



REPORT

Report Date: March 15, 2022
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Meeting Date: April 12, 2022
[Submit comments to Council](#)

TO: Vancouver City Council
FROM: General Manager, Arts, Culture, and Community Services
SUBJECT: 2022 Cultural Grants (Operating)

RECOMMENDATION

- A. THAT Council approve second installments of operating grants totaling \$2,886,525 from the 2022 Cultural Grants Operating Budget (\$2,736,158 from Operating – Annual and \$150,367 from Projects), which will bring the total 2022 operating grants for each of the 144 cultural organizations listed in Appendix A (Culture Operating Funding – Annual) of this report to the amounts set out beside their names under the column “2022 Grant Recomm”.
- B. THAT Council approve the balance of quarterly grant installments (Q2-Q4) to the five major institutions totaling \$2,917,980 from the 2022 Cultural Grants Operating Budget (Operating – Institutions), which will bring the total 2022 operating grants for each of the institutions listed in Appendix A (Culture Operating Funding – Institution) of this report to the amounts set out beside their names under the column “2022 Grant Recomm”.
- C. THAT Council approve a total of \$138,500 of one-time grants from the 2022 Cultural Grants Operating Budget (*Culture|Shift*) to 32 cultural organizations listed in Appendix A (Culture Operating Funding – Annual) in the amounts set out beside their names under the column “2022 one-time”.
- D. THAT Council approve a total of \$161,500 of one-time grants from the 2022 Cultural Grants Operating Budget (*Culture|Shift*) and authorize staff to select organizations that meet the specific criteria of the Cultural Learning and Sharing Program, which aligns with the intended purpose of these funds to support operating groups to advance *Culture|Shift* priorities, and determine how much of the \$161,500 of one-time grants from the 2022 Cultural Grants Operating Budget (*Culture|Shift*) each organization is to receive.

- E. THAT, pursuant to Section 206(1)(j) of the *Vancouver Charter*, Council deems any organization listed in Appendix A of this report that is not otherwise a registered charity with Canada Revenue Agency to be contributing to the culture of Vancouver and that Council deems any organization that meets the eligibility requirements of the Cultural Learning and Sharing Program stated in Recommendation D to be contributing to the culture of Vancouver.
- F. THAT the General Manager of Arts, Culture and Community Services (GM of ACCS) (or their designate) be authorized to negotiate and execute agreements to disburse the grants described in this report on the terms and conditions generally set out below and on such other terms and conditions as are satisfactory to the GM of ACCS and the City Solicitor.
- G. THAT no legal rights or obligations will be created by the approval of Recommendations A to D above unless and until the applicable grant agreement or letter agreement is approved by the City in accordance with Recommendation F above and executed and delivered by both the grant recipient and GM of ACCS (or their designate).

Recommendations A to D require two-thirds affirmative votes of all Council members under section 206 (1) of the *Vancouver Charter*.

REPORT SUMMARY

This report recommends a total of \$6,104,505 in grants including operating grants to 149 cultural organizations (\$5,943,005) and a balance of grants for staff allocation to groups meeting the specific criteria through the Cultural Learning and Sharing program (\$161,500). The operating grants are the final grants recommended by community assessment committee members following a preliminary staff review of advance grants that were approved by Council and disbursed in January. Approval of these grants implement the following key civic policies and strategic directions:

- *Culture|Shift*, the City's 10-year culture plan, including the *Vancouver Music Strategy* and *Making Space for Arts and Culture*
- The City's COVID-19 Economic and Business Recovery program to restart the economic, social, and cultural recovery of the city
- The City's Reconciliation Framework
- The City's Equity Framework

COUNCIL AUTHORITY/PREVIOUS DECISIONS

On September 10, 2019, Council adopted Vancouver's 10-year culture plan *Culture|Shift: Blanketing the City in Arts and Culture* including *Making Space for Arts and Culture*, and the *Vancouver Music Strategy*.

On January 25, 2022, Council approved a total of \$3,352,100 grants to 194 cultural organizations including first installments grants and advance grants to operating organizations,

CASC grants, and for staff to allocate grants to organizations meeting the specific criteria of the Cultural Learning and Sharing program (RTS 14814).

CITY MANAGER'S COMMENTS

The City Manager recommends approval of the foregoing. After two years of status-quo grants to sustain the sector through the pandemic, these recommendations respond to the needs of groups most disproportionately impacted by COVID-19 and apply goals of *Culture|Shift* and Equity in city-wide grant making.

REPORT

Background/Context

The City of Vancouver invests close to \$14M in grants to local arts and culture non-profit organizations through various grant streams to support operations, projects, access to the civic theatres, and capacity building initiatives. This investment is guided by key goals and directions of the City's 10-year Council-approved arts and culture plan *Culture|Shift* and contributes to civic life and the economic, community, and cultural health of the city by creating employment, creative activity, and providing access to shared stories and experiences.

Table 1 shows a brief history of cultural operating grants with additional investments approved by Council to implement *Culture|Shift* goals.

Table 1 - Cultural Grants Budget (operating) with *Culture|Shift* Investments

	2018	2019	2020	2021	2022
Base operating budget*	\$12,074,020	\$12,315,500	\$12,561,810	\$13,297,545	\$13,657,547
<i>Culture Shift</i> investments		\$300,000**	\$475,000	\$275,000	\$300,000***
Total	\$12,074,020	\$12,615,500	\$13,036,810	\$13,572,545	\$13,957,547

*Includes annual increases

**One-time funds for Vancouver Music Fund from the Innovation Fund

***One-time funds for *Culture|Shift* approved for 2022

Strategic Analysis

This report recommends grants for the Operating program of the cultural grants portfolio.

Culture Operating Funding – Program Description and Goals

The Operating funding program provides core funding to Vancouver-based, professional non-profit arts, cultural and creative organizations that have a mission to develop, create, produce, present and disseminate artistic work or provide professional services or space for the benefit of the local arts and culture sector, in any artistic discipline (i.e. Indigenous arts and culture,

community arts, dance, interdisciplinary, literary, media, multidisciplinary, museums/heritage, music, theatre, visual arts).

The funding program supports groups showing clear alignment with the City's cultural goals and priority is given to new groups who are advancing key actions of *Culture|Shift*. Funding through this program will:

- Celebrate and reflect the diversity of the unique creative people who live here.
- Uphold, recognize, and support Musqueam, Squamish, Tsleil-Waututh and Urban Indigenous artists and cultural workers, grounded in inherent and constitutionally protected Indigenous Rights.
- Elevate racialized artists and cultural workers.
- Provide accessible opportunities for diverse public participation in arts and cultural activities.
- Centre the artists and people whose stories are being told.
- Compensate artists and creative people involved.
- Build leadership, knowledge and resources for artists and cultural leaders across the sector.

Details on the program can be found here: <https://vancouver.ca/files/cov/cultural-operating-funding-annual-info-guide.pdf>

Program Changes for 2022

In 2021 staff took the opportunity to streamline operating grants (Operating and Annual Assistance grants) into one program while the department upgraded the online grants management system (Survey Monkey Apply – VanApply). This allowed deeper integration of goals of Cultural Equity and Accessibility, and Reconciliation in the program objectives and criteria, and provided equity in access to grant levels regardless of size and tenure of the grantee.

Accordingly, a set of questions and corresponding criteria were introduced to better understand groups' alignment with the City's cultural goals. Grantees were required to elaborate on their policies and plans for equity, accessibility, and healthy workplaces. They were further asked to speak to their approach to working on the unceded and ancestral territories of the Musqueam, Squamish, and Tsleil-Waututh Peoples, and if working with Indigenous artists, how they ensure cultural safety and protocols are met with adequate resources to support.

Assessment Committee and Grant Recommendations

Nine members of the community formed four committees to review and rank applications individually, and later joined their fellow committee members and staff to discuss the preliminary reviews as a group and make collective recommendations for funding.

The committees comprised of artists, producers, presenters, curators, artistic and executive directors from theatre, film and media, community arts, galleries, literary, dance, music, festival, and community arts backgrounds. The committee members brought insight, experience and decades of industry knowledge to the discussions and made thoughtful and informed recommendations.

Staff would like recognize their leadership in community and thank them for their commitment to and participation in the process. The peer committee members are listed below.

Anoushka Ratnarajah	Debi Wong	Justin Neal
Cecily Nicholson	Henry Heng Lu	Ralph Escamillan
David Pay	Julia Taffe	Tanja Dixon-Warren

Working with a 0.6% increase in the operating budget, some available project-based funds, shifting funding among the groups, and additional one-time resources for 2022 (\$300,000), the committees are bringing forward recommendations that reflect a careful review of submissions against program objectives and criteria. With the demand always exceeding available resources, the committee is recommending increases to groups that ranked high, status quo levels to those that are achieving their missions with existing resources, and decreases to groups that ranked low. Among the recommendations are seven new groups that bring a cohort of artists and activity that have been underrepresented to date.

An overview of the committee recommendations are as follows:

- 149 organizations requesting \$10,384,950 are recommended grants totaling \$8,731,205 (84% of requested amount).
- 7 new groups advancing *Culture|Shift* priorities are recommended grants totaling \$122,000.
- 5 decreases totaling \$50,845 are recommended for organizations that ranked low. This funding is recommended to support new groups and increases to those that ranked high.
- 34 increases totaling \$94,555 are recommended for groups that ranked high.
- 32 one-time grants totaling \$138,500 are recommended to support either one-time projects, or as a means to try to meet the applicant's full request until such time when Council may be in a position to approve ongoing increases in the cultural operating program as originally approved to implement *Culture|Shift*.

Balance of One-time* Grants

The committee recommends a portion of the one-time funds through this program where they were able to identify a number of time-limited projects that some applicants had presented as part of their overall increased request. As the Operating program is for ongoing support, the committee recommends that the balance of funds, \$161,500, be allocated through the Cultural Learning and Sharing grants program – a program that provides one-time support to strengthen operations of groups and skills of cultural leaders who are advancing *Culture|Shift* priorities.

Cultural Learning and Sharing Program objectives and criteria can be found in Appendix C.

*one-time funding refers to those one-time allocations to the FY2022 grants budget that have been made outside of any regular FY2022 base budget allocations.

Highlights of Recommendations

The following groups are examples of those that are advancing the Operating program goals and *Culture/Shift* priorities well.

Vancouver International Bhangra Celebration

Established in 2004 and recommended for an operating grant for the first time

This group creates a festival and digital community elevating the Lower Mainland's South Asian youth culture. What began as a celebration and competition of Bhangra attracting a whole new generation of youth who grew up proud of their hybrid South Asian/Canadian identities has evolved into a youth-focused arts festival. They merge multiple Desi-inspired arts events with a vibrant online community, and engage thousands of South Asian youth and creatives, and the public through their annual 5X Festival (with their own App in development), virtual residencies, pop-up dance performances, and weekly newsletters.

WePress

Established in 2016 and an operating grantee since 2020

Empowered marginalized people creating opportunities and building community through art-making is what guides WePress. This organization advances education by providing workshops on historic and contemporary methods of print and art making for the public, with a particular focus on individuals from marginalized communities in Vancouver's Downtown Eastside (DTES). They provide art supplies, access to equipment, and arts facilitation to voice participant stories, lived experience, and dreams, and to build community capacity and resilience through art-making. They foster artistic excellence by supporting artists and creative practices, researching and developing new and innovative art-making techniques, and fostering collaborations between artists (established, emerging, and community) to create new work and share artistic skills. The lived experience of the Collective Members is one of their biggest assets.

Greater Vancouver Professional Theatre Alliance

Established in 1987 and an operating grantee since 1990

With a mission to strengthen the local theatre industry, this arts service organization educates and increases the understanding and appreciation of the arts by providing programs, conferences and workshops, and resources related to theatre. They are committed to being an organization where Equity, Diversity and Inclusion (EDI) are valued and embodied in all of their programs, activities, and the decisions. This is demonstrated through their ongoing COVID-19 impact research on artists and arts organizations, the development of work to advance EDI and healthy workplaces through projects such as: Transforming Justice in Theatre (action for a new system and process of addressing workplace harm in the sector), co-hosting a national symposium on the role of arts organizations to address EDI, and Digital Connections (cohort-based paid learning for underrepresented theatre artists for communication and promotion of their digital/hybrid projects).

A summary of the assessment committees' observations and comments in the areas of artistic purpose and programs, participation access and impact, leadership and administration and financial impact is provided in Appendix B.

Financial

The source of funding for the recommendations is the 2022 Cultural Grants Operating Budget. Table 2 summarizes the 2022 budget and the amounts recommended in this report.

Table 2 – 2022 Cultural Grants Budget (Operating)

Rec.	Program Stream	2022 Budget*	Previously Approved	Rec. in this Report	Balance
A	Projects (CASC, Capacity, Strategic)	\$1,450,787	\$563,900	\$150,367	\$736,520
C	<i>Culture Shift</i> (one-time)	\$300,000		\$300,000	-
B	Operating – Institutions	\$3,948,400	\$987,100	\$2,917,980	\$43,320
A	Operating – Annual	\$4,493,938	\$1,801,100	\$2,736,158	-\$43,320
	Theatre Rental	\$2,846,586	\$1,820,205		\$1,026,381
	Individual Artists Fund	\$60,000			\$60,000
	Indigenous Grants	\$260,000			\$260,000
	Cultural Equity & Accessibility	\$290,000			\$290,000
	Critical Assistance Spaces	\$307,836			\$307,836
	TOTAL – All Grants	\$13,957,547	\$5,172,305	\$6,104,505	\$2,680,737

**Preliminary budget amounts may change after community assessment committee reviews*

CONCLUSION

The recommendations in this report continue to advance the City’s goal of contributing to a diverse and vibrant community that amplifies the voices of creative people and allows the public to see themselves reflected in the stories of these lands. Despite the significant impacts the pandemic has had on the sector, many groups are demonstrating leadership in new models of structure and creativity, and are providing new ways for the public to engage with critical understanding of our times through creativity. These resources will enable hundreds of groups to collectively contribute to a stronger creative sector.

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Cultural Operating Funding – Annual	2022 Grant Request	2022 Grant Recomm	2022 One-time	Total 2022 Grants
221A Artist Run Centre Society	100,000	30,000		30,000
Aeriosa Dance Society	30,000	24,000		24,000
Axis Theatre Society	50,000	32,500		32,500
Bard on the Beach Theatre Society	75,000	60,000		60,000
Battery Opera Performing Arts Society	21,000	21,000		21,000
Bill Reid Foundation	50,000	37,500		37,500
Boca Del Lupo Theatre	42,000	42,000		42,000
British Columbia Alliance for Arts and Culture Society	45,000	45,000		45,000
CAG Contemporary Art Gallery Society of British Columbia	75,000	75,000		75,000
Canadian Alliance of Dance Artists - British Columbia Chapters	15,000	15,000		15,000
Canadian Music Centre/Centre de musique canadienne	31,500	31,500		31,500
Capilano Review Contemporary Arts Society	26,000	20,000	5,000	25,000
Caravan World Rhythms Society	25,000	17,000		17,000
Carousel Theatre Society	42,000	32,000		32,000
centre culturel francophone de Vancouver	25,000	20,000		20,000
Chor Leoni Men's Choir	30,000	20,000		20,000
Cineworks Independent Filmmakers Society	36,000	36,000		36,000
City Opera of Vancouver Society	15,000	15,000		15,000
Community Radio Education Society dba Vancouver Cooperative Radio	35,000	32,500		32,500
Company 605 Dance Society	16,500	18,700		18,700
Company Erasga Society	24,000	22,000	2,000	24,000
Craft Council of British Columbia	25,000	15,000		15,000
Dance West Network Society	50,000	20,000	2,000	22,000
DanceHouse Productions	31,000	21,000		21,000
Eastside Arts Society	25,000	13,000		13,000
EDAM Performing Arts Society	25,000	25,000		25,000
Electric Company Theatre Society	40,000	35,000		35,000
Elektra Women's Choir	20,000	20,000		20,000
Fight With a Stick Hybrid Performance Society	11,500	11,500		11,500
First Pacific Theatre Society	60,000	21,000		21,000
Foolish Operations Society	23,000	15,000		15,000
Full Circle: First Nations Performance Society	100,000	100,000		100,000
Gallery Gachet Society*	35,000	32,000		32,000
Greater Vancouver International Film Festival Society	150,000	75,000		75,000
Greater Vancouver Professional Theatre Alliance Society	30,000	25,000	5,000	30,000
Green Thumb Theatre	75,000	60,000		60,000
Hard Rubber New Music Society	15,000	15,000		15,000
Health Arts Society	25,000	25,000		25,000
Indian Summer Arts Society	58,000	42,000	5,000	47,000
ITSAZOO Productions Society	18,000	13,000	3,500	16,500

Cultural Operating Funding – Annual	2022 Grant Request	2022 Grant Recomm	2022 One-time	Total 2022 Grants
Joe Ink Performance Society	15,000	12,000		12,000
Karen Jamieson Dance Society	15,000	15,000		15,000
Kickstart Disability Arts and Culture	60,000	22,500	2,500	25,000
Kidd Pivot Performing Arts Society	30,800	25,200		25,200
Kokoro Dance Theatre Society	75,000	53,000	7,000	60,000
Latincouver Cultural & Business Society	30,000	20,000		20,000
Live Biennial of Performance Art Society	25,000	20,000		20,000
Malaspina Printmakers Society	50,000	25,000	10,000	35,000
Miscellaneous Productions Society	33,500	28,500	5,000	33,500
Movement Enterprises Society dba Small Stage	25,000	11,025		11,025
Music in the Morning Concert Society	25,000	19,000		19,000
Music on Main Society	60,000	50,000		50,000
Musica Intima Society	40,000	21,000	5,000	26,000
New Forms Media Society	15,000	10,000		10,000
New Orchestra Workshop Society	30,000	25,000	5,000	30,000
New Performance Works Society	30,000	20,000	2,000	22,000
Newworld Theatre Society	40,000	34,500		34,500
Out Innerspace Dance Theatre and Film Society*	30,000	20,000	5,000	25,000
Pacific Ballet British Columbia Society	125,000	100,000		100,000
Pacific Cinematheque Pacifique	60,000	45,000		45,000
Pacific Legal Education and Outreach Society (PLEO)	25,000	15,000	10,000	25,000
Pink Ink Theatre Productions Association	30,000	20,000		20,000
Powell Street Festival Society	50,000	47,000	3,000	50,000
Pride in Art Society	60,000	42,000	3,000	45,000
Projectile Publishing Society dba Fillip	16,000	13,000		13,000
PTC Playwrights Theatre Centre	50,000	45,000		45,000
PuSH International Performing Arts Festival Society*	80,000	80,000		80,000
Radix Theatre Society	10,000	7,500	2,500	10,000
Raven Spirit Dance Society	25,000	25,000		25,000
Realwheels Society	25,000	25,000		25,000
Redshift Music Society	20,000	17,000		17,000
Reel 2 Real: A Celebration of Moving Images For Youth Society	20,000	18,000		18,000
Rice and Beans Theatre Society	18,000	18,000		18,000
Rosario Ancer Flamenco Arts Society	30,000	24,000	3,000	27,000
Ruby Slippers Productions Society	30,000	20,000	5,000	25,000
Rumble Productions Society	40,000	30,000		30,000
Satellite Video Exchange Society dba VIVO Media Arts Centre	47,500	37,500		37,500
Savage Production Society	45,000	32,500	2,500	35,000
Secret Lantern Society	30,000	13,200		13,200
Snichim Foundation Society	17,500	17,500		17,500

Cultural Operating Funding – Annual	2022 Grant Request	2022 Grant Recomm	2022 One- time	Total 2022 Grants
Sound of Dragon Society	15,000	13,000	2,000	15,000
Still Moon Arts Society	35,000	15,000		15,000
Sub-Terrain Literary Collective Society	18,000	12,000		12,000
Tara Cheyenne Performance	22,000	20,000	2,000	22,000
The Art Starts in Schools Society	50,000	27,000	5,000	32,000
The Arts Club of Vancouver Theatre Society	200,000	152,000		152,000
The Association of Book Publishers of British Columbia	28,000	23,000		23,000
The Chop Theatre Society	15,000	12,000		12,000
The Coastal Jazz and Blues Society*	90,000	90,000		90,000
The Community Arts Council of Vancouver	15,000	15,000		15,000
The Dancing on the Edge Festival Society*	26,500	26,500		26,500
The Documentary Media Society dba DOXA Documentary Film Festival	32,000	32,000		32,000
The Firehall Theatre Society	100,000	75,000	5,000	80,000
the frank theatre company	25,000	25,000		25,000
The Geist Foundation	15,000	13,500		13,500
The I.E. Artspeak Gallery Society	29,000	29,000		29,000
The Mascall Dance Society	25,000	15,000		15,000
The Only Animal Theatre Society	14,250	14,250		14,250
The Or Gallery Society	38,000	34,000		34,000
The Plastic Orchid Factory Society	15,000	15,000		15,000
The Vancouver Book and Magazine Fair dba as WORD Vancouver	15,000	15,000		15,000
The Vancouver Cantata Society	16,500	16,500		16,500
The Vancouver East Cultural Centre	150,000	150,000		150,000
The Vancouver Folk Music Festival Society	88,000	80,000		80,000
The Vancouver Inter-Cultural Orchestra Society	30,000	25,000		25,000
The Vancouver International Writers Festival Society	65,000	65,000		65,000
The Vancouver Out on Screen Film and Video Society	50,000	50,000		50,000
The Western Front Society	46,000	44,000		44,000
Théâtre la Seizième	35,000	35,000		35,000
Theatre Replacement Society	40,000	25,000	5,000	30,000
Touchstone Theatre Society	45,000	35,000		35,000
TTS Theatre Terrific Society	20,000	15,000	5,000	20,000
Turning Point Ensemble	35,000	31,000		31,000
UNIT/PITT Society for Art and Critical Awareness	26,000	16,000		16,000
Up in The Air Theatre Society	25,000	15,000		15,000
Urban Ink Production Society	100,000	55,000		55,000
Vancouver Access Artist Run Centre dba Access Gallery	25,000	23,500		23,500
Vancouver Asian Canadian Theatre	30,000	30,000		30,000
Vancouver Chamber Choir	30,000	20,000		20,000
Vancouver Choral Arts Society	40,000	20,000		20,000
Vancouver Fringe Theatre Society	50,000	40,000		40,000

Cultural Operating Funding – Annual	2022 Grant Request	2022 Grant Recomm	2022 One-time	Total 2022 Grants
Vancouver International Bhangra Celebration dba 5X festival	20,000	20,000		20,000
Vancouver International Centre for Contemporary Asian Art	50,000	37,000		37,000
Vancouver International Children's Festival Society	145,000	134,000		134,000
Vancouver International Dance Festival Society	40,000	35,000		35,000
Vancouver Jewish Film Centre Society	10,000	10,000		10,000
Vancouver Latin American Cultural Centre Society (VLACC)	20,000	20,000		20,000
Vancouver Latin American Film Festival	20,000	20,000		20,000
Vancouver Moving Theatre Society	35,000	35,000		35,000
Vancouver New Music Society	35,000	32,000		32,000
Vancouver Opera Association	100,000	55,000		55,000
Vancouver Poetry House Society	20,000	15,000		15,000
Vancouver Society for Early Music	55,000	52,250		52,250
Vancouver Symphony Society	65,000	65,000		65,000
Vancouver West Side Theatre dba Chutzpah Festival and Norman and Annette Rothstein Theatre	40,000	30,000		30,000
VDC Dance Centre Society	150,000	90,000	5,000	95,000
Vines Art Festival Society	35,000	30,000	5,000	35,000
Visceral Visions Society	45,000	20,000	3,000	23,000
Visible Art Society dba grunt gallery	65,000	57,500		57,500
Wen Wei Dance Society	22,000	20,000		20,000
WePress Community Arts Space Society	30,000	30,000		30,000
West Coast Feminist Literary Magazine Society dba Room Magazine	30,000	25,000		25,000
Western Theatre Conspiracy Arts Society	22,500	19,000	3,500	22,500
ZeeZee Theatre Society	45,000	17,500	5,000	22,500
Total	5,977,550	4,687,625	138,500	4,826,125

*Grant is conditional upon meeting specific conditions

Cultural Operating Funding – Institutions	2022 Grant Request	2022 Grant Recomm	Total 2022 Grants
A.S.T.C. Science World Society	105,000	105,000	105,000
H.R. MacMillan Space Centre Society	519,400	519,400	519,400
The Vancouver Art Gallery Association	2,625,000	2,122,680	2,122,680
The Vancouver Maritime Museum Society	400,000	400,000	400,000
Vancouver Museum Society dba Museum of Vancouver	758,000	758,000	758,000
Total	4,407,400	3,905,080	3,905,080

Assessment Committee Observations and Comments

Artistic Purpose and Programs

- Commitments towards cultural equity in organizational purpose ranges from an equity statement or an addition to their values, to those that are equity-led with explicit missions to serve equity-denied artists and organizations.
- Response to working with Indigenous artists revealed a range from those who are led by and for Indigenous artists to non-Indigenous groups who are at minimum making a land acknowledgement. More progressive actions include addressing historical harms groups have perpetuated, having engaged representation of Indigenous people on boards or committees, Indigenous staff in leadership roles, using protocols specific to the Nation with whom groups are working, embedding strategic actions addressing TRC calls to actions and principles of UNDRIP, and changing language and extending deadlines to better communicate and align with Indigenous partners and artists
- Some groups are challenged with understanding how they can, within their mission, support and work with Indigenous artists and it was felt that the City may be able to assist groups with some Indigenous-led guidance or resources so that the same few Indigenous artists or leaders are not being over asked to take on this role.
- Some organizations leaned into limitations and new tools and offered some creative opportunities for artists and the public including: original in-person performances for audiences of one for safe, creative and immersive experiences; pop-up outdoor public performances in community parks; roving live dance performances accompanied by live music for people to enjoy from the comfort and safety of their homes; podcasts of artists in conversation with each other, sharing insights into their practice and well-being; and digital exchange residencies for local artists to engage with artists from afar.
- A few groups invested in technology, training, and staff to offer high quality digital platforms for local and international presentation, which gained recognition in national and international settings.
- Some groups made creative use of their space during closures, offering it for artist residencies to continue to practice and create work, and one group created an online replication of their theatre where artists and public could interact virtually.
- A few leaders shifted activities to provide care and wellness programs for artists.
- Some groups took the time to provide better access in a digital forum and developed and offered workshops to fellow artists and organizations on the basics of non-auditory access for online presentations.
- There was a notable increase in numbers of Indigenous and equity-denied artists being presented or included in programming.
- In terms of assessing how well artists are being supported by organizations, feedback from artists should be required as part of samples of feedback from those who participate, and a breakdown of artist fees and wages to ensure fair compensation.

Participation, Access and Impact

- While physical attendance numbers were reduced, online participation increased significantly, however many groups reported challenges with engaging audiences to the same degree through online platforms.
- Many were able to reach new communities and create more accessibility through online programming and would like to sustain that access ongoing.

- Some organizations are taking action to diversify their audiences through developing strong relationships and partnerships with communities connected to specific people they are striving to reach.
- Testimonials and feedback directly from participants (in their own words) is an effective way to assess impact and applicants are encouraged to invite specific participants to respond to these questions rather than applicants writing on their behalf.
- There is a wide range of accessibility being offered and room for growth. At minimum, grantees provide some financial access and physical access. Some have undertaken accessibility audits and have an action plan and budget to implement recommendations over time. Some groups are offering ASL for Deaf/deaf and hard of hearing public and described services for Blind or low vision patrons more regularly, and many include video captioning and transcription for online presentations.
- A couple of organizations are hiring disabled staff to lead programming and operations for greater inclusion of disabled artists and public access and this was considered to be a model for other organizations to follow.

Leadership and Administration

- Several organizations are moving away from hierarchical staff structures to more lateral, circular, and community-focused ones.
- Three organizations unionized and several have committed to paying living wages.
- New positions have been created specifically for digital technology and programming.
- A number of leaders extended their resources to benefit broader sector needs including gathering and sharing COVID-19 related resources and impact data, digital equipment and staff, funding to support artists in need, and offering food hampers to residents of the DTES.
- In non-equity mandated organizations, senior level leadership is predominantly white with new Indigenous and Racialized staff hired into supporting, coordinating, and/or temporary roles and no clear pathway to more permanent leadership roles.
- Many organizations have equity goals for programming, yet lack strategic goals for equity in staffing and operations.
- There are a few equity-denied leaders who are over-represented in consulting and leading initiatives to advance equity in the sector and are experiencing a high burn-out and an emotional level of responsibility. There is an urgent need for better support systems and professional development opportunities for these leaders to thrive.
- Generally many leaders reported a high level of burn-out, having continually adapted programming and operations for two years and sustaining hybrid programs and services.
- Several groups noted a high loss of skilled staff (to secure more stable employment) and difficulty replacing them.
- Many groups are addressing harassment, bullying, and discrimination with tighter policies and practices. Some have policies on paper only and still have work to do to put them into practice, while others presented clear practices with explicit external reporting processes with defined timelines and outcomes.
- Larger institutions should be leaders in healthy workplace policies and practices as they are the largest employers and have access to greater resources to do so.
- Many established groups aim to pay higher wages and are seeking additional public sector support yet are not considering how they could restructure and redistribute resources on their own for better equity for their staff.
- Plans to become a more equitable organization range from aspiration statements at minimum, to actionable priorities embedded into strategic directions and plans, to those

that are equity-led and demonstrate their commitments in leadership and operations (staff and board representation) and programs (developed, led-by and for).

- The Global Diversity Equity and Inclusion Benchmark tool, adopted by the City and offered as a resource for Operating applicants to self-reflect through an Equity lens, was considered to be a good tool to use for a community cohort learning.

Financial

- Groups would not have survived the conditions of the pandemic without additional and flexible Covid-related support above and beyond their core operating grants and were thankful for these resources.
- Groups have managed their budgets well throughout pandemic and their bottom lines have somewhat improved but the pathway ahead is still uncertain given the ongoing impact on admissions, private donors, tourism, rentals, etc.
- Where there are surplus funds, many have been restricted or deferred to assist with further recovery and reopening plans and the backlog of paused programming.
- Digital programming continues to be costly with no ability to generate sufficient revenue to cover those costs through ticket prices.
- Most groups are projecting growth in their 22/23 budgets but cautiously approaching pre-pandemic budget levels.
- Groups with budgets around \$200,000 appear to lack sufficient resources for administration and a more streamlined application should be considered for them.

Cultural Learning and Sharing Program

The Cultural Learning and Sharing (CLS) program provides up to \$20,000 to artists and cultural leaders working in non-profit arts and cultural organizations to access or deliver learning opportunities that will build and strengthen skills, knowledge, relationships and experience in order to enhance individual, organizational or sectoral practices. The program supports the following key actions in *Culture|Shift*.

- Increase knowledge, and share knowledge and resources across the cultural sector.
- Increase leadership opportunities for Musqueam, Squamish, Tsleil-Waututh, and urban Indigenous artists, and cultural leaders and artists from equity-denied communities.
- Support Indigenous-led development of cultural protocols, resources and training to support non-Indigenous cultural organizations to build collaboration with local nations.
- Support the development and facilitation of organizational learning opportunities to advance equity and accessibility.

The program supports artistic residencies, mentorships, gatherings, workshops and courses, research, organizational planning, and other self-determined learning opportunities. Eligible applicants will:

- Be Vancouver-based registered non-profit organizations (at the federal or provincial level) or a local First Nations Band Council.
- Provide equitable access to programs and services to a broad diverse public.
- Provide respectful and safe working conditions for artists, staff, volunteers and contractors.
- Have an active Board of Directors comprised of volunteers that are representative of the mission and people served.
- Have skilled leadership, and be working with artists and creative collaborators with the relevant lived experience, permission, knowledge, skills and expertise to lead and contribute to the work.
- Compensate professional artists at minimum standard industry rates.
- Have completed all previous projects funded through Cultural Services.