

**Arts Institutions in Change: A Collection of Contemporary Canadian  
Institutional Policies and Strategies for Change  
A LiSTEN initiative, June 2024**

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## Introduction

The Arts Institutions in Change Bibliography was created as part of the LiSTEN Project in 2024 to support the review of the institutionalization of equity, diversity, inclusion and accessibility (EDIA) in arts institutions.

This bibliography provides links to a variety of sources from municipal, provincial, and federal arts institutions to community-run and independent arts organizations. We have primarily used the organizations' own representations of their work.

This list is not comprehensive or definitive. There are hundreds of arts organizations that exist across Canada; however, this list focuses largely on the province of Ontario and the Ottawa/Gatineau area because that's where the Centre for Music, Sound, and Society in Canada at Carleton University is located. In developing the bibliography, we looked for explicit EDIA policies, programs, and statements using a systemic review of each province and territory. The majority of sources and policy documents included have been adopted by organizations within the last five years in response to community-oriented activism and advocacy including Idle No More, the Truth and Reconciliation Commission 94 Calls to Action, and the global Black Lives Matter movement, amongst others. Such EDIA documents aim to acknowledge, address, and rectify some of the historic and systemic exclusion and disadvantage experienced by minoritized communities in the arts and culture space. While organization policies can be effective, the most powerful and actionable commitments are paired with community engagement and driven by community-specific outcomes. The sources included offer a range of strategies towards building more inclusive arts institutions and opportunities.

In this list you will find strategic plans, policies, and advocacy work that highlight the commitments, activities, and outcomes of arts institutions. You will also find policy documents, research papers, and resources addressing the various complexities of power and identities (including the experiences of intersecting identity factors of gender, race, Indigeneity, disability, age, socio-economic status, citizenship, religion, and beliefs, amongst others) in arts workplaces, programming, funding, and daily activities.

We use the term arts organizations "in change" to refer to organizations participating in processes of becoming more inclusive, diverse, equitable and accessible. In compiling this list, it has become clear that many arts organizations in Canada, from the federal to the local level, are committed to increasing and enhancing EDIA within their organizations. Some organizations are aligned in their policies, following similar federal mandates and missions set out by the province. This list also makes clear that sustainable, conscious, and defined action is required. Commitments to EDIA without clear responsibilities, priorities, and accountability mechanisms are unattainable.

We hope that this list will act as a resource for artists, arts researchers, practitioners, and community members invested in creating transformative change across the Canadian arts sector.

This list was compiled by Gale Franklin, PhD Candidate, Carleton University.  
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LiSTEN is a project of the Research Centre for Music, Sound, and Society in Canada, supported by a Multidisciplinary Research Catalyst Fund grant from Carleton University (2022-24). For more information, please contact Ellen Waterman at [MSSC@Carleton.ca](mailto:MSSC@Carleton.ca).



## **Arts Organizations and Institutions in Change in the Ottawa/Gatineau Area**

**Arts Network Ottawa** – Arts Network Ottawa knows the arts build strong communities | Réseau des arts d'Ottawa reconnaît l'importance des arts pour renforcer les collectivités.

- [Advocating for the Arts in the Ottawa Region](#)
- [Our History: Timeline of Arts Network Ottawa's Achievements](#)

**City of Ottawa** — Arts related plans and policies

- City of Ottawa. “Nightlight Economy Action Plan: 2023- 2026.” <https://pub-ottawa.escribemeetings.com/filestream.ashx?DocumentId=128083#:~:text=The%20Nightlife%20Economy%20Action%20Plan,parties%2C%20between%202024%20and%202026.6>.
- City of Ottawa, & Ottawa Music Industry Coalition. 2018. “Ottawa music strategy.” [https://documents.ottawa.ca/sites/documents/files/music\\_strategy\\_2018\\_en.pdf](https://documents.ottawa.ca/sites/documents/files/music_strategy_2018_en.pdf)
- City of Ottawa. 2013. “A Renewed Action Plan for Arts, Heritage and Culture in Ottawa.” [https://documents.ottawa.ca/sites/documents/files/A\\_Renewed\\_Action\\_Plan\\_2013-2018\\_EN.pdf](https://documents.ottawa.ca/sites/documents/files/A_Renewed_Action_Plan_2013-2018_EN.pdf).
- City of Ottawa. [“Cultural Collaboration with Indigenous Communities”](#)

**Great Canadian Theatre Company** – The Great Canadian Theatre Company is an Ottawa based company that aims to foster, produce and promote excellent theatre that provokes examination of Canadian life and our place in the world.

- [Accessibility Information](#)

**OrKidstra** – OrKidstra is an Ottawa-based social development program that empowers kids, ages 5-18, from equity-deserving communities by teaching life skills – such as teamwork, commitment, respect and pride in achievement – through the universal language of music.

- [OrKidstra Impact Report](#)
- [Crescendo 2026: OrKidstra's 3-Year Strategic Plan](#)

**Ottawa Arts Council** – The Ottawa Arts Council (the Council) is a bilingual service organization that advances, promotes and advocates for the arts in Ottawa.

- [Our Impact](#)
- [Vulnerable Sector Policy](#)
- [Advocacy Initiatives](#)

**Ottawa ChamberFest** – Ottawa ChamberFest presents chamber music in an annual summer festival, a concert series, and community engagement and arts education activities.

- [Inclusivity Statement](#)

**Ottawa Jazz Festival** – The Ottawa Jazz Festival exists to advance the appreciation and knowledge of all music, in particular jazz, by programming music that richly underscores the continuing creativity and diversity of the artists and the music itself.

- [Para Transpo and Accessibility](#)

- [Annual Reports](#)
- [Celebrating Indigenous Cultures](#)

**Ottawa Little Theatre** – The Little Theatre has been a vital part of the Ottawa arts community since 1913, making it the longest continuously producing community theatre in Canada, and one of the oldest in North America.

- [Accessibility Policy](#)

**Ottawa Live Arts Community** – The Ottawa Live Arts Community mission is to build a welcoming, resilient and sustainable Arts Hub that enriches, supports and connects artists, creatives and community.

- [OLAC Plans](#)

**Ottawa Music Industry Coalition (OMIC)** – The Ottawa Music Industry Coalition is a member-based non-profit organization that works to grow the local music industry for the benefit of our members and the city as a whole. We are committed to bringing together artists, music businesses, venues, festivals and local businesses together to work towards common goals.

- [2024 OMIC Survey](#)
- [Strategic Plan](#)

**MASC** – MASC is an Ottawa-based community arts organization that brings the arts and culture alive for over 150,000 children, youth, and seniors each year.

Policies and Guidelines

- [Equity and Diversity Policy](#)
- [Cultural Appropriation Policy](#)

**Music and Beyond** – Music and Beyond is a classical music and arts festival that began in July 2010. Each year, the festival offers a variety of programming to highlight exciting connections between classical music and other art forms.

- [Music and Beyond Performing Arts Strategic Plan 2022-2025](#)

**PAL Ottawa** – PAL Ottawa is a volunteer-driven, non-profit, charitable organization that provides affordable housing, personal services and programs to foster the well-being of artists and art workers in the National Capital Region.

- [Annual Report and Strategic Plan](#)

**Propeller Dance** – Propeller Dance has been an innovator in the field of contemporary integrated dance and diverse performance practices in Canada since 2007. Propeller Dance is committed to excellence — creating, teaching, performing, presenting integrated dance and more recently, inter-arts performance. At the core of our work is the belief that dance is for all people, and as wide a breadth of expression as possible is of value. We are recognized as a leader in Canada for our innovative, inclusive creations and teaching practices.

- [Acknowledgement of Disability Justice, Indigenous, Black and racialized communities, and LGBTQIA2S+ communities](#)
- [Annual Reports](#)

## National Arts Institutions in Change

**Canada Council for the Arts / Conseil des arts du Canada** – The Canada Council for the Arts is Canada’s public arts funder, with a mandate to “foster and promote the study and enjoyment of, and the production of works in, the arts.

2021-2025 Strategic Plan: Art, now more than ever

- 2021-2025 Strategic Plan: Equity
- Corporate Policies and Documents
  - Equity Policy
  - Official Languages Policy
  - Supporting Indigenous art in the spirit of cultural self-determination and opposing appropriation
  - Toward More Equitable and Sustainable Arts Funding, Simon Brault, Former Director and CEO, May 24, 2023

### Accessibility

- 2023-2025 Accessibility Plan
- 2023 Accessibility Progress Report

### Canada Council Research Papers

- “Access to Funding: 2SLGBTQI+ Communities in Canada” July 19, 2023
- “A Statistical Profile of Artists in Canada in 2016” November 27, 2019
- “Deaf and Disability Arts Practices in Canada” February 20, 2021
- “Demographic Diversity of Artists in Canada in 2016” January 29, 2020
- “Environmental Scan of Access Practices in Arts Funding” October 30, 2023
- “Research in Residence: Arts’ Civic Impact” August 1, 2023
- “Research on the Value of Public Funding for Indigenous Arts and Cultures” June 20, 2023

**Canadian Academy of Recording Arts and Sciences / JUNOS** – The Canadian Academy of Recording Arts and Sciences (“CARAS”) is a not-for-profit organization and our mandate is to promote and celebrate Canadian artists and their music. CARAS serves as the umbrella organization for the JUNO Awards, the Canadian Music Hall of Fame and MusiCounts, Canada’s music education charity.

- Diversity, Equity and Inclusion at CARAS & MusiCounts
- Accessibility
- Sustainability

**Canadian Arts Presenting Association** – The Canadian Arts Presenting Association provides presenters across Canada with a chance to connect with a network of Canadian presenters and keep up with the trends in presenting.

- Safer Spaces Statement
- Vital Signs: Arts and Belonging

**Canadian Independent Music Association (CIMA)** – CIMA is a national non-profit trade association representing the interests of those in the independent music industry across Canada.

CIMA exclusively represents small businesses and members include record producers, labels, owners of creative content, artists and professionals in sound recording/music videos.

- [Policies](#)
- [CIMA's Statement Against Community Violence and Commitment to Equity and Inclusion](#)
- [Breaking Down Racial Barriers \(Volume 1\) Report](#)

**Canadian League of Composers** – The Canadian League of Composers (CLC) speaks for the interests of Canadian composers. We offer professional development opportunities and resources to members, including a schedule of suggested commissioning fees, and we use advocacy and partnerships to foster an environment in which Canadian art music is highly valued.

- [Equity Statement](#)

**Canadian Music Centre** – The Canadian Music Centre provides unique resources for exploring, discovering, and performing Canadian music. We are passionate about nurturing a musical community that honours our legacy and supports the professional development of Canadian musicians and composers.

- [Accountability For Change Statement](#)
- [Equity, Diversity, Inclusion and Decolonization Statement](#)
- [Statement on Indigenous Sovereignty](#)

**Canadian Music Publishers Association** – The Canadian Music Publishers Association is a trade organization that educates artists, copyright users, governments, and the public about the value and role of music publishers and copyright management and ensures that views of music publishers are represented in Canada.

- [Future Of Work: Talent Acquisition, Retention, and DEI in the Music Publishing Industry in Canada](#)
- [Developing the National Indigenous Music Organization](#)
- [Profile of Members of Music Publishers Canada and of the Association des professionnels de l'édition musicale, 2023: Statistical Report](#)
- [Export Ready, Export Critical: Music Publishing in Canada](#)

**Canadian New Music Network** – The Canadian New Music Network (CNMN) / Réseau canadien pour les musiques nouvelles (RCMN) connects creative music and sound communities across Canada.

- [Justice, Equity, Diversity and Inclusion Statement](#)
- [Equity & Access Policy and Action Plan](#)
- [Sustainable Futures Regional Meetings 2023 Report](#)

**Foundation Assisting Canadian Talent on Recordings (FACTOR)** – FACTOR is a not-for-profit collective that focuses on assisting independent music professions from distributors, engineers and video directors to songwriters and singers with a view to facilitating the growth of the independent recording industry in Canada.

Policies

- [Diversity and Inclusion](#)

**MusiCounts** – MusiCounts is Canada's music education charity associated with The Canadian Academy of Recording Arts and Sciences and The JUNO Awards. At MusiCounts, we make music education inclusive, sustainable, and accessible for youth across Canada by providing musical instruments, equipment, and resources.

- Accessibility Policy

**National Arts Centre / Centre National Des Arts** – The NAC presents, creates, produces, and co-produces performing arts programming in various streams—the NAC Orchestra, Dance, English Theatre, French Theatre, Indigenous Theatre, and Popular Music and Variety—and nurtures the next generation of audiences and artists from across Canada.

Strategic Plans

- The Next Act: The NAC’s 2020-2023 Strategic Plan
- An Inclusive Culture: We All Have a Role to Play – The National Art Centre’s Equity, Diversity, Inclusion and Anti-Racism 2023-2025 Action Plan
  - Martin, Carl. 2021. “Meet Germaine Chazou-Essindi, the NAC’s first Director of Diversity and Inclusion,” National Arts Centre. Published May 3, 2021.
- Accessibility Plan 2022-2025
  - Accessibility Policy
- Walking Gently on the Land: National Arts Centre Environmental Sustainability Action Plan 2023-2026
  - NAC Environmental Sustainability Policy

Initiatives and Research Projects

- Stages of Transformation
  - “*Stages of Transformation* is a multi-year project of research, rumination, creative exploration and conversation, bringing together theatre artists, arts workers, and creative communities from across so-called Canada. It takes up the imperatives of abolition movements and transformative justice frameworks, and investigates their applications to our work in the theatre sector.” (Project description)
- #ReconcileThis
  - “#ReconcileThis is a social media initiative to uplift and amplify Indigenous voices online by activating and sharing stories, languages, cultures and perspectives through provocative digital performances and conversations in response to this hashtag. The goal is to create a movement by sparking further conversations and creative responses.” (Project description)
- Rita Joe National Song Project
  - “In her autobiography, Rita Joe challenges indigenous youth to find their voices, share their stories, and celebrate their talents.” (Project description)
- Indigenous Cities
  - “Indigenous Cities presents memories from Indigenous community members based in cities across Canada; memories that have been interpreted by Indigenous artists to create a unique audio storytelling experience.” (Project description)

**National Gallery of Canada** – Home to the most important collection of contemporary Indigenous, Canadian and European art in the country, and welcoming more than 400,000 visitors every year\*, the National Gallery of Canada acknowledges its responsibility to share our collective story through the visual arts.



- [Transform Together: Our 5-Year Ambition](#)
- [NGC Accessibility Plan 2023-2025](#)
- [Our Brand Story: New Brand, New Vision](#)

**Polaris Music Prize** – The Polaris Music Prize is a not-for-profit organization that annually honours and rewards artists who produce Canadian music albums of distinction. A select panel of music critics judge and award the Prize without regard to musical genre or commercial popularity.

- [Diversity and Inclusion Policy](#)

**The Society of Composers, Authors and Music Publishers of Canada (SOCAN)** – SOCAN helps professionals in the music industry including music creators, publishers, and visual artists by ensuring users of their creations are licensed and collect and redistribute royalties accordingly in Canada and across the world.

- Policies
- [SOCAN’s Framework for Change](#)
- [SOCAN Equity/Diversity/Inclusion, and Anti-Racism Action Plans](#)
- [Inclusion & Anti-Racism](#)

### **Municipal and Provincial, Arts Institutions in Change**

**Alberta Foundation for the Arts (AFA)** – The AFA is a Government of Alberta crown agency that distributes funds from lottery revenues to those in the visual, literary and performing arts. Initiatives and Policies

- [Equity, Diversity, Inclusion and Accessibility | Alberta Foundation for the Arts \(affta.ab.ca\)](#)
  - [EDIA resources | Alberta Foundation for the Arts \(affta.ab.ca\)](#)

**Alberta Music** – Alberta Music is a not-for-profit service providing association committed to ensuring musicians and music professionals in the province can succeed by providing development workshops and the like.

- [Equity & Accountability](#)
- [West Anthem Music Ecosystem Study: Final Report October 2020](#)

**Alliance of Arts Councils of Ontario** – To champion the arts and serve as a unified voice for collaborative advocacy for the sector’s advancement in Ontario, AACO connects arts service organizations through the exchange of resources and best practices.

- [Email to Premier Doug Ford on Ontario’s Arts Scene](#)
- [Ontario Arts Council Strategic Plan](#)
- [Recommendations from the Alliance of Arts Councils of Ontario to the Ontario Government](#)

**Arts Nova Scotia** – Arts Nova Scotia is the provincial funding agency that provides support to professional artists and arts organizations, arts education programs and a number of arts awards and prizes.

## Initiatives and Policies

- [Cultural Appropriation](#)
- [Indigenous Arts Protocol](#)
- [Equity Framework](#)
- [Research and Reports | Creative Nova Scotia Leadership Council](#)
  - [Culture in Action: Demonstrating the Social Benefits of Culture](#)

**ArtsNB** – The New Brunswick Arts Board is an organization which funds the creation of arts to encourage and facilitate artists in the province.

## Plans and Policies

- [ArtsNB Strategic Plan 2022-2027](#)
- [Status of the Artist](#)
- [Indigenous Protocols for the Visual Arts](#)
- [Commission on Cultural Diversity](#)

## Projects

- [Indigenous Music Project](#)

**BC Alliance for Arts and Culture** – The BC Alliance for Arts and Culture is a not-for-profit provincial organization that advocates for and educates the artistic community in British Columbia.

## Policies and Papers

- [Reporting and Investigating Mechanisms for Workplace Harassment in the Arts](#)
- [Setting the Bar: a Guide to Achieve New Standards for Reconciliation within the Heritage Sector](#)
- [Strategic Plan](#)

**British Columbia Arts Council (BCAC)** – The BCAC is a stand alone organization established by British Columbia to promote art and culture in the province by facilitating grants, education and research.

## Strategic Plans

- [Extending Foundations: Action Plan 2022-2024.](#)
  - [Designated Priority Groups](#)
  - [Accessibility](#)

**Conseil des arts de Montréal (CAM)** – CAM is an organization that promotes the arts and culture by facilitating the establishment and distribution of the arts in Montreal.

## Policies and Papers

- [Equity Policy](#)
- [“Universal Accessibility: Tools for the Arts Community,” 2021.](#)
- [“Statistical Profile of Montreal Artists in 2021 Released,” 2024.](#)
  - [Statistical profile of the 20,900 professional artists on the Island of Montreal \(\[hillstrategies.com\]\(http://hillstrategies.com\)\)](#)

**Conseil des arts et des lettres du Québec (CALQ)** – CALQ is a government organization that helps develop and advertise arts in QC through assisting artists and not for profit art/culture forums.

## Plans and Policies

- [Plans stratégiques \(French only\) – Conseil des arts et des lettres du Québec \(gouv.qc.ca\)](#)
- [Plan d'action pour la diversité culturelle \(French only\) – Conseil des arts et des lettres du Québec \(gouv.qc.ca\)](#)
- [Action Plan for Persons with Disabilities \(French only\) – Conseil des arts et des lettres du Québec \(gouv.qc.ca\)](#)
- [\[Translate to English:\] Politique pour un climat de travail sain – Conseil des arts et des lettres du Québec \(gouv.qc.ca\)](#)

**East Coast Music Association (ECMA)** – The ECMA focuses on promoting music from the East Coast of Canada and the artists and industry professionals that help make said music, not only throughout Canada but around the world.

- [Breaking Down Racial Barriers](#)
- [ECMA Policy regarding Equality, Diversity and Inclusion](#)
- [ECMA Support, Reconciliation & Restoration Policy](#)

**Manitoba Arts Council** – The Manitoba Arts Council is an agency of the provincial government established to foment the study, appreciation and making of artistic work. This is done through awards schemes in a wide variety of artistic forms, such as interpretative art, literature and architecture.

## Plans and Policies

- [Arts and Culture for All Manitobans](#)
- [Accessibility Plan](#)
- [Report on the Arts and Culture Sustainability Funds](#)
- [Professional Artists in Manitoba in 2021](#)

**Manitoba Film and Music** – Manitoba Film and Music is a non-profit supporting the province's film, sound recording and video industries not only in Canada but globally. Members include music recording professionals and filmmakers

- [A Year of Success, Creativity & Change](#)

**Manitoba Music** – Manitoba Music educates members about all areas of the music industry and provides career development, networking opportunities, and promotion guidance. Members include a variety of music industry professionals including managers, bands, artists, studios, songwriters, promoters and venues.

- [Equity and Accountability Policy](#)
- [Accessibility](#)

**Music British Columbia (Pacific Music Industry Association)** – Music BC is a non-profit that facilitates education, advocacy financial compensation and networking opportunities for BC music professionals nationally and globally.

- [Studies and Reports](#)
- [CLMA – Reflections on Labour Challenges in the Live Music Industry](#)
- [Surrey Music Strategy 2023](#)
- [Keychange 2021 – Study On Gender Diversity In The Music Industry And In Music Usage](#)

- CIMA – Impact & Representation of Indigenous, Black, and People of Colour Live Music Workers in Canada
- CIMA & Breaking Down Racial Barriers – Anti-Black Racism In The Canadian Music Industry Vol 1
- Women In Music Canada – Advancing Gender Balance In The Canadian Music Industry

**Music New Brunswick** – Music NB is a provincial association for the music industry in New Brunswick with the aim of aiding growth of the music industry as a whole and also of musical talent. Music NB represents musicians, managers and businesses that make music in the province.

- Accessibility and Inclusion

**MusicNL** – MusicNL is the music industry association of Newfoundland and Labrador! The purpose and objectives of the music industry association are the promotion, encouragement, and development of the music industry of Newfoundland and Labrador in all its forms, whether written, recorded, or in live performance.

- EDIA Commitments: Strategic Plan 2022-2025

**Ontario Arts Council / Conseil des arts de l'Ontario** – The OAC was established in 1963 to foster the creation and production of art for the benefit of all Ontarians.

Strategic Plans and Policies

- Accessibility Plan
  - Accessibilities Policies
- Equity Plan
- Strategic Plan for the Ontario Arts Council 2022-2027
- Priority Groups
- Open Data: Lists of past grants, awards, and assessors along with other data.

**Ontario Creates** – Ontario Creates (formerly known as the OMDC) is a provincial government agency that promotes cultural industries in Ontario. Its stated goal is to help Ontario be recognized as a global leader for cultural media products. The agency is a major source of support for various areas of arts and culture, including book and magazine publishing, music, media, film and television.

Strategic Plan

- Powering Ontario's Creative Economy: Ontario Creates Strategic Plan 2023-2027

Research Funded by Ontario Creates

- A Diversity & Inclusion Toolkit for the Interactive Digital Media Industry
- An Action Plan Framework for Women, Non-binary, Gender Fluid and Gender Diverse Individuals in Ontario's Music Sector
- Being Heard: Black Canadians in the Canadian Screen Industries
- Being Seen: Directives for creating Authentic and Inclusive Content
- Building the Indigenous Music Industry and Developing an Indigenous Music Office
- Closing the Gap: Impact & Representation of Indigenous, Black, and People of Colour Live Music Workers in Canada

- [Future of Work: Talent Acquisition, Retention, and DEI in the Music Publishing Industry in Canada](#)
- [Funding Analysis for BIPOC Documentary Content in Canada](#)
- [Reimagining Music Venues](#)

**Saskatchewan Arts Board (SAB)** – SAB prioritizes harbouring an atmosphere where the arts thrive in Saskatchewan.

Plans and Reports

- [Strategic Plan for 2023-2028](#)
- [Commitment to Equity](#)

**SaskMusic** – SaskMusic is a non-profit organization that represents music professionals in Saskatchewan and provides a variety of services to members including workshops, and one-on-one guidance.

- [Indigenous Advisory](#)
- [Music Matters: Economic Impact Assessment of Saskatchewan’s Music Industry \(2022\)](#)
- [Creative Saskatchewan Inc: A Response to “Moving Saskatchewan’s Creative Industries Forward - Building a Long-Term Strategy.”](#)

**Toronto Arts Council (TAC)** – TAC is an organization focused on aiding the development and recognition of the arts in Toronto. TAC also administers grants to art organizations and artists.

Policies

- [Toronto Arts Council Equity Framework](#)
- [Great Cities are Arts and Culture Cities](#)
- [Creative Capital Gains, An Action Plan for Toronto](#)
- [Basic Income Guarantee](#)

Papers and Resources

- [ON-SCREEN PROTOCOLS & PATHWAYS:A Media Production Guide to Working with First Nations, Métis and Inuit Communities, Cultures, Concepts and Stories](#)
- [“Think before you appropriate: Things to know and question to ask in order to avoid misappropriating Indigenous cultural heritage.”](#)
- [“Creating Value with Increased Investment Through the Arts.”](#)

## **Other Resources**

### **Indigenous Arts Organizations**

- Banff Centre Indigenous Arts Program
  - [Decolonizing the Narrative Conservation Series](#)
- [Canadian Roots Exchange](#)
- First Light
- First Nations Confederacy of Cultural Education Centres
- Indigenous Performing Arts Alliance
  - [Data Sovereignty Strategy](#)
- Indigenous Music Development Program
- [Indspire](#)
- International Indigenous Music Summit

- Jukasa Studio
- Native Women in the Arts
- Woodland Cultural Centre

### **Black Arts Organizations**

- BPM | Black Professionals in Music
- BIPOC Voices | Advance Music | Driven by the heart, soul, and sounds of Black voices across Canada’s music entertainment industry, ADVANCE, Canada’s Black Music Business Collective, is leading the change in developing an infrastructure for the betterment, upliftment, and retention of Black people in the music business.
- LIL SIS | Youth Artist Resource Centre located in Toronto. They host a directory of Black performing artists, producers, instrumentalists, recording engineers, and more.

### **Arts Institutions in Change: Papers, Policies and Resources**

- “Artists Against Anti-Trans Legislation in Canada.” Teagan and Sara Foundation, 2024.
- “A Culture of Exploitation: “Reconciliation” and the Institutions of Canadian Art.” Jas Morgan, 2020.
- “An Awkward Call to Arms: Open Letter.” Donna-Michelle St. Bernard, Cole Alvis and Michele Decottignies, June 28, 2016.
- “A Policy Primer: Guide to Developing Human Rights Policies and Procedures.” Ontario Human Rights Commission, 2013.
- “Achieving Equity in Canadian Theatre.” Dr. Michelle MacArthur | Equity in Theatre, 2015.
- “BIPOC Writers like Souvankham Thammavongsa and Ian Williams Show an Experience of Canada Many of Us Do Not Know.” Marsha Lederman, October 16, 2020.
- “Boards Are Broken, So Let's Break and Remake Them.” Michael J. Bobbitt, July 6, 2020.
- “Creating, Knowing and Sharing: The Arts and Cultures of First Nations, Inuit and Métis Peoples.” Canada Council for the Arts, 2024.
- “Dancing Sovereignty: Protocol and Politics in Northwest Coast First Nations Dance.” Mique’l Dangeli, 2015.
- “Dismantling Racism Works Web Workbook.” dRWorksBook, May 2021.
- “Guiding Principles for Presenting Indigenous Work.” Ontario Presents, 2024.
- “Governance structures for theatres, by theatres: What I Wish Existed...” Yvette Nolan, September 25, 2020.
- “How to Promote Diversity at an Event by Diversifying the Photographers Covering It.” Muse, Zainab, September 20, 2019.
- “How Canada Uses Indigenous Art to Market Itself to the World.” Julian Brave Noisecat, November 17, 2019.
- “How Art Institutions Can Manage Their Metadata.” Gregory Saumier-Finch.
- “Indigenous Protocols for the Visual Arts.” CARFAC, 2022.
- “Indigenous Canadian Composers.” Lawrence Wiliford, 2020.
- “Indigenous Body of Work.” Indigenous Performing Arts Alliance (IPAA), 2024.

- “Indigenous Terminology by the Dancers of Damelahamid.” Dancers of Damelahamid, Coastal First Nations Festival, 2018.
- “IPAA Tech Bundles: Enhancing Cultural Sovereignty Through Technical Infrastructure.” JP Longboat, Hill Strategies, August 10, 2021.
- “Looking at Indigenous Performing Arts.” Primary Colours, Indigenous Theatre NAC, CCA, 2018.
- “On Accountability: In Search of Lost Ethics in Performing Arts Programming.” Angela Conquet, Merindah Donnelly, Yanira Castro, Ananya Chatterjea, Thomas F DeFrantz, Australian Performing Arts Market, 24 February 2022.
- “On the Lack of Black Artists in Calgary's Artist-Run Centres—and Canada's Too.” oualie frost, December 8, 2020.
- “Preserving their Birthright: The Legacy Project.” Jill Carter & The First Circle: Tkaron:to, 2019.
- “Principles for Building Anti-Racist Theatre Systems.”
- “Repatriation Handbook.” Royal BC Museum, Jisgang Nika Collison, Sdaahl K’awaas Lucy Bell, Lou-ann Neel, 2019.
- “Scrutinizing “Archaic” Governance Structures in a Year Marked by Crisis and Calls for Greater Inclusion.” Eva Salinas, October 27, 2020.
- “The Alchemy of High-Performing Arts Organizations, Part II A Spotlight on Organizations of Color.” Zannie Voss and Glenn Voss., March 2021.
- “The Board's Role in Times of Organizational Crisis.” F. Duke Haddad, July 30, 2020.
- “The Role of Indigenous Artists and the Development of an Indigenous Pedagogy for Modern Artistic Expression.” Joahna Berti, February 9, 2022.
- “Towards Braiding,” Elwood Jimmy and Vanessa Andreotti, 2024.
- “The Default Nonprofit Board Model is Archaic and Toxic; Let's Try Some New Models,” NonprofitAF, July 6, 2020.
- “What Are the Paradigm Shifts Necessary for the Arts Sector to Nurture THRIVING Institutions of Color?” A Yancey Consulting Report commissioned by Doris Duke Charitable Foundation and The New York Community Trust.” February 22, 2018.
- “White Artists Need to Start Addressing White Supremacy in Their Work: Those Who Benefit From Racism Should Be on the Front Lines Fighting It.” Angela Pelster-Wiebe, August 29, 2018.
- “Why I'm Done Talking About Diversity: Or, Why We Should Try an All-White Diversity Panel.” Marlon James, October 20, 2016.

### **Accessibility Tools for Arts Institutions**

- **Accessibility Labs** – *Theatre Passe Muraille*
  - A 7-part short documentary series on Theatre Passe Muraille’s experiments in accessibility practices exploring artistic and dramaturgical integration as well as more efficient budgeting.
- **Contrast Checker**
  - This tool is built for designers and developers to test colour contrast compliance with the Web Content Accessibility Guidelines (WCAG) as set forth by the World Wide Web Consortium (W3C).

- **Disability Justice & Programming – Mobility Accessibility and People Management – *Orchestras Canada***
  - The first portion of this session covers a Disability Justice framework for understanding accessibility. The second part discusses making the performing arts more welcoming to folks with mobility disabilities and dives deeper into how organizations can manage people, on and off stage, with accessibility front and centre.
- **Network Connector – *Creative Users Projects***
  - Network Connector is an online community for Deaf and disabled artists and their friends and family to discover community and connect with other like-minded creatives.
- **Readability Analyzer**
  - This program estimates the readability of a passage of text using the Flesch Reading Ease, Fog Scale Level, Flesch-Kincaid Grade Level, and other metrics.