

How-to-Guide

Inclusive Art Procurement at Daniels

Does your company want to take action on inclusive procurement? Local art is a promising and exciting purchasing category. This brief guide will help you get started.



This guide for taking action on local art procurement is based on The Daniels Corporation’s learnings over the past decade (see the [accompanying Daniels Case Study](#) for more details). These five steps can help to jump-start your local art purchasing activities in Toronto’s Greater Golden Mile (GGM) neighbourhood and beyond.

Step 1: Assess your company’s diverse art needs

Assessing art needs will look different for every company. For example, real estate development and property companies can work with interior designers to identify spaces in residential and commercial buildings where art is needed. Other professional services firms can identify art needs for offices, building lobbies, events or gifts.

In determining the types of art your company wants to purchase, remember that art can come in many forms: from office wall art to public art (e.g., sculpture, murals), and functional (signage and wayfinding, building exteriors) to experiential (music, theatre, seasonal- or event-based).

Step 2: Develop an artist roster

The next step is to assemble a roster of local artists that could act as suppliers. As with the ILEO Initiative in Toronto’s Greater Golden Mile neighbourhood, this local artist roster will typically have a specific, place-based geographic focus.

Companies with previous experience with local art purchasing and existing relationships with artists and arts-related organizations can assemble an artist roster, but for those companies new to local art



procurement, third-party art purchasing partners can help shape a local art program and connect with local artists and art communities (see Box 1).

Step 3: Set a budget and issue an art call

Next, your company will need to set a budget that reflects how many art pieces/projects it will be purchasing, total expenditure, and the timeline of its art purchases.

Box 1. Engaging art purchasing partners

Many companies and large organizations will need help connecting with and working with local artists and communities. A number of social enterprise and private intermediary organizations can help bridge this gap to create positive outcomes for everyone.

[Artscape Atelier](#), the social enterprise arm of a not-for-profit urban development organization, contracts with real estate developers and other corporate actors to deliver art, public art and public realm works. Through this model, local artists are hired through Artscape Atelier to produce works for project partners including The Daniels Corporation.

Other art curation organizations include [MASSIVart](#), a global art consultancy and production agency, and [STEPS Public Art](#), a charitable cultural organization that creates place-based arts plans, installations and engagement strategies. For the Golden Mile area, [Scarborough Arts](#) and the [Toronto Arts Council](#) also offer information, programming and networks in local communities.

If your company is interested in engaging an art purchasing partner, the Daniels Corporation and United Way Greater Toronto can offer advice, assistance and, in some cases, introductions.

Once a budget is set, companies can then issue an art call to their roster of artists. This can outline the type of art, whether the art is an existing piece or a new commission, the budget, whether the company is seeking to prioritize diverse suppliers, as well any submission and production timelines.

Step 4: Contract with artists and offer support

Following the submission deadline to your art call, you will review the proposals and determine which local artists to select (whether for existing pieces of art or commission new pieces). This process can be done internally, or through a selection panel that includes your team, external art experts and intermediaries, and members of the local arts community.

Next, companies can begin signing contracts that establish payment terms and the timelines and completion milestones, with a process for supporting them along through production.



Step 5: Track and analyze data on your art purchasing

As with other inclusive procurement activities, your company will find it useful to track its purchasing process to understand what type of impact the company is having, and how your company can continue to improve its purchasing program.

Potential indicators to track could include the dollar value of purchasing; the number of purchases from local artist and artisan suppliers; and the percentage of purchases from diverse suppliers. You may also want to gather some community feedback on your initiative.

Box 2: Metrics for ILEO Corporate Charter inclusive procurement activities

Your company will be reporting quarterly on a small number of ILEO indicators, in order to track the overall collective impact of ILEO partner organizations in the GGM neighbourhood.

The **company-level metrics for inclusive procurement activities** are:

- Dollar purchasing spend / contract value with GGM-based businesses/suppliers.
 - This is reported for the quarter in which spending is booked (whether under cash or accrual approach. The suppliers should be located within the neighbourhood's geographic boundaries (defined by GGM postal codes M4A, M3C, M1L, M1K & M1J))
- Number of GGM-based businesses/suppliers purchased from (incremental)
 - Each business/supplier is only counted once, even if there are multiple purchases over time.
- Number of purchases from / contracts with GGM-based businesses/suppliers (total)
 - Total number of unique purchases / contracts, including recurring with one business.

THE COMPANY AND CONTACT

The Daniels Corporation is a builder and developer that builds with a passion for creating vibrant communities in every sense of the word. Understanding that quality of life is created by much more than physical buildings, Daniels goes above and beyond to integrate building excellence with opportunities for social, cultural and economic well-being. In so doing, value is created for everyone.

Over the course of its 37-year history, Daniels has built more than 35,000 award-winning homes and apartments, master-planned mixed-use communities, and commercial and retail spaces.

To learn more, contact Fatima Saya, Manager of Social Impact at fsaya@danielscorp.com.

ABOUT ILEO

The [Inclusive Local Economic Opportunity Initiative \(ILEO\)](#) brings together the private, public, and community sectors to find innovative ways to reduce gaps in economic prosperity at the neighbourhood level. ILEO is convened by United Way Greater Toronto and BMO.

To read case studies from ILEO Corporate Charter signatories, please visit the [ILEO Resource Hub](#).

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