

These are fictional case studies that share the diverse contexts of potential organizations that might apply to Pathways.

Example: Northern Rural Museum

Organization profile

Founded in 2009, a small volunteer-run rural museum located in Northern BC with a resource-based economy and population of 5,000. One part-time paid position and three board members who are struggling with capacity, the changing needs of the sector, and their community. Their membership is active and mostly comprised of retirees. They serve their community year-round and host events throughout the summer, which are primarily attended by tourists. Project grants and donations make up the majority of their annual operating budget of \$16,000.

Challenges

- Staff and board have limited capacity to implement changes to the organization, and have limited time for meaningful relationship building and community outreach
- Staff and board do not know where to begin engaging with equity work.
- Marked lack of support in the community for updated programming and events that have a goal of increasing equity, access, and inclusion.

Participants

The two participants (a part-time museum curator and one board member) have very low capacity and determined that approximately 5 hrs/month is their maximum capacity for this work.

Timing

This organization delivers most of its programming in the summer. They enter the program in October 2025 and plan to do fewer Pathways hours in July.

Areas of focus

Fundamental knowledge of equity and relationship building with the local host First Nation.

Guide meetings

One-hour check-in appointments with their Program Guide on the second Monday of each month at 2:00 pm via Zoom.

Learning options

Based on identified learning preferences from the Wayfinding meeting and guide recommendations for resources, the participants co-created learning options for the year.

Board Member (prefers group learning)

- Participating in Peer Cohort #3 - 1.5 hr peer conversations on the third Tuesday of each month at 6:00 pm via Zoom
- BC Museums *Equity in the Workplace* (online resource) and *Becoming Better Employers* (toolkit), both to share back with the board.

Museum Curator (prefers asynchronous options)

- RAVEN's Home on Native Land online course
- Attending the Northern Convergence gathering (The conference registration is outside the Pathways program budget, but the organization may choose to attend and pay the fee themselves.)

Both participants

- Attending BC Museum Association's annual conference (Virtual option)
- Heritage BC document, *Setting the Bar*
- Indigenous Inclusion Academy by Nahanee Creative, *Activating Critical Allyship* online course series.
- Pathways hosted workshops:
 - *Navigating Conflict through an Equity Lens*
 - *Fundamentals of anti-oppression, disrupting unconscious bias, and anti-racism workshop*

Potential Goals

- Increase foundational knowledge of equity and access
- Implement practices and procedures focused on respectful relationships.
 - Examples: Creating a respectful workplace policy, updating their human resources policies, and creating a relationship outreach policy and template for community events and engagement.

Example: Urban Theatre Company

Organization profile:

Founded in the 1980s, this theatre company in Vancouver produces three shows per year. They have five paid staff members, an active board who have all been serving for 10+ years, and an active and engaged membership. Their annual operating budget is \$800,000. They receive operating support from funders, but have recently received feedback that they need to do deeper equity work to be competitive for funding. They have been struggling to re-engage audiences since the pandemic and are trying to attract a wider demographic. This organization is contributing to the Community Care Fund.

Challenges

- The board is split with some members resistant to change, feeling “if it’s not broke, why fix it?” and others open to trying new things.
- Staff and contractors feel the organization is disconnected from younger and more diverse audiences.
- The organization as a whole is unsure how to set and reach its equity & access goals.

Participants

The two participants will be the Executive Director and Programming Coordinator, and both hope to commit 10 -15 hours per month to the program. Additional staff and board members are interested in being involved. The ED hopes to share learnings with the board members.

Timing

This organization has a heavy holiday programming. They will begin the process in January, with additional hours planned for July and August.

Areas of focus

Fundamental knowledge of equity and engagement of more diverse, younger audiences. They have also identified the need to improve the physical accessibility of not only the theatre venue, but also internally to support existing staff and performers.

Guide meetings

One-hour check-in appointments with their Program Guide on the second Wednesday of each month at 1:00 pm via Zoom.

Learning options

Based on identified learning preferences from the wayfinding meeting and guide recommendations for resources, the participants co-created learning options for the year.

Executive Director (prefers self-directed and group learning)

- Selam Debs' online *The Anti-Racism Course*
- BC Museums Association *Governance 101* online workshop (will share with board)

Program Coordinator (prefers asynchronous and in-person, conference-style options)

- Attend the Arts BC Annual conference to engage with peer learning within the sector (Pathways will cover the conference fee, but not travel, meals, etc)
- Invitation to attend the Pathways BIPOC affinity group. Meets online via Zoom quarterly. Dates TBD.

Both participants

- Participating in Cohort #2 - 1.5 hr peer conversations on the first Thursday of each month at 10:00 am via Zoom.
- Tangled Arts + Disability's *Accessibility Toolkit* (to share back with board and other staff)
- *Cultivating Safe Spaces* online training (cost sharing between Pathways and the organization)
- Pathways hosted workshops:
 - *Disability in the Workplace*
 - *Gender-Affirming Strategies*
 - *Fundamentals of anti-oppression, disrupting unconscious bias, and anti-racism workshop*

Potential Goals

- Do foundational work in preparation for an accessibility audit and review/update/create guiding principles and policies.
- Deepen knowledge of equity and accessibility practices, intersectionality, and connect with peers to better understand sector-wide initiatives toward equity and access.

Example: Non-Urban Indigenous Arts Organization

Organization profile:

A small to medium-sized Indigenous-led visual arts organization in a non-urban community in the Interior of BC. This organization does not receive operating funding, but has received a project grant for capacity building and another project grant for programming.

Challenges

- Limited capacity of participants.
- Financial uncertainty is beyond the scope of the two current project grants.

Participants

Participants will be one paid administrator and a traditional knowledge keeper, whom they have contracted to work on policy with them. The paid administrator will commit 6 - 7 hours/month, and the traditional knowledge keeper will commit 4 - 5 hours/month. The traditional knowledge keeper will participate in Pathways for the duration of their contract, which is currently 10 months.

Timing

As the contract for policy support is 10 months and begins in October, they will begin Pathways in October and focus on the early half of the year.

Areas of focus

They have determined that what is needed for their organization is to have learning and support to develop a framework for an accessibility policy that is rooted in their own culture.

Guide meetings

One-hour check-in appointments with their Program Guide on the first Monday of each month at 6:00 pm via Zoom. The Guide meetings may focus on reflection and discussion on ways to incorporate the learning into specific policy.

Learning options

Based on identified learning preferences from the wayfinding meeting and guide recommendations for resources, the participants co-created learning options during their time in the program.

Administrator

- Tangled Arts + Disability's *Accessibility* Toolkit

- IndigenEYEZ *H.E.R.O.N.*

Both

- Participating in Cohort #1 - 1.5 hr peer conversations on the second Monday of each month at noon via Zoom.
- Advanced workshops or panels on accessibility within arts & culture organizations
- Policy toolkit
- Online components of the Leadership Exchange in Arts & Disability Conference
- Invitation to the Pathways hosted Indigenous and BIPOC affinity meetings.
- Pathways hosted workshops:
 - *Disability in the Workplace*
 - *Gender-Affirming Strategies*

Potential Goals

- Develop a framework for accessibility policy that is rooted in their own culture.
- Connect with peers to share knowledge on policy making.

Example: Urban Multi-disciplinary Artist Collective

Organization profile:

A recently formed multi-disciplinary artist collective in Victoria who are experimenting with co-leadership. They have several large project grants, but no annual funding. The collective has twenty artist members, three in co-leadership, who come together to create a combination of paid and free sensory experiences for the community, as well as hosting discussion panels and workshops following each event.

Challenges

- How to navigate co-leadership through an equity lens.
- Navigating large group management without any guiding principles or formal structure.
- Deciding if they should form a non-profit or stay as a collective.

Participants

Two participants from the three-member co-leadership team will be attending, with the intention to share back information with the third co-leader and other participating collective members.

Timing

As the participants have other jobs beyond the collective, their busy times month to month will fluctuate depending on scheduled performances and work.

Areas of focus

The collective is seeking support in setting guiding principles for working respectfully with each other and for the co-leaders

Guide meetings

One-hour check-in appointments with their Program Guide on the third Wednesday of each month at 1:00 pm via Zoom.

Learning options

Based on identified learning preferences from the wayfinding meeting and guide recommendations for resources, the participants co-created learning options for the program year.

Co-Lead A (can only do asynchronous resources at this time, but wants to attend the cohort)

- Expand on the resources shared in the “Power” themed cohort that explored what power means in terms of equity and accessibility, what power sharing could look like, and what happens when there is a power imbalance. Include resources on brave accountability and relationship building.
- Organizational structure resources and toolkits

Co-Lead B (prefers self-directed and group learning)

- Invitation to the Pathways hosted Indigenous and BIPOC affinity meetings.
- Arts BC annual conference for further peer learning and support

Both

- Participating in Cohort #4 - 1.5 hr peer conversations on the second Wednesday of each month at 1:00 pm via Zoom.
- Co-leadership resources (both prefer podcasts and video)

Potential Goals

- Develop guiding principles for the collective's operations that include community agreements, respectful workplace guidelines, and accountability structure.
- Develop a framework for the co-leadership to support decision making and succession planning through an equity lens.
- Gain knowledge to support their collective decision-making towards becoming a not-for-profit organization or staying as a collective.