



COUNCIL REPORT

Report Date: March 14, 2023
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RTS No.: 15453
VanRIMS No.: 08-2000-20
Meeting Date: April 12, 2023
[Submit comments to Council](#)

TO: Standing Committee on City Finance and Services
FROM: General Manager of Arts, Culture, and Community Services
SUBJECT: 2023 Cultural Grants (Balance of Operating Grants)

Recommendations

- A. THAT Council approve Cultural Operating Funding - Institutions (COFI) grants totaling \$2,903,810 from the 2023 Cultural Grants Operating Budget to the five organizations listed in Section A of Appendix A of this report for the amounts recommended for each organization in the "2023 Grant Recomm" column, which will bring the total 2023 operating grants for those five organizations to \$3,880,080.
- B. THAT Council approve Cultural Operating Funding – Annual (COFA) grants totaling \$1,861,555 from the 2023 Cultural Grants Operating Budget to the 90 organizations listed in Section B of Appendix A of this report for the amounts recommended for each organization in the "2023 Grant Recomm." column, which will bring the total 2023 operating grants for those 90 organizations to \$3,095,925.
- C. THAT Council delegate its authority to execute grant agreements that include terms and conditions that are consistent with this report, that satisfy the City's Director of Legal Services, and that disburse the grants described in this report to the City's General Manager of Arts, Culture, and Community Services (or their designate).
- D. 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.

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

No legal rights or obligations will arise or be created by Council's adoption of these Recommendations unless and until all legal documentation has been executed and delivered by the respective parties.

Purpose and Executive Summary

This report recommends a total of \$4,765,365 to 95 cultural organizations to enable the sector to provide critical programs and services to artists, the cultural community, and the public.

The recommendations support the following key civic policy and strategic directions:

- *Culture|Shift: Blanketing the City in Arts and Culture*, 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, and UNDRIP Strategy
- The City's Equity Framework, and Accessibility Strategy

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* [Minutes - Regular Council meeting: 2019 Sep 10 \(vancouver.ca\)](#)

On January 17, 2023 (RTS 15452), Council approved \$4,343,840 cultural grants to 208 organizations including multi-year grants, 'advance' payments on annual operating grants, and project grants to advance goals of *Culture|Shift*.

<https://council.vancouver.ca/20230117/documents/regu20220117min.pdf#page=7>

City Manager's Comments

The City Manager concurs with the foregoing recommendations.

Context and Background

The City of Vancouver has a long history of providing grants to local arts and culture non-profit organizations (NPOs). With that support, the City recognizes the role that arts and culture play in elevating the distinct characteristics of a city and creating access to unique cultural experiences that reflect the lives and values of those who live and visit the city. The goals of grant programs have been updated consistently to reflect the current needs and opportunities of the sector. Most recently in 2019, the community made it clear that the City's support of arts and culture historically favoured traditional practices and excluded many forms of artistic and creative expression. After consulting with thousands of artists, cultural leaders, and community groups, the community provided key directions through unanimous approval of *Culture|Shift: Blanketing the City in Arts and Culture*, guiding the City towards more equitable distribution of its arts and culture resources. The current cultural plan, *Culture|Shift*, including *Making Space for*

Arts and Culture and the *Vancouver Music Strategy*, connects with other key civic strategies and creates pathways towards five main directions: Art at the Centre of City Building, Reconciliation and Decolonization, Cultural Equity and Accessibility, Making space for Arts and Culture, and Capacity and Collaboration.

Table 1 shows a brief history of the City's arts and culture support through 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	2023
Base*	\$12,074,020	\$12,315,500	\$12,561,810	\$13,297,545	\$13,657,547	\$13,657,547
C/S	\$0	\$300,000**	\$475,000	\$275,000	\$300,000**	\$0
Total	\$12,074,020	\$12,615,500	\$13,036,810	\$13,572,545	\$13,957,547	\$13,657,547

*Includes annual increases (2% each year except 0.6% in 2022 and 0% in 2023)

**One-time: for Van. Music Fund from Innovation Fund 2018, for general C/S from operating funds 2022

Throughout the creation and adoption of *Culture/Shift*, Vancouver's arts, culture and creative sector requested several key shifts in arts and cultural granting programs. In response, Cultural Services staff implemented following changes to the programs:

- Launched multi-year programs to reduce administration burden for arts and culture NPOs and creating consistency in support;
- Made commitments to equity and transparency in the assessment process (over 50% representation of priority groups on committees, published criteria and ranking structure, open call for self-nominations for assessors);
- Introduced priority groups to increase support to organizations serving artists who identify as Indigenous, Black or of African Descent, People of Colour, Deaf/deaf, Hard of Hearing, Living with a disability/disable people, LGBTQ2+ and gender diverse, and who are recognized by their peers as producing high quality work; and,
- Launched stand-alone programs for Indigenous and Equity-led and Equity-serving arts and culture NPOs using a relationship building and trust-based approach to the process.

Through these shifts in granting programs, the City is now supporting 13 new equity-serving groups, 9 new Indigenous groups, as well as 45 new groups through project-based funding, and 23 new groups through the operating programs.

Key shifts in the arts and culture NPO sector:

- Newer NPOs have missions to create work and provide opportunities for public participation with social justice aims at the core of their purpose as well
- NPOs are establishing themselves to fill gaps in program and service delivery to create opportunities for BIPOC artists and leaders to thrive
- Leadership models are shifting to empower strengths in self-determined ways (collaborative, shared, non-hierarchical)
- NPOs are improving working conditions for their employees and implementing living wage policies

Discussion

Recommendations in this report implement key directions of *Culture/Shift* and build on previous City support and investment in the cultural diversity and economic vitality of the city. The recommendations are for the balance of operating grants (less the advance grants approved in January) following the completion of the community peer assessment process.

Operating Grant Program Description and Goals

This 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 and community, in any artistic discipline.

The program aims to leverage the collective community efforts of the arts and culture sector to:

- Provide opportunities to artists and cultural workers to have the freedom, agency and space to create and share their stories
- Ensure meaningful and broad public participation and access to a range of programs and services for the greater understanding of Vancouver's dynamic cultural landscape
- Provide consistent support for the impactful delivery of professional programming, space, services and activities that advance creative disciplines and services, and contribute to the visibility of the cultural diversity of Vancouver
- Support the livelihood of local artists and cultural workers
- Support healthy leadership practices and ensure leadership pathways in service to the sector
- Create a more equitable, vibrant, collaborative and sustainable arts and culture sector

Program Guide: <https://vancouver.ca/files/cov/cultural-operating-funding-annual-info-guide.pdf>

Peer Assessment Process

Cultural Services uses the model of peer assessment – a general practice used by all other public sector arts funding agencies – to guide all grant recommendations. Members of the arts and culture community nominate themselves or their peers and contribute to the process through their artistic and administrative expertise and various disciplinary skills and lived experience. To ensure there is equity in the assessment process, Cultural Services has a policy that requires the composition of assessment committees to exceed 50% representation of priority groups. For this round of assessments, nine members formed four committees and applied artistic and administrative expertise from galleries, cultural centres, artist-run centres, theatre, dance, music and festival organizations, representing all artistic disciplines, and providing Indigenous, disability justice, racialized and LGBTQ2+ lenses.

Table 2 - Assessment Committee Peer Members

Shaun Dacey	Natalie Tin Yin Gan	Nancy Tam
Kristin Cheung	Starr Muranko	Jivesh Parasram
Lili Vieira de Carvalho	Mark McGregor	JD (Jan) Derbyshire

We would like to thank these individuals for their time, their generosity, and thoughtful comments that formed the expert recommendations in this report, as well as feedback for staff and the City for future considerations (captured in Appendix B).

Peer Assessment for Arts and Cultural Grants and Awards Information:

<https://vancouver.ca/people-programs/grant-application-and-assessment-process.aspx>

Grant Recommendations

As these grants offer ongoing support, all applicants are being recommended for a grant. However, as every year, demand exceeds available resources, the committee had to make some difficult decisions by making recommendations to reduce grants to some groups in order to redistribute them as increases to others in the program.

Table 3 – Key Metrics: Requests vs Recommended

Cultural Operating Funding	Requested #	Recomm. \$	%	Requested \$	Recomm. \$	%
Institutions (COFI)	5	5	100	\$3,950,080	\$3,880,080	98
Annual (COFA)	90	90	100	\$3,964,240	\$3,095,925	78
Totals	95	95	100	\$7,644,320	\$6,976,005	91

**Multiyear (COFM) program grants were approved on January 17, 2023 RTS 15452*

The recommendations are based on the published program criteria which include:

- Artistic Purpose (clearly defined and responds to current needs in community, clear commitments to equity in the mission, vision, and values)
- Artistic Contributors and Programs (artists have appropriate experience, knowledge, and permission and are provided meaningful opportunities to develop their practice, respectful practices are in place when working with Indigenous artists, the work advances a particular practice, there is access for diverse community participation)
- Participation, Access and Impact (audiences and participants reflect the diversity of the city, accessibility plans and practices are in place, there is demand for the programs)
- Leadership and Administration (leaders bring appropriate experience and knowledge to advance the mission and work, healthy work place practices are in place, appropriate human resources are in place, equity policies and plans are being integrated into practice, the board is advancing the mission and work)
- Financial Management (healthy position with diversified revenues, realistic and balanced budget projections, demonstrated need for public sector assistance)

As part of the assessment, groups deemed to meet the criteria at a high level are recommended for an increase, and those who do not meet the criteria to a sufficient level are recommended for a decrease. This necessary shift of finite resources ensures that the City's limited funds are directed to organizations assessed to have the greatest impact in the community.

Characteristics of groups that met the criteria to a high degree:

- They are creating high quality work demonstrated through consistent demand, positive feedback from artists and people who participate in the programs/services
- They are providing secure employment for artists and workers especially those who may experience barriers, and are able to ensure safe working conditions
- They are providing access to a diverse public through efforts to address physical, cognitive, cultural, and financial barriers
- They have leadership that brings strong skills and expertise to the organization, while also being recognized as leaders in supporting the interests of the broader arts sector
- There is good financial management in place and a demonstrated need for funding

Characteristics of groups that met the criteria to a low degree:

- The quality of the work is not clear through a broad mission statement, work is not addressing gaps in community, a decline in demand, little to no feedback from program participants, limited information provided on programs and services
- There are few opportunities for artist involvement, little to no fees paid, no artists in leadership positions or leading programs, artists not centred or core to the programs
- There is difficulty in attracting and retaining experienced staff, high turn-over in staff and board, limited evidence of a healthy work place practices
- Poor financial management as demonstrated through lack of clarity in financial reporting, deficit trends, patterns of un-met or unrealistic budget projections
- There is not as much financial need demonstrated through access to high unrestricted reserves, greater capacity to generate revenues and secure donations/sponsorship, the grant level is no longer in alignment with level of activity and impact

Cultural Grants Impacts

These recommendations generate significant impacts in the city as captured in Table 4. Before the pandemic, grants to operating groups helped generate over 27,000 activities to audiences of over 7.5M, engaging 13,000 artists and employing over 1,200 full time staff. In addition, combined fees and salaries to artistic employees was in excess of \$47M.

Table 4 - Key Impacts for Cultural Operating Groups – 2019 Reporting

Key Metric	Total
Number of Public Activities	27,540
Attendance/ Participants	7,507,255
Number of Artists	13,001
Full-Time Equivalent Staff	1,237
Total Number of Volunteers	16,268

**CADAC statistical data 2019 for core operating grantees*

The overall creative and cultural sector economic impact reveals that cultural economic production outperforms many traditional industries and contribute 2.7% to BC's GDP (gross domestic product) and 4% of total employment. Table 5 offers a comparison of industry impacts.

Table 5 – Economic Impact of Cultural Industries by Comparison

Industry	Economic Impact \$
Agriculture, Fishing, Forestry & Hunting	\$5.8 B
Utilities	\$6.3 B
Culture	\$7.9 B
Accommodation & Food	\$8 B
Mining, Oil & Gas	\$8.2 B

Hills Strategies/Culture/Shift

Financial Implications

The source of funding for these recommendations is the 2023 Cultural Grants Operating Budget (ongoing). Table 6 summarizes the amounts recommended in this report including advance amounts recommended on January 17th, 2023 (RTS 15452). These recommendations contribute a consistent source of core funding for the organizations to provide critical programs for the community. Further, for every City dollar granted, a significant amount of revenues are raised from other sources. For example, in 2019, per dollar of City grant funding, an additional \$13.39 was raised through other revenues, which totalled over \$168M (captured in Table 1, Appendix C).

Table 6 – 2023 Cultural Grants Budget (Operating)

Rec	Program Grants Stream	2023 Budget	Previously Approved	Rec. in this Report	# Orgs	Balance
	Projects (CASC)	\$1,000,000	\$462,500			\$537,500
	Cultural Learning/Sharing*	\$200,420				\$200,420
A	Operating – Institutions	\$3,880,080	\$976,270	\$2,903,810	5	\$0
B	Operating – Annual	\$3,095,925	\$1,234,370	\$1,861,555	90	\$0
	Operating – Multiyear	\$1,670,700	\$1,670,700			\$0
	Theatre Rental	\$2,846,586	\$1,830,685			\$1,015,901
	Individual Artists Fund	\$60,000				\$60,000
	Indigenous	\$280,000				\$280,000
	Equity & Accessibility	\$316,000				\$316,000
	Affordable Spaces	\$307,836				\$307,836
	Total Operating	\$13,657,547	\$6,174,525	\$4,765,365	95	\$2,717,657
	Cultural Spaces	\$1,500,000				\$1,500,000
	Total Capital	\$1,500,000				\$1,500,000
	TOTAL – All Grants	\$15,157,547	\$6,174,525	\$4,765,365		\$4,217,657

**Delegated authority – disbursed throughout the year*

Legal Implications

There are no legal implications associated with this report's recommendations.

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APPENDIX A
GRANT RECOMMENDATIONS

A Cultural Operating - Institutions Grant (COFI)					
	Major Institutions	2023 Grant Request	2023 Q1 Approved	2023 Q2-4 Recomm	2023 Grant Recomm
1	A.S.T.C. Science World Society	150,000	26,250	78,750	105,000
2	H.R. MacMillan Space Centre Society	519,400	129,850	364,550	494,400
3	The Vancouver Art Gallery Association	2,122,680	530,670	1,592,010	2,122,680
4	The Vancouver Maritime Museum Society	400,000	100,000	300,000	400,000
5	Vancouver Museum Society	758,000	189,500	568,500	758,000
	Total	3,950,080	976,270	2,903,810	3,880,080

**These groups operate city-owned/leased facilities and three manage civic collections*

B Cultural Operating - Annual Grant (COFA)					
	Applicant	2023 Grant Request	2023 Q1 Approved	2023 Q2 Recomm	2023 Grant Recomm
1	221A Artist Run Centre Society	100,000	12,000	20,500	32,500
2	Axis Theatre Society	40,000	13,000	19,500	32,500
3	Bard on the Beach Theatre Society	75,000	24,000	36,000	60,000
4	Bill Reid Foundation	42,500	15,000	25,000	40,000
5	Boca Del Lupo Theatre	42,000	16,800	25,200	42,000
6	British Columbia Alliance for Arts and Culture Society	50,000	18,000	23,000	41,000
7	CAG Contemporary Art Gallery Society of British Columbia	75,000	30,000	45,000	75,000
8	Canadian Music Centre/Centre De Musique Canadienne	35,000	12,600	20,900	33,500
9	Carousel Theatre Society	42,000	12,800	19,200	32,000
10	Centre culturel francophone de Vancouver	25,000	8,000	14,000	22,000
11	Chor Leoni Men's Choir	24,000	8,000	12,000	20,000
12	Cineworks Independent Filmmakers Society	46,000	14,400	21,600	36,000
13	City Opera of Vancouver Society	20,000	6,000	9,000	15,000
14	Craft Council of British Columbia	25,000	6,000	7,500	13,500
15	Danstabat Performance Society	22,000	8,000	12,000	20,000
16	Eastside Arts Society	25,000	5,200	7,800	13,000
17	EDAM Performing Arts Society	25,000	10,000	15,000	25,000
18	Electric Company Theatre Society	35,000	14,000	21,000	35,000
19	Fight With a Stick Hybrid Performance Society	11,500	4,600	6,400	11,000
20	First Pacific Theatre Society	40,000	8,400	12,600	21,000
21	Greater Vancouver International Film Festival Society	150,000	30,000	45,000	75,000
22	Hard Rubber New Music Society	16,500	6,000	9,000	15,000
23	ITSAZOO Productions Society	18,000	5,200	7,800	13,000
24	Joe Ink Performance Society	12,000	4,800	6,000	10,800
25	Karen Jamieson Dance Society	17,000	6,000	9,000	15,000
26	Kidd Pivot Performing Arts Society	30,240	10,080	15,120	25,200

B Cultural Operating - Annual Grant (COFA)					
	Applicant	2023 Grant Request	2023 Q1 Approved	2023 Q2 Recomm	2023 Grant Recomm
27	LIVE Biennial of Performance Art Society	30,000	8,000	10,000	18,000
28	Malaspina Printmakers Society	50,000	10,000	15,000	25,000
29	Movement Enterprises Society	15,000	4,410	6,615	11,025
30	Music in the Morning Concert Society	25,000	7,600	9,500	17,100
31	Music on Main Society	50,000	20,000	30,000	50,000
32	musica intima society	40,000	8,400	14,600	23,000
33	New Forms Media Society	10,000	4,000	6,000	10,000
34	New Orchestra Workshop Society	28,000	10,000	18,000	28,000
35	New Performance Works Society	30,000	8,000	12,000	20,000
36	Out Innerspace Dance Theatre and Film Society	30,000	8,000	18,000	26,000
37	Pacific Ballet British Columbia Society	125,000	40,000	60,000	100,000
38	Pacific Cinematheque Pacifique Society	45,000	18,000	27,000	45,000
39	Pacific Legal Education and Outreach Society	25,000	6,000	11,500	17,500
40	Pink Ink Theatre Productions Association	30,000	8,000	12,000	20,000
41	Projectile Publishing Society	20,000	5,200	7,800	13,000
42	PuSh International Performing Arts Festival Society	90,000	32,000	48,000	80,000
43	Radix Theatre Society	12,500	3,000	4,500	7,500
44	Realwheels Society	25,000	10,000	15,000	25,000
45	Redshift Music Society	17,000	6,800	8,500	15,300
46	Reel to Real: A Celebration of Moving Images for Youth Society	20,000	7,200	10,800	18,000
47	rice and beans theatre society	25,000	7,200	16,000	23,200
48	Secret Lantern Society	43,200	5,280	7,920	13,200
49	Seismic Shift Arts Society	25,200	8,400	12,600	21,000
50	Snichim Foundation Society	17,500	7,000	10,500	17,500
51	Still Moon Arts Society	20,000	6,000	9,000	15,000
52	SubTerrain Literary Collective Society	12,000	4,800	6,000	10,800
53	The Art Starts In Schools Society	78,250	10,800	17,700	28,500
54	The Arts Club of Vancouver Theatre Society	200,000	60,800	91,200	152,000
55	The Association of Book Publishers of British Columbia	28,000	9,200	13,800	23,000
56	The Chop Theatre Society	15,000	4,800	7,200	12,000
57	The Coastal Jazz and Blues Society	120,000	36,000	56,000	92,000
58	The Dancing on the Edge Festival Society	26,500	10,600	14,400	25,000
59	The Firehall Theatre Society	80,000	30,000	45,000	75,000
60	The Geist Foundation	15,000	5,400	8,100	13,500
61	The Green Thumb Players Society	90,000	24,000	36,000	60,000
62	The Mascall Dance Society	25,000	6,000	9,000	15,000
63	The Only Animal Theatre Society	30,000	5,700	8,550	14,250
64	The Or Gallery Society	40,000	13,600	20,400	34,000
65	the plastic orchid factory society	15,000	6,000	9,000	15,000

B Cultural Operating - Annual Grant (COFA)					
	Applicant	2023 Grant Request	2023 Q1 Approved	2023 Q2 Recomm	2023 Grant Recomm
66	The Vancouver Book and Magazine Fair	20,000	6,000	9,000	15,000
67	The Vancouver Cantata Society	16,500	6,600	9,900	16,500
68	The Vancouver East Cultural Centre	165,000	60,000	95,500	155,500
69	The Vancouver Fringe Theatre Society	50,000	16,000	24,000	40,000
70	The Vancouver International Writers Festival Society	65,000	26,000	39,000	65,000
71	The Western Front Society	50,600	17,600	28,400	46,000
72	Theatre Replacement Society	45,000	10,000	20,000	30,000
73	Touchstone Theatre Society	40,000	14,000	17,500	31,500
74	Turning Point Ensemble	36,000	12,400	18,600	31,000
75	UNIT/PITT Society for Art and Critical Awareness	20,000	6,400	10,600	17,000
76	Up In The Air Theatre Society	20,000	6,000	11,000	17,000
77	Vancouver Access Artist Run Centre	25,000	9,400	14,100	23,500
78	Vancouver Chamber Choir	25,000	8,000	12,000	20,000
79	Vancouver Choral Arts Society	40,000	8,000	15,500	23,500
80	Vancouver Folk Music Festival Society	80,000	32,000	28,000	60,000
81	Vancouver Independent Music Centre Society	20,000	6,000	11,000	17,000
82	Vancouver International Children's Festival Society	145,000	53,600	80,400	134,000
83	Vancouver Jewish Film Centre Society	10,000	4,000	5,000	9,000
84	Vancouver New Music Society	32,000	12,800	16,000	28,800
85	Vancouver Opera Association	100,000	22,000	33,000	55,000
86	Vancouver Society for Early Music	52,250	20,900	31,350	52,250
87	Vancouver Symphony Society	65,000	26,000	34,000	60,000
88	Vancouver West Side Theatre Society	40,000	12,000	18,000	30,000
89	VDC Dance Centre Society	105,000	36,000	54,000	90,000
90	WESTERN THEATRE CONSPIRACY ARTS SOCIETY	30,000	7,600	17,400	25,000
	Total	3,964,240	1,234,370	1,861,555	3,095,925

APPENDIX A ASSESSMENT COMMITTEE FEEDBACK

Each time members of the committee offer their time to review applications it presents a moment to discuss larger issues and trends that artists and cultural workers are experiencing in the sector. This information is valuable to bring forward for staff to consider for future changes to programs and processes. The following key points were raised during the committee meetings:

- There is appreciation for the new criteria of *Culture|Shift* (C|S) which is allowing for a shift. There is untapped potential in terms of what the City could be supporting but the static budget narrows the focus. More funds would allow for expansion.
- Some groups are advancing directions of C|S well while others are lagging behind.
- Smaller to mid-size organizations (up to \$350,000 budgets) are in greatest need of grants as they do not have the same access to resources as larger companies do.
- There is high turn-over and burn out with leadership in the sector. More support is needed for leadership and transition which could include training for board members to support their leadership staff, courses on how to run a non-profit, mentorships, etc.
- The impact of the pandemic has altered the arts and culture sector: many staff have left their positions leaving much leadership transition; continual adaptation and change has the sector coming back to full programming but with a tank half-full.
- The non-profit model is not sustainable. There is high burnout due to unpaid labour for paid staff and board members. It's challenging to recruit new board members as they are asked to work without compensation. This is particularly challenging when asking people from diverse communities to take on an unpaid role.
- Running a non-profit organization can be overwhelming and many individuals are struggling to figure it out on their own. Resources need to be accessible and shared widely so that leaders have access (equity consultants, professional development, financial management, networking, greater connections with the business sector).
- Grass roots companies are showing most of the innovation, whereas some organizations are operating with inherited models that no longer serve them or the community. There is a need for some companies to update their models or if not, to 'hospice' the organization
- It is challenging for re-emerging and new creators to establish themselves and for mid-career artists, there are limited options for them to advance.
- *Culture|Shift* Cultural Equity, Accessibility, Reconciliation goals for non-Equity groups:
 - How can we better understand where groups are on their journeys? An 'equity' plan is good, but implementation and actions are a better indication of impact
 - It's most common for groups to diversify programming, but less evident to embed equity in operations and leadership
 - There is pressure to fill 'equity roles' in leadership positions (staff and board) but without consideration of cultural and systems changes that need to occur within the organization first to ensure their success
 - Equity roles can put too much pressure on one individual to do the work for the whole organization – there is need to invest in the organization's learning first and there are ample free resources available to start
 - For smaller groups with lower administrative resources, the requirements for policies and plans can be beyond their administrative capacity

- It would be beneficial to have a platform where good practices could be shared
- There is a degree of tokenism where racialized artists are named in applications as a means of demonstrating equity but without actually working with them or taking the time to build a relationship first – there is a call for groups to build genuine relationships with artists they want to be more engaged with
- Some groups are not addressing the question around what reconciliation means for them and their company
- There is a call for a better understanding of accessibility in the sector - designing for access from the start rather than providing accommodation. More resources and a better understand of disability justice and how to embed accessibility into programs and operations are needed.
- The arts are a natural way to connect people with a diverse range of cultural expression as they provide a space where people can connect and learn from each other.
- Vancouver is known for its diversity and it is a great strength of the city - the arts are a way to highlight this.
- There is a need to create pathways for diverse artists to find their way into leadership positions – there is a pattern of artists being hired for a limited time and then leaving.
- Coordination with other levels of arts funding to streamline the application process would be beneficial as funders are asking the same questions, but in different ways.
- More support could be beneficial to new grant writers and especially those where English is not their first language.
- There is a wide segment of the artistic world that we are not seeing in these applications (Black and Indigenous artists for e.g.) and there is a need to understand how to bring them in and support them.
- Broader level discussions around Equity would be beneficial – as an example, BC Arts Council has an equity advisory council that includes artists and thinkers.
- Allow more options for artists and leaders to speak about what they are doing in a way that makes sense for them.
- Many groups have surpluses that are sustaining operations and programming after significant losses but there is concern that these resources will only take them so far especially when recovery funds are no longer available.

APPENDIX C

Table 1 – Change in Revenues for Operating Grantees 2019 - 2021

Revenue	2019	%	2020	%	2021	%
Earned Revenue	82,993,078	45.9	52,659,991	34.2	16,748,340	12.4
Net Investment	3,150,993	1.7	2,501,493	1.6	2,152,900	1.6
Private Sector	39,614,771	21.9	31,242,956	20.3	28,156,472	20.9
Federal	23,582,393	13.0	37,073,609	24.1	49,509,046	36.8
Provincial/Territorial	17,377,766	9.6	17,582,887	11.4	24,418,330	18.1
Municipal/Regional	12,578,891	6.9	11,563,118	7.5	11,777,313	8.8
Other Public Sector	1,400,878	0.8	684,869	0.4	1,496,876	1.1
Other	294,941	0.2	463,704	0.3	332,805	0.2
Total Revenue	180,993,711	100	153,772,627	100	134,592,082	100
\$1 municipal raises	\$13.39		\$12.30		\$10.43	

Source – Canadian Arts Database (CADAC)

Each year grantees report out on last actual financial data as part of the application, in the national arts database - CADAC. Every dollar granted by the City levers significant other resources. In pre-pandemic times (2019) close to 70% was generated through admissions, workshops, sales, donations, sponsorships, fundraising, and other sources, while public sector support was just over 30%. With the restrictions and closures, earned revenue saw the highest decrease from 45.9% of total revenues in 2019 to just 12.4% reported in 2021. In order to offset the loss, federal and provincial emergency support carried many organizations through an extremely difficult time. Federal support grew to 36.8% in 2021 from 13% in 2019 (\$25.9M), and provincial support increased from 9.6% to 18.1% (\$7M). Civic support remained relatively stable. As the recovery support ends, core support from all levels of government will be critical as groups rebuild and structure themselves to a new normal.

Table 2 – Change in Key Impacts for Cultural Operating Groups - 2019 - 2021

Key Metric	2019	2020*	2021*
Total Number of Public Activities	27,540	20,592	19,493
Total Attendance/ Participants	7,507,255	3,872,885	2,072,310
Total Number of Artists	13,001	9,899	9,267
Total Full-Time Equivalent Staff (artistic and admin)	1,237	1,137	845
Total Number of Volunteers	16,268	10,084	7,249
Estimated number of hours worked by all volunteers	450,704	236,182	213,915
Artists and professional fees	\$21,619,506	\$14,911,113	\$10,376,121
Artistic salaries - permanent and temporary employees	\$25,913,471	\$24,650,990	\$20,806,587

Source – Canadian Arts Database (CADAC)

*Decreases due to COVID-19 Restrictions and Closures