2022 CULTURAL OPERATING FUNDING - ANNUAL (COFA) INFORMATION GUIDE

Deadline: Wednesday, December 1, 2021 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 operations, programs and services to a wide range of registered non-profit arts and cultural organizations in Vancouver. The City's Cultural Services department offers many other programs, awards and services. Those are detailed on the City's web page at: http://vancouver.ca/people-programs/arts-and-culture-grants.aspx

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

Staff: Miko Hoffman, Cultural Planner
miko.hoffman@vancouver.ca
604-673-8411

Cherryl Masters, Cultural Planner
cherryl.masters@vancouver.ca
604-871-6498

Website: https://vancouver.ca/people-programs/arts-and-culture-grants.aspx

Contents

Changes to the 2022 Application

Changes to the Application Questions and Criteria

1. Embedding the City's strategic directions for **Cultural Equity and Accessibility** including:
   a) Introduction to and aligning with the City's recently approved Equity Framework and introduction of the **Global Diversity, Equity and Inclusion Benchmark Tool (GDEIB)** as a resource to self-assess and create action plans;
   b) Introduction of a new criteria for commitments to equity in the mission, vision, and values and deletion of the Equity Seeking Organization question (collected for information only); and,
   c) Requirement for Accessibility plans (previously optional).
2. Strengthening alignment with the City's Human Rights and Harassment Policy to respond to increasing incidents of harassment and racism in the arts and culture sector, and requiring Healthy Workplace plans or equivalents.
3. A new optional question that allows the organization to provide additional information that was not already provided and that will be considered in the application review.

New groups can be invited to apply to the program upon completion of a pre-review process to determine alignment, prior to the application program launch.

Changes to the Online Application System: Introducing VanApply

The City has procured a new system to replace the pilot system which Cultural Services has been using for the past seven years.

The new system, called VanApply, still uses the SurveyMonkey Apply platform. This means many of the features of the pilot system will remain the same, and you can use your previous Login ID and Password. If you are a new user, and don't have a previous account, follow the directions on this page: https://vancouver.ca/people-programs/vanapply-online-grant-application-system.aspx

New web address: https://vanapply.vancouver.ca/
- Login ID: remains the same
- Password: remains the same
  Note: If you cannot remember your password, click the 'Forgot your password?' link on the Login page and follow the instructions to create a new password.

Getting Started in VanApply
The new system does not contain any of your past application information.
- **Add your organization to your account**
  1. Click on your name at Top Right of your screen
  2. On 'Account Settings' scroll down to the 'Preferences' section
  3. Click the 'Set up organization' button
  4. Complete the Organization Registration form
  5. You will be returned to the Main Page.

- **Always select Organization account**
  1. To apply for a grant, go to the Top Left of the page
  2. Click on your name and select your Organization
  3. Click 'View Programs'

Eligibility Profile

- You will be prompted to compete an Eligibility Profile for your organization.
- Do not choose the option '*I'll do this later*'. (You will not be able to apply.)
- You will be asked **Are you completing an Eligibility Profile as an individual, or on behalf of an organization?**
  - Select 'Organization'
  - Click 'Next'
- Eligibility Profile replaces the previous Organization Form and you will only need to complete it one time when you first login. You will be able to modify it afterwards.
- Please plan to spend about 20 minutes completing the Eligibility Profile.
- You are required to complete all the fields, and upload your organization's Certificate of Incorporation.
- **Questions OR 1.13 Mission, vision and values of the organization and OR 1.14 Summarize the history of the organization**
  - These questions are Required for Cultural Grant applicants
  - These will be assessed according to the criteria on page 11 of this guide.
- **Question OR 2.0 Has your organization received support from a City of Vancouver grant program any time in the past two years?**
  - Click 'Yes'
- **Question OR 2.1 Please check all the grant programs you have been funded by**:
  - Select 'Cultural Operating Funding – Annual (COFA)'

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. We are available Monday to Friday from 9 am to 5 pm.

Culture|Shift: Blanketing the City in Arts and Culture, Culture Plan 2019-2029

Culture|Shift is built upon the understanding and recognition that what is known to many as Vancouver is located on the traditional, unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish) and səlilwətaɬ (Tsleil-Waututh) Nations, who have lived throughout this region for thousands of years. The plan calls for us to be deeply mindful of how arts and culture is conducted upon these lands, to build shared cultural understanding of these histories, and move towards a resilient future. The aim of the plan is to address current and emerging challenges and opportunities, reflect the culture and history of the city, 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

We acknowledge that grants and awards funding programs have historically been informed by a limited world view of arts and culture. This has enabled many organizations to establish and thrive, while simultaneously creating patterns of historic exclusion for many artists and organizations. *Culture|Shift* provides an opportunity to address historical inequities, create new frameworks, and set directions for more equitable distribution of support so that all can participate in the shared culture and creative stories of Vancouver.

Our funding through Grants and Awards 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 – Annual (COFA) Description and Goals

Description
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, in any artistic discipline (i.e. Indigenous arts and culture, community arts, dance, interdisciplinary, literary, media, multidisciplinary, museums/heritage, music, theatre, visual arts).

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 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

To be considered for this program the organization will:
- Have an existing funding relationship with the City of Vancouver and have participated in a pre-review process to confirm eligibility for this program. All requests will be considered on a case by case basis.
- Be a non-profit society or a community service co-op legally registered and in good standing with BC Registries Services, a First Nations Band Council on whose unceded traditional homelands Vancouver sits, or a registered charity with the Canadian Revenue Agency (CRA).
- Be physically located, have an active presence, and deliver programs and services within Vancouver or if led by Musqueam, Squamish or Tsleil-Waututh Nation members, held in their unceded traditional homelands.
- Have a clear mission and history of consistent annual delivery of arts and cultural programs or services in support of the mission for at least three years.
- Contribute to the visibility of the cultural diversity of the city through explicit commitments, practices, programs and people.
- Have paid professional and experienced leadership (either full-time or part-time staff members) in artistic or administrative roles.
- Have adequate, or growing capacity with, administrative systems (communications, financial, HR).
- Have a governance model supportive of the mission with members representative of the people and communities being served. Members must meet the minimum articles of applicable governing acts (e.g. BC Societies Act).
- Provide a healthy workplace for staff and volunteers through policies and practices meeting minimum industry standards (e.g. WorkSafe BC, BC Human Rights Code).
- Provide equitable access to a diverse public in practice and policy with accessibility plans in place to address physical, cognitive, financial, linguistic, cultural, social, and geographic barriers to participation for audiences and key contributors.
- Have growing and diverse financial resources and practices: sustained average annual cash budget sufficient to support ongoing programs and services; diversified cash resources (earned, private and public); independently-prepared financial statements (ideally a review engagement).

- Compensate professional artists at minimum standard industry rates.[1]

Grant Amounts

Grants will not exceed 50% of an applicant's current revenues. Grants generally range from $15,000 - $150,000. Information on previous grant awards and recipients is located at: https://council.vancouver.ca/20210119/documents/r2.pdf.

Ineligible Organizations and Activity

- Organizations that do not have arts and cultural mandates or whose activities do not meet the Program goals and eligibility or align with *CultureShift* goals.
- 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.

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[1] For more information on these standards, please refer to the following organizations:
American Federation of Musicians: www.afm.org; Canadian Actors Equity Association: www.caea.com; Canadian League of Composers: www.clc-lcc.ca; Canadian Alliance of Dance Artists: www.cadabc.org; Professional Writers Association of Canada: www.pwac.ca; Canadian Artists Representation/Le front des artistes canadiens/CARFAC: www.carfac.ca

Commitment to Equity in the Assessment Process

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), Sḵwx̱wú7mesh (Squamish) and səlilwətaɬ (Tsleil-Waututh) peoples, we aim to increase investment to equity-denied artists and organizations who have been discriminated against and most impacted by structural racism.

The City has approved an Equity Framework. See the Report to Council, July 20, 2021: https://council.vancouver.ca/20210720/documents/p1.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-denied Artists and Organizations

Equity-denied individuals and groups are those that identify barriers to equal access, opportunities, and resources due to disadvantage and discrimination, 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.

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

These groups will be prioritized when considering new groups into Cultural Operating Funding - Annual and may be considered for grant increases through high ranking in all areas including equity criteria.

Representation on Assessment Committees

Cultural Services has adopted policy to exceed 50% representation of people from equity-denied 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 truly represent the make up of our cultural sector. We look to those who have put their names forward, and are mindful of exceeding 50% representation from equity-denied communities and representation of a range of artistic practices; type, tenure and size of organization; various position 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.

Equity in Assessment Criteria

The application provides opportunities to describe the organization's contribution towards a more equitable and inclusive arts and culture sector. Questions ask the organization about your mission, vision and core values; who you are working with, why and how you invite them into safe, collaborative spaces; what it means to be working on unceded lands of the Musqueam, Squamish, and Tseil-Waututh peoples; your operational practices, and plans for intentionally prioritizing opportunities for racialized artists and cultural workers.

This is ongoing and transformational work. We encourage you to be honest in your responses and open to understanding where you are and what you might need to be doing further. Below are a few resources to assist with equity assessment and actions:

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. Cultural Services encourages organizations to consider utilizing this comprehensive resource as well. **It can be downloaded for free upon signing a user agreement:** https://centreforglobalinclusion.org/

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:

LEVEL 5: BEST PRACTICE Demonstrating current best practices in Diversity & Inclusion; exemplary for other organizations globally.
LEVEL 4: PROGRESSIVE Implementing Diversity & Inclusion systemically; showing improved results and outcomes.
LEVEL3: PROACTIVE A clear awareness of the value of Diversity & Inclusion; starting to implement Diversity & Inclusion systemically.
LEVEL 2: REACTIVE A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.
LEVEL 1: INACTIVE No Diversity & Inclusion work has begun; diversity and a culture of inclusion are not part of organizational goals.

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

Glossary of Key Concepts and Definitions

A glossary on Equity, Access and Inclusion definitions, best practices and more is included in this guide on page 19.

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.

Orientation, Group Agreements, and Unconscious Bias Training

Assessment Committee members participate in an orientation session in advance of the assessment meetings. The goal of this is to allow members to get to know each other and to meet staff, to learn more about the goals of the program, to understand the process, and clarify roles. The orientation will include an overview of *Culture|Shift* goals and directions which include Reconciliation, and Cultural Equity and Accessibility. It is also a place for staff to learn what else may be needed to support the members throughout the process.

Each time a new committee is convened, members will establish an agreement for how they will work together throughout the assessment meetings. This agreement will set shared expectations, establish pathways for conflict and resolution, ensure a solid understanding and affirmation of the City's Cultural goals, program guiding principles and objectives, and establish what is needed to ensure a safe space based on trust, consent and mutual accountability.

To understand how bias shows up in the room and in decision-making processes, time is reserved to discuss unconscious bias, and learning resources are provided prior to the assessment meetings.

Assessment Process

Peer Assessment Committee

Cultural Services uses a blended assessment model where peer members of the arts, cultural and creative community are invited to participate in the assessment process with Cultural Planners. Generally, three to five peers join staff as part of an assessment committee to review applications, participate in discussions, and make funding recommendations for City Council's approval. Peer members include local artists, cultural workers and administrators in the field who bring professional experience, knowledge, and expertise gained from their involvement in the Vancouver's diverse arts and cultural communities. Peers contribute current knowledge and understanding of artistic and organizational practices through their active work in the sector. Staff provide historical knowledge of the applicants' programming, financial, and operational history, and an overview of the local cultural sector.

How to participate in Assessment Committees: We encourage self-nominations from community members year-round through this form: http://vancouver.ca/people-programs/grant-application-and-assessment-process. Alternately, you can contact staff to discuss your interest to be included on future committees.

Application Questions and Assessment Criteria

Your responses to the questions in the application are evaluated by how well they meet specific criteria. Some criteria are single weighted using a scale from 'not very' (1), 'somewhat' (2), 'sufficiently' (4), to 'very' (8) for a possible total of 8 points. Some criteria are double weighted using a scale from 'not very' (2), 'somewhat' (4), 'sufficiently' (8), to 'very' (16) for a possible total of 16 points. The rankings are used by assessment committee members when they review the applications on their own. Total rankings are used as a starting point for when the committee meets as a whole, and may change after the applications are discussed as a group.

ARTISTIC PURPOSE
(8 points)

Criteria
- Clearly defined purpose that expresses why the organization exists, and responds to a clear need in Vancouver's arts and culture sector.
- There are clear commitments to equity in the mission, vision, and values.
- *Note: You will provide these answers in the Organization Eligibility Profile.*

Questions
- What are the mission, vision and values of the organization?
- What is the history of the organization? Who founded it and what conditions shaped why, how, and when it was founded?

ARTISTIC CONTRIBUTORS AND PROGRAMS
(16 points)

Criteria
- Artists and creative collaborators involved have the appropriate experience, permission, knowledge, skills and expertise to lead and contribute to the work.
- Meaningful opportunities and resources are provided for artists to lead, develop, create and present their work and develop their practice.
- Programs and services advance the organization's mission, and a particular discipline or practice.
- Programs and services provide opportunities for diverse cultural participation, expression and experiences in Vancouver.
- There are public land acknowledgements of the Host Nations (Musqueam, Squamish, and Tsleil-Waututh) and if working with Indigenous artists or content, respectful and informed cultural practices are integrated into co-creation processes in relevant, safe and well-resourced ways.

Questions
- Who are the artists and creative collaborators leading the work and how do you support them in the development of their work?
- Summarize your key programs and services. Describe how they contribute to the discipline or practice and provide opportunities for diverse cultural expression and experiences in Vancouver.
- What does it mean to be working on the unceded and ancestral territories of the Musqueam, Squamish, and Tsleil-Waututh Peoples, and how do you acknowledge this? If you are working with Indigenous artists or content, how do you ensure cultural safety and that cultural protocols (consent, credit, leadership and compensation) are met? How do you ensure that adequate resources are provided to support the success of the staff and projects?
- Please share artistic achievements and challenges from the past year. What are your aspirations and plans for the coming year?

Attachments
- Upcoming Year Program Document
- Previous Year Program Document

PARTICIPATION, ACCESS AND IMPACT
(16 points)

<u>Criteria</u>
- Level of commitment to develop or engage audiences and participants that reflect the diversity of Vancouver.
- Thoughtful consideration of and practices in place to provide accessible opportunities for diverse community participation (audience, artists, volunteers, donors, collaborators, and/or supporters).
- Resourced accessibility plans are in place to address physical, cognitive, financial, linguistic, cultural, social, and geographic barriers to participation for audiences and participants.
- The organization understands the impact of its programs and services and has strategies to assess and maintain demand.
- There is returning, consistent or growing participation in programs and services and people see benefit in their continuance.

<u>Questions</u>
- Who are the people who participate in your programs and services? How do you include and engage with them?
- How do you consider and provide safe and accessible spaces (physical and online) for people to participate in your programs and services? Consider physical, cognitive, financial, linguistic, cultural, social, and geographic barriers to participation.
- How do you assess the impact of your programs and services on the people who participate in them?

<u>Attachments</u>
- Samples of Feedback
- Accessibility Plan
- CADAC* Statistical Form

LEADERSHIP AND ADMINISTRATION
(16 points)

<u>Criteria</u>
- Leadership has the relevant experience, knowledge and skills to manage the organization and contribute to the advancement of the arts and culture sector.
- Leadership can articulate successes, needs and opportunities and is able to assess impact and plan for adjustments to maintain relevance.
- There are policies and practices in place to ensure a healthy workplace environment and actionable processes to address conflict should it arise.
- There is an appropriate level of human resources and structure in place or being developed to support the organization's programs, services, and plans.
- Equity planning initiatives are being developed or are becoming organizational practice and resourced accordingly.
- The Board model is supportive of the mission and work, members are clear on their role and contribute a range of skills, abilities, knowledge and experience to govern the society in advancing its mission.

<u>Questions</u>
- Who leads the organization (artistic, administrative) and what skills and experience do they bring to advance the mission and work?
- What were some significant organizational achievements and challenges during the last year? What are your plans for the proposed year with attention to recent achievements and challenges?

- What policies and processes are in place to support a healthy workplace environment?
- What plans are in place or in development to be a more equitable organization?
- If the founder remains in the leadership position, please have them respond to this question.
  - Do you want your organization to survive you? If yes, what actions are you taking to share authority, establish permanent structure for your work, and ensure founding core values are known and can evolve with subsequent generations of leaders?
- Describe the Board model in place to support the mission. What skills and experience do the members bring to advance the mission?

Attachments
- Leadership Bios
- Staff List
- Current Planning Document (Optional)
- Healthy Work Place Plan
- Equity Plan (Optional)
- Board of Directors List

FINANCIAL MANAGEMENT
(8 points)

Criteria
- There is a healthy financial position with a mix of revenue sources (earned, public, private), and achievable budgets in relation to programs, services, operations, and longer-term plans.
- There are realistic budget projections, an appropriate balance of programming and administrative expenses, with expenses aligned with revenues.
- There is a need for public sector assistance and plans in place for use of accumulated surpluses, or to reduce deficits where applicable.

Questions
- Comment on the financial position of the organization and discuss any financial plans to achieve program and strategic goals or address financial challenges. If applicable discuss plans for accumulated surpluses or deficits as per the guidelines below.

Attachments
- CADAC* Financial Form
- Financial Statements

Guidelines for Accumulated Surpluses or Deficits
- *If the Society carries an unrestricted accumulated surplus or has access to unrestricted funds greater than 50% of total operating revenue, discuss the plans for its use and why you need additional funding.*
- *If the Society carries an accumulated deficit greater than 10% of total operating revenue, submit a deficit reduction plan including targets, timelines, roles and responsibilities (Capital assets are not included in the calculation of an accumulated surplus or deficit).*

ADDITIONAL QUESTION

- Is there anything else you would like to tell us?

*CADAC (Canadian Arts Database) – https://thecadac.ca/
- Groups who receive Cultural Operating Funding - Annual are required to register and submit financial and statistical data into this national database each year.
- Data must be updated in CADAC and submitted at the time of the application deadline.
- Any outstanding requested data changes must also be made prior to the release of any grant funds.
- Board-signed financial statements for the most recently-completed fiscal year must also be uploaded to the CADAC site at the time of application.
- Applicants who have been invited into the program will be advised how to register.

Additional Considerations for Non-Indigenous Groups Proposing to work with Vancouver's Host Nations or Urban Indigenous Artists and Content

Your organization's activities take place on the unceded and ancestral territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh (Squamish) and səlilwətaɬ (Tsleil-Waututh) Nations. Acknowledging what it means to be a guest on these lands and the actions you will take to respect local protocols is a necessary practice. In addition, if you are proposing to work with Indigenous artists or content, we ask that you consider and address the four themes below in your submission. The degree to which you have considered and addressed these themes will further inform assessment of your proposal.

1. Cultural Protocols – Vancouver Host Nations and Urban Indigenous people have diverse protocols that govern how cultural expressions and collaborations are developed, shared, and stewarded. Please describe how you will reach out to understand and respect the specific cultural protocols relevant to your collaborations with Indigenous communities, Nations, or individuals.
2. Consent, Credit, Leadership and Compensation – Please describe how you will ensure that Indigenous artists, knowledge keepers, and other collaborators have given consent, are credited appropriately, and are in leadership positions in the development or co-development of the project. Describe how they are being compensated and resourced appropriately for their involvement.
3. Cultural Safety – Please describe how you will create or partner to create respectful and safe spaces, venues and programs where Indigenous people's work and wellness are not compromised by power imbalances, discrimination, stereotypes, and unconscious bias.
4. Sites of Cultural Significance – Applicants are advised that culturally-significant areas including Stanley Park, Locarno Beach, Vanier Park, or Jericho Beach and all waterfront sites will not be considered without demonstrated permission from all three Musqueam, Squamish, and Tsleil-Waututh Nations, and with their meaningful involvement.

Refer to the Glossary section on Reconciliation and Decolonization for insights from the field.

Policy for Reductions in Grants and Termination Grants

Funding at previous-year levels is not guaranteed. Many conditions may result in grants being reduced, held back with specific conditions, requested to be returned, or terminated after opportunities to address outstanding issues are not satisfied.

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). Staff will use the same policy to implement grant reductions or recommend no grant as a result of low ranking or concerns arising from the assessment.

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.

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's policy can be found here: City of Vancouver Human Rights and Harassment Policy

Eligibility requirements and conditions of this Grant with the City of Vancouver requires recipients to provide a healthy 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.

Comments and Reconsideration

Applicants may request additional information on the assessment process including comments and clarification of the peer assessment committee's recommendation. Where there are specific conditions on a grant, or an organization has received a reduced grant or has been put on notice due to concerns, specific comments and terms will be provided to the organization.

For demonstrated instances where either the financial situation (at the grant submission deadline) or eligibility status was misunderstood by the peer assessment committee, applicants may formally request reconsideration of the recommendation. For eligible formal requests, the recommendation will be withdrawn from the recommendation in the report to Council and will be reviewed by the Managing Director of Cultural Services who will make a final recommendation and submission to City Council for their consideration at a later date.

For specific details on the **Request for Reconsideration** policy and process, visit
http://vancouver.ca/people-programs/request-for-reconsideration.

Recommendation Process – City Council Approval

Assessment Committee recommendations are brought forward in a report to City Council for consideration and approval. 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. Names of the peer Assessment Committee members are made public in this report.

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*

Application Process and Timeline (dates subject to change)

Application launch:	October 22
Application deadline:	December 1, 2021, 11:59pm
Staff preliminary review:	December-January
Notification of advance* Grant recommendation:	Mid January
Council approval of advance Grant:	Late January
Payment of advance Grant:	Early February
Peer Assessment Committee Review	Mid-February
Council approval of Grant recommendation	Late March/early April
Grant payment (balance)*:	Mid-April

*Advance Grants are recommended to organizations where there are no concerns arising from the staff preliminary review or where there are no outstanding conditions or concerns. Advance grants are generally 40% of the previous years grant.

Grant Confirmation Notification and EFT 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.

All grant recipients are required to set up direct deposit using an Electronic Funds Transfer (EFT) form with the City's Financial Services Group to expedite payment. If your organization has not been set up for EFT, please contact culture@vancouver.ca for the form and submission instructions.Grant Agreement (excerpt)

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.

Conditions of Assistance

- The Recipient will only use the Grant for paying for the costs directly associated with the Project (the "**Purpose**"). The Recipient will not use the Grant for any purpose other than the Purpose. For example, the Recipient acknowledges and agrees that it will not use the Grant to eliminate financial deficits that the Recipient has accumulated.

- The Recipient will not transfer the Grant or any portion of the Grant to any person, society, company, entity, or legal entity of any kind unless doing so is part of the Project and is described in the grant application.

- If the Recipient has not used any portion of the Grant by the end of the Term, then the Recipient will return the unused portion of the Grant to the City no later than thirty days after the end of the Term.

- During the Term and for two years after the Term, the Recipient will keep accurate records, books of account, invoices, and receipts that show how the Recipient has established, rant, and completed the Project and used the Grant and, upon request by the City, will make those records, invoices, and receipts immediately available to the City or an agent of the City for the City or its agent to review, copy, and keep.

- If the Recipient or any of its current or former members, employees, agents, contractors, directors, or officers (the "Recipient Personnel") is accused of any act, conduct, or omission that could, in the City's sole discretion, bring risk of harm or loss, reputational or otherwise, to the City or to any of the City's events, programs, or services, then the City may terminate this Agreement by providing written notice to the Recipient. If the City terminates this Agreement pursuant to this Section 2.2, then the Recipient will immediately return the Grant to the City. If the Recipient does not immediately return the Grant to the City, then the Recipient acknowledges and agrees that the City may take all lawful actions necessary to recover the Grant and the Recipient will indemnify and hold

the City harmless for all of the legal and other costs that the City incurs in connection with the recovery of the Grant.

- The Recipient will provide equitable access to a diverse public in practice and policy to address physical, cognitive, financial, linguistic, cultural, social, and geographic barriers to participation for audiences and key contributors.

Compliance with Laws

- The Recipient will comply with all applicable laws, regulations, bylaws, and guidelines in completing the Project and in performing its obligations and exercising its rights under this Agreement, including by obtaining any necessary licences, permits, or approvals required for the Project by applicable laws, regulations, bylaws, and guidelines. This is includes, but is not limited to, providing a healthy work place environment meeting minimum industry standards (i.e., WorkSafe BC, British Columbia Human Rights Code, Canadian Charter of Rights and Freedoms).

Publicity

- The Recipient will acknowledge the City's assistance and the Grant in all public communications or materials regarding the Work. However, each Party agrees not to use the name, logo, trademark, or any other identifying mark of the other Party in any advertising or public material, or make any form of representation or statement in relation to the Work that would constitute an express or implied endorsement by the other Party of any product or service, without obtaining the prior written approval of the other Party. Recipients can contact Tyler Fitzwalter at **tyler.fitzwalter@vancouver.ca** to receive the recognition marks electronically.

Freedom of Information Act

- The Parties acknowledge that they are each subject to the *Freedom of Information and Protection of Privacy Act (British Columbia)*, and that all records prepared by either Party may be under the custody and control of that Party for the purposes of the said act and that all records prepared by that Party in the performance of this Agreement are in the custody and control of that Party. Each Party is or will be subject to the access and privacy provisions of the *Freedom of Information and Protection of Privacy Act (British Columbia)*, which creates a right of access to records under the custody and control of public bodies subject to specific limited exceptions.

Glossary & Resources

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-denied 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-denied 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-denied groups. An intersectional approach to equity acknowledges that where people experience multiple forms of discrimination, there are compounding effects.

Equity-denied 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-denied 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-denied 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-denied 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://respectfulartsworkplaces.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.