

2023 CULTURAL OPERATING FUNDING - MULTIYEAR (COFM) INFORMATION GUIDE

Deadline: Wednesday, December 7, 2022 at 11:59 pm

This guide provides information about the objectives, eligibility, criteria and application process for this program. Please review this information guide first before starting your application. If you have any questions, please contact staff well in advance of the deadline.

This program offers core support for three years at a consistent level, for operations, programs and services to registered non-profit arts and cultural organizations in Vancouver who have received core funding on an annual basis. Access to this program is by invitation.

Application Key Dates (subject to change)

Application Launch	Monday, October 24, 2022
Financial & Statistical data due in CADAC*	Friday, December 2, 2022, 11:59 pm
Applications Due	Wednesday, December 7, 2022, 11:59 pm
Staff Review	December 2022-January 2023
Notification of Grant Recommendation	Mid-January 2023
Council Approval of Grant	Late-January 2023
Payment	February 2023

**Data is due in CADAC by Dec. 2nd due to upgrades to the CADAC system*

Application Support

Applicants who are Deaf/deaf, Hard of Hearing, or live with a disability and need support to complete their grant applications can access up to \$500 towards the costs of assistance from service providers. Please contact the program staff lead for more information.

If this guide does not help you with your questions about the application, please contact staff who can work with you to provide additional clarification and guidance.

Contact Information

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VanApply Online Grants Management System

The City uses an online grants management system (GMS) called VanApply which uses the SurveyMonkey Apply platform.

Getting Your COFM Application Started in VanApply

1. Go to <https://vanapply.vancouver.ca/> and log in.
2. From your profile, click on your name on the top left of the screen → select your **organization** name from the drop-down menu (do not select your individual name)
3. Click on 'Manage Organization' near the top right of the screen
4. Under the profile menu, scroll down to #6, enter the **access code** for the COFM grant that you received in your invitation email. If you do not have an access code, please contact Staff.
5. Click on 'Programs' on the top right → COFM will appear in the program list

Forgot your password? Click the 'Forgot your password?' link on the Login page and follow the instructions to create a new password.

New to the organization? Contact your organization's VanApply administrator to set you up in the system in order to avoid creating duplicate profiles.

Online How-To Guides and Videos

For more information, visit:

<https://vancouver.ca/people-programs/vanapply-online-grant-application-system.aspx>

Technical Support

Applicants can contact culture@vancouver.ca for technical support, available Monday to Friday from 9 am to 4 pm.

Culture/Shift: Culture Plan 2019-2029

Culture/Shift calls for us to be deeply mindful of how arts and culture is conducted upon the unceded territories of the xʷməθkʷəyəm (Musqueam), Sḵwxwú7mesh (Squamish) and səliłwətał (Tsleil-Waututh) Nations. The plan aims to address current and emerging challenges and opportunities, reflect the culture and history of the city and the lands, and align with other City policies and strategies. *Culture/Shift* key directions are:

- Arts and Culture at the Centre of City Building
- Reconciliation & Decolonization
- Cultural Equity & Accessibility
- Making Space for arts and culture
- Collaboration & Capacity

Read the full culture plan at: <https://vancouver.ca/files/cov/vancouver-culture-shift.pdf>

Grants and Awards Guiding Principles

Grants and Awards support aims to celebrate, elevate, and support the range of creative people, projects, and organizations who contribute to Vancouver's diverse creative stories. These investments 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 and support work to dismantle racism in the arts and culture sector.
- Provide accessible opportunities for diverse public participation in arts and cultural activities.
- Build reciprocal and meaningful relations.
- Be embedded in community (informed by and led by).
- Centre the artists and people whose stories are being told.
- Compensate artists and creative people involved.
- Draw from the depth of local knowledge.
- Build leadership, knowledge and resources for artists and cultural leaders across the sector.

Cultural Operating Funding – Multiyear (COFM) Description and Goals

Description

This program provides a consistent level of core funding over a three year period, 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 .

Goals

This program aims to leverage the collective community efforts of Vancouver's arts and culture sector to:

- Provide opportunities where artists and cultural workers 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 over a longer term and reduce administration 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.

*Professional Services – the delivery of services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, legal advice, or marketing and communications.

****Professional Space** – the provision and operation of facilities for professional artists and arts organizations adequately zoned and equipped (box office, technical support) for public assembly, performance, rehearsal, meetings, etc.

Eligibility

Organizations that are eligible for this program will have met all the COFA eligibility criteria, as well as the following:

- Have received ongoing operating assistance with Cultural Services for at least one year.
- Have explicit commitments to equity, diversity, and inclusion through its mission, and/or have demonstrated commitments through its leadership, operations, and programs.
- Have a history of delivering consistent ongoing programs and services in support of its mission.
- Have demonstrated strong financial management.
- Have a history of providing a healthy/respectful workplace environment.
- Have growing administrative capacity and would benefit from preparing fewer grant applications.

Groups are invited into the program based on recent assessment committee reviews.

Grant Amounts

Grants will be at the core level of 2022 support and remain stable for the three year period and are subject to Council's approval of the annual Cultural Grants budget.

Ineligible Organizations and Activity

- Organizations that do not have arts and cultural mandates or whose activities do not meet the programs goals and eligibility or align with *CultureShift* goals.
- Organizations where there are concerns, or inconsistent delivery of programs and services, or lack of adequate financial resources to sustain ongoing operations and programming, or breach of grant agreement or inability to comply with all applicable laws, regulations, and bylaws in carrying out its activities.
- Public or private educational institutions (public schools, universities, colleges, training organizations)
- Other City of Vancouver departments and branches including community centres.
- Core artistic training
- Capital projects
- Deficit reduction
- Third party fundraising activity

Commitment to Equity in Grants Programs

In order to balance funding investments to support groups, projects and artists that reflect the diversity of Vancouver and the unceded ancestral lands of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətał (Tsleil-Waututh) peoples, we aim to increase investment to equity-deserving artists and organizations who have been discriminated against and most impacted by structural racism.

The City has approved an Equity Framework

<https://council.vancouver.ca/20210720/documents/p1.pdf> and an Accessibility Framework

<https://council.vancouver.ca/20220719/documents/ra-plainlanguage.pdf>

The City uses an Indigenous Rights, a Racial Justice, an Intersectionality, and a Systems Orientation lens in its approach to Equity. This means to acknowledge:

- The distinctiveness of Indigenous sovereignty and to uphold Indigenous rights;
- That one out of every two residents in Vancouver is racialized, and commit to dismantling racism and elevating racialized voices;
- How multiple forms of discrimination intersect and take an intersectional approach to how gender identity, sexual orientation, ability, socio-economic class, race, religion and immigration status have compounding negative impacts; and,
- Embedded discrimination within systems, and the redesign of the rules and incentives of systems, in order to lead to more equitable outcomes.

Prioritizing Equity Artists and Organizations

Equity-deserving individuals and groups are those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and actively seek social justice and reparation. Priority groups include but are not limited to people who identify as:

- Musqueam, Squamish, Tsleil-Waututh, Urban Indigenous
- Black or of African descent
- People of Colour
- Deaf/deaf, Hard of Hearing
- Living with a disability/disabled people
- LGBTQ2+ and gender diverse

We recognize and acknowledge the compounding effects of different systems of marginalization and strive to apply an intersectionality lens to assessing requests.

Representation on Assessment Committees

Cultural Services has a policy to exceed 50% representation of people from equity-deserving communities in all of its assessment committees for grants and awards. We recognize it is not possible to include every dimension of equity on assessment committees but we strive to achieve a meaningful representation of voices that represent the make up of our cultural sector. We also look for representation of artistic practices; type, tenure and size of organization; various positions/roles; and perspectives from new and senior leaders and artists. Staff will take measures to ensure that members will be invited into culturally safe and welcoming spaces.

Members of the local arts and cultural community are invited to put their names forward to be considered for an assessment committee by completing a form online:

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

Alternately, you can contact staff to discuss your interest to be included on future committees.

Equity in Assessment Criteria

The Culture Operating Funding – Multiyear (COFM) application is streamlined and groups who are in this program have been previously assessed in their Cultural Operating Funding – Annual (COFA) application(s) as having demonstrated commitments to equity and reconciliation which are evident in the organization’s practices, programs and services.

Equity Self-Assessment Tools for Organizations

Global Diversity, Equity & Inclusion Benchmarks Tool

The City is using The Centre for Global Inclusion’s [Global Diversity, Equity & Inclusion Benchmarks tool \(GDEIB\)](#) to assess the organization as a whole. It can be downloaded for free upon signing a user agreement. The GDEIB is developed by an international panel of experts in Diversity, Equity, and Inclusion and included a local expert from Vancouver for this edition. The tool provides information on goals, definitions, and how to use the tool. It can be used for self-assessment and an action plan for change using the following scale:

1. Inactive - No Diversity & Inclusion work has begun; diversity and a culture of inclusion are not part of organizational goals.
2. Reactive - A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.
3. Proactive - A clear awareness of the value of Diversity & Inclusion; starting to implement Diversity & Inclusion systemically.
4. Progressive - Implementing Diversity & Inclusion systemically; showing improved results and outcomes.
5. Best Practice - Demonstrating current best practices in Diversity & Inclusion; exemplary for other organizations globally.

Continuum on Becoming a Fully Inclusive Arts and Cultural Organization

The City of Seattle Arts and Culture department has developed this [self-assessment tool](#) for their local arts and culture organizations. It uses the following scale:

1. Exclusive Segregated Organization
2. Passive Status Quo Organization
3. Symbolic Multicultural Organization
4. Evolving Anti-Racist Organization
5. Structurally Changing Organization
6. Inclusive Transformed Organization

Organizations interested in working with consultants or experts to help with equity audits and plans may apply for additional funding through the **Cultural Learning and Sharing** program which supports organizational and leadership development. Please contact staff to learn more.

Assessment Process

For most cultural grant programs, Cultural Services uses a blended assessment model where peer members of the arts, cultural and creative community can self-nominate to participate in the assessment process with Cultural Planners. Organizations in the COFM program will be

staff assessed based on consistent annual delivery of programs and services in support of their mission and impactful contribution to the cultural diversity of the city.

Application and Reporting

Based on the 2022 assessment using the specific criteria in COFA, staff will review the groups annually to ensure all areas continue to be strong in artistic purpose, contributors and programs, participation access and impact, leadership and administration, and financial management.

Application

Questions:

- Grant Request (total for three years)
- Previous Grant Received
- The fiscal years are you requesting funding for
- Summarize the key programs and services to be delivered over the next three years
- Provide a brief update on the work and organization over the past year
- Last Actual Budget
- Last Fiscal Year End

Attachments:

- CADAC* Statistical Form - with actual data for the previous year for which you were funded
- CADAC* Financial Form - with actual data for the previous year(s) for which you were funded and projected data for the next fiscal year you are requesting support for
- Financial Statements - Board-signed financial statements for the most recently completed fiscal year (audit, review engagement, notice to reader)
- Previous Year Program Document - description of programs and services offered in the last year or season (you can also provide a link to a video or website that documents examples of work from the current or past year or season)
- Staff List
- Board of Directors List

Reporting

Questions:

- Provide an update on the work and organization over the past year.
- Are you anticipating any changes to the work or in the organization in the coming year?
- Is there anything else you would like to share with us?

Attachments:

- CADAC Statistical Form (completed with data for the last year(s) you received funding for)
- CADAC Financial Form (completed with data for the last year(s) you received funding for and the next fiscal year)
- Financial Statement (board signed for the most recently completed fiscal year)
- Previous year program document
- Staff List
- Board of Directors List

***CADAC:** Please note that CADAC data will need to be complete by December 2, 11:59pm at the latest in the CADAC system. This is due to upgrades to the system which will be deployed after Dec. 2nd. We ask that you download and save your financial and statistical forms in PDF format by December 2nd so that you can attach them to your COFM application for its deadline of Dec. 7th.

Assessment Criteria

In addition to the COFA assessment criteria, the following will be used to assess the initial application and the annual reports during the three year term:

- The organization is using the grant to continue to deliver programs and services as proposed in the multiyear grant application and in accordance with the grant agreement.
- The organization is not experiencing significant changes or challenges that would negatively impact the work or the people they work with.

Policy for Reductions, Termination, and Returned Grants

Organizations have been invited to the COFM program based on previous peer assessment in the COFA program. As a streamlined process, COFM is not peer assessed, but if there is a concern based on any updates in the application or report or any changes with the organization that would be a cause for concern, staff will use the same criteria and polices as in the peer assessment process (outlined below).

Peer Assessment Committee

Low Ranking

In most cases, applications are assessed by a peer committee against the criteria detailed in this guide. Based on the assessment, if an organization receives an overall low ranking in comparison to other organizations in the same assessment process, the committee has the ability to recommend a grant reduction of up to 10% of previous-year funding.

Concerns

If an assessment committee determines there are concerns based on the assessment, the committee can recommend that the organization be put on notice to address the concerns. The Committee can recommend a grant 'subject to' specific conditions being met before the release of the grant. They can also recommend a grant reduction of up to 20% of previous-year funding. Staff will follow up with the organization relaying the committee's concerns and request they be addressed prior to any subsequent request for City cultural support. One or more of the following scenarios would be considered cause for concern:

- Poor financial health and financial management (e.g. accumulated deficit of 15% or more of its annual operating budget with no realistic plans to reduce, evidence of lack of proper systems, controls and oversight);
- Patterns of decline in demand and participation;
- Inability to carry out ongoing programs and services and operations;
- Inability to provide a healthy work place environment;
- Inability to meet minimum terms and conditions in the Cultural Grant Agreement;
- Inability to comply with all applicable laws, regulations, and bylaws in carrying out its activities.

If a grant is recommended to an organization with concerns, and during the next assessment the organization has not adequately addressed those concerns, the committee can recommend a grant reduction of any amount and can also recommend no grant be awarded. If a grant is recommended, the Committee could make two recommendations:

1. Invite the organization to apply to the same program the following year to address the recurring concerns; or
2. That staff notify the organization that the current year support is a 'termination' grant. A termination grant will be the final grant to the organization through the grant program. The final grant will be released to allow the applicant time to seek replacement resources and to adapt to the loss of funding.

The organization may be eligible to apply to other cultural grant and support programs.

Outside of Committee Assessment

In some cases, assessments can be staff-driven (i.e. streamlined processes, strategic investments, partnership grants) and issues can come to staff's attention outside of the assessment process. Staff will use the same policy as outlined above to implement grant reductions or recommend no grant, put a condition on a grant.

Once a grant has been awarded, if at any time it is determined that the grant funds are not being used for the activities as described in the application or if the Society breaches the terms of the grant agreement with the City of Vancouver or does not comply with all applicable laws, regulations, and bylaws in carrying out its activities, the Society will be required to immediately repay the grant funds to the City in full. If the activities related to the Application are completed without requiring the full use of the grant funds, the Society will immediately repay the remaining grant funds to the City.

Healthy/Respectful Workplace Policy

The City is committed to a safe, respectful and inclusive workplace. City policies define expectations for respectful, appropriate workplace behaviour and processes for reporting and resolving incidents of bullying and harassment, including discrimination. Policies comply with the B.C. Human Rights Code and WorkSafe BC regulations.

The City of Vancouver Respectful Workplace Policy <https://policy.vancouver.ca/AE00206.pdf> and Human Rights and Harassment Policy <https://policy.vancouver.ca/AE00205.pdf>

Eligibility for this program, and conditions of the Grant Agreement requires recipients to provide a healthy/respectful workplace environment demonstrated through policies and practices. If a complaint of unsafe working conditions with a City-funded cultural organization is received by Cultural Services staff, the following process will be followed:

- Staff will ask that the complaint be directed to the organization's leadership (Executive Director or Chair of the Board or equivalent) and request that the organization follow their policies and procedures for incidents of workplace harassment;
- Staff will follow up with the organization's leadership and request information on the process in place to address the complaint and status of its resolution;
- If the organization does not have adequate policies and processes in place or are in breach of such policies and practices, they may be required to return grant funds or

future funding may be reduced or not recommended until such policies and processes are in place.

City Budget Process – Reduced Cultural Grants Budget

Reductions may also occur if the City’s Cultural Grants budget has been reduced through the City’s annual budget process. Staff will make every effort to forewarn grantees of pending impacts if a Cultural Grants budget reduction is adopted by Vancouver City Council in advance of the grant submission deadline.

Recommendation Process – City Council Approval

Grant recommendations are brought forward in a report to City Council for consideration and approval in January. Applicants receive an email notification generally a week in advance of the report going forward for the Council meeting date. The report is also made public on the City’s website at approximately the same time.

To find reports online go to:

1. vancouver.ca
2. Under “Your Government”, click on “Vancouver City Council,” then click on “Council meetings and decisions”
3. At the right, click on “Get agenda and minutes,” then click on “Upcoming Meetings”
4. Find the appropriate Regular Council or City Finance and Services meeting date and click on then click again on “Upcoming Meetings”
5. Scroll down to locate the appropriate Administrative Report – often called *20XX Cultural Grant Allocations*

Grant Confirmation Notification and Payment

Once the Council report is approved, you will receive a confirmation notification by email. Please retain this notification as your document of record for your Auditor, if required. Payments will be sent by direct deposit.

Grant Agreement

If the applicant organization receives a grant, it must adhere to legal terms and conditions that will form a binding Agreement between the Recipient and the City of Vancouver for the use of funds. The full Agreement is set out in the online submission and should be reviewed and authorized by a representative of the organization who has the full right, power, and authority to enter into the Agreement and complete the work. If you would like a copy of the full agreement, please contact staff.

Grant recipients will acknowledge the City’s assistance and the Grant in all public communications or materials regarding the Project. Grant recipients can contact Anthony Hoang at anthony.hoang@vancouver.ca to receive the recognition marks electronically.

Glossary of Terms

The terms provided here are definitions that have been drawn from *Culture/Shift* and informed by the community. They are not definitive and will continue to be updated to reflect current language and evolving forms of expression.

Reconciliation & Decolonization

Reconciliation is about building respectful relationships between Indigenous and non-Indigenous people. This includes recognition of Indigenous rights and titles, as well as restitution and redress for colonial harms. Colonialism has contributed to many forms of exclusion and erasure, limiting Musqueam, Squamish, and Tsleil-Waututh, and Urban Indigenous peoples' involvement in defining and shaping Vancouver. Arts and culture systems are still rooted in the ongoing legacies of colonialism – from policies that guide public art to the naming of places.

Decolonization prioritizes Indigenous self-determination of leadership and land to address dispossession, cultural erasure, and denial of political governance. Decolonization change processes related to arts and culture, involve developing practices that:

- Respect the authority and leadership of Indigenous nations and people and their role in broader decision-making processes that relate to their culture
- Support the cultural visibility of local nations throughout their unceded lands
- Support the cultural, political and economic advancement of Indigenous people
- Determine ways to redress dispossession and cultural erasure

Cultural Equity & Cultural Redress

As a principle, cultural equity promotes fair support for cultural work, so marginalized people can see their stories presented by artists who share their experience. As a practice, cultural equity identifies and addresses the systemic discrimination built into cultural norms and practices within art and culture institutions and systems.

The work of cultural equity is informed by racial equity lens. Racial equity recognizes that the systemic racism, anti-Black racism, and anti-Indigenous racism and the ways whiteness is positioned as the cultural norm have significant impacts. These impacts are larger than individual acts of racism based on consciously or unconsciously held beliefs of racial superiority. Like gender equity, racial equity approaches focus on specific, rather than 'one-size-fits-all' approaches and centres the experiences of Indigenous people, Black people, people of colour and racialized people.

Cultural redress initiatives attempt to repair the harms of systemic exclusion and discrimination, including dispossession of land, forced relocations, internment, race-based taxes, race-based refusal of asylum and immigration, racial segregation, and displacing or demolishing of racialized communities' neighbourhoods. The City of Vancouver has formally acknowledged and apologized for legislated forms of discrimination, such as colonial dispossession of the Musqueam, Squamish, and Tsleil-Waututh Nations, the Chinese Head Tax, internment and forced relocation of Japanese Canadians, the refusal of passengers on the Komagatu Maru, and urban planning regimes that displaced Black Canadians in Hogan's Alley.

Ableism – an ablest society is said to be one that treats individuals without disabilities as the standard, which results in public and private places and services, education, and social work

that are built to serve individuals without disabilities, thereby inherently excluding people with disabilities/disabled people.

Access – is the degree to which all people with a wide range of experiences can fully participate in activities. Access can include many dimensions of accessibility including physical, spatial, financial, linguistic, cultural, social, and geographic. Access measures might include reduced ticket programs, transit vouchers and other transportation support, gender neutral and accessible washroom and change room spaces, translation services, active listeners, child care on site, space for spiritual and religious practices.

Accessibility – is a set of equity practices aimed at identifying and reducing barriers that people with disabilities/disabled people and Deaf/deaf and Hard of Hearing people experience. Accessibility practices advance opportunities for creators with disabilities/disabled creators, Deaf/deaf or Hard of Hearing creators, and provide accommodations for people protected under the Charter of Rights and Freedoms as people with disabilities/disabled people and Deaf/deaf people. Accessibility practices can include accessibility consultants, American Sign Language (ASL) Consultants, ASL Interpretation, Vlogs, description, sighted guides, Relaxed Performances, companion seating and tickets, scent-free spaces. It can also include universal design or physical upgrades that allow for people with a wide range of mobility, cognitive and perceptual experiences to easily navigate the space.

Cultural Appropriation – when people take artistic or cultural works or practices from oppressed people without free and informed consent, due credit, and fair compensation.

Cultural Competencies – the understanding of the worldviews, beliefs, protocols, etiquette, and cultural practices that equip people to understand, design, collaborate, communicate and effectively interact with people across cultures in relevant and safe ways. Cultural competence encompasses: being aware of one's own world view; developing positive attitudes towards cultural differences; gaining knowledge of different cultural practices and world views; developing skills for communication and interaction across cultures.

Cultural Protocols – Indigenous people and Nations have diverse protocols that govern how cultural expressions and collaborations are developed, shared, and stewarded. Learning these protocols is the first step towards developing reciprocal relationships between non-Indigenous and Indigenous people as collaborators.

Cultural Safety – the presence of a respectful and relevant space or program where Indigenous people's work and health are not compromised by power imbalances, discrimination, stereotypes, and unconscious bias.

Diversity – is the presence of difference. Diversity initiatives often look at whether leadership and artistic programs reflect the demographics of the communities they serve.

Equity – is the ongoing work to address the systems that privilege dominant groups and disadvantage equity-deserving groups. Cultural equity acknowledges that all people have rights to cultural expression and practice. Equity initiatives first identify the ways that discrimination and unconscious bias gets 'baked into' systems through policy, practices and programs and, together, create systemic discrimination. Systemic discrimination results in persistent disparities in compensation, funding, and exposure for equity-deserving groups. Equity can require different measures to create more fair conditions. Equity initiatives propose and resource actions that integrate equity into existing policy practice and programs as well as develop

targeted funds and programs to support equity-deserving groups. An intersectional approach to equity acknowledges that where people experience multiple forms of discrimination, there are compounding effects.

Equity-deserving Groups – those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination and actively seek social justice and reparation and elevate the voices of racialized artists and cultural workers. They include those who identify as Indigenous; Black people and people of African descent; people of colour and racialized people; people with disabilities/disabled people, and people who live with mental health barriers; Deaf/deaf and Hard of Hearing people; LGBTQ2+ and gender diverse people; low-income people; refugees, newcomers, and undocumented people; minority language communities; women and girls; and, youth and seniors.

Equity & Accessibility Planning Initiatives – the work to integrate proactive equity and accessibility measures to advance the leadership and practices of equity-deserving groups. Multi-pronged, holistic, iterative approaches that are well resourced with the time, money, and leadership to succeed are more effective and may include:

- Commitments – mandates that explicitly name and prioritize advancing artistic or cultural work of equity-deserving artists and people, equity plans, decision-making frameworks, policies and plans for board/staff/artist diversity representation
- Operational Practices – board/staff/artists recruitment, proactive hiring, retention, promotion, succession; equity training – cultural protocols, anti-racism / anti-oppression, cultural competency, gender diverse inclusion; compensation parity; physical space audits
- Programmatic Practices – where the majority of resources and activities are dedicated to activities led by equity-deserving artists and cultural workers, leadership diversity, equitable compensation, ethical collaboration practices, intimacy plans and coordinators when performers perform romantic physical contact, practices to ensure informed consent, due credit, and fair compensation and preventing cultural appropriation
- Evaluation – systematic collection, disaggregation, and analysis of data to identify and address disparities, impact analysis, leadership accountability analysis

Examples of EDI Practices from the field

- Local knowledge: Implementing practices and programming that incorporate knowledge of historical, local, and systemic realities into their work, and prioritize ongoing engagement with community for feedback and future direction
- Equity Practices integrated into operations:
 - Equity in leadership: commitment to organizational leadership representative of the city, or representative of the specific group(s) it serves
 - Equity targets: setting specific measurable representation goals
 - Collaborations and partnerships: ongoing significant engagement with community members and other organizations across cultural differences
 - Organizational development: dedicated work to build cultural competency and increase understanding around specific realities for marginalized communities in order to carve out space for their inclusion
- Accessibility and Access practices: Positioning accessibility and access as ongoing learning projects to reduce barriers along multiple dimensions of access
 - Accessibility: incorporating physical, cognitive, mental health, and perceptual (auditory and visual) accommodation practices through direct engagement with communities of people with disabilities/disabled people and Deaf/deaf and Hard of Hearing people.

- Access practices: adoption of practices that address potential barriers to participation, including income; language; culture; age; gender identity; geography; chemical sensitivity; and childcare
- Compensation: Paying above sector standards, when possible, to address the high cost of living in Vancouver
- Artistic Programs: Resourcing and prioritizing artistic programs reflecting underrepresented experiences and voices, while avoiding limiting artists' work to the expression of these identities
- Audience and community programs: Including targeted programs, community-based or collaborative projects, mentorship programs, community outreach, and traveling programming

Inclusion – is the presence of meaningful contribution and influence in processes and projects. Inclusion is strongest when people have significant, ongoing roles in shaping decisions.

Intersectionality – is a concept that explores how people who experience multiple forms of discrimination experience compounding impacts. For example, a queer, black woman who uses a wheelchair will experience the compounding effects of racism, sexism, homophobia, and ableism. An intersectional approach examines how different forms of discrimination interact and designs equity measures accordingly.

Lived Experience – is the knowledge and understanding you get when you have lived through something – through direct personal participation and observation and first-hand knowledge and contact. People's everyday lives gives them direct, first-hand knowledge of their own cultural context and experiences of structural discrimination which provide cultural competency and valuable professional knowledge and skills.

Reciprocal Relations – is a sustained engagement between people, communities or cultures that is positive, valued, balanced, and mutually supportive where they work together towards common interests and outcomes. With Musqueam, Squamish, and Tsleil-Waututh Nations, it ensures their People are active participants in the social, economic, cultural, and political activities that take place on their lands by building strong relationships based on trust, mutual respect and benefit.

Respectful Workplace – where policies and practices are in place (e.g. anti-harassment, anti-discrimination) to maintain a workplace environment where employees are treated fairly, difference is acknowledged and valued, communication is open and civil, conflict is addressed early, and there is a culture of empowerment and cooperation. Provincial regulations are outlined in the B.C. Human Rights Code and WorkSafe BC.

Tokenism – the practice of making only a perfunctory gesture or symbolic effort to do a particular thing, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of fairness or equity.

Resources – In Support of *Culture/Shift*

The City of Vancouver’s Equity Framework

<https://council.vancouver.ca/20210720/documents/p1.pdf>

City of Reconciliation Vision and Goals

<https://vancouver.ca/people-programs/city-of-reconciliation.aspx>

Vancouver Park Board report prepared by Kamala Todd, Nov. 2016

[Truth-Telling: Indigenous Perspectives on Working with Municipal Governments](#)

United Nations Declaration on the Rights of indigenous Peoples (UNDRIP)

https://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

Towards Braiding

For organizations starting this journey

<https://decolonialfuturesnet.files.wordpress.com/2019/02/towards-braiding-handout-1.pdf>

Mis-steps on the path to braiding: opening conversations about inappropriate and appropriative engagements

<https://decolonialfuturesnet.files.wordpress.com/2019/02/towards-braiding-handout-2.pdf>

First Peoples’ Cultural Council – Working with Elders

<https://fpcc.ca/resource/working-with-elders/>

Indigenous Arts Protocols – Ontario Arts Council

<https://www.youtube.com/watch?v=c6VuHJi6O0Q&feature=youtu.be>

Indigenous Community Resources

<https://vancouver.ca/people-programs/indigenous-communities>

Guide to the Canadian Charter of Rights and Freedoms

<https://www.canada.ca/en/canadian-heritage/services/how-rights-protected/guide-canadian-charter-rights-freedoms.html>

Respectful Workplace in the Arts (Canada Council and Cultural Human Resources Council)

<http://respectfulartworkplaces.ca/>

City of Vancouver Human Rights and Harassment Policy

<https://policy.vancouver.ca/AE00205.pdf>

Accessible Events Checklist and Resources

<https://vancouver.ca/people-programs/accessible-events-checklist-and-resources.aspx>

For organizations seeking to make their events more accessible and welcoming to all Vancouverites.

RESOURCES – OTHER CIVIC GRANT AND SUPPORT PROGRAMS

Transit Shelter and Video Screens Outdoor Promotional Programs

<https://vancouver.ca/people-programs/video-screen-advertising-program.aspx>

For organizations looking for a high-profile way to promote their events.

Free Support for City-wide Poster or Brochure Distribution

<http://vancouver.ca/people-programs/advertising-for-arts-culture-non-profit-groups.aspx>

Cultural Infrastructure Grants

<http://vancouver.ca/people-programs/cultural-infrastructure-grant-program.aspx>

For organizations planning for or embarking on cultural facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

For organizations requiring support towards development & building permit fees for cultural space projects.

Critical Assistance Grant

<http://vancouver.ca/people-programs/critical-assistance-grant-for-cultural-spaces.aspx>

For arts and cultural organizations facing a critical situation as a result of a facility emergency or urgent life-safety issue, this grant can help pay for costs associated with emergency repairs or safety upgrades.

Small Grants for Cultural Spaces

<https://vancouver.ca/people-programs/small-grants-for-cultural-spaces.aspx>

For organizations requesting support for small and time-sensitive projects related to arts and cultural spaces including planning, research, minor capital, mentorships and capacity building.

Theatre Rental Grants

<http://vancouver.ca/people-programs/theatre-rental-grant-program.aspx>

For organizations requesting subsidized access to civic performance venues including the Orpheum, Annex, Queen Elizabeth Theatre and Vancouver Playhouse.

Other Civic Theatre Grants

<https://vancouvercivictheatres.com/about-us/grants/>

For organizations seeking subsidized access to ancillary spaces at the Civic Theatres.

VIVA Vancouver

<http://vancouver.ca/streets-transportation/reducing-cars-on-city-streets.aspx>

For organizations to transform road spaces into vibrant people spaces.

Greening Your Event

vancouver.ca/doing-business/greening-your-event

For organizations seeking to minimize their event's environmental impact: tools, tips or equipment.

Arts Event Licence

<http://vancouver.ca/doing-business/arts-event-licence.aspx>

For organizations hosting pop-up events in unconventional spaces. One application, one licence, one low fee.