Creative City Strategy

Preliminary Engagement - Early Findings
Creative City Strategy

Background & Context
Early Findings
Next Steps
Background & Context
On May 2, 2017, Council directed staff to:

Develop a vision for culture and creativity in Vancouver which

- Addresses current and emerging challenges and opportunities
- Reflects the culture and history of the city
- Interfaces with other city policies and strategies

Work with stakeholders, including the Arts and Culture Policy Council, to inform a new strategy which includes specific goals and targets with timelines and deliverables.
### Background & Context

#### Approach

<table>
<thead>
<tr>
<th>Research</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quantitative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Engagement</th>
<th>Internal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>External</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Guiding Principles</th>
<th>Reconciliation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Equity &amp; Access</td>
</tr>
</tbody>
</table>
Background & Context
City Services

City of Vancouver Cultural Services: What We Do

- **PLANNING & POLICY**
  - Program Planning
  - Research

- **SEED**
  - Emerging Artists Grants
  - Community Arts Grants

- **GROW**
  - Annual Assistance
  - Operating Grants

- **SUSTAIN**
  - Project Grants
  - Capacity Development

- **AMPLIFY & CONNECT**
  - Mayors Arts Awards, Book Award
  - Poet Laureate
  - Transit Shelter + Video Screen Ads

**City of Vancouver Departments**

- City Manager’s Office: Indigenous Relations; Intergovernmental Relations; Sport; Events & Protocol
- Legal Services; Financial Services; Business Planning
- Real Estate & Facilities Management
- Engineering – Public Space + Street Use
- Planning & Market Housing
- Development Services
- Communications & Engagement
- Vancouver Public Library
- Vancouver Park Board — Recreation (Arts, Culture + Engagement)

**Arts, Culture & Community Services Department**

- **Public Art**
  - Public Art Plans
  - Research
    - Commisions: Artist-Initiated & Private Dev.
    - Fund Partnerships, VAG Offsite
  - Public Art Community Grants
  - Conserve & Maintain Collection
  - Public Art Registry
  - Public Art Education

- **Civic Theatres**
  - Operations — Booking & Events, Community Engagement
  - Theatre Rental Grants, Vancouver Civic Theatre Grants

**Social Policy & Projects**

**Non-Market Housing: Policy, Projects, Operations**

**Carnegie Centre, Evelyn Saller Centre, Gathering Place**
Background & Context
Internal Governance

Steering Committee
Malcolm Bromley - Park Board
Gil Kelly - Planning
Sandra Singh - Arts, Culture & Community Services

Internal Advisory
Jessie Adcock - Digital Services
Grace Cheng - Finance
Danica Djurkovic - Real Estate & Facilities Management
Joyce Drohan - Planning
Sandra Gajic - Vancouver Civic Theatres
Amanda Gibbs - Engagement

Dave Hutch - Park Board
Nick Kassam - Procurement
Karen Levitt - Business Planning Services
Savanah Seaton - Engineering
Donnie Rosa - Park Board
Margaret Wittgens - Engineering
Mary Clare Zak - Social Policy
## Background & Context

### Internal Strategic Alignment

<table>
<thead>
<tr>
<th>Strategies &amp; Plans</th>
<th>Motions &amp; Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenest City</td>
<td>Special Events Motion</td>
</tr>
<tr>
<td>Healthy City</td>
<td>UNESCO Chinatown Heritage</td>
</tr>
<tr>
<td>Engaged City</td>
<td>Civic Assets Indigenous Naming</td>
</tr>
<tr>
<td>Resilience Strategy</td>
<td>Intersectionality Framework</td>
</tr>
<tr>
<td>Digital Strategy</td>
<td>Social Infrastructure Plan</td>
</tr>
<tr>
<td>Music Strategy</td>
<td>Places of Worship Study</td>
</tr>
<tr>
<td>Community Plans</td>
<td>Indigenous Design Guidelines</td>
</tr>
<tr>
<td></td>
<td>Cultural Services Capacity Grants Review</td>
</tr>
<tr>
<td></td>
<td>Making Space for Art &amp; Culture Study Vancouver</td>
</tr>
<tr>
<td></td>
<td>Civic Theatres Business Review</td>
</tr>
</tbody>
</table>

- VanPlay
- Core 2050
- Places for People
- Plaza Stewardship
- VIVA Refresh
- Heritage Action Plan
- Plaza Stewardship
- VIVA Refresh
- Heritage Action Plan
## External Advisory

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norman Armour</td>
<td>PuSH</td>
</tr>
<tr>
<td>Kate Armstrong</td>
<td>ECUAD</td>
</tr>
<tr>
<td>Barbara Chirinos</td>
<td>Granville Island &amp; VIFF</td>
</tr>
<tr>
<td>Dani Fecko</td>
<td>Fascinator Management</td>
</tr>
<tr>
<td>Mark Gifford</td>
<td>Kiwassa NH</td>
</tr>
<tr>
<td>Prem Gill</td>
<td>Creative BC</td>
</tr>
<tr>
<td>Tarah Hogue</td>
<td>Indigenous Curation, VAG</td>
</tr>
<tr>
<td>Lori Janson</td>
<td>Tourism BC</td>
</tr>
<tr>
<td>Am Johal</td>
<td>SFU</td>
</tr>
<tr>
<td>Megan Lau</td>
<td>Telus StoryHive</td>
</tr>
<tr>
<td>Brian McBay</td>
<td>221A</td>
</tr>
<tr>
<td>Dory Nason</td>
<td>UBC</td>
</tr>
<tr>
<td>Cecily Nicholson</td>
<td>Gallery Gachet</td>
</tr>
<tr>
<td>Lisa Ono</td>
<td>CMHC, Granville Island</td>
</tr>
<tr>
<td>Sirish Rao</td>
<td>Indian Summer Fest</td>
</tr>
<tr>
<td>Claire Sakaki</td>
<td>Bard on the Beach</td>
</tr>
<tr>
<td>Mike Schroeder</td>
<td>Nimbus</td>
</tr>
<tr>
<td>Ingrid Valou</td>
<td>VEC</td>
</tr>
<tr>
<td>Reflect</td>
<td>UN Declaration on the Rights of Indigenous Peoples</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Truth &amp; Reconciliation Calls to Action</td>
</tr>
<tr>
<td>Name</td>
<td>Colonialism’s practices and impacts, historic and current</td>
</tr>
<tr>
<td></td>
<td>Indigenous sophistication and resilience</td>
</tr>
<tr>
<td>Prioritize</td>
<td>Substantive resources (funds, land)</td>
</tr>
<tr>
<td></td>
<td>Self-determination &amp; leadership</td>
</tr>
<tr>
<td></td>
<td>Cultural competency - City, communities</td>
</tr>
<tr>
<td></td>
<td>Change management risks - equitable distribution</td>
</tr>
</tbody>
</table>
## Background & Context

### Guiding Principles

### Equity & Access

#### Reflect

- Principle & process
- Addresses unequal access
- Specific measures for specific barriers to ensure fairness

#### Name

- Systemic barriers and impacts, both historic and current
- Racism, ableism, classism, transphobia, homophobia
- Appreciating assets: potential & achievements
- Intersectionality
- Accessibility

#### Prioritize

- Resources reflect Vancouver’s diversity
- Leadership reflects Vancouver’s diversity
- Shifts in policy and practice (mandate, operations & staffing, programs, data & accountability)
Background & Context
Timeline

Concurrent Process - Musqueam, Squamish, Tsleil-Waututh Consultation

Q3 2017 - Q1 2018
Discovery
Internal Interviews
Governance Structure
Research
Engagement Planning
Internal Alignment

Q1-Q3 2018
Priorities
Preliminary Focus Groups
Launch Engagement
Research

Q3-Q4 2018
Directions
Summit
Conclude Engagement
Research

Q4 2018-Q2 2019
Proposals
Conclude Research
Finalize Alignment
Draft Recommendations
Draft Action Plan

Council Update
Framework
Council Update
Early Findings
Council Update
Directions
Council Report
## Background & Context

### Research

<table>
<thead>
<tr>
<th>Underway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture Plans Comparative City Review</td>
</tr>
<tr>
<td>Capacity Review</td>
</tr>
<tr>
<td>Making Space for Art &amp; Culture study</td>
</tr>
<tr>
<td>Music Strategy studies</td>
</tr>
<tr>
<td>Culture Tracks national/local audience surveys</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Upcoming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Culture Comparative Investment</td>
</tr>
<tr>
<td>Municipal Arts &amp; Culture Metrics</td>
</tr>
<tr>
<td>Equity, Diversity &amp; Inclusion</td>
</tr>
<tr>
<td>• Grantee &amp; Tenant Baseline Survey</td>
</tr>
<tr>
<td>• Equity Audit - City of Vancouver Policies &amp; Practice</td>
</tr>
<tr>
<td>Special Events Baseline</td>
</tr>
</tbody>
</table>
## Background & Context

### Public Engagement Timeline

#### Timeline

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timing</th>
<th>Event Type</th>
<th>Events</th>
<th>Ptcpts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Discovery</strong></td>
<td>Ongoing</td>
<td>External Advisory Committee</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Dec-March</td>
<td>Focus Groups - Phase 1</td>
<td>14</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>January</td>
<td>Launch Event</td>
<td>1</td>
<td>350+</td>
</tr>
<tr>
<td><strong>Priorities &amp; Directions</strong></td>
<td>April - July</td>
<td>Focus Groups - Phase 2</td>
<td>10</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>June</td>
<td>Open Space Events</td>
<td>2</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>June</td>
<td>Opening Surveys (English, Chinese)</td>
<td>2</td>
<td>800</td>
</tr>
<tr>
<td></td>
<td>May- July</td>
<td>Council Committees</td>
<td>20</td>
<td>200</td>
</tr>
<tr>
<td></td>
<td>May, June</td>
<td>Office Hours with Managing Director</td>
<td>3</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>May- Sept</td>
<td>Host Your Own Events</td>
<td>10</td>
<td>750</td>
</tr>
<tr>
<td></td>
<td>May- Aug</td>
<td>Social Media Questions of the Week</td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td></td>
<td>May- Aug</td>
<td>Listening Tour</td>
<td>10</td>
<td>2000</td>
</tr>
<tr>
<td></td>
<td>Nov</td>
<td>Summit (15+ Panels)</td>
<td>1</td>
<td>700</td>
</tr>
<tr>
<td></td>
<td>Nov</td>
<td>Online Organizational Statements</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td><strong>Proposals</strong></td>
<td>Jan</td>
<td>Community Report Back &amp; Review</td>
<td>1</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Jan</td>
<td>Closing Surveys (English, Chinese)</td>
<td>2</td>
<td>1000</td>
</tr>
</tbody>
</table>
Focus Groups

- Indigenous Artists
- Indigenous Arts & Culture Organizations
- Racialized/Ethnocultural Arts
- Cultural Centres
- LGBTQ2+ Arts
- Dis/ability, Deaf, & Mental Health Arts
- Arts organizations working with people living with low incomes and/or in poverty
- Individual Artists
- Arts & Culture Policy Council
- Grantees - Cross-Section 1
- Grantees - Cross-Section 2
- Grantees - Cross-Section 3
- Creative Industries
- Affordability
- Theatre Rental Grant Users
Background & Context
Participating Organizations

221A
312 Main
All Bodies Dance Project
Arts Club
Asc. of BC Book Publishers
Atomic Cartoons
Ballet BC
Bard on the Beach
battery opera
Bill Reid
Canadian Music Centre
Carnegie Centre
Centre A
Contemporary Art
Community Arts Council V.
Compaigni V’ni Dansi
Creative BC
Dance Centre
DOXA
E1 Production
Emily Carr University
Endless Summer Fest
Fazakas Gallery
Firehall
Full Circle/ Talking Stick
Gallery Gachet
grunt gallery
Hapa Festival
Hard Rubber
Heart of the City Festival
Hogan’s Alley Cultural Centre
Hua Foundation
Instruments of Change
Italian Cultural Centre
Japanese Cultural Centre
Jazz Fest
Karen Jameison Dance
Kokoro Dance
Kwi Awt Stelmexw
Lark Productions
Lattimer Gallery
Centre Culturel Francophone V.
Maritime Museum
Museum of Vancouver
Mozilla
Music on Main Society
NGX Interactive
Out/Inner Space
PuSh Intl. Festival
Queer Arts Fest
Raven Spirit Dance
RealWheels
Recovery Through Artist Studios
Sad mag
Seismic Shift Arts Society
Skwachays
Sound of the Dragon
SUCCESS
Sun Yat Sen Garden
TaiwanFest
Telefilm
The Cultch
University of British Columbia
Uninterrupted
Urban Ink
Van. Arts Colloquium Society
Van. Asian Film Festival Society
Van. Asian Heritage Month
Van. Indigenous Media Arts Festival
Van. Intercultural Orchestra
Van. Intl. Bhangra Festival
Van. Murals Fest
Van. Opera
Van. Latin American Film Festival
Van. Queer Film Festival
Van. Symphony Society
Van. Chopin Society
Van. Chamber Choir
Van. Seniors’ Singing Club Association
Van. Symphony Society
Verses Festival of Words
Visceral Visions
VIVO - Video In Video Out
VocalEye
WePress
Western Front
Youth Collaborative for Chinatown
Early Findings
### Early Findings

#### Concepts

| Art | What art does the City prioritize?  
| Eurocentric art forms?  
| Performing/Visual/Media Arts?  
| Non-European? |

| Culture | What culture does the City prioritize?  
| Heritage? Language?  
| People of colour? Racialized communities?  
| Diaspora/ immigrant experiences?  
| Diaspora communities of colour? |

| Creativity | What creatives does the City prioritize?  
| Creative Industries?  
| Creative class attraction/gentrification?  
| Non-artistic practices that create work? |
## Early Findings
### Focus on the City

### Start
- Increase support for small and mid-size organizations
- Become leader in municipal landlord practices
- Increase transparency of processes, policies, functions, outcomes
- Support for individual artists and unincorporated groups
- Reflect the diversity of the City investments and efforts
- Naming cultural challenges with opportunity: e.g. racism & equity

### Stop
- Displacement and net loss of affordable, accessible cultural spaces
- Onerous regulatory requirements
- Property tax issues that negatively impact nonprofit arts
- Lack of clarity on priorities & policies

### Continue
- Co-located spaces (The Post, BMO Theatre, Woodwards/ W2, Artscape)
- Cultural Infrastructure Grants: planning & capital
- Ongoing Support: stable funding year to year for operating costs
- Targeted programs: Annual Assistance program, Creative Spark
- Reconciliation Investment: Canada 150+ Indigenous Programming, Murals
- Artist autonomy: Artist-Initiated public art commissions
- Community Engaged Practice: Park board communities of practice
- Seeding new initiatives
- CS engaged approach
- Capacity: strategic planning, governance
- Poet Laureate, Mayor’s Arts Awards
## Early Findings

### Tensions

| Affordability | Preserve Communities of Place, Identity, Memory & Practice  
|               | Prevent Creative Exodus - Gentrification/Displacement  
|               | Manage Speculation & Hyper-Valuation  
|               | Market Development Tools & Non-Market Investment  
|               | Per Capita Investment in Arts & Culture  
|               | Cost of living  
|               | Cost of doing business (rents, fees, taxes)  
| Hyperlocal Internationalism | Leverage International Investment & Exposure Locally  
|                            | Build Infrastructure for Distinctive, Diverse Local Content  
|                            | Elevate Diaspora Networks of Practice & Connection  
|                            | Prevent Extraction, Homogenization & Mono-Cultures  
| Reconciliation | Reconciliation <> Decolonization <> Indigenization  
|                | Truth Telling, Repair & Return  
| Equity & Access | Sentiment vs. Practice  
|                 | Naming: Challenges & Aspirations  
|                 | (e.g. Colonialism & Reconciliation; Racism & Equity)  
|                 | Future allocations & existing allocations  

### Future allocations & existing allocations
Early Findings
Themes

Reconciliation

Equity & Access

Visibility & Investment

Capacity

Collaboration
Early Findings
Themes

Reconciliation

Musqueam, Squamish, & Tsleil-Waututh Nations: Visibility on the Land

Increased Investment & Leadership Opportunities: Cultural Resurgence

Cultural Sovereignty & Protocols

Right Relationships: Reconciliation Collaborations
Early Findings
Themes

Equity & Access

Equitable Investment, Resources & Leadership: Reflect the Diversity of Vancouver

Accessibility: Creation to Participation Relationships of Dignity, Care, & Choice

Barrier Reduction: Individuals & Unincorporated Groups
Early Findings
Themes

Visibility & Investment

A|C|C at the Center of City-Building
Affordable Space to Live & Work
Aligned Priorities & Reduced Costs Across City
Clear, Simple & Effective Processes
Abundant Resources & Diversified Funders
International Connections & Hyper-Local Benefits
Capacity

Administrative Capacity

Revenue Generating Capacity

Research, Risk & "Failure", Relevance
Collaboration

Relationship & Partnership Development

Regular & Accessible Convenings

Regional & Intergovernmental Alignment & Collaboration

Iterative Engagement
Next Steps
## Next Steps Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 15</td>
<td>Council Presentation: Creative City Strategy</td>
<td>Brief, Feedback</td>
</tr>
<tr>
<td>May-August</td>
<td>Public Engagement Roll Out</td>
<td>Brief, Feedback</td>
</tr>
<tr>
<td></td>
<td>Early Findings Report</td>
<td></td>
</tr>
<tr>
<td>July 10</td>
<td>Council Presentations: Music Strategy</td>
<td>Brief, Feedback, Approve</td>
</tr>
<tr>
<td></td>
<td>Making Space for Art &amp; Culture</td>
<td></td>
</tr>
<tr>
<td>November-January</td>
<td>Creative City Strategy Summit Community Report Back Event &amp; Survey</td>
<td>Discussion, Review</td>
</tr>
<tr>
<td>Q2 2019</td>
<td>Creative City Strategy presentation to Council</td>
<td>Approve</td>
</tr>
</tbody>
</table>
Next Steps
Immediate Actions

External

Supplemental & Grant Funding
- general early findings-specific funding
- capacity grants recommendations
- cultural facilities planning capacity & mentorship grants

New Public Art Initiatives
- Emerging Artists Boot Camp
- Platforms: 2D Program

Developer Public Art Program Review*

Equity Update to Jury Nomination Process

Nightlife Council*

Internal

Special Events Policy Review with Engineering
- motion development
- interim free outdoor and community events support*

Heritage Action Plan

Regulatory Review
- artist studio resident limit to allow families
- art retail in artist studios
- office space & artist studios

*scope to be determined
Questions & Feedback