for public assembly.

23 non-market artist studio units, and 3 subsidized units for 221A Fellows are located from floors 3 to 6. There are 5 to 7 studios per floor, ranging from 130 to 300 square feet. Each of these floors is equipped with shared amenities such as a shared kitchenette, accessible washrooms, and a washout sink. The third floor houses 221A's Fellowship Library mostly for internal use, and the seventh floor is home to 221A's administrative office.

Design & Functionality

221A worked with architects for their tenant improvements. The interior environment is designed with the artists in mind. On the artist studio floors, doors are flush with the walls to allow for the opportunity to have art on the walls, and the walls are white. Each studio is enclosed and private with a lockable door and plenty of natural light. Studios are also smaller on average—between 132 to 449 square feet—as the cost to lease per square foot is higher, which keeps prices accessible for tenants.

221A spaces within the building—such as the Fellowship Library and Administrative Office—incorporate elements of red, paying homage to Chinatown, and specifically to the red benches of the now closed Goldstone Bakery & Restaurant, a once favourite meeting spot of 221A members in their early days.

In terms of facilities, HVAC systems were distributed to minimize noise. The base building is a certified passive house and reduces energy consumption by up to 90%, which lowers operational costs significantly. Accessibility and security are key features throughout the building, with wide hallways, a large elevator, and attention to adequate lighting. There is no reception area for the building, or for the 221A office, so access is managed by tenants themselves.

Challenges with the Physical Space

- **Lack of storage:** A significant challenge has been the lack of storage space for artists.
- **Space Limitations of a Narrow Building:** Due to the narrow layout, hallways take up a substantial portion of the floor space, reducing the amount of dedicated common area spaces and studio spaces generally.
- **No parking:** there is no parking associated with the building. To compensate, the city negotiated additional bike parking, which in practice is perhaps an over-allocation of space for this use. The front door area is also frequently mistaken for vehicle parking by others. 221A facilities is planning on adding bike racks to help resolve this behaviour.
- **Communicating deficiencies is a significant and daily challenge for 221A facilities management:** Generally, managing warranties and communicating deficiencies is an ongoing challenge in managing new developments because of the operator/tenant's lack of insight into the initial intention of the base building's design.

Operations Management & Tenant Relations

221A operates under a cost recovery lease, ensuring that rental rates are affordable while covering operational costs. 221A itself is located at 825 Pacific. Their team is mainly geared towards tenant services and includes technicians, a number of contractors, an admin coordinator, tenant relations staff, facilities manager, head of finance, and executive director who are all involved in day-to-day operations.

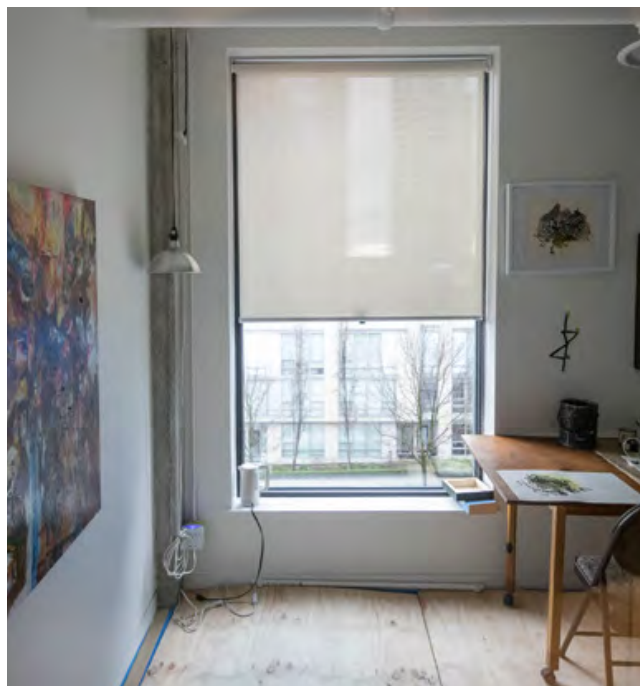
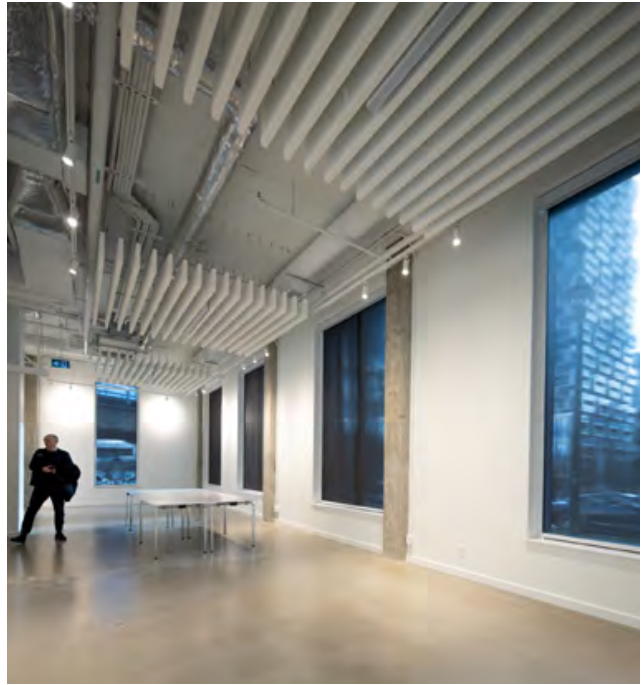
221A recently formed a Tenant Advisory Committee of 5 to 7 tenant representatives from across their facilities to help realize tenants' community building ideas, create a platform for tenant feedback, and also create a window for tenants into 221A's operations. 221A has also added two tenant representatives to their board.

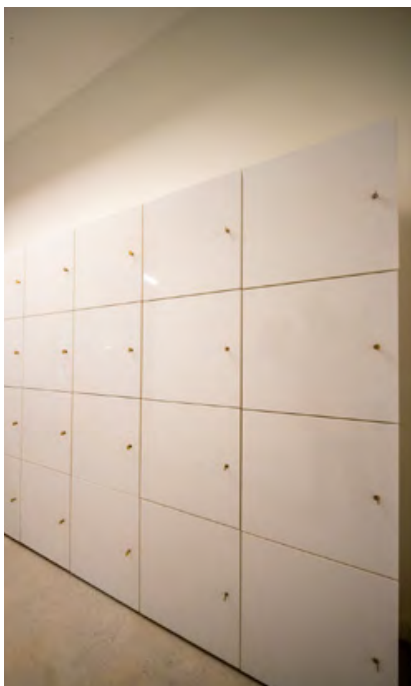
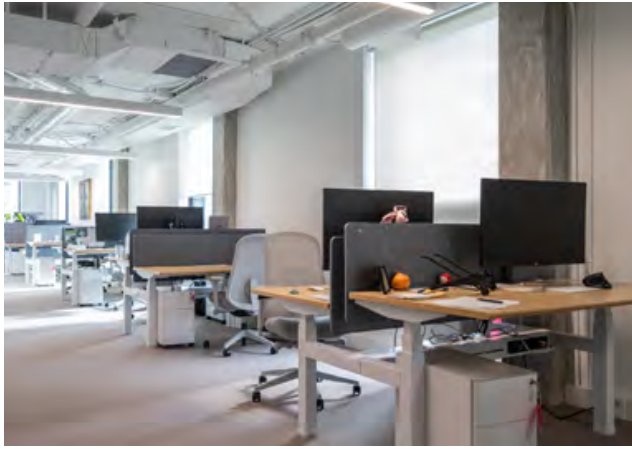
So far the Tenant Advisory Committee and 221A have met twice, and have already seen community-building programming spring from those meetings. Because 221A's focus has been infrastructure, they do not generally have the capacity to organize and provide tenant programming themselves, so working with the Tenant Advisory Committee is one way to support tenants in community-building, mainly through grant-writing support.

In terms of shared services, other than accessible non-market rate space, 221A also offers a group rate insurance policy that tenants may opt in to.

Membership & Tenant Mix

- **Member Organizations:** The building primarily houses artists and cultural non-profits. Leases are based on square footage and there is no additional cost per person in the studios.
- **Community Role and Cultural Integration:** While 221A fosters secure and accessible spaces, community programming has tended to happen organically among tenants. The recent Tenant Advisory Committee is a platform for communication with 221A, as well as between tenants across facilities. There has been more interest in cross-pollination among tenants recently as a result of additional programming space at 825 Pacific, a resource which is not available at all of their facilities.
- **Values reflected in tenant curation:** Tenants apply to 221A through an application process. Racial equity is a value and a priority in tenant selection policies. 221A prioritizes BIPOC and artists with disabilities, and put a lot of thought into secure spaces for historically underrepresented or vulnerable populations.





Financial Management & Sustainability

- **Financial management focuses on accessibility for cultural groups and artists:** This is achieved through cost recovery leases with the city, or historically low leases negotiated with private landlords, subsidized fellowship units, grant applications and general building of accessible infrastructure.

Spaces that could garner rental rates such as their main floor programming space are offered at a sliding scale to tenants and cultural groups who are aligned with 221A's mission.

- **Sustainability Practices:** The passive house design of the building contributes to sustainability by minimizing energy consumption. Ongoing efforts are made to incorporate sustainable practices into daily operations.
- **Ensuring financial sustainability while maintaining affordability is a constant challenge.** Careful planning and resource management are essential to balance these priorities. Applying for additional grants and seeking funding for community projects offer opportunities to enhance financial sustainability. Developing partnerships with other organizations can also support these efforts.

Future Directions and Considerations

221A is working on developing a cultural land trust to manage assets and operations, allowing 221A to focus on providing quality spaces and programming.

Conclusion and Lessons Learned

A strong recommendation from 221A operations staff is **early involvement in the design and development process** to mitigate many operational challenges. This is challenging due to the timeline and regulatory framework of the rezoning process, which is the primary vehicle for funding these types of projects. This means that operator selection cannot take place until well after the design of the building is largely fixed.

Ongoing community engagement and flexible operational strategies are crucial for success.

Balancing financial sustainability with affordability remains a key focus, with continuous efforts to improve and adapt to the needs of the community.



Southeast Corner Along Pacific St

Site Tour 3 - The Post at 750

Location: [750 Hamilton St #110 Vancouver, BC](#)

Opened: 2014

This section synthesizes the insights and experiences shared during the site visit to The Post at 750 in Vancouver, offering a comprehensive overview of the project's evolution, current state, and future aspirations.



Front Entrance *West Elevation Facing South*

History & Transformation

The 110 Arts Cooperative was formed in response to the diminishing availability of space for performing arts in downtown Vancouver, particularly after the 2010 Olympics. Influential arts leaders from organizations like the Push Festival identified the need for a cooperative space to foster collaboration rather than competition. This initiative, grounded in equality and shared responsibility, aimed to better support the arts community through collective space management.

Physical Structure & Design Features

Key Design Features:

Adaptive Use Spaces: The cooperative's physical structure is designed for flexibility to accommodate various activities, including performances, workshops, and meetings. Movable walls and adjustable windows in spaces like the festival flex space allow for rapid reconfiguration based on current needs.

Aesthetics & Functionality: The interior design emphasizes both functionality and aesthetic appeal, suitable for arts organizations. This includes soundproofing in performance areas, adequate lighting for art exhibitions, and acoustically treated spaces for musicians. Minimalistic décor allows organizations to personalize their spaces temporarily.

Eco-friendly Design: Energy efficiency is a key consideration, with energy-efficient lighting, HVAC systems, and sustainable materials reflecting the cooperative's commitment to environmental responsibility.

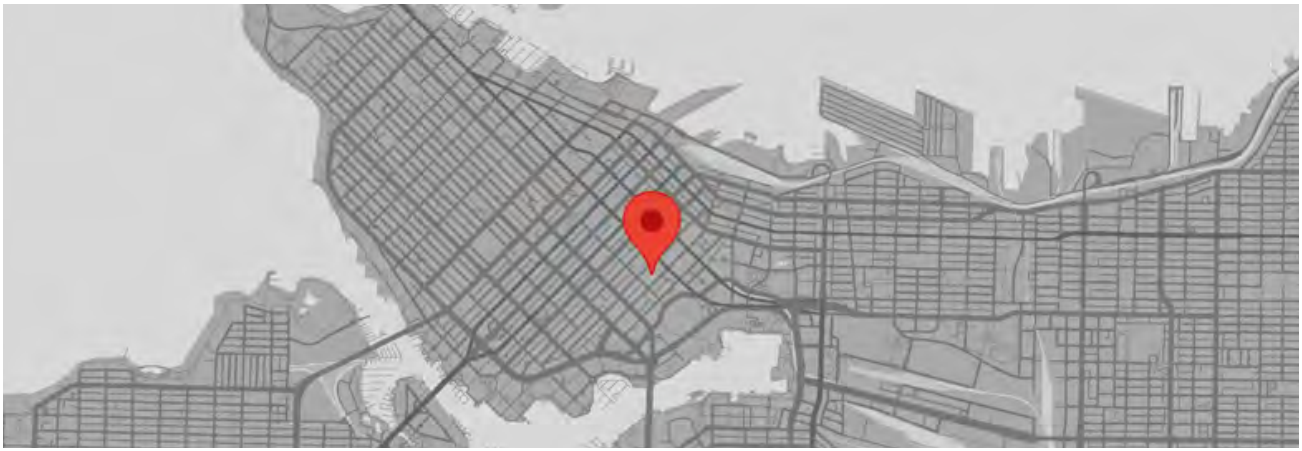
Accessibility Features: Ensuring that all areas are accessible to people with disabilities includes ramps, elevators, and ADA-compliant bathrooms, ensuring inclusivity for all members.

Reflections on Physical Space & Building:

Cultural Sensitivity in Design: Spaces are designed to be neutral, allowing the cultural expressions of each group to take precedence during their usage periods.

Community Integration: The building's design includes open spaces for public interaction with artists, serving as communal hubs fostering community and belonging.

Innovative Use of Space: Features like the cedar trellis add aesthetic value and symbolically connect various spaces within the building.



Front Entrance West Elevation Facing North

Problems & Challenges with the Physical Space:

Maintenance Issues: Recurring challenges include leaks and aging infrastructure, requiring ongoing attention and resources, straining the cooperative's budget.

Acoustic Challenges: Despite acoustic treatments, sound leakage between rooms can disrupt activities.

Space Limitations: Space limitations can be a constraint, especially as member organizations grow and their needs evolve, requiring creative scheduling.

Environmental Control: Managing the internal environment (temperature, humidity) to suit diverse art forms and materials is complex and costly.

Future Reflections & Improvements:

Technological Enhancements: Advanced technology to manage space usage and environmental controls more efficiently.

Further Customization: More customizable options to meet evolving space needs.

Sustainability Improvements: Continued investment in sustainable technologies and materials.

Enhanced Acoustic Solutions: Better acoustic solutions to improve usability of shared spaces.

The physical structure and design of the 110 Arts Cooperative play a crucial role in its function as a cultural hub. While the innovative and flexible design has many benefits, ongoing challenges require continual reassessment and adaptation. Addressing these issues thoughtfully will ensure the space remains a vibrant center for artistic collaboration and community engagement.

Functional Space Requirements: The cooperative's design caters to the functional needs of its members through various tailored spaces. Hot desks provide flexible working areas for transient projects and staff expansions during peak activity periods. Meeting rooms are equipped with soundproofing to facilitate confidential discussions and creative collaborations. Rehearsal spaces are acoustically sound yet versatile enough to serve multiple artistic disciplines. The space planning is deliberately flexible, supporting a wide range of artistic activities and fluctuating occupancy levels throughout the year.

Operations Management

Operation Model: The 110 Arts Cooperative operates on a collaborative governance model, with all major decisions made collectively by representatives from each member organization. This model democratizes the management process, ensuring all voices are equally heard and valued. Collective decision-making occurs in regularly scheduled meetings where operational strategies, management issues, and future planning are discussed. The cooperative's management structure is non-hierarchical, promoting a culture of equality and shared responsibility.

Daily Operations: Day-to-day operations are managed by a facility manager, who acts as the point of contact for all operational concerns. This role includes overseeing maintenance, scheduling the use of common areas, coordinating events, and ensuring facilities are used efficiently and respectfully by all members. The facility manager also handles logistical support, such as setting up for events, managing supplies, and meeting the various needs of member organizations.

Challenges in Operational Management:

Scheduling Conflicts: Managing the scheduling of common areas can be challenging with multiple organizations looking to use the same spaces. A centralized booking system with clear guidelines prioritizes fairness and considers the varying peak times of different organizations.

Maintenance & Upkeep: Maintaining a large, multifunctional space with limited resources is challenging. Responsibilities are allocated among members for different aspects of maintenance, from daily cleaning to minor repairs, requiring constant coordination and communication.

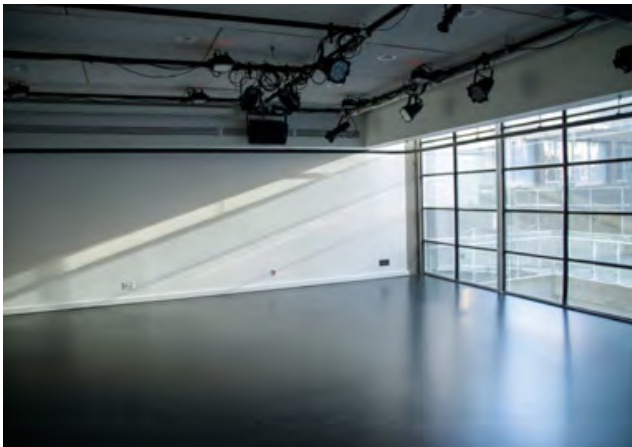
Resource Allocation: Ensuring resources such as office supplies, technical equipment, and space are used efficiently and equitably requires meticulous planning and communication. A resource management system tracks usage and needs, ensuring all members have access to the resources they need.

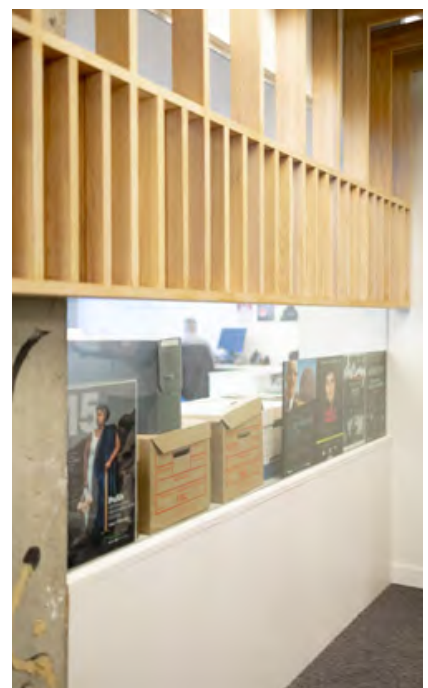
Financial Management Integration: Operational management is closely tied to financial management in the cooperative. The cost recovery model requires careful financial planning and budgeting. Members contribute to a common fund covering utilities, maintenance, and other operational costs. This model promotes sustainability but requires transparent and regular financial reporting to keep all members informed and engaged in financial decision-making.

Adapting to External Challenges: The cooperative faces challenges from external factors such as changes in property laws, real estate market fluctuations, and broader economic conditions. These factors can affect lease terms, operational costs, and funding opportunities. The cooperative's management stays proactive by adapting strategies, which might include renegotiating lease terms, seeking additional funding sources, or adjusting the operational model to better suit the changing environment.

Operational management within the 110 Arts Cooperative is complex but rewarding. It blends structured management practices with the flexibility required to accommodate the diverse needs of its member organizations. While the cooperative model presents unique challenges, particularly in scheduling and resource allocation, the benefits of shared resources, collaborative problem-solving, and community engagement offer a compelling model for other arts organizations.







Membership & Tenant Mix at the 110 Arts Cooperative

Member Organizations: The 110 Arts Cooperative is home to a diverse array of arts organizations, each contributing uniquely to the cultural landscape. Primary members include:

Documentary Film Festival: Showcases international and local documentary films with screenings, workshops, and director Q&As.

Push International Performing Arts Festival: Presents various live performances, including theater, dance, mixed media, and experimental art.

Music on Main: Hosts concerts and promotes contemporary and classical music with innovative programming.

Test Film Theatre: Specializes in independent and experimental cinema, providing a platform for avant-garde filmmakers and offering educational programs.

Additional Unnamed Organization: Likely focuses on visual arts, education, or another form of performing arts.

Operational Hierarchy & Integration: The cooperative operates with a non-hierarchical structure. Key features include:

Equal Partnership: All member organizations participate as equals in the management and governance, promoting fairness and collaboration.

Collective Management: Managed collectively through a board comprising representatives from each organization, meeting regularly to discuss operational issues, financial management, and strategic planning.

Shared Responsibilities: Management tasks are distributed among members, with roles like facility management rotated or assigned based on expertise and capacity, fostering ownership and collaboration.

Integrated Operations: Organizations share resources such as marketing, maintenance, and event management, enhancing operational efficiency and reducing overhead costs.

Community Role & Cultural Integration: Each member organization serves its artistic mission and contributes to a broader community-focused agenda, including:

Education & Outreach: Programs designed to engage and educate the community about various art forms, often targeting underserved populations.

Cultural Events: Joint cultural events featuring offerings from all member organizations, promoting cross-disciplinary understanding.

Support For Local Artists: Providing support and opportunities for local

artists through exhibitions, performances, and screenings, enriching the community's cultural offerings.

Challenges in Membership Dynamics: The diverse and cooperative nature of the membership can pose challenges:

Resource Allocation: Equitable distribution of resources like space, funding, and time can be challenging, especially when needs conflict or peak simultaneously.

Decision-Making: Collective decision-making, while inclusive, can be time-consuming and may delay operational responses or new opportunities.

Cultural Differences: Harmonizing different operational cultures, artistic visions, and management styles requires ongoing effort and sometimes leads to friction.

Future Directions & Considerations: The cooperative could consider:

Expanding Membership: Introducing new members to bring fresh perspectives and resources or fill gaps in current cultural offerings.

Revising Membership Roles: Adjusting roles and responsibilities to better align with evolving needs and capabilities.

Enhancing Collaborative Projects: Developing more joint projects leveraging each member's unique strengths, fostering deeper collaboration and innovation.

The membership and tenant mix of the 110 Arts Cooperative create a vibrant environment fostering artistic collaboration and cultural enrichment. While challenges exist, the cooperative's model of equal partnership and integrated operations provides a robust framework for addressing these issues and capitalizing on collective strengths.

Community Engagement in the 110 Arts Cooperative

Community Engagement Model: The 110 Arts Cooperative focuses on making the arts accessible and relevant to the local community through various events, workshops, and performances open to the public, aiming to engage the community in participatory and educational arts experiences.

Strategies for Engagement:

Open Events & Performances: Hosting public events ranging from film festivals to art exhibitions, designed to attract diverse audiences and provide cultural enrichment.

Workshops & Educational Programs: Organizing workshops and classes for community members of all ages, led by artists from member organizations to teach skills, encourage creative expression, and increase appreciation for the arts.

Partnerships With Local Schools & Organizations: Collaborating with local schools and community organizations to extend reach and impact through tailored projects and special programs.

Wins in Community Engagement:

Cultural Accessibility: Increasing access to the arts in downtown Vancouver, providing a platform for local artists and arts organizations to connect with the community.

Community Building: Events and programs foster social connections and a shared sense of belonging among residents.

Youth Engagement: Successful in engaging young people through educational programs and internships, nurturing a new generation of artists and art lovers.

Challenges in Community Engagement:

Resource Limitations: Funding and space limitations can restrict the number and scale of events.

Diverse Audience Engagement: Ongoing effort and innovation in programming are needed to attract a demographic that fully represents the community's diversity.

Impact Measurement: Assessing the impact of community engagement activities requires significant time and resources.

Conclusion: Community engagement is a cornerstone of the 110 Arts Cooperative's mission, bringing significant benefits to member organizations and the local community. Despite challenges, addressing these effectively will require innovative strategies, continued community involvement, and sustainable funding solutions.

Cultural Sensitivity & Inclusion at the 110 Arts Cooperative

Policies and Approaches: The 110 Arts Cooperative emphasizes cultural sensitivity and inclusion through various policies and practices:

Inclusive Policies: Non-discrimination policies ensure no exclusion based on race, gender, sexual orientation, religion, or disability. Efforts are made to make all areas of the facility accessible to people with disabilities.

Diversity In Programming: Committed to programming that reflects diverse cultures and perspectives, including special events and festivals celebrating marginalized communities.

Outreach & Community Engagement: Actively seeking partnerships with community groups representing diverse populations and organizing culturally relevant events.

Visible Commitment to Diversity: The cooperative's commitment to cultural sensitivity and inclusion is visible through:

Multilingual Materials: Promotional materials and event information available in multiple languages.

Diverse Staff & Volunteers: Efforts to hire staff and recruit volunteers from various cultural backgrounds.

Artistic Representation: Deliberate selection of art, performances, and films representing broad cultural experiences and artistic traditions.

Challenges & Opportunities:

Representation Balance: Balancing representation in programming requires continuous evaluation and adjustment.

Community Outreach: Enhanced outreach strategies are needed to reach all community segments.

Ongoing Education: Continuous education and training on diversity, equity, and inclusion for cooperative members and staff.

Future Directions: The cooperative could consider:

Feedback Mechanisms: Implementing feedback mechanisms to gather community insights on inclusiveness and cultural sensitivity.

Diversity Audits: Regular audits to assess performance in cultural sensitivity and inclusion.

Expanded Cultural Celebrations: Hosting more events celebrating diverse cultures to enhance community understanding and appreciation.

The 110 Arts Cooperative's approach to cultural sensitivity and inclusion is comprehensive, integrating these principles into all operations and programming. Despite challenges, the cooperative remains committed to advancing these values, fostering a welcoming and inclusive cultural community.

Financial Management & Sustainability in the 110 Arts Cooperative

Operation Model: The cooperative operates under a model where member organizations share costs and responsibilities through a democratic process, allowing equitable distribution of resources and impacting financial management and sustainability.

Key Aspects of Financial Management:

Cost Sharing: Shared costs among member organizations include rent, utilities, and maintenance, leveraging economies of scale.

Revenue Generation: Revenue streams include rental fees, ticket sales, and workshop fees, stabilizing the cooperative's financial footing.

Grants & Fundraising: Actively seeking grants and conducting fundraising events and donor campaigns to supplement income.

Financial Sustainability Practices:

Long-Term Planning: Engaging in long-term financial planning, setting aside reserves for future expenses, and investing in facility improvements.

Membership Fees: Contributing membership fees based on size and usage to cover basic operational costs.

Cost Recovery Model: Employing a cost recovery model to cover expenses while keeping arts accessible to the community.

Challenges in Financial Management and Sustainability:

Economic Fluctuations: Vulnerability to economic downturns affecting sponsorship, donations, and public funding.

Maintenance & Upgrades: Balancing the need for upgrades with budget limitations.

Compliance & Complexity In Lease Management: Navigating complex lease agreements with multiple stakeholders.

Opportunities for Enhancing Financial Sustainability:

Expanding Partnership Networks: Forging new partnerships with businesses and cultural organizations.

Innovative Programming: Developing unique programming to attract wider audiences and additional revenue streams.

Enhancing Community Support: Strengthening community ties through

fundraising initiatives and membership programs.

Leveraging Technology: Investing in technology to streamline operations and provide virtual content, reducing costs and attracting a broader audience.

Conclusion: The financial management and sustainability of the 110 Arts Cooperative are closely tied to its cooperative operation model. While this model presents challenges, it offers opportunities to build a resilient, community-supported arts environment. By adapting and innovating, the cooperative can sustain its mission and continue to serve as a vital cultural hub.

Future Directions and Considerations

As the cooperative looks to the future, it aims to expand its reach and impact through new partnerships and funding opportunities. Continuously adapting its space and operations to meet evolving needs, emphasizing sustainability, and exploring innovative ways to reduce costs and increase efficiency are key strategies.

Conclusion and Lessons Learned

The 110 Arts Cooperative serves as a model for collaborative cultural space management. Lessons from its operation highlight the importance of flexibility, collective governance, and community engagement in managing shared spaces. While challenges such as financial management and maintaining operational flexibility persist, the cooperative's success in fostering a supportive and vibrant arts community offers valuable insights into the benefits of shared cultural enterprises.

Site Tour 4 - The Arts Factory

Location: [281 Industrial Avenue, Vancouver, BC](#)

Opened: 2014

This section synthesizes the insights and experiences shared during the site visit to The Arts Factory in Vancouver, offering a comprehensive overview of the project's evolution, current state, and future aspirations.



South Elevation Along Industrial Ave.

History & Transformation

In 2012, Geoff Meggs, a city Councillor, initiated a motion to convert one of the City's empty buildings into artist studios after a significant loss (50,000 sf) of artist spaces to renovations. 281 Industrial Avenue (the building now known as Arts Factory) was quickly identified as a potential site and an RFP was issued for a 10-year lease. Originally a box factory from the 1930s, its exact construction date is unknown and by 2012 it had fallen into disuse and required major base building renovations in order to be usable.

The renovation faced several challenges, including building code issues, asbestos and lead remediation, and zoning delays. Throughout this, "patient investment" as Marietta Kozak terms it was essential in the realization of this project. Because the building's owner was the City, they were able to push the timeline to meet the needs of the renovation, and not vice versa.

In total, renovation and leasing process took three years. Costs amounted to approximately \$5M, with Arts Factory contributing \$1.5M in grants they applied for themselves.

Physical Structure & Design Features

The Arts Factory occupies about 23,000 sq. ft. of a 70,000 sq. ft. warehouse. Originally built in the 1930's, the Arts Factory facade bears the characteristic charm of the Art Deco era.

There are two floors, the ground floor and the mezzanine. The mezzanine houses private offices for Arts Factory administrators and its tenants (mainly Great Northern Way Scene Shop), a coworking space, bookable meeting rooms, a shared kitchen, accessible washrooms, and a small lobby that can be used as an event space or reception area. Secure access is via stairs, or an accessible lift.

On the ground floor the warehouse is divided in half by a breezeway, called "The Grand Hallway" that is used as both a workspace and storage area during regular working hours, and can be rented out as an event space as well.

One half of the warehouse is open plan accessible-rate artist studios, and the other half is occupied by business tenants. The main tenant of Arts Factory is Great Northern Way Scene Shop, an industrial fabrication shop that builds for the local theatre community. Other smaller tenants include an upholstery shop, and a prop-building shop for the movie industry.

The artist studio side of the ground floor is set up as an open plan with low-gallery walls in order to maximize natural light, create functional, flexible spaces, and also to meet code. The shop side of the ground floor has a shared spray booth, kitchen,

and washrooms. Beyond the main entrance, each of the three areas mentioned: the mezzanine office space, the industrial space, and the artist studios have their own fob access. The facility has a high retention rate among artists, due to the quality of the facilities (everything is safe and to-code), affordable rates, and dedicated support staff who help maintain and run the building.

Functional Space Requirements

Access and Security Systems: In addition to the common areas and main entrance, separate fob systems regulate access to the artist studios, workshops, and the office helping to ensure safety and security.

Artist Studios: There are two large open-plan artist studio areas. Low gallery walls separate each individual studio which allows for natural light distribution and simplifies building code compliance. High ceilings also provide natural light and a spacious environment. Artist studios also have shared sinks and shared washrooms.

Co-working Space: Hot-desks in the mezzanine away from the industrial area provide a quieter space for those who do office work. Both full-time and part-time leases are available with access to small lockers for belongings.

Lots of Meeting Rooms: Bookable meeting rooms provide quiet space away from the open studios or industrial shops.

Shared Resources: Spray booth and kitchen are available for artists; other resources like the welding shop are limited due to liability.

Challenges with Development

Co-consultants and Mentorship Essential to Resolving Issues: Outside consultants were necessary in order to avoid project-ending scenarios (such as higher code upgrade triggers related to proposed uses). Building project-specific mentorship relationships proved integral to this project's feasibility.

Lengthy Renovation Process of Older Buildings Carry High Costs and Complex Pathway to Building Code Compliance: Remediation of lead and asbestos, seismic upgrades, installing a handicapped elevator, and negotiation and interpretation of building code requirements requires a depth of expertise and time in order to manage. Despite the Arts Factory team having a depth of experience and knowledge in managing their own organizations, renovating an older building carried unique challenges.

Operations Management

Self-Sustaining Model: The model is designed to run itself with the help of a staff person.

Lease Structure: The Arts Factory holds the lease, subleases to other tenants, with the main lease due for renewal in November.

Anchor Tenant: The Great Northern Way Scene Shop is the lead tenant, supporting cultural community needs.

Membership & Tenant Mix

Artist Studios: High retention rate (90%), inexpensive and safe spaces, robust security, and to-code facilities.

Anchor Tenants: GNWSS serves as a key tenant, supporting both non-profit and for-profit clients. Co-working spaces available with variable rates; waitlist exists for studio space.

Community Engagement

Event Spaces: The Grand Hallway and lobby are frequently transformed for art events and community gatherings.

Collaborative Design: Engaged with architects and consultants to design artist-friendly spaces.

Shared Resources: Common areas, open plan studios, and co-located facilities encourage collaboration among tenants.

Cultural Sensitivity & Inclusion

Accessibility Features: Added wheelchair-accessible doors, hallways, and gender-neutral accessible bathrooms.

Tenant Engagement: Administrative team advocated for artists' needs in design discussions with architects and in operational decisions.

Financial Management & Sustainability

Affordable Rent: Below-market rent critical to sustainability.

Funding Sources: Relied heavily on government grants for renovations and operational costs.

Volunteer Contributions: Key individuals worked for free during development to reduce costs.

Future Directions & Considerations

Lease Renewal: Upcoming renewal in November 2024 means the future of The Arts Factory is unknown, despite considerable financial investment.

Space Availability: This model is popular with artists, the Arts Factory currently has a waitlist for artist studios five pages long.

Potential Expansions & Inefficiencies: The building has around 2,000 sq. ft. of space that was part of the base building renovation but sits vacant. Electrical bills have remained static for 10-years. There are opportunities for the city to review its revenue streams other than to raise rent.

Conclusions and Lessons Learned

Patience and Flexibility in Investors: Patient investment and flexibility were key to overcoming challenges.

Importance of Safety and Security: Focused on creating functional, inclusive spaces that meet the needs of artists and tenants fosters a robust space people want to be in.

Community Impact Maintaining affordable space for artists is essential for sustaining the cultural community.



APPENDIX 3:

Workshops

WORKSHOP 1: **JAN 26, 2024 - CITY HALL**

WORKSHOP 2: **MAR 14, 2024 - CITY HALL**

WORKSHOP 3: **MAY 24, 2024 - THE POST AT 750**

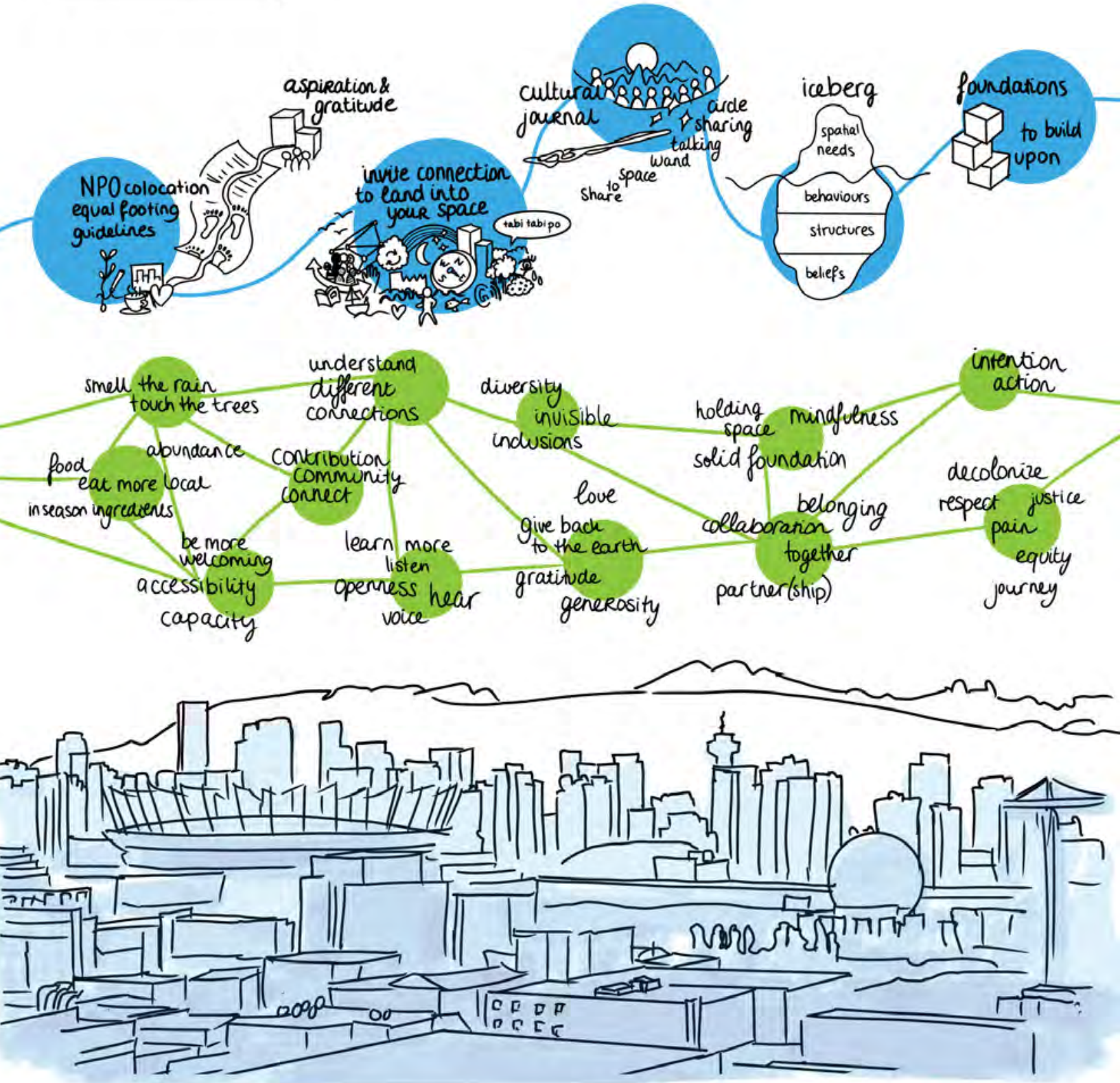
“Connecting Through Space” Workshop Series

Stakeholder engagement was a key component of this research project, requiring collaboration across consultant teams, a commitment to shared values and goals and a foundation of trust. Prior to workshop process development, consultants Kinwa Bluesky and VDN hosted an internal Grounding Session for all project organizers, including City of Vancouver representatives, as well as the full VDN and HSA teams. The Grounding Session began with a Sharing Circle, led by Kinwa Bluesky, and organizers experienced that being in circle and listening to others fostered trust and helped form a shared understanding of words, concepts and ideas. The circle experience also markedly eased collaboration, making subsequent design activities flow smoothly.

The consultant team proceeded to produce a series of three stakeholder engagement workshops, incorporating circle work alongside design thinking facilitation, to inform operational and spatial considerations for future social and cultural colocation hubs. The three workshops were designed to build upon one another, with the first focusing on discovering community needs, reflecting on connections to the land, and identifying insights that exist “below the surface” to inform foundational guidelines for social and cultural colocation. The second workshop expanded on foundational insights, exploring operational questions for NPO colocation in more detail. Finally, the third workshop explored tangible spatial needs and tenant mix co-creation through architectural engagement activities.

NON PROFIT ORGANIZATIONS COLOCATION JAM

Workshop 1, Jan. 26th 2024



graphic recording by Lana Klok ©



Workshop 1 - DISCOVER



January 26, 2024, 12:30—3:30pm @ Vancouver City Hall

Workshop 1 took place with 21 NPO participants. Building on the successes noted in the consultant team's grounding session this event followed a similar format. The workshop began with a circle led by Kinwa Bluesky, followed by design thinking activities facilitated by the Vancouver Design Nerds

SHARING CIRCLE

Kinwa Bluesky held a Sharing Circle for Workshop 1 that invited members to reflect on their connections to the Land (a decolonial lens) and the various ways that these personal connections are brought into spaces of NPO work. Each person in the Sharing Circle was invited to share a response to questions posed by Kinwa, taking turns passing the Talking Stick. Everyone was encouraged to listen without responding while others were speaking. Each member had a chance to be heard.

SHARING CIRCLE QUESTIONS:

- How do you invite your connection to the Land into your space?
- What is one action you can do to deepen/strengthen the connection to space for your team/organization/office?
- What is one word that had the most impact for you that people shared?
- One word of gratitude



Workshop 1 Participants sitting in circle



Sharing Circle reflections centred on themes of listening, acknowledging Indigenous ways of being, capacity-building, and making intentional efforts to connect with the Land.

During the Sharing Circle, VDN team members documented participant responses on Post-It Notes on a nearby wall. VDN additionally documented the Sharing Circle's shares in a digital graphic recording, and two back-up audio recorders captured what was said. Kinwa's first question, "How do you invite your connection to the Land into your space?," prompted varied reflections that encompassed introspection, intention, action, and even frustration in being able to access space and the Land.

Several key insights were expressed in the Sharing Circle. They are summarized in the following broad themes:

Food: Food offers direct connections to place and the Land. This connection is an important element of building connected communities.

Gratitude: Giving thanks for all that the Land offers is one way of being that shifts paradigms of extraction and individualism toward togetherness and care. Spaces can be designed to honour and uplift this way of being.

Learning/Unlearning: There is a movement toward decolonization, truth, and reconciliation that requires unlearning and self-education. Decolonized spaces will support communities in this journey.

Being Outside: Access to the Land, being in nature and experiencing land-based healing and learning, will deepen connections and gratitude. This experiential process is connected to the points above.

Pain (Trauma/Feeling Unseen): Systemic injustices, trauma, and pain persist through generations. Spaces must be created in awareness of this reality that seek to support processing and healing opportunities.



Workshop 1 Iceberg and Foundation Blocks

ICEBERG & FOUNDATION BLOCKS

After the circle, participants were asked to go to the wall of post-it note insights recorded by the VDN team and to copy down four key insights that stood out to them from the circle on to their four post-it notes to bring to the next activity. Participants self selected into groups of 4 to 5 with one VDN facilitator guiding the activity.

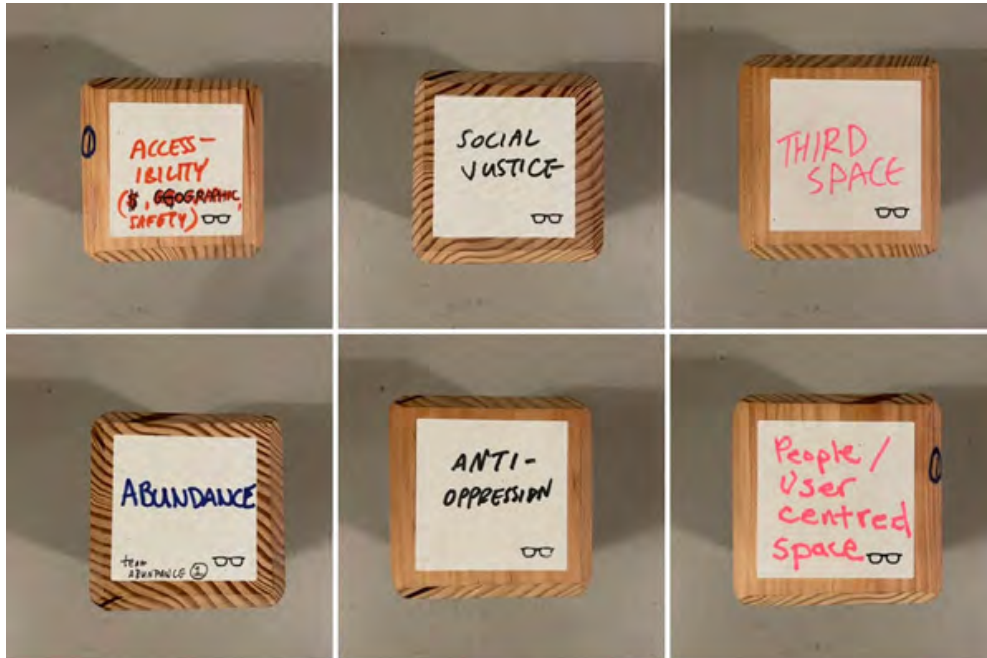
Drawing on systems thinking, we customized an Iceberg activity and large format worksheet to explore how Sharing Circle findings map to four categories: Spatial Needs, Ways of Behaving, Ways of Structuring, and Ways of Believing. The aim in this activity was to identify “below the surface” invisible/ intangible mental models, societal structures, and norms that surround space for NPOs in Vancouver, as well as the “above the surface” visible/ tangible elements of space and spatial needs themselves.

Groups first identified which category their selected insights mapped to, and then clustered insights into thematic groupings. Each group identified six key themes that they felt were key foundations to creating space, rooted in connections to the land, using “hot dot” stickers to vote. The key themes were copied to a 6-sided wooden foundation block. Each team presented their foundation block to the room.

The foundation blocks created during workshop 1 were photographed and documented for use in subsequent workshops. We additionally drew from the blocks to craft questions for colocation hub operators while we conducted site tours.



Workshop 1 Participants with Iceberg Model worksheets



Abundance: Abundance and cooperation instead of competition and scarcity which current structures may perpetuate even though individual organizations might not want to compete. For example: bidding for space pits NPOs against one another. There seems to be a lack of space for NPOs in general vs a glut of vacant commercial spaces in Vancouver. My group wanted to promote a culture and approach of abundance where there is enough for everyone.

People/User Centered Space: A colocation space's mission should focus on the welfare of the people who enter the space (they didn't like the word "user"). Questions like "who is this space for" felt essential to ask.

Accessibility (\$, geographic, safety): In order to serve the intended community, the community must be able to access the space in many senses: geographically (close to them, within walking distance or transit accessible), financially (affordable or free), and identity-wise (be safe and welcoming towards the community, ex: LGBTQIA+, languages, etc.)

Third Space: A space to hang-out—that isn't home, school or work—where rest is encouraged, and connections can be formed. An example given in discussion was teenagers who are often made to feel unwelcome in certain spaces because of a shortage of, or lack of maintenance of possible spaces they could spend time in.

Social Justice/Shared Values: It felt important for organizations within a shared space to also share values. My group wanted to increase belonging, and decrease feeling "unseen". We wanted to enable equity-seeking groups access to the land and to rest. We chose the words "equity-seeking" intentionally over "equity-deserving" as we felt all who seek equity deserve it.

Anti-Oppression: Our group chose this word because it felt proactive. It emphasizes the need to prioritize the safety, inclusion, and service to equity-seeking groups.

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Decolonizing (Policy Making)

Practices: In our attempts to redistribute power through equity planning and to better align with the goals of communities, we must act in solidarity in centering indigenous concerns and world views in addition to coming to know and understand theory and research of problems, broad objectives, survey of resources to establish specific operating targets.

Community over competition: A participant mentioned (and other table-mates agreed) there's often an unspoken underlying belief for folks working in non-profit spaces that they are the "special" one, and it's easy to fall into the space of virtue signaling - often for the reward of recognition and allocation of resources like grants. We talked about the importance of facilitating spaces and rituals that fight the scarcity mindset rooted in colonization or the false urgency created by pitting marginalized groups against each other for resources.

Feels like home: How might we create a place where we can let our hair down, take our shoes off and feel safe to share our cultural foods, wisdom and solutions? A place where it's approachable to build reciprocal relationships and interactions can be rooted in authentic knowing and care.

Accessibility as the Norm: What are the ways our spaces can be explicitly, radically inclusive? A place where physical and cognitive accessibility are the norm and people are empowered to ask for what they need without feeling ostracized from their peers?

"Space" for Trauma: Many non-profit organizations operating in complex and evolving situations which will require trauma-informed approaches, not only for the people they serve, but for those doing the work as well. We see a strong need for the compassionate understanding between people that there is sometimes a changing level

of need to process the emotion labour of the day, week, month, or year. This "space" is dynamic, it doesn't always mean isolation or separation, but can be in the ways we make room for each other to be fully human.

Grace: One of our participants represents a disability organization and another from a youth-oriented program provider found a deep connection talking about the grace that is needed when we are learning, especially in our current shifting culture. There is a great need to hold people with loving accountability, one that can give way to restorative justice and good-faith arguments that enrich our interconnection rather than further inflame, divide or fracture relationships.

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Resources: Resources such as money and space are key realities that should be explicitly discussed in planning for colocation, especially knowing that organizations often don't have direct access to those resources.

Strategies to Deal with Outside Forces: An alliance between organizations to strategically deal with City politics for a shared goal and between all stakeholders including organizations, City of Vancouver, and planning/design team to deal with real estate market and larger scale politics is necessary to keep things balanced.

Building a Foundation: This is a foundation that respects Indigenous ways of being and knowing, is aware and respectful of complicated human connection to the land, and appreciates individual and community stories as a solid way of knowing.

Disrupting Privilege: It's important to constantly think of ways to reflect, acknowledge privileges inherent in the systems, act with accountability and aim to disrupt privileges with our choices along the way.

Holding Space: The next step after disrupting privilege is holding space for those things already happening in the margins to become visible and those voices historically being silenced to be heard.

Capacity Building: Capacity building is needed both within organizations and the City to sustain this work. For organizations it includes establishing mentorship and succession plans, for the City it's mainly consisted of learning to get out of way when organizations are doing the work.

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Decolonize by Design: Decolonization shouldn't be an afterthought, it should be built into the design of a colocation space from the very beginning. Decolonizing practices should be at the heart of NPO colocation spaces.

Equitable Governance: Governance models for NPO colocation spaces should be thoughtful and inclusive. Not every member will have access to the same resources, but everyone brings value in different ways.

Good Communication Practices to Support Good Governance: Even when organizations share values, sharing space can be difficult. Ensure NPO colocation members understand governance practices and actively participate in them. For example, provide clear processes and guidelines for scheduling event spaces or meeting rooms.

Shared Responsibility for Space: It is helpful in colocation spaces for members to take responsibility for everyday care and maintenance, in addition to community building initiatives.

Reciprocity: Sharing responsibilities as well as spaces helps build community. NPO colocation spaces should support reciprocal relationships among members. Relationality is an important element.

Safety & Belonging: NPO colocation spaces should foster collective healing, and find ways to address a "mutual yearning for healthier relationships with the land and each other."

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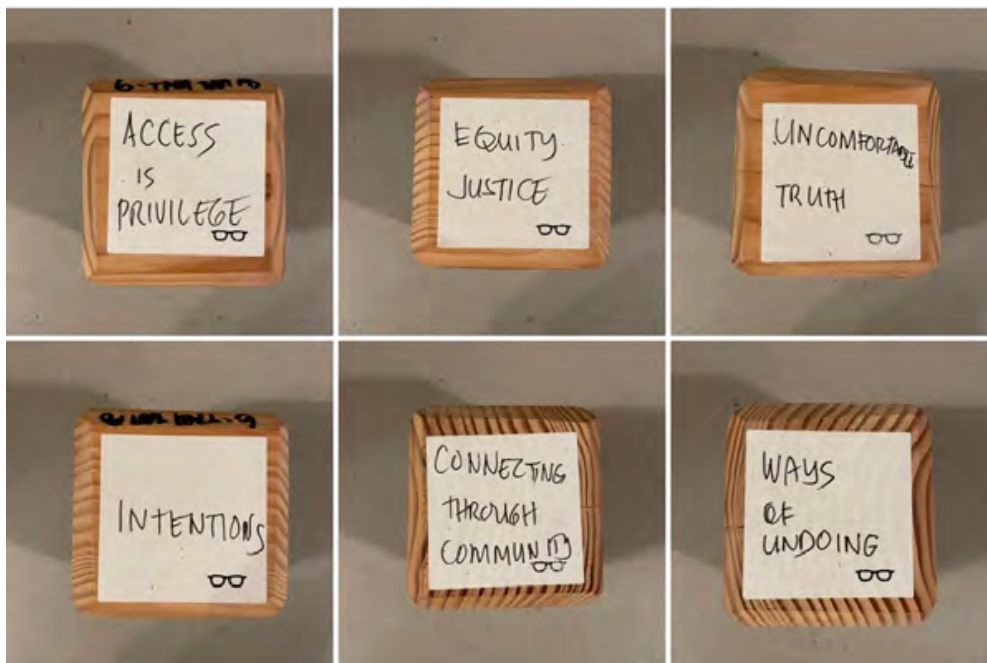
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Access is privilege: Becoming aware of your own and others (absence of) privilege and understanding the consequences it has to the accessibility of space, both literal and figuratively speaking. It could help to ask questions such as: Who set up the rules? What if the rules do not serve us? How could we bend the rules?

Equity/Justice: Finding the right tone and full embodiment of the word 'equity' is quite complex. It includes all of it, marginalised groups, racial equity, and being a good neighbour to whoever lives next to you. We all belong and deserve to be treated just.

Uncomfortable truth: The uncomfortable truth holds both sides, pain and trust, oppression and courage, healing and grace. It means having difficult conversations instead of avoiding those. Knowing that it is not going to be easy, but understanding it is necessary in order to grow together, to collaborate in humility.

Intentions: Intentions are the foundation of your actions and the space that lies between. We believe it should start with 'tabi tabi po', listening and inclusion. Asking yourself and others who hears what and which choices you intend to make with what you've heard.

Connecting through Community: The way forward is through creating, building upon and establishing a community. Through this familiarity and seeing the strength in the differences we can connect and learn from each other.

Ways of Undoing: Talk, hear, see to ensure the invisible becomes visible and everybody feels seen and heard. This requires learning new ways and unlearning the old. By breaking patterns and behaviour we can find places to build from.

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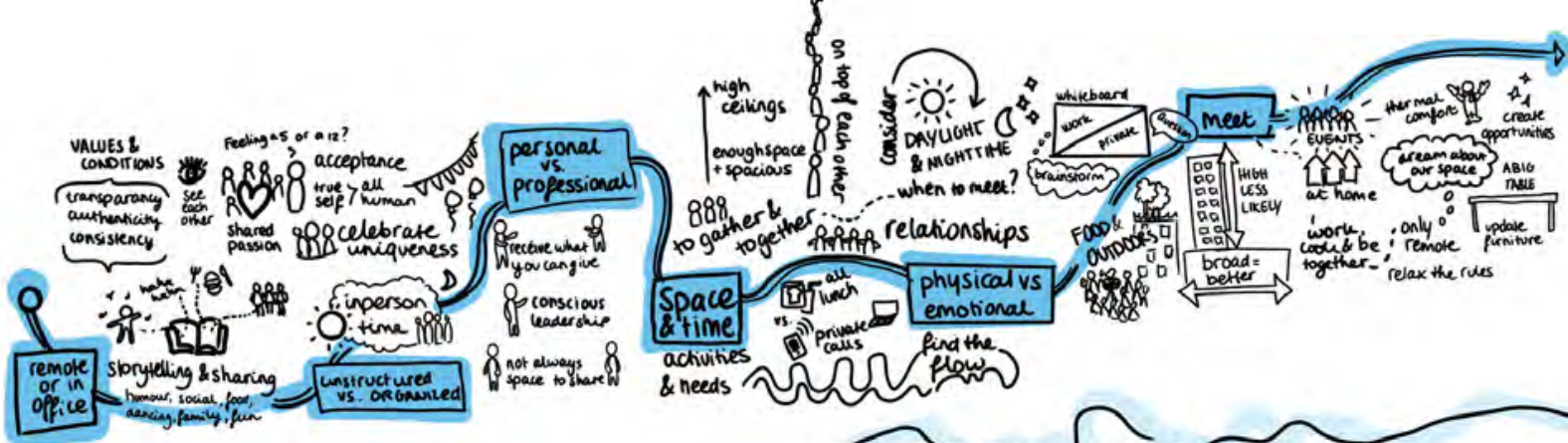
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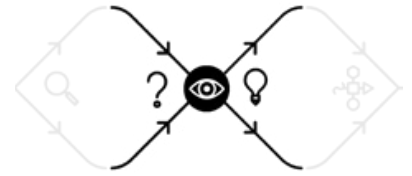
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NON PROFIT ORGANIZATIONS
COLOCATION JAM
 workshop 2, March 14th 2024



Workshop 2 - DEFINE><DEVELOP



March 14, 2024, 12:30—3:30pm @ Vancouver City Hall

Workshop 2 took place with 16 NPO participants. The focus of WS2 was relationality, particularly the community-oriented and operational elements of colocation hubs. Drawing on relational insights and stories, as well as bringing in foundational values from Workshop 1, participants were guided through the design process to create collective visions for imagined future colocation hubs.

SHARING CIRCLE

Kinwa Bluesky led a Sharing Circle process for Workshop 2 that invited members to reflect on their connections to their colleagues, and how they currently work to support and uplift each other.

SHARING CIRCLE QUESTIONS:

- How do you create connections between your colleagues?
- Where is there space to deepen that connection?
- How does your space support connection between your colleagues?
- What would help create harmony in your space?



Workshop 2 *Sharing Circle*

Circle themes included creating connections, deepening relationships, and the role of physical space in supporting these goals.

Creating Connections:

- Shared passions, regular check-ins, authenticity, and acknowledging humanity
- The importance of social activities, humor, and acknowledging individual gifts and differences

Deepening Relationships:

- Unstructured time and space, recognizing individuality, and the significance of sharing meals
- Benefits of being in person, celebrating differences, and creating opportunities for vulnerability and humor

Space and Support for Connection:

- Lack of adequate space for connection due to remote work or constraints of current facilities
- Features like high ceilings, natural daylight, flexible furniture, and amenities like gardens and kitchens
- The challenges of hot desking, limited space, and the need for spaces that allow for both social interaction and focused

Actions to Enhance Connections:

- Operationalizing connection through regular social events
- Creating spaces with flexibility for various activities
- Encouraging participation in communal activities, such as meals and events, to foster a sense of community



Workshop 2 *Sharing Circle*

EMPATHY MAPS

After the sharing circle and break, participants were seated in breakout groups and paired up to conduct an empathy map exercise. The empathy map question was: Share a memorable experience when you or your organization had to share something with others. Participants interviewed each other, taking notes on the empathy map in quadrants: “say,” “think,” “feel,” “do,” “pains” and “gains.” This unconventional note taking framework challenges participants to step into their partners shoes, and use their intuition to document possible reactions, feelings and other insights that the interviewee may not be saying out loud. With these findings as a mode of introduction, participants introduced their interviewee to their table group, with facilitators taking notes on large paper to document key insights from all group members. This large map of empathy insights about “sharing” and how it impacted folks through lived experience formed the basis of the How Might We method below.

HOW MIGHT WE QUESTIONS

This method is a key turning point in the double diamond design process being facilitated by the Vancouver Design Nerds. Synthesis of Empathy Map findings lead to the development of “How Might We?” questions that draw on the lived experience of the participants in each working group. We use two options for drafting these questions: How might we____, for____, so that they may____? Or, How Might We____but/while____. These simple frameworks encourage collective awareness of intention and desired change, while considering specific audiences or communities. This convergent problem definition process creates a focused question for the further development of ideas. In addition to key themes from empathy maps, we invited participants to use the Foundation Blocks created during workshop 1 as a key element of their HMW question development. Each working group was given a different block, along with a printed set of definitions for each element. This combination of values and empathy map findings resulted in HMW questions that were completely unique to each group.



Workshop 2 Empathy Maps

VISION POSTERS

VDN developed a custom worksheet for this workshop, drawing on the Ax4 methodology commonly used in systems design. The Ax4 stands for atmosphere, artifacts, audience and activities, and we expanded these sections and customized the instructions to suggest the development of a shared vision for a hypothetical future colocation space. Importantly, the How Might We? Question developed by the group is the anchor for this activity, and each section of the Ax4 intends to answer the question. We further prompted the groups to give their hypothetical hub an exciting name, as well as identify the ideal neighbourhood in Vancouver to locate their space.

A summary of each group's empathy map discussion, "how might we" questions and vision poster concepts is provided below.

GROUP 1

Facilitator(s): Allison Chow

Group Members: Khristine Cariño (Mabuhay House), Cherry (South Vancouver Neighborhood House), John Roddick (CoV), Kimberly Payne (Disabilities BC), Travis Hanks (Haeccity Studio)

Discussion

Following the empathy exercise, many folks in group #1 were pointing out the nuances and duality of different situations - where they can see different elements being a strength and in other times a hindrance. There were some pretty distinct destinations within the grouped themes, so we explored the elements as a spectrum, things that feel like a "spark" or a positive and things that feel heavy, that start to weigh you down in a situation.



Workshop 2 *How Might We?*

Design For Social Connectedness & Protected Solo Time: While everyone agrees there are compelling benefits of social connectedness in a shared space, for some folks they feel a barrier between knowing when to approach others and for some like Kim (who often works at a managerial capacity) where that can become quite disruptive, leaving work that has to be done overtime or taken home. We talked about how some roles are often perceived to be available but aren't really and a hot desk situation has been the stuff of nightmares in the past for some. Most of us were interested in some ways to signify social/collaborative availability - like a dedicated focus zone or maybe some visible indicator when not to be disturbed.

Social Anxiety In Coming Together: When entering new co-working spaces, some folks brought up the inherent discomfort of cohabitating with strangers - the variability of the future, the newness of being in close quarters again with people after COVID, and the practicability of not knowing your gear/equipment will be exactly as you've left it. Many folks in the group acknowledge the work it takes to navigate around different backgrounds, perspectives. Some shared that this exposure is often a point of professional and personal growth, but is definitely something that requires "thoughtful flexibility" which can sometimes be in fluctuating supply especially when it's taken a sizable investment of resources to be in space. On the flip-side, once the social rhythms have been established many of us have felt the temporary pain-point of saying goodbye to the social connections we've made when it's time for an organization to scale.

Strength In Numbers: Though some folks like Kim noticed some excuses and resistance from staff to changes, there's something about knowing there's a sizable group of people that are in the same boat and ready to try. Others have noticed there is a kind of resilience and adaptability when folks come together. Cherry recounted a wonderful collaboration around letter-writing and funding. Having a population built in really helped to rally around the objective (instead of starting from scratch to promote and recruit). Using the metaphor of the "Rhino with sheep friend" - the way an orphaned rhino is often paired with a sheep to learn grazing behaviours and overcome things like low-vision with companionship, we noted together how that can be enticing to try things outside of our usual rhythms or industry. We saw how in a colocation situation different groups can contribute valuable things like creative energy, entrepreneurial tools, industry based knowledge and cross industry inspiration.

Vision Poster

We had two pretty different HMW, one that was quite food oriented, as Khristine pointed out for her organization sharing regional food at every meeting was an important custom, and the other was a bit more general that actually the participants realized they might be opposed in some key needs, so we followed the two lines of inquiry as follows:

Concept #1

How Might We: Create a multicultural and multi-generational space for participants and staff to make food together and invite more community members to the space as a way to share culture and build community.

Concept Title: Rhino & Sheep Friendship Kitchen

Ideal Neighbourhood / Location: Publicly accessible from the street level

Atmosphere: A warm and welcoming kitchen that invites people to relax and indulge their senses with delicious smells. It's a place you can bring friends, friends of friends and there is enough to feed everyone. The presence of different cultural practices can be seen, tools hung up from all the rich cultures that make up a community.

Areas / Artifacts: The space to eat is open to the public, there is also a shop area where community members can pick up some fresh goodies and a training ground for entrepreneurs to put their stuff out there. There is a connected area for child-care, where guardians can see their little ones during the cooking workshops/ programs. There's also all the fixings of an industrial kitchen - cooker, sink, microwave, and big center island to gather around. There are also social groups on Facebook to share recipes in different languages and video based instructions. There's also an opportunity to live stream to folks who cannot come into the space but want to cook along. There can be a dedicated patio or growing area to learn about seasonal herbs and vegetables.

Actors / Audiences: Staff (both at the colocation space and those facilitating workshop/ food programs), different cultural groups that also center around food and a point of connection, child-care providers, distribution (food packing) and can support food-based entrepreneurs to scale, participants that use the programs across the different organizations in the colocation space. Food/meal prep businesses that focus on cultural foods. Food justice groups.

Activities / Activations:

- Multigenerational + Multicultural cooking
- Free Dinner and Childcare
- Classes to learn how to cook and build a business around food
- Workshops to learn how to use the meal prep products from the organizations
- Raising awareness around food insecurity
- Celebrating local growing cycles and seasonal vegetables

Concept #2

How Might We: Create a multicultural and multi-generational space for participants and staff to make food together and invite more community members to the space as a way to share culture and build community.

Atmosphere: A quiet confidential space that offers participants and team members a sense of safety, security, and the space to recognize the strength of the collective.

Areas / Artifacts: This space is accessible, with no barriers. There would be features like clearly marked paths and doors for people that are assisted by a service-dog. There are obvious places for people to be social like a lounge. There would be low-sensory areas people can use to decompress or stim if they wish. Because of the reduced lease costs, there is more room. Because of the shared amenities the costs are also shared.

Actors / Audiences: Groups with diversity that challenge each other (but not TOO much). Self-advocacy and other activities that advocate for disability justice.

Activities / Activations:

- Focused work (protected spaces to work solo)
- Events and workshops that support profit-related activities (but not defined by it)

GROUP 2

Facilitator(s): Heather

Group Members: Trixie (Flavours of Hope), Devon (Qmunity), Alena (Haeccity), Ada (CoV), Sammie Jo (Mabuhay)

Discussion

Introduction to Discussion Themes: Our conversation following the empathy map activity centered around what circumstances were conducive to sharing, as well as the contrast between working remotely and working in-person. Key themes were: Meaningful Stuff Happens In-Person, The Remote Experience (or Balance), Hard Conversations (Conflict & Struggles), Celebration, and the Limitations of Current Space.



Workshop 2 *Clustering Exercise*

Meaningful Stuff Happens In Person: Our group acknowledged that meaningful things happen in-person. Sharing news of a personal win/achievement, coming together as a group to celebrate, or resolving and addressing conflict are all things that need to happen in-person, and might not happen effectively, if at all, in the case where work is remote.

Space is connected to how we feel, and also a means to connect. Folks felt that space has the potential to be beautiful, welcoming and supportive. For example: Flavours of Hope supports and strengthens its community by connecting people over food, storytelling and healing through sharing immigration stories.

Food, breaks (as in break-time), and transportation were circumstances that kept coming up as important for sharing. People identified the in-between-work times such as lunch, when sharing food, or taking transit and/or carpooling with others as moments where they felt were the best opportunities to connect.

The Remote Experience (Balance): The room to be lazy, go at your own pace, and take care of yourself was one benefit of working from home. However, our group also identified how remote work can be isolating, and creates a disconnect if there are coworkers who are in the office concurrently. They felt an unequal social engagement between those who are remote and those who are in-person.

An additional layer of technological friction also exists when interacting with others remotely. One example that was given was when giving presentations over Zoom, it isn't immediately obvious how many people are in the call, so the presenter would feel nervous about potentially forgetting to acknowledge someone. It was also mentioned that opportunities to connect with others and learn from others tends to atrophy when working remotely.

Hard Conversations (Conflicts + Struggles): Our group unanimously agreed that hard conversations were best had in-person. Being present physically helped bridge things like language and cultural differences more easily and lowered the barrier to having necessary but difficult conversations such as addressing mistakes, and any situation that calls for a level of vulnerability. Creating a 'brave' space as Trixie put it is one important aspect of trust building in a shared space.

Celebration: Our group circled back to the theme of celebration throughout the conversation. It felt important to acknowledge and celebrate collaborative efforts and to hear each other's support in the form of clapping, cheering, or feedback. People felt that celebrating things together helped them build and sustain a sense of pride in their work as well as a sense of connection to others. Positive words such as freedom, happiness, love, support, hospitality and warmth were all mentioned in connection to the act of celebrating. Sammie Jo of Mabuhay House mentioned that she held complicated feelings about her most recent project while also feeling encouraged and proud.

Limitations Of Current Space: We also discussed the limitations of everyone's current space, and how sharing space can butt up against the need for privacy. Adaptations and compromises were necessary in all cases to make current space work (or not work). One member who's organization rents two desks and an office at 312 Main mentioned they felt positive about their arrangement, but that it was still a scramble whenever someone needed to take a call, or required a quiet space.

Devon felt lucky to be working at an organization with adequate office space. Having enough space meant there was a lot of freedom and flexibility associated with his workplace, with desks available anytime. Following the shift to remote work during the COVID-19 pandemic, a few group members continue to work remote or hybrid even if it wasn't ideal, due to constraints on what's available in the city. More than one person mentioned that paying for rented space was an ongoing worry, and that the cost benefit analysis of having an office space was a daily consideration. Everyone wished (for themselves, and others) for the capacity to have an accessible and adequate space for their needs.



Workshop 2 Breakout Groups



Workshop 2 Vision Posters & Sticky Ideations

Vision Poster

How Might We: Design A Flexible And Welcoming Physical Space For Vulnerable And Diverse People So That They May Have Meaningful Conversations While Keeping Cultural Celebration And Needs At The Forefront.

Colocation Concept Title: South East Vancouver Sharing + Cultural Hub (Aka Sevsch)

Ideal Neighbourhood / Location: East Vancouver Or Marpole (Go To Underserved Communities. East Van Is Where A Lot Of The Women That Flavours Of Hope Serves Live, Marpole Because There Doesn't Seem To Be A Community Hub There Currently.)

Actors / Audiences: Staff, Community Participants, Vulnerable Groups Of Diverse People, The City (In A Funding Capacity)

Areas / Artifacts: Celebration Space, Variety Of Spaces With Flexibility, Accessible By Transit, Spaces With A Range Of Privacy, Dining And Food Space, Keeping Underserved Groups In Mind, Welcoming, Warm, Hospitable, The Third Space

Activities / Activations: Cultural Celebration, Connecting Over Shared Histories

GROUP 3

Facilitator(s): Lana

Group Members: Joey Lui, Shirley (Haeccity), Clea, Sandra, Nathalie

Discussion

Empathy Map interviews resulted in the following key themes and clusters:

- Silver lining, overarching themes; “People Power,” & “Coming Together”
- A situation-consequence combination “Initial Tension” to “Rising to the Occasion,” or “Continuous Conflict” and
- A contextual cluster, including the “Nice Vibe Corner,” and “Work Conditions”

Below a summary for these theme clusters is given.

People Power & Coming Together: The silver lining that holds these themes and overarches the conversations of this group is how being present as a community empowers and how coming together holds power. One of the participants shared a story about the challenges of civic engagement. To overcome this, a group of people gathered at the city hall, where their items were being discussed at that time and day. Their human presence that day helped sway people. Another story links to this sense of community and how one day can make a difference. When the first winter storm hit Vancouver last December the Food Bank services called upon their team spirit and conquered the weather. They gathered whatever resources they could find whatever the weather and together manned their food stand to help the few people that faced the storm to receive their necessities.

These tangible experiences of Coming Together shows how to engage despite all odds and how a sense of community can empower people. These examples tell the stories of People Power, about opening up to each other and sharing equally.

Initial Tension > Rising to the Occasion or Continuous Conflict: Colocation inherently means not having your own space. All organizations, groups and communities have their own needs, which -hopefully- the space they share would reflect. Reality begs to differ. Meeting others and working in the same space often know initial tension. Sometimes you can grow, participating unexpectedly, and rise to the occasion. But if your needs are too different and they cause friction in the most essential values, such as safety, it might be best to move on.

Nice Vibe Corner & Work Conditions: The discussion also resulted in what makes a colocation feel right (nice vibe corner) and a must have list of essential things to consider (work conditions). The “Nice Vibe Corner” includes words such as “Fun”, “Together”, “Inspire”, “Grounded”, “Connected” to generate a sense of

“Gratefulness”, “Fulfillment”, resulting in an overall “Positive Energy” and “Chill Vibes”. “Work Conditions” touches upon fundamental values (Safety & Respect) and ways of working (Keep momentum and meeting in person going). But also raises general concerns with whom you share the space (Maturity and Structure of the organization). Which can all be concluded in the necessity of having an own space to meet and a space that meets your needs.

Vision Poster

How Might We: create a gathering space to harness people power so that their needs are heard in order to bring about space?

Concept Title: People Powered Place (PPP) - Uplifting the Community

Ideal Neighbourhood / Location: Along Canada Line (41st?) using what’s already there, i.e. an empty office space or a communal center

Atmosphere: This Colocation is a safe space with a living room vibe, welcoming and accessible to all ages and abilities. The barrier to share should be low, same as the cost of the space. To create room for personal beliefs the design of the space should be a-political.

Areas / Artifacts: The PPP holds space for private conversations (pods), casual gatherings (communal eating area and kitchen) and public sharing (a podium to address an audience). Practical considerations are storage space in the building and rapid transit closeby to ensure accessibility.

Actors / Audiences: The Actors are a mix of social enterprises and non-profits, who need affordability, and those who generate revenue, small business leaders, or can support via funds, such as philanthropist city councillors, and civic leaders. All community members are invited into the space, including the before mentioned as well as those just walking by.

Activities / Activations: The colocation it’s main existence centers around “dialogue”. It is a place where people can drop in to chat and share.

GROUP 4

Facilitator(s): Jesi Carson, VDN; Jorge Roman, HSA

Group Members: Lili Carvalho, VLACC; Julien Vonyoun Weaver, LDS; Prabhi, DEOC; Christina, HUA Foundation

Discussion

Key themes from group #9's empathy map exercise included "testing the unknown," "compatibility," "evaluation of sharing needs," "impact of infrastructure," "shared resources" and "sharing knowledge." Conversations around these themes are summarized as follows.

Testing the Unknown / Compatibility / Evaluation of Sharing Needs: Colocation is understood as an experiment, requiring flexible expectations and a willingness to participate with others in exploring possibilities. Among the unknown factors when entering into a colocation experience is how compatible the tenants will be, and the need to evaluate the benefits and risks of colocating with groups that may or may not be aligned in terms of values and spatial needs. There is also an awareness that organizations' spatial needs can change over time, and often respond directly to community needs and demographics, which also change over time.

Impact of Infrastructure: The quality of physical infrastructure may also have an impact on public perception of an organization. For example, if the space is older, drafty, leaky, noisy or otherwise in need of maintenance, communities and clients may not have as much confidence in the ability of an organization to serve their needs. Inversely, a welcoming space supports communities being served by NPO's, for example those going through immigration transitions.

Shared Resources / Sharing Knowledge: Despite challenges, largely around scheduling and access, the general sentiment of 'sharing is caring' is an underlying belief of participants in this group. Sharing resources often leads to cost savings and greater impact potential for organizations, and sharing knowledge often comes with community building, increased social capital and mentorship benefits.

Vision Poster

How Might We: develop a shared, decolonized space for organizations that share similar values but different mandates, so that they may optimize resources without compromising on values?

Concept Title: Seven Generations Colocation Hub (working title, consideration to translate the name to the local indigenous language)

Ideal Neighbourhood / Location: Access to nature, publicly accessible, visible from the street.

Atmosphere: This hub will embody decolonial values through infrastructure and programming, creating a welcoming, inter-generational space. Community members will be accountable to each other in actively contributing to decolonization through their work and activism practice. The space will be rooted in equity and anti-oppressive values.

Areas / Artifacts: The hub will incorporate physical artifacts and elements that teach visitors about the history of the land, such as informational wall panels, paintings, sculptures and murals, prioritizing Indigenous artwork. The space itself will reflect the culture and history of the land, including Indigenous history as well as history and stories of the many diverse cultures that make up our local cultural ecosystem. Decolonial and ceremonial practices will be anticipated and considered, for example by incorporating necessary ventilation for smudging, and providing a “healing room” and other spaces for ceremony, prayer, circles, celebrations and other healing activities. The space will take accessibility to heart, with contemporary accessibility solutions and technologies built into all elements. There will be ample storage, an auditorium and lightweight, multipurpose furniture to allow for multiple configurations.

Actors / Audiences: As a hub that is “decolonized by design” (drawn from foundation blocks WS1) the hub will necessarily be operated by Indigenous folks and allies. Both artists and social service non-profit organizations will be welcome tenants of the colocation hub.

Activities / Activations: The hub will offer ample “shared knowledge” programming, including land-based learning initiatives and other types of programs that prioritize Indigenous wisdom and help community members connect with the land. Childminding will always be considered and provided during community events at the hub. Dialogue and food are important elements of community engagement, and the hub will offer both internal and public community events.

GROUP 5

Facilitator(s): Shaghayegh

Group Members: Liza, Sylvia, Courtney, Sheyla, Kinwa

Discussion

Our conversation in group #4 Empathy Map's discussion included ideas and challenges around "space use", "difficult conversations" and "relationship dynamics", some additional "external factors" contributing to sharing a space, and issues of "privacy" as well as other "positive and negative emotions" that can be emerged as a result of any above mentioned factors. Below is a summary of the group discussion around these themes.

Space Use: A big part of the discussion was about creative ways of using spaces, as in re-using (for multiple purposes at different times) and double-using spaces (for multiple purposes at the same time), admitting that planning for such efficient uses was hard in their past experiences as they were to do it on their own within serious time and budget constraints. Another challenge in the past was ending up with a space that was efficient but not aesthetically pleasing. There was also an emphasis on needing covered spaces to fit large groups of people, especially for celebratory purposes. They mentioned that many common open spaces are not generally usable in Vancouver on wet days, and they don't want big empty spaces that are filled only occasionally which brings us back to creative modular use of space.

Relationship Dynamic & Difficult Conversations: Talking about the inherent hierarchy within many organizations and in their collaborations with other departments, there has been sometimes issues caused by a lack of clarity on procedures and timelines among other information. In some cases they had to wait for others to provide resources or make decisions without enough communication. Another relationship tension is sometimes raised in accommodating a diverse group of people and their feelings, which is a common situation in many NPO's. A combination of these factors can leave certain groups not feeling equal in the sharing process. When things are shared, the next issue often can be complaints about other people's use of those spaces or resources and many conversations should be devoted to resolving such logistic issues.

External Factors: When sharing things, there were certain things from the outside world that either facilitated or limited the scope of work. Devoting an emergency funding appeared very helpful, and of course having to work with external timings was constraining.

Privacy: This was a concern in the group especially when sharing spaces, as it touches on the issues of confidentiality and sometimes productivity. The amount of

noise in their past shared spaces was in some cases distracting and they had people hearing or listening to conversations that were irrelevant to them.

Negative Emotions (Pains): Some of the pains in group 4's experiences of sharing emerged from confusion around eligibility and frustration of having to try multiple solutions in a short time. These negative emotions left them feeling stuck with no more options to try, and sometimes having to deal with annoyed and unhappy staff.

Positive Emotions (Gains): On the other hand, sharing had gains for group 4 participants including finding growth in learning to share, developing continued connection, gaining knowledge, constructing a shared vision, and eventually feeling grateful for what they overcame and achieved collectively.

Vision Poster

How Might We: How might we work through inherent typicalities for sharing space like (cleaning the dishes in the kitchen) while holding space for exchanging knowledge and maintaining shared vision, not feeling stuck in things like cleaning?

Concept Title: Take-care Commons / Beyond the Dishes!

Ideal Neighborhood/Location: South Vancouver or a central location that is a transit hub

Actors/Audiences: The hub hosts community-based organizations with shared values. It has an anchor-tenant, something like a library that is used by many community members and consists of similarly-sized organizations. Ideally there will be an independent manager caring for the maintenance of facilities and infrastructure, required collaborations and administrative tasks.

Areas/Artifacts: Large gatherings are possible through flexible spaces that are normally separated by dividers but can be turned into big open spaces. Outdoor spaces are great as long as they can be protected against elements such as rain. Best spaces in this hub are the shared spaces that also have some kind of visibility and are not enclosed.

Activities/Activation: As mentioned, large gatherings are a big part of the community-based organizations' activities in this hub. We want the organizations to be really connected so they can keep an eye out for possible collaborations. Everyone knows what others are doing through a shared calendar, newsletter and bulletin board and there are different committees for programming.

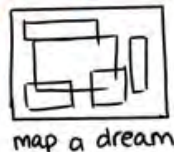
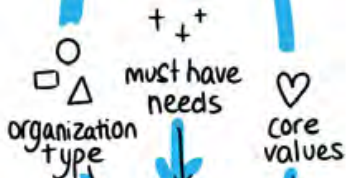
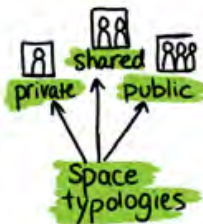
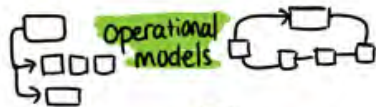
Atmosphere: Mutual respect and mutual responsibility are key to this space.

NON PROFIT ORGANIZATIONS
COLOCATION JAM
 workshop 3, May 24th 2024

a place on the land
 for groups of people who
 make life here better

- ✓ Space meets the needs
- ✗ needs meet the space

Colocation = practice of
 using the same facilities
 co-exist & build relationships



human aspect of space

recognize & be humbled by who is in the room

ethical dreaming is it okay to hope again

bringing that spirit of action

feeling of design = work with nothing

dream before you can make it true

thank you for being present



CLOSING CIRCLE

WITNESS OF OTHERS



Workshop 3 - DEVELOP<>DELIVER



May 24, 2024, 12:30—3:30pm @ The Post at 750

Workshop 3 (WS3) took place on May 24, 2024, from 12:30-3:30pm, at The Post at 750, a cultural colocation hub, with 15 participants from social and cultural organizations in Vancouver. The event began with design thinking activities led by VDN and HSA, followed by a closing circle led by Kinwa Bluesky. The focus of WS3 was tangible space needs and planning, using architectural “spatial blocks” developed by HSA. Bringing the double diamond design process to a close, participants were invited to form groups using the concept colocation hubs designed during WS2, map their current and future spatial needs using spatial blocks, and co-design an imagined colocation hub spatial plan while navigating the diverse needs of the group.

MATCHMAKING (TENANT MIX EXPERIMENT)

Through research and workshops, we identified and distilled several important categories for finding suitable tenant mixes for colocation. First, we invited all participants to visually identify by type as either a social or arts & cultural organization using a blue sticker on their shirt. Second, we asked participants to self-select from three possible “must have” amenities for their space needs, including access to a commercial kitchen, zoning for public assembly, and a specific neighbourhood location. For both these sticker rounds, an “other” option was offered, but we noted that it was not widely used, indicating that our chosen key elements seemed to be on point, at least with the types of participants we saw in the workshops. After identifying by both organization type and by must have spatial needs, we were able to see clear possibilities for matchmaking emerge, particularly for those requiring kitchens. Upon reflection, we recommend adding “quiet, confidential or clinical space” as a must have spatial need for matchmaking purposes.



Workshop 3 NPO Matchmaking Exercise

Matchmaking Process:	
Type of Organization : 1. Social Service 2. Arts & Culture 3. Other	Must Have Spatial Needs: 1. Commercial Kitchen 2. Public Assembly Zoning 3. Specific Neighbourhood 4. Other

However, research and workshops had revealed the generative potential of anchoring colocation tenant mixes in core values, and seeking mission alignment. Therefore we added a second round of matchmaking to the process design for WS3. We distilled the “vision posters” from WS2 into simplified core values and spatial typologies, representing a range of spatial needs identified by previous workshop participants. These were displayed as posters and posted on the wall in the workshop space. Participants were invited to gather near the poster that they were most drawn to. Since we had already visually identified types of organizations and spatial needs using stickers displayed on participants’ clothing, folks were easily able to have conversations about their needs and find early alignment. Groups formed organically. [Glue-Posters.pdf]

Individual Spatial Plans (Current and Future)

Sitting with their newly formed working groups, anchored in core values and spatial needs, participants were introduced to the “Spatial Blocks” activity materials. Each participant was given an individual spatial map, and asked to cut and paste their current spatial situation onto the map. They were also invited to collect loose architectural pieces for their potential future spatial needs in five years time, and bring these forward for a group map activity.

Group Colocation Hub Spatial Plans (Concept Examples)

Group members were asked to share their future spatial needs, using their selected spatial blocks to illustrate physical elements. Together, group members had to discuss and decide which elements could be included or excluded from a future potential colocation hub, as well as which spaces and services could be shared, organizations to potentially include in the tenant mix, and several other variables. These plans form the basis of the conceptual spatial typology examples documented in our NPO toolkit.



Workshop 3 NPO Matchmaking Exercise

CLOSING CIRCLE

Kinwa Bluesky hosted our closing circle, in order to provide space for final reflections and voices that needed to be heard. She asked the following questions, with all participants having the opportunity to speak, holding a talking stick, during each round:

CIRCLE QUESTIONS:

- Describe something that you witnessed, heard, or saw
- Please share what touched you most about somebody's reflection
- What do you want to say that hasn't been said?
- Lightning round (one or two words): What's the vision? The dream. What do you want more of?

Participants' responses resulted in the following themes:

Gratitude

- Expression of Thankfulness: Many speakers expressed gratitude for various aspects, such as trust, the opportunity to be in the space, the energy and enthusiasm of others, collaboration, and shared experiences.
- Recognition of Efforts: Several participants acknowledged the hard work and dedication of their peers, as well as the importance of being in a space where they could feel inspired and appreciated.

Hope and Optimism

- Future Possibilities: There was a strong focus on hope for the future, dreaming of better spaces, and the potential for positive changes.
- Overcoming Challenges: Despite acknowledging the difficulties and frustrations, participants were hopeful about finding solutions and making progress.

Community and Collaboration

- Collective Efforts: The importance of working together, sharing ideas, and building connections was highlighted multiple times.
- Synergy and Cooperation: Participants emphasized the need for collaboration among different communities and organizations to achieve common goals.

Diversity and Inclusion

- Representation: The significance of having diverse voices and perspectives in the room was acknowledged, along with the importance of being seen and heard.
- Equity: Discussions around equity, inclusion, and addressing systemic issues such as racism and discrimination were evident.

Action and Implementation

- Practical Steps: Some participants focused on the need for actionable steps and concrete plans to move forward.
- Long-Term Vision: There was an emphasis on thinking long-term, beyond immediate needs, and envisioning the future.

Reflection and Learning

- Personal Insights: Participants shared their personal reflections and what they learned from others.
- Feedback and Improvement: There was a theme of continuous improvement, with participants reflecting on what could have been said or done differently.

Emotional Connection

- Emotional Resonance: Many responses were emotionally charged, reflecting a deep connection to the work and the people involved.
- Shared Experiences: The emotional aspects of shared experiences and the impact of the discussions were prominent.

Challenges and Realities

- Acknowledgment of Difficulties: Participants did not shy away from discussing the real challenges they face, including financial constraints, scarcity, and systemic issues.
- Resilience: Despite these challenges, there was a strong sense of resilience and determination to keep pushing forward.

These themes collectively paint a picture of a group of individuals who are deeply committed to their work, hopeful for the future, and dedicated to making a positive impact through collaboration and community effort.



Group Work Summaries

A summary of each group's values, current situation and future colocation concept is provided below.

Group 1

Facilitator(s): Lana & Shirley (Haeccity)

Group Members: Kombi, Lili, Trixie, Siobhan, Liza, Sammie Jo

Values

The group, which included two neighborhood houses and another four social service/community related initiatives, bonded over the mutual values 'Connecting through community' and 'Accessibility/Third space'. Next to those values, they also agreed upon the fact that 'Equitable Governance' is an important value, considering how they would like to operate their colocation space. The 'colocation concept' connected to the two values, also resonated with those present, namely:

Large performance and celebration space with commercial kitchen.
Community space for dialogue and small events with a "living room vibe."

These examples seem to directly translate the purpose of the organizations into their daily practices. This could raise the question whether the 'values', the 'colocation concepts' or both draw them in, and if purpose and practices are not always interconnected?

Current situation

After mapping out their current personal situations, the silver lining for the non-profits is that "Space 3 Needs". This tension represents itself among others in the following:

People are working from home, because they do not have (enough) office space on location to execute logistic, financial or administrative tasks .

There is a lack of space or no location at all that fits the daily needs or the activities of the organization, i.e. a communal canteen to host pop-up events.

Rephrasing the main tension, results in the following goal "Needs = Space". In other words, designing a space starting with the needs of the organization to colocate. When taking a closer look at the organizations present and taking into account their needs, a decision was made to split the group in two. The starting point for this division was the desired location of all non profits, in combination with the potential challenge of housing two neighborhood houses under the same roof, where one would have to sacrifice on location.



Workshop 3 Spatial Planning

Future Colocation

Title: Cultural Food Center

Glue: 'Connecting through community' & 'Accessibility/Third space'

Location: Downtown, preferably West End

Operational model: Coop

Combined colocation plan:

A plan centered around kitchen, food storage and community gathering spaces, as well as staff work and meeting rooms, and with the special benefit of an attached childcare service. The location serves as a neighborhood hub, which is easily accessible by foot, bike, public transport and provides enough inclusive parking space.

Friction points:

There's a need for two (commercial) kitchens and extensive food storage, as both organizations need to have their own due to high demand, specific needs and similar hours of operations for the kitchen and storage.

Gold stars:

Shared communal areas, such as a canteen, but also meeting rooms. Sharing these not only ensures the spaces are well-used for more hours of the day, but they also provide opportunities for the communities both organizations are bringing in to connect with one another.

A big surprise is how well a licensed childcare service present at location would serve both organizations. The model of operation for this service would differ from the coop, as one of the organizations will be in the lead and take position as a service provider for the other.

Organizations: Gordon Neighbourhood House & Flavours of Hope

Communities served: Neighborhood community service with a special focus on newcomer women and families.

Activities & Vibes: A food centered multicultural multigenerational gathering place that hosts pop-up events, language classes and facilitates storytelling. The vibe is warm and hospitable creating an inclusive, diverse and human-centered atmosphere.



Workshop 3 Spatial Planning

Group 2

Facilitator(s): Allison, Shaghayegh, John (CoV)

Group Members: Clea (Mabuhay House Society) , Devan (QMUNITY), Christina (HUA Foundation)

Values:

Capacity Building + Equitable Governance

Current situation:

Clea does not currently have a physical space to gather with teammates and work from. Devan from QMUNITY was actually just in the transitional stage of moving to an upgraded location.

Future Colocation

Title: 3rd Space

Glue: Capacity Building + Equitable Governance

Location: Chinatown

Operational model: undecided

Combined colocation plan:

For our group there was a really giddy, pie-in-the-sky playfulness in workshop 3. Participants were feeling delighted to imagine from a place of possibility and abundance after facing many various obstacles around resources in their work. There wasn't a lot of friction, as some members were in the process of moving to a new space or had never worked in-person at all in their current work. There weren't a lot of hard stances that we bumped up against during our discussions, but a lot of mutual appreciation for features like a common public shower area, public phone, a library and artist studios that would be able to accommodate drop-in and public usage. Devan was a late-comer, but he expressed he did align with values on the table. There was a big focus in making things like the eating areas, library, child-care area and other areas that invite happenstance socialization the first thing people will see. There were efforts to prioritize natural light for the private artist studios as well as provide sufficient storage spaces and lockers for their various tools and supplies.

Friction points: Hot desks.

With John's help the group decided to move 2 tenant "multi-purpose areas" to the parking lot in favour of publicly available multi-purpose areas, with the understanding tenant needs would be prioritized. There were small minor concerns about how groups work out usage for the multipurpose areas (as some have heavy seasonal usage).

Gold stars: Library Space, there was a lot of excitement around an integrated place that could serve people coming with family or their partner with different learning and relaxing styles. There was also a lot of excitement around the archival abilities of the library, to house information about legacy projects or the things the tenant organizations have tried as a way to share inspiration and ideas with each other and the greater community.

Organizations: Mabuhay House society, QMUNITY, HUA Foundation

Communities served: Filipino communities, Asian youths and families interested in preserving and evolving cultural expression and heritage, Queer folx, street involved folks.

Activities & Vibes:

- Accessible, intergenerational, multicultural, multi-points of access and connection. Welcome to all.
- Culture/book club - discussions in the library about the content and current events
- Artist led workshops and events, with studio spaces community members can come back to use and spaces where equipment can be stored. Materials and projects can be easily moved from the freight elevator.
- Foods and cultural food making processes are taught and done in the kitchen. Culturally appropriate foods are prepared and stored for programs in well labeled industrial freezers and fridges.
- There is a fun and welcoming child-care area

Group 3

Facilitator(s): Jesi & Travis

Group Members: Sean Miles (Binners' Project), Jennifer York (Immigrant Services Society of BC- ISS of BC), John Zandor (Exchange Inner City), Devika (Mount Pleasant Neighbourhood House)

Values

Decolonization + Cultural Safety

Current situation

Binners' Project, ISS of BC and Exchange Inner City currently have space in colocation hubs. However, they are reaching the limits of what the space can offer them, as their organizations grow. Both Sean and Jennifer communicated that they might be in a good position to coordinate and operate a new colocation hub, if the right partners were identified.

Future colocation

Title: TBC (Naming ceremony following Indigenous protocol)

Glue: Decolonization and Cultural Safety

Location: Somewhere between Mount Pleasant and the DTES

Operational model: Likely an operator tenant model, with a note that co-op might work better for a smaller group of organizations

Friction points:

Neighbourhood location was a discussion, because some organizations needed to be in the DTES, while others needed to be in Mount Pleasant

Gold stars:

- ISS of BC and Binners' project both suggested woodworking programs would be beneficial for the communities they serve, therefore a woodshop was integrated into the plan
- A community garden and outdoor space was identified as an area for community connectedness
- Dividers in the multipurpose rooms allow for big and small events and workshops to be hosted by a variety of users, including public rentals
- Participants agreed that a social venture cafe or other for profit entity would be considered for tenancy

Organizations: Same as team, plus Indigenous leaders and organizations invited to participate

Communities served: Local NPOs, community organizations and the general public in Mount Pleasant and the DTES

Activities & Vibes:

- Embedded decolonization and cultural safety beyond "artwork at the entrance"
- Childcare, community garden, lounge and informal social spaces allow for community to connect
- Corridors and courtyard space creates interaction opportunities
- Land-based education and architectural elements



APPENDIX 4:

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APPENDIX 5:

NPO Toolkit

This toolkit is intended to help NPO's who are in need of space, but not sure how to competitively pursue opportunities for space. These self-analysis tools will help you to internally produce a set of prepackaged information that can be used for RFP responses, funding applications, and partnership building.

More experienced organizations or current operators could also use this Toolkit to help identify potential tenants that align with available spaces, operations, and values.

Contents:

1. Sample Database Registration Template

This can be used to collect the types of information that will likely be requested by an NPO database, or an RFP process.

2. Organizational Self-Assessment Questionnaire

This can help clarify the mission, values, and goals of your organization to aid in building partnerships and applying for funding.

3. Functional Program Template (worksheets + spatial blocks)

This can help your organization take the first steps toward envisioning and quantifying your current and future space needs.

NPOs who co-locate under one roof, or share other resources may find they align with others based on Mission (i.e. who they serve, mainly), more practical criteria such as specific space needs, or even Shared Values. Moving through this Rubrik with others who are considering colocation may reveal alignments (or misalignments) in compatibility criteria that were not considered before.

SAMPLE DATABASE REGISTRATION TEMPLATE

Disclaimer: Actual COV databases may contain different or additional fields. This is only a recommendation for the kinds of data you may have available.

Name of Organization:

Contact Name:

Contact Information (Phone or Email):

Are you a Social Serving, Arts & Culture organization, or both?

Social Serving

Arts and Culture

Both

Are you currently in a co-located / shared space?

Yes

No

Other:

Are you interested in being an Operator (Head-Tenant) or Subtenant in one of the City-owned Non-profit Colocation Spaces (Hub) Opportunities currently identified?

Operator (Head-Tenant)

Subtenant

Either

Ideal neighbourhood / location in Vancouver:

Preferred Operational Model:

Co-op Model

Tenant Operator

Other:

ORGANIZATIONAL SELF-ASSESSMENT QUESTIONNAIRE

Section 1: Organizing Information

Are you a Social Serving, Arts & Culture organization, or both?

- Social Serving
- Arts and Culture
- Both

What are the mandates of your organization?

Please select the primary area your organization works in:

- | | |
|--|----------------------------------|
| 2SLGBTQQIA | Dance |
| Family and Children Serving Organization | Literacy |
| Cultural Community Serving Organization | Music |
| Disability Serving Organization | Theatre |
| Food Hub | Visual Arts |
| Immigrant Settlement Agency | Media |
| Indigenous Serving Organization | Community Arts / Social Practice |
| Neighbourhood House | Multidisciplinary |
| Network / Coalition | Hertiage |
| Poverty Reduction Focused Organization | Indigenous Arts |
| Seniors' Serving Organization | Other - briefly describe: |
| Women Serving Organization | |

Please select the range of areas your organization works in:

2SLGBTQIA	Dance
Family and Children Serving Organization	Literacy
Cultural Community Serving Organization	Music
Disability Serving Organization	Theatre
Food Hub	Visual Arts
Immigrant Settlement Agency	Media
Indigenous Serving Organization	Community Arts / Social Practice
Neighbourhood House	Multidisciplinary
Network / Coalition	Heritage
Poverty Reduction Focused Organization	Indigenous Arts
Seniors' Serving Organization	Other - briefly describe:
Women Serving Organization	

Are there any areas or services not selected above that you would be interested in collaborating with?

Approximately how long has your organization been providing services in Vancouver?

- Less than 2 years
- 2-4 years
- 5-9 years
- More than 10 years

Are you currently in co-located/shared space?

- Yes
- No
- Other - briefly describe:

Section 2: Current and Future Space Needs

What are the space needs of your organization?

Briefly describe how you would use your office space and the anticipated frequency on a monthly basis.

Please briefly describe how a shared office space would support or enhance your organization's service provision, programming, and activities.

What is your organization's total estimated square feet (sf) of space needed?

Under 200 sf

200-300 sf

400-600 sf

600-800 sf

800-1000 sf

1000 sf and above - enter total estimated amount:

Do not know at this time

Not applicable

What type of dedicated space do you need? (Dedicated space is space that would only be used by your organization). Check all that apply:

Private office(s) - sqft needed:

Meeting room(s) - sqft needed:

Program space(s) - sqft needed:

Permanent desks in an open environment - enter # desks needed:

Storage

Vehicle parking - # of stalls:

Other - briefly describe:

Not applicable

What type of dedicated space do you need? (Dedicated space is space that would only be used by your organization). Check all that apply:

Meeting room(s)

Program space(s)

Shared (hot) desks in an open environment

Collaborative work areas

Focus / breakout booths

Storage

Bicycle Parking

Vehicle parking - # of stalls:

Not applicable

Other - briefly describe:

If you require the use of shared space, how frequently do you anticipate using it in a weekly basis? Check all that apply:

M T W T F S S

Morning

Afternoon

Evening

Please provide any additional information about your shared space needs that may be relevant:

What kind of amenity space do you need? Check all that apply:

Reception / welcome desk

Waiting area for guests/client

Kitchen(ette)

Shared printer / photocopier room/area

Other - briefly describe

Not applicable

Is there anything else your organization would like to share in regard to your specific needs and requirements?

What is your organization's maximum monthly budget for space rent?

Has your organization completed any space-related planning? (i.e. space needs assessment, operational/business model, accessibility plans, etc.) Check all that apply:

- Accessibility audit
- Business and Operations Plan
- Capital Plan
- Design studies including Functional Program
- Feasibility Study
- Needs Assessment
- Strategic Plan
- Other - briefly describe
- Exclusive / None of the above
- Not applicable

Section 3: Colocation Tenancy Role

What form of tenancy do you see your organization taking on?

- Head tenant - space operator for other non-profit organizations and also locating your organization at the facility
- Sub-tenant in a dedicated space - operate the space for your organization only
- Sub-tenant in an integrated space - operated by another organization acting as the Head Tenant / Operator
- Other - briefly describe

What kind of role and participation level do you see your organization taking on?

Check all that apply:

Sub-tenant Participant - Your organization is ready to commit to shared office space and looking for an environment that allows interaction with other tenants and shared learning opportunities

Your organization is interested in a co-working membership

Your organization is interested in at least some regular office space (tenancy)

Your organization is ready to sign an MOU or LOI for tenancy

Your organization is interested in lunch and learns, happy hours, etc

Your organization is interested in shared training

Directors/Tenant Council and/or Advisory Committee - Your organization is ready to commit to contribute to the formation of the collaborative culture of the space and programmatic design and guidelines for use of the space.

Your organization is willing to sign a commitment to collaboration clause as part of the tenant/lease agreement

Your organization is interested in contributing ideas around programming decisions

Your organization is interested in planning and coordinating shared trainings

Your organization is interested in creating building and use policies

Your organization is interested in giving input around design and amenity needs for the space

Board Members and/or Co-owners - Your organization is mentally and financially ready to commit to the long-term development of a shared space as well as decisions around colocation partners and major operations of the space.

Your organization is interested in longterm tenancy, i.e. 10 or more years

Your organization is interested want to participate in the tenant selection process

Your organization has a healthy budget and has been consistently financially stable

Your organization would sign an MOU to commit to the planning and development process of the space

Your organization would contribute financially to the planning and development of a space

FUNCTIONAL PROGRAM TEMPLATE

Public	Shared	Private		Space Modules	Suggested Unit Area (NSF)	Qty	Total Area (NSF*Qty)
			Multipurpose Rooms	Multipurpose Event Space	400-1,300		
				Office / Examinaton / Consultation Room	100-200		
			Offices	Hot Desks (per 4 desks)	200		
				Artist Studio	100		
			Meeting Rooms	Meeting Room	150-700		
				Kitchen / Kitchenette	100-400		
				Canteen	300-400		
			Break Area	Quiet Room / Safe Space	50-100		
				Lounge	200-300		
				Cafe	150-400		
				Workshop	200-400		
				Copier	50		
				Server Room	150		
				Phone Booth	25		
			Amenities	Storage	100-300		
				Library	150-900		
				Outdoor Space	400		
				Childcare Centre	650		
				Outdoor Childcare Space	500		
				W/C (stalls)	100-300		
			Washrooms	Public Showers	100		
				End of Trip Facility	100-200		
				Atrium	400-600		
				Reception	200		
			Circulation & Services	Loading Bay	250		
				Bike Parking	150-500		
				Parking (per stall)	200-350		
Space Subtotal (NSF)							
30% Gross Up							
Total Programmable Area (NSF)							

SPATIAL PLANNING TEMPLATE

Worksheet 1: Connecting Through Space

This worksheet enables participants to illustrate the current spatial plans of each of their organizations and identify their potential future spatial needs in five years time using cut-out spatial blocks.

Connecting Through Space: NPO Toolkit for Colocation

Visual Agenda & Worksheet 1 of 2

NAME: _____

ORGANIZATION: _____

WELCOME, INTRODUCE
10 min

DESIGN
ACTIVITIES

1:50pm

BREAK
15 min

CLOSING
REMARKS

3:30pm

CLOSING
CIRCLE

YOUR CURRENT SPATIAL PLAN

What does your organization's space currently look like?

Arrange spatial elements here to create a rough plan of what your organization's current space(s) look like.

FUTURE SPATIAL BLOCKS

What might your organization look like in 5-years time?

Collect spatial elements here that you feel would be beneficial to your organization 5-years in the future.

 **DELIVER** NPO Toolkit for Colocation

 + 

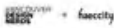
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224 NON-PROFIT COLOCATION STUDY

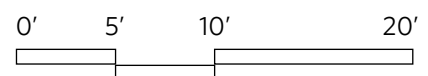
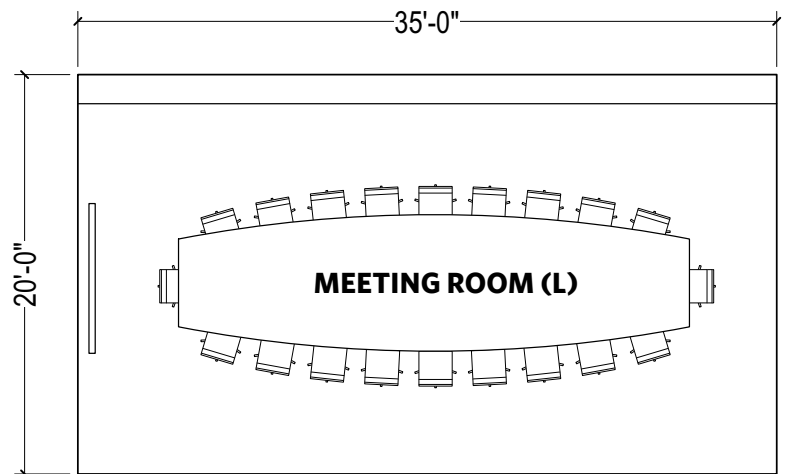
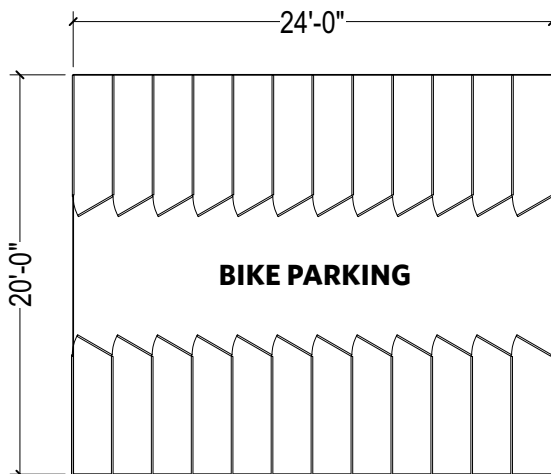
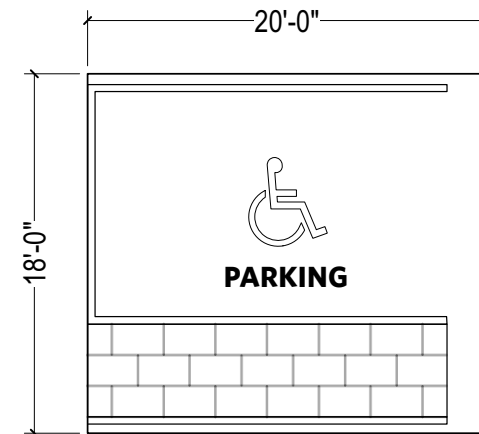
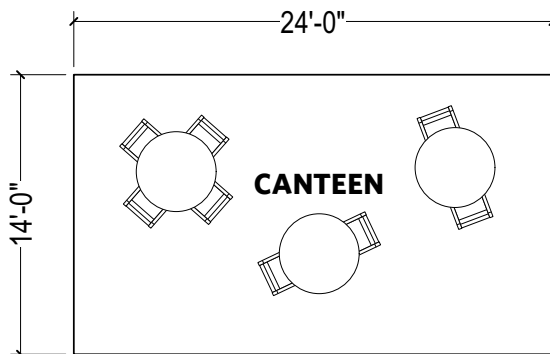
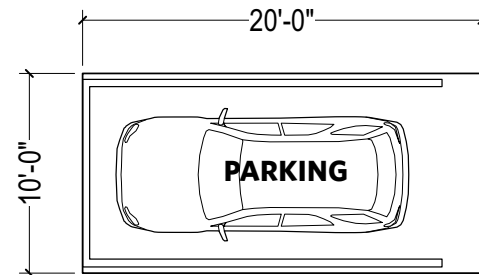
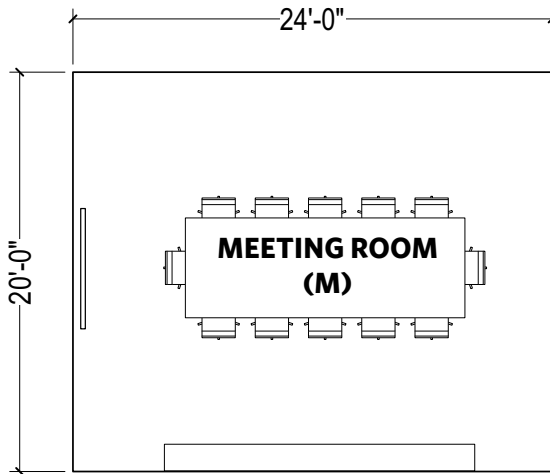
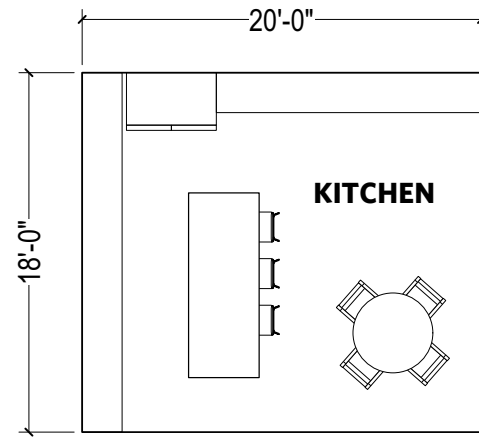
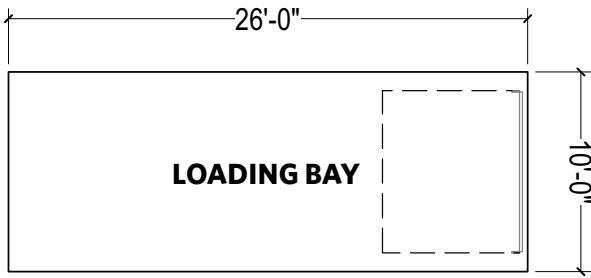
Worksheet 2: Plan Your Colocation Space

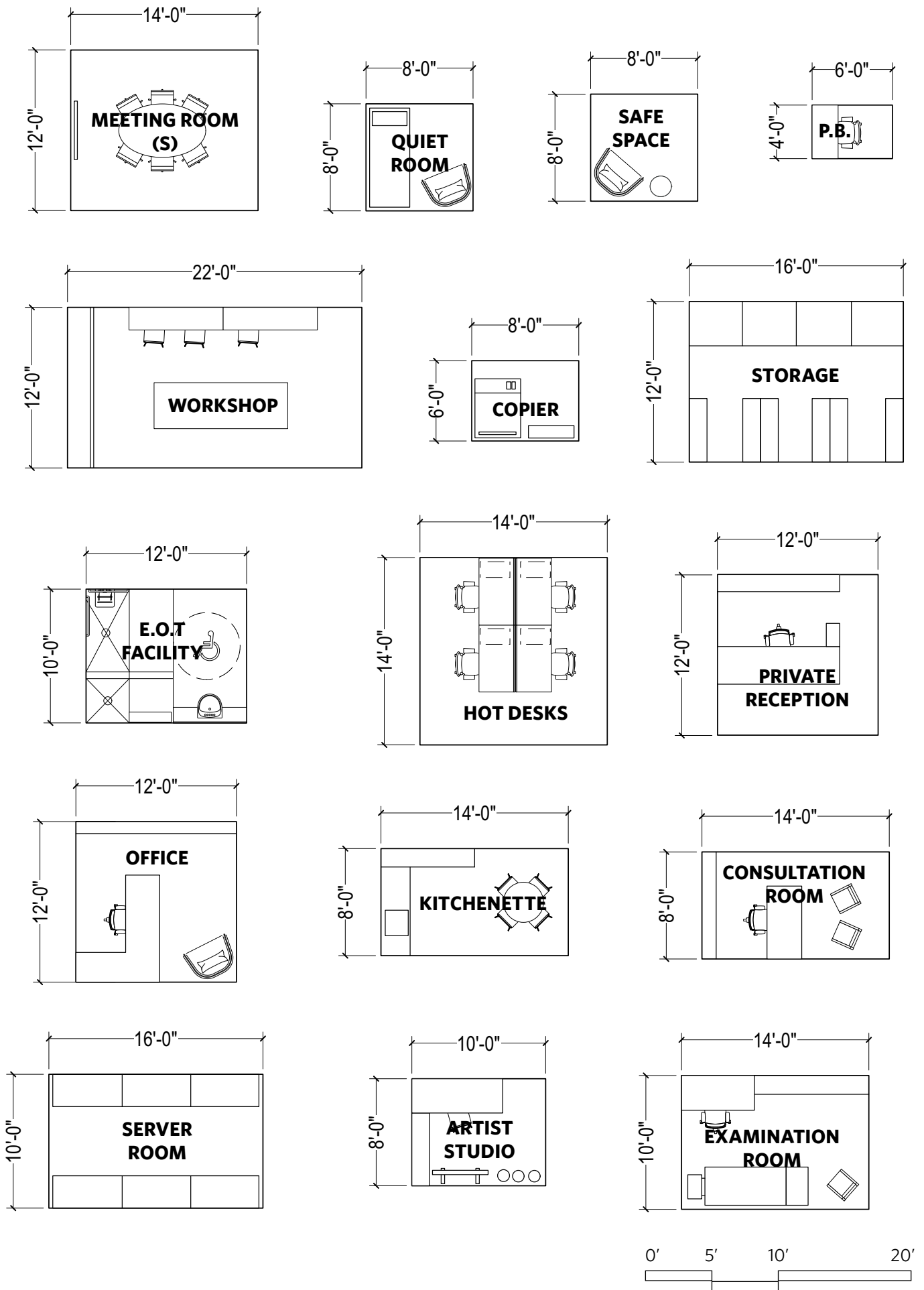
This worksheet enables participants to share their future spatial needs, and together decide and illustrate what elements could be included in a potential colocation hub, as well as which spaces and services could be shared or used privately.

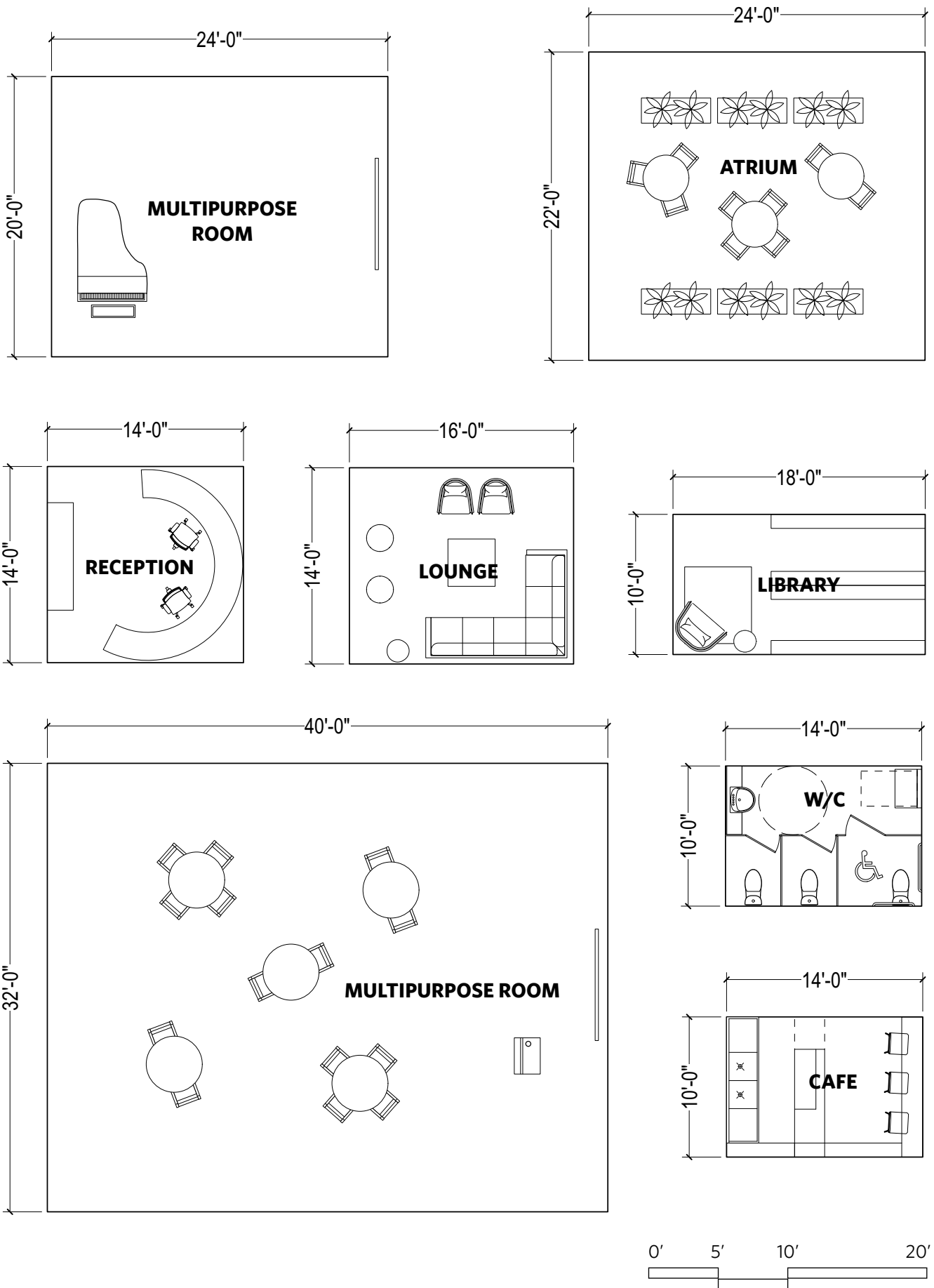
TABLE #		GROUP MEMBERS	
Plan Your Colocation Space. Create an imagined colocation hub plan by combining and negotiating spatial elements below.			
COLOCATION CONCEPT TITLE		"GLUE" / SHARED VALUES	
IDEAL NEIGHBOURHOOD / LOCATION		OPERATIONAL MODEL (IE: TENANT OPERATOR / CO-OP)	
COMBINED COLOCATION PLAN What was included or added, and why? Combine, subtract, or add spatial elements with group members. Collaborate, share, and add new knowledge, information, or services to create a space plan, or illustrate a shared or common use and activities (within building).		ORGANIZATIONS IN THE MIX Who might be included, and why? List organizations, community groups, residents, etc. who might be included in the space plan.	COMMUNITIES SERVED Who might benefit from this space? Identify the people and groups that might benefit from the space, and how they might be served by the organization's mission.
		PARKING LOT What was left out, and why? Identify elements that were not included in the plan, and why they were not included.	ACTIVITIES / VIBES What goes on in the space?
		DRAW IT Illustrate a compelling element of your space	ADDITIONAL IDEAS / NOTES

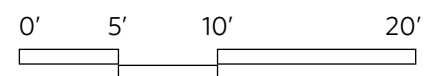
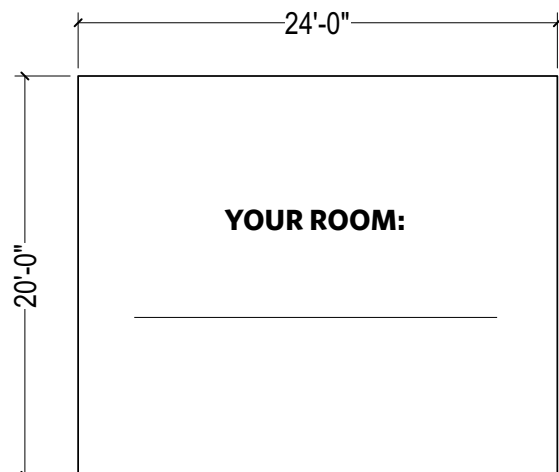
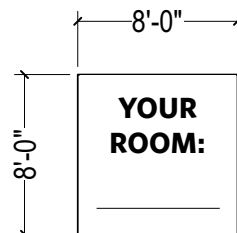
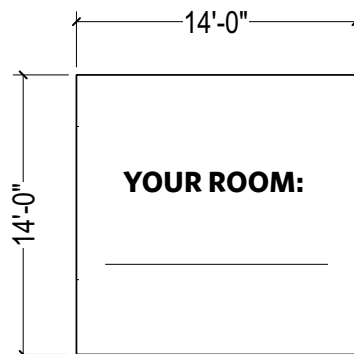
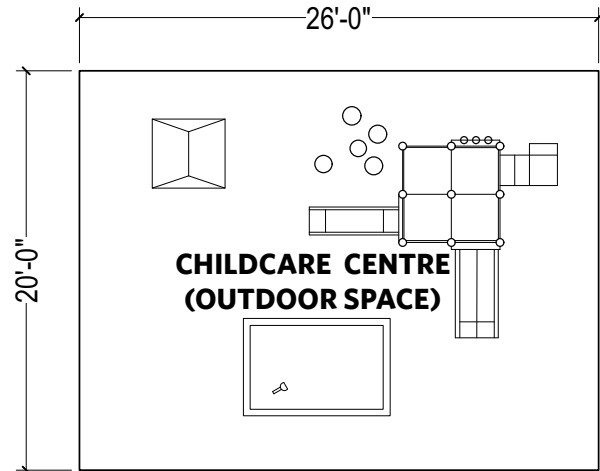
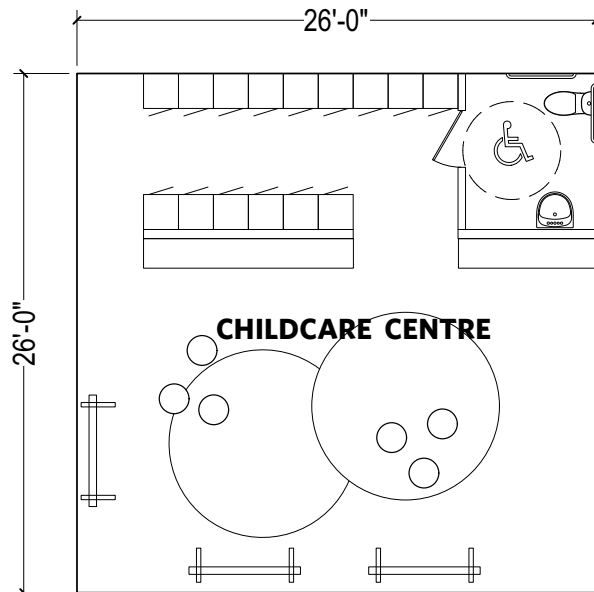
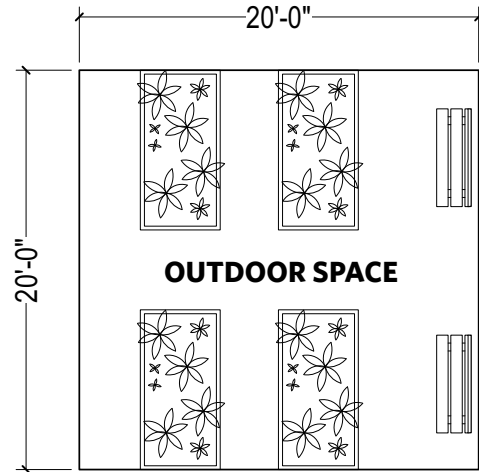
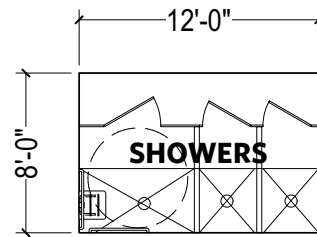
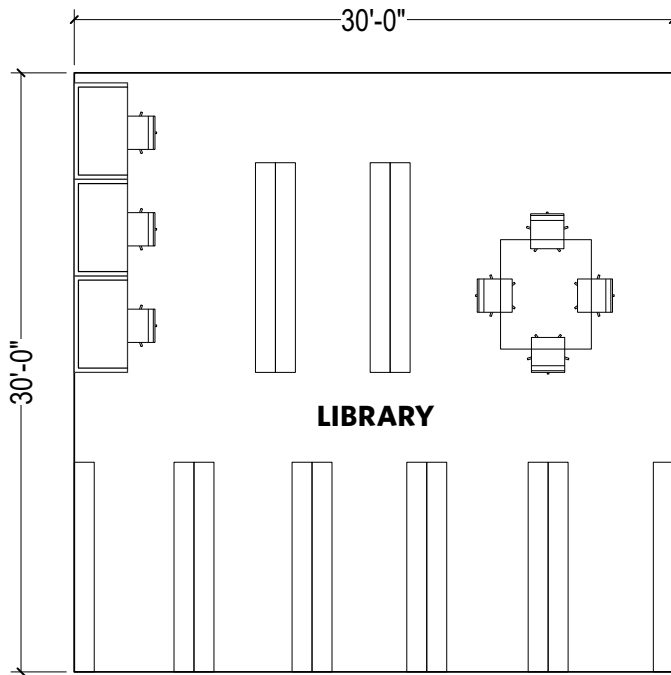



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