

Cultural Pluralism in the Arts
Movement Ontario
(CPAMO)

CULTURAL PLURALISM ARTS MOVEMENT ONTARIO

PLURALISM ORGANIZATIONAL CHANGE (CPAMOPOC)

PROJECT PARTNERS 2018- 2020

Following the success of the CPAMOPOC project (2016-18) involving 13 arts services organizations, CPAMO has engaged 14 arts and arts services organizations to participate in this project's next round. These arts organizations are:

A) Arts Services Organizations

- ✓ Cultural Human Resources Canada – Susan Annis
- ✓ Business for the Arts – Aida Aydynyan
- ✓ Canadian Association of Dance Artists – Fabien Maltais-Bayda
- ✓ Literary Press Group – Christen Thomas

B) Arts Organizations (creation-based)

- ✓ Modern Times Theatre – Soheil Parsa
- ✓ Jaber Dance – Roshanak Jaber
- ✓ SKETCH – Phyllis Novak

C) Presenters (Galleries, performance venues)

- ✓ Ontario Culture Days – Ruth Burns
- ✓ Gallery 44 – Noa Bernstein
- ✓ Open Studio – Pat Macauley
- ✓ Museum of Contemporary Art (Toronto) – Christie Kirchner

D) Arts Educational Organizations

- ✓ National Ballet School – John Dalrymple
- ✓ Dance Collection Danse – Jay Rankin
- ✓ Dance Current – Emma Doran

Advisory Committee members: **Kathleen Sharpe**, Executive Director, Ontario Cultural Attractions Fund | **John Ryerson**, former Director Cultural Services, City of Markham | **Patty Jarvis**, Executive Director, Prologue to the Performing Arts | **Ronnie Brown**, Oakville Centre for the Arts | **Eric Lariviere**, General Manager Flato Markham Theatre | **Alicia Rose**, Time Raiser | **Kate Cornell**, Executive Director, Canadian Dance Assembly | **Bruce Pitkin**, Executive Director, Theatre Ontario | **Warren Garrett**, Executive Director, Community Cultural Impresarios/Ontario Presenters Network | **Helen Yung**, Independent Artist and Former Co-Coordinator Canada Council Stand Firm Network (Ontario and Manitoba) | **Mimi Beck**, CanDance Network | **Jason Ryle**, Executive Director, imagineNATIVE | **Cindy Yip**, Little Pear Garden Collective | **Anita Agrawal**, Consultant and Former Co-Coordinator Canada Council Stand Firm Network (Ontario and Manitoba) | **Charmaine Headley**, Collective of Black Artists | **Rebecca Burton**, Playwrights Guild of Canada | **Millie Knapp**, Executive Director, Association of Native Development in the Performing and Visual Arts | **Soheil Parsa**, Artistic Director Modern Times Theatre | **Lata Pada**, Artistic Director Sampradaya Dance Creations | **Bea Pisano**, Artistic Director Aluna Theatre |

Board of Directors: **John Ryerson**, Board Chair | **Sheniz Janmohamed**, Board Treasurer | **Farwah Gheewala**, Member-at-Large | **Astrid Ho**, Member-at-Large | **Perry Voulgaris**, Member-at-Large

Staff: **Charles C. Smith**, Executive Director | **Kevin A. Ormsby**, Program Manager | **Victoria Glizer**, Program Assistant |

Contact information: 473 Jones Avenue, Toronto, ON M4J 3G7 | 416-686-3039 | info.cpamo@gmail.com | www.cpamo.org |



November 21, 2017

Dear jury,

It is with great pleasure that Gallery 44 (G44) submits this letter of support in regards to CPAMO's grant application.

G44 has had the chance to work with CPAMO in several capacities over the last few years. We are continuously impressed by the level of support that the organization provides to the arts and cultural sector. We have benefitted immensely from CPAMO's dedication to providing consequential professional development opportunities to cultural workers.

Personally, as the Director of Gallery 44, CPAMO has provided me with key tools to address issues ranging from human resources and governance to strategic planning. The organization has also provided me with the opportunity to build meaningful connections with members of organizations outside of the visual arts sector, something that is completely unique to CPAMO's approach to strengthening the arts ecology.

Most importantly, however, CPAMO continues to ensure that the arts and cultural sector is deeply invested in issues of equity, accessibility and diversity. They are leaders in the field, assisting us all in fostering inclusive programming.

Thank you,



Noa Bronstein
Executive Director
Gallery 44 Centre for Contemporary Photography
Email: noa@gallery44.org
Phone: 416-979-3941, ext. 2000

401 Richmond St W, suite 120
Toronto, ON, M5V 3A8
www.gallery44.org

From: Pat at Open Studio pat@openstudio.ca
Subject: Support Letter - Open Studio
Date: December 12, 2017 at 9:40 AM
To: Charles Smith charlescsmith@rogers.com



December 12, 2017

To Whom It May Concern:

Re.: Support for CPAMO Application for Supporting Artistic Practice: Sector Innovation and Development

The organizations noted below by way of email are writing to support the CPAMO application to you for this exciting program aimed at engaging diverse arts organizations with Indigenous, racialized and other historically marginalized artists and communities.

We have had the opportunity to attend some of and/or learn about CPAMO's pilot project involving 13 arts services organizations (Cultural Pluralism Arts Movement Ontario Pluralism Organizational Change – **CPAMOPOC**) and have been interested in and attended some of CPAMO's public events and artistic showcases called **The Gathering** with its focus on impact assessment and pluralist aesthetics.

Combined, **CPAMOPOC** and **Pluralism and Aesthetics** are exciting projects that so clearly intersect, enabling participants to see the relationship between pluralism organizational change and how Indigenous, racialized and other marginalized artists develop and articulate their arts practices. The former seeks to enable arts organizations to change our governance and operations while the latter enables arts organizations to understand why, i.e., the importance of learning about these artistic practices so that arts organizations can enhance our curatorial competence and build strong relationships with these artists in order to involve them meaningfully in our governance and operations.

It is in this context that our organization will participate in the second round of CPAMOPOC and we encourage you to support CPAMO's application for this exciting, timely and critically important composite project.

Sincerely yours,

—
Pat Macaulay
Executive Director

Open Studio
401 Richmond Street West, Suite 104
Toronto ON M5V 3A8
416-504-8238
pat@openstudio.ca
www.openstudio.ca

Connect with Open Studio:
[Facebook](#) | [Twitter](#) | [Instagram](#)

From: Charles Smith charlescsmith@rogers.com
Subject: Fwd: Support for CPAMO Application for Supporting Artistic Practice: Sector Innovation and Development
Date: December 13, 2017 at 8:39 PM
To:



From: CADA-ON Administrative Director <cadaon@gmail.com>
Subject: Support for CPAMO Application for Supporting Artistic Practice: Sector Innovation and Development
Date: December 10, 2017 at 12:21:12 AM EST
To: Charles Smith <charlescsmith@rogers.com>

To Whom it May Concern,

I am writing on behalf of the Canadian Alliance of Dance Artists - Ontario Chapter to support the CPAMO application for this exciting program aimed at engaging diverse arts organizations with Indigenous, racialized, and other historically marginalized artists and communities.

We have had the opportunity to learn about CPAMO's pilot project involving 13 arts services organizations (Cultural Pluralism Arts Movement Ontario Pluralism Organizational Change – CPAMOPOC) and have attended some of CPAMO's public events and artistic showcases called The Gathering. In particular, our former Co-Chair, Catalina Fellay-Dunbar, was a panelist at The Gathering: Measuring Impact of the Arts in the Context of Pluralism in May, 2017.

Combined, CPAMOPOC and Pluralism and Aesthetics are exciting projects that so clearly intersect, enabling participants to see the relationship between pluralism, organizational change, and how Indigenous, racialized and other marginalized artists develop and articulate their arts practices. The former seeks to enable arts organizations to change our governance and operations while the latter enables arts organizations to understand why, for example, the importance of learning about these artistic practices so that arts organizations can enhance our curatorial competence and build strong relationships with these artists in order to involve them meaningfully in our governance and operations.

It is in this context that our organization will participate in the second round of CPAMOPOC, contributing \$1000 over the course of two fiscal years to the budget of the project, in order to further establish our collaboration. We encourage you to support CPAMO's application for this exciting, timely and critically important composite project.

Sincerely,

Fabien Maltais-Bayda
Administrative Director
Canadian Alliance of Dance Artists - Ontario Chapter

--
Fabien Maltais-Bayda
Administrative Director
514.726.1443

Canadian Alliance of Dance Artists - Ontario Chapter (CADA-ON)
www.cada-on.ca

CADA CANADIAN ALLIANCE
OF dance ARTISTS
ONTARIO CHAPTER

Office Hours:
Tuesdays and Thursdays 11:00-3:00 at DUO
Please make an appointment in advance of coming in.

CADA-ON gratefully acknowledges funding from the Canada Council for the Arts, Toronto Arts Council, and Ontario Arts Council.

CADA-ON acknowledges the sacred land on which we operate. It has been a site of human activity since time immemorial. This land is the territory of the Huron-Wendat and Petun First Nations, the Seneca, and most recently, the Mississaugas of the New Credit First Nation. The territory is the subject of the Dish With One Spoon Wampum Belt Covenant, an agreement between the Haudenosaunee Confederacy and the Confederacy of the Anishnaabek and Allied Nations to peaceably care for and share the resources around the Great Lakes. Today, the meeting place of Toronto is still the home to many Indigenous peoples from across Turtle Island and we are grateful to have the opportunity to work in the community on this territory.

December 11, 2017

To Whom It May Concern:

**Re.: Support for CPAMO Application for Supporting Artistic Practice: Sector
Innovation and Development**

It is with pleasure that Business for the Arts supports the CPAMO application to you for this exciting program aimed at engaging diverse arts organizations with Indigenous, racialized and other historically marginalized artists and communities.

We have had the opportunity to attend some of and/or learn about CPAMO's pilot project involving 13 arts services organizations (Cultural Pluralism Arts Movement Ontario Pluralism Organizational Change - **CPAMOPOC**) and have been interested in and attended some of CPAMO's public events and artistic showcases called **The Gathering** with its focus on impact assessment and pluralist aesthetics.

Combined, **CPAMOPOC** and **Pluralism and Aesthetics** are exciting projects that so clearly intersect, enabling participants to see the relationship between pluralism organizational change and how Indigenous, racialized and other marginalized artists develop and articulate their arts practices. The former seeks to enable arts organizations to change our governance and operations while the latter enables arts organizations to understand why, i.e., the importance of learning about these artistic practices so that arts organizations can enhance our curatorial competence and build strong relationships with these artists in order to involve them meaningfully in our governance and operations.

It is in this context that our organization will participate in the second round of CPAMOPOC and we encourage you to support CPAMO's application for this exciting, timely and critically important composite project.

Sincerely yours,

Aida Aydinian
Vice President
Business for the Arts**Chairman**

Dr. James D. Fleck, C.C.

Chairman Emeritus

Donald K. Johnson, O.C., LL.D.

Vice Chairs

Anthony R. Graham

Robert J. Foster

Treasurer

Robert S. Weiss, F.C.A.

President and CEO

Nichole Anderson

Honorary Director

Hon. Henry N.R. Jackman, O.C.

Directors

David Aisenstat

Julie Arseneault

Susan Baxter

David Binet

Éric Bujold

Tania Carnegie

H. Roger Garland

Paul Genest

Jean Giguère, C.M.

Robert T.E. Gillespie, P.Eng

Duane Green

Lawrence L. Herman

Carol R. Hill

Michael M. Koerner, C.M.

Brian M. Levitt

Hon. Roy MacLaren, P.C.

Andrew Molson

Gail O'Brien

James B. Pitblado, C.M.

Janice Price

Greg A. Reed

Gillian Smith

Vince Timpano

Michael Vukets

Nina Kaiden Wright

Janet Yale

Takashi Yamashita

December 11th, 2017

To Whom It May Concern:

Re.: Support for CPAMO Application for Supporting Artistic Practice: Sector Innovation and Development

The organizations noted below by way of email are writing to support the CPAMO application to you for this exciting program aimed at engaging diverse arts organizations with Indigenous, racialized and other historically marginalized artists and communities.

We have had the opportunity to attend some of and/or learn about CPAMO's pilot project involving 13 arts services organizations (Cultural Pluralism Arts Movement Ontario Pluralism Organizational Change – **CPAMOPOC**) and have been interested in and attended some of CPAMO's public events and artistic showcases called **The Gathering** with its focus on impact assessment and pluralist aesthetics.

Combined, **CPAMOPOC** and **Pluralism and Aesthetics** are exciting projects that so clearly intersect, enabling participants to see the relationship between pluralism organizational change and how Indigenous, racialized and other marginalized artists develop and articulate their arts practices. The former seeks to enable arts organizations to change our governance and operations while the latter enables arts organizations to understand why, i.e., the importance of learning about these artistic practices so that arts organizations can enhance our curatorial competence and build strong relationships with these artists in order to involve them meaningfully in our governance and operations.

It is in this context that our organization will participate in the second round of CPAMOPOC and we encourage you to support CPAMO's application for this exciting, timely and critically important composite project.

Sincerely yours,



B. Emma Doran
Editor, Print and Online
The Dance Current
emma.doran@thedancecurrent.com



From: John Dalrymple jdalrymple@nbs-enb.ca
Subject: RE: next phase of cpamo organizational change and your support
Date: December 14, 2017 at 12:01 PM
To: Charles Smith charlescsmith@rogers.com
Cc: Ashleigh Powell apowell@nbs-enb.ca

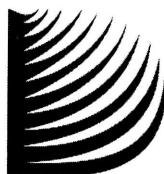
Hi Charles,

We can contribute \$3,000 to the cause.

Best,
John

John Dalrymple | *Chief of External Affairs*
Canada's National Ballet School | **L'École nationale de ballet du Canada**
400 Jarvis Street | Toronto ON Canada M4Y 2G6
Office: 416.964.5135 | Mobile: 647-808-3743
jdalrymple@nbs-enb.ca | www.nbs-enb.ca | www.sharingdance.ca

From: Charles Smith [<mailto:charlescsmith@rogers.com>]
Sent: Wednesday, December 13, 2017 5:40 PM
To: John Dalrymple
Cc: Ashleigh Powell
Subject: Re: next phase of cpamo organizational change and your support



**DANCE
COLLECTION
DANSE**

December 11, 2017

To the Assessment Committee:

Re: CPAMO Application to Supporting Artistic Practice: Sector Innovation and Development

DCD is very pleased to support this application from CPAMO to The Canada Council. We see CPAMO as an essential source of thoughtful programming and effective leadership as arts organizations such as ours negotiate their way forward to become more self-aware and progressive. Their skillful dedication to allow arts organizations to embrace and activate positive engagement with Indigenous, racialized and other historically marginalized artists and communities is absolutely critical to our success institutionally, as well as for the artists and public we serve.

DCD was generously invited to several sessions of CPAMO's pilot project **CPAMOPOC**, and we are very interested to have the opportunity to dive in deeper.

We have reviewed the exciting plans that CPAMO has proposed, and believe that combined, **CPAMOPOC** and **Pluralism and Aesthetics** are exciting projects that respond meaningfully to our commitment to organizational change regarding pluralism. This engagement is fully endorsed by DCD's staff and its Board of Directors.

We encourage you to support CPAMO's application for this exciting, timely and critically important composite project.

Sincerely yours,

Jay Rankin

Administrative Director

The logo for SKETCH 20 years. It features the word "sketch" in a bold, lowercase, sans-serif font. Below it, "20 years" is written in a smaller, similar font. The text is set against a dark, textured background that looks like a splash of paint or a rough surface.

December 13, 2017

To Whom It May Concern:

It is my absolute pleasure to support the application of CPAMO for further iteration of their Equity Education in the Arts Program. I am the Artistic Director of SKETCH, a community arts organization that creates opportunities for homeless and marginalized young people. Impacting over 1000 young people per year, SKETCH is one of Toronto's largest and longest-running community arts organizations that has grown from a small grassroots initiative. Ensuring that Equity is at the centre of our programs, policies and organizational practice is a critical element to ensure the integrity of SKETCH to fulfil its mission and vision with young creative experiencing the complexities of the margins. But charitable or non-profit status has not asked us to make that our centre and as such we, as many organizations that have grown from community-based projects do, need capacity building and Equity Education that we can adapt to our context.

We have been engaged in CPAMO offerings over the past year and are thrilled with the quality of trainings, tools and discourse as well as mentorship, that CPAMO is generating in the field of arts and culture. On behalf of SKETCH, please accept this letter as a plea to enable CPAMO to continue to grow this work. Creating an accountable network is essential at this time in our history as our city's population, our country's population and more pointedly, SKETCH demographic mandate of young people on the margins, have become more diverse and we feel passionate about developing our strategies, programs and infrastructure to represent our participants and work toward their best interests. We need education in a co-learning community that will hold members accountable, to do that, and to ultimately effect collective impact. Please let me know whether I can be of further assistance.

Warm Regards,

A handwritten signature in black ink, appearing to read "Phyllis Novak". The signature is fluid and cursive, with a large initial "P" and "N".

Phyllis Novak

From: Susan Annis sannis@culturalhrc.ca
Subject: Is this the sort of endorsement you need?
Date: December 6, 2017 at 3:43 PM
To: Charles Smith charlescsmith@rogers.com



To whom it may concern:

CHRC is very pleased to support CPAMO's application for its project New Directions for Artists/Arts Organizations in Pluralism to encourage and enable racialized and Indigenous artists and diverse arts organizations to engage with each other – a continuation of their current project CPAMOPOC.

CPAMO understands the need for organizational change – not just token realignment and involvement. Both CPAMOPOC and the current proposal which we are endorsing will affect deep and desirable organizational change in the cultural sector in this country.

CHRC has attended some of CPAMOPOC's workshops and gatherings, and we find them to be very helpful and insightful. Although CHRC does not develop audiences or programme artistic activities, we lead and are involved with projects that engage and support the broad cultural sector. E.g. Talent to Lead which provides mentoring opportunities to mid-career cultural leaders. As an organization our mandate is to reach artists across the country and across the sector. We are very grateful to CPAMO for helping us to reach out to culturally diverse organizations and artists, and include them in our projects and activities. The CPAMO workshops we have attended have given us insights into culturally diverse communities and are helping us to reach out to them in a more inclusive and proactive way and to build our own networks with and for them.

CPAMO's work is very important in Canada. It is giving a voice and profile to culturally diverse artists and arts organizations. It is breaking down their marginalization. We are grateful to be part of the CPAMO "movement".

Please do not hesitate to contact me if you have questions about our relationship with CPAMO and its activities.

Thank you.

Susan

Susan Annis

Executive Director / Directrice générale

Cultural Human Resources Council / Conseil des ressources humaines du secteur culturel

201 -251 rue Bank Street

Ottawa, ON K2P 1X3

Tel. / tél 613-562-1535 x22

Fax / tlc 613-562-2982

www.culturalhrc.ca / www.crhsculturel.ca

From: Charles Smith [mailto:charlescsmith@rogers.com]

Sent: December 5, 2017 11:27 AM

To: Susan Annis <sannis@culturalhrc.ca>

Subject: next phase of cpamo organizational change and your support

hi susan

From: Christie Kirchner ckirchner@museumofcontemporaryart.ca
Subject: Letter of support for next phase of CPAMO organizational change
Date: December 14, 2017 at 9:56 AM
To: Charles Smith charlescsmith@rogers.com



Hi Charles,

I hope this message finds you well. I'm writing today to confirm MOCA's support of the second round of CPAMO Project for Organizational Change, and its desire to continue participating in the initiative. MOCA strongly encourages the Canada Council for the Arts to support CPAMO's application for this unique and critical project. Please do not hesitate to reach out if I can do anything else to assist you in the application process.

Warm regards,
-Christie

Christie Kirchner
Grants & Philanthropy Manager
Museum of Contemporary Art Toronto Canada

Museum of Contemporary Art Toronto Canada Temporary Offices
80 Ward Street, Unit 99
Toronto, ON M6H 4A6
t: (416) 395 0226 | e: ckirchner@museumofcontemporaryart.ca
museumofcontemporaryart.ca
[MOCA on Facebook](#) | [Twitter: MOCA_Canada](#) | [Instagram: MOCA_Canada](#)

From: **Ruth Burns** ruth.burns@culturedays.ca
Subject: Re: next phase of cpamo organizational change and your support
Date: December 11, 2017 at 12:11 PM
To: Charles Smith charlescsmith@rogers.com



Dear Charles,

Ontario Culture Days (OnCD) is supportive of this initiative, and willing to contribute \$1,500 to the realization of this project. OnCD strongly values improved pluralism within its own staff, board and network of organizers. We see it as integral to the success of our vision "to foster awareness, participation, engagement, and support of a diverse artistic and cultural community that is lived, created and expressed by *all* Ontarians."

What CPAMO is offering will be extraordinarily and uniquely valuable in enabling us to better achieve the pluralism that we value and aim to achieve.

Sincerely,

Ruth

CPAMOPCC

Ruth Burns
Executive Director, Ontario Culture Days

ruth.burns@culturedays.ca | on.culturedays.ca

T: [416-964-7555](tel:416-964-7555) | C: [416-524-3766](tel:416-524-3766)

[Follow us](#) | [Tweet us](#) | [Like us](#)

From: Charles Smith charlescsmith@rogers.com
Subject: Re: next phase of cpamo organizational change and your support
Date: December 11, 2017 at 3:59 PM
To: Christen Thomas christen@lpg.ca



On Dec 11, 2017, at 11:38 AM, Christen Thomas <christen@lpg.ca> wrote:

Dear Charles,

LPG's board has approved participation in and contribution of \$2,500 to the second phase of CPAMOPOC.

Thank you,
Christen

On Mon, Dec 11, 2017 at 9:36 AM, Charles Smith <charlescsmith@rogers.com> wrote:
hi christen

Thanks for your note and kind words about the naso gathering. my weekend was mostly relaxed but many emails to catch up on!
i'm sure you're feeling the same thing....

your offer is perfect for the grant. i look forward to receiving the formal notice. as for Wednesday. we'll miss you!

all the best
charles

charles c. smith
Executive Director/Cultural Pluralism in the Arts Movement Ontario (www.cpamo.org)
Artistic Director, 'wind in the leaves collective' (windintheleavescollective.com)
Research Associate/Canadian Centre for Policy Alternatives
www.charlescsmithconsulting.ca
charlescsmith@rogers.com

From: Soheil Parsa sparsa@sympatico.ca
Subject: RE: next phase of cpamo pluralism/aesthetics and organizational change and your support
Date: December 6, 2017 at 9:47 AM
To: Charles Smith charlescsmith@rogers.com



Hi charles,

I would love to support.

Best wishes,

Soheil Parsa
Artistic Director
Modern Times Stage Company
parsa@moderntimesstage.com
www.moderntimesstage.com

From: Roshanak Jaberī info@roshanakjaberi.com
Subject: Re: next phase of cpamo pluralism/aesthetics and organizational change and your support
Date: December 11, 2017 at 9:39 AM
To: Charles Smith charlescsmith@rogers.com



Here you go!

Please accept my support for CPAMO's proposal to the Canada Council Sector Innovation Grant. Your organization is doing great work, filling a critical gap in the Toronto arts community. I enjoyed attending your last event and being part of these important conversations.

Roshanak Jaberī
performer | choreographer | producer

Jaberī Dance Theatre, Artistic Director
Toronto Arts Council, Dance Committee Member
Dance Umbrella of Ontario, Board Member

c. 416.889.8939
e. info@roshanakjaberi.com
w. roshanakjaberi.com

