



VIBRANT LIVES, VIBRANT COMMUNITIES:

EVALUATING THE IMPACTS OF STUDIO
CENTRAL PROGRAMMING

SUBMITTED BY:

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November 2016

ACKNOWLEDGEMENTS

The authors would like to thank the Studio Central participants and volunteers, (including Artbeat Studio alumni), staff, management, and board members, as well as the community partners who took the time to participate in this evaluation. Your reflections, observations and powerful stories will assist Studio Central to understand what they have accomplished and will help the organization shape its way forward.

Thanks also goes to Lucille and Ernie Bart for guiding the direction of the evaluation and for their leadership of the advisory committee. In addition, thanks goes to Angus Cruikshank from Studio Central for assisting with the logistical support of this evaluation.

The authors would also like to thank Brett Hiebert for his statistical advice and consultation, and for creating the graphs and tables that appear in this report.

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EXECUTIVE SUMMARY

INTRODUCTION

In 2011, Studio Central was established as a project of Artbeat Studio Inc. The programs at Studio Central focus on facilitating the creation of art as a means of “inspiring personal passion, connecting generations, bridging diverse groups, and serving as a catalyzing symbol of the people as a community”.¹

In the Spring of 2015, the executive management of Studio Central determined that given that the project was in its fifth year of operation, an evaluation of its programs was timely.

An evaluation advisory committee was established to provide input into the development of a logic model and an evaluation plan. It was determined early on that the evaluation would consider all of Studio Central programs within the context of the organization’s mission statement. To that end, the evaluation focused on the following key broad aspects:

- Personal and professional impacts of the programs on participants, volunteers/mentors;
- Impacts on career path of Artbeat alumni in the art field; and
- Impacts on the surrounding community.

It was also determined at that time that the evaluation should consider organizational aspects such as sustainability and growth.

This report includes a summary of the findings of each of the evaluation components, as well as some suggested directions for Studio Central to consider in its journey forward.

METHODOLOGY

A participant and volunteer survey was distributed to the Studio Central email distribution list, four focus groups were held which included participants and volunteers, including Artbeat Studio alumni, and community partner interviews were undertaken. As well, staff, senior management, and Board members had an opportunity to provide input into the key evaluation questions.

The evaluation considered people who have attended and/or volunteered at Studio Central programs within the last year.

¹ Studio Central website

Survey, focus group, and interview/consultation questions were grounded in the short term, medium term, and long term outcomes identified in the logic model and were adapted from existing tools and/or evidence based literature. Questions focused on the main categories of outcomes within the logic model, namely recovery, well-being, career path achievement, and community building/development (all using an “arts” lens).

EVALUATION FINDINGS

The evaluation’s analysis included responses and input from 39 completed surveys, 4 focus groups (27 individuals), and 3 key community partners. As well, 3 staff, the organization’s senior management team, and 2 Board members contributed to the evaluation.

Some of the highlights of the findings and the advancements toward Studio Central’s mission gleaned from the survey, the focus groups, and the key community partner interviews are as follows:

- Since attending Studio Central, participants involved in the evaluation overwhelmingly reported increases in social functioning and feelings of inclusion, increases in well-being (specifically in regards to increases in self-esteem and overall mood), and increased ability to engage in artistic expression and express themselves through art as a means to support their personal recovery. People described being able to get out of the house and socialize with like-minded people with similar life experiences in an environment that is open and positive as an important impact in their lives because of attending Studio Central.
- Studio Central volunteers involved in the evaluation unanimously reported that volunteering at Studio Central helped them to better understand social issues, and had enhanced their own personal development. They also described feeling better about themselves, feeling more hopeful, gaining new interest in the arts to support their personal recovery, and feeling that life has more purpose since volunteering at Studio Central. Volunteers also reported that volunteering at Studio Central had significantly helped them identify their career goals and helped them to learn new skills that they can transfer to a variety of work goals. For many, volunteering at Studio Central helped them gain employment or return to school.
- Artbeat Studio alumni volunteers involved in the evaluation also unanimously reported that volunteering at Studio Central helped them to better understand social issues. Since being involved with Studio Central, they described having expanded their professional networks, having enhanced their personal development and having gained confidence to apply for work. For some, with the support of Studio Central, they have gained skills in the arts and built their careers as artists, have explored their career goals or gained employment or returned to school. Many also reported feeling more a part of society,

feeling better about themselves, feeling more hopeful and less isolated, and that the experience changed them for the better. Those alumni that volunteered felt that teaching and sharing was the aspect of volunteering that had the greatest impact on their well being.

- Community partners described many powerful events in the community that Studio Central has led and/or on which Studio Central has partnered. Recognizing that Studio Central brings something unique and hopeful to a community in which people are struggling just to secure the basic necessities of life, community organizations want to see Studio Central expand and are also keen to continue to grow their partnerships with Studio Central. By envisioning, leading, and inspiring art, interaction, and dialogue in a community where public art and creativity didn't previously exist, Studio Central is seen as a catalyst for change and a beacon of light within the broader community.

STAFF, SENIOR MANAGEMENT, AND BOARD MEMBER CONSULTATION

The following highlights some of the key organizational aspects brought forth during the evaluation by staff, senior management and Board members:

- Time, money, resources (including staffing) and stigma were identified as the biggest barriers to Studio Central growth by all of these groups.
- It was acknowledged that the needs of the community are great but that there are implicit challenges in promoting Studio Central more broadly and expanding the volume of participants because of capacity issues.
- It was suggested that focused and intentional planning grounded in Studio Central's mission could assist in staying within the organization's current resource capacity.
- Succession planning for the organization's leaders was also identified as a key concern around sustainability of the organization.
- Being culturally relevant and responsive to the community was identified as a challenge.
- All of these groups considered community partnerships to be the greatest opportunity for Studio Central to achieve its intended impacts and grow in the community.
- Clearly articulating goals and objectives of Studio Central may further enhance marketing and fundraising.
- Any growth will require additional resources, through partnerships or otherwise.

CONCLUDING REFLECTIONS

The findings of this descriptive program evaluation demonstrate that Studio Central has clearly established itself as an effective and collaborative project that is contributing to the lives of individuals in meaningful ways and to the vibrancy of the community in which it operates. As part of this evaluation, participants, volunteers, Artbeat Studio alumni, community partners, staff and

Board members have all reflected on the personal impacts that Studio Central has made over the past four years, as well as the impacts it has had in the broader community - and the news is good!

Studio Central has been successful in addressing the three specific elements of its mission statement over the past four years. The mission statement calls for a focus on community-based participatory arts, career path development, and community development. The current evaluation findings demonstrate significant advancement in each of these areas, while also establishing Studio Central as a key agent of change within the community and in individuals' lives. These advancements also align well with the desired short term, medium term, and long term outcomes indicated in Studio Central's logic model. The absence of reference to mental health and/or mental illness within the mission statement is evident, however, when considering the results of this evaluation.

Notwithstanding the above, the evaluation pointed to some important factors that Studio Central may want to consider as the project continues its way forward. The following outlines those factors and presents some suggested directions to consider. (A full compilation of detailed suggested directions are included in the Suggested Directions sections of the full report.)

SUGGESTED DIRECTIONS - PROGRAMMING

- ***Engaging other key populations***

It was identified that the community of participants at Studio Central does not reflect the diversity of the neighborhood. Several suggestions included in the body of the report to further engage additional populations with a priority on new immigrants and youth, (such as, for example, identifying cultural and youth ambassadors), could draw greater diversity to Studio Central programming and enhance efforts to build capacity in the community.

- ***Volunteer planning***

On the whole, the Studio Central model of volunteering and volunteer mentoring is exemplary. Further ways to tap into the richness of the volunteer program, such as developing advanced roles for longer term volunteers, could be considered.

- ***Artbeat Studio Alumni***

Artbeat alumni provided some feedback on things that could help improve the transition from Artbeat Studio to Studio Central, and how Studio Central could assist them with their career path development. Suggestions such as having more advanced sessions for higher levels of artists may contribute to an even higher level of satisfaction for alumni.

- ***Program participants (general)***

The main things that participants reported would enhance their experience of the program were more of what Studio Central is already doing – for instance, a greater number and variety of classes and longer hours. Studio Central may want to consider whether these suggestions are feasible within current capacity.

SUGGESTED DIRECTIONS – ORGANIZATIONAL

- ***Clarity of Mission***

Studio Central may want to review its mission statement within the context of the results of this current evaluation to determine whether any revisions are required to fully reflect the work being done and the outcomes being achieved. As part of this review, consideration could be given as to whether the scope and/or specificity of the mission statement needs refining.

- ***Sustainability***

Succession planning for the key organizer of Studio Central in the event of retirement should be considered sooner rather than later. This dovetails with opportunities to empower staff and consider non financial incentives to promote retaining staff in the longer term.

- ***Priority Setting***

Setting time limited priorities that are reasonable and measurable against the short term, medium term, and long term outcomes identified in the logic model could be articulated in the form of an annual work plan. This may assist in addressing some of the capacity, workload, and organization issues that Studio Central seems to be experiencing.

INTRODUCTION

In 2011, Studio Central was established as a project of Artbeat Studio Inc. The programs at Studio Central focus on facilitating the creation of art as a means of “inspiring personal passion, connecting generations, bridging diverse groups, and serving as a catalyzing symbol of the people as a community”.²

In the Spring of 2015, the executive management of Studio Central determined that given that the project was in its fifth year of operation, an evaluation of its programs was timely.

In early planning discussions, it was determined that the evaluation was to consider all of Studio Central programs within the context of the organization’s mission statement. To that end, the evaluation focused on the following key broad aspects:

- Personal and professional impacts of the programs on participants, volunteers/mentors;
- Impacts on career path of Artbeat alumni in the art field; and
- Impacts on the surrounding community.

It was also determined at that time that the evaluation should consider organizational aspects such as sustainability and growth.

This evaluation report was produced as the final deliverable of the evaluation project and includes the following:

- A summary of the planning processes and methodologies undertaken;
- A summary of the findings of each of the evaluation components;
- Concluding reflections on the aggregated findings; and
- Suggested directions for the future.

This evaluation is a starting point on which future evaluations can be built. It is intended to facilitate growth and improvement of Studio Central and to demonstrate results and accountability for the Studio Central Board, as well as current and potential future funders.

² Studio Central website

PROGRAM DESCRIPTION³

Studio Central is a project of Artbeat Studio and was established in 2012 as an “urban arts centre”. It is located on the second floor of 444 Kennedy Street, a Manitoba Housing building in the center of Central Park. Studio Central receives ongoing funding support from the Winnipeg Regional Health Authority, Manitoba Heritage Tourism (Arts Branch), and in-kind support from Manitoba Housing.

The Studio Central project provides a ‘working venue’ for the tenants and neighborhood artists to collaborate on identifying and developing programs and projects that enhance their quality of life as contributing members of their community and neighborhood.

The current mission statement of Studio Central includes the following three components:

- **Community-based participatory arts:** adult programming promotes the development of personal skills and interests in the visual, performance and literary arts. Program participants are provided with opportunity, tools, materials and expertise in basic creative processes.
- **Career Path Development:** opportunity for Artbeat Studio’s core program alumni and members of the community. A comprehensive volunteer program with a wide range of roles in art related areas that supports, promotes and enables full community participation.
- **Community Development:** facilitated at the personal and organizational levels. Café Central provides a venue for artists from a wide range of social and cultural experience for socializing in a safe setting. The Community Development program facilitates and engages local organizations in partnerships and joint projects to achieve community goals.

There are several programs offered by Studio Central, namely:

- **Creative Technique Classes:** Artbeat Studio alumni and community participants deliver daily (Tuesday to Friday) free of charge art workshop to alumni and community participants.
- **Cafe Central:** Daily house concerts by alumni or local performers; daily coffee bar, art exhibitions; daily calm seating space, and daily food prep attended by community members.
- **Self Directed Studio:** Daily time for participants of creative technique classes to work on their projects, or to collaborate with others

³ Information from this section is taken in part from Studio Central Program Overview December 2015 - Draft

- **Career Path Development:** Community volunteers are trained in various roles to support personal recovery, wellness and career development. Mentorship is provided to alumni instructors toward career goals.
- **Community Development Projects:** Clients and collaborators work with artists on projects that contribute to community capacity building.

Studio Central leadership, staff and volunteers, including Artbeat Studio alumni, work together to facilitate the ongoing activities of the studio.

STAFF

There are two paid full time (40 hours per week) staff positions at Studio Central that play the following roles:

- Community Arts Facilitator – this position is responsible for a variety of operational duties for Studio Central including public relations, volunteer coordination, program implementation, and reporting.
- Community Art Program Coordinator – this position is responsible for planning, promoting, implementing, coordinating volunteers, and reporting on art project activities that promote local community development in Central Park.

The positions are term positions for one year that are typically (but not guaranteed to be) funded year over year. Staff receive a benefit package and the salary for each is \$33,000/year.

VOLUNTEERS⁴

Volunteers are the cornerstone of Studio Central operations. They support a wide range of programming through the Studio Central core location as well as through other sites including schools, other public housing buildings, community centres and other locations. Volunteers may be from 444 Kennedy Street building or from the broader community. Volunteer roles are available in support of operations, Café Central, Creative Techniques, Community Projects, and Volunteer Mentorship.

Full descriptions of the roles of all volunteers appear in the Studio Central Volunteer Roles 2015 – draft document.

Leadership is provided by Ernie Bart who is a volunteer Board member. Ernie contributes a significant number of volunteer hours (approximately 40 hours per week) as mentor and guide and

⁴ Information from this section is from Studio Central Volunteer Roles; 2015 - Draft

endeavors to oversee implementation of programs and projects that remain true to Artbeat Studio's mission as well as keeping within human resource and budgetary constraints.

In addition to the above, Studio Central hosts University of Manitoba Social Work students to mentor them about the impact of volunteerism on community development.

ARTBEAT STUDIO ALUMNI

Artbeat Studio alumni volunteers are central to the programming at Studio Central. They are mentored and supported in their engagement with community development projects and services that result in improved social conditions for both the providers and recipients. Artbeat Alumni are also provided with the opportunity to gain career path momentum by participating in the implementation and facilitation of a community arts-based program. As noted previously, Artbeat alumni may volunteer in many roles such as facilitators of Creative Technique sessions, Community Art Animators, and/or Artbeat Ambassadors. Artbeat alumni are also encouraged to participate in all of Studio Central's programs.

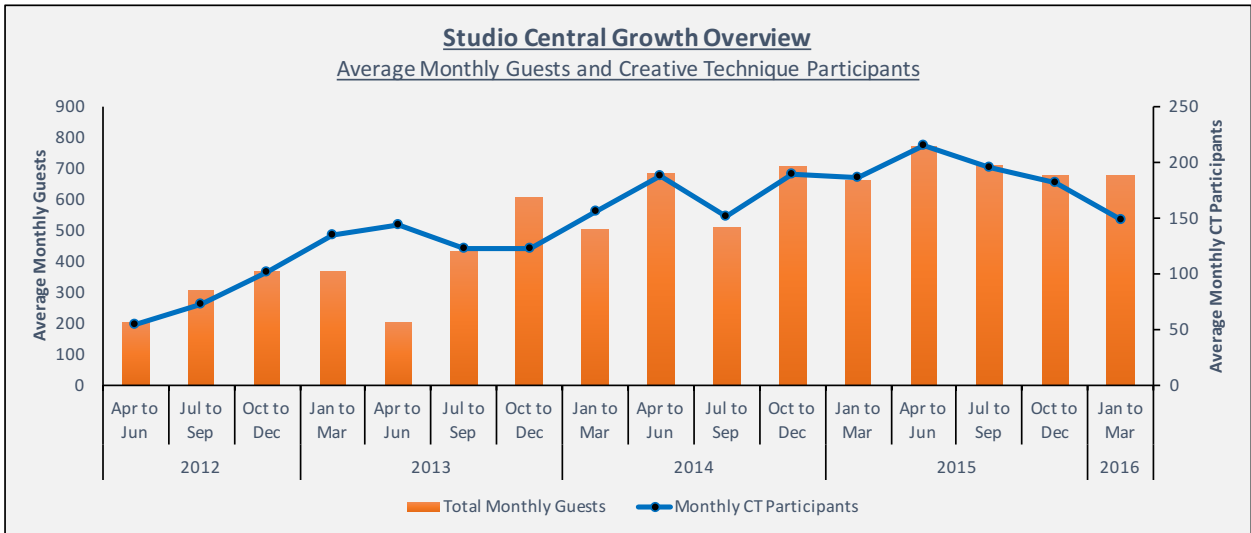
STUDIO CENTRAL GROWTH DATA OVERVIEW

There is an ongoing interest in and demand for Studio Central, which has over 600 guest visits each month through programming at its Kennedy Street location and community sites. As well, there is a growing demand for engaging the artists and their works in the community beyond the physical walls of Studio Central.

Studio Central currently keeps manual statistics (by sign in sheet) on the total number of guests (including participants both on and off site, as well as those that attend for tours, etc.), total number of volunteers, and total number of Creative Technique participants by month. This monthly data is available dating back to April 2012 and has been reflected on graphs in figure 1 and figure 2 below.

It should be noted that these numbers do not represent “unique” guests, volunteers, and Creative Technique participants, as the same individuals may (and likely do) sign in more than once in any given month. Regardless, the following figures demonstrate significant growth in total guest count, total Creative Technique participant count, and total volunteer count since the inception of the program in 2012.

Figure 1 – Average Monthly Guests and Creative Technique Participants



Based on the data available, (plotted above in Figure 1), from the first point of data collection (April 2012) to the most recent point of data collection (March 2016), the total number of guests at Studio Central has more than tripled. As well, the total number of people participating in

Creative Techniques sessions has almost tripled. Both of these groups have experienced relatively consistent growth over this four-year period

Figure 2 – Average Monthly Volunteers



Based on the data available (plotted above in Figure 2), from the first point of data collection (April 2012) to the most recent point of data collected (March 2016), the total number of volunteers has more than doubled. However, the average monthly number of volunteers appears to be quite variable ranging from an average of 31 in late 2013 to 161 in late 2015.

The implications of this growth will be discussed further in the concluding reflections and suggested directions section of this report.

EVALUATION PLANNING AND METHODOLOGY

EVALUATION ADVISORY COMMITTEE

An evaluation advisory committee was established at the forefront of the evaluation. The committee consisted of representation from staff, the board, volunteers/mentors and a community member. The external consultant also participated in all evaluation advisory committee meetings.

The committee, amongst other things, helped to:

- Identify evaluation questions
- Finalize the scope of the evaluation
- Provide input on evaluation methods
- Provide advice regarding stakeholder engagement
- Review the draft and final report

The Evaluation Advisory Committee met 3 times over the course of the evaluation.

The Terms of Reference for the Evaluation Advisory Committee can be found in Appendix I.

LOGIC MODEL DEVELOPMENT

The development of a logic model was seen as essential in determining the focus of measurement and in guiding the program evaluation process. A high level logic model was drafted by the consultants, using the organization's mission statement as a guide. The draft logic model was shared with the evaluation advisory committee for scrutiny, discussion, and input. The final logic model can be found in Appendix II. The short term, medium term and long term outcomes identified in the logic model steered the line of inquiry throughout the evaluation.

The organization was advised by the consultants that this logic model is only a starting point for the organization within the context of the evaluation and that a more fulsome logic model requires broader input from their participants and other stakeholders. This initial logic model can be built upon in this way over time as the organization sees fit.

METHODOLOGY

Evaluation methodology was multi-pronged and included the following:

- Review of existing reports, such as historical activity reports, role statements, and organizational guiding documents
- Review of existing overview data
- Participant and volunteer (including Artbeat Studio alumni) survey
- Participant and volunteer (including Artbeat Studio alumni) focus groups
- Key community partner interviews
- Board member questionnaire
- Senior leadership consultation meeting
- Staff consultation meeting

The evaluation considered people who have attended and/or volunteered at Studio Central programs within the last year.

Survey, focus group, and interview/consultation questions were grounded in the short term, medium term, and long term outcomes identified in the logic model and were adapted from existing tools and/or evidence based literature. Questions focused on the main categories of outcomes within the logic model, namely recovery, well-being, career path achievement, and community building/development (all using an “arts” lens).

Recovery related questions were adapted from the Process of Recovery Questionnaire (QPR) intrapersonal subset (Neil, Kilbride, Pitt, et al 2010). The QPR is a 22-item measure developed in collaboration with mental health service users. QPR focuses on questions about aspects of recovery that are meaningful to individuals. Because the QPR is strongly associated with general psychological wellbeing and quality of life, the questions adapted from the QPR were used as a measure of subjective well-being.

Impacts on community building questions were based on high level elements gleaned from a report entitled Approaches to Measuring: Community Change Indicators (Weaver, Born, and Whaley, 2010), namely vibrancy, engagement, and collaboration. Awareness and access were also considered as part of the community building category of questions as these elements were of interest to Studio Central.

ADDITIONAL NOTES

It was determined early on in the planning stages that the evaluation would rely on self reports from volunteers, participants, and community partners, as well as focused consultation with staff and board members. It was also confirmed early on that because of various limitations (e.g. financial, time and effort), it was not feasible to undertake a control group study (randomized or otherwise), but rather that the information garnered from people’s own reflections and experiences at Studio Central were of most importance and would inform the current evaluation sufficiently.

PARTICIPANT AND VOLUNTEER SURVEY RESULTS

INTRODUCTION TO SURVEY RESULTS

The participant and volunteer survey was established using Survey Monkey. To maximize survey respondents, the survey was distributed to the entire of the Studio Central mailing list which consists of 355 distinct email addresses. The survey was included within a regular weekly email that includes the Studio Central weekly schedule, however the subject line indicated a special notice about the included survey. Individuals were given approximately two weeks to submit the completed survey. A reminder email was sent out a few days prior to the due date. In addition, the survey was mentioned via word-of-mouth to volunteers and participants that were in attendance at Studio Central during the two weeks of the survey collection period. A computer was set up on site at Studio Central for individuals who may not have had a computer otherwise available to them. Only individuals involved with Studio Central in the past year were asked to complete the survey. While there is no way to validate that this occurred, it is assumed that only those who have been involved within the past year would have responded.

During the two-week survey collection period (July 15-31, 2016), 44 complete responses were submitted. Five respondents who answered the survey were disqualified on the basis that they neither attended the program nor volunteered in the past year. To ensure accurate results, only completed survey responses (surveys in which respondents answered all of the questions) were included in the data analysis. The data analysis therefore includes 39 complete and eligible responses.

It is difficult to determine the response rate for the survey given that there is no way of knowing how many individuals out of the 355 would have formed the subset of individuals involved with Studio Central over the past year. At its worst, the response rate would be 11%, however it is expected that the response rate was considerably higher given that the subset that met the requirement of being involved in the last year would likely be considerably less than 355.

Survey questions for participants and for volunteers can be found in Appendices III and IV, respectively.

DEMOGRAPHICS

Out of the total number of survey respondents (n=39), 33% identified as program participants only (n=13), and 26% identified as volunteers only (n=10). The remaining 41% identified as both volunteers and program participants (n=16). Thirty-three percent (33%) of respondents were

Artbeat Studio alumni (n=13), and 31% of respondents were living in the same building as Studio Central, or within the immediate neighbourhood (n=12). (It should be noted that the percentages in the following analysis are based on the number of respondents indicated in this paragraph unless otherwise stated.)

The median age range of the respondents was 45 to 54 years, with one-third of respondents falling into this age range. A further 23% were between the ages of 55 and 64, and 20% were between 25 and 34. The least represented age ranges were respondents 24 and under (5%), and age 65 and over (5%).

Non-Art Beat studio alumni were most likely to have heard of Studio Central through word-of-mouth via a family member or friend (31%), though a good number were also likely to have heard of the program through Artbeat Studio (23%). A further 11% heard about the program through their proctors or care providers. Of the alumni, only 60% reported to have first heard about the program through Artbeat Studio, and a further 23% reported that they heard about the program through friends or family members. Out of all respondents, only one first found out about the program through the internet, and no respondents reported finding out about the program via Upbeat Artworks.

Overall, over half of the survey respondents reported being involved with the program for more than one year, and a further 28% have been involved for more than six months. Over half of the survey respondents were still currently attending or volunteering for the program (or both) at the time the survey was administered. An overview of the demographical information can be found below in table 1.

Table 1. Characteristics of Survey Respondents (n=39)⁵

Characteristic	Percentage of Total Respondents (n=39)
Age Group	
Under 18 years	2.6%
18 to 24 years	2.6%
25 to 34 years	20.5%
35 to 44 years	12.8%
45 to 54 years	33.3%
55 to 64 years	23.1%
Age 65 or older	5.1%
Involvement with Studio Central	
Participated Only	33.3%
Volunteered Only	25.6%
Participated and Volunteered	41.0%
Area of Residence	
R3B Postal Code	30.8% ⁶
Non-R3B Postal Code	69.2%
Duration of Involvement With Studio Central	
Less than 1 month	5.1%
Between 1-6 months	12.8%
Between 6-12 months	28.2%
More than 12 months	53.8%
Found Out About Studio Central Through:	
A friend or family member	28.2%
My care provider (doctor, social worker, proctor, etc.)	10.3%
The internet	2.6%
Through Artbeat Studio	35.9%
Through Upbeat Artworks	0.0%
Other	23.1%

⁵ it is noted that the demographics of the survey respondents may not be completely reflective of the actual demographics of all Studio Central participants and volunteers.

⁶ It is noted that the percentage rose to 42% when not including Artbeat Studio alumni.

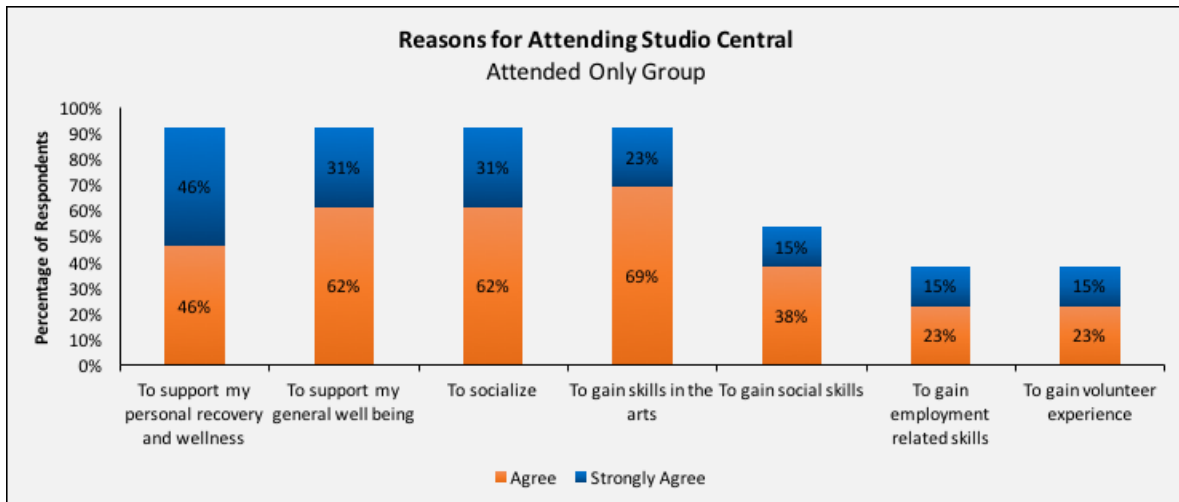
PARTICIPANTS ONLY

When considering only the respondents that identified as participants only, the survey data showed that:

- Only 23% were from the immediate neighbourhood (this number rose to 33% when not including Artbeat alumni, which made up 30% of participant only responses).
- Seventy percent were over the age of 45
- Almost all had attended both the cafe central and the creative technique classes (92%), but only a small number had attended programming in the community (15%) or self-directed studio (8%).
- Forty percent are currently attending the program, and 77% reported attending for more than 6 months.

The highest reported reason for attending the Studio Central programming was to support recovery and to promote general wellbeing (92% of respondents agreed or strongly agreed that these were some main reasons for attending the programming, with many respondents strongly agreeing). Two other main reasons that respondents reported for attending the programming were to gain skills in the arts, and to socialize (92% of respondents agreed or strongly agreed with these reasons, with a lower percentage strongly agreeing.) The least agreed with reasons for attending were to gain employment or to gain volunteer experience (with only 38% agreeing or strongly agreeing that these were their main reason for attending). Participants only reasons for attending Studio Central are illustrated in Figure 1 below.

Figure 1: Reasons for Attending Studio Central (Participants Only Group)



In terms of measures of recovery, participants reported experiencing the highest gains in increased interest of using visual or performing arts as a means to support their personal recovery (85%). In addition, over 75% of respondents reported that they felt better about themselves since attending the program, and that participating in the program led them to change for the better.

Around 70% of respondents reported that they felt less isolated and more a part of society since attending the program. A lower number of participants reported gains in overall feelings of purposefulness and hopefulness, though still over 50% of respondents claimed they felt more hopeful or felt they had more purpose since attending Studio Central.

Some of the most frequently cited aspects of Studio Central that had the greatest impact on personal growth, recovery or well-being were artistic development, expression, and being able to interact with other artists, and being able to get out of the house and socialize with like-minded respondents with similar life experiences in an accepting and positive environment.

Eighty-five percentage of respondents reported being satisfied with the program, and the remainder of the respondents reported that they were not wholly satisfied because the classes were not challenging enough and occasionally the classes are cancelled without notice, leading to a lack of consistency. Along these lines, 70% felt the program could be improved by adding more classes or more variety of classes.

VOLUNTEERS ONLY

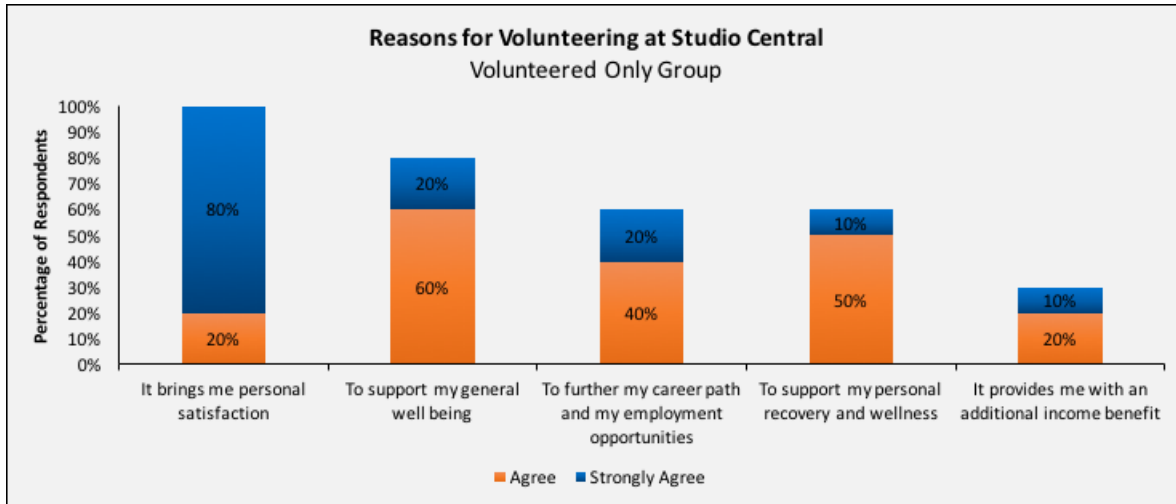
When considering only the respondents that identified as volunteers only, the survey data showed that:

- Only 20% of volunteers were from the building or immediate neighbourhood
- Fifty percent were between the ages of 55-64
- Twenty percent of the respondents were Artbeat alumni
- Most respondents had been involved with the program for over 6 months (80%), and 50% were still volunteering at the time the survey was sent out. Another 30% were no longer volunteering because they found employment or had gone back to school.
- Forty percent of respondents had heard about the program through word of mouth via a friend or family member, and 30% heard about it through Art Beat Studio.
- Most of the respondents in this category volunteered for the Creative Techniques classes, and only a small number volunteered for community development projects or studio operations (20%), and only 10% volunteered for café central.
- Sixty percent of respondents from this category previously attended Studio Central programs, but have now transitioned to volunteering only

The number one reason that respondents reported that they chose to volunteer was personal satisfaction, with all of the respondents from this category agreeing or strongly agreeing with this statement. Eighty percent of respondents agreed or strongly agreed that one of the main reasons they volunteered was to support their general well-being. In addition, 60% claimed that a main reason for volunteering was to further their career path and employment opportunities (though 80% reported that they used their Studio Central volunteer experience on their resume). Half of the respondents reported that they volunteered to support their recovery and wellness, and 30% of respondents reported that a main reason for volunteering was because it provided them with

additional income benefits. Reasons for volunteering (agreed and strongly agreed with) are illustrated in Figure 2 below.

Figure 2 – Reasons for volunteering at Studio Central (Volunteer Only Group)



All of the respondents claimed that volunteering at Studio Central helped them to better understand social issues and enhance their own personal development, and these were the two strongest areas in which Studio Central was reported to help the respondents in this category. A further 90% reported that volunteering helped them identify their career goals, and 80% reported that it helped them to learn new skills that they can transfer to a variety of work goals. In addition, 60% of respondents reported that the program gave them more confidence to apply for work. Half of the respondents reported that the program helped them gain employment, and 40% reported that it helped them return to school.

In terms of wellness and personal recovery, all respondents in this category reported that they felt changed for the better since volunteering for the program. Ninety percent of respondents reported that they felt better about themselves, are better able to recognize the positive things that they have done, feel that life has more purpose, and feel more hopeful since volunteering for the program. In all other measures of well-being and recovery (including life satisfaction, developing relationships with others, and feelings of purpose), no less than 70% of respondents agreed or strongly agreed that they have improved in these areas since volunteering at Studio Central (with the exception of being able to assert oneself more, to which only 60% of respondents agreed or strongly agreed). In addition, 80% reported that they gained new interest in the arts as a means of supporting personal recovery.

Many respondents reported that some aspect of teaching and sharing was the aspect of volunteering that had the greatest impact on their well-being, including being able to use their artistic skills to work with and help develop the skills and contribute to the personal development of other artists.

All of the respondents reported that they agreed or strongly agreed that as a result of their volunteer training they understood the goals of Studio Central and understood how to support participants within the context of those goals. However, 80% of respondents reported that more mentorship or feedback would enhance their volunteer experience. In addition, 40% felt that more opportunity to network with other organizations would enhance their volunteer experience.

BOTH PARTICIPANTS AND VOLUNTEERS

When considering only the respondents that identified as both volunteers and participants, the survey data showed that:

- The median age range of respondents in this category was 45-54, with 43% of respondents belonging to this age category.
- A good majority of respondents attended all aspects of the program, with 93% attending Cafe Central, 75% attending creative techniques, and 62% attending community programming.
- Sixty-eight percent of respondents volunteered for Cafe Central, 68% for general studio operations, 56% volunteered for Creative Techniques and 56% volunteered for community projects.
- Sixty-eight percent of respondents in this category had been involved with the program for more than one year, and 88% had been involved for more than 6 months.
- In total, 44% of respondents were residing in the building or the immediate area (67% not including Artbeat alumni), and 44% of respondents were Art Beat alumni.
- Half of all respondents reported that they had found out about Studio Central through Artbeat Studio (though only 71% of Artbeat alumni had heard of Studio Central through this method), and 31% of all respondents reported that they had heard about Studio Central through a friend or family member.

Respondents that identified as both a participant and a volunteer were asked questions separately about their experiences as a participant and their experiences as a volunteer. Many respondents reported that a main reason for attending the program was to gain volunteer experience (93%, with over half of respondents strongly agreeing), and to socialize (93%). The second most common reasons for attending the programs at Studio Central were to support wellness, recovery, and general well-being (87%). When asked about some of the main reasons for volunteering for Studio Central, 94% of respondents reported that one of their main reasons for volunteering was personal satisfaction (with 63% strongly agreeing), and 94% reported that they were volunteering to support their recovery, wellness, and general well-being. In regards to participating, gaining employment skills was one of least cited reasons for participating (with 62% of respondents citing

this as a main reason for participating), and a similar number of respondents cited gaining employment as a main reason for volunteering (68%). Congruently, 68% of respondents in this category reported that they had put their Studio Central volunteer experience on their resume. The lowest cited reason for volunteering was the financial incentive (with only roughly half –55% — of respondents claiming this was a main reason for volunteering). Figure 3 below highlights the reasons why people who both volunteered and participated attended Studio Central and the reasons why those same people volunteered.

Figure 3 – Reasons for Attending Studio Central (Both Participated and Volunteered Group)

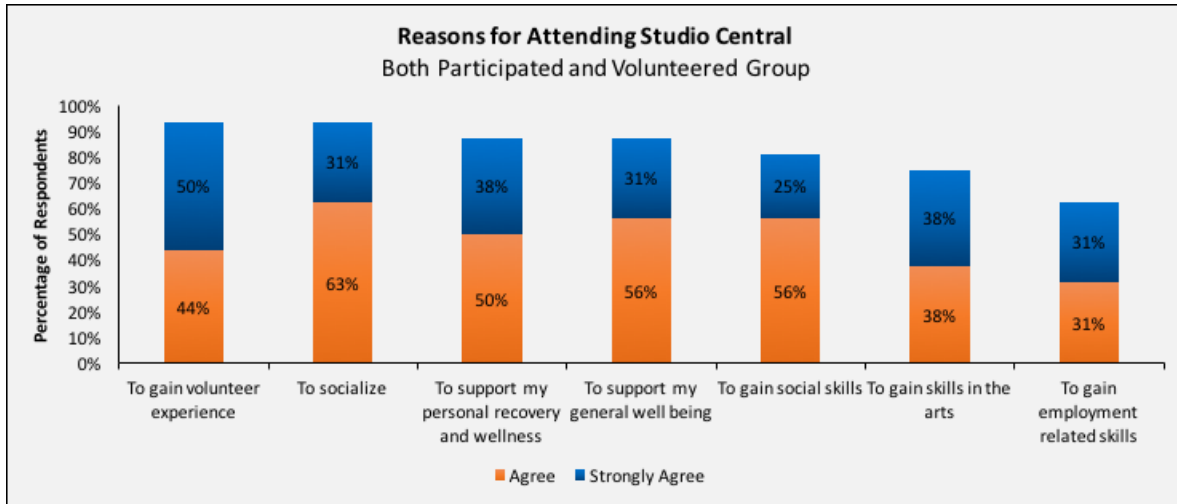
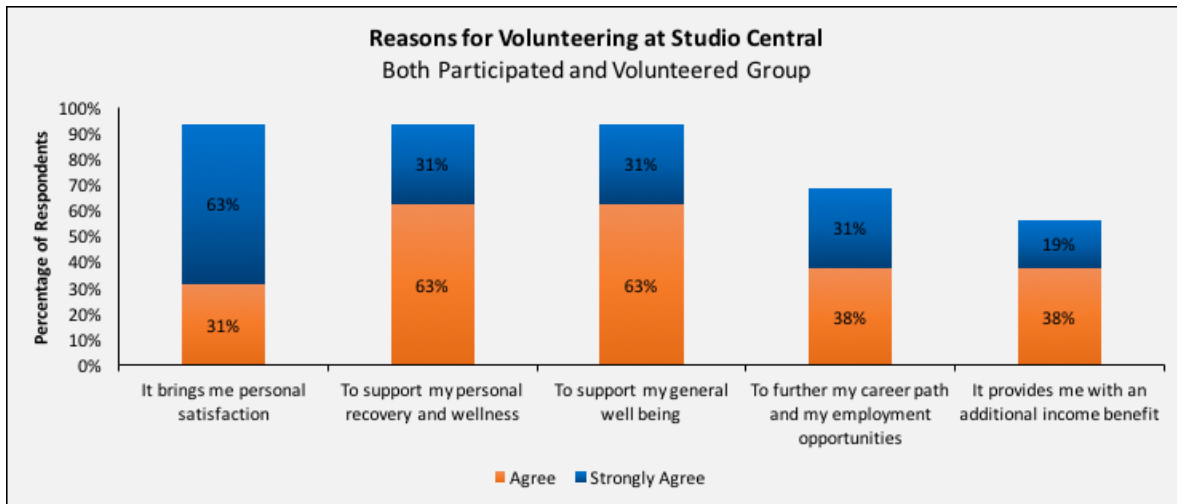


Figure 4 – Reasons for Volunteering (Both Participated and Volunteered Group)



Some of the greatest impacts that the program had on the respondents in this category were similar for both volunteering and participating – the most frequently cited impacts for both activities related to the social aspects of the programs, feelings of acceptance by like-minded individuals in a welcoming atmosphere, and the interaction and connection made with others as a result of attending or volunteering for the program. Other reasons that were mentioned by

several individuals were the increase in well-being including confidence as a participant, and the sense of accomplishment gained from volunteering.

All of the respondents reported that volunteering at Studio Central has helped them better understand social issues, and 88% reported that volunteering enhanced their personal development. In addition, 88% reported that it has helped them learn new skills that they can transfer to a variety of work roles and expand their personal networks, though a lower number (37%) reported that it helped them gain employment or return to school.

When asked to consider the effect that both volunteering and participating in the program had on their well-being, almost all of the respondents agreed that since volunteering and participating in the program they felt better about themselves (94%), felt less isolated and better able to develop positive relationships with respondents (88%), and were better able to recognize the positive things they have done (88%). In addition, 81% of respondents felt more a part of society, more hopeful, felt that their life had more purpose, and that their experiences at Studio Central had changed them for the better. However, a lower number of respondents reported having an increased interest in arts as a means of supporting personal recovery (63%).

In total, 81% of respondents reported that they were satisfied with the program overall. Out of the respondents that were not satisfied, reasons included wanting better or more program resources, new art programs, and better organization. Along these lines, 62% of respondents felt that a greater variety of programs would enhance their experience of the program. On the volunteer side, 63% of respondents felt they could benefit from more mentorship, though 94% reported understanding the goals of Studio Central, and 87% reported that they understood how to support participants within the context of those goals. Out of the respondents who responded, three-quarters were still attending programs, and 69% were still volunteering for the program.

ARTBEAT STUDIO ALUMNI

On average, Art Beat alumni:

- Were more likely to have been involved with the program for more than one year (69%) as compared to non Artbeat alumni (46%)
- Were more likely to have heard about Studio Central through Artbeat Studio (61%) as compared to non Artbeat alumni (23%), but a good number of respondents still found out about it through friends or family (23%) or through other means.
- Were much less likely to live in the building or immediate area (only 8% reported living in the immediate area, as compared to 42% of non-alumni).
- Had a fairly even age-range spread across age ranges from 25-64, but no representation in the under 25 or over 65 age categories.

- Were most likely to have both attended and volunteered for Studio Central programming (54%). Another 31% attended the programming but did not volunteer. In addition, 15% volunteered but did not attend any of the programming.

Over three quarters of alumni characterized their experience transitioning to Studio Central as very or mostly positive. A higher level of satisfaction in the transition was reported by those who were both volunteering and participating (85% reported that the transition was positive, with 71% saying that it was very positive), and 100% of volunteers reported that the transition was mostly positive. Those respondents who reported that they only attended but did not volunteer had a lower level of satisfaction with the transition, with 50% of respondents reporting that their experience was mostly positive, and 50% reporting that it was mostly negative. Some of the reasons respondents cited as things that would help ease the transition to Studio Central were:

- Scheduled time for alumni classes or master classes, with alumni input into the content of these classes
- More highlights of alumni success stories
- More direction in terms of applying for grants, self-promotion, and other skills needed to assist the career development aspects of working as an artist
- Introduction to Studio Central and participation in a few Studio Central projects before the end of the Artbeat residency
- A safe walk or other safety options for respondents who feel unsafe in the area

Out of the alumni respondents who attended programs at Studio Central (including those who only attended the program and those who both volunteered and attended), (n=11), the main reasons cited for attending the programs were to support personal recovery and wellness (with 84% agreeing that this was a main reason for attending), to support general well-being (84% agreed), and to socialize (84% agreed). Out of the respondents who both attended and volunteered, 100% reported that they were attending classes to help gain volunteer experience. Seventy-three percent of respondents reported they were attending to gain skills in the arts, and slightly less than half of the respondents reported they were attending to gain employment related skills (though this number rose to 57% when considering only those who also volunteered in addition to attending classes).

In total, 72% of Artbeat alumni were satisfied with the programming at Studio Central. Of those who were unsatisfied with the programming at Studio Central, some of the things that respondents cited as having the potential to improve their experience were more organization or structure to the program, and offering classes that were geared towards artists of a higher skill level.

Out of the alumni respondents that volunteered at Studio Central (including those who volunteered only and those that both volunteered and attended programming), (n=9), the main reasons cited for volunteering were because it brings personal satisfaction (with 89% agreeing that this was a main reason for volunteering), to support personal recovery and wellness (89%), and to

support general well-being (89%). A lower number of respondents (67%) reported that they were volunteering to further their career path or employment opportunities, though 78% reported that they put their Studio Central volunteer experience on their resume.

A full 100% of alumni volunteer respondents reported that volunteering at Studio Central helped them to better understand social issues. 89% of volunteers reported that volunteering at Studio Central has helped them to expand their professional networks, and 89% reported that volunteering enhanced their personal development. A further 78% reported that the volunteer work helped them gain confidence to apply for work, and 78% reported learning new skills that they can transfer to a variety of work roles. However, a lower number of respondents in this category reported that volunteering helped them build their career as an artist (67%), or explore their career goals and interests (67%). Lastly, 44% reported that volunteering helped them gain employment, and 33% reported that it helped them return to school.

When considering the attitudes of Artbeat alumni regardless of what their involvement with the program was (volunteer, attendee, or both), 85% reported feeling more a part of society since attending Studio Central, and 85% reported that they were better able to assert themselves. Respectively, 77% of alumni agreed that since attending the program they felt better about themselves, that they are better able to develop relationships with respondents, that they can better recognize the positive things that they have done, that they feel more hopeful and less isolated, and that the experience changed them for the better. In addition, 85% reported that they gained skills in the arts since attending the program. The lowest gains were in the categories of overall life satisfaction, feelings of purpose, and interest in art as a means of supporting recovery, though almost 70% of respondents still agreed that these things have improved since attending the programs.

SUMMARY

Studio Central has an overall very positive impact across the board when it comes to measures of recovery and well-being. In total, no less than 70% of the total number of respondents reported increases in all but one measure of well-being since becoming involved with Studio Central. (Only 67% of respondents reported that they were more satisfied with their life as a whole – a tall order for any program!). Overall, 87% of respondents reported feeling better about themselves, 85% reported that their experiences changed them for the better, 79% reported being able to better recognize the positive things that they have done, 79% reported being able to better develop relationships with people and 77% reported feeling like they were more a part of society and that they felt less isolated, respectively. A breakdown of the number of survey respondents that reported gains in each category can be found in table 2, below.

Table 2. Reported Impacts of Studio Central Survey Respondents*

Impact Reported	Participated Only Group (n=13)	Volunteered Only Group (n=10)	Participated and Volunteered (n=16)
<i>I feel better about myself</i>	76.9%	90.0%	93.8%
<i>I am better able to develop positive relationships with people</i>	76.9%	70.0%	87.5%
<i>I feel more a part of society</i>	69.2%	80.0%	81.3%
<i>I am better able to assert myself</i>	69.2%	60.0%	81.3%
<i>I feel more like life has purpose</i>	53.8%	90.0%	81.3%
<i>My experiences at Studio Central have changed me for the better</i>	76.9%	100.0%	81.3%
<i>I can better recognize the positive things that I have done</i>	61.5%	90.0%	87.5%
<i>I feel more hopeful</i>	53.8%	90.0%	81.3%
<i>I am more satisfied with my life as a whole</i>	61.5%	80.0%	62.5%
<i>I feel less isolated</i>	69.2%	70.0%	87.5%
<i>I have gained new interest in the visual or performing arts as a means of supporting my personal recovery</i>	84.6%	80.0%	62.5%
<i>I have gained skills in the visual or performing arts</i>	69.2%	70.0%	75.0%

*Table represents the % of patients who responded agree or strongly agree within each of the three study groups

On the whole, participants are satisfied with the programming. In total, 83% of respondents that attended the programming (n=29) reported that they were satisfied with the programming. However, the respondents that were not satisfied with the programming reported that a lack of resources, a lack of organization and consistency in instruction, and not having a greater variety of programs geared towards different skill levels were the primary reasons for their dissatisfaction. In addition, while respondents on the whole were satisfied with the programming, 66% of respondents said that a greater variety of classes would enhance their experience at Studio Central, and around half said that they would like Studio Central to have longer hours.

On the whole, Artbeat Studio alumni were satisfied with the transition to Studio Central. Over three-quarters of alumni reported that their transition from Artbeat to Studio Central was positive. This number was especially high in respondents who were involved in volunteering (only or in addition to participating), with 90% of volunteer respondents saying that their transition was positive. However, Artbeat alumni who just attended programs and did not volunteer tended not to be as satisfied with the transition, pointing out that the programs are not geared towards artists with an already high level of skill. Overall, some of the things that alumni mentioned would contribute to a positive transition were:

- Scheduled time for alumni classes or master classes, with alumni input into the content of these classes
- More highlights of alumni success stories
- More direction in terms of applying for grants, self-promotion, and other skills needed to assist the career development aspects of working as an artist
- Introduction to Studio Central and participation in a few Studio Central projects before the end of the Artbeat residency
- A safe walk or other safety options for respondents who feel unsafe in the area

More respondents volunteer for Studio Central for personal reasons rather than career reasons or due to financial incentives. Out of those respondents who volunteered for Studio Central but did not attend programming, 100% reported that a main reason for volunteering was for personal satisfaction, and 80% reported that a main reason was to support general well-being. However, only 60% reported that they were volunteering in order to gain employment related skills. Similar results can be found among respondents that both volunteered and participated, with 94% reporting that a main reason for volunteering was for personal satisfaction, and 94% reporting that a main reason was to support personal recovery and to support general well-being. Only 62% of respondents in this category cited gaining employment skills as a main reason for volunteering. Similar trends can be found when only considering alumni, where 89% cited personal satisfaction and supporting recovery and general well-being as reasons for volunteering, but only 67% cited gaining employment-related skills as a reason for volunteering.

Volunteers reported that Studio Central helped them more with personal development than employment-related skill-building, though measures in both categories were high. An overwhelming 100% of volunteers (n=26) reported that volunteering at Studio Central helped

them better understand social issues (which was the most unanimous reported outcome), and 92% of volunteers said that volunteering enhanced their personal development. Following closely behind these items, 85% of respondents reported that volunteering helped them learn new skills that they could apply to a variety of roles, 81% said that it helped them to network, and 77% said that it helped them identify career goals and explore interests.

Though less volunteer respondents overall reported that Studio Central helped them build their career as an artist or gain employment than other measures like skill-building and personal development, those respondents that indicated that one of the main reasons they volunteered was to further their career path development were more likely to report that volunteering helped them achieve these things. Overall, 62% of the total number of volunteer respondents reported that volunteering helped them build their career as an artist, and 42% reported that it helped them gain employment, which is a good deal lower than things such as personal development and skill-building. (The percentages of Artbeat alumni that reported that volunteering helped their career as an artist or helped them gain employment was roughly the same as those that did not identify as alumni.) However, when considering only the respondents that indicated career path development was a main reason for volunteering (n=17), 82% of respondents reported that volunteering helped them build their career as an artist, and 59% reported that it helped them gain employment. These numbers are significantly higher than those respondents that did not consider career path development as a main reason for volunteering.

Studio Central encourages an interest in the arts as a means of supporting recovery. Overall, about three-quarters of respondents reported gaining a new interest in the visual or performing arts as a means for supporting recovery since becoming involved with the program. Out of the respondents who identified as participants only, 84% reported a gaining a new interest in the arts as a means for supporting recovery, the highest out of the three categories (this number increased to 90% when only considering non-Art Beat alumni).

The majority of respondents that come to the program hear about it through Artbeat Studio or via a friend or family member. When not considering Art Beat alumni, 31% of respondents heard about the program via word of mouth through a friend or family member, and this number increases to 55% when only considering non-alumni that live in the immediate area. Artbeat Studio still remains an important “feeder” organization, with 23% of non-alumni hearing about the program through prior association with Artbeat Studio. However, only 62% of Artbeat alumni heard about the program first through Artbeat Studio, which could be considered somewhat low given the great opportunity to be introduced to Studio Central during the course of their residency. In addition, 20% of respondents that do not live in the area and that are not Artbeat alumni heard about Studio Central through their proctor or care provider. Very few respondents first heard about Studio Central through the internet (only one person), and no one first heard about the program through Upbeat Artworks.

According to the data collected, Studio Central has a higher appeal among a slightly older age range, and not much representation from those under the age of 25, or over 65. If those that responded to the survey are representative of the general population that are involved with Studio Central, the median age range when considering all categories of respondents was 45-54 (with one-third of the total number of respondents falling into this category). Those who identified as volunteers only tended to be slightly older still, and 50% were between 55 -64.

Respondents have a lot of positive things to say about Studio Central! The comments that respondents made about the greatest impacts that Studio Central had on their personal growth, recovery and well-being were overwhelmingly positive. Many respondents cited social aspects of the program as one of the greatest impacts, being able to get out of the house and socialize with like-minded individuals with similar life experiences and forming connections in an accepting and positive environment. Participants also cited the ability to engage in artistic expression as having the greatest impact, and volunteers reported that teaching and sharing had the greatest impact on their well-being, including being able to use their artistic skills to work with and help develop the skills and contribute to the personal development of other artists.

Here is a sample of some of the responses in participants' and volunteers' own words about the aspects of the program that had the greatest impact on their lives:

"It is a pillar in this community and is the best place to go and be part of. My well being has improved a great deal since studio opened up its doors. Love the space."

"Continuing to be involved with the community as a whole. To continue to be more socially connected with others. It helps me to maintain my sobriety."

"An environment one can attend, made up of individuals of like minds, common life experiences (similar health concerns/challenges) which creates understanding and a shared bond that you won't likely find elsewhere."

"Seeing others develop through art and gain a better view of themselves"

"Having a place that supports creativity freedom and music resulting in a safe zone in the Winnipeg core. Learning new skills and relaxing with a cup a coffee in a welcoming space."

"It's getting me out of the house and getting me into a routine preparing me for the routine I will have to follow when I return to work. It has also made me a lot more social and has given me a place to relearn to follow direction."

"I have been introduced to art techniques that I otherwise wouldn't have known about or tried—with positive results...which have also boosted my confidence and inspired me to create art pieces at my home with very positive results. All this has made me stronger as an artist and as a person, gives me happiness and more self-esteem and strengthened the

socialization aspect of my life—I have more to share with others [over my artwork] and a general increased well-being and sense of myself as an artist or art-maker.”

“Being exposed to a variety of people with mental health challenges but who all operate with Studio Central's values of respect and kindness toward each other has taught me a lot and expanded my abilities as a stronger and more decent human being.”

FOCUS GROUP RESPONSES

Four focus groups were conducted with different segments of the Studio Central participants. The first focus group was comprised of volunteers, the second was focused on individuals that had been taking the Creative Technique classes (though there were also some participants that were also involved in instructing the Creative Technique classes). The third involved individuals that had attended the morning coffee session, and the last focus group was conducted with musicians that had performed at Café Central.

Focus group participants were recruited through Studio Central staff. Individuals and in some situations, groups of individuals (e.g. Creative Techniques, Café Central musical performers) were recruited via direct communication with them.

Gift cards were provided to participants as an incentive to join the focus groups. Participants were also required to sign permission forms to participate in the focus groups and as well to give permission to record the focus group discussions.

In total, 27 individuals participated in the four focus groups, which were held in mid July 2016. (Focus group questions appear in Appendix V.)

Due to limitations in recruiting individuals for the focus groups, there was some disparity in the nature of the participants' involvement with Studio Central within the same focus group. In addition, many people are involved with more than one aspect of the program and in different permutations, and as such it was difficult to recruit a group of people that all shared the same type and level of involvement. The result of this was that focus group participants answered questions based on their individual experiences of the program as a whole, and may not have been limited specifically to their experiences with the main theme of the focus group.

As such, unless otherwise indicated, the responses from all four focus groups have been amalgamated, insofar as that focus group was asked to comment on a particular topic. The downside to this is that it was difficult to isolate opinions and attitudes that may have been specific to a given segment of the Studio Central population, though the upside is that the diversity of the focus groups allowed for people with a wide variety of experiences to share their unique perspectives, which may not have otherwise been possible with four homogeneous groups.

The following summarizes the themes of the focus group discussion by question topic.

IMPACT ON LIFE AND WELL-BEING

The responses from the focus groups were overwhelmingly positive with regards to how becoming involved with Studio Central had an impact on their lives and well-being, and covered a broad scope of themes. One frequent theme that came up in all of the focus groups was that becoming involved with Studio Central greatly helped improved the social functioning of individuals. Many focus group participants reported that being involved with the program helped them to get out of the house and interact with other people, specifically when due to their problems or illnesses they might not have wanted to leave their house at all. Participants said that it decreased their feelings of isolation, and allowed them to interact with people from different walks of life that at the same time had similar experiences of mental health problems and illnesses. Many participants said that Studio Central has made them feel like a part of an accepting community, and that they felt a sense of belonging. It was also mentioned that these relationships extend beyond the doors of Studio Central into the wider community.

Many focus group participants also commented on the positive impact that their involvement with Studio Central had on their well-being. One aspect that was frequently mentioned by participants was that their involvement with Studio Central improved their self-esteem, and that the program helped them believe in themselves, feel good about themselves, and that it felt good to have other people recognize the positive changes in them over time. Some participants mentioned that the program increased their morale and boosted their mood, whereas others said that the program helped them to achieve equilibrium, mentally, physically, and spiritually. Others cited an increase in mental stability, and increased levels of functioning.

Focus group participants also repeatedly commented on the impacts that the creative aspects of the program had on them, reporting that Studio Central helped them to explore their creative side and engage in artistic expression. Some participants mentioned being involved with the program allowed them to let out their emotions through their art, or that it helped them connect with themselves. Others said that it just felt good to have the opportunity to do something new and creative. Many participants commented that doing art helped them relax. Some also commented that the ability to create something beautiful uplifted them and made them feel good about themselves.

THE ROLE OF ART

Focus group participants were asked to discuss how the role that art played in their lives changed as a result of their involvement with Studio Central. The variety of answers was widespread, though the large majority were positive in nature. Some participants mentioned that they had more of an eye open for art in everyday life, for instance that they were more likely to pay attention to art they encountered in the community or that they were more likely to see creative uses for objects. Along these lines, one person said that the exposure to art made “life more

vivid.” Some focus group participants said that they felt more challenged with regards to artistic practice, for example some participants said they practiced new forms of art that they wouldn’t have before. Similarly, some said that they didn’t practice art at all before coming to the program, and now they could do so without being judged or criticized. Other participants said that it gave them more confidence and motivation to pursue art or that it helped them get back into the habit of practicing art. On the other hand, one person said that the pressure of feeling like they have to do produce something can feel bad sometimes, though many participants said that the act of practicing art at Studio Central felt more relaxed and calm than artistic experiences prior to the program.

SENSE OF COMMUNITY

An overwhelming majority of the focus group participants had incredibly positive things to say about the community at Studio Central. Often described simply as “wonderful,” Studio Central was frequently characterized as a warm, welcoming, encouraging and respectful environment where people feel valued and supported. The people in the Studio Central community were described as diverse and coming from all walks of life, while at the same time sharing commonalities that united them. One participant mentioned that some of the people attending the programs can feel a little intimidating, though by and large participants expressed that people were generally friendly and helpful.

PERCEPTION IN THE COMMUNITY

When asked about the general perception of Studio Central in the wider community, most focus group participants expressed that Studio Central is not very visible, even within the immediate community or the building. Some participants mentioned that while some people know that Studio Central is there, what it actually does remains a mystery to them. Some participants said that while some people do stumble across it (sometimes by accident), there are other people in the building that don’t even know about Studio Central’s presence in the building. Of the people who do know about Studio Central, some participants said that they have heard good feedback from people in the community and that some people are even amazed and want to participate. At the same time, many participants also said that Studio Central still faces some stigma from people who are put off by the association with mental illness. At times, that stigma can transfer to the people who are involved with Studio Central, and one participant said that they did not tell people about the mental illness aspect for this reason.

VOLUNTEER SKILLS AND CAREER GOALS

Only the participants in the focus group that was geared towards volunteers were asked about the impact that Studio Central had on their skills and career goals. One of the main skills that the focus group participants cited as improving as a result of their involvement with Studio Central was their

interpersonal skills, including communication and social skills, not getting upset with people, and simply being able to talk to people better on the phone. Many participants said that Studio Central helped them to achieve their career goals by giving them confidence to apply for jobs, and the motivation to even to be able to get up in the morning. Some participants cited specific examples of success. For example, one participant said that they were able to write a book due to the motivation they felt as a result of their involvement with Studio Central, and another said that a board member was considering buying one of their paintings.

SUGGESTIONS AND IDEAS FOR THE FUTURE

Many focus group participants had suggestions or ideas for things that they would like to see the program incorporate. At the same time, several participants did not comment and thought that Studio Central already “gives a lot,” and is doing well the way it is. Out of the participants that did make suggestions, there were not many clear themes or repeated items, though one recurring theme was that participants wished for more opportunity to provide input into the program. In addition, some of the things that participants mentioned were:

- Addressing accessibility concerns, such as making the washroom accessible, ensuring the floor wasn’t slippery, and fixing the outside buzzer.
- Having more opportunities to engage and celebrate volunteers, including continuing to hand out certificates of recognition and more opportunity for a variety of volunteer jobs.
- Further or more advanced volunteer training, for example with regards to computer skills.
- Plugging into some other programs in the area, encourage more people to volunteer, and expand to operate in a few different locations.
- Creating more opportunities for newer musicians to participate in the Café Central performances.
- One proctor that was sitting in on the focus group said that she wished there were more creative expression classes in the morning, so that she could bring her morning clients to the program.
- An artist that had been participating for a long time wished for more personal invitations with regards to participating in larger projects.
- One artist mentioned that the art catalogue where participants could showcase their art for sale was down, and that having it up again would help support them in their career as an artist.

SUMMARY OF HIGHLIGHTS

- The most common impacts that being involved with Studio Central had on focus group participants’ lives were increases in social functioning and feelings of inclusion, increases in well-being (specifically in regards to increases in self-esteem and overall mood), and the ability to engage in artistic expression and express themselves emotionally through art.

- The changing role of art in people's lives since involvement with the program varied across focus group participants, though nearly all of the changes were positive in nature. Many of the comments had to do with art becoming more of a part of participants' everyday lives. In addition, many participants reported experiencing an increase in the amount or variety of artistic practice that they engaged in, due in part to the ability to explore their creative sides in a non-judgmental and relaxing environment.
- The atmosphere at Studio Central was overwhelmingly described in positive terms, and was most frequently characterized as welcoming, warm, encouraging, supportive, and as a place that made participants feel respected and valued.
- Many participants expressed that Studio Central is not very visible, even within the immediate community or building. Though some participants said that the people who do know about it are interested and want to participate, others are still put off by the program's association with mental health.
- The main skills that volunteers reported gaining as a result of their involvement with the program were interpersonal skills, and the main way that Studio Central supported their career goals was by providing them with confidence and motivation.
- Though participants in the focus groups seemed happy with the Studio Central program, many had ideas about things they would like to see happen in the program, and wanted more input or opportunity to share these ideas.

KEY COMMUNITY PARTNER INTERVIEWS

Studio Central senior management was asked to identify several community organizations with which they have partnered. To this end, face to face interviews were held with representatives from four community organizations that have been key partners with Studio Central on various projects or programs over the past several years: Mosaic Newcomer Family Resource Network, Transcona Springfield Employment Network Inc., Knox Centre, Knox United Church, and Central Park Neighborhood Association.

All four of the community partners reported being aware of, and having partnerships with, Studio Central for several years, some since its inception.

Key community partners were asked to respond to several questions related to topics such as the impacts that they have observed in the community as the result of Studio Central's presence, awareness of Studio Central in the community, perceived barriers to attending Studio Central programs, and what Studio Central could do differently in order to continue to improve the impact it is having in the community. A full list of community partner interview questions appear in Appendix VI. The following summarizes the responses received by interview question topic.

EXAMPLES OF COLLABORATIONS

Several examples of collaborations between the community organizations and Studio Central were identified through the community partner interviews. "Distance From A – B" was identified as a very powerful art project which was held in Central Park and was facilitated by an artist from the Ivory Coast (Tibebe Terffa). The project involved flinging of paint at a canvas (by locals in the park). Another important project mentioned was the photovoice research project conducted by Master's level student University of Manitoba Social Work student entitled "Breaking barriers: Exploring Immigrants and Refugees' Perceptions and Access to Mental Health Services in Winnipeg". The purpose of the project was to gain deeper knowledge of the realities and lived experiences of immigrant/refugee individuals who have or is dealing with mental health problems. Organizing Canada Day events; community yoga, art, and music programs; organizing community connection events, such as community concerts; connections in music, food, and the arts through community pop up cafes; writing letters of support for each other; having membership on the CPNA Board, and training Studio Central staff on inclusiveness were mentioned as some of the key partnerships that have been positive, meaningful, and successful over the past several years.

UNDERSTANDING OF STUDIO CENTRAL'S MISSION

The community partners interviewed had some understanding of the mission of Studio Central. They all understood Studio Central to be a part of Artbeat Studio and one mentioned that artists

from Artbeat Studio can be instructors of art. One partner described Studio Central as a “mental health service” whose purpose it is to get people back into life, get them interacting with people, and help them to expand their interests. Another described the mission of Studio Central as offering a place where people with mental illness “can express themselves in a non-judgmental environment and in a creative, comfortable, informal open space”. Yet another understood Studio Central’s mission to offer a form of art therapy for people with mental illness and addictions; an open safe place for artistic expression.

CHANGES IN THE COMMUNITY DUE TO STUDIO CENTRAL’S PRESENCE

Community partners reported some very positive changes in the community and within their organizations that they attributed to Studio Central’s presence in the community. Some of the common themes noted by the partners interviewed were as follows:

- There are now signs of creativity in the community. Prior to Studio Central, there was no public art in the neighborhood.
- There are not a lot of programs and activities in the Central Park community that are not geared toward basic necessities and service provision. Studio Central is a bright light that brings creative energy and activity to the park and neighborhood.
- Individual impacts have been noticeable. Clients from some of the organizations that did not previously understand the value of art and creativity now do. There were several individual examples of people having a greater sense of pride in artwork that they have created and individuals that have been in low places who are now singing, writing, performing, and opening up in conversation.
- Mentorship across agencies has been very positive and therapeutic for clients, volunteers and staff.

Unanimously, community partners voiced that Studio Central’s presence has greatly enhanced the community in a number of ways.

BRIDGING DIVERSITY

When asked about Studio Central’s impact in terms of bridging diverse groups, two of the partner organizations noted a positive impact in terms of integrating people with mental illness with other client groups and within the broader community. One commented that their own and Studio Central’s client groups were previously segregated and wouldn’t have come together if it wasn’t for Studio Central’s inclusive approach. Another partner commented that Studio Central is always seeking diverse partnerships, whether it is doing art with seniors, or bringing art to various sites in the community. One of the partners also highlighted the concerts in the park as an activity that draws a diverse audience.

One partner noted that Studio Central had indicated an interest in drawing greater cultural diversity to its programs, but it was unknown to the partner as to how this was progressing.

REDUCING STIGMA

All of the community partners commented that they felt that Studio Central was reducing stigma of mental illness by “opening up” a vulnerable population and showing what people are capable of doing. From the store in Portage Place, to the art shows and community events, to the very nature and character of Studio Central itself, it was felt that Studio Central was shedding light on important issues regarding mental health and mental illness. One partner put it this way: Studio Central “leads by example to disregard stigma via their ambiance and the environment.” This community partner indicated that they were personally educated and helped to “get over stigma around mental illness” through their interactions with Studio Central.

PROMOTING DIALOGUE AND SOCIAL INTERACTION IN THE COMMUNITY

One community partner noted that events such as concerts in the park and the art projects in the park were good examples of how Studio Central promotes dialogue and social interaction in the community. It was mentioned that events are well advertised and are genuinely open to anyone. Another community partner indicated that they can see the bonds that have formed in the community through events that Studio Central has led and/or been involved with.

INSPIRING PERSONAL AND COMMUNITY PASSION IN THE ARTS

Three of the four community partners interviewed articulated that Studio Central has significantly inspired students, staff, volunteers, and clients of their organizations in terms of passion in the arts. Specific examples were given in this regard, including a student that was involved in the photovoice project, staff that have participated in Creative Techniques sessions, and clients that had not been previously inspired in this regard, who are now very proud of their work. One community partner indicated that they believe Studio Central “is inspiring and changing the way people think about the community and rejuvenating the neighborhood.”

One community partner felt they were not close enough to a broad range of Studio Central’s programs to be able to comment on this topic.

COMMUNITY AWARENESS OF STUDIO CENTRAL

Two community partners indicated that they do not think that there is great awareness of Studio Central in the community, unless people live in the building in which it is operated. One community partner commented that all organizations in the area, including Studio Central, need to do better marketing to build awareness. Another community partner felt that people in the community are aware, but that some may be isolated or not interested so don’t search it out. This

partner also noted that some people don't know about Studio Central's focus on people with mental illness, but they attend regardless. Along the same lines, another partner indicated that their staff is aware and that their clients see it as an art club/group.

BARRIERS TO ATTENDANCE

Several barriers to attendance at Studio Central were noted by the community partners interviewed, as follows:

- Lack of childcare - 90% of the parents who are clients of one of the organizations need childcare when attending programs.
- Cultural gap – people may not feel that art is a priority in their lives as they are just getting survival needs met. As well, people may not feel comfortable because of their cultural philosophies and customs. It was suggested that the best bridge for this is to have someone who worked in both organizations introduce them to Studio Central as it may feel safer, and more familiar if someone is speaking their language, etc.
- Physical access to Studio Central is tricky - there is no front signage, no main floor visual, and the enterphone system is problematic, especially in the winter (the numbers stick, for example).
- Personal barriers – some people may have their own social issues or personal issues that might keep them from attending.
- Limitations to the number of people that can attend a class - one organization noted that they have a list of people who are interested in participating, but the community class is full.

INSPIRING STORIES

Each community partner was asked to reflect on a particular story or event that inspired them about Studio Central. The following summarize their reflections in this regard:

- The project "*Distance from A – B*" was seen as a perfect way to engage the community, to break down the barriers, and to promote diversity. People thoroughly enjoyed it. It was fun and a unique way in which to transform a blank canvass into something beautiful.
- A client who is very good artist but was shy and didn't have self confidence painted a picture that is now on display at the organization.
- Artbeat and Studio Central events are fantastic, jam sessions very "cool", everybody is peaceful, happy, comfortable, and safe. The general day to day engagement is inspiring.
- Ernie and Lucille coming in from Carmen all the time and their dedication to the organization is inspiring. They are visionaries! Because of the way that Ernie guides organizations and helps them grow, many in the community look to Ernie for leadership.

WHAT COULD BE DONE DIFFERENTLY

The most common response from partners about what Studio Central could do differently was that Studio Central is having such an impact on the community that they would like to see Studio Central do more of what they are doing - more public art events, more displays, have a presence in more buildings, increase the capacity of their classes, noting that the neighborhood needs more opportunities like this. One partner suggested joining forces more to have additional drop in community base events, such as weekly cafés or open, impromptu events in the community. Community partners all indicated they would be interested in having Studio Central have a greater presence in their organizations and/or continued partnerships on projects and events.

ADDITIONAL COMMENTS

“Very professional and unique; staff have been helpful. A positive experience all around.”

“It has been a great partnership. Very therapeutic for clients dealing with stress”

“We need to partner more – need more meeting places, engagement around music, art, food.”

SUMMARY HIGHLIGHTS OF KEY PARTNER INTERVIEWS

- Community partners that were interviewed view Studio Central in a very positive light and as a very capable, collaborative, and “visionary” partner.
- Studio Central is primarily perceived by community partners as a mental health service/program and its link to Artbeat Studio seems to be well understood.
- Studio Central is seen as having a significant impact in the community by promoting interactions in public spaces and by increasing community participation through its programming and through its various celebrations and events.
- Community partners were unanimous that Studio Central was reducing stigma of mental illness in the community and across partner organizations.
- Several examples were provided by community partners that demonstrated Studio Central’s unique ability to envision and inspire dialogue and interaction in the community.
- There is a sense that there is not a broad awareness of Studio Central and all it has to offer within the community.

- There are some barriers that may be keeping people from attending Studio Central programs, ranging from daycare availability and cultural gaps, to the enterphone system.
- Community partners want to see Studio Central do even more of what they are doing, within their own organizations and within the broader community. All are keen to continue to grown their partnerships with Studio Central.

STAFF CONSULTATION MEETING

A consultation meeting was held with three Studio Central staff (two that were current at the time and one previous) who had spent varying lengths of time working for the organization, ranging from 2 and a half months to 4 years.

Staff were asked to respond to several questions related to topics such as intended impacts, partnerships, barriers, and operational/sustainability challenges. A full list of questions posed in the consultation meeting appears in Appendix VII. The following summarizes the responses received by question topic.

INTENDED IMPACTS OF STUDIO CENTRAL

Staff were asked to identify the intended impacts of Studio Central. Key themes that emerged through discussion included the following:

- Building community and relationships in a positive environment;
- Reducing isolation and increasing socialization for people with mental illness and beyond;
- Keeping people engaged and busy;
- Providing opportunities for creative expression in a non-judgmental environment; and
- Providing experience teaching and career path development.

One staff person noted that art has an impact on people's state of mind in the community, citing one participant who saw a particular piece of Artbeat artwork at the Crisis Response Centre that got her through "the darkest of days".

Another intended impact noted by a staff person is to provide financial incentive to people within the immediate building via volunteer work.

SPECIFIC EXAMPLES OF IMPACTS

Each staff person was asked to provide a specific observation about the impacts that Studio Central has had on individuals and the community. Those observations were as follows:

- A support worker who attends Studio Central with a participant remarked to a staff person that he "didn't know he (his client) had it in him" to create the kind of art he did, but he put it on his wall and is so proud. Discovering of new abilities like this is also observed in harmony workshops, where people who never thought they could perform are up on stage. Being a part of community and having support helps people who are shy "come out of their shells".

- It is easy to see the impacts that Studio Central has on individuals when someone comes in and talks about their mental illness. Studio Central is a safe place where people can talk openly about their illness, especially about the stigma of psychosis, as “there is no stigma at Studio Central”. Studio Central is a “pearl in the oyster”, referring to the positive environment of Studio Central in the context of the challenges that people have within the environment of the building and the broader community.
- People who would drop by only for coffee are now are onstage, volunteering, etc. People come and go, but they know the door is always open when they are ready to return and they usually do return, which demonstrates the impact that Studio Central has on individuals’ lives.

OPPORTUNITIES TO ACHIEVE IMPACTS

Staff stated that there is so much need in the neighborhood and so many opportunities to continue to impact the community, but it is uncertain how to focus those opportunities. Partnerships were viewed by staff as the greatest opportunity for Studio Central to continue to achieve its intended impacts. Through the community concert and similar events, staff felt that people get a better idea of what Studio Central offers. The Central Park Neighborhood Association was specifically identified as an organization with an “open heart” and that the growing partnership with them was very positive.

Staff reflected that it feels to them like Studio Central is reaching only a small part of the neighborhood. One staff felt that a key intended impact is to build community and that there was a greater need to connect more with the community. The need to involve new immigrants was identified, noting that the population participating at Studio Central does not reflect the diversity of the neighborhood.

BARRIERS TO ACHIEVING INTENDED IMPACTS

Several barriers were noted by Studio Central staff, as follows:

- Money, time, and manpower were unanimously seen as key barriers for the organization. Staff noted the challenges implicit in promoting Studio Central more broadly and expanding the volume of participants because of capacity issues.
- Staff commented that the organization may have too many roles and too many goals and wondered whether the mission is too broad for the organization’s resources. It was noted that it is very easy to go in different directions and easy to step outside of the umbrella of the mission.
- Associated with the above, it was suggested that the organization needs to think about what impacts various events should have and refine projects to achieve specific results that align with the mission. It was suggested that the intended impacts sometimes get lost in the expansion to do more projects and events.

- Barriers to day to day operations were mentioned briefly. A perception of a lack of autonomy for front line staff was seen as a barrier to staff in their roles.
- It was suggested that Studio Central doesn't have the ability to offer programs for youth as there is no space or means for children to attend, (however it was noted that they could offer youth programs in the community).
- It was also noted that there have been instances where Artbeat alumni do not want to attend Studio Central because of the stigma of the area. The hurdle to overcome is initial perception of the community. One staff indicated that funders also are reluctant to come down to see the space and that it doesn't scream "fund me".

SUSTAINABILITY AND OPERATIONAL CHALLENGES

Funding was identified most prominently as a sustainability challenge. Another key aspect affecting future sustainability is the potential that the key "organizers" could potentially retire. Succession planning was noted as a key priority to consider in this regard.

Ensuring staff have manageable roles was mentioned as affecting sustainability into the future. Staff felt that their roles have gotten heavier over time and they are often overwhelmed by their workloads. In addition, there is continual training of new staff as positions are for one year at a time and people are often looking for more permanent employment. It was noted that it makes it hard to grow with not a lot of long term staff.

One additional operational challenge was what was described as sudden switches in direction/vision including unexpected duties or sudden projects. What was perceived by staff as "changing the course" has been challenging for staff. Staff articulated that the vision is sometimes blurry and how some projects intend to achieve the mission is blurry as well.

OPPORTUNITY FOR CAREER DEVELOPMENT

Staff expressed that their roles gave them a lot of diverse experience. From putting systems in place, to human resource "working with people" experience, to organization and managerial skills – working at Studio Central was described as a good stepping stone for people interested in community development.

SUMMARY HIGHLIGHTS FROM THE STAFF CONSULTATION

- Staff have a well rounded understanding of the intended impacts of Studio Central and had many examples that demonstrated how these impacts are being achieved.

- Staff recognize that the needs of the community are abundant and they see ongoing and also “yet untapped” partnerships as the greatest opportunity to continue to achieve the intended impacts.
- Time, money, resources and stigma were identified as the biggest barriers to Studio Central growth. It was suggested that focused and intentional planning grounded in Studio Central’s mission could assist in staying within the organization’s current resource capacity.
- Succession planning for the organization’s leaders, funding and staffing were identified as the key concerns around sustainability of the organization.
- Staff seemed to appreciate the diverse experience that Studio Central gives/gave them, in particular from a community development perspective.

SENIOR MANAGEMENT INTERVIEW

A face to face interview was held with senior management of Artbeat Studio – Studio Central (i.e. Ernie, Lucille, and Nigel Bart). Questions focused on topics such as intended impacts, opportunities, barriers, vision for the future, and sustainability challenges. A full list of questions posed in the consultation meeting appear in Appendix xx. The following summarizes the responses received by question topic.

INTENDED IMPACTS OF STUDIO CENTRAL

The senior management group identified social inclusion and purpose, (always with a mental health and recovery lens) as being the key intended impacts of Studio Central. In addition, a key intended impact is to provide Artbeat Studio alumni an opportunity to be ambassadors and to talk about their experience as a meaningful next step in their career paths. The need to try to stay true to the urban art centre mission was articulated as well.

It was also stated that part of the intended impacts depends on what the community wants to do. The organization is always seeking opportunities to generate projects. The population of the neighborhood is needy and there is a feeling that the organization has to accommodate everyone and show them they matter.

“Mission creep” was also mentioned with some concern by one of the management team in regards to generating more work and more projects in the community when staff and management are stretched already. It was also expressed that the focus of Studio Central projects is not specifically on mental health, which is a challenge from the Artbeat Studio mission perspective. It was suggested that the organization not take on more and more; that there is a need to focus to a point where the organization is managing again.

VISION

Initially, the vision was to have small Artbeat Studios in every community to promote career path, technical skills, community development, cultural enrichment, and also to provide students coming through a glimpse into what a recovery site model might look like. Unfortunately, there isn't the infrastructure and funding/staff to expand in this way. It was further articulated that the mission statement is true to the current vision.

COMMUNITY PARTNERS

Senior managers felt that there are many opportunities for community partnerships. There is a lot of outreach done (by Ernie) to establish partnerships and determine the direction those partnerships will take. One of the goals of partnerships is to share cost but it was noted that cost sharing doesn't usually end up happening.

Senior managers also noted here that it is a struggle to figure out how to fit into specific communities of people such as refugees.

SUSTAINABILITY AND OPERATIONAL CHALLENGES

The greatest sustainability challenge identified by the senior management team is financial. It was noted that the organization can often get funding for community projects but core funding is not there. Staffing was identified as a sustainability concern as well, noting that staff turnover is a problem, which in some situations reflects burnout, and in others reflects year to year funding of the organization. The organization is always training new people.

An additional concern is that Ernie currently volunteers a significant number of hours a week at Studio Central. This is a significant sustainability concern for the organization and it is recognized that a succession plan for Ernie needs to be considered in the event of retirement.

The management team articulated that there is no sustainability concern from the perspective of demand - people are coming to Studio Central and its events, and there is ongoing demand for programming.

In terms of operational challenges, it was noted that there are some tensions in terms of the managerial operations at Studio Central. The management team feels that staff always look to senior management to undertake operational management.

BARRIERS TO ACHIEVING INTENDED IMPACTS

The management team talked about a loss of staff which equates to a loss of experience which can be a barrier to continuity and momentum of the organization.

The management team noted that "lived experience" helps get at some of the barriers in terms of people attending, but it takes time, sensitivity, etc.

It was acknowledged that it is a challenge to keep Studio Central "in scope" while also expanding and leaving room to adapt.

OPPORTUNITIES TO ACHIEVE INTENDED IMPACTS

Senior management indicated that there are many partners that are potential supporters - people and organizations in the community – and that there is lots of exploratory work going on right now. It was noted that the opportunity for partnerships is not maxed out yet, but needs to be managed better. The desire to double the organizations that they reach was expressed within the meeting, but at the same time, there is also a desire to stop and reflect on what has been done to date. One of the senior managers spoke about wanting to “meet the right people who want to support mental health and art”.

Maintaining things is hard and the building in which Studio Central operates is reaching capacity but with outreach, their programs are fluid, which presents ongoing opportunities.

CURRENT HIGHEST PRIORITIES

When asked to comment on the current priorities of Studio Central, the opportunity to provide volunteers and staff with great acknowledgement for what they do in a way that is valuable to them was identified as a top priority.

Finding a better way to ease the transition for Artbeat alumni from Artbeat to Studio Central was also described as a key priority. Through discussion, it was apparent that there is a desire to keep the Artbeat Studio brand strong.

Looking at evaluation outcomes to determine what is working or not working and determine what can be sustained or not was also seen as a priority.

SUMMARY HIGHLIGHTS OF SENIOR MANAGEMENT CONSULTATION

- Senior management have a clear vision in terms of the desired impacts of Studio Central, but also added that desired impacts are somewhat determined by the community’s needs.
- Senior management acknowledge that the needs of the community are great and that they have a desire to accommodate these needs, however there was some concern expressed about overextending their resources and needing to have more of a focus.
- Community partnerships are considered to be the greatest opportunity for Studio Central to achieve its intended impacts and grow in the community. Partnerships are not maxed out yet, but need to be managed and focused.
- Being culturally relevant and responsive to the community was identified as a challenge.

- Consistent with feedback from the staff, funding and staffing were identified as the top sustainability challenges for Studio Central. It was also noted that succession planning for Ernie needs to be considered within the context of sustainability.
- Knowing both the needs and opportunities that exist within the community, and having the desire to expand Studio Central's impact in the community seems to give rise to a struggle in terms of staying in scope and operating within existing resources.
- Current priorities include recognizing volunteers, promoting a positive transition of Artbeat alumni to Studio Central, and reviewing the evaluation outcomes and determining the next course of action based on those outcomes.

BOARD MEMBER SURVEY

A board member questionnaire was emailed out to Artbeat Studio Board members. One reminder email was sent approximately a week after the initial survey was emailed out. Three Board members responded with one of those declining to complete the questionnaire given their limited experience with Artbeat and their newness to the Board.

The following summarizes the feedback received by two Board members. Questions again focused on intended impacts, opportunities, barriers, sustainability challenges, and “what next” for Studio Central. A full list of questions posed in the consultation meeting appear in Appendix VIII. The following summarizes the responses received by question topic.

INTENDED IMPACTS OF STUDIO CENTRAL

Board members that responded to the survey were clear that Studio Central is a place for Artbeat alumni to go and continue their journey with art and healing/recovery and a place to help them to continue to pursue a career path in art. As well, they understand Studio Central to be focused on providing broader support, empowerment and outreach to the community at large.

These Board members felt that Studio Central has been successful in achieving its intended impacts and it is their perception that the organization excels at community projects and engagement. One Board member noted that they are “always amazed by the energy shown by the Studio Central team, perhaps in part due to the belief among staff, volunteers, and participants that there is always more that can be done to provide these services and support structures” to the community.

One Board member suggested that Studio Central is somewhat limited in how they assist people with career path development, specifically referencing that the location and perhaps the demographic of people attending Studio Central on a daily basis “limits the potential to be an arts focused environment of all levels of talent.”

It was further noted that there is some “brand confusion” around Studio Central which makes it difficult to market and fundraise for as the goals and objectives are not as clear with Studio Central as they are with Artbeat Studio or even Upbeat Artworks.

EXAMPLES OF IMPACTS

Board members that responded to the survey indicated that they have seen the impacts of Studio Central firsthand. One who attended the volunteer appreciation event remarked that the volunteers were honored to be recognized, and that “you could see how proud they felt to have

contributed to a meaningful organization.” Both Board members also remarked on seeing the impacts at the community events that have been held, such as the recent community concert at Knox Unite Church that included a meal, art exhibit, and music. Beyond these larger events, one Board member noted conversations that have occurred in which Alumni and community members have spoken directly to the benefit that they have personally derived from their interaction with Studio Central. These conversations included two individuals noting that they may not be alive had it not been for Artbeat Studio/Studio Central providing them with the support that they needed during a vulnerable time in their lives.

OPPORTUNITIES TO ACHIEVE INTENDED IMPACTS

Board members that responded to the survey identified the greatest opportunity that exist is through enhanced community engagement and by “teaming up” with the community. It was suggested that the Studio Central model provided many opportunities to involve and engage the broader community toward its intended impacts.

It was also noted that providing the opportunity for Artbeat alumni to participate and engage in the Studio Central community on an ongoing basis is an important opportunity.

BARRIERS TO ACHIEVING INTENDED IMPACTS

Similar to staff and senior staff, limited resources (time, skill, energy, and finances) was identified as a constant challenge for Studio Central.

Location, and operating more as a drop-in centre for those living in the building who may or may not have physical or mental disabilities vs operating and providing a space for Alumni and other artists to achieve the mandate of healing and empowerment through creative endeavor.

DIRECTIONS FORWARD

When Board members were asked where they would like to see Studio Central go next, the following were the responses received:

- Would like to see some measurable objectives/goals set for Studio Central beyond the vision and mission. The mission is good, but it can be vague when trying to plan strategically. “Small and bigger-scale goals that are able to be measured would be helpful not only to execute and plan off of moving forward, but also when trying to market and fundraise.”
- Queried as to whether Artbeat/Studio Central/Upbeat have grown too fast and too far as resources become stretched. But then when one considers the positive impacts of Studio Central it can feel as if we have not grown far enough – either through the offering of

more services, or by providing additional depth to the existing array of programming/support.

SUSTAINABILITY CHALLENGES

As was heard from staff and senior staff, funding, time, skills and energy were all mentioned as sustainability challenges, as was succession planning for Ernie and Lucille.

The “one-year, one-time” funding model for a studio operations position, typically results in losing the staff member before funding is secured again, which impacts continuity and momentum within the programs.

It was noted that any growth will require acquiring more resources, which could potentially be achieved through partnerships.

OPERATIONAL ISSUES

It was suggested that the mission, vision, marketing material, social media platforms, etc. be reviewed to make sure it is all still relevant for the target audiences.

SUMMARY HIGHLIGHTS FROM BOARD MEMBER QUESTIONNAIRES

- Board members are clear that the mission of Studio Central is to provide Artbeat alumni with opportunities to continue on their journeys with art and healing/recovery and to engage and support the community at large.
- Board members seem to perceive Studio Central in a very positive light in terms of achieving their intended impacts, although there may be some question about the ability to promote career path development for people of all levels of talent.
- Clearly articulating goals and objectives of Studio Central may further enhance marketing and fundraising.
- Consistent with staff and senior management, partnerships and teamwork are perceived to be the greatest opportunity to achieve their intended impacts. Board members also felt that supporting Artbeat alumni to participate in Studio Central was also an opportunity.
- Limited resources (time, staff, funding and energy) is a constant challenge for Studio Central and is a sustainability concern. Succession planning for Lucille and Ernie will need to be considered.
- Any growth will require additional resources, either through partnerships or otherwise.

CONCLUDING REFLECTIONS

The findings of this descriptive program evaluation demonstrate that Studio Central has clearly established itself as an effective and collaborative project that is contributing to the lives of individuals in meaningful ways and to the vibrancy of the community in which it operates. As part of this evaluation, participants, volunteers, Artbeat Studio alumni, community partners, staff and Board members have all reflected on the personal impacts that Studio Central has made over the past four years, as well as the impacts it has had in the broader community - and the news is good!

Studio Central has been successful in addressing the three specific elements of its mission statement over the past four years. The mission statement calls for a focus on community-based participatory arts, career path development, and community development. The current evaluation findings demonstrate significant advancement in each of these areas, while also establishing Studio Central as a key agent of change within the community and in individuals' lives. These advancements also align well with the desired short term, medium term, and long term outcomes indicated in Studio Central's logic model.

A re-cap of these advancements are as follows:

- Since attending Studio Central, participants involved in the evaluation overwhelmingly reported increases in social functioning and feelings of inclusion, increases in well-being (specifically in regards to increases in self-esteem and overall mood), and increased ability to engage in artistic expression and express themselves through art as a means to support their personal recovery. People described being able to get out of the house and socialize with like-minded people with similar life experiences in an environment that is open and positive as an important impact in their lives because of attending Studio Central.
- Studio Central volunteers involved in the evaluation unanimously reported that volunteering at Studio Central helped them to better understand social issues, and had enhanced their own personal development. They also described feeling better about themselves, feeling more hopeful, gaining new interest in the arts to support their personal recovery, and feeling that life has more purpose since volunteering at Studio Central. Volunteers also reported that volunteering at Studio Central had significantly helped them identify their career goals and helped them to learn new skills that they can transfer to a variety of work goals. For many, volunteering at Studio Central helped them gain employment or return to school.
- Artbeat Studio alumni volunteers involved in the evaluation also unanimously reported that volunteering at Studio Central helped them to better understand social issues. Since being involved with Studio Central, they described having expanded their professional

networks, having enhanced their personal development and having gained confidence to apply for work. For some, with the support of Studio Central, they have gained skills in the arts and built their careers as artists, have explored their career goals or gained employment or returned to school. Many also reported feeling more a part of society, feeling better about themselves, feeling more hopeful and less isolated, and that the experience changed them for the better. Those alumni that volunteered felt that teaching and sharing was the aspect of volunteering that had the greatest impact on their well being.

- Community partners described many powerful events in the community that Studio Central has led and/or on which Studio Central has partnered. Recognizing that Studio Central brings something unique and hopeful to a community in which people are struggling just to secure the basic necessities of life, community organizations want to see Studio Central expand and are also keen to continue to grow their partnerships with Studio Central. By envisioning, leading, and inspiring art, interaction, and dialogue in a community where public art and creativity didn't previously exist, Studio Central is seen as a catalyst for change and a beacon of light within the broader community.

Notwithstanding the above, the evaluation pointed to some important factors that Studio Central may want to consider as the project continues its way forward. The following outlines those factors and presents some suggested directions to consider.

SUGGESTED DIRECTIONS: PROGRAMMING

ENGAGING OTHER KEY POPULATIONS

Though focus group participants did describe the community at Studio Central to be “diverse,” certain key segments of the population are underrepresented at Studio Central. For instance, both staff and senior management recognized that the community of participants at Studio Central does not reflect the diversity of the neighbourhood, and that the program needs to do more to engage new immigrants. Along these lines, a community partner mentioned that sometimes there is a cultural gap that prevents new immigrants from getting involved, due to the lack of art as a priority when survival needs are just being met, or that their cultural philosophies and customs may prevent them from attending.

As well, if the survey can be taken as an accurate representation of Studio Central’s general population, the young adult population (those who are 18-25) is also underrepresented.

Of additional interest is that while a fair number of survey respondents were from 444 Kennedy or the immediate neighbourhood (42% of non-Artbeat alumni, assuming that the survey respondents were representative of the broader Studio Central audience), many focus group participants expressed that Studio Central is not very visible, even within the immediate community or building, and that many people do not know what it does or that it is even there. Since it is Studio Central’s intent that community members in the immediate area are the target audience of the program, it may be that more can be done to ensure that at least a large majority of this audience is aware of their presence in the community.

As it is part of Studio Central’s mission to provide art programming that ‘contributes to dialogue and development of the unique community cultural fabric,’ and to build community, then it is important to try to find ways to involve segments of the population that are constitutive of that cultural fabric and to continue efforts to engage the youth of the community as they are the future of the community. Furthermore, it may be important to further understand why the majority of participants are not from the immediate area in which Studio Central operates.

The following are some suggested directions that may be considered:

- Studio Central may want to further define its target audience with respect to the mission statement (within the context of the program’s priorities and existing capacity).

- Depending on the the above, and within the context of determined priorities, Studio Central may want to increase efforts to reach out to individuals from culturally diverse backgrounds. The following are some ideas that might serve to assist with this goal:
 - Work to identify an individual that is involved with both Studio Central and another cultural organization who could act as a bridging member to introduce new people to the program.
 - Along similar lines, key volunteers could be recruited from within this population to act as ambassadors and bridging members for the program.
 - A social “meet and greet” event could be held on a semi-regular basis, where members from other key organizations are invited to the Studio as a group, which may make them feel more comfortable coming to the space for the first time.

- Further efforts could be made to provide classes or opportunities to practice culturally diverse forms of artwork, and facilitators for the creative technique classes could be recruited from within this population.

- Further efforts could also be made to partner with agencies that serve young adults (18-25) in the community to engage with youth toward the mission of Studio Central. Similar to the above suggestions in regards to cultural diversity, Studio Central could consider offering:
 - Specific youth nights or youth classes to attract youth that wish to interact with their peer group in this setting.
 - Lead youth volunteers that act as ambassadors or bridging members between Studio Central and other youth organizations.

- Studio Central may want to reflect on some ways to further engage with and promote its programs to residents of 444 Kennedy and the immediate area, and improve visibility in the community, as capacity allows.

VOLUNTEER PLANNING

On the whole, the Studio Central model of volunteering and volunteer mentoring is exemplary. A lot has been done to support volunteers at Studio Central: there has been a significant amount of effort made in terms of recruiting volunteers, training of volunteers, volunteer meetings, mentorship, soliciting volunteer feedback via surveys, and volunteer recognition. At the same time, volunteers did express some ideas in the focus groups and through the survey that they would like to see reflected in the program. In the focus groups, volunteers indicated that they would like to have more input into the program, and identified recognition (in the form of certificates, etc.) as an important motivator. They also expressed that they would like the opportunity to volunteer in a greater variety of roles, and further skills training as the program resources allow. Also, volunteer survey respondents expressed that the number one thing that

would enhance their experience was increased mentorship, and the second was more opportunities to network with other organizations.

In addition, according to the survey a majority of people identified as volunteers who have been with the program more than six months, and often more than one year. This suggests that the volunteers who do come to the program remain with the program for the long term. At the same time, while the attendance of Studio Central has risen steadily over the past four years, the growth of the volunteer base is not as consistent, nor does it have the same growth rate as Studio Central guests and Creative Technique participants. As such, in order to help the program remain sustainable, some further efforts may need to be taken to grow and sustain the volunteer base at a rate that is consistent with the increase of participants.

The following suggested directions may be considered in response to the above:

- Where it makes sense, tap into the experience and ideas of volunteers to the greatest degree possible to increase ownership and engagement.
- Allow for more advanced volunteer roles for longer-term volunteers. Perhaps certain advanced volunteer positions could be created in which volunteers would be responsible for coordinating certain aspects of the program, for instance the head cultural outreach volunteer, head program promotion or ambassador volunteer, head of volunteer recruitment, etc. This would have the effect of allowing some volunteers more autonomy and responsibility, and assist them in building a greater range of skills, while at the same time making use of volunteer resources in a way that would benefit the program.
- Consider additional ways to grow the volunteer base, such as:
 - Develop a small volunteer recruitment “toolkit” of sorts that could be used at various community events to promote volunteer recruitment.
 - Hold a volunteer opportunity open house for residents of 444 Kennedy and the broader community.
 - Hold a meeting with current volunteers to brainstorm ideas to recruit more volunteers – ask for input on recruitment strategies that they think would appeal to their peers.
- Identify ways to enhance mentorship of volunteers, as well as ways to offer more opportunities for volunteers to be included in networking with other organizations.
- Identify ongoing ways in which to recognize volunteers and demonstrate appreciation for the many ways in which they help to sustain Studio Central.

ARTBEAT STUDIO ALUMNI

On the whole, Artbeat Studio alumni were satisfied with the transition from Artbeat to Studio Central, and were pleased with the programming at Studio Central. Volunteers were more likely to report being satisfied with the program, as some alumni that were just attending the Creative Technique classes felt that the classes were not advanced enough for them. However, Artbeat alumni provided some feedback on things that could help improve the transition from Artbeat Studio to Studio Central, and how Studio Central could assist them with their career path development.

As such, some suggested directions for improving these two aspects are:

- Scheduling more time for alumni classes or master classes, with alumni input into the content of these classes.
- Semi-regular career-focused activities and lectures, including workshops on things such as applying for artist grants, self-promotion, and other skills needed to assist the career development aspects of working as an artist. These could also involve talks or lectures from visiting artists or professional artists from the community (or by other alumni that have had success in one of these areas).
- Ensure that all Artbeat alumni are introduced to Studio Central before the end of their residency, with an optional but explicit invitation to participate in a few Studio Central projects before the end of the Artbeat residency. Perhaps there is even room to facilitate a specific joint project or event with Studio Central before the end of each residency.

PROGRAM PARTICIPANTS (GENERAL):

Overall, across all categories, participants were largely satisfied with the programming at Studio Central. A majority of participants reported increases in both measures of well-being and artistic skills, as well as increased interest in the arts as a means of supporting recovery. If anything, the main things that participants reported would enhance their experience of the program is more of what Studio Central is already doing – for instance, a greater number and variety of classes and longer hours. For instance, one community partner mentioned that their clients often wish there were a greater variety of classes to take, and survey respondents cited this as the number one thing that would enhance their experience of the program. (This includes – as mentioned above – classes catered to people with a higher level of artistic ability.) In addition, survey respondents also suggested that they would like the Studio to be open a greater number of hours, and one proctor mentioned that she wished creative technique classes were offered in the morning so that she could take her morning clients to the program. Lastly, some program participants did mention that occasionally classes are unstructured or have been cancelled without notice, and that a

greater level of organization and more instructor training and feedback might help alleviate some of these occurrences.

As such, when time and resources allow, Studio Central may want to consider:

- Offering more classes and a greater variety of classes in terms of content and skill level
- Offering a greater range of times in which classes are offered
- Offering more training, mentorship, and feedback for instructors, and having contingency plans in place for when instructors are unable to make it to their class

On a separate note, while some data has been collected on the number of program participants, this is often done manually, which is a difficult method of tracking the frequency and regularity of participants over time, or judging how many new people come to the program. As such, in order to assure data credibility and to have a greater ability to quantify outputs in a meaningful way, it is recommended that:

- A more comprehensive method of data collection is developed, possibly by keeping track of incoming participants, etc. digitally instead of on paper. Studio Central could try to recruit someone with technical skills within its organization to develop a simple data base or alternatively, could possibly recruit a student from a university or college who is able to donate their skill in this regard.

SUGGESTED DIRECTIONS: ORGANIZATIONAL

CLARITY OF MISSION

Though Studio Central is described by senior management as “an urban art studio” and the mission statement does not make specific reference to mental health or mental illness, Studio Central is frequently perceived among community partners, participants, and the wider community as a mental health program. Though community partners had some understanding of Studio Central’s mission, all of them made reference to mental health when asked to describe it. Focus group participants also made use of mental health language when referring to the programs, and mentioned that those who do know about Studio Central in the neighbourhood also view it as being related to mental illness.

Along similar lines, some of the greatest impacts that Studio Central seemed to have on participants and volunteers were related to mental health and well-being. Both focus group participants and survey respondents reported primarily about the impacts that Studio Central had on their mental health, more so than the impact that it had on their artistic skills or career path development. In addition, many of the survey respondents reported that a main reason for joining the program was to support their mental health and well-being.

Within the context of the perceptions in the community and the actual impacts, it may make sense to cater to the strengths of the program and reflect these assets of the program in the mission statement. As such, making reference to mental health or mental illness within Studio Central’s mission statement may serve to better reflect the actual functioning of the program.

In addition to the above, there was some query by staff and Board members as to whether Studio Central’s mission is too broad for the organization’s resources and/or possibly too vague for marketing and fundraising purposes.

Based on the above, some suggested directions to consider include the following:

- Studio Central may want to review its mission statement within the context of the results of this current evaluation to determine whether any revisions are required to fully reflect the work being done and the outcomes being achieved. As part of this review, consideration could be given as to whether the scope and/or specificity of the mission statement needs refining.

- Within the context of the above review of the mission statement, and given that the new logic model created for the purposes of this evaluation includes short term, medium term, and long term outcomes related to recovery and well-being (amongst other outcomes), Studio Central may want to consider including reference to mental health and/or mental illness within its mission statement and objectives. This consideration should include the potential implications, financial or otherwise, of doing this. It is possible to do this within the context of the already existing mission statements, for instance by encompassing the mental health aspects of the program in terms of career readiness, or by mentioning that well-being is an important part of a flourishing community.
- There seems to be a need to further educate community partners and perhaps even participants and volunteers, about the full mission and objectives of Studio Central. This may not only result in a clearer and more robust understanding of the intent of the programs, but may also engage others into the broader objectives that Studio Central works to accomplish.

SUSTAINABILITY

Across staff, management, and board members, sustainability issues were cited as a key concern going forward.

One concern is that the key “organizers” could potentially retire and that loss could be critical to the long-term sustainability of the program. In effect, Ernie currently volunteers approximately 40 hours a week at Studio Central, and it is recognized that a succession plan for him/his role needs to be considered sooner rather than later.

In addition, funding was frequently brought up as a challenge to sustainability, and in particular within the context of sustainable growth. The community in which Studio Central is situated has many significant and diverse needs and clearly, there is ongoing demand for programming and community partnerships. As well, it is clear from the data collected by Studio Central that the monthly number of participants is increasing at a steady rate. However, through the evaluation it was heard that staff and management are already working beyond capacity and that it is not feasible to continue to sustain the current level of growth without additional resources. And while partnerships present the greatest opportunity to increase capacity, it has also been heard through the evaluation that cost shared collaborations do not always end up being cost shared. As well, establishing additional partnerships, particularly new ones, in and of themselves require resources. All of these issues present a barrier to promoting Studio Central more broadly and expanding the volume of participants, partnerships, and events.

Staffing was also identified as a sustainability challenge. Because funding is uncertain and must be re-secured on an annual basis, it often results in losing staff before the funding is renewed. This

has a significant impact on the continuity and momentum within the program, and the absence of long-term staff makes it more difficult to foster relationships in the community or grow the organization. This is not likely to change into the future, but there may be some opportunities to enhance retention of staff year over year.

In order to ensure that the successes Studio Central has had continue on into the future and that the organization can continue to grow and flourish, the following are some suggested directions to consider:

- Initiate development of a succession plan for Ernie (that doesn't rely on one volunteer volunteering full time!) Succession planning should be done within the overall context of long term sustainability planning and priority setting. Succession planning may involve reviewing each of Ernie's current roles within the context of the mission statement/priorities; determining the program's current talent pool including staff and longer term volunteers; identifying who is in a position to take on certain roles and/or who could be mentored to take on certain roles; and where possible, begin to transition some of those roles.
- Once the above inventory is completed, it may become evident that it is unrealistic to think that all of Ernie's current roles can be transitioned to various staff and volunteers, particularly when staff are already working beyond capacity. Future funding proposals may therefore need to include an additional staff position to assume these leadership roles.
- Identify any further opportunities within existing resources to empower staff and enhance the workplace environment/workplace incentives for staff in an effort to retain longer term staff. Flexible work schedules, reasonable workloads, engagement, transparency, recognition, clarity of roles, reasonable levels of autonomy, and generating ideas from staff themselves about what non-financial incentives may be important to them may be some potential aspects to consider.
- The Fundraising and Financial Sustainability Strategy 2016-2019 provides a comprehensive and sustainable approach to Artbeat Studio's financial stability, including for Studio Central.
- With the Fundraising and Financial Sustainability Strategy in mind, develop a sustainable growth plan for Studio Central that involves identifying capacity limits in reference to the amount of available resources. It should be noted that the success of a program does not necessarily need to be defined in terms of growth or expansion.

PRIORITY SETTING

Some of the input gathered through the evaluation, including comments about the broadness of the mission statement, workloads being beyond capacity, needing to focus in order to make the program more manageable, “switching gears” mid way through projects, and programs needing to be more organized, all suggest a need for Studio Central to identify its priorities and to have a clear plan going forward.

It is of course important for priorities to be mission centered, and to align well with an organization’s logic model. Setting time limited priorities that are reasonable and measurable against the short term, medium term, and long term outcomes identified in the logic model may assist in addressing some of the capacity, workload, and organization issues that Studio Central seems to be experiencing. Setting measurable and focused priorities may also help with regards to marketing and fundraising.

In order to keep the project mission centered, operating within resource capacity, reducing the chance of mission creep, while still sustainably growing, Studio Central may want to consider the following suggested directions:

- Based on the evaluation outcomes, and in conjunction with staff and community partners, identify priority actions for Studio Central over the next two years.
- Identify potential partnerships and collaborations that align with the mission statement and Studio Central’s priorities.
- Based on the above, create an annual workplan that is specific and measurable, mission centered, and feasible within existing resources. Once a clear work plan and scope is in place, committing to the work plan will help to alleviate potential burnout and stress due to expanding and unexpected duties and the associated stress.
- Develop criteria that any new opportunities must meet before Studio Central decides to take them on. This would include assurance from potential partners that any cost shared partnership commitments can be realized.
- Initiate an ongoing process for reviewing workplans, and also for ongoing review of priorities, partnerships, and development of subsequent annual workplans.

APPENDIX I — STUDIO CENTRAL EVALUATION ADVISORY COMMITTEE: TERMS OF REFERENCE

Background:

Studio Central is a project of Artbeat Studio—established in 2012 as an “urban arts centre”. The following is its current mission:

1. **Community-based participatory arts;** adult programming promotes the development of personal skills and interests in the visual, performance and literary arts. Program participants are provided with opportunity, tools, materials and expertise in basic creative processes.
2. **Career Path Development** opportunity for Artbeat Studio’s core program alumni and members of the community. A comprehensive volunteer program with a wide range of roles in art related areas that supports, promotes and enables full community participation.
3. **Community Development** facilitated at the personal and organizational levels. Café Central provides a venue for artists from a wide range of social and cultural experience for socializing in a safe setting. The Community Development program facilitates and engages local organizations in partnerships and joint projects to achieve community goals.

The Studio Central project provides a venue for a variety of community-based needs: a meeting space, volunteer and employment opportunities, mentoring in a range of program related roles, and a place for community engagement and cultural enrichment.

Given Studio Central is in its fifth year of operation, it is timely to undertake a program evaluation in order to consider the six Studio Central programs within the context of the organization’s mission statement. More specifically, the evaluation will focus on the following key broad aspects:

- personal and professional impacts of the programs on participants, volunteers/mentors
- impact on career path of Artbeat alumni in the art field
- effectiveness of program administration
- effectiveness of community inclusion/community development
- (motivation for mentor participation?)

In order to provide advice in support of the evaluation planning that is representative of all the key stakeholders in Studio Central, an Evaluation Advisory Committee is being established.

Membership

The membership of the Advisory Committee is designed to represent the diverse and relevant perspectives related to Studio Central’s programming. The Evaluation Advisory Committee will therefore include the following representation:

- Studio Central Executive Director/Senior Leadership (Chair)

- Studio Central Board
- Studio Central Staff
- Program Participant
- Mentor/Volunteer (i.e. Artbeat alumni)
- Community member (i.e. Central Park Neighbourhood Association)

The external consultant assisting with the evaluation will attend all Advisory Committee meetings.

Goals

The primary goal of the Evaluation Advisory Committee is to offer ideas and to provide advice and input on the program evaluation of Studio Central.

Deliverables

The committee will, amongst other things provide advice/input on the following:

- key evaluation questions
- evaluation methods
- stakeholder engagement
- communications with stakeholders
- review of the draft and final report

Resources and Budget

There is no specific budget for the Advisory Committee itself. Administrative support, meeting rooms, and incidental materials required for the work of the committee will be provided by Studio Central. Studio Central reports and statistics will be made available to the Advisory Committee as is required to undertake their functions. Funding will be secured for the evaluation and a contract will be undertaken with an external consultant who will organize and undertake the evaluation.

Reporting

The Advisory Committee will provide advice and input to the Senior Leadership of Studio Central.

Meeting Frequency

It is expected that the Advisory Committee will meet three to four times over the course of the evaluation. Meetings will be at the call of the Chair at key milestones during the evaluation planning phases.

Term of the Committee

It is expected that the evaluation will be completed in fall 2016.

APPENDIX II – STUDIO CENTRAL LOGIC MODEL

Inputs	Outputs		Impacts		
	Activities	Participation	Short	Medium	Long
<p>Staff Volunteers Alumni Expertise Time Money Partnerships and linkages Materials Equipment Safe space (internal and external)</p>	<p>Creative Technique Classes: Alumni and community participants deliver daily art workshop to alumni and community participants</p> <p>Cafe Central: Daily house concert by alumni or local performers; daily art exhibitions; daily calm seating space, and daily food prep attended by community members</p> <p>Self Directed Studio: Daily time for participants of creative technique classes to work on their projects, or to collaborate with others</p> <p>Career Path Development: Community volunteers are trained in various roles to support personal recovery, wellness and career development. Mentorship is provided to alumni instructors toward career goals.</p> <p>Community Development Projects: Clients and collaborators work with artists on projects that contribute to community capacity building, including participating in events such as “Ignite Creativity”.</p> <p>Studio Operations: Staff, alumni, and community volunteers facilitate the ongoing activities of the studio, for example volunteer training, fundraising, administrative tasks, etc..</p>	<p>Program participants attend (444 Kennedy)Volunteers (444 Kennedy)</p> <p>Volunteers (community)</p> <p>Volunteer Mentors</p> <p>Artbeat Studio alumni</p> <p>Community members (Kennedy Street and beyond)</p> <p>Post secondary students</p> <p>Staff</p>	<p>Participants</p> <ul style="list-style-type: none"> gain skills and interests in the visual, performance and literary arts gain social skills and experience personal growth (Short term drop in) gain exposure to a culture of community that embraces the visual, performance and literary arts <p>Volunteers</p> <ul style="list-style-type: none"> Identify career goals and gain experience in roles that are relevant to those career goals Identify ways in which volunteering can support their personal recovery/wellness supplement income gain personal satisfaction increase readiness for Artbeat Studio program <p>Artbeat alumni participate in activities that support their personal career paths and that support their personal recovery plans</p> <p>Post secondary students participate in activities that support their academic and scholarly expectations as identified by their sending institution</p> <p>Staff gain skills and training in employment roles in support of their career path</p> <p>Goals</p> <p>Community members gain awareness of Studio Central and its operations and activities</p>	<p>Participants use the skills gained effectively in support of their personal recovery and wellness</p> <p>Volunteers use the experience to further their personal and/or professional development</p> <p>Artbeat alumni effectively use the experience at Studio Central to further their career path and personal recovery</p> <p>Post secondary students effectively use the experience to further their career path goals</p> <p>Staff effectively use the training and experience to further their career path goals</p> <p>Community members become more engaged with Studio Central, through program or volunteer participation or other collaborative community projects</p>	<p>Personal recovery and wellness</p> <p>Career path development and achievement across participants, volunteers, and alumni and staff</p> <p>A developed sense of community and support among participants, alumni, and volunteers</p> <p>Sustainable interest and application of arts as a tool for building community</p>

APPENDIX III — PARTICIPANT SURVEY

Thank you for completing this survey to assist Studio Central in understanding the impacts of its programs on participants and on volunteers.

Please note that this survey is for people who have attended and/or volunteered at Studio Central in the past year.

Your responses to the questions in the survey are valuable and will be used to help make Studio Central even better! The survey will take you about 5 - 10 minutes to complete. All responses are anonymous. (Please click next to begin)

1. Please check all of the following that apply to you:

- I have both attended programs and volunteered at Studio Central in the past year
- I have attended programs at Studio Central in the past year (but have not volunteered)
- I have volunteered at Studio Central in the past year (but have not attended programs)

2. I am an Artbeat Studio alumni

- Yes No

3. How long have you been involved with Studio Central?

- Less than 1 month
- Between 1 and 6 months
- Between 6 months and a year
- More than a year

4. How did you first hear about Studio Central?

- A friend or family member
- My care provider (doctor, social worker, proctor, etc.)
- The internet
- Through Artbeat Studio
- Through Upbeat Artworks
- Other

5. Are the first three digits of your postal code R3B?

- Yes No

6. What is your age?

- Under 18 years
- 18 to 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- Age 65 or older

7. At Studio Central, I attend/have attended (check all that apply):

- Café Central (coffee and performances)
- Creative Techniques (such as painting, drawing, mixed media, creative writing, weaving)
- Programming in the community (such as art wall monitoring, community art animation, Artbeat ambassador)
- Self directed studio

8. The main reasons I attend/have attended Studio Central is:

To support my personal recovery and wellness
Strongly agree/agree/disagree/strongly disagree

To support my general well being
Strongly agree/agree/disagree/strongly disagree

To gain skills in the arts
Strongly agree/agree/disagree/strongly disagree

To gain social skills
Strongly agree/agree/disagree/strongly disagree

To socialize
Strongly agree/agree/disagree/strongly disagree

To gain employment related skills
Strongly agree/agree/disagree/strongly disagree

To gain volunteer experience
Strongly agree/agree/disagree/strongly disagree

9. As a participant, since attending Studio Central:

I feel better about myself
Strongly agree/agree/disagree/strongly disagree

I am better able to develop positive relationships with people
Strongly agree/agree/disagree/strongly disagree

I feel more a part of society
Strongly agree/agree/disagree/strongly disagree

I am better able to assert myself
Strongly agree/agree/disagree/strongly disagree

I feel more like life has purpose
Strongly agree/agree/disagree/strongly disagree

My experiences at Studio Central have changed me for the better

Strongly agree/agree/disagree/strongly disagree

I can better recognize the positive things that I have done

Strongly agree/agree/disagree/strongly disagree

I feel more hopeful

Strongly agree/agree/disagree/strongly disagree

I am more satisfied with my life as a whole

Strongly agree/agree/disagree/strongly disagree

I feel less isolated

Strongly agree/agree/disagree/strongly disagree

I have gained new interest in the visual or performing arts as a means of supporting my personal recovery

Strongly agree/agree/disagree/strongly disagree

I have gained skills in the visual or performing arts

Strongly agree/agree/disagree/strongly disagree

10. As a participant, are you/were you satisfied with the programs at Studio Central

yes no

If no, please explain.

11. As a participant, what at Studio Central has/had the greatest impact on your personal growth, recovery, and/or well-being?

12. What would enhance/would have enhanced your experience at Studio Central in support of your personal growth, recovery and/or well-being?

longer hours

more staff

more materials and equipment

other (please describe)

13. I no longer attend Studio Central because:

I am attending another program

I am working

I am attending school/university

I have moved from the area

Other (please explain) _____

Not applicable, as I still attend Studio Central

APPENDIX IV — VOLUNTEER SURVEY

Thank you for completing this survey to assist Studio Central in understanding the impacts of its programs on participants and on volunteers.

Please note that this survey is for people who have attended and/or volunteered at Studio Central in the past year.

Your responses to the questions in the survey are valuable and will be used to help make Studio Central even better! The survey will take you about 5 - 10 minutes to complete. All responses are anonymous. (Please click next to begin)

1. Please check all of the following that apply to you:

- I have both attended programs and volunteered at Studio Central in the past year
- I have attended programs at Studio Central in the past year (but have not volunteered)
- I have volunteered at Studio Central in the past year (but have not attended programs)

2. I am an Artbeat Studio alumni

- Yes No

3. How long have you been involved with Studio Central?

- Less than 1 month
- Between 1 and 6 months
- Between 6 months and a year
- More than a year

4. How did you first hear about Studio Central?

- A friend or family member
- My care provider (doctor, social worker, proctor, etc.)
- The internet
- Through Artbeat Studio
- Through Upbeat Artworks
- Other

5. Are the first three digits of your postal code R3B?

- Yes No

6. What is your age?

- Under 18 years
- 18 to 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- Age 65 or older

7. I volunteer/have volunteered for (check all that apply):

- Community development projects (such as art wall monitoring, community art animation, Artbeat Studio ambassador)
- Creative techniques (such as facilitator, facilitator assistant, matting and framing, kadleidoscope editor)
- Café Central (such as performer, audio recordist, videographer, snack prep, hospitality)
- Studio operations (such as reception, furniture hygiene, maintenance, studio tours)

8. Please check all that apply:

- I am a previous/current participant of Studio Central
- I am an Artbeat Studio alumni
- I am neither of the above, but am/was a volunteer from the community

9. My primary reasons for volunteering at Studio Central are/were:

To support my personal recovery and wellness
Strongly agree/agree/disagree/strongly disagree

To support my general well being
Strongly agree/agree/disagree/strongly disagree

To further my career path and my employment opportunities
Strongly agree/agree/disagree/strongly disagree

It brings me personal satisfaction
Strongly agree/agree/disagree/strongly disagree

It provides me with an additional income benefit
Strongly agree/agree/disagree/strongly disagree

Other (please specify) _____

10. As a volunteer, through training and supervision I receive (received) and the experience I gained:

I clearly understand the goals of Studio Central
Strongly agree/agree/disagree/strongly disagree

I understand how to support participants within the context of Studio Central's goals
Strongly agree/agree/disagree/strongly disagree

11. Volunteering at Studio Central has helped me to

Explore and identify my career interests and goals
Strongly agree/agree/disagree/strongly disagree

Build my career as an artist
Strongly agree/agree/disagree/strongly disagree

Expand my professional networks
Strongly agree/agree/disagree/strongly disagree

Learn new skills that I can transfer to a variety of work roles
Strongly agree/agree/disagree/strongly disagree

Gain confidence to apply for work
Strongly agree/agree/disagree/strongly disagree

Better understand social issues
Strongly agree/agree/disagree/strongly disagree

Enhance my personal development
Strongly agree/agree/disagree/strongly disagree

Gain employment
Strongly agree/agree/disagree/strongly disagree

Return to school
Strongly agree/agree/disagree/strongly disagree

12. I have added my volunteer experience at Studio Central to my resume

Yes No

13. Since volunteering at Studio Central:

I feel better about myself
Strongly agree/agree/disagree/strongly disagree

I am better able to develop positive relationships with people
Strongly agree/agree/disagree/strongly disagree

I feel more a part of society
Strongly agree/agree/disagree/strongly disagree

I am better able to assert myself
Strongly agree/agree/disagree/strongly disagree

I feel more like life has purpose
Strongly agree/agree/disagree/strongly disagree

My experiences at Studio Central have changed me for the better
Strongly agree/agree/disagree/strongly disagree

I can better recognize the positive things that I have done
Strongly agree/agree/disagree/strongly disagree

I feel more hopeful
Strongly agree/agree/disagree/strongly disagree

I am more satisfied with my life as a whole
Strongly agree/agree/disagree/strongly disagree

I feel less isolated
Strongly agree/agree/disagree/strongly disagree

I have gained new interest in the visual or performing arts as a means of supporting my recovery
Strongly agree/agree/disagree/strongly disagree

I have gained skills in the visual or performing arts
Strongly agree/agree/disagree/strongly disagree

14. As a volunteer, what at Studio Central has had the greatest impact on your career path development, recovery, or personal well being?

15. What would enhance/would have enhanced your experience as a volunteer at Studio Central in support of your career path development, recovery and well-being? (please check all that apply)

- More feedback and mentorship from staff
- More feedback from participants
- More opportunities to network with other organizations
- Other (please describe)

16. I no longer volunteer at Studio Central because:

- I am working
- I am attending school/university
- I have moved from the area
- Other (please explain) _____
- Not applicable, as I still volunteer at Studio Central

(*Participants that indicated that they both attended and volunteered for the program received both surveys.)

APPENDIX V — FOCUS GROUP QUESTIONS

Topic 1 – Well-being

- *Has being a part of Studio Central changed anything about your life? If so, can you share what has changed?*
- *What does Well-being mean to you? (Probe: Feeling happier, healthier, more socially connected, etc.)*
- *Keeping those things in mind, in what ways do you feel Studio Central has contributed to those things?*

Topic 2 – Community

- *How would you describe the community at Studio Central? (Probe: how do you feel the community at Studio Central differs from those at other programs?)*
- *Is there anything that you think Studio Central could do differently to make people feel included or like they belong to the community?*

Topic 3 – Art Skills and Interest

- *Can you speak a bit about the experience you had with art before the program? (Prompt: How much experience you had, what type of experience you had)*
- *Can you tell us how the role art plays in your life has changed after you started attending the program? (Prompt: Do you do different kinds of art? Do you enjoy art more? Does art affect you more personally?)*

Topic 4 – Perception

- *What do you think the general perception is of Studio Central among the people living in this community? [in the housing complex or the general community]*
- *We are going to hand out some paper. Please draw a picture that describes the way you feel about the Studio Central program. Does anyone want to tell us about their picture?*
- *Here are some words. In a few minutes, can you arrange them on the table as a group with the word at the top being the one you most associate with the program, and the word at the bottom the one you associate least with the program?*

Additional topic for Volunteers only – Employment Skills

- *What sorts of skills do you feel you have gained or improved since started volunteering at Studio Central?*
- *In what way (if any) has volunteering for the Studio Central program helped you achieve your career goals? Are there additional ways in which you think Studio Central can help support you in the achievement of your career goals?*

APPENDIX VI — KEY COMMUNITY PARTNER INTERVIEW QUESTIONS

1. Can you tell us a little bit about your organization, what it does, key audiences, etc. What is your connection to Studio Central? (i.e. what kinds of projects have you undertaken with Studio Central?)
2. In your own words, what is your understanding of the mission of Studio Central?
3. How long have you been aware of/connected to Studio Central?
4. From what you have seen and experienced with Studio Central, has anything changed in the community as a result of Studio Central's presence? If so what? How? For whom?
5. Have you seen Studio Central have an impact on any of the following and if so, please elaborate:
 - Bridging diverse groups
 - Decreasing stigma
 - Promoting dialogue, communication and social interaction in the community
 - Inspiring personal and community passion in the arts
6. From your perspective, do you think people in the community are aware of Studio Central and understand its objectives? Please elaborate.
7. Are you aware of any barriers that keep people in the community from attending Studio Central? If so, what are those barriers?
8. Please share a particular story that comes to mind when you think of Studio Central.
9. What do you think Studio Central could change, do more of, etc. to continue to improve the impacts it has on people's lives?
10. Any further comments?

APPENDIX VII — STAFF CONSULTATION QUESTIONS

1. Request to share information about their roles.
2. How long have you worked at Studio Central?
3. What are the intended impacts of Studio Central programming, from your experience?
4. Please give specific examples of the ways in which you have seen Studio Central programs impact positively on people's lives.
5. As a staff person, what do you think are the greatest advantages and opportunities that Studio Central has in supporting participants, volunteers, and the community in achieving its intended impacts?
6. As a staff person, what are your greatest barriers in supporting participants, volunteers and the community in achieving the intended impacts of Studio Central?
7. What do you see as the greatest sustainability challenge for Studio Central?
8. How has Studio Central supported you in your career path goals?
9. Any other comments?

APPENDIX VIII — BOARD MEMBER QUESTIONNAIRE

1. How long have you been a Board member for Artbeat Studio?
2. What is your understanding of the intended impacts of Studio Central programming? Do you feel Studio Central is successful in achieving its intended impacts? In what ways and/or in what ways not?
3. Please give any specific examples of the ways in which you have seen Studio Central impact people's lives and the community.
4. What do you think are the greatest opportunities that Studio Central has in terms of achieving its intended impacts?
5. What are the greatest barriers that Studio Central faces in terms of achieving its intended impacts?
6. As a Board member, where would you like to see Studio Central move next in terms of achieving its mission? What would it take to do that?
7. What do you think are the biggest sustainability challenges for Studio Central?
8. Are there any operational issues that you are aware of that you would like to see addressed over the next year?
9. Please feel free to provide any additional comments you have regarding Studio Central.