



संस्कृति
Kultura

فرهنگ

문화

šx^wtəhíṃ

Culture | **Shift** - Draft

Wa Ihtimá

文化

حضاره

Cultura

Blanketing the City in Arts & Culture

Vancouver Culture Plan 2019- 2029

art & culture

awaken provoke

inspire inquire

connect catalyze

unsettle open clarify

heal disrupt realize

animate attune

nourish dissolve

reckon crystallize

celebrate

→ lead the way



Unceded Lands of Musqueam, Squamish, and Tsleil-Waututh

CultureShift is built upon the understanding and recognition that what is now known as Vancouver is located on the traditional, unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səl ilwətaʔt (Tsleil-Waututh) Nations, who have lived throughout this region for thousands of years. Their ancient continuity on these lands is reflected in their oral histories, arts and culture practices, and deep relationships with the lands and waters—and in the archaeological record.

In this section, excerpts from the websites of each Nation are shared to affirm the importance of Musqueam, Squamish, and Tsleil-Waututh visibility and voice in the work of building better relationships and futures on their lands.

Musqueam Indian Band

We are traditional hə́nqəmíhəm speaking people...We have always moved throughout our territory using the resources it provides for fishing, hunting, trapping and gathering. We remain distinct and our cultural practices are strong, despite the devastating impacts of residential schools, colonial laws banning our ceremonies, and other attempts to assimilate our people. Our lands and waters continue to support our cultural and economic practices while serving as a source of knowledge and memory, encoded with our teachings and laws...

To this day, we continue to practice our traditions and culture on a daily basis...xʷməθkʷəy̓əm people continue to honour our collective responsibilities to keep our culture vital and strong, share our teachings and laws, and work collaboratively to protect our environment while building a vibrant community for all.

Squamish First Nation

The Squamish Nation has existed and prospered within our Traditional Territory since time immemorial. We are Coast Salish people. Our language is the Squamish language. Our society is, and always has been, organized and sophisticated, with complex laws and rules governing all forms of social relations, economic rights and relations with other First Nations. We have never ceded or surrendered title to our lands, rights to our resources or the power to make decisions within our territory...

The Squamish culture is rich and resilient. We continue to practice our customs and traditions, which are strongly interconnected with our Traditional Territory. Together with our lands, our customs and traditions are the foundation of who we are as Skwxwú7mesh.

Tsleil-Waututh First Nation

We are the Tsleil-Waututh Nation, “People of the Inlet.” According to archaeological evidence and our oral history, Tsleil-Waututh people have lived in this Traditional Territory for thousands of years. Our ancestors travelled throughout the territory, keeping villages in different locations to live wherever seasonal resources were plentiful. Our lands and waters have shaped our culture and will be central to our way of life for generations to come. We will continue to put the face of the Tsleil-Waututh Nation back on our Traditional Territory, build capacity within our community, and participate on all levels—social, ecological, cultural, economic—in decision making within our lands. It is our obligation and birthright to be the caretakers and protectors of our Traditional Territory.



Contents

Unceded Lands of Musqueam, Squamish, and Tsleil-Waututh	4
Executive Summary	7
Strategic Directions & Goals	8
Introduction	9
Supporting Art & Culture: The City of Vancouver	13
Aligning <i>Culture Shift</i> , <i>Making Space for Arts & Culture</i> , and <i>Vancouver Music Strategy</i>	17
Process	27
Values & Guiding Principles	31
Directions Summary	35
D1: Arts & Culture at the Centre of City Building	36
D2: Reconciliation & Decolonization	44
D3: Cultural Equity & Accessibility	52
D4: Affordable, Accessible, Secure Spaces	60
D5: Collaboration & Capacity	68
Action Plan Summaries	74
Appendices	79

Front Cover – art work – Debra Sparrow, Musqueam Indian Band
Section Headers – art work – Sinámḱin - Jody Broomfield, Squamish Nation.
Back Cover – art work – Ocean Hyland, Tsleil-Waututh Nation



Executive Summary

Culture|Shift aims to transform how art and culture are integrated into every facet of our city and the City decisions that shape it in ways that equitably reflect the city’s diversity and the unceded lands of the Musqueam, Squamish, and Tsleil-Waututh.

The shifts recommended in the plan contain both a returning to traditions and movements towards new ways of working. The shifts respond to an urgent necessity to act, and the potential to position Vancouver as a global leader in cultural planning.

Blanketing the City in Art & Culture: the title’s second line is a gift generously bestowed by Musqueam weaver and graphic designer, Debra Sparrow, who has been actively revitalizing Salish weaving for over thirty years. Musqueam, Squamish, and Tsleil-Waututh blankets have been foundational to the local economic, legal, and ceremonial systems for thousands of years. Their unique Coast Salish designs come from these lands and waters and tell important stories. Sparrow’s vision to “blanket the city” with Coast Salish designs re-marks Salish culture in Vancouver’s public realm and counters colonial erasure. Blanketing the City in Art & Culture also highlights the ways in which culture weaves a shared sense of belonging for all people in ways that honour the unceded territories on which we live, work, and create.

Culture|Shift has been developed to support the core services each team provides as well as address existing gaps and new opportunities as outlined later in the report. *Culture|Shift*’s five strategic directions contain goals and actions which supplement existing core areas of work and address critical gaps. Some actions are already underway, and others will be initiated in a phased approach pending council approval. Some actions are led by Cultural Services, while others are led in partnership with other City departments, and with communities.

Culture|Shift includes Making Space for Art & Culture report and the Vancouver Music Strategy, which, together, equip our municipal government to better support a more diverse cultural sector, cultural infrastructure, and music ecosystem. Each strategy has been developed through community consultation and informed by research and evolving best practices in cultural planning. This report provides an overview of the process, highlights key findings, and lays out each plan’s framework.

Strategic Directions & Goals

D1. Arts & Culture at the Centre of City Building:

Champion creators & elevate arts & culture.

Outcome: Vancouver's arts & culture are renowned for a distinctive cultural vitality & sense of place.

G1. Elevate Role & Increase Investment

G2. Artist-Led Initiatives

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

D2. Reconciliation & Decolonization:

Recognize & support Indigenous cultural knowledge & presence through decolonizing practices.

Outcome: Local Nations' cultural presence is visible citywide, as well as Urban Indigenous culture.

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

D3. Cultural Equity & Accessibility:

Advance diverse & inclusive leadership & practices by offering equitable & accessible support.

Outcome: Vancouver is a model for cultural leadership and programs reflecting the city's diversity with the participation of all its residents.

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

D4. Affordable, Accessible, Secure Spaces:

Prevent displacement & support diverse & community-led spaces through enabling partnerships.

Outcome: A thriving continuum of diverse, affordable, accessible, secure spaces.

G1. Implement Cultural Space Targets

G2. Expand Planning Tools & Reduce Regulatory Barriers

G3. Support Community-Led Ownership & Community-Led Projects

D5. Collaboration & Capacity:

Strengthen sector resilience through facilitating partnerships & leveraging investment.

Outcome: Stronger networks accelerate resource sharing & deepen collective impact.

G1. Support Opportunities to Build & Strengthen Community Partnerships Within the Field

G2. Work with City Partners to Align Work to Leverage Investment



Alicia Point and Cyler Sparrow-Point, Keerat Kaur, Sunroop Kaur, and Sandeep Johal, with help from historian Naveen Girm - Taike-Sye'ya 2019

Introduction

Art and culture give cities life, imbuing them with the qualities, landmarks, and stories that make cities recognizable and distinct. Art and culture embody our most deeply held values and aspirations, and imagine the futures people long for.

Art and culture are the most powerful ways to imagine ourselves in the life of another. They deepen our shared understanding of Vancouver's remarkable diversity.

Amid tectonic cultural, technological shifts, art and culture address our society's most critical challenges. Culture can expand our view of our world and build bridges across cultural rifts, decreasing social isolation and polarization. Vancouver's cultural sector attracts talent across all industries, and contributes to some of the fastest growing parts of the knowledge economy.

In response to these accelerating changes, the *Culture|Shift* advances new ways to support art and culture while stabilizing a vulnerable sector. The plan offers the chance to be deeply mindful of how arts and culture is built upon on these Musqueam, Squamish, and Tsleil-Waututh lands, and the opportunities for shared cultural understandings of these histories and movements towards resilient futures. The plan will articulate and address critical challenges and opportunities, guiding the City's efforts to support arts and culture. To leverage the potential of Vancouver's cultural ecosystem and cultivate a rich, place-based identity, the plan uses partnerships to connect the creative capacity that exists in and around the sector. The plan's strategic directions, goals, and actions reflect perspectives from a range of communities to address their most pressing issues and to seize opportunities.

The Big Picture: Arts & Culture

Culture encompasses communities' identities, values, beliefs, aspirations, attitudes, knowledge, memories, and heritage, as well as how those aspects of human experience are expressed through stories, artistic and cultural practices, customs, language, food, environmental stewardship, dress and adornment, design and architecture, rituals, and religion. Culture reflects the times and lands where traditions and innovations emerge and is intertwined into every aspect of our lives. Cultural heritage is expressed through both objects and practices. Intangible cultural assets include the knowledge and practices of communities, including performing, and visual arts, crafts, food and medicines, social practices, rituals and cultural events as well as more tangible objects including instruments, artifacts and cultural spaces.

A holistic view of culture is integral to Indigenous worldviews. In most Indigenous languages, there isn't a word for "art" as something separate to be looked at, though masters of highly

sophisticated art forms exist throughout Indigenous cultures. Art is part of everyday life, it is interwoven within cosmologies, knowledge systems, legal orders, and the rich constellations of what makes a culture unique. Stories, agreements, and laws can be carried through songs, dances, carvings, regalia, and weavings. Indigenous worldviews can translate to new understandings of art and culture as part of every aspect of life.

Within many cultural traditions, music, dance, theatre, painting, sculpture, works of literature, film, or media enrich people's lives and carry life stories in ways marked by time and place. In these traditions, art is understood as a powerful mode of exploring and expressing experience. Art's use of visual, aural, material, and linguistic symbols makes it a deeply personal practice that can also generate communal meaning. In this respect, artists often play a particular role in shaping the spirit of a place.

Art is central to how societies understand themselves, because it explores the great questions that

define the human experience – who are we and why are we here? This exploration is not the sole domain of artists: from spiritual songs at religious gatherings to social dance forms on street corners, everyday artistic practice weaves a city's cultural fabric.

Art informs and is informed by cultural values. When cultural values uplift diversity, inclusion, and equity, broader ranges of creative expression flourish. Beliefs in cultural supremacy, both conscious and unconscious, limit fair support for diverse creative expression. These beliefs can be embedded in the very definitions of artistic excellence. In colonial countries such as Canada, a tendency to valorize colonial forms of art often relegates creative work by Indigenous people, Black people, and people of colour to the cultural periphery. Art and culture can also reflect discriminatory attitudes toward people with varying abilities, LGBTQ2+ people, Deaf people, non-Christian religions, and additional underrepresented groups who are seen as outside dominant culture.

As cities work to increase and broaden support for the spectrum of artistic practice, creative work, and cultural practice, a more holistic view of culture becomes necessary. Expanded definitions of art include a wider range of artistic and cultural practices from racialized or other marginalized groups. Efforts to democratize culture include expanded support for everyday artistic practice and cultural activities by and for more diverse publics. Targeted support for the creative and music industries can remove barriers to rapidly growing forms of expression for a remarkably diverse talent pool.

Whether it be increasing support for everyday forms of artistic practice, or work of those who have devoted their careers to creative work, municipal governments must strike a careful balance between prioritizing artistic autonomy and harnessing arts and culture for sustainable development. City governments must be cautious to avoid making artistic works an instrument of government policy.



Cultural Vitality is the Life in Liveability— The Fourth Pillar of Sustainability

Without a vibrant cultural life, cities fail to thrive.

Cities worldwide are embracing culture as the fourth pillar of sustainable development. Integrating culture as the fourth pillar recognizes that cultural vitality is critical to a city's identity, liveability, economic prosperity, social cohesion, and sense of environmental responsibility. Culture connects us to the land, and culture offers new ways of looking at how we live on these lands, and with each other.

Investing in local culture cultivates a rich and distinctive sense of place, acting as an antidote to the homogenizing and polarizing effects of globalization. This sense of place fosters a sense of belonging and shared identity. It is shaped by and shapes its natural environment and cultural landscape. Musqueam, Squamish and Tsleil-Waututh peoples' languages, art and culture reflect millennia of stewarding these lands and the beauty of living culture in deep connection with these lands and waters. The stories and cultures of successive generations of newcomers have

evolved to reflect their unique experiences of ancestral lineage, that which is carried here, and experiences on these lands. It has been said that we're all in the same canoe— we all bring cultural narratives and understandings to enliven and contemplate this place we inhabit. From speculative climate fiction to weaving to community arts practice, creators inspire cultural shifts towards restoring ecological sustainability and living in more reciprocal ways on these shared Musqueam, Squamish, and Tsleil-Waututh lands.

Just as biodiversity increases the health and sustainability of natural ecosystems, cultural diversity increases community wellbeing and resilience. To build cultures that fully embrace cultural diversity and equity, art and culture play broader roles than welcoming the presence of difference. Art and culture make space to challenge dominant cultural norms, historic exclusion and long-held ideas of who is at the centre. Cultural equity

pushes past passive tolerance or token inclusion, and actively advances work to ensure more equitable recognition and support in investment and at leadership levels.

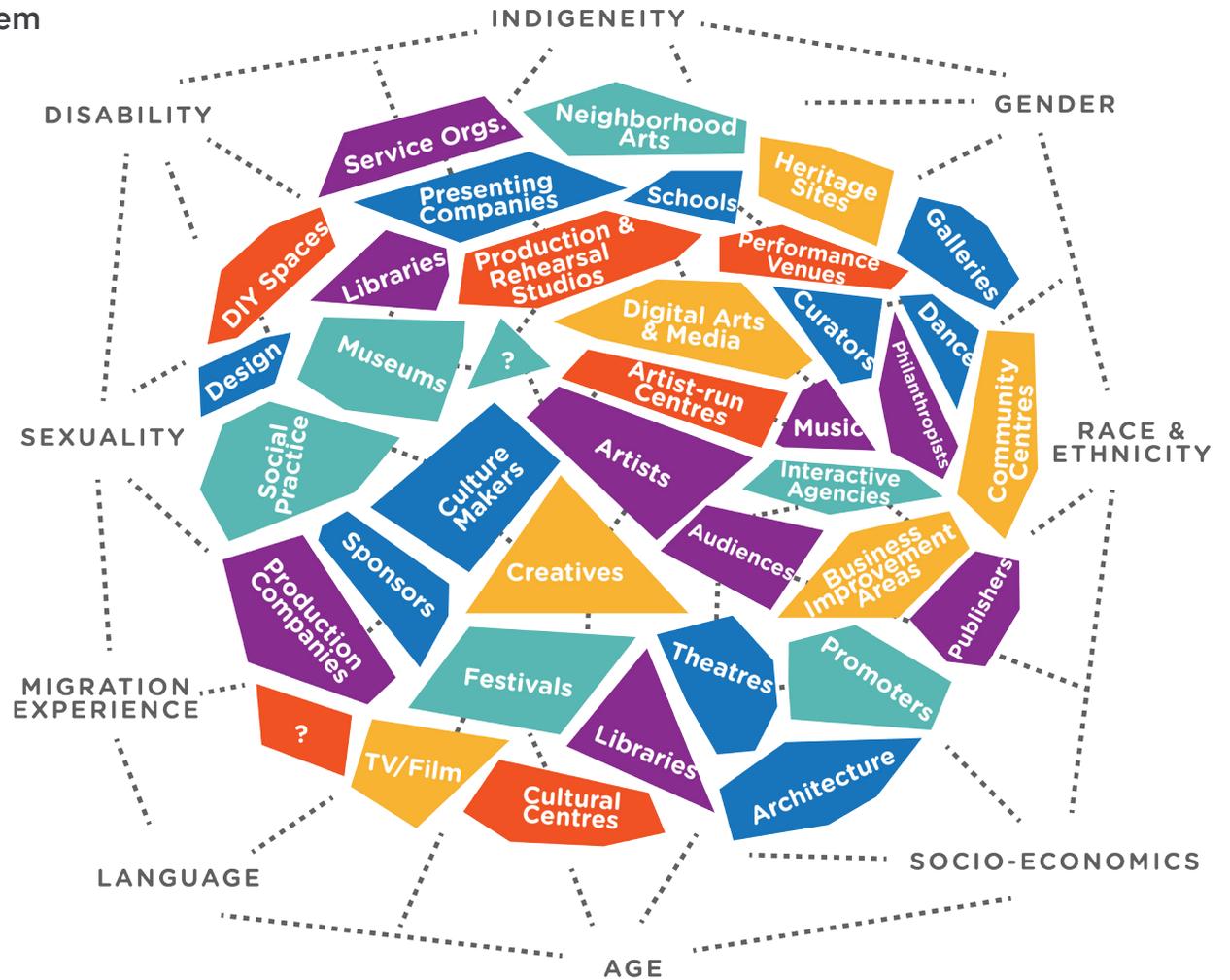
Cultural vitality is also critical to economic prosperity, not only for the cultural sector, but also for the economic prosperity of all industries. Cultural diversity and cultural equity are correlated with higher rates of the kinds of openness, risk-taking, and unconventional thinking that drive innovation and respect rich cultural traditional knowledge. Cultural vitality does more than attract talent - it fosters a more adaptable and experimental business environment from which more dynamic and more original products emerge.

Culture plans aims to advocate for culture as a fourth pillar of sustainability in order to hardwire culture into the broader paradigm of city planning and the processes, practices, and decisions that shape our cities.

Cultural Ecosystem

Vancouver's dynamic cultural ecosystem teems with creative talent.

Creators, artists, and cultural practitioners move between disciplines and mediums, working with commercial and non-commercial organizations of varying mandates and scales. This cultural ecosystem influences and is influenced by the larger cultural, social, and economic forces at play, on these Musqueam, Squamish, and Tsleil-Waututh lands and waters.



Supporting Art & Culture: The City of Vancouver

The City of Vancouver provides support for art and culture in numerous and critical ways. Its departments play the roles of a partner, facilitator, planner, investor, regulator, landlord, steward, programmer, convener, and host. Cultural Services is a hub of support for arts and culture through including providing grants and awards, commissioning and maintaining public art, and enabling partnerships to develop cultural spaces. Vancouver Civic Theatres are world class city-owned and operated venues promoting the City's vibrant art scene from international touring commercial events to locally-grown performances. A broad range of departments and agencies support in a variety of other ways.

Key departmental functions in supporting arts and culture are below.

Cultural Services: What We Do				City of Vancouver: Supporting Arts & Culture		
Arts, Culture, & Community Services	Grants			Planning, Urban Design, & Sustainability		
	Program Design Policy Development Research	Cultural Grants: » Major Institutions » Operating Assistance » Annual Assistance » Project Grants » Community Arts Grants » Capacity Development	Subsidies: » Promotional Advertising via Transit Shelters & Video Screens	Awards: » Mayors' Arts Awards » Poet Laureate » Vancouver Book Award	Plans & Zoning Cultural Impact Assessments Public Art Planning Community Amenity Agreements Density Bonusing Heritage	
	Public Art			Engineering		
	Public Art Plans Policy Development Program Design Research	Civic Program: » Direct Commissions » Partnerships, VAG Offsite » Artist- Initiated Projects » Collection Maintenance » Public Education » Public Art Registry	Private Program: » Commission Oversight		Special Events Murals Program Artist in Residence VIVA Vancouver	
	Spaces			Real Estate and Facilities Management		
	Area Planning Policy Development Major Project Development Program Design Research	Cultural Infrastructure Grants Critical Assistance Grants Permit Fee Assistance Cultural Tenancies Artist Studio Awards	Capacity Building Regulatory Assistance Arts Event License Social Purpose Real Estate Cultural Spaces Map		Space Developer Capital Upgrades Landlord	
	Civic Theatres			Development, Buildings and Licensing		
	Operations Booking & Events	Curation & Programming Community Engagement	Theatre Rental Grants Underutilized Space Grants		Licenses Temporary Use Licenses Arts Events License Code Compliance	
	Social Policy & Projects Carnegie Centre, Evelyn Saller Centre, Gathering Place, Non-Market Housing & Cemeteries Homelessness Services & Affordable Housing			Vancouver Park Board		
				Art Policy, Programs, Public Art Residencies (Arts, Culture & Engagement)		
			Vancouver Public Library			
			Artistic Residences Public Art Learning Labs			

Grants & Awards Programs

The Cultural Services department offers a range of support to artists and emerging and established non-profit organizations.

The suite of programs provide support for emerging artists through small grants (Creative Spark), and established and emerging artists through awards (Arts Awards, Vancouver Book Award, Vancouver's Poet Laureate). There is also capacity building support for new groups forming organizations such as Hogan's Alley Society, and project-based support of annual cultural events such as Lunar New Year Celebrations

(Community Arts) and Vancouver Asian Film Festival (Projects). Ongoing support is also available to growing societies, such as the Indian Summer Festival or Vancouver Intercultural Orchestra (Annual Assistance), through to major established institutions, such as the Vancouver Art Gallery and Vancouver Symphony Orchestra (Operating). Performing arts organizations of all sizes can access the civic theatres (Theatre Rental).

Of the cultural grants investment portfolio, 80% of funding is committed to ongoing support

through the Annual Assistance and Operating programs. Within that 80%, over half of that funding supports five major institutions, many of whom operate City-owned facilities and/or are custodians of civic collections. Without additional investment or reductions to existing groups, there is limited opportunity to invite emerging or excluded organizations into ongoing support.

Over the past ten years, the cultural grants budget has grown by 19% while the number of groups supported annually

has grown by 53%, a result of the policy direction set out in the last culture plan. The most significant increase in demand has occurred in programs where there is a broader definition of art and culture, including the Community Arts Grants, Transit Shelter Ads, and Theatre Rental Grants programs. Currently, there is limited data related to the relative diversity of organizations.

Cultural Space Programs

The Cultural Spaces program works in partnership with the community to secure, enhance, and develop affordable and accessible spaces where artists and cultural workers can live, work, and gather. The program provides 80 affordable City spaces (830,000 square feet) to approximately 137 artists and non-profit tenants, and awards 7

subsidized artist studios for three year terms. Cultural infrastructure grants of more than \$11 million have supported 279 non-profit cultural projects to plan, buy, build and renovate spaces, leveraging over \$66 million in upgrades to local spaces. The program offers regulatory assistance to more than 450 organizations and undertakes critical work

to integrate arts and culture into City planning, community agreements and public benefits strategies, and has secured more than 20 affordable arts and cultural spaces, totalling more than 200,000 square feet and benefiting more than 35 organizations, as well as preventing the displacement of local venues.

Public Art Process & Collection

Vancouver's public art program spans a range of approaches. The program supports excellence in public art by emerging and established artists, in new and traditional media, through award-winning commissions and partnerships. Public artworks bring new meaning to the public realm by reflecting the complexities of place and publics, engaging cultural practices, and provoking critical dialogue. Vancouver's public art collection is a beloved assemblage of landmarks and curiosities, oddities and icons. These works can delight, captivate, and perplex, creating encounters that bring to light what is sitting just under the surface of the mundane, make tangible the intangible, and help us build a sense of who and where we are.

Site-specific works pose questions springing from a place. They may meditate on the value, temporality, and labour of construction sites, or explore the migration of ancestral medicines and cultural practices in Chinatown. Monumental works offer passersby a range of

invitations, from purposefully absurd bronzes of banana slugs at play to a series of house posts in Stanley Park re-marking these lands as a Musqueam, Squamish, and Tsleil-Waututh. Each work invites passersby to pause, wonder, and reflect on their own experience, in that moment, of the particularities of that place. These works interrupt our daily lives and make space for meaning.

There are many more stories to tell, and the public art program is actively developing ways to bring a wide range of perspectives and practices to the City. In recent years, public art has prioritized support for works that reflect the cultural presence of Musqueam, Squamish, and Tsleil-Waututh First Nations on their unceded lands. Additionally, the City has worked to create more intentional opportunities for artists to respond to and reflect communities whose representation in the public realm has been minimized through racialized forms of discrimination.

Two distinct commissioning programs bring public art into the city: the Civic Program and the Private Development Program. The Civic Program commissions works for infrastructure, buildings, plazas and parks. These civic commissions are initiated through calls for artist-initiated projects, and through public art plans for specific developments and areas. The Private Development Program oversees public art generated through private sector rezonings. Developers are required to contribute a set amount per buildable square foot to a public art process approved by the City, either by delivering artwork as a component of the development or through cash-in-lieu to the City's public art reserves. In both programs, artist selection is guided by panel processes, ensuring that art decisions are made by artists and art professionals who are representative of the city's cultural communities. The Public Art Committee, appointed by Council, guides public art policy and approves art plans.



Diyan Achjadi - Public Art 2018



Paul Wong - Occupying Chinatown 2019



Peter Gazendam - A Long Conversation (for Oona) 2017

Cultural Plans

Culture Plans

Purpose: align and direct increased support for arts and culture.

Scope:

- » Demonstrate culture's economic, social, and environmental value
- » Establish Culture as the fourth pillar of sustainability in decision-making rubrics that shape City policies;
- » Identify challenges and opportunities
- » Clarify the scope of supported art and culture activities
- » Direct support for the non-profit cultural sector, creative industries, and art in everyday life
- » Prioritize strategic directions, goals, and actions that increase positive impact and minimize unintended consequences
- » Align work between municipal departments
- » Embed ongoing engagement within implementation plans

These plans generated increased investment that stabilized cultural sectors during times of economic flux and recession. Planning, regulation, and financing shifts improved support for cultural infrastructure and public art. Partnerships to promote cultural tourism and support creative industries flourished.

However, over the years, communities have expressed concerns about formulaic cultural planning meant to 'regenerate' or 'revitalize' cities that increased gentrification and displaced local people, businesses and organizations, including the arts and culture sector. There were limited gains in addressing how discrimination is built into methods of cultural support and included minimal, if any, acknowledgement and support of Indigenous cultures.

Contemporary approaches attempt to engage and represent more diverse publics. These shifts are credited to underrepresented communities who mobilized to advocate for more equitable inclusion. These communities pushed for more complicated narratives that leave room for generative forms of critique and failure, and ways to harness urban development to root existing local culture, people, and cultural assets in a place. In countries founded through colonization, Indigenous leadership led to recognition of local Indigenous Nations' lands, cultures, and languages, as well as Urban Indigenous people's culture. Plans from Auckland or Sydney increase support for Indigenous cultures' visibility and build cultures of truth-telling and reconciliation.

Vancouver's First Culture Plan: 2008 - 2018

The Culture Plan for Vancouver 2008 - 2018 was the City's first, and established a vision and actions for strengthening and growing arts and culture assets. The City's first plan was instrumental in shifting paradigms for cultural support towards fostering cultural leadership, enabling partnerships, increasing community engagement, modernizing systems, and providing adaptable support programs. Grants were tailored to organizational scale and growth phase. Artist-initiated public art projects and artists-in-residence programs offered new ways for artists to drive the direction of public art projects. Cultural Spaces began to provide infrastructure grants and regulatory support, enabling partnerships to develop cultural spaces.

Aligning *Culture|Shift*, *Making Space for Arts & Culture*, and *Vancouver Music Strategy*

Culture|Shift is the proposed over-arching, ten-year culture plan for the City, which includes strategic directions, goals and priority actions. *Culture|Shift* includes actions from *Making Space for Arts and Culture*, the culture infrastructure plan, and City-led actions arising from the *Vancouver Music Strategy*, developed in partnership with industry to support the diverse music sector in Vancouver. The *Vancouver Music Strategy* includes a distinct set of actions and also incorporates relevant priorities and goals from *Culture|Shift* and *Making Space for Art and Culture*. The integration creates one unified policy document to align and direct the City's investments in arts and culture.

Culture|Shift: a broad culture plan to align, increase, and direct support for arts and culture. Renamed from the Creative City Strategy in response to community concerns related to earlier eras of cultural planning paradigms, *Culture|Shift* more clearly states the City's commitment to moving in a bold direction.

The undeniable challenges of our times demand more than a refresh of existing courses of action; *Culture|Shift* is a strategic change plan proposing key shifts in direction to learn from and support the creative potential and resilience of Vancouver's rich and diverse cultural ecology.

The subtitle *Blanketing the City in Art & Culture* has two-fold significance: first it underscores the critical importance of telling the truth about our colonial history and working with Musqueam, Squamish, & Tsleil-Waututh to ensure that their presence and voice is woven throughout Vancouver; secondly, it draws on the wisdom of the local nations to illuminate the role culture plays in shaping place and a shared sense of belonging for all people on these unceded lands.

Making Space for Arts & Culture: a cultural infrastructure report which shares further detail on cultural spaces related actions.

Purpose: *Making Space for Arts and Culture* is integrated with and informs the space-related actions in *Culture|Shift*. It optimizes City policies, tools, programs and investment priorities to secure, enhance and develop vibrant, affordable, and accessible arts and cultural spaces. It prioritizes collaboration with the community, private sector and other agencies and levels of government. The report examines in depth the current state of Vancouver's arts and cultural spaces and lays out the City's long term vision and commitment to address our acute cultural space challenges.

Within the broad *Culture|Shift* plan, you will find high-level cultural space-related actions in Direction 4: Affordable, Accessible, Secure Spaces, as well as in each of the other four directions.

Vancouver Music Strategy: a strategy focused on music which includes both city-led and industry-led recommendations.

Purpose: The *Vancouver Music Strategy* supports music and musicians working and living here by addressing gaps and opportunities in our city's music ecosystem and embracing Vancouver's vibrant and diverse music communities. It proposes a framework for action that includes strengthening collaboration between government, community, and industry, engaging audiences, generating economic growth, promoting music tourism and education, and removing municipal barriers, to create a dynamic, sustainable, and resilient music sector for generations to come.

Scope:

- » Demonstrate the music ecosystem's impact
- » Identify current gaps and opportunities
- » Develop strategic priorities to provide support, reduce barriers, and facilitate partnerships across the sector

The City-led actions are articulated and distributed throughout the five directions of the broader *Culture|Shift* plan.

CULTURE|SHIFT

MUSIC STRATEGY

MAKING SPACE FOR ARTS
& CULTURE

Strategic Context

Policy Alignment

To hardwire culture into broader municipal planning, processes and decisions, the plans and strategies that shape all aspects of urban planning must include support for culture. These elements include land-use planning, housing policy, local area plans, and strategies related to resilience, social development, environmental sustainability, and engagement.



21st Century Urban Pressures

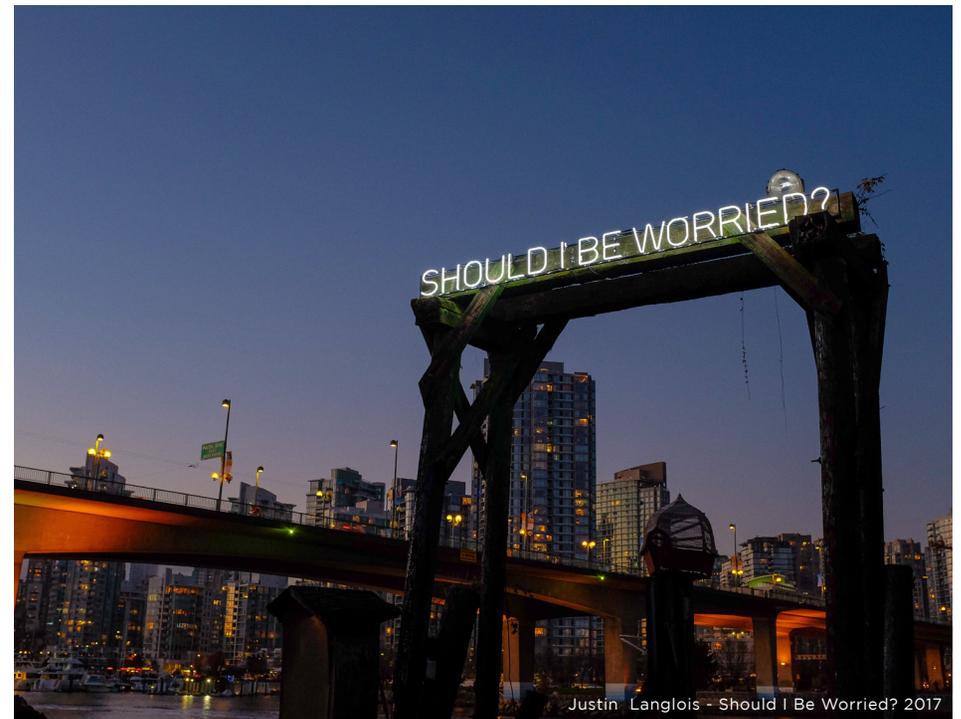
From Hong Kong to Helsinki, the accelerating pace of development, rising land values, soaring income inequality, restrictive regulations, inadequate housing supply, aging cultural housing assets, and climate emergencies create the conditions for an exodus of those who imbue cities with culture. If left unchecked, cities will see an unprecedented loss of cultural space and a displacement of the artists, creators, and cultural workers that make cities dynamic and

The World Cities Culture Forum (WCCF), a consortium of policymakers in 38 global cities, convenes cities in conferences and strategy networks to “share research and intelligence, and explore the vital role of culture in their future prosperity.” In their annual World Cities Culture Report 2018, they explain:

“If cities are to move towards more citizen-led, open, and inclusive cultural policies, a shift is needed: an ‘opening out’ of culture. [...]T]here must also be a broadening of the definition of culture and how and where it is consumed. New types of cultural practice in new places and spaces, new formats and technologies, and new producers, audiences, and decision-makers must be recognised and supported. A refreshed cultural infrastructure is taking shape across our member cities: an infrastructure better suited to the 21st century. This

includes changes in funding policies and programmes, to embrace new art forms and grassroots culture, reflecting a broader range of citizens.”

Vancouver has a particularly acute affordability crisis, but it is by no means alone. Ongoing colonial relations and entrenched exclusions perpetuate barriers to access, visibility, and voice within Vancouver’s cultural ecology, making the movement towards more inclusive and community-defined culture vital to Vancouver’s resilient future. Strategic solutions in funding and finance, planning and policy, and space development and provisions are critical to stemming these pressures and stabilizing the health of cities’ diverse cultural ecosystems.

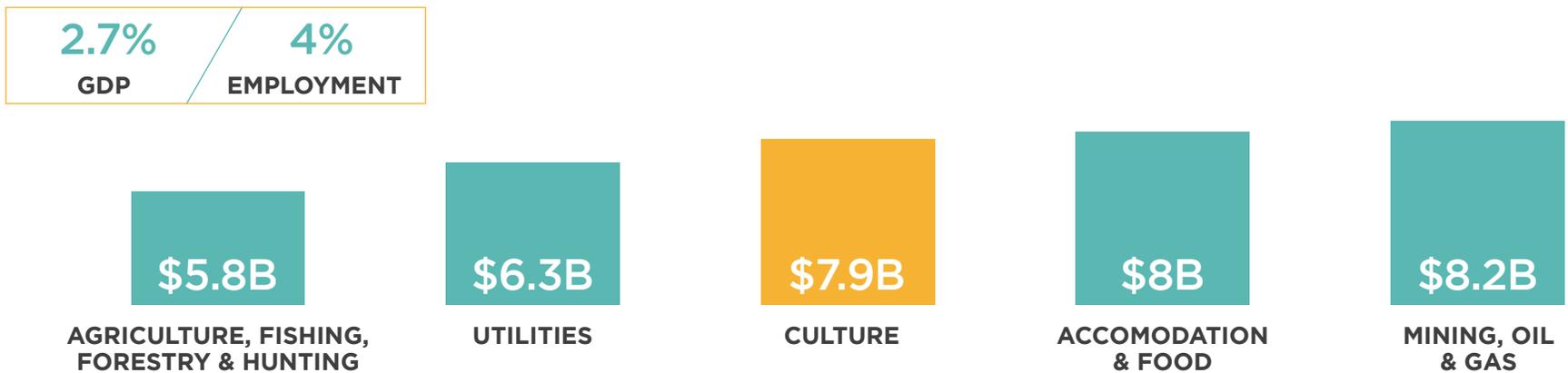


Justin Langlois - Should I Be Worried? 2017

Economic Impact

The creative industries and cultural sector are critical to economic prosperity. Research conducted by Hill Strategies on culture’s economic impact in Canada and BC reveals that cultural economic production outperforms many traditional industries.

British Columbia— Economic Impact



Music Industry



Commercial and non-commercial arts and culture organizations both contribute to direct economic impact, and generate substantial jobs. The health of the commercial sector is inextricably linked with the strength and vitality of the broader cultural ecosystem of arts and culture non-profit organizations, DIY (do-it-yourself) collectives, non-professional community arts groups, and individual practitioners.

Artists Profile



Kiran Bhumber



Marcus Youssef & Niall McNeil



Crystal Pite



Raven Spirit Dance Society

8,800 artists live in Vancouver with the highest concentrations in Grandview-Woodlands, Strathcona, and the West End.

Artists make less than \$40,000 per year and a median income of \$22,000 a year

\$18,000 is a Vancouver musicians' average annual income

9.3% more likely to rent: artists living in Vancouver are more likely to rent in non-subsidized housing than the general population.

26% lower representation of visible minorities in the artistic workforce than in Vancouver's cultural workforce indicates there is significant work to be done to create more equitable opportunities for independent artists and arts administrators working at all institutional levels.

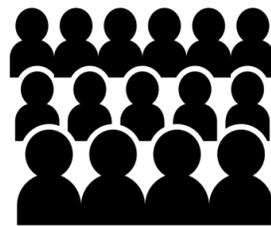
On average, female artists and cultural workers in Vancouver earned 25% less than males in 2015

72.5% of music business owners identify as female

51.3% of the music industry workforce identified as artists/ musicians

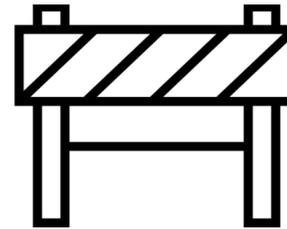
Audience Profile

Culture Tracks, a recent study undertaken by Nanos, evaluated consumer demand for artistic and cultural experiences. In a survey of 1,975 people in Vancouver, Calgary, Toronto, and Montreal, they examined attendance across four categories: museums, performances, festivals, and ethnic festivals. Their findings counter longstanding local myths that Vancouverites skip the stage for the slopes.



Highest Attendance Nation Wide

Vancouverites attend museums, performances and festivals at a higher rate than audiences in any other Canadian city.



Prohibitive Ticket Costs

The cost of tickets was identified as the biggest barrier to greater attendance.



Higher Interest in New Experiences & Content

Also myth-busting, Vancouver audiences appear to be more adventurous, reporting a higher interest in new experiences and content than their cosmopolitan counterparts in Toronto and Montreal who report a greater interest in cultural experiences as a means of relaxation.

Music Ecosystem & Nightlife Profile

Music has reverberated on these lands for thousands of years, starting with rich and evolving Coast Salish musical forms. Vancouver has a proud history of developing, creating and exporting music. It is home to world-class artists and ensembles, recording facilities, celebrated live music, globally-recognized recording artists, diverse music festivals, composers, and award-winning music companies. Vancouver's music infrastructure includes a range of commercial and non-commercial venues, production, and presentation facilities, world class professionally equipped theatres, as well as festivals and organizations across the city that contribute to a vibrant cultural landscape, much of which light up the nighttime cultural scene and economy.



Music is a central part of Vancouver's nightlife at the city and regional scale. Nightlife encompasses the broad range entertainment, leisure, jobs, and social and cultural activities that take place between 6:00pm and 6:00am. The night hours represent a crucial time when social connection, economic activity, and creative expression can coalesce and thrive. Music and the broader range of nighttime activities pose unique transportation, safety, access, and regulatory challenges. Creating the conditions for a range of family-friendly, all ages, adult-only cultural activities can also contribute to economic gains in retail, hospitality, and tourism sectors as well.

Comparative Investment in Art & Culture

Grants

Nordicity, a consultant experienced in cultural economic impact studies across Canada, conducted a comparative review of municipal investment practices in Vancouver, Toronto, Ottawa, Calgary, and Seattle. The study evaluated baseline support for core grant programs as well as a broader assessment of the direct investment tools cities use to support arts and culture.

To assess per capita direct investment in arts and culture, they developed a methodology that included

1. Core grant programs that offer direct cash grants to community to support cultural support
2. Departmental operating budgets associated with staff costs.

These two metrics were selected for the baseline because they offer the most consistent and comparable snapshot of ongoing support.

Findings

Vancouver's per capita investment performs in the mid-range, behind Seattle and Ottawa, but ahead of Toronto and Calgary. However, Calgary has committed to an additional \$9.5m phased over three years and Toronto has committed to at least \$2m phased over two years. Vancouver's lower staffing cost to grant investment ratio delivers a higher proportion of support directly to the community rather than in administrative costs.

Highlights of additional findings include:

Grants

Major Institutions

Higher support

Projects & Individuals

Lower Support

Reconciliation & Equity

Integrated & dedicated - Less robust reconciliation & equity programs

Public Art

Private Developer Requirement

3 of 5 cities

Civic Program

Nation-wide Leader

Equity

Seattle leading in Integrative and proactive commissioning

Spaces

Property Tax Exemption

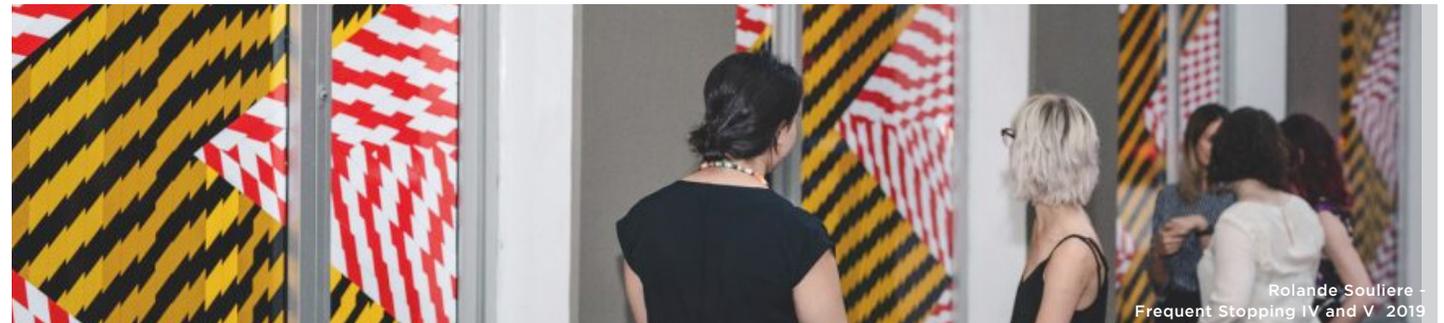
3 of 5 cities exempt cultural services

Cultural Precincts

2 cities designate and incentivize

Equity- Oriented Funds

Seattle- racialized communities



Rolande Souliere - Frequent Stopping IV and V 2019

Comparative Investment in Art & Culture Continued

The research found that cities combine complementary integrative and dedicated equity approaches. Integrative approaches incorporate equity into all programs to reduce barriers to equity-seeking groups in all programs. Dedicated programs for equity-seeking groups increase the entry rates for marginalized artists and clear pathways to ongoing support.

These programs include:

Mandate

Mandates establish the principle and practices of adding equity into programs.

Priority Groups

Priority groups clarify which equity-seeking groups experience the greatest barriers to support.

Priority Policy

In instances of multiple applications of equal merit but insufficient funds, such policies prioritize support for applications made by organizations that primarily involve or serve artists from these groups.

Criteria

Criteria can establish eligibility for dedicated programs, and, in some cities, become part of broader evaluation.

Advisories

External partners who help to design and implement integrative approaches and dedicated programs.

Ambassadors

External parties who shepherd marginalized artists through the application process.

Accessibility Supports

Application supports for disabled and Deaf artists reduce barriers, and accommodation supports enable organizations to integrate greater support for disabled and Deaf creators, administrators, and audiences

Roles

Dedicated roles to support equity-seeking groups

Training

Learning opportunities with and for juries, staff, organizations.

Benchmarking

Data collection to measure the representation of diversity in the portfolio and the field; used by some cities to evaluate applications for support.

Strategic Context— Emerging Best Practices in Equity & Accessibility

The City of Vancouver’s Cultural Services department invited recipients of the 2018 Cultural Services support programs to complete a two-part equity and access survey. This voluntary survey, a first for the City of Vancouver’s Cultural Services department, was intended to identify emerging best practices within the field and assess the presence of diverse leadership. Leaders of 337 organizations were invited to complete an organizational profile survey, and to have members of their 2018 staff, independent contractors, and boards of directors complete an anonymous, voluntary self-disclosure survey. Overall 45% response rate (153 organizations).¹

The organizational survey data presents a preliminary image of how cultural organizations understand and engage with Equity, Diversity and Inclusion (EDI) initiatives at this point in time. The positive response rates indicate that survey participants recognize the importance of EDI initiatives. The general nature of most responses, however, preclude a definitive assessment of the degree to which formal, comprehensive policies and practices common are entrenched in the field.

Though not widely entrenched in the field, emerging best practices included:

- » **Local knowledge:** Implementing practices and programming that respond to historical, local, and systemic realities.
- » **Equity Practices:**
 - » Equity in leadership positions
 - » Equity targets and measurable representation goals
 - » Collaborations and partnerships
 - » Organizational development and strategic training
- » **Accessibility:** incorporating physical, cognitive, mental health, and perceptual (auditory and visual) accommodation practices with differently-abled and neurodiverse creators and audiences.
- » **Access practices:** adoption of practices that address barriers to participation, including income, language, culture, age, gender identity, sexual orientation, geography, chemical sensitivity, and childcare.
- » **Compensation:** Paying above sector standards, when possible.
- » **Artistic Programs:** Resourcing and prioritizing underrepresented experiences and voices, while avoiding tokenizing or pigeon-holing experiences..
- » **Audience and community programs:** Including targeted programs, community-based or collaborative projects, mentorship programs, community outreach, and traveling programming.

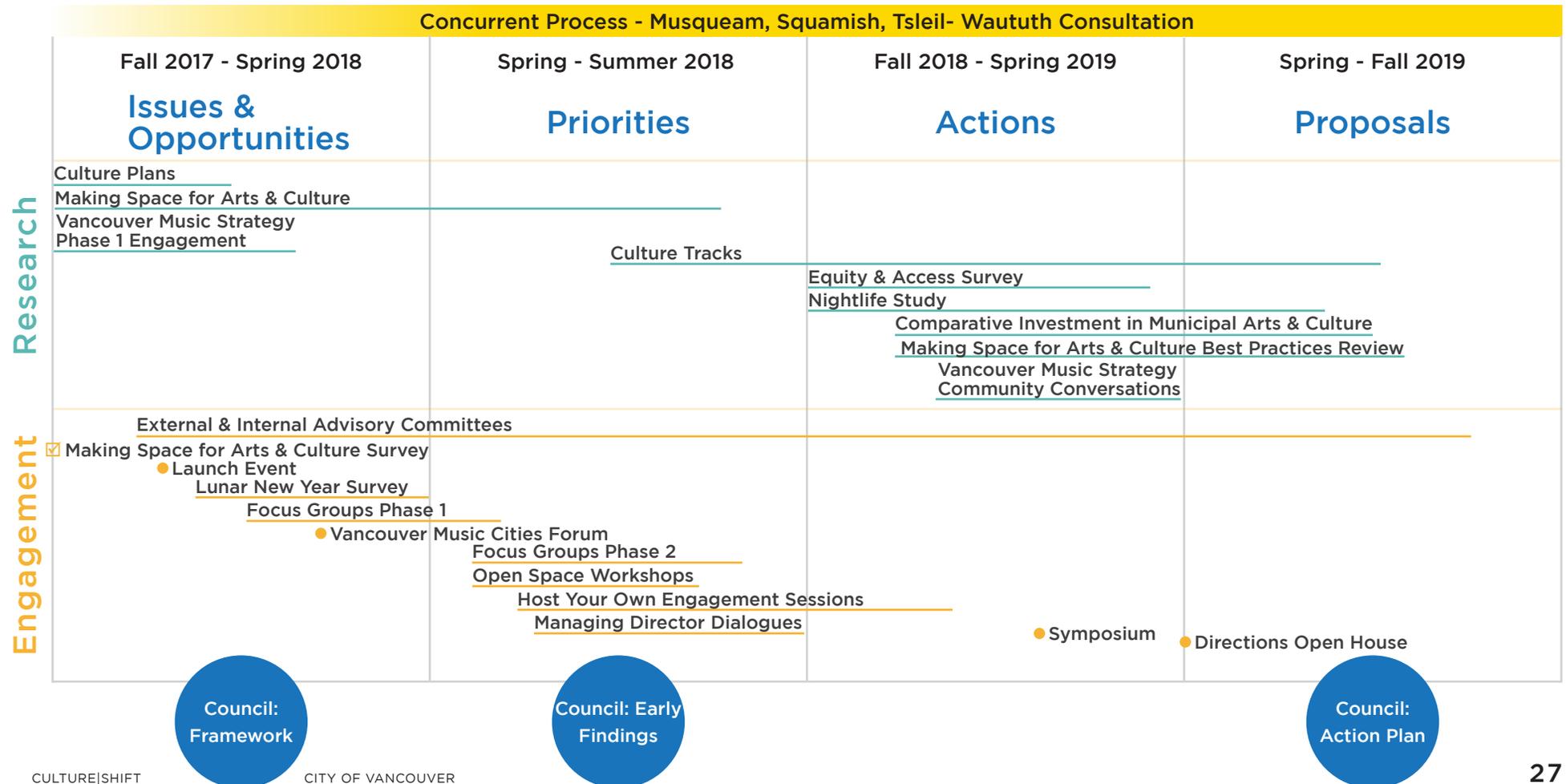
Responses clearly demonstrated an appetite for increased support from Cultural Services to advance equity work through:

- » **Facilitating knowledge and resource sharing**
- » **Providing and/or facilitating the provision of training**
- » **Mainstreaming terms, objectives, and practices**
- » **Funding organizational development and programs**

¹ 153 organizations completed the survey for an overall response rate of 45 percent.

Process— Timeline

Over the course of 18 months, Cultural Services staff undertook consultant-led and staff-led research, qualitative and quantitative, as well as community-led and staff-led engagement. Throughout this process, concurrent engagement processes with each of the local Indigenous Nations occurred, which took different shapes and forms according to the ways of working unique to each Nation.



Engagement— Musqueam, Squamish, & Tsleil-Waututh Nations

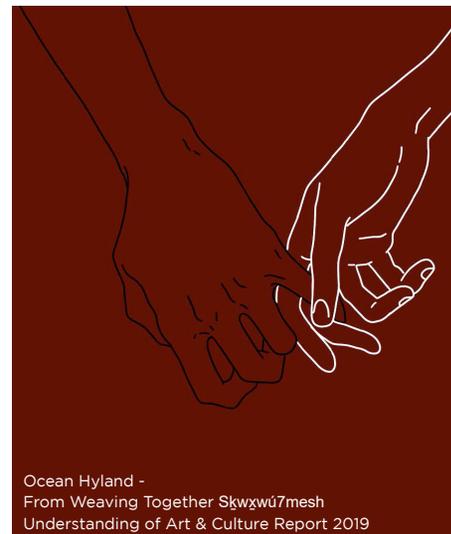
As a City of Reconciliation that formally acknowledges the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh Nations, Vancouver's new culture plan involved engagement with the local Nations at the outset. Early consultation began at the intergovernmental table, where City and Nation staff meet regularly to discuss and share updates on major areas of work. Staff also met with Nation representatives at the Park Board Cultural Reference group.

These conversations, as well as research into other City engagements with the local Nations, helped to shape early directions, including reconciliation, decolonization, and Indigenous self-determination. Musqueam, Squamish, and Tsleil-Waututh visibility and voice on the land became a main focus of these guiding principles.

For direct engagement, each Nation shaped a process that reflected their own protocols and ways of working. Musqueam had a community engagement position which involved deep research, meeting with Elders and artists and holding community dialogue; Tsleil-Waututh staff had community conversations and advised on ways to work with the Nation's protocols and support arts and culture on their lands; Squamish Nation held a community focus group led by Elders, covering a range of ideas and issues related to arts and culture. Draft goals and recommendations were regularly shared with representatives from the Nations. Engagement feedback affirmed support for the proposed goals and actions.

Indigenous community engagement also included focus groups with Indigenous artists and arts organizations,

and three Host Your Own engagements led by Indigenous community — Kwi Awt Stelmewx, Savage Society in partnership with Quelema Sparrow, and Skwachays Healing Lodge's artist residency in partnership with Full Circle Productions, Native Education College, and Vancouver Indigenous Media Arts Festival, among others.

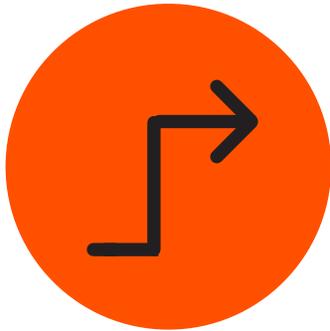


Ocean Hyland -
From Weaving Together Sk̓wxwú7mesh
Understanding of Art & Culture Report 2019

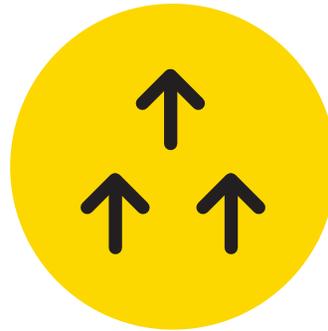


Christe Lee Charles
Creative City Strategy Symposium

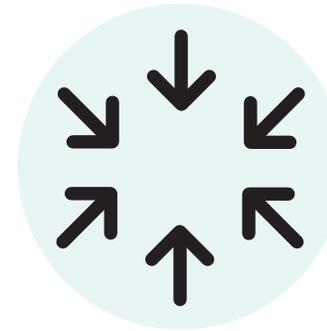
Engagement— Overview



**Back to
Front**



Ground Up



**Margins to
Centre**

From the outset, we focused on reorienting the way culture plans do engagement. We worked with Indigenous, racialized, disabled, Deaf, low-income, and LGBTQ2+ artists to design and shape the process so that communities who are usually an afterthought were able to lead, grassroots priorities drove the direction, and marginalized people’s voices were centered as we worked to engage the cultural ecosystem in ways that build collaboration across difference.

We went to where people gather, such as holding focus groups at cultural spaces and integrating a survey into Lunar New Year festival programming. We also opened up our Woodward’s offices so the public could meet directly with the Managing Director of Cultural Services, we met with advisory committees at City Hall, and invited the public into City Lab on multiple occasions.

Facilitators with diverse cultural competencies and lived experiences hosted courageous conversations and encouraged participants to get comfortable with discomfort as they shared challenges and imagined solutions. Participants shared what mattered to them most, from the potential to create world-class, community-run independent multi-disciplinary cultural hubs to ways to address how systemic anti-Black racism denies Black brilliance and, at the same time, commodifies Black culture. People candidly voiced their fears and concerns - about losing their space, anxieties that the plan would fail to garner additional investment, and trepidation that they would be judged when making mistakes in their work to promote equity.

Engagement— Overview

We offered a range of new ways for community members to take the mic and hold the policy pen, with more than 2600 in-person touchpoints and 2700 online points of connection. The ideas that emerged challenged us to create an audacious plan that could position Vancouver as a leader in elevating the role of art and culture, promoting Indigenous cultural presence, tackling the affordability crisis, and advancing cultural equity and accessibility.

In Person

CONSULTATION ACTIVITY	ATTENDEES
External Advisory	176
Focus Groups (Round 1 & 2)	170
Launch Event	300
Lunar New Year Survey	146
Host Your Own Information Session	120
Open Space	50
Council Committees (Round 1 & 2)	53
Culture Shift Grant	160
Managing Director Events	35
Host Your Own Engagements	980
Creative City Strategy Symposium	255
Directions Event	190
VMS Roundtables & Interviews	120
VMS Music Cities Forum	150
VMS Community Conversations (2 events)	205
VMS Community Roundtables (7 events)	60
Total	3070

* Making Space for Art and Culture (MSAC);
Vancouver Music Strategy(VMS)

Virtual

CONSULTATION ACTIVITY	ATTENDEES
Launch Event	1275
Symposium Views	1123
Open House Views	5
Online Survey	305
MSAC Survey	400
VMS Survey	862
Total	3970



Kim Villegante

Some participants contributed through online surveys or a drop-in at an open house, while others generously offered their time at multiple events throughout the iterative phases of the process. We are grateful for every minute spent and each idea shared.



Bushra Junaid



Rup Sidhu



ASL Interpreter

Values & Guiding Principles

Values

Creativity

Inquiry

Audacity

Humility

Accountability

Guiding Principles— Reconciliation & Decolonization

Musqueam, Squamish and Tsleil-Waututh First Nations have thousands of years of living culture and deep connection with their lands and waters. However, Vancouver’s cultural landscapes do not fully reflect this fact.

Colonialism has contributed to many forms of exclusion and erasure, limiting Musqueam, Squamish, and Tsleil-Waututh involvement in defining and shaping Vancouver. Urban Indigenous people have also been underrepresented within Vancouver’s, cultural landscapes, despite rich and sophisticated artistic and cultural practices. Arts and culture systems are still rooted in the ongoing legacies of colonialism - from policies that guide public art to the naming of places.

Reconciliation is about building respectful relationships between Indigenous and non-Indigenous people. This includes recognition of Indigenous rights and titles, as well as restitution and redress for colonial harms.

Decolonization prioritizes Indigenous self-determination of leadership and land to address dispossession, cultural erasure, and denial of political governance.

Decolonization change processes related to arts and culture and involves developing practices that:

1. Respect the authority and leadership of Indigenous nations and people and their role in broader decision-making processes that relate to their culture
2. Support the cultural visibility of local nations throughout their unceded lands
3. Support the cultural, political and economic advancement of Indigenous people
4. Determine ways to redress dispossession and cultural erasure

Guiding Principles— Cultural Equity & Cultural Redress

As a principle, cultural equity promotes fair support for cultural work, so marginalized people can see their stories presented by artists who share their experience. As a practice, cultural equity identifies and addresses the systemic discrimination built into cultural norms and practices within art and culture institutions and systems.



The work of **cultural equity** is informed by racial equity lens. Racial equity recognizes that the systemic racism, anti-Black racism, and anti-Indigenous racism have a larger impact than individual acts of racism based on consciously held beliefs of racial superiority and the way whiteness is positioned as the cultural norm. Like gender equity, racial equity approaches focus on specific, rather than ‘one-size-fits-all’ approaches and centres the experiences of Indigenous people, Black people, and people of colour. Racial equity requires participation from everyone and benefits everyone.

Cultural redress initiatives attempt to repair the harms of systemic exclusion and discrimination, including dispossession of land, forced relocations, internment, race-based taxes, race-based refusal of asylum and immigration, racial segregation, and displacing or demolishing of racialized communities’ neighbourhoods. The City of Vancouver has formally acknowledged and apologized for legislated forms of discrimination, such as colonial dispossession of the Musqueam, Squamish, and Tsleil-Wuatuth Nations, the Chinese Head Tax, internment and forced relocation of Japanese Canadians, the refusal of passengers on the Komagatu Maru, and urban planning regimes that displaced Black Canadians in Hogan’s Alley. From *ćəsnaʔəm* to Chinatown (温哥华唐人街), and Paueru-gai (パウエル街)/ Powell Street to Punjabi Market (ਪੰਜਾਬੀ ਮਾਰਕਟ, شکرام یباجنپ), the City has committed support to share these important stories, preserve and restore cultural sites, and support stewardship of intangible cultural assets and vibrant living cultures.

Guiding Principles— Accessibility

The City has a role to play in supporting disabled creators, disability arts as a practice, and accommodations for disabled audiences. Disability arts and ‘mad’ arts include canons and communities of practice that draw inspiration from the creative possibilities that open up outside of the limitations of ableist cultural norms.

These practices draw on social models of disability which assign the concept of ‘disabling conditions’ to society, not individual bodies. Relational accessibility’ prioritizes the transformative power of relationships which cannot be replaced by check- lists of accommodation efforts.

A lack of creator focused supports for Deaf arts is persistent as well. Deaf culture is diverse, with unique communities and aesthetics related to the cultural variations associated with different sign languages. Sign languages’ embodied forms of linguistic communication have influenced theatrical, literary and visual artistic practices in mainstream arts, though rarely credited. Audism is the preference for hearing and spoken communication and discrimination against sign-language based culture and language. Audism has resulted in cultural deprivation for Deaf people and creators and limited the exposure and appreciate of their work.





***Culture|Shift:* Directions, Goals, & Actions**



Directions Summary

D1 Arts and Culture at the Centre of City Building

G1. Elevate Role & Increase Investment

G2. Artist-Led Initiatives

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

D2 Reconciliation & Decolonization

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

D3 Cultural Equity & Accessibility

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

D4 Affordable, Accessible, Secure Spaces

G1. Implement Cultural Space Targets

G2. Expand Planning Tools & Reduce Regulatory Barriers

G3. Support Community-Led Ownership & Community-Led Projects

D5 Collaboration & Capacity

G1. Support Opportunities to Build & Strengthen Community Partnerships Within the Field

G2. Work with City Partners to Align Work to Leverage Investment

Champion creators & elevate arts & culture.

D1 Arts & Culture at the Centre of City Building

D1. Arts & Culture at the Centre of City Building

Champion creators & elevate arts & culture.

Outcome: Vancouver's arts & culture are renowned for a distinctive cultural vitality & sense of place.

Challenge: Arts & culture is not hardwired into municipal strategy & investment.

Cultural vitality infuses life in the liveability of cities, animating cityscapes with a distinctive sense of place and weaving together the city's diverse social fabric. Elevating the role of art and culture within the City is critical to preserve and cultivate this cultural vitality during a time when global cities are being homogenized under the effects of global capital and losing the artists, creators, communities, and cultural assets. Sector-specific music strategies have emerged in response to the unique degree of commercial production which has previously received limited municipal support.

When art and culture are a core civic priority, art and culture become hardwired into the kinds of city processes and decision-making which are crucial to enabling an environment where art and culture can contribute their full cultural, economic, social and environmental benefit. As the cities elevate the role of art and culture, the local and international profile increases, further expanding audience participation, media attention, critical acclaim, and patron investment. Beyond these impacts, a healthy and equitable cultural ecosystem reveals and develops the values and sense of place of the city, and increases connections of inhabitants and visitors with this place.

G1. Elevate Role & Increase Investment

G2. Artist-Led Initiatives

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

G1. Elevate Role & Increase Investment

Elevating the role of arts and culture crystallize municipal commitment to prioritize arts and culture in city-building. Increasing and leveraging investment in cultural support programs, public art, special events, cultural infrastructure, and the music ecosystem will yield immense cultural, economic, social, and environmental benefit to the city. Indeed, infusing art and culture-approaches within infrastructure and community planning paradigms can benefit multiple facets of planning. Actions in this section will hardwire art and culture into city building, ensuring that each department city-wide is better equipped to make its most strategic decisions in the roles they play as partner, facilitator, planner, investor, regulator, landlord, steward, programmer, convener, and host.

G1. Elevate Role & Increase Investment

A1. Integrate arts, culture & creative life & work within City Plan key priorities

- » Prioritize arts, cultural, & creative work, life, & housing as core within the City Plan objectives, partners, process, targets, & outcomes, as well as in all planning projects.
- » Integrate the arts & culture space targets, and art and culture based approaches, into City Plan.
- » Recognize and integrate Arts and Culture as the Fourth Pillar of Sustainability in all relevant City of Vancouver departmental policies and procedures and as a core component of the City Plan objectives and process.
- » Join the World Cities Culture Forum, in order to learn from and contribute to leading edge cultural policy, promote Vancouver as a global cultural destination and partner.

A2. Align City staffing, structure, & processes related to arts & culture

- » Review and align departmental roles, staffing, structure and processes related to arts and culture to facilitate greater collaboration to better support arts and culture and integrate art and culture-based approaches across the City.
- » Establish the Vancouver Civic Theatres' leadership role within the city's arts, cultural and creative sector, and the delivery of the VCT's key community responsibilities.
- » Establish an interdepartmental governance structure including City departments and agencies, such as the Park Board and Public Library, to align and coordinate interdepartmental actions that support the arts, culture and creative sector.

A3. Provide an Arts, Culture & Creative City Navigator to creators

Pilot navigation services to reduce barriers to key city services. better connect arts, culture, and creative organizations to Engineering, Film and Special Events, Development, Buildings and Licensing, Planning, Real Estate and Facilities, and other relevant departments.

A4. Align the private development public art process with City priorities

Work with stakeholders to review and align the private development public art policy and process with artist-centred practice, the values of the Public Art program, and City strategies and priorities. Adapt the process to diversify art opportunities and the breadth of representation of artists and other professionals in ways that inform and engage communities.

A5. Explore diversification of public art funding

Review and consider integrating public art funding approaches

that ensure sustainable public art funding and protect against overdependence on large-scale rezonings.

A6. Create a Special Event Policy to improve support for free, public outdoor events

Create a comprehensive Special Event Policy Framework to reduce barriers to hosting events, establish efficient event planning and application process, and increase predictability and consistency of city costs for events.

A7. Increase operating grants to support the ongoing vitality of the cultural ecosystem

Provide increases to the operating level programs to support the ongoing sustainability of the sector as it faces increasing costs of living and doing business.

A8. Create ways to clarify & streamline grant program processes

Explore streamlined grant application processes and multi-year funding.

G2. Artist-Led Initiatives

Artistic thinking can challenge prescriptive approaches and pre-determined outcomes. Artistic practice can offer unconventional modes of exploration that reflect the specificity of questions, ideas, peoples or places. When artists are enabled to co-lead the processes that shape our cultural and urban landscape, unorthodox revelations can generate new ways to enhance our natural, built, and social environment. These actions identify ways to expand artists' and cultural practitioners' opportunities to co-create the processes that build this city.

G2. Artist-Led Initiatives



Germaine Koh - SeeSawSeat 2018

A1. Build on tools to involve artists in shaping city-building

Expand on practices like artists in residence, artist-initiated public art commissions, arts-based engagement, solutions labs artists, and explore artists role in shaping city building processes and practices.

A2. Review mechanisms to provide support to individual artists and creators

Review awards, third party administration, granting partnerships, recommender models, and the current interpretation of the Vancouver charter to improve access to artists and creators.

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

Vancouver is set to join other Canadian and international cities in creating the economic, social, and cultural benefits derived from the successful implementation of a music strategy. The Vancouver Music Strategy aims to make Vancouver a music-friendly city, where music audiences, artists, and industry professionals can thrive. The actions within the Vancouver Music Strategy support the development of a sustainable, resilient, and vibrant music industry, including both non-profit and commercial activities that advance economic and community development across the sector.

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

A1. Create a new Music staff position

Create a Music role at the City to advance the Vancouver Music Strategy, participate in the Music Task Force, develop inter-city collaborations to help amplify Vancouver's music and sound sector, and support artists and the sector to navigate City processes.

A2. Make more City-owned space available for music

- » Explore ways to lower barriers to access for music activities in City-owned spaces.
- » Expand opportunities for underrepresented music genres and communities in VCT.
- » Explore the option of all-ages music performances in community centres, libraries, and firehalls.

A3. Evaluate and explore renewal of the Vancouver Music Fund

Review the Vancouver Music Fund and explore renewal for the fund to support strategic initiatives to support the music ecology, sector capacity, artist development, and audience engagement.

A4. Endorse the creation of a Music Task Force

Endorse the creation of a Music Task Force, co-led by the City and Industry, comprised of key industry and community stakeholders, to oversee implementation of the Vancouver Music Strategy, and advise City staff on sector interests, and industry and community priorities.



Recognize & support Indigenous cultural knowledge & presence through decolonizing practices.

D2 Reconciliation & Decolonization

D2. Reconciliation & Decolonization

Recognize & support Indigenous cultural knowledge & presence through decolonizing practices.

Outcome: Local Nations' cultural presence is visible citywide, as well as Urban Indigenous culture.

Challenge: Colonial practices prevent visibility of Local Nations & fair support for Indigenous culture.

As enshrined in the UN Declaration on the Rights of Indigenous People, Indigenous peoples have “the right to maintain, protect and develop the past, present and future manifestations of their cultures”. The multiple and ongoing legacies of colonization have impacted Indigenous people’s rights to practice and revitalize their cultures. Musqueam, Squamish and Tsleil-Waututh visibility and voice are still limited within Vancouver’s cultural ecosystem; Urban Indigenous people also experience cultural marginalization.

Reconciliation and decolonization strategies are critical to address these challenges and support Indigenous arts, culture, language, and heritage. These actions are aimed at creating more relevant, respectful ways to partner with Indigenous people to support Indigenous presence in Vancouver’s cultural landscapes and narratives, and to be equal partners as we shape culture together on these unceded Musqueam, Squamish, and Tsleil-Waututh lands.

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

Musqueam, Squamish, and Tsleil-Waututh people have practiced their cultures on their lands and waters for thousands of years. However, colonial erasures and exclusions have perpetuated their invisibility on their own lands and limited inclusion in decision-making and narratives about Vancouver. As a result, Vancouver’s cultural landscapes do not reflect Musqueam, Squamish, and Tsleil-Waututh language, stories, cultural practices, and cultural protocols. These actions provide ways to decolonize practices and recognize and support Musqueam, Squamish, and Tsleil-Waututh cultural presence and voice in decision-making on their lands.

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

A1. Facilitate partnerships to shape Vancouver's cultural landscape

Facilitate opportunities for Musqueam, Squamish, & Tsleil-Waututh Nations to influence the planning & development of Vancouver's cultural & urban landscape in ways that reflect the living culture and history of their peoples.

A2. Support opportunities to identify, steward, & access places of cultural significance.

Fund Musqueam, Squamish, & Tsleil-Waututh representatives or consultants to:

- » Identify sites of cultural significance to inform urban planning, development of cultural spaces, & place naming.
- » Develop cultural significance statements for all community plans and major projects.
- » Identify opportunities to steward the land.

A3. Incorporate hə́ŋqəmiḥə́m̓ & Sḵwxwú7mesh naming, signage, & visibility across the City

Support the development & integration of hə́ŋqəmiḥə́m̓ & Sḵwxwú7mesh language naming signage, & visibility.

A4. Ensure opportunities within development & redevelopment of city-owned spaces

- » Work with Musqueam, Squamish & Tsleil-Waututh Nations to identify opportunities to access existing city-owned spaces.
- » Work with Musqueam, Squamish, & Tsleil-Waututh Nations to identify & prioritize opportunities in the renewal & development of cultural spaces (Vanier Park, Marpole Civic Centre).

A5. Seed funds for the planning of self-determined cultural spaces

Prioritize and support development of self-determined xʷməθkʷəy̓əm (Musqueam), Sḵwx wú7mesh (Squamish) and səliłwətaʔ/šel'íl wítulh (Tsleil-Waututh), including seed funding to Musqueam, Squamish, & Tsleil-Waututh Nations for planning of cultural centres & other cultural spaces.

A6. Continue Arts & Culture Liaison Roles

Musqueam, Squamish, Tsleil-Waututh Liaisons will continue to facilitate ongoing partnership on policies & projects related to their culture. Liaisons will also inform the integration of a reconciliation lens in all cultural grant programs & dedicated grant programs.

A7. Commission Signature Artworks

Commission public art throughout the city & at sites of cultural significance that increase the visibility of Musqueam, Squamish, Tsleil-Waututh cultural presence.



G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

Investment and leadership are key measures of the kinds of substantial increases necessary to address generations of colonial exclusion. From arts commissioning policies to decision-making processes, Indigenous people have been underrepresented in granting and other supports, despite rich and sophisticated artistic and cultural practices. Prioritizing Indigenous people's leadership, perspectives, and cultural presence will help to address their historic exclusion. These actions identify ways to increase support for Musqueam, Squamish, and Tsleil-Waututh artistic and cultural leadership and to offer innovative opportunities to Urban Indigenous creators.

G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

A1. Co-develop an Urban Indigenous subcommittee of the City's Arts & Culture Advisory Council

Partner with the Urban Indigenous People's Advisory committee & MVAEC to build a sub-committee to guide support for Urban Indigenous arts & culture and inform the integration of a reconciliation lens in cultural grant programs & the development of dedicated grant programs.

A2. Develop Indigenous grant programs

Develop dedicated grant programs to support Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous arts, culture, & language programs, including professional development & mentorship.

A3. Support Indigenous Public Art Programs

- » Commission public art throughout the city to increase the visibility of Musqueam, Squamish, Tsleil-Waututh cultural presence.
- » Commission diverse Indigenous public art works and murals in ways that are sensitive to their placement on unceded Musqueam, Squamish, Tsleil-Waututh lands.
- » Create Public Art Temporary Projects Program to mentor Indigenous artists new to public art commissioning processes to create temporary projects.

A4. Multidisciplinary Urban Indigenous cultural spaces

Seed funding to organizations led by Urban Indigenous art & culture makers to plan for Urban Indigenous cultural centres &



Vines Art Festival 2019

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

Everyone has a role to play in reconciliation and decolonization. This important journey begins with facing unsettling truths and recognizing the real and ongoing impacts of colonialism on Indigenous peoples and territories. Cultural and artistic practices are powerful entry points to these conversations, and to building relationships that respect Indigenous cultural protocols—including Musqueam, Squamish, and Tsleil-Waututh governance systems and cultural conduct on their lands. These actions identify ways the City can support thoughtful learning and reciprocal collaboration between non-Indigenous and Indigenous people.

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

A1. Integrate within the exploration for a city-wide Colonial Audit

Participate in the scoping and exploration of a city-wide colonial audit model to review existing programs and approaches.

A2. Musqueam, Squamish, Tsleil-Waututh Cultural protocols learning

- » Support the development of cultural protocols resources & training to support non-Indigenous cultural organizations to build collaboration with local nations in thoughtful ways.
- » Work with Musqueam, Squamish, and Tsleil-Waututh Nations to institute planning protocols and permissions for large-scale music events and festivals; and institute best practices in booking artists from the local host nations at such events.



Advance diverse & inclusive leadership & practices by offering equitable & accessible support.

D3 Cultural Equity & Accessibility

D3. Cultural Equity & Accessibility

Advance diverse & inclusive leadership & practices by offering equitable & accessible support.

Outcome: Vancouver is a model for cultural leadership and programs reflecting the city's diversity with the participation of all its residents.

Challenge: Inequitable distribution of & access to resources.

Municipal culture offices take up the work of cultural equity and accessibility by reviewing their practices and programs through an intersectional lens, developing new programs in relationship with underrepresented artists and communities, integrating intangible cultural heritage and cultural redress into existing heritage programs, and partnering with organizations to advance equity. The City of Vancouver is developing a city-wide equity framework which will shape the direction of the cultural equity work.

When working on cultural equity and accessibility, it is crucial to work in partnership with marginalized artists and communities to centre their brilliance and avoid eclipsing their talent by focusing too narrowly on the barriers. It is also pivotal to avoid tokenistic inclusion, 'box-checking', or setting up simplistic binaries of victim and villain. Getting comfortable with discomfort is necessary for conversations about the ways bias, privilege and power, and false assumptions of objectivity are built into institutions and funding systems. Municipal culture offices can foster learning partnerships across the sector, engaging everyone as co-creators in the process and centering marginalized voices to improve their opportunities for exposure, compensation, leadership, and funding.

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

Advancing cultural equity and accessibility within Cultural Services and the cultural ecosystem requires comprehensive and ongoing action to assess and address how discrimination and exclusion are ‘baked in’ to systems. These actions include intersectional approaches to integrating equity and accessibility measures in all cultural support programs, co-designing dedicated programs, benchmarking change in the department and field, and actions to increase the City’s capacity to invest in and influence universal design within cultural spaces.

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

A1. Equity working group

Convene a working group of arts & cultural workers with lived & professional experience in equity-oriented practices to inform how equity is integrated in all programs & to guide the development of dedicated equity & accessibility focused programs.

A2. Conduct an equity audit

- » Conduct an equity audit of Cultural Services grants, awards, & support programs to identify systemic barriers & emerging best practices.
- » Review the current interpretation of Vancouver Charter restrictions on granting to individuals & granting practices to individuals in other municipalities.

A3. Create a Cultural Equity & Accessibility position to deliver equity & accessibility programs

Create a Cultural Equity & Accessibility role with specialized cultural competencies & engagement expertise to develop & deliver equity & accessibility programs as pathways into ongoing support.

A4. Develop a 3-5 year phased plan to integrate equity within all grant programs & develop dedicated grant programs

- » Apply equity audit findings on best practices locally & from other jurisdictions to develop a 3-5 year phased plan to adapt existing programs & create new programs to foster more equitable & accessible approaches & outcomes.
- » Create Cultural Ambassador roles to reduce barriers connections to existing and new programs.

A5. Equity benchmarking criteria

Integrate equity benchmarking criteria within the grant applications to better understand representative diversity of the sector & organizational practices advancing equity in the field.

A6. Equity & accessibility learning

Support the development & facilitation of organizational learning opportunities to advance equity & accessibility which could include cohort & workshop learning opportunities.

A7. Apply an equity lens to nominations for City arts & culture leadership

Support criteria for priority groups on arts & cultural advisory committees & boards where the City convenes or appoints representatives.

A8. Develop dedicated accessibility grant programs

In partnership with the Equity Working Group, Arts & Culture Advisory Committee, & Disabilities Advisory Committee, support the development of dedicated programs for Deaf & disabled artists; as well as integration in broader programs for accommodation funds across programs.



G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

Prohibitive ticket costs are a significant barrier to residents' access to art and culture, as are broader social, linguistic, cultural, physical, and geographic barriers. Actions in this area include working through agreements with grant recipients, particularly large institutions and stewards of civic collections, to ensure greater access for residents to experience art and culture. Additionally, work to lower barriers for hosting free, public events will also support expanded access to art and culture for Vancouverites.

G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

A1. Review grant agreements to improve Vancouverites' affordable access to major institutions

- » Explore how grantee organizations of all scales can better offer more affordable and accessible experiences.
- » Review agreements with larger institutions to align investment with leadership roles, program expectations, and public access.

A2. Assess & prioritize accessibility for civic cultural spaces

Develop accessibility guidelines to improve access for artists, workers, and audiences in cultural spaces.

A3. Support building upgrades to improve accessible & trans-inclusive community spaces

Promote Cultural Infrastructure Grants to address accessibility & trans-inclusive upgrades.



Vancouver Art Gallery

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

The City is working on several initiatives to recognize the cultural heritage and landscapes of communities who have experienced discrimination based on their race and ethnocultural identities. These initiatives include new forms of support for cultural knowledge and practice associated with communities' cultural heritage, recognizing the discrimination, erasure, and dispossession experienced by many communities. Actions include support for community-led projects underway, broadening of definitions for what is supported within existing heritage programs to reflect the important contributions of diverse communities in shaping Vancouver.

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

A1. Incorporate new approaches to intangible and tangible cultural heritage within the City Heritage Program

Explore ways heritage statements, incentives, registry and other mechanisms can be used to further support new approaches to intangible and tangible cultural heritage.

A2. Support the ongoing vitality of cultural heritage & recognition of cultural redress in neighborhoods where communities have faced discrimination

- » Work with interdepartmental partners to support research & engagement required for development at Hogan's Alley as a key action to advance cultural redress for Black communities and communities of the African diaspora.
- » Support the development of Chinatown intangible cultural asset mapping & management and UNESCO designation.
- » Support the work to celebrate the past & plan for the future of the Punjabi Market.
- » Support the Japanese Canadian community in exploring space opportunities and preservation of tangible and intangible cultural heritage.

A3. Work with Park Board to develop a joint monuments & memorials framework

Develop a joint monuments & memorials framework to guide the criteria & process for donations, commissions, & the conservation & contextualization of the historic collection.



Elizabeth Hollick, Laurie Macisaac -
Davie St & Bute St.



Shuren Arthur Cheng -
E Pender St & Columbia St.



James Harry & Lauren Brevner -
Broadway & Arbutus St.

Prevent displacement & support community-led spaces through enabling partnerships.

D4 Affordable, Accessible, Secure Spaces

D4. Affordable, Accessible, Secure Spaces

Prevent displacement & support community-led spaces through enabling partnerships.

Outcome: A thriving continuum of diverse, affordable, accessible, secure spaces.

Challenge: The affordability crisis exacerbates displacement.

Decreasing affordability and accelerating displacement of community-led and privately-owned spaces present an acute challenge to the art and culture sector. Speculative demand inflates land values, and competition with higher value land uses further increases the pressure on market values. Dramatic property tax and rent increases can rapidly double costs, amidst a frenzied pace of development.

While there has been significant growth in the non-profit and small business sectors' capacity to form partnerships and develop co-located spaces and repurpose old buildings with new uses, artists and cultural non-profits remain overwhelmingly vulnerable to displacement. Affordable housing is a primary and persistent concern, as is safe, secure, affordable, and accessible work space. This precarity creates an environment where Vancouver stands to lose the very creators who make it a remarkable place to live and work for communities.

G1. Implement Cultural Space Targets

G2. Expand Planning Tools & Reduce Regulatory Barriers

G3. Support Community-Led Ownership & Community-Led Projects

G1. Implement Cultural Space Targets

Long range targets help cities to measure progress in securing, enhancing and developing city, non-profit, public and private affordable accessible arts and cultural spaces. These achievable targets are critical to address community need and meet anticipated future growth. The targets will inform City strategies, plans, land use, policy, investment, regulations, partnerships and advocacy. They integrate cultural spaces alongside housing, childcare, social and sustainability targets as a core priority in developing cohesive complete communities and vibrant, liveable, equitable and resilient City.

G1. Implement Cultural Space Targets

A1. Implement Cultural Space Targets

The cultural space targets will inform City strategies, plans, land use, policy, investment, regulations, partnerships and advocacy. The measurable outcomes this plan is aiming to enhance are:

800,000 square feet of affordable City, non-profit, and private space including:

1. **Growth:** 650,000 square feet of new or repurposed space
2. **Housing:** 400 units of affordable housing for artists
3. **Preservation:** No net loss of cultural space
4. **Renewal:** 150,000 square feet in enhancement and renewal of existing spaces



BMO Theatre Centre 2018

G2. Expand Planning Tools & Reduce Regulatory Barriers

Arts production and events often take place in older, more affordable commercial and industrial spaces. In recent years, real estate pressures have resulted in the doubling and tripling of rental rates and dramatic increases in property tax. A complex and inadvertently restrictive regulatory environment creates additional barriers to affordable cultural space. This combination of expensive and restrictive factors become insurmountable for many, pushing activities underground and driving people out of the city. This section outlines critical actions to expand planning policy tools and address regulatory barriers, to enable music and arts events, and to secure, enhance and develop affordable, accessible arts and cultural spaces.

G2. Expand Planning Tools & Reduce Regulatory Barriers

A1. Support Affordable NPO Space in commercial and industrial zones

- » Develop policy to preserve and enhance non-profit arts and cultural spaces within places of worship, non City-run community centres, community halls, legions, and other privately held spaces including artist studios and music spaces.
- » Explore and develop mechanisms to support affordable non-profit space in commercial and industrial zones, including density bonusing, commercial linkage fees, cultural districts and in some cases limits on stratification.
- » Remove existing and new barriers for artist studios and production spaces in industrial zones.
- » Support work with the Province to develop a new sub-class to reduce the tax burden on underdeveloped commercial and industrial spaces.

A2. Remove regulatory barriers

- » Expand the Arts Event Licence program to allow more frequent arts and culture events in non-traditional venues.
 - » Explore ways to help artists, nonprofits and event producers navigate regulatory requirements in partnership with the Commercial Renovation Center, including support for independent professional advice such as building code consultants.
 - » Develop a zoning use specific to non-profit arts and cultural facilities in order to simplify and align City policies, licenses, permits, bylaws, zoning and other regulatory requirements.
- » Review the City's internal licensing and permitting processes for music and other arts events to identify and remove barriers, with a particular focus on reducing internal barriers for all-ages venues, liquor licensing and sound and noise restrictions.
 - » Explore ways to lower costs when reusing older buildings and expand opportunities to support temporary spaces.



York Theatre, The Cultch

G3. Support Community-Led Ownership & Community-Led Projects

The past decade has seen a noticeable growth in local collaboration, sharing of spaces, and a growing commitment to establish affordable and flexible space. In the context of rising costs, many non-profit space providers struggle to access capital and provide ongoing affordable access. Bold moves forward include supporting non-profit space operators to provide affordable space, establishing a fund for community-led, large scale cultural space projects and supporting further planning and development of a community-led cultural land trust, to secure arts and cultural space in perpetuity.

G3. Support Community-Led Ownership & Community-Led Projects

A1. Community-Led Cultural Land Trust

Explore ways to support planning and development of community created and led cultural land trusts including seed funding, and investigating new ways to partner with the cultural community on development and in some cases shared ownership of amenity facilities secured through development.

A2. Cultural Spaces Fund

Establish a Vancouver Cultural Spaces Fund in an interest-bearing reserve to support the development of large scale community-led cultural space projects to research, plan, develop and acquire affordable spaces. Launch the fund with \$4.8 million. Future funding to be secured through development contributions with a goal of \$10 million over three years as part of the public benefits strategy implementation.

A3. Create a Affordable Cultural Spaces Grant stream

Launch an annual affordable cultural spaces grant stream to provide support to non-profit space operators that provide subsidized affordable space for professional artists and cultural organizations. This program will also provide critical one-time funding to assist arts and cultural nonprofits in crisis due to escalating land values.

A4. Community-Led Real Estate Knowledge Sharing

Support community-led real estate knowledge sharing, including mentorships and research by local non-profit space providers, the Social Purpose Real Estate Collective, VanCity Foundation, and others.



Strengthen sector resilience through facilitating partnerships & leveraging investment.

D5 Collaboration & Capacity

D5. Collaboration & Capacity

Strengthen sector resilience through facilitating partnerships & leveraging investment.

Outcome: Stronger networks accelerate resource sharing & deepen collective impact.

Challenge: Cultural ecosystems are fragmented & disconnected.

Collaboration is necessary to address sector-wide issues. This includes collaborations across artistic disciplines, non-commercial and commercial activities, generations, cultures, municipalities, and levels of government. The quality of collaboration will determine the ability to grow capacity, from developing affordable, accessible cultural hubs to networking revenue generation capacity; from mainstreaming practices related to Indigenous cultural protocols to leading innovative approaches to support music. The City's connections across the sector position us to help facilitate relationships across fragmented parts of the cultural ecology, as well as to incentivize collaboration through our programs.

The City will also work with its partners in civic agencies, at the provincial and federal levels, in the philanthropic sector, and neighbouring municipalities to align efforts, leverage investment, and increase collective impact.

G1. Support Opportunities to Build & Strengthen Community Partnerships Within the Field

G2. Work with City Partners to Align Work to Leverage Investment

G1. Support Opportunities to Build & Strengthen Community Partnerships Within the Field

The City has a role to play in supporting partnerships between organizations and people across disciplines, sectors, lived experiences, and commercial and non-commercial arts and culture activities. Through each facet of its work, Cultural Services and the City of Vancouver will work to support innovative ways to foster collaboration across the field.

G1. Support Opportunities to Build & Strengthen Community Partnerships Within the Field

A1: Explore additional support for creative entrepreneurs & industries

Work with partners to identify best practices in other jurisdictions that could be adapted to better support the creative industries, including music & the nighttime economy.

A2: Support art in everyday life

Work with the Vancouver Park Board and Vancouver Public Library to identify opportunities to enrich opportunities for participation in arts & cultural experiences, as well as skills development, in neighborhoods throughout the City.

A3: Explore opportunities to align support for youth arts

Work with the Vancouver School Board to align support for arts & cultural opportunities for young people.

A4: Promote Vancouver as cultural destination

Work with Tourism Vancouver to promote Vancouver's cultural offerings to local, regional, national & international visitors year round.

A5: Produce a Culture|Shift annual report

Produce an annual report highlighting program, projects & strategic actions & impact.



Vancouver Symphony Orchestra

G2. Work with City Partners to Align Work and Leverage Investment

The City has a role to play working with partners to align strategic directions and investments reflected in the actions outlined in this report. These partnerships can help leverage additional investment, increase awareness, and deepen collective impact.

G2. Work with City Partners to Align Work and Leverage Investment

A1: Expand collaborative capacity programs to increase & share knowledge & resources across the cultural ecosystem

Increase knowledge sharing opportunities including peer learning, workshops, intergenerational connections, and mentorships focused on revenue generation, governance, & audience engagement.

A2: Facilitate regular convenings

Partner to convene diverse stakeholders from across the cultural ecology to foster cross-sectoral, interdisciplinary, intercultural, & intergenerational knowledge sharing.





D1 Action Plan Summary: Arts & Culture at the Centre of City Building

G1. Elevate Role & Increase Investment

- A1. Integrate arts, culture & creative life & work within City Plan key priorities**
 - A2. Align City staffing, structure, & processes related to arts & culture**
 - A3. Provide an Arts, Culture & Creative City Navigator to creators**
 - A4. Align the private development public art process with City priorities**
 - A5. Explore diversification of public art funding**
 - A6. Create a Special Event Policy to improve support for free, public outdoor events**
 - A7. Increase operating grants to support the ongoing vitality of the cultural ecosystem**
 - A8. Create ways to clarify & streamline grant program processes**
-

G2. Artist-Led Initiatives

- A1. Build on tools to involve artists in shaping city-building**
 - A2. Review mechanisms to provide support to individual artists and creators**
-

G3. Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

- A1. Create a new Music staff position**
- A2. Make more City-owned space available for music**
- A3. Evaluate and explore renewal of the Vancouver Music Fund**
- A4. Endorse the creation of a Music Task Force**

D2 Action Plan Summary: Reconciliation & Decolonization

G1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

- A1. Facilitate partnerships to shape Vancouver’s cultural landscape**
- A2. Support opportunities to identify & steward places of cultural significance**
- A3. Incorporate hən̓q̓əmi̓nə́m̓ & Sḵwxwú7mesh naming, signage, & visibility across the City**
- A4. Ensure opportunities within development & redevelopment of city-owned spaces**
- A5. Seed funds for the planning of self-determined cultural spaces**
- A6. Continue Arts & Culture Liaison Roles**
- A7. Commission Signature Artworks**

G2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture

- A1. Co-develop an Urban Indigenous subcommittee of the City’s Arts & Culture Advisory Council**
- A2. Develop Indigenous grant programs**
- A3. Support Indigenous Public Art Programs**
- A4. Multidisciplinary Urban Indigenous cultural spaces**

G3. Support Right Relations Between Non-Indigenous & Indigenous Peoples

- A1. Integrate within the exploration for a city-wide Colonial Audit**
- A2. Musqueam, Squamish, Tsleil-Waututh Cultural protocols learning**

D3 Action Plan Summary: Cultural Equity & Accessibility

G1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices

- A1. Equity working group**
 - A2. Conduct an equity audit**
 - A3. Create a Cultural Equity & Accessibility position to deliver equity & accessibility programs**
 - A4. Develop a 3-5 year phased plan to integrate equity within all grant programs & develop dedicated grant programs**
 - A5. Equity benchmarking criteria**
 - A6. Equity & accessibility learning**
 - A7. Apply an equity lens to nomination for City arts & culture leadership**
 - A8. Develop dedicated accessibility grant programs**
-

G2. Improve Access for Vancouver Audiences to Experience Arts & Culture

- A1. Review grant agreements to improve Vancouverites' affordable access to major institutions**
 - A2. Assess & prioritize accessibility for civic cultural spaces**
 - A3. Support building upgrades to improve accessible & trans-inclusive community spaces**
-

G3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress

- A1. Incorporate cultural heritage & intangible cultural heritage into the Heritage Program**
- A2. Support the ongoing vitality of cultural heritage & recognition of cultural redress in neighborhoods where communities have faced discrimination**
- A3. Work with Park Board to develop a joint monuments & memorials framework**

D4 Action Plan Summary: **Affordable, Accessible, Secure Spaces**

G1. Implement Cultural Space Targets

A1. Implement Cultural Space Targets

G2. Expand Planning Tools & Reduce Regulatory Barriers

A1. Support Affordable NPO Space in commercial and industrial zones

A2. Remove regulatory barriers

G3. Support Community-Led Ownership & Community-Led Projects

A1. Community-Led Cultural Land Trust

A2. Cultural Spaces Fund

A3. Create a Affordable Cultural Spaces Grant stream

A4. Community-Led Real Estate Knowledge Sharing

D5 Action Plan Summary: Collaboration & Capacity

G1. Support Opportunities to Build & Strengthen Community Partnerships in the Field

A1: Explore additional support for creative entrepreneurs & industries

A2: Support art in everyday life

A3: Explore opportunities to align support for youth arts

A4: Promote Vancouver as cultural destination

A5: Produce a *Culture|Shift* annual report

G2. Work with City Partners to Align Work and Leverage Investment

A1: Expand collaborative capacity programs to increase & share knowledge & resources across the cultural ecosystem

A2: Facilitate regular convenings



Appendices:

Engagement Summaries

Musqueam, Squamish, Tsleil-Waututh Engagement Summary

As a City of Reconciliation, which formally acknowledges the unceded territories of the Musqueam, Squamish, and Tsleil-Waututh (MST) Nations, it was important that Vancouver's new culture plan engaged with the local Nations at the beginning of the process. Early consultation began at the intergovernmental table, where COV and MST staff meet to discuss and share major areas of work. The Creative City team also met with Musqueam, Squamish, and Tsleil-Waututh representatives at the Park Board Cultural Reference group.

These conversations, as well as other engagements with the local Nations over the years (including the Vancouver Dialogues Project, regular Council to Council meetings, the Reconciliation Framework, Park Board's Truth-Telling report, etc.) helped to shape early directions with the strategy, including the commitment to Reconciliation and Decolonization as a key goal, with

Musqueam, Squamish, and Tsleil-Waututh visibility and voice on the land being a prime focus.

Indigenous community engagement also included focus groups with Indigenous artists and arts organizations,

as well as three Host Your Own engagements led by Indigenous community — Kwi Awt Stelmewx (Squamish culture organization), Savage Society in partnership with Musqueam artist Quelemia Sparrow, and Skwachays Healing Lodge's artist residency, in

partnership with Full Circle Productions, Native Education College, Vancouver Indigenous Media Arts Festival, among others.



Graphic Facilitation Board

Musqueam, Squamish, Tsleil-Waututh Engagement Summary

The Creative City Summit opened with a plenary panel on Musqueam, Squamish, and Tsleil-Waututh visibility and voice on the land, highlighting this priority, and deepening conversations about what it means to practise arts and culture on these lands.

For direct engagement with Musqueam, Squamish, and Tsleil-Waututh, representatives emphasized the need to respect their distinct and unique ways of working in relationship. Engagement processes were self-determined by each nation, according to their own protocols and ways of working in community.

Working with the City's Indigenous Arts and Culture Planner, Musqueam had a community engagement position which involved deep research, meeting with Elders and artists and holding community dialogue; Tsleil-Waututh staff had community conversations and

advised on ways the *Culture|Shift* should work with the Nation's protocols and ways of supporting their art and culture on their lands; Squamish Nation held a community focus group led by Elders, covering a range of ideas and issues with respect to arts and culture with the City. The draft goals, recommendations, and actions of the City's culture plan were regularly shared with representatives from the Musqueam, Squamish, and Tsleil-Waututh communities. Engagement feedback continually affirmed the relevance and importance of *Culture|Shift* content.



Debra Sparrow



Carleen Thomas



Khelsilem

Focus Groups

Staff conducted 14 focus groups between December 2017 to April 2018. Feedback from these focus groups informed the Early Findings Report to City Council in May of 2018. To further inform the strategy, staff facilitated an additional 4 focus groups from August, 2018 to November 2018. During each two-hour focus group session, participants shared their ideas on the most pressing challenges and exciting opportunities in the arts and culture sector, as well as their thoughts on what the City could start, stop or continue doing to address them.

Focus Groups

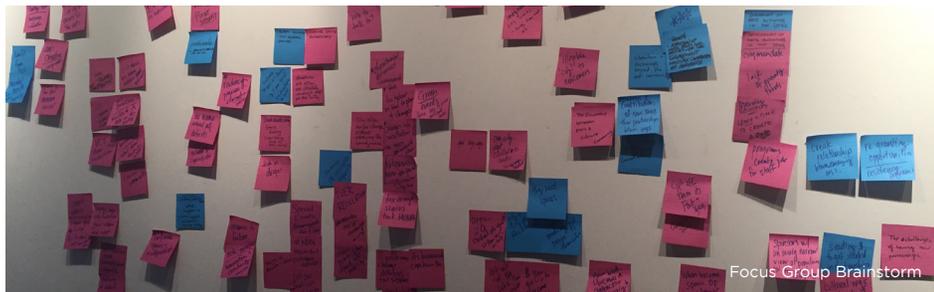
- Indigenous Artists
- Indigenous Arts & Culture Orgs
- Racialized/ Ethnocultural Arts
- Cultural Centres
- LGBTQ2+ Arts
- Disability & Deaf Arts
- Deaf Arts
- Low Income Arts
- Individual Artists
- Nightlife
- Theatre Rental Grant Users
- Arts & Culture Policy Council
- 3x Cross - Sections
- 2x Creative Industries
- Affordability

People reflected on Vancouver’s arts and culture ecosystem at the local, national, and international scale. Participants reflected on cultural achievements and legacies, and voiced feelings of anxiety, excitement, and trepidation about the future. Vancouver’s affordability crisis arose in every focus group. Vancouverites expressed how experiences of precarity impact the ability to live and work in the city.

Participants also expressed the need for a strategy that would stem the outward flow of artists from Vancouver to neighboring municipalities and cities around the world. Such a strategy would need to take into account Vancouver’s investment and planning practices. From property taxes to landlord practices, participants urged the City to take bold action to protect and grow cultural spaces and the cultural

ecosystem, promote Vancouver’s cultural profile, and ensure our international reputation benefits local residents. Additionally, people shared ideas on how to improve collaborative approaches with municipal institutions, from civic theatres to community centres.

A majority of conversations touched on the City’s responsibility to lead and expand efforts towards Reconciliation. Participants discussed the need to understand and respect Indigenous protocols as a foundation for collaboration. They also highlighted the importance of increasing the currently limited support and promotion of Indigenous work in ways that reflect the unique position of the local Nations as well as highlight the world-renowned Urban Indigenous cultural resurgence occurring in Vancouver.

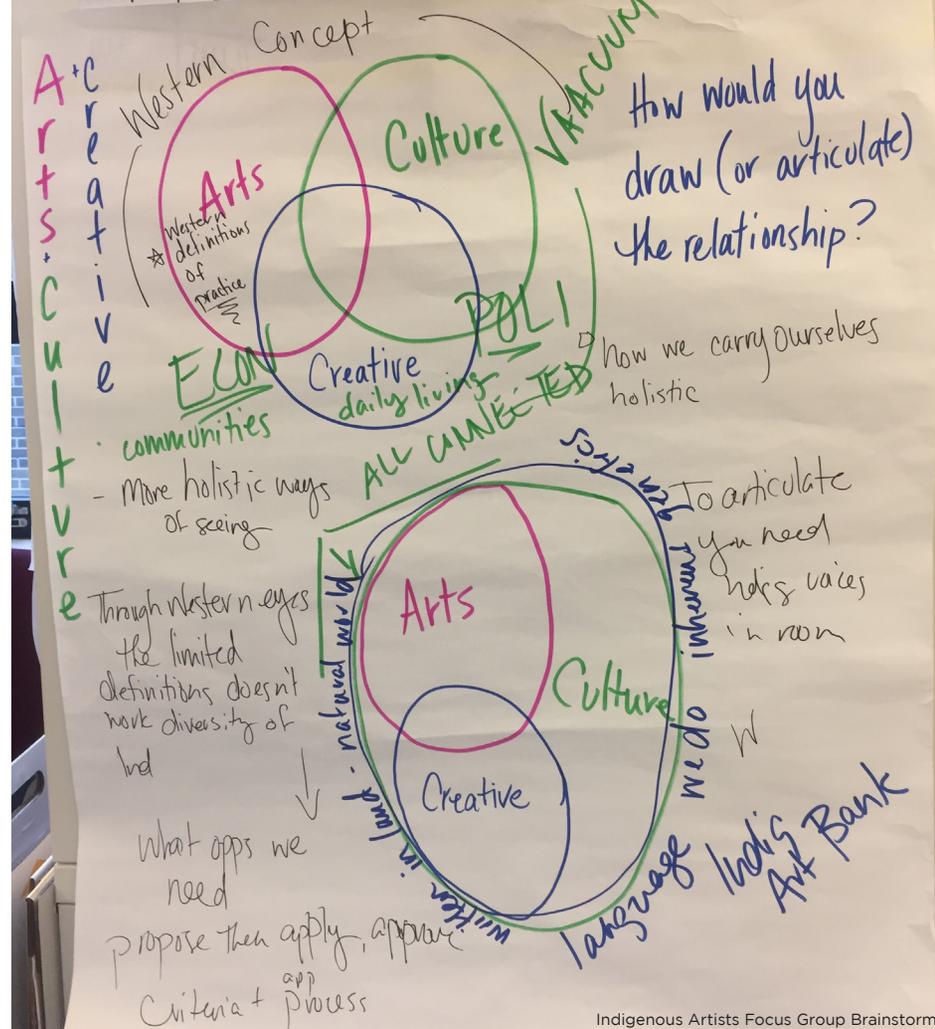


Focus Groups Continued

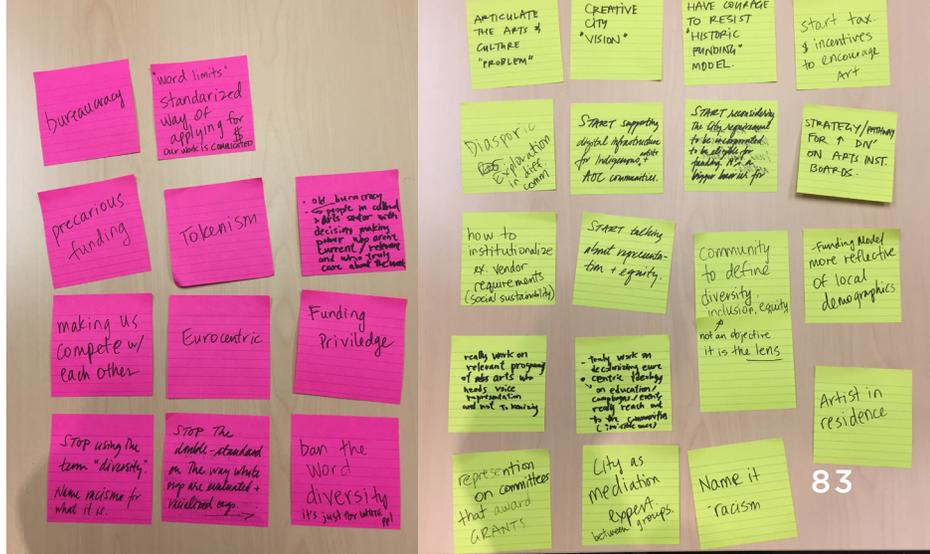
Important conversations centered on the ways multiple forms of discrimination narrow definitions of art, culture, and artistic excellence and results in inequitable funding and exposure for marginalized artists. Participants also emphasized how an intersectional view of equity might manage to connect, without conflating, unique experiences of discrimination. Participants reflected on how the City might improve the equitable distribution of investment in the form of grants, commissions, and tenancies, and create mechanisms to encourage accountability within institutions and the sector related to equity and accessibility.

Many participants were interested in how the City could clarify and simplify processes to reduce administrative burdens on organizations at all scales, as well as how the City could create more responsive and flexible granting, permitting, tenancy agreement,

and planning processes. Additionally, some participants advocated for the City to utilize its resources to learn from pre-existing conversations, amplify voices, convene partners and stakeholders, accessibly translate and transfer information, as well as facilitate and support meaningful dialogues and partnerships. Participants underscored the value of working closely with community to prototype more physically, socially, financially, culturally and socially accessible engagement methods.



Sample Focus Group Notes



Public Workshops & Dialogue

Managing Director Open Conversations

In August, 2018, the City of Vancouver's Managing Director for the Cultural Services Department hosted two round-table conversations with 35 individuals representing various arts and culture organizations and artistic disciplines.

Participants echoed concerns related to the limited progress achieved in addressing affordability and displacement, perceiving it as an effect of art and culture as a low priority of City decision making. Participants also cited a lack of clear mandates, opaque decision-making processes, restrictive regulatory environments, and unresponsive engagement methods as key issues, and welcomed the opportunity to be in open conversation directly with leadership and their peers.

Participants expressed interest

in actions that would cultivate community leadership, decentralize power, facilitate strong intercultural decision-making, diversify audience engagement, improve support for Deaf culture and creators, mainstream intersectional approaches to equity, increase support for cultural heritage, and decolonize colonial practices in the sector. They also suggested developing partnerships at the outset of designing engagement activities to improve accessibility and increase participation from all people.

Public Workshops: Open Space Events

In June 2018, 48 people participated in two public workshops to explore early findings four draft Directions: Reconciliation and Decolonization, Equity and Access, Visibility and Investment, and Capacity and Collaboration. Participants were asked to identify gaps, and share

additional priorities and actions that could improve support for the sector.

In Reconciliation & Decolonization, participants articulated the need to support Indigenous leadership and participation, particularly with Indigenous youth, during the work of reconciliation. They highlighted the need for ongoing processes of both learning and unlearning that do not tokenize Indigenous people. They also emphasize the importance of sustainable funding to support this new way forward.

Responses to Equity and Access challenged simplistic categorizations – for example narrow definitions such as “Heritage” – and affirmed the importance of intersectional ways of approaching equity that were welcoming all people. People shared a range of views about how certain vocabularies, such as those of intersectionality, might intimidate or attract participation by people with varying lived experiences.

Visibility and Investment prompted creative thinking about co-ownership and co-location models, integrating cultural space in multi-use hubs, and ways to address the negative impacts of unaffordability, gentrification, and displacement. The need for increased funding was clearly stated.

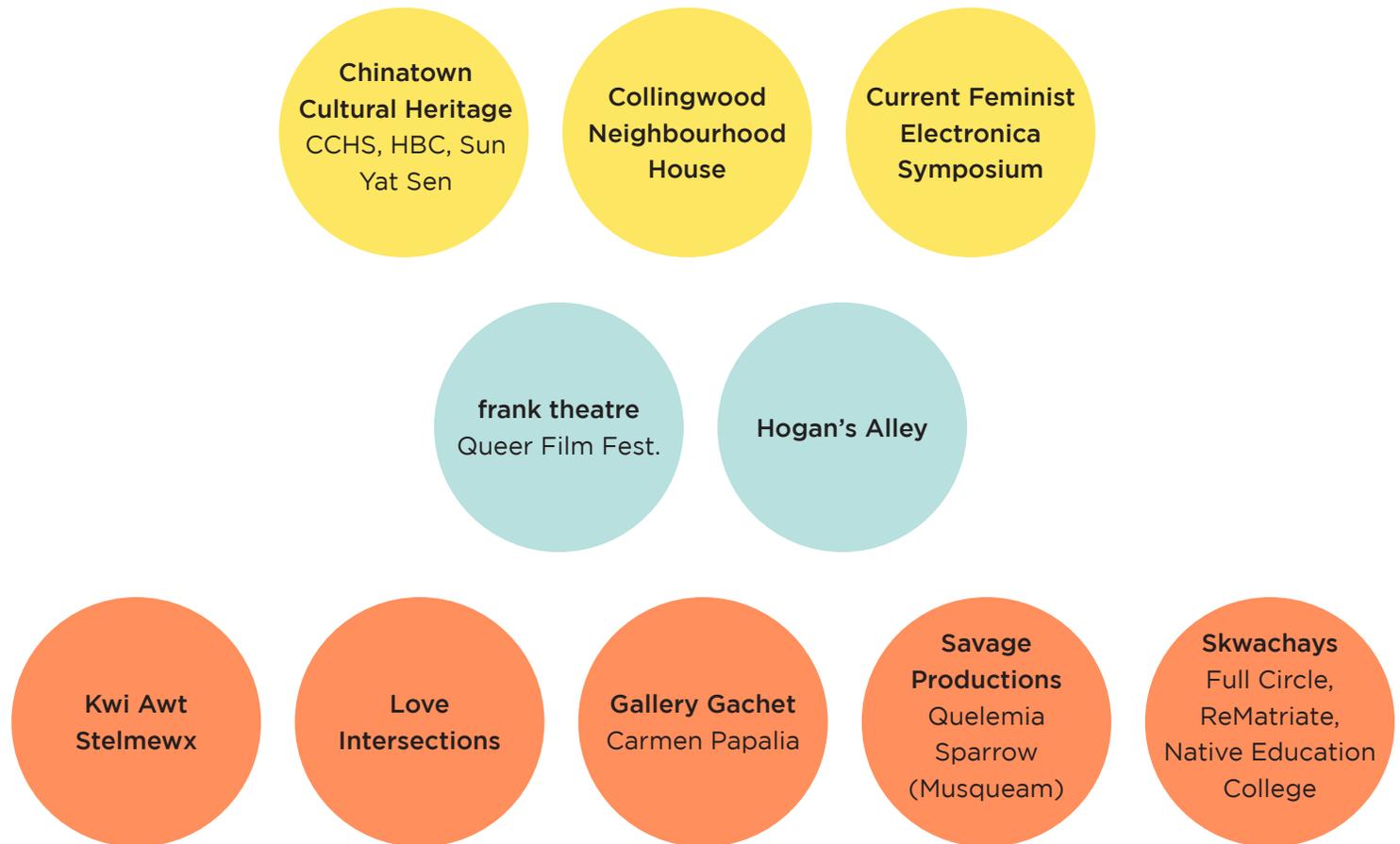
Lastly, Capacity and Collaboration responses focused on supporting increased cultural and artistic autonomy through grants to individual artists and multi-year funding. Additionally, participants identified the need to support capacity development by assisting and convening peer-to-peer knowledge networks and learning

Host Your Own Engagement (HYOE)

In order to support meaningful and culturally appropriate engagement with underrepresented communities, the City provided grants to 10 organizations to design and host their own engagement sessions. Funding prioritized:

- » organizations with mandates related to underrepresented groups
- » collaborations, partnerships, and co-organized activities
- » activities that provided meaningful leadership and/or training opportunities for underrepresented artists, administrators, facilitators and community-engaged practitioners

Recipients Included:



Host Your Own Engagement (HYOE) Continued

The 10 organizations hosted 33 events with 980 attendees. Engagements featured panels, open houses, workshops, online surveys, focus groups, and talks in spaces across the City. In these sessions, community hosts facilitated dialogues that explored their own experience of arts and culture and how the City could reduce barriers to support for underrepresented groups. Following the HYOE events, groups submitted reports outlining their cultural context, the barriers they currently face, and solutions the City could employ to reduce barriers, build relationships, foster collaboration, and improve support for underrepresented communities. While context, barriers and solutions were specific to each group, some trends emerged from the findings.

Notably, common solutions included, but were not limited to:

- » Expanding definitions of arts and culture eligible for support
- » Commitments to reconciliation, decolonization, equity, racial equity, gender equity, accessibility, and addressing how colonialism, racism, anti-Indigenous racism, anti-Black racism, abelism, audism, transphobia, classism, sexism, homophobia, Islamophobia, anti-Semitism, and xenophobia become embedded in cultural norms and forms of cultural preference within arts funding.
- » Leadership that better reflects the representative diversity of grant recipients and the City of Vancouver
- » Equity audits, guidelines, best practices resources and training, and criteria through an intersectional lens
- » Support for individuals and ad-hoc collectives
- » Dedicated programs like the Indigenous Public Art Calls
- » Consideration of dedicated grants such as a DTES community-led grant program or population-specific grant programs
- » Access to secure, affordable, all-ages cultural spaces of many sizes and uses, including spaces led by organizations with mandates related to underrepresented artistic and cultural practices
- » Capital upgrades needed to create physical accessibility for creators and audiences
- » Nightlife safety, anti-harassment, harm reduction, as well as experiences of hyper-regulation and over-policing
- » Intangible cultural heritage asset management
- » Neighbourhood-based cultural planning
- » Youth programs, particularly for Black and Indigenous and People of Colour (BIPOC) youth

Symposium

The *Culture|Shift* symposium on March 4, 2019 was a remarkable day of learning. Panels offered opportunities to hear from local and visiting experts before engaging with other participants to identify what the City of Vancouver could do to address each topic.

Plenary: Musqueam, Squamish, and Tsleil-Waututh Visibility and Voice on the Land

These are the lands of the Musqueam, Squamish, and Tsleil-Waututh Nations; their cultures have thrived throughout their territories for thousands of years despite centuries of colonization that sought to erase their cultural presence. This opening conversation explored important questions about visibility and voice, and supporting self-determined cultural expressions of Musqueam, Squamish, and Tsleil-Waututh Nations throughout Vancouver.

Debra Sparrow, Carleen Thomas, and Khelsilem shared the importance of learning and respecting local cultural protocols and ways of knowing, and supporting the original languages and cultures of these lands. They spoke of the pain of so much cultural loss from colonization, and the need for reconciliation to be about redress, equitable partnerships, and working together to heal colonial harms—with support for Musqueam, Squamish, and Tsleil-Waututh culture and participation in arts and culture policy as important ways to achieve this.

Advancing Reconciliation, Equity, and Accessibility in Granting

Innovators in cultural grant-making from across Canada and the United States shared stories of reducing existing barriers to create more equitable grant-making and substantially increase support for equity-seeking groups. Participants reflected on practices with the greatest potential to be adapted to Vancouver.



Break Out Session



Break Out Session

For the Pleasure of your Company: Joy and Resilience in Community-Engaged Practice

How do joy and pleasure in community-engaged art practice build collective resilience in communities facing persistent forms of systemic discrimination? How do artists working in community make space for joy with people who are often excluded? Participants heard stories of the ways in which panelists make space for joy alongside truth-telling in community-engaged art making, and engage in dialogue about ways Cultural Services might better support such work.

Equity Learning Journeys: Building More Ethical & Accessible Organizations

How are organizations working to address underrepresentation in their operational and artistic practices? Panelists will share their promising practices and initiatives, as well as lessons learned from obstacles and mistakes. Participants will be invited to explore and share their own learning journeys and reflect on the role grant-makers might play in supporting such work.

Symposium Continued

Sharing Administrative and Space Services

How are organizations sharing administrative and facilities management services to collaborate for greater success? Panelists and participants representing a range of organizational scales and purposes shared strategies to build and evolve functional cooperative models.

Relationships: Beyond Accessibility and Accommodation Checklists

How are organizations working to address underrepresentation in their operational and artistic practices? Panelists shared their promising practices and initiatives, as well as lessons learned from obstacles and mistakes. Participants were invited to explore and share their own learning journeys and reflect on the role grant-makers might play in supporting such work.

Securing Local Arts & Culture Spaces

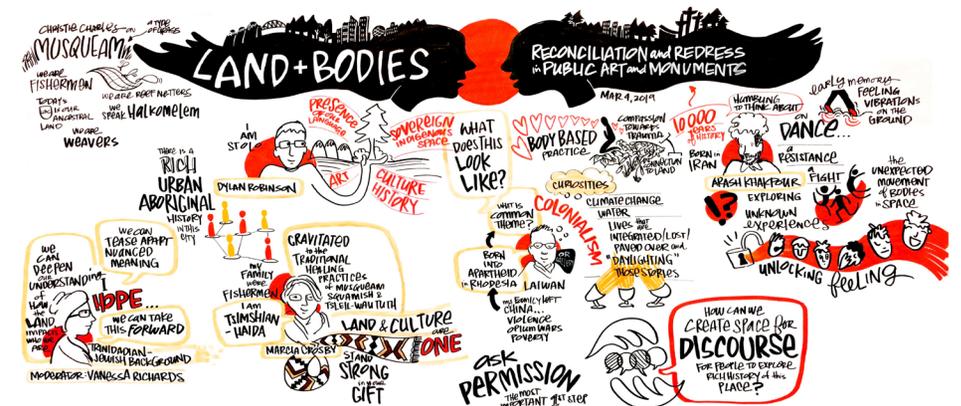
Panelists shared guiding questions to help build partnerships rooted in intersectionality and reciprocity. Participants were invited to reflect on their own work in relationship to such questions and consider ways Cultural Services might provide better support.

Land and Bodies: Reconciliation & Cultural Redress in Public Art

Panelists shared stories of navigating this complicated terrain and explored ways to identify unmet needs, and innovative tools, such as land trusts. How can organizations secure cultural spaces in communities experiencing the risk of cultural displacement? How can the City of Vancouver support innovative tools to foster more diverse, accessible and affordable cultural spaces?



Stephanie Allen



Graphic Facilitation Board

Open House

On May 16th, people were invited to drop in between 10am-7:30pm and to attend one of three scheduled 30 minute presentations on the *Culture|Shift's* Action Plan, and discuss priority actions. Participants had the opportunity to share their feedback on the draft of the proposed strategic framework and actions.

Participants expressed high degrees of support for goals and actions in each of the four priority areas.

Reconciliation and Decolonization

- » The importance of Indigenous voice, participation, and representation in planning practices and in leadership roles
- » Protocols must be followed by Indigenous and non-Indigenous peoples alike while working on Musqueam, Squamish, and Tsleil-Waututh Territories
- » The value of promoting hən̓q̓əmiñəm and Skwxwú7mesh languages and cultures
- » Financial compensation as means of redress and cultivating meaningful and collaborative relationships, as essential to decolonization and reconciliation work

Equity and Access

- » Adequate and equitable staffing, resourcing and planning processes that reflect the diversity of Vancouver
- » Anti-Black racism should be addressed more explicitly within the plan
- » Greater support for programs for children and youth
- » Prioritize those who experience the greatest barriers to equity and access
- » Consider the specific needs and priorities of underrepresented communities

Investment and Visibility

- » Lack of secure, affordable, accessible, and long-term venues and studio spaces in the City for artists to live, work, and collaborate in
- » Inclusivity and equity in engagement and planning processes
- » Distinct needs and challenges experienced by emerging versus established artists
- » Develop tools, toolkits, and navigation supports to help individuals and organizations
- » Streamline policy processes

Collaboration and Capacity

- » Ensure that staff and city planning processes are representative of Vancouver's diversity
- » Support mentorship initiatives and knowledge sharing networks
- » Support inter-disciplinary collaboration at multiple scales
- » Collaboration with other municipalities and levels of government
- » Collaboration with youth-serving agencies and organizations
- » Involve youth in arts and culture planning.

