Fluent English

i. Credits

Edition

Preview Edition Version 2.1 (December 2024)

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Citation

ArtsPond / Étang d'Arts. Wellsprings: Care Plan 2033. Preview Edition 2.1, Dec 2024.

Funders

ii. Contents

iii. Definition

Wellspring *noun*

1. The head or source of a spring, stream, river; *fountainhead*.
2. A source or supply of anything, especially when considered inexhaustible: *a wellspring of affection.*

iv. Welcome

> " Make change. Give care.

Hiya. Bonjour. Aaniin. Atelihai.

Welcome to Wellsprings, ArtsPond's inaugural Care Plan spanning our second decade until 2033.

Through this plan, we are delighted to introduce 20 interconnected pledges, priorities, paths, and ponds that we are called to embrace in cahoots with, by, and for caring creatives of all kinds.

For us, wellsprings are potent symbols for the radical social change and real community care we want to see in the world. In these turbulent times, wellsprings remind us of the value of both enduring transformation and nourishment as the ripples of opportunity and abundance ebb and flow. Like gentle streams that gradually shape stone over generations, or quiet pools that preserve the vitality of life across the seasons, we believe the wise creativity and care of arts and culture holds the power to both surpass boundaries and nurture wellbeing within diverse communities.

This plan is envisioned as both a strategic roadmap and a creative dream for a thriving and caring future. The current edition of the plan focuses on our dreams. In the coming days, we will be adding more detailed descriptions of the creative and operational milestones that underpin our strategies, including programming, finance, human resources, and more.

This plan is crafted to remain open and adaptable to the evolving needs of our communities. As a living document, we welcome your suggestions to help deepen our connections and accountability to the needs of our dynamic communities. Together, we can shape worlds of boundless promise and possibility.

Jessa Agilo
Founder and CEO
ArtsPond / Étang d'Arts

v. Accessibility

Over time, this plan will be made available in multiple languages and formats. All formats will be available in Fluent English or Plain English. Other languages will be available in selected formats only. They include:

Languages

- Fluent English
- Plain English
- Français courant
- Français simple
- American Sign Language (ASL)
- Langue des signes Québécoise (LSQ)
- Cree
- Inuktitut
- Ojibwe

Formats

- Full text with images (EPUB, PDF, HTML)
- Full text without images (EPUB, DOCX, DAISY, HTML)
- Summary with images (EPUB, PDF, HTML)
- Summary without images (EPUB, DOCX, DAISY)
- Audio (MP3)
- Video (YouTube)
- Described video (YouTube)
- Braille (BRF, BRL)

You are current reviewing Fluent English edition, full text without images (HTML).

vi. Acknowledgements

Indigenous land acknowledgement

We honour the traditional territories of Indigenous peoples who have cared for this land now called Canada for countless generations.

From our office in Tkaronto (Toronto), we express gratitude for the opportunity to live and work on the ancestral lands of the Anishinaabeg, Chippewa, Haudenosaunee, Huron-Wendat, and Mississaugas of the Credit. These territories are part of Treaty 13 and the Dish with One Spoon Wampum Covenant and are now home to many diverse Indigenous nations, including First Nations, Inuit, and Métis peoples.

We recognize Indigenous peoples as caretakers of Turtle Island (North and Central America) and honour their traditions, cultures, and legacies in all realms of life, including digital spaces. We also acknowledge the harms of settler colonialism, including the loss of lands, languages, and traditions.

Arts and culture have a vital role in healing and decolonizing. We commit to supporting Indigenous sovereignty, self-determination, self-reliance, and self-government, and advancing recommendations to the Truth and Reconciliation Commission. We commit to supporting Indigenous-led movements such as Land Back, financial support for residential school survivors, and striving for a future where Indigenous and non-Indigenous communities thrive together. We also commit to ensuring our work in digital spaces are in accordance with Indigenous sovereignty, protocols, and practices.

African ancestral acknowledgement

We honour the ancestors of African origin and descent, including those who came here by choice and those brought here through the violence of the transatlantic slave trade and slavery. Their strengths and contributions continue to shape our communities and culture in profound ways.

We acknowledge the ongoing impacts of anti-Black racism, systemic discrimination, and violence rooted in colonialism, capitalism, and white supremacy. These injustices persist in education, healthcare, and the criminal justice system, where over-policing and incarceration disproportionately harm Black communities.

Arts and culture are powerful tools to confront these harmful legacies, amplify Black voices, and celebrate Black excellence. We commit to supporting Black-led initiatives like Black Lives Matter and cultivating spaces where African descendants are empowered and communities flourish.

Deaf and disability acknowledgement

We honour the contributions of D/deaf and Disabled communities, whose creativity, traditions, and perspectives enrich our culture and society. Their leadership in nurturing care, connection, and accessibility inspires us all.

We acknowledge the ongoing impacts of ableism, audism, and other forms of discrimination that have excluded D/deaf and Disabled people from public life and decision-making. These systems have created barriers to education, employment, healthcare, and social inclusion.

Arts and culture can play a powerful role in amplifying D/deaf and Disabled voices, cultivating connection, and challenging stigma. We commit to making these spaces truly accessible and equitable, advancing the principles of Disability Justice, Deafhood, and Deaf Gain to ensure everyone has the opportunity to thrive. We also commit to advancing intersectional approaches to equity and justice that meaningfully address how race, gender, and other identities intersect with Disability and Deaf experiences, including the ways harm may be compounded at these intersections.

2SLGBTQIA+ acknowledgement

We honour the contributions of 2SLGBTQIA+ people, including Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and other gender and sexual diverse communities. Their resilience, creativity, and leadership have enriched our culture and pushed for greater inclusion, equity, and justice for all.

We acknowledge the harms caused by systemic discrimination, homophobia, transphobia, and the erasure of 2SLGBTQIA+ identities and histories. These injustices persist in many areas, including healthcare, education, employment, and public safety, disproportionately affecting those at the intersections of race, ability, class, and Indigeneity.

Arts and culture are powerful tools to celebrate 2SLGBTQIA+ voices, preserving histories, and strengthening connection and understanding. We commit to creating safer and affirming spaces, supporting 2SLGBTQIA+ leadership, and advocating for a world where everyone can express their identity freely and grow.

Women, trans, and non-binary acknowledgement

We honour the invaluable contributions of Women, Trans, and Non-binary people in shaping Canada's arts and culture. Their creativity, leadership, and resilience challenge systemic barriers rooted in sexism, transmisogyny, and colonial gender norms, which disproportionately affect those at the intersections of race, Indigeneity, class, and disability.

Movements such as #MeToo, Trans Day of Visibility, and Gender Equity in the Arts have been critical in advancing equity and amplifying voices that have been historically silenced. We commit to supporting these and other efforts by cultivating inclusive spaces, addressing systemic inequities in leadership and funding, and celebrating the contributions of Women, Trans, and Non-binary individuals in all areas of arts and culture. Together, we strive for a thriving, equitable, and diverse cultural landscape where all can create and flourish freely.

Youth acknowledgement

We believe youth play a vital role in enabling, leading, guiding, and supporting positive social change and care in their communities. We are forever inspired by youth who are actively fighting for healthy, sustainable, equitable human ecosystems in brick and mortar neighbourhoods, in digital spaces, and in the environment.

We dedicate ourselves to empowering the dreams of young Canadian changemakers, including artists, creators, designers, producers, entrepreneurs, technologists, thought leaders, urban planners, sustainability practitioners, architects, environmentalists, economists, politicians, researchers, educators, and more.

To do so, we commit to hiring more youth within our organization to amplify their voices and perspectives, supporting youth-led initiatives that champion innovation and equity, and providing professional development opportunities tailored to the unique needs and aspirations of young people. We are also committed to creating spaces for youth-driven dialogue and leadership to shape decision-making and influence change, while championing the creative and cultural contributions of youth across all sectors and communities.

We pledge to listen deeply to youth and let their insights transform us for the better, every day.

vii. Précis

Purposes

Nourish positive change and care with, by, and for creatives of all kinds.

Pledges

Enliven human belonging with justice-deserving groups at every turn.

1. Deepen belonging
2. Strengthen inclusion
3. Celebrate diversity
4. Boost equity
5. Enable access

Priorities

Ease precarity and bolster prosperity while protecting the environment.

6. Activate service
7. Grow support
8. Invigorate care
9. Hearten change
10. Illuminate justice

Paths

Unite creative changemakers and caregivers together in (un)common cause.

11. Stimulate creativity
12. Bolster knowledge
13. Intertwine ecosystems
14. Hatch platforms
15. Amplify stories

Ponds

Nurture creative wisdom and wellbeing in all realms of life.

16. Sustain authenticity
17. Empower ingenuity
18. Preserve vitality
19. Manifest hope
20. Honour legacy

viii. Change log

Major changes from Version 1 to 2.

Purposes

- No changes

Pledges

1: Deepen belonging

- Longer description and new sections in progress
  - Structural changes to be applied to other wellsprings
    - Cue - Short defintion
    - Context - Deeper description
    - Care - Practices to care for this wellspring, organized by Wisdoms, Eosystems, and Platforms
    - Codicil - Additional notes and reflections
      - Internal practices
      - External practices
      - Impact practices
      - Gaps and barriers
      - Unanswered questions
      - Learning insights
      - Additional resources
    - Comments - User feedback and questions

2 to 5

- Longer description in progress
- New section headers added without content

Priorities

6 to 9

- Longer description in progress
- New section headers not added

Paths

10 to 14

- Longer description in progress
- New section headers not added

Ponds

15 to 20

- Longer description in progress
- New section headers not added

1.0 Purposes

> " Nourish positive change and care with, by, and for creatives of all kinds.

Mission

Our mission is to nurture thriving ecosystems of care in all realms of life via the wisdom and creativity of arts and culture.

Vision

Our vision is to empower artists and other creatives from the margins to guide radical social change and real community care within and beyond their usual surroundings.

We realize our vision by equipping creatives of all kinds to overcome obstacles and crises that hamper their potential to nurture bright and caring futures in a chaotic world. By doing so, we believe we will help boost their capacity to grow springs of wellness with, by, and for us all.

Mandate

Our mandate is to strengthen prosperity and wellbeing by cultivating knowledge, ecosystems, and platforms of creative care in both human and natural life.

We work with artists, curators, educators, producers, and other creatives from across Canada and beyond to co-create meaningful responses to the complex challenges that amplify vulnerabilities in their lives, communities, and planet wide.

We seek to unpack and address the many root causes and wicked consequences of precarity. These include spatial, social, environmental, economic, digital, disability, accessibility, and other concerns. Our aim is to promote justice and support thriving and caring cultural ecosystems in solidarity with other social impact movements.

For example, in alignment with the United Nations' Sustainable Development Goals for 2030, to date we have worked on arts and culture-led remedies and therapies to urgent issues that threaten our society. These include gentrification, digitalization, economic exploitation, pandemic disruption, regional and disciplinary disconnection, and social injustices such as racism, colonialism, and

ableism. In the future, we also aim to encourage creative responses to environmental disasters, such as the climate crisis and freshwater conservation.

Seeds for change

We embrace four values, attitudes, beliefs, and behaviours that help creatives to guide social change. They are:

- **Create**: Centering values of artistic wisdom that strengthen social bonds for the public good.
- **Engage**: Amplifying attitudes that boost equitable access to thriving creative economies for all.
- **Share**: Deepening beliefs in the power of cultural reciprocity to nourish healthy communities
- **Care**: Sustaining behaviours that hearten creative platforms of mutual care in all realms of life.

Theory of care

We believe four steps will help cultivate vibrant cultures of care within and beyond arts and culture. They are:

- **If**: We hearten deep, trust-based relationships between changemakers and caregivers.
- **And**: Nourish cooperative efforts that strengthen justice, prosperity, and wellbeing with careseekers and caretakers from justice-deserving groups.
- **Then**: Thriving human communities and sustainable planetary ecosystems can evolve and grow in all realms of life.
- **Where**: Creatives of all kinds are valued as vital catalysts that guide and bind all living things together via radical social change and real community care.

2.0 Pledges

> " Enliven human belonging with diverse groups at every turn.

We pledge to remain an unwavering advocate and ally in solidarity with caring, justice-deserving groups of all kinds. We will do so by weaving threads of Belonging, Inclusion, Diversity, Equity, and Access (BIDEA) into the fabric of our every action, including:

- **Deepen belonging**
  Deepen belonging by bolstering human connections and acceptance, especially with 2SLGBTQIA+ and Women, Trans, Non-binary people. This will result in increased personal wellbeing and collective spirit.

- **Strengthen inclusion**
  Strengthen inclusion by welcoming and embracing different perspectives, particularly with Youth, Newcomers, Francophones, Sign Languages, and other language minorities. This will result in enhanced empathy and opportunities for storytelling.

- **Celebrate diversity**
  Celebrate diversity in human identities, experiences, and cultures, especially with Indigenous, Black, and other racialized people of colour. This will result in increased unity, solidarity, safety, and healing.

- **Boost equity**
  Boot equity by ensuring justice, fairness, and equality, particularly with Outside the Core and Low-income communities. This will result in improved representation and participation.

- **Enable access**
  Enable access by providing ample resources and opportunities, especially with D/deaf and Disabled people. This will result in increased innovation and care.

2.1 Deepen belonging

> " **Deepen belonging by bolstering human connections and acceptance, especially with 2SLGBTQIA+ and Women, Trans, Non-binary people. This will result in increased personal wellbeing and collective spirit.**

Context

We vow to deepen belonging by bolstering human connections and acceptance with justice-deserving groups of different backgrounds. Recognizing the intrinsic value of belonging, we aim to create spaces where everyone feels valued and empowered, strengthening both personal wellbeing and collective spirit.

This pledge is especially vital to our work with 2SLGBTQIA+ and Women, Trans, Non-binary people, who have historically faced systemic barriers to full acceptance in their communities. By prioritizing their experiences, we seek to address inequities and cultivate environments where authenticity thrives without fear of discrimination.

As a Trans, Queer, and Women-founded and led organization, we are passionately committed to reinforcing our bonds and fulfilling our promises to these groups in tangible, impactful ways. By doing so, we seek to not only honour our roots but also pave the way for a more equitable and compassionate society.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that deepen belonging.

Wisdoms

We will seed care-centered wisdom and knowledge, including:

- **Human-centered learning**
  Conduct and share care-centered learning to illuminate the needs and aspirations of 2SLGBTQIA+, Women, Trans, and Non-binary communities, using findings to shape policies and practices that strengthen belonging.

- **Resource creation**
  Develop educational materials and toolkits to help organizations, schools, and businesses create safer spaces and address issues like sexism, transphobia, and queerphobia that prevent or obstruct belonging.
- **Storytelling initiatives**
  Share narratives from these communities to build empathy and cultivate a deeper sense of belonging.

Ecosystems

We will cultivate care-centered ecosystems and communities, including:

- **Leadership development**
  Offer training, mentorship, and employment to empower 2SLGBTQIA+ individuals, Women, Trans, and Non-binary people to thrive in leadership roles.
- **Intersectional advocacy**
  Collaborate with other justice-deserving groups (e.g., racialized and disabled communities) to address overlapping challenges and cultivate allyship or mutual support.
- **Crisis support and mental health resources**
  Partner with mental health organizations to provide affirming support that enhances personal wellbeing for those facing systemic barriers.

Platforms

We will incubate and build care-centered actions, tools, and platforms, including:

- **Co-creation activities**
  Co-create safe spaces and initiatives with impacted groups that publicly support and celebrate the lives and authentic experiences of 2SLGBTQIA+, Women, Trans, and Non-binary artists and other creatives.
- **Community-building events**
  Host regular gatherings, workshops, and storytelling circles that nurture connection, healing, and shared experiences, fostering a sense of belonging and community spirit.
- **Advocacy campaigns**
  Publicly speak out against sexism, transphobia, and queerphobia to reinforce belonging and combat discrimination.

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

Internal practices

What are some of the internal practices that we will draw upon to fulfill this pledge? They include ArtsPond's Knowledge Well (wisdoms), Renewal Well (ecosystems), and Care Well (platforms).

Knowledge Well

For all pledges, our practices for care-centered learning (Wisdoms) are rooted in ArtsPond's Knowledge Well a care-centered guide for deepening wisdom and knowledge with diverse groups in arts and culture. As an alternative to traditional research, it is based on five interconnected stages or streams, including:

- **Knowledge seeking** (grounding wisdom)
- **Knowledge sensemaking** (contextualizing wisdom)
- **Knowledge shaping** (evolving wisdom)
- **Knowledge sharing** (disseminating wisdom)
- **Knowledge stewarding** (respecting wisdom).

Renewal Well

For all pledges, our practices for care-centered engagement (Ecosystems) are rooted in ArtsPond's Renewal Well, a care-centered guide to unpacking and addressing complex barriers to prosperity and justice. Embracing perspectives from the personal to the planetary, it is based on five interconnected stages or streams, including:

- **Roots** (system causes)
- **Ripples** (global impacts)
- **Responses** (ecosystem reactions)
- **Remedies** (community solutions)
- **Resources** (individual leaders).

Care Well

For all pledges, our practices for care-centered action (Platforms) are rooted in ArtsPond's Care Well, a care-centered focus for identifying the dreams and demands of diverse communities while co-designing accessible tools and technologies. Expanding our traditional understandings of care, it is based on five interconnected care personalities, including:

- **Careseekers** (beneficiaries of care)
- **Caretakers** (guardians of care)
- **Caregivers** (nurturers of care)
- **Caremakers** (builders of care)
- **Careshapers** (architects or care).

External practices

What are some of the external practices that we will draw upon to fulfill this pledge?

Impact practices

What are some of external impact practices that we can draw upon to track and evaluate our impact for this pledge? Among others, these could include Sustainable Development Goals (SDG); Environment, Sustainability, Governance (ESG); Canadian Index of Wellbeing (CIW); Vital Signs; Equitable Evaluation Framework (EEF); and a variety of qualitative impact frameworks in arts and culture.

Sustainable Development Goals (SDG)

A pledge to deepen belonging is in alignment with SDG 3, 5, 10, and 16.

- **SDG 3: Good health and wellbeing**
  - *Personal wellness:* Focus on enhancing mental health and emotional wellbeing through crisis support, mental health resources, and belonging initiatives.
  - *Community spirit:* Focus on collective wellbeing through events and safe spaces with, by, and for justice-deserving communities.
- **SDG 5: Gender equality**
  - *Empowerment:* Leadership development and advocacy for Women, Trans, Non-binary, and 2SLGBTQIA+ individuals aligns with promoting gender equity and dismantling systemic barriers.
  - *Intersectionality:* Address overlapping issues of gender identity and discrimination, advancing equality.
- **SDG 10: Reduced inequalities**
  - *Inclusion:* Champion belonging and acceptance for justice-deserving groups, particularly those historically excluded or marginalized.
  - *Advocacy:* Engage in campaigns against queerphobia, sexism, and transphobia, directly addressing systemic inequities.
- **SDG 16: Peace, justice, and strong institutions**
  - *Storytelling and advocacy:* Build empathy and inclusion through narratives and public advocacy.
  - *Community-building:* Strengthen social cohesion and trust within and across diverse communities.

Environmental, Social, Governance (ESG)

- **Social dimension (S)**
  - *Diversity, Equity, and Inclusion (DEI):* Leadership development, safe spaces, and co-creation programming for justice-deserving groups contribute directly to social impact under ESG frameworks.

- *Mental health and wellbeing:* Collaboration with mental health organizations demonstrates a commitment to the social welfare of stakeholders.
    - *Community engagement:* Events and initiatives aimed at fostering connections and addressing systemic challenges reflect responsible social governance.
  - **Governance dimension (G)**
    - *Representation and leadership:* As a Trans, Queer, and Women-founded organization, promoting diverse leadership models contributes to innovative governance structures.
    - *Accountability:* Developing toolkits and policies reflects governance transparency and ethical alignment.

Canadian Index of Wellbeing (CIW)

- **Community vitality**
  - *Sense of belonging to the community:* Percentage of people reporting a strong sense of belonging to their community.
  - *Social engagement rates:* Number of people participating in events, workshops, or community programs.
  - *Interpersonal trust:* Levels of trust within the community, particularly among historically marginalized groups.
- **Leisure and culture**
  - *Participation in arts and culture events:* Attendance and engagement rates in programs designed for 2SLGBTQIA+, Women, Trans, and Non-binary people.
  - *Accessibility of programs:* Number of programs offering free or sliding scale entry.
- **Healthy populations**
  - *Mental health indicators:* Rates of reported well-being and mental health improvements after program engagement.
  - *Access to support services:* Availability and use of crisis support and mental health resources.

Vital Signs

Equitable Evaluation Framework (EEF)

- **Representation**
  - *Leadership diversity:* Percentage of leadership roles held by members of 2SLGBTQIA+, Women, Trans, and Non-binary communities.
  - *Participant demographics:* Representation of justice-deserving groups in programs and events.
- **Access**
  - *Barriers identified and reduced:* Number of reported barriers (e.g., financial, physical, cultural) addressed in actions.
  - *Community feedback:* Qualitative insights on feelings of safety and acceptance within programs.
- **Impact**

- *Advocacy outcomes:* Number and reach of public campaigns addressing sexism, transphobia, and queerphobia.
- *Narrative shift:* Evidence of increased empathy or reduced discrimination in public attitudes, as measured by surveys or media analysis.

Qualitative Impact Measures

- **Sense of connection**
  - *Social network expansion:* Number of new relationships formed during community-building events.
  - *Loneliness reduction:* Decrease in feelings of isolation among participants, measured through pre- and post-program surveys.
- **Safety and comfort**
  - *Perceived safety:* Percentage of participants reporting they feel safe and accepted in your programs.
  - *Incidents reported:* Number of discrimination-related incidents during events and the resolution rate.

Gaps and barriers

What are some of the gaps and barriers we anticipate or experience in advancing this pledge?

Unanswered questions

What are some of the unanswered questions we anticipate or experience in advancing this pledge?

Learning insights

What are some of the learning insights we anticipate or experience in advancing this pledge?

Additional resources

What are additional resources that have helped us fulfill this pledge?

2.2 Strengthen inclusion

> " **Strengthen inclusion by welcoming and embracing different perspectives, particularly with Youth, Newcomers, Francophones, Sign Languages, and other language minorities. This will result in enhanced empathy and opportunities for storytelling.**

Context

We vow to strengthen inclusion by embracing different perspectives from justice-deserving groups of all kinds. Recognizing the richness inclusion brings, we aim to promote collaboration and empathy while breaking down barriers for stronger communities.

This pledge is particularly important to our work with Youth, Newcomers, Francophones, Sign Languages (D/deaf), and other language minorities, who are historically underrepresented in arts and culture spaces. By prioritizing the viewpoints of these and other diverse groups, we aim to amplify their contributions, create equitable opportunities for engagement, and cultivate a more caring and empathetic society.

As our Founder approaches retirement age, we are focused on addressing gaps and ensuring a smooth transition in our leadership by strengthening our connections with the next generation from non-English backgrounds, including Francophones and those from Sign Language communities. By doing so, we will cultivate a more inclusive culture where everyone can thrive regardless of background.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that strengthen inclusion.

Wisdoms

Ecosystems

Platforms

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

Internal practices

What are some of the internal practices that we will draw upon to fulfill this pledge?

External practices

What are some of the external practices that we will draw upon to fulfill this pledge?

Impact practices

What are some of external impact practices that we can draw upon to track and evaluate our impact for this pledge? Among others, these could include Sustainable Development Goals (SDG); Environment, Sustainability, Governance (ESG); Canadian Index of Wellbeing (CIW); Vital Signs; Equitable Evaluation Framework (EEF); and a variety of qualitative impact frameworks in arts and culture.

Sustainable Development Goals (SDG)

Environmental, Social, Governance (ESG)

Canadian Index of Wellbeing (CIW)

Vital Signs

Equitable Evaluation Framework (EEF)

Qualitative Impact Measures

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Additional resources

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2.3 Celebrate diversity

> **Celebrate diversity in human identities, experiences, and cultures, especially with Indigenous, Black, and other racialized people of colour. This will result in increased unity, solidarity, safety, and healing.**

Context

We vow to celebrate diversity in human identities, experiences, and cultures with justice-deserving groups of all sorts. Recognizing the value of authentic representation, we aim to cultivate solidarity and allyship where diversity is seen as a source of pride and strength.

This pledge is especially critical to our work with Indigenous, Black, and other racialized people of colour, who have historically faced oppression and erasure in many aspects of society, including arts and culture. By centering on their stories, we seek to challenge stereotypes, confront injustices, and promote solidarity, safety and healing.

As a white settler-founded organization, we are acutely aware of our colonialist power and privilege. Our goal is to leverage and share this power to help dismantle the systems of oppression from which it arises. We are committed to building a diverse workforce and ensuring the majority of our staff and board are from non-white and non-settler backgrounds. We are also committed to being allies in movements such as Black Lives Matter, advancing calls to action by the Truth and Reconciliation Commission of Canada, Indigenous Land and Water Protectors, Immigrant and Refugee Rights, and more. This approach will not only enrich our organization but also aligns our practices with our values, creating a more just and caring society.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that celebrate diversity.

Wisdoms

Ecosystems

Platforms

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

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Sustainable Development Goals (SDG)

Environmental, Social, Governance (ESG)

Canadian Index of Wellbeing (CIW)

Vital Signs

Equitable Evaluation Framework (EEF)

Qualitative Impact Measures

Gaps and barriers

What are some of the gaps and barriers we anticipate or experience in advancing this pledge?

Unanswered questions

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Learning insights

What are some of the learning insights we anticipate or experience in advancing this pledge?

Additional resources

What are additional resources that have helped us fulfill this pledge?

2.4 Boost equity

> **Boost equity by ensuring justice, fairness, and equality, particularly with Outside the Core and Low-income communities. This will result in improved representation and participation.**

Context

We vow to boost equity by ensuring fairness and equality with justice-deserving communities in our society. Recognizing equity as a human right, we aim to cultivate spaces where everyone can participate in and benefit from arts and culture experiences regardless of background, identity, or socioeconomic status.

This pledge is essential to our work with Outside the Core (suburban, rural, and remote), Low-income (families, gig workers, and small to mid-sized entities), and other diverse groups from all disciplines in the artistic, creative, and cultural industries. Recognizing the disparities they face, we aim to dismantle barriers and create pathways for meaningful participation by strengthening representation, social justice, and economic inclusion.

With multiple staff who have grown up or currently reside in a rural community, we value and remain deeply committed to strengthening the cultural and economic vitality of communities outside urban centers. This dedication drives our efforts to ensure that all communities can thrive and prosper, regardless of their location or economic condition. We also remain steadfastly committed to uplifting the socioeconomic and cultural vitality of gig workers and other low-income groups.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that boost equity.

Wisdoms

Ecosystems

Platforms

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

Internal practices

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Sustainable Development Goals (SDG)

Environmental, Social, Governance (ESG)

Canadian Index of Wellbeing (CIW)

Vital Signs

Equitable Evaluation Framework (EEF)

Qualitative Impact Measures

Gaps and barriers

What are some of the gaps and barriers we anticipate or experience in advancing this pledge?

Unanswered questions

What are some of the unanswered questions we anticipate or experience in advancing this pledge?

Learning insights

What are some of the learning insights we anticipate or experience in advancing this pledge?

Additional resources

What are additional resources that have helped us fulfill this pledge?

2.5 Enable access

> **Enable access by providing ample resources and opportunities, especially with D/deaf and Disabled people. This will result in increased innovation and care.**

Context

We vow to enable access by providing ample resources and opportunities for everyone. Recognizing the critical value of access, we seek to affirm the inherent worth and dignity of everyone regardless of ability, disability, or access needs.

This pledge is especially vital to our work with D/deaf and Disabled people, who often face multiple barriers such as physical, communication, attitudinal, financial, representation, and information access challenges when engaging with arts and culture. We aim to address these challenges by improving accessibility, cultivating inclusivity, and promoting the needs of D/deaf and Disabled individuals. By doing so, we believe we can help strengthen creativity and innovation where everyone can participate fully by contributing their unique talents and perspectives.

As a disability-founded organization, we are committed to embedding a disability and accessibility-led mindset in all our activities and hiring practices. This includes engaging more directly with D/deaf and Blind people and expanding our care and accessibility measures to support those with physical, developmental, mental health, neurodiversity, chronic pain or illness, and other disabilities. Our goal is to create an environment where everyone feels valued and empowered, paving the way for a truly accessible, inclusive, and innovative community.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that enable access.

Wisdoms

Ecosystems

Platforms

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

Internal practices

What are some of the internal practices that we will draw upon to fulfill this pledge?

External practices

What are some of the external practices that we will draw upon to fulfill this pledge?

Impact practices

What are some of external impact practices that we can draw upon to track and evaluate our impact for this pledge? Among others, these could include Sustainable Development Goals (SDG); Environment, Sustainability, Governance (ESG); Canadian Index of Wellbeing (CIW); Vital Signs; Equitable Evaluation Framework (EEF); and a variety of qualitative impact frameworks in arts and culture.

Sustainable Development Goals (SDG)

Environmental, Social, Governance (ESG)

Canadian Index of Wellbeing (CIW)

Vital Signs

Equitable Evaluation Framework (EEF)

Qualitative Impact Measures

Gaps and barriers

What are some of the gaps and barriers we anticipate or experience in advancing this pledge?

Unanswered questions

What are some of the unanswered questions we anticipate or experience in advancing this pledge?

Learning insights

What are some of the learning insights we anticipate or experience in advancing this pledge?

Additional resources

What are additional resources that have helped us fulfill this pledge?

3.0 Priorities

> " Ease precarity and boost prosperity while protecting the environment.

Our priorities are to address personal and planetary challenges across all aspects of life with, by, and for caring and justice-deserving communities. We aim to boost prosperity and protect the environment by harnessing arts and culture to drive social change and build meaningful community care across diverse human and natural ecosystems, including:

- **Activate service**
  Activate access to essential services with careseekers by ensuring their security and safety through the co-creation of accessible resources and affordable fee-for-services. This will result in strengthened creativity and economic stability.

- **Grow support**
  Grow the versatility of community support with caretakers by safeguarding the sustainability of vital free resources, volunteer networks, and more. This will result in improved collective empowerment and engagement.

- **Invigorate care**
  Invigorate the social purpose and benefits of care with caregivers by sustaining their contributions and providing enhanced professional development. This will result in deepened life worth and meaning.

- **Hearten change**
  Hearten the potential for social change with caremakers by challenging injustice, inspiring empathy, and mobilizing collective action. This will result in increased prosperity and care in both human and natural life.

- **Illuminate justice**
  Illuminate wise passages to systemic justice with careshapers by shaping policies and practices for fairness, diversity, and sustainability. This will result in expanded justice and innovation.

3.1 Activate service

> **Activate access to essential services with careseekers by ensuring their security and safety through the co-creation of accessible resources and affordable fee-for-services. This will result in strengthened creativity and economic stability.**

Context

As service providers with lived experience as careseekers or individuals in need, we aim to improve access to essential services for creatives struggling to meet basic needs in an increasingly uncertain world. This includes supporting low-income families, gig workers, and small to mid-sized entities in the artistic, creative, and cultural sectors. Our efforts are designed to address immediate challenges while fostering long-term growth and resilience.

In the short term, we will co-create affordable, accessible services to ensure survival, security, and safety without contributing additional financial strain. Planned initiatives include the development of open-source digital tools for financial management and education, which will be cooperatively managed and made accessible with subsidies for those in need. We will also create mapping and matchmaking tools to connect creatives to social services and other resources they require to stabilize their lives and careers, including access to food, water, healthcare, shelter, education, access to information, and access to peers in arts and culture. These tools will provide a foundation for careseekers to grow from and prepare for future needs.

In the long term, we will focus on equipping careseekers with the skills, resources, and knowledge they need to thrive. We will offer affordable workshops, training programs, mentorship, and internship opportunities designed to enhance mental health, creativity, and financial independence. Additionally, we will produce free learning toolkits within the Creative Commons to promote environmental resilience and readiness for future crises.

Ultimately, our goal is to empower creative careseekers to learn the skills and access the resources they need to become self-sufficient, generate new sources of income, and build resilience in the face of crises and ongoing challenges. This transformation will enable them to transition from seeking and receiving care to giving and supporting care in their communities, ensuring lasting economic and environmental stability.

Care

Our approach to care for this pledge includes nurturing wisdoms, ecosystems, and platforms that strengthen inclusion.

Wisdoms

Ecosystems

Platforms

Codicil

Additional notes and reflections about this pledge to be added to this section over time, including ties to caring internal and external practices, impact evaluation, identification of gaps and barriers, unanswered questions, learning insights, and more.

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Additional resources

What are additional resources that have helped us fulfill this pledge?

3.2 Grow support

> **Grow the versatility of community support with caretakers by safeguarding the sustainability of vital free resources, volunteer networks, and more. This will result in improved collective empowerment and engagement.**

As caretakers or guardians of care, we aim to expand the reach and impact of community support that is accessible to everyone in arts and culture across Canada and beyond. This includes safeguarding key resources such as free or in-kind goods, services, and volunteer networks that empower collective engagement with equity- and justice-deserving groups.

In the short term, we will nurture creative practices, strengthen cultural ecosystems, and establish open platforms where careseekers and caregivers can connect and collaborate. Priorities include improving access to peer support, sustaining equitable associations, and ensuring the lasting benefits of creative care for future generations.

In the long term, we will enhance access to volunteer-driven resources and address challenges of abundance and scarcity in arts and culture. We will leverage technology to streamline processes, broaden access to care, and develop mutual aid networks for gig workers and small enterprises. Additionally, we will empower communities to create and share free educational materials in the Creative Commons, expanding access to valuable knowledge.

Overall, our goal is to build resilient, equitable support systems that boost innovation, strengthen community connections, and ensure prosperity while protecting the environment.

3.3 Invigorate care

> **Invigorate the social purpose and benefits of care with caregivers by sustaining their contributions and providing enhanced professional development. This will result in deepened life worth and meaning.**

As caregivers or nurturers of care, we aim to rejuvenate the importance and benefits of caregiving in arts and culture. This includes placing the social value of care at the forefront of all our efforts with, by, and for justice-deserving communities.

In the short term, we will support caregivers through professional development and capacity-building initiatives including paid fellowships, residencies, and mentorships. By cultivating accessible spaces for caregivers to exchange ideas and practices, we will build supportive networks that celebrate diverse approaches to caregiving. These efforts will promote wellbeing and inclusivity, helping caregivers feel valued and connected.

In the long term, we will embed caregiving as a pillar of cultural development by designing systems that sustain and expand caregiving contributions. This includes access to funding, community awards, and educational initiatives that preserve caregiving traditions while promoting innovation. Collaborations with policymakers and community leaders will help ensure caregiving is recognized as a vital societal asset.

Ultimately, our goal is to empower creative caregivers with resources, recognition, and opportunities, enriching the purpose of care, promoting equity, and cultivating communities where life holds deeper meaning while advancing social and environmental sustainability.

3.4 Hearten change

> " **Hearten the potential for social change with caremakers by challenging injustice, inspiring empathy, and mobilizing collective action. This will result in increased prosperity and care in both human and natural life.**

As caremakers or builders of care, we aim to cultivate and grow the potential of arts and culture to drive meaningful social change, centering care as a guiding principle with justice-deserving groups. By empowering creatives to become leaders in the realms of care, we seek to challenge injustice, inspire empathy, and unite communities in collective action.

In the short term, we will equip caremakers with resources, training, and opportunities to address societal issues. This includes cultivating solidarity, amplifying underrepresented voices, and creating inclusive solutions to tackle inequities. Collaborations with community leaders will ensure initiatives are impactful and equitable.

In the long term, we will strengthen solidarity and allyship between care-centered social movements within and beyond arts and culture. Artists and other creatives will be empowered to guide transformative remedies and therapies for a wide array of personal to planetary crises. They will be recognized as positive deviants who provide unconventional and impactful solutions. Their insights will inspire innovation, strengthen resilience, and promote meaningful change in communities and ecosystems.

Overall, our goal is to empower creative caremakers to drive social change, build prosperity, and nurture a culture of care that enhances the vitality of human and natural life.

3.5 Illuminate justice

> **Illuminate wise passages to systemic justice with careshapers by shaping policies and practices for fairness, diversity, and sustainability. This will result in expanded justice and innovation.**

As careshapers or innovators of care, we aim to use the wisdom and creativity of arts and culture as powerful tools to promote justice and innovation with justice-deserving groups. By collaborating with creative leaders and advocates, we seek to reshape policies and practices to advance fairness, diversity, and sustainability.

In the short term, we will focus on dismantling inequitable structures and nurturing creative pathways to positive change. This includes amplifying marginalized voices, learning from past injustices, and prioritizing sustainability across urban, virtual, and environmental spaces. Our efforts will enhance access to opportunities and cultivate solidarity, creativity, and prosperity in diverse communities.

In the long term, we will establish a flexible and sustainable framework to support a growing constituency of careshapers across Canada and beyond. This will involve transitioning from a traditional not-for-profit model to a network of affiliated entities, including charitable organizations, social enterprises, and cooperatives. These structures will allow us to diversify funding, expand justice-driven initiatives, and sustain long-term impact.

Overall, our goal is to empower careshapers to transform systems, promote equity, and expand access to justice and opportunity, resulting in meaningful innovation and progress across human and natural ecosystems.

4.0 Paths

> **"** Unite creative changemakers and caregivers in (un)common cause.

Our path is to cultivate a society where creatives from arts and culture are both valued and skilled as catalysts and companions to positive social change and care with, by, and for justice-deserving communities of all kinds, including:

- **Stimulate creativity**
  Stimulate creativity with makers, creators, and artists by hosting activities that facilitate co-creation and collaboration. This will lead to flourishing experimentation within the arts and culture sector.

- **Bolster knowledge**
  Bolster knowledge with stewards, educators, and curators by implementing fellowships, mentorships, and more. This will result in enhanced skills and knowledge exchange within the arts and culture community.

- **Intertwine ecosystems**
  Intertwine ecosystems within producers, managers, and governors by guiding collective resource-sharing across geographic, disciplinary, cultural, and other silos. This will lead to a more resilient arts and culture sector.

- **Hatch platforms**
  Hatch platforms of care with entrepreneurs, engineers, and designers by developing innovative remedies to precarity in all realms of life. This will lead to the empowerment of diverse voices and democratizing of access to resources in the creative community.

- **Amplify stories**
  Amplify stories of impacted groups, advocates, and activists by providing opportunities for impacted communities to share their experiences and perspectives. This will lead to increased empathy, understanding, and social change within the arts and culture sector.

4.1 Stimulate creativity

Stimulate creativity

Stimulate creativity with makers, creators, and artists by hosting activities that facilitate co-creation and collaboration. This will lead to flourishing experimentation within the arts and culture sector.

Our path is to stimulate creativity with artists and other creators through co-creation labs, residencies, creative commissions, community workshops, professional development, and other activities.

We seek to empower creators as catalysts for radical social change and real community care, guiding them towards ethical income generation and equitable community impact. Our plan focuses on sustaining the careers of artists and other creatives by facilitating creative learning, experimentation, and co-designing opportunities that help creatives gain the support and recognition needed to become leaders of social impact movements locally and globally.

4.2 Bolster knowledge

Bolster knowledge

Bolster knowledge with stewards, educators, and curators by implementing fellowships, mentorships, and more. This will result in enhanced skills and knowledge exchange within the arts and culture community.

Our path is to bolster skills and knowledge with educators, curators, and other caretakers in arts and culture. We will do so through creative research, fellowships, internships, mentorships, skill-building workshops, toolkit development, and other activities.

We seek to develop co-creative learning opportunities and resources to help address societal challenges effectively. Our plan focuses on empowering creators and caretakers alike to cultivate innovative and affirmative approaches to care within their communities and beyond, reinforcing their roles as changemakers and caregivers in the arts and culture ecosystem and beyond.

4.3 Intertwine ecosystems

Intertwine ecosystems

Intertwine ecosystems within producers, managers, and governors by guiding collective resource-sharing across geographic, disciplinary, cultural, and other silos. This will lead to a more resilient arts and culture sector.

Our path is to intertwine ecosystems with producers, managers, governors, and other caregivers in arts and culture and beyond. We will do so through evolution of collective impact efforts, mutual aid networks, innovation ecosystem mapping, and other activities led by arts and culture.

We seek to strengthen sustainable growth and amplify positive impacts in diverse places through deep collaboration with justice-deserving groups and other guardians of care within and beyond arts and culture. Our plan emphasizes a balance between promoting innovative change and providing nurturing care to cultivate a more dynamic and connected ecosystem through arts and culture.

4.4 Hatch platforms

Hatch platforms

Hatch platforms of care with entrepreneurs, engineers, and designers by developing innovative remedies to precarity in all realms of life. This will lead to the empowerment of diverse voices and democratizing of access to resources in the creative community.

Our path is to hatch platforms with entrepreneurs, engineers, designers, and other caremakers that are rooted in care. We will do so through the creation of platform cooperatives, open-source software, cultural land trusts, accessibility tools, and more.

We seek to democratize access to resources and nurture inclusivity within the creative community. Our plan focuses on establishing sustainable support systems that foster innovation, collaboration, and equitable opportunities for all members of the creative ecosystem.

4.5 Amplify stories

> " **Amplify stories of impacted groups, advocates, and activists by providing opportunities for impacted communities to share their experiences and perspectives. This will lead to increased empathy, understanding, and social change within the arts and culture sector.**

Our path is to amplify stories of impacted groups, advocates, activists, and other careshapers in arts and culture. We will do so by providing opportunities for impacted groups to share their experiences and perspectives on what justice and care looks like, and more.

We seek to elevate underrepresented voices and cultivate a culture of empathy and inclusion. Our plan focuses on creating platforms for storytelling, facilitating dialogues, and supporting initiatives that highlight the narratives of impacted communities, driving meaningful social change.

5.0 Ponds

> **"** Nurture creative wisdom and wellbeing in all realms of life.

We are devoted to cultivating the capacity of arts and culture to nurture wellbeing in five distinct yet deeply interconnected realms of life. These realms reflect our commitment to cultivating environments that elevate diverse perspectives and experiences in meaningful ways, including:

Sustain authenticity (in real life)

Sustain authentic human connections in real life by cultivating creative spaces that deepen trust between diverse groups in communities across Canada, from coast to coast to coast.

While trust is crucial for strong communities, people need to feel safe, valued, and respected before trust can form naturally. Without trust, addressing social inequities and creating inclusive environments is difficult.

We seek to sustain spaces that cultivate trust between diverse groups across Canada, nurturing environments where real and authentic connections can grow. Guided by wise practices from arts and culture, we support face-to-face trust-building dialogues locally, regionally, and nationally.

Our approach includes small storytelling circles that strengthen safety and healing in local groups. As comfort grows, we co-design larger regional gatherings to enhance awareness, empathy, and collaboration. We also encourage spontaneous interactions that unite diverse communities in meaningful ways. This journey involves slow, thoughtful conversations, culminating in national exchanges that strengthen respect and reciprocity across various divides. Through these efforts, we nurture environments where genuine connections can thrive, promoting inclusivity and understanding throughout Canada.

Empower ingenuity (in virtual life)

Empower ingenuity in virtual life by strengthening the responsible use of digital technology and infrastructure with gig workers and other low-income groups locally and globally.

Creativity and innovation in virtual spaces is essential for breaking down barriers to artistic and cultural opportunities. While it is important to address the harmful aspects of new technologies like

artificial intelligence, these tools also have to potential to help strengthen economic independence, enhance social inclusion, and stimulate innovative thinking, creating a thriving community where everyone benefits from the digital economy.

We seek to cultivate environments where the ethical and responsible use of digital technology and infrastructure flourishes. Guided by arts and culture, we focus on human-centered collaborations with gig workers and low-income groups across Canada and globally.
Our approach includes advocating for digital practices that protect privacy, promote fairness, and benefit all members of society. We will co-create essential tools and training to bridge skill gaps, enhance digital access, address ethical concerns, and cultivate global connections. These efforts are crucial for building an inclusive and caring society, celebrating diversity, and championing equitable growth.

Preserve vitality (in natural life)

Preserve vitality in natural life by empowering the potential of arts and culture to guide actions that safeguard all living things against environmental threats.

Preserving the vitality of the natural world is crucial for our collective wellbeing and survival, providing the air we breathe, the water we drink, and the food we eat. Biodiversity supports ecosystems that regulate climate, purify water, and pollinate crops, while natural spaces offer solace, inspiration, and connection.

We seek to harness the power of arts and culture to enhance environmental stewardship, addressing climate change, freshwater degradation, and other issues. By supporting creative initiatives that highlight environmental themes, we aim to engage communities in meaningful dialogue about their relationship with nature.

Our approach includes expanding awareness of how arts and culture can harm the environment through unsustainable practices, resource consumption, pollution, habitat disruption, carbon footprints from tourism and transportation, and deforestation for supplies. As a digital organization, we are also mindful of the environmental impact of digital infrastructure on land, electricity, and water use. To mitigate these impacts, we will focus on creative ways to advocate for improving efficiency, adopting renewable energy, and implementing water-saving technologies. This will involve developing artistic and educational programs and campaigns that inspire sustainable living, empower individuals to take part in preserving our planet, and ensure that the vitality of natural life endures for generations to come.

Manifest hope (in dream life)

Manifest hope in dream life by amplifying the power and promise of justice-deserving communities to imagine and create aspirational futures where ecosystems of care flourish.

Hope drives creativity and purpose. Free from everyday pressures, both conscious and unconscious dreams nurture hope by inspiring better futures, making sense of harmful experiences, and reinforcing positive memories and values. This imaginative space is crucial for motivating transformative social change.

We seek to manifest hope with justice-deserving groups in arts and culture by drawing upon the power of a dynamic dream life to imagine and create aspirational futures where ecosystems of care can flourish and grow.
Our approach includes supporting creative dialogues that encourage dream exploration, creating opportunities and platforms for shared artistic and cultural narratives that inspire hope, and other related activities.

Honour legacy (in ancestral life)

Honour legacy in ancestral life by uplifting those who steward and share the wisdom, traditions, stories, languages, and cultures of our ancestors, ensuring their vibrant continuity for future generations.

Legacy includes the wisdom, traditions, stories, languages, and cultures that shape our individual and collective identities. Honouring and caring for these essential gifts connects us to the countless generations that precede and follow us, strengthening continuity and pride across the flow of time.

We seek to enhance the capacity of legacy keepers from justice-deserving communities to protect and share the value of their ancestral wisdom with future generations in arts and culture. At every step, it is vital to ensure that any representation of their legacy accurately reflects their history and culture, avoiding cultural appropriation, seeking consent for using cultural symbols and stories, and ensuring efforts are genuine and not tokenistic.

Our approach is to implement sustainable practices for long-term preservation and education of the public about the history, struggles, and contributions of diverse cultural ancestors. We will fairly compensate community members for their time and knowledge, promote intergenerational engagement, support the preservation of languages, and address past injustices by advocating for reparative actions.

5.1 Sustain authencity

> **Sustain authentic human connections in real life by cultivating creative spaces that deepen trust between diverse groups in communities across Canada, from coast to coast to coast.**

While trust is crucial for strong communities, people need to feel safe, valued, and respected before trust can form naturally. Without trust, addressing social inequities and creating inclusive environments is difficult.

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5.2 Empower ingenuity

> " **Empower ingenuity in virtual life by strengthening the responsible use of digital technology and infrastructure with gig workers and other low-income groups locally and globally.**

Creativity and innovation in virtual spaces is essential for breaking down barriers to artistic and cultural opportunities. While it is important to address the harmful aspects of new technologies like artificial intelligence, these tools also have to potential to help strengthen economic independence, enhance social inclusion, and stimulate innovative thinking, creating a thriving community where everyone benefits from the digital economy.

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Our approach includes advocating for digital practices that protect privacy, promote fairness, and benefit all members of society. We will co-create essential tools and training to bridge skill gaps, enhance digital access, address ethical concerns, and cultivate global connections. These efforts are crucial for building an inclusive and caring society, celebrating diversity, and championing equitable growth.

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