



# ARTS, CULTURE & HERITAGE **STRATEGY** 2020







# CONTENTS

Acknowledgements	4	Optimize Space	32
Resilience in Challenging Times	5	Optimize Space: Action 1	33
About this Strategy	6	Optimize Space: Action 2	35
Reconciliation, Arts, Culture & Heritage	7	Network of District Plans	38
Approach	8	Glossary	40
State of the Sector	10	References	42
Culture & Our Economy	12	Appendix A	44
Community Aspirations	13	Appendix B	46
Values & Guiding Principles	14	Appendix C	60
Vision & Mission	16		
Strategic Objectives	17		
Community Roles	18		
Cultivate Vitality	19		
Cultivate Vitality: Action 1	20		
Cultivate Vitality: Action 2	23		
Nourish Connectivity	26		
Nourish Connectivity: Action 1	27		
Nourish Connectivity: Action 2	30		





# ACKNOWLEDGEMENTS

With this plan, the District of Squamish set out to create its first strategy for community arts, culture, and heritage. This represents a significant milestone in the growth of our coastal mountain community. Determining the content of this plan relied upon reaching out to the community to gather input from citizens and representatives from the cultural and heritage sectors. We'd like to acknowledge the

time and input from **889 survey participants and 25 local organizations** and provide sincerest thanks to those involved in this process.



# RESILIENCE IN CHALLENGING TIMES

At the time of the creation of the Arts, Culture and Heritage Strategy, the world faces the new and unimaginable challenge of combating the COVID-19 pandemic. It is during times of struggle that communities thrive by coming together, but in this instance, to stay strong together, people must stay apart.

A resilient cultural sector must have a strong foothold in order to embrace and overcome tests and trials, and to support the spirit and vitality of the community in times of hardship. This strategy aims to provide guidance and build upon the foundation of Squamish's Arts, Culture and Heritage platform.





# ABOUT THIS STRATEGY

## FROM SQUAMISH 2040 OFFICIAL

**COMMUNITY PLAN:** “Arts, Culture and Heritage are fundamental to the community’s past, present and future, and to its identity, vitality, and sense of pride and place. Unique natural and cultural landscapes, arts, recreation, and cultural facilities and services promote livability and cross-cultural understanding. They also provide enrichment and enjoyment for all citizens and visitors to Squamish, and contribute to local employment and tourism.”

This strategy aims to provide a framework to nurture and support Squamish’s cultural sectors and identity. Being Squamish’s first plan dedicated to arts, culture, and heritage, this will live as a growing and organic document that is intended to develop as the community develops over time. This strategy does not pose itself as a master plan for the District of Squamish but rather a first step in an evolving process that is designed with “present time and place” in mind.



# RECONCILIATION, ARTS, HERITAGE & CULTURE

The District of Squamish along with the collective arts, culture, and heritage sector acknowledges that working with the Skwxwú7mesh Úxwumixw, its artists and community is a continuous journey that must be based on building genuine relationships, recognizing the truths of the past and their impacts that carry to present time, and considering how this is represented in the presentation and framework of arts, culture, and heritage. Reconciliation and redress requires a change of thinking and reconsideration of existing approaches and practice models. This is an organic process that must be nurtured and respected.

The Truth and Reconciliation Commission of Canada believes that “artists have a profound contribution to make in expressing both truth and reconciliation”. It is the responsibility of all to analyze current practices in order to respect and honour the cultural sovereignty

rights of First Nations, Inuit and Métis peoples.

The District of Squamish in its efforts towards reconciliation, will continue to make space for the voice of the Skwxwú7mesh Úxwumixw in this strategy and its subsequent implementation. The District urges leaders in the arts, culture and heritage sector to consider their practices and approaches to reconciliation and also make space for the voices of indigenous peoples in their work.

This strategy aims to respect and commit the articles in the United Nations Declaration on the Rights of Indigenous Peoples as adopted by Council on October 23, 2018. Particularly where it pertains to cultural sovereignty, arts, and heritage practice (Articles 11 and 31).

# APPROACH

The development of this strategy consisted of five stages that were implemented over the course of 2019 and into early 2020. The framework for this approach was centered around community input and engagement to create an informed strategy that speaks to community values and interests and allows for iteration along the way.

## 1 DISCOVERY & RESEARCH

- Stakeholder identification and demographic analysis.
- Review interdependencies with the Arts, Culture and Heritage Portfolio.
- Review comparable community Arts, Culture and Heritage Plans.

## 2 COMMUNITY ENGAGEMENT

- Community Survey launched - 889 respondents.
- Intercept teams reached public events.
- Stakeholders empowered to rally community to participate.

## 3 STAKEHOLDER ENGAGEMENT

- Over 40 hours conducting 21 interviews with Stakeholders of the Arts, Culture and Heritage sector.
- 2-part workshop series with stakeholders providing direction for strategy actions and outcomes.
- 120 hours of stakeholder feedback received.

## 4 STRATEGY DEVELOPMENT

- Analysis of information.
- The draft strategy was created and presented for initial Council review.
- Community review workshop following Council feedback.

## 5 FINAL ADOPTION

- Final strategy adoption and phased implementation including low impact budget actions for 2020 and resource implications for consideration in 2021 budget.



## WHAT IS CULTURE

The term “culture” extends beyond the definition of “art”. Culture can describe an identity of a community, a collection of unique perspectives or shared experiences, customary traditions and so much more. Cultural resources can look like library services, creative hubs, events, heritage sites and activities, public art, motion picture production and beyond.

The term culture is diverse and encompassing, and can hold various meanings to different people. For the purposes of this strategy, the term culture is intended to be broadly inclusive.

## WHAT IS ART

Art, although often coupled with “culture”, is distinctive in the value it offers. Arts can support the development of culture and vice versa. The term “arts” encompasses all conceivable forms of artistic expression, whether traditional, contemporary or fringe. This can include performing arts, cinematic arts, crafts, music, dance, literature, weaving and textile work, carving, architecture, culinary arts and much more.

The term art in this strategy references all forms of artistic expression and pursuit. The artistic community refers to a distinctive group who are practicing producers of art.

## WHAT IS HERITAGE

In this strategy the term heritage takes on two forms that are both distinct but intrinsically intertwined. They are Cultural Heritage and Built Heritage. Cultural heritage refers to the intangible assets of heritage such as tradition, storytelling, and aspects that inform people’s cultural identities and lives. Built heritage refers to historically significant infrastructure and tangible assets that contribute to the story of place, time, people, and community. Built heritage is often coupled with conservation.





# STATE OF THE SECTOR

The coastal, mountainous town of Squamish is a unique community that has a big heart and small town spirit. As the community evolves, so does the demand for a vibrant cultural sector and access to arts and cultural activities while recognizing and celebrating heritage. Squamish's current cultural sector is both emerging and established; consisting of new artists and events, to organizations that have a long history of fostering cultural growth in the community.

It is important to note that the 'state of the sector' consists of the collective feedback gained through the community engagement for this strategy, which included 1,055 sources of input through surveys, interviews and workshops. The sole intent of this section is to provide insight into the community's perception of Squamish's arts, culture, and heritage sector.

Based on the feedback of the 889 survey respondents, the community

indicated a strong desire to see more cultural opportunities and believe that there is a lack of current opportunities to participate. Experiential artforms and activities that require a low barrier to participate were identified as opportunities that respondents desired and wanted to see more of. This includes festivals, events, theatre, live music, and public art. The community also identified areas to improve the state of Squamish's arts sector which included availability of space, funding, and increased access to performing arts.

Squamish's arts, cultural and heritage environment benefits from being a small, close-knit community. Community groups which facilitate the delivery of arts, culture and heritage experiences are noted as key assets. Private enterprises, individual artists, and collectives also significantly contribute to the makeup of cultural and heritage stakeholders in Squamish and are part of the community's cultural identity.



Based on interviews with these cultural stakeholders, survey results, and workshop feedback, these groups emphasized a significant need for facilities to conduct programs, events, enable capacity, and promote volunteerism. Current venues and spaces were perceived as not being used to their full potential or not fulfilling the needs of the community. Interviewees also noted challenges in mobilizing and barriers to capacity building such as funding, dependency on volunteer leadership, connectivity, institutional knowledge, and core skills to help make their operations sustainable. Furthermore, Squamish's unique situation with a steadily growing population poses both an opportunity and challenge to meet the demands of a growing community and undergo constant work to reach new residents and visitors in order to remain relevant and impactful.

These challenges are consistent across not only the Provincial arts, culture, and heritage sector in B.C. but also the non-profit sector in general.

Heritage was consistently identified by survey respondents and stakeholders as a forgotten area within the arts and culture dynamic. Feedback was further provided by Council on the importance of recognizing the value of heritage in Squamish and its context to our cultural identity. The relationship between Squamish and Canada's colonial past and the ancestral heritage of the Squamish Nation is still to be fully explored through the reconciliation process.

Ultimately, the community desires to see more experiences and opportunities to participate in arts, culture, and heritage. They are particularly engaged in events, public art, live music and theatre. Stakeholders from both the non-profit and private sector are eager to provide these services but consistently come up against capacity challenges in order to deliver numerous, high quality opportunities that are accessible and diverse.



A close-up photograph of a person's hand holding a paintbrush, applying yellow paint to a wall. The wall is covered in a vibrant, abstract mural with streaks of yellow, pink, blue, and white. The person is wearing a white long-sleeved shirt with colorful paint splatters and a green and blue patterned apron.

# CULTURE & OUR ECONOMY

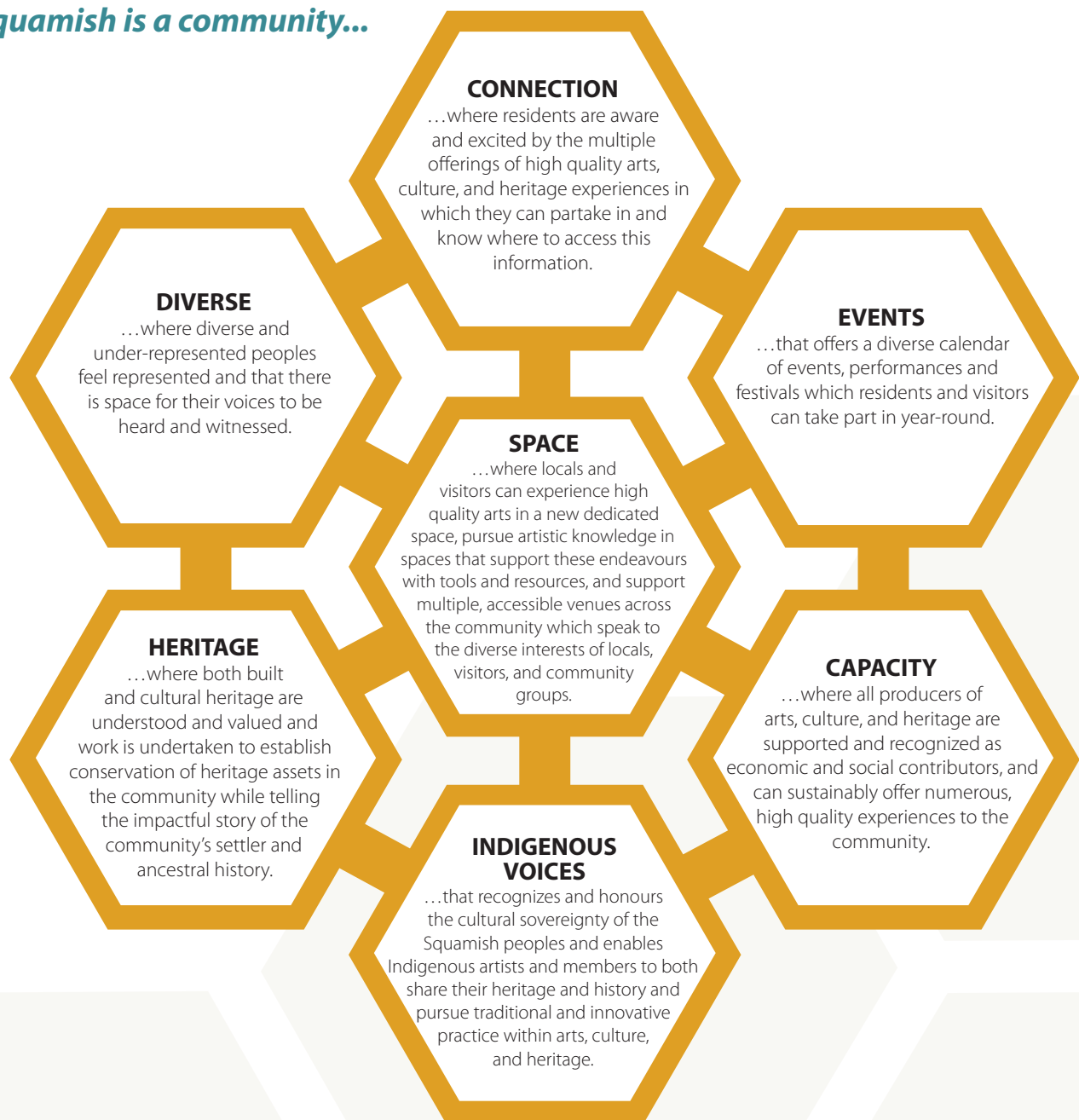
- Cultural and creative industries have been recognized as one of the world's fastest growing sectors. (United Nations)
- B.C. cultural GDP totalled \$6.7 billion in 2014. (B.C. Government)
- More than 80,000 residents of B.C. are employed in the creative sector (B.C. Government)
- With 24,800 artists, B.C. has more artists per capita than any other province. (B.C. Government)
- 63% of artists in BC report an income below the poverty line. (B.C. Government)
- In 2018 the cultural sector accounted for 4.5% of Squamish's workforce. (Emsi and Statistics Canada)
- In 2019 Squamish arts, recreation and entertainment sector employed 355 people with average annual earnings of \$31,208. (Emsi and Statistics Canada)
- In 2019 Squamish culture and recreation services employed 113 people with average annual earnings of \$61,644. (Emsi and Statistics Canada)



# COMMUNITY ASPIRATIONS

As with any plan or strategy, resources to meet aspirational visions can present a challenge. However, communicating those aspirations nonetheless is important. This section of the strategy is not meant to endorse the pursuit of these aspirations but communicate the feedback and vision of the community that was derived from the community engagement process. This paints a broad picture of the vision that the arts, culture and heritage community sees for Squamish. This strategy further encourages the community and sector to mobilize, collaborate and work towards a unified vision.

## *Squamish is a community...*



# VALUES & GUIDING PRINCIPLES

These values establish the guiding principles to this strategy. Each action set out in the strategy takes into consideration the following four values and their relationship to the strategy's objectives.

## **DIVERSITY & INCLUSION**

Prioritizing the inclusion and representation of diverse voices in arts, culture, and heritage practice while enabling opportunities to participate and be leaders in the sector.

## **PARTNER & COLLABORATE**

Partnership and collaboration are at the heart of community work and are often key mechanisms for inspiring change and creating meaningful impact.

## **OPTIMIZE SOCIAL RETURN ON INVESTMENT (ROI)**

Social ROI is a method of measuring social impact. Arts, culture and heritage activities provide social benefits to residents by enabling people to interact, connect and share experiences. This strategy values the optimization of investments in arts, culture and heritage to yield strong social benefits and impact.

## **CREATIVE & OPEN**

Being open to creative approaches, new solutions and offering the capacity to listen, experiment, and explore are paramount in empowering grassroots community efforts and supporting a vibrant arts, culture and heritage sector.



## KEY PRINCIPLES THAT GUIDED THE DEVELOPMENT OF THIS STRATEGY:

- Arts and social heritage work together to produce culture.
- Arts, culture and heritage are critical vehicles for social change and grassroots leadership.
- Competing resource pressures mean Squamish must find creative ways to use underutilized assets, develop partnerships, and focus resources on priority areas that will result in the greatest community outcomes.
- Skwxwú7mesh Úxwumixw (Squamish Nation) cultural stewardship is foundational to this territory, and as the original and rightful caretakers of the land Skwxwú7mesh Úxwumixw leadership and teachings should be respectfully, appropriately and thoughtfully included in community cultural, historical and artistic initiatives.
- The community holds significant artistic and cultural expertise that should be nourished, supported and convened.
- Local government's role, in the context of this strategy is to identify areas and opportunities to support a thriving, eventful, creative community.



## **VISION:**

Squamish is a vibrant community where **Arts, Culture, and Heritage thrive** and continue to be an essential thread to the fabric of our **coastal mountain community**.

## **MISSION:**

To utilize existing levers to **promote and support, remove barriers,** and work towards community aspirations for **Arts, Culture and Heritage**.



# STRATEGIC OBJECTIVES

These objectives emerged as themes during the community engagement phase and as such are the guiding objectives for this strategy that support the Mission and Vision.

## **CULTIVATE VITALITY**

Expand cultural capacity that supports and nurtures a vibrant creative sector in Squamish.

## **NOURISH CONNECTIVITY**

Elevate awareness and create connectivity.

## **OPTIMIZE SPACE**

Enhance availability, affordability and accessibility of space for cultural activities.



# COMMUNITY ROLES

The ability to help achieve the goals of this strategy lies within every member of our community. It will take a strong, collaborative effort to achieve the Actions and Tactics laid out in this document, along with other long term aspirations of the Arts, Culture and Heritage (ACH) community.

For the purposes of simplifying roles, the following categories have been identified:



## ARTS, CULTURE, AND HERITAGE SECTOR

This includes but is not limited to: ACH organizations, groups, collectives, guilds, producers, artists, businesses, educational facilities, and libraries.



## BUSINESS SECTOR AND INDIVIDUAL FUNDERS

This includes but is not limited to: private businesses, business organizations such as Business Improvement Associations (BIA), Destination Marketing Organizations (DMO), and Chambers of Commerce, and private funders.



## DISTRICT OF SQUAMISH AND OTHER LEVELS OF GOVERNMENT

This includes but is not limited to: municipal, regional, provincial and federal government bodies, school boards, other applicable governmental agencies.



## GENERAL PUBLIC AND PARTICIPANTS IN ACH EXPERIENCES

This includes but is not limited to: members of the public who participate in ACH experiences in Squamish, including visitors.



A photograph of two women smiling and wearing flower crowns made of white and purple flowers. They are outdoors at what appears to be a festival or community event, with trees and other people in the background. The woman in the foreground has long brown hair and is wearing a blue shirt. The woman behind her has blonde hair, wears white sunglasses, and also a blue shirt.

# CULTIVATE VITALITY

Squamish wants to maximize the social and economic benefits of arts, culture, and heritage. The community desires a stable and consistent investment in the arts, and believes the District should play a key role in supporting facilities, programs and services, as well as encouraging entrepreneurial initiatives by local artists and arts organizations.

Arts and culture are a critical vehicle for social change, fostering leadership from diverse and often underrepresented communities like LGBTQ2S+, Indigenous peoples, seniors, and youth. It is also an opportunity to leverage our rich and diverse cultural and built heritage into local economic activation, encouraging local and visitor engagement in the Squamish economy.



# CULTIVATE VITALITY

## ACTION 1:

Animate the community with a blend of programs, services and events that are diverse and inclusive and offer opportunities to all residents and visitors and take into account Squamish's growing community.

## HOW WILL WE ACHIEVE THIS?

Tactic 1.1   Establish an eventful community that offers opportunities to participate year round with recognized events occurring in each month of the year.	
ROLES	
	<b>ARTS, CULTURAL, &amp; HERITAGE SECTOR</b> Collaborate on scheduling and delivery of events to provide more balanced annual calendar of events.
	<b>BUSINESS SECTOR &amp; INDIVIDUAL FUNDERS</b> Make spaces arts and culture friendly by incorporating arts e.g. display artwork, incorporate public art on premises, host live music events.
	<b>DISTRICT OF SQUAMISH &amp; OTHER LEVELS OF GOVERNMENT</b> Adopt changes to: 1) Make small, community events easier for the public to self organize 2) reduce fees for rental space for non-profits.
	<b>GENERAL PUBLIC &amp; PARTICIPANTS IN ACH EXPERIENCES</b> Attend and participate in local arts, culture and heritage events throughout the year.
OUTLOOK: Medium Term (4-6 years)	

**Tactic 1.2 | Explore and pursue partnership opportunities that support access to Squamish Nation cultural and creative programs and respect, honour, and promote expressions of local indigenous culture and heritage.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Create meaningful pathways to reconciliation by enabling Indigenous leadership in cultural activities and working collectively to support sector knowledge to advance redress and become stronger allies to Indigenous Peoples and artists.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Acknowledge the traditional territory that we occupy in Squamish and learn about the impact of Indigenous culture and heritage in our community.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Build and strengthen relationships with Squamish Nation partners to enable Indigenous leadership and foster strong foundations for the advancement of cultural programming, events, and activities.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Respectfully seek out and learn about the traditions and culture of the Squamish Nation.

**OUTLOOK: Medium Term (4-6 years)**

**Tactic 1.3 | Nurture the development of programs and events that aim to engage youth in ACH experiences and activities.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Enhance opportunities for youth to participate in organizational activities (such as volunteering and mentorship) and develop youth-centric programs that facilitate the learning and exploration of ACH.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Develop partnerships with local ACH producers and/or organizations that seek to develop or enhance opportunities for youth to participate in ACH activities.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

In line with the Youth Engagement Strategy, enhance youth-centric programs focused on ACH, and work with community partners to deliver new, engaging, and accessible opportunities for youth.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Seek out local ACH programs for families, youth, and children to participate in.

**OUTLOOK: Short Term (1-3 years)**



**Tactic 1.4 | Develop a sustainable model for the dissemination and management of public art programs thereby animating community spaces and enhancing public art opportunities for creative thinking, celebration of heritage, and artistic expression throughout the community.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Facilitate and/or undertake public art opportunities and programs where and when available. Create partnerships with businesses, government, and community groups that enable the creation of public art in Squamish.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Work with ACH producers to foster new opportunities for public art on private land and in business spaces.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Partner with qualified arts community groups to deliver public art in public spaces in line with the District of Squamish Public Art Policy. Encourage public art through the planning process for new developments within Squamish.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Celebrate and share Squamish's public art to drive awareness of Squamish's unique arts sector.

**OUTLOOK: Short Term (1-3 years)**

**Tactic 1.5 | Establish a model to protect, integrate, and celebrate community heritage resources within Squamish.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Develop programs and activities that celebrate Squamish's heritage. Work with key stakeholders such as government and sector partners to construct sustainable models for conservation and protection of heritage resources.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Work with ACH groups to create opportunities to display and exhibit heritage programs and educational information.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Support, where possible, efforts of ACH organizations working to establish a framework for conservation and protection of heritage resources including evaluating community group proposals and recommendations. Work with Indigenous communities to ensure that the heritage of Indigenous peoples is protected, honoured, and shared.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Participate in heritage education activities and events with organizations looking to develop heritage resources in Squamish.

**OUTLOOK: Medium Term (4-6 years)**

# CULTIVATE VITALITY

## ACTION 2:

Foster partnerships and collaborations for the provision of cultural programs, events, and venues.

## HOW WILL WE ACHIEVE THIS?

**Tactic 2.1** | In accordance with the District of Squamish Official Community Plan, recognize and enhance the value of ACH as a sustainable source of economic growth and support creative strategies, practices and partnerships that deliver heritage, arts and cultural amenities, programs and activities.

### ROLES



#### ARTS, CULTURAL, & HERITAGE SECTOR

Continue to develop programs and events that stimulate the local economy, drive tourism, and support work in the ACH sector.



#### BUSINESS SECTOR & INDIVIDUAL FUNDERS

Work with ACH organizations and artists to create mutually beneficial events and activities that attract participants and visitors.



#### DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT

Facilitate partnerships and collaborations where possible between the ACH sector and groups invested in the health and growth of the local economy. Integrate ACH into economic development planning and strategies and develop a framework for measuring the economic impact of the ACH sector in Squamish.



#### GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES

Celebrate Squamish artists and its ACH sector by buying local art and supporting local events, exhibitions, screenings, and performances.

**OUTLOOK: Medium Term (4-6 years)**

**Tactic 2.2 | Improve knowledge sharing and internal capacity building in the ACH sector.****ROLES****ARTS, CULTURAL, & HERITAGE SECTOR**

Seek out opportunities to access capacity-building resources that enhance institutional knowledge and drive a stronger ACH sector. Collaborate with other ACH groups locally, regionally, and nationally to address knowledge gaps and develop resources to share between Squamish ACH producers and organizations.

**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Work with community groups and ACH producers to witness the significance and impact that a strong ACH sector has on a community and local businesses.

**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Support the ACH sector in addressing knowledge gaps by providing resources to expand knowledge and skills development opportunities with local partners where possible.

**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Volunteer and join ACH organizations to help address knowledge gaps and foster stronger community organizations.

**OUTLOOK: Medium Term (4-6 years)****Tactic 2.3 | Employ levers that can enhance community partnership in order to facilitate the development and growth of cultural programs and events.****ROLES****ARTS, CULTURAL, & HERITAGE SECTOR**

Seek partnerships with other community groups, businesses, or government bodies to deliver high-quality experiences.

**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Partner or contribute to ACH producers and/or community groups to enhance the quality of cultural events and ACH activities.

**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Enable qualified community groups through partnership agreements, federal and provincial grants, and other suitable resources to animate communities and nurture cultural vitality.

**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Advocate for ACH in the community and voice opinions with government representation at all levels.

**OUTLOOK: Medium Term (4-6 years)**



**Tactic 2.4 | Increase cultural knowledge of key stakeholders to elevate sector capacity and foster stronger partnerships that result in quality ACH experiences and opportunities.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Work with government bodies, regional partners, and key stakeholders to share cultural knowledge that addresses industry knowledge gaps.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Work with community groups to help foster partnerships that strengthen the sector and elevate the community.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Enhance cultural knowledge across departments to allow for the integration of ACH into plans, strategies, and decision making in order to elevate sector capacity.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Volunteer to support local ACH initiatives and organizations to develop cultural knowledge, connection, and aid in strengthening the ACH sector.

**OUTLOOK: Medium Term (4-6 years)**





# NOURISH CONNECTIVITY

Squamish community members want it to be easy to connect with one another through cultural experiences. Information and navigation should be clear and easy to find for all demographic groups. Squamish's arts, culture, and heritage producers should work together to create synergies between events and activities, to optimize awareness and participation in cultural experiences.

# NOURISH CONNECTIVITY

## ACTION 3:

Foster strong collaboration and connection between ACH producers to create synergies and elevate cultural awareness.

## HOW WILL WE ACHIEVE THIS?

Tactic 3.1   Support efforts of ACH producers and community groups to mobilize, strategize, engage, and plan.	
ROLES	
	<b>ARTS, CULTURAL, &amp; HERITAGE SECTOR</b> Set up and attend ACH sector-wide networking events or quarterly meetings. Be willing to experiment and try new strategic approaches.
	<b>BUSINESS SECTOR &amp; INDIVIDUAL FUNDERS</b> Provide business planning and strategy expertise to enhance the development of a connected, vibrant ACH sector.
	<b>DISTRICT OF SQUAMISH &amp; OTHER LEVELS OF GOVERNMENT</b> Work with ACH groups to facilitate and/or provide support to set up sector meetings. Allow for feasible experimentation within ACH and be open to learn from experiences or achieving different outcomes than anticipated.
	<b>GENERAL PUBLIC &amp; PARTICIPANTS IN ACH EXPERIENCES</b> Support the ACH sector by selecting a cultural organization to donate to when choosing to support non-profits locally.
OUTLOOK: Medium Term (4-6 years)	



**Tactic 3.2 | Coordinate scheduling and cross-promotion of ACH programs, offerings, events, facilities, and spaces.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Collaborate and communicate regularly with other ACH groups and producers to cross-promote ACH events and activities through available networks and marketing channels.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Partner on the promotion of cultural events, experiences and activities.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Support the promotion of non-profit cultural events and/or ACH activities that benefit the community through available marketing, communication and outreach channels.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Utilize, help develop, and provide feedback on communication tools the ACH sector develops.

**OUTLOOK: Medium Term (4-6 years)**

**Tactic 3.3 | Establish a sector-wide vision for ACH in Squamish that is agreed upon and supported by the ACH producers and community groups of Squamish.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Unify to establish the framework for a sector-wide agreement on the vision for ACH in Squamish. Seek available funding from public and private sectors, if needed, for more complex sector-wide strategic planning.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Provide mentorship to ACH organizations to develop and implement plans.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Liaise with community groups and ACH producers to help incorporate the sector vision in government activities. Continue the evolution of the District's Arts, Culture, and Heritage Strategy.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Provide feedback to ACH organizations and event producers about the experiences you enjoy and value.

**OUTLOOK: Short Term (1-3 years)**

**Tactic 3.4 | Create more connections with businesses and ACH organizations to support space for exhibitions and programming.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Build on connections with business organizations such as the Chamber of Commerce, Tourism Squamish, and the Downtown Squamish Business Improvement Association (DSBIA) and with private business owners.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Assess how your business space could be utilized for exhibitions and programming and approach ACH groups and/or producers to collaborate on activation ideas.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Facilitate connections where possible between the ACH sector and local businesses (including business organizations such as the DSBIA and Chamber of Commerce) to support enhancing local program and exhibition space.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Visit and support businesses that are displaying art and attend cultural events in business spaces.

**OUTLOOK: Medium Term (4-6 years)**



# NOURISH CONNECTIVITY

## ACTION 4:

Cultivate stronger awareness of ACH experiences for audiences, residents, and participants.

## HOW WILL WE ACHIEVE THIS?

Tactic 4.1   Explore opportunities to develop a unified cultural community calendar that is widely recognized within Squamish and by visitors as the best resource to search for ACH experiences.	
ROLES	
	<b>ARTS, CULTURAL, &amp; HERITAGE SECTOR</b> Lead in the exploration of developing a unified cultural community calendar. Communicate with other ACH producers and organizations about interim solutions and communication channels.
	<b>BUSINESS SECTOR &amp; INDIVIDUAL FUNDERS</b> Support and invest in a cultural community calendar initiative that aims to promote awareness and drive business to spaces hosting ACH activities.
	<b>DISTRICT OF SQUAMISH &amp; OTHER LEVELS OF GOVERNMENT</b> Support the ACH sector in their exploration and development of a cultural community calendar. Support methods vary for different levels of government.
	<b>GENERAL PUBLIC &amp; PARTICIPANTS IN ACH EXPERIENCES</b> Support the efforts of the ACH sector to explore the development of a cultural community calendar by donating to the cause or by volunteering with an ACH organization.
OUTLOOK: Medium Term (4-6 years)	



**Tactic 4.2 | Promote the unique artistic and cultural identity of Squamish and focus on presenting Squamish as a community of natural beauty, outdoor recreation, and cultural experiences with a rich heritage.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Work with local and regional partners to expand awareness of Squamish's ACH sector and communicate local successes to attract both talent and visitors.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Communicate in business marketing and materials about the unique artistic and cultural identity of Squamish and share stories from the community.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Incorporate language in marketing and other applicable materials that presents Squamish as a community that possesses both natural splendor, recreation, and a vibrant ACH sector. Share in the successes of the ACH sector by communicating through available channels and encouraging partners (DMOs, Chambers, BIAs etc.) to do the same.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Choose to attend local ACH activities instead of seeking experiences outside of Squamish and communicate with your network about your experience.

**OUTLOOK: Short Term (1-3 years)**

**Tactic 4.3 | Work with regional partners to promote and market Squamish as a destination for ACH experiences and communicate local ACH successes that will help attract both talent and visitors.**

#### ROLES



##### **ARTS, CULTURAL, & HERITAGE SECTOR**

Collaborate with DMOs such as Tourism Squamish, other ACH groups, and regional partners to expand knowledge of ACH programs, events, and activities in Squamish. Continue to celebrate Squamish artists and their work locally and/or abroad.



##### **BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Align promotions with ACH attractions to enhance visitor experience.



##### **DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Communicate, where appropriate, about Squamish's ACH sector to regional partners, government bodies, and at applicable events. Facilitate and encourage strong connection between ACH producers and organizations and DMOs. Support efforts of ACH organizations to spread awareness of Squamish's ACH sector outside of Squamish when possible.



##### **GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Share details about upcoming events with family, friends and colleagues via social media, word of mouth, and networking channels.

**OUTLOOK: Medium Term (4-6 years)**



# OPTIMIZE SPACE

Squamish needs to make the best possible use of its infrastructure assets as it works toward meeting District Council's 2019-2022 strategic goals including optimizing municipal space for programs and services. At the same time the community has significantly highlighted the need for more cultural and heritage spaces. Sharing space with non-profit partners, smoothing service and facility demand over non-peak times,





and activating common areas are among the actions needed to encourage community connectedness while minimizing the District's current capital investment. Additionally, Squamish wants to see all new facilities designed with cultural opportunities in mind, including accessible multi-use space and input from the arts community when required. Displaying public art in public spaces further utilizes available spaces for arts and cultural activation.

# OPTIMIZE SPACE

## ACTION 5:

Connect citizens through facilities, programs, and gathering spaces to create community.

## HOW WILL WE ACHIEVE THIS?

Tactic 5.1   Create awareness of the useable public and private spaces for arts, culture and heritage activities taking into consideration both conventional and non-conventional venue types.	
ROLES	
	<b>ARTS, CULTURAL, &amp; HERITAGE SECTOR</b> Assist with inventorying community space including municipal and private spaces that can be utilized by ACH producers, groups, and organizations.
	<b>BUSINESS SECTOR &amp; INDIVIDUAL FUNDERS</b> Promote premises to the cultural community as a space that is available for cultural purposes.
	<b>DISTRICT OF SQUAMISH &amp; OTHER LEVELS OF GOVERNMENT</b> Assess and inventory available community spaces (including public, private and non-conventional spaces) that can be utilized for ACH activities. Work with local ACH organizations to understand how existing spaces could be used for ACH activities.
	<b>GENERAL PUBLIC &amp; PARTICIPANTS IN ACH EXPERIENCES</b> Provide feedback on which spaces you enjoy visiting for the purposes of ACH experiences to the District and local ACH organizations.
OUTLOOK: Short Term (1-3 years)	



**Tactic 5.2 | Mitigate financial and administrative barriers to using space for cultural producers, groups, and artists.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Collaborate with government, private sector, and community to identify financial and administrative barriers that prohibit or minimize the ability to utilize spaces for ACH activities.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Consider the potential financial and administrative barriers that exist and prevent ACH producers to fully utilize or activate business spaces. Connect with ACH organizations and producers to understand their needs for space to create ACH activities.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Foster transparent and open engagement with community groups who are currently or have expressed interest in utilizing existing public facilities for administration and program uses. Commit to work with groups to offer solutions that benefit the development and growth of creative opportunities for the public. Continue to work towards improving access to available spaces for artists, producers, and audiences.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Provide feedback to both government and private sector to convey interest in seeing more ACH activities in available spaces.

**OUTLOOK: Short Term (1-3 years)**

**Tactic 5.3 | Create a cultural spaces map where information is crowdsourced to aid in connecting ACH organizations, groups, producers and the community to available spaces that can be utilized for ACH activities.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Work with government and other partners to support the development of a cultural spaces map as well as aid in spreading awareness to the community about the map and its crowdsourcing features.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Add business locations or other spaces to the map when available, with corresponding details that would be suitable for ACH activities to take place.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Create local GIS cultural spaces map where information is crowdsourced and integrate with the current Squamish public art map.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Add content to the map when available and share it within your network to connect other citizens to the mapping resources.

**OUTLOOK: Short Term (1-3 years)**

# OPTIMIZE SPACE

## ACTION 6:

Establish the future direction for the development or redevelopment of cultural facilities.

## HOW WILL WE ACHIEVE THIS?

Tactic 6.1   Explore external funding opportunities to develop new cultural spaces in Squamish that serve the needs of the community and the ACH sector.	
ROLES	
	<b>ARTS, CULTURAL, &amp; HERITAGE SECTOR</b> Discern and investigate potential partnerships, public and/or private funding opportunities that support the development of cultural and heritage spaces. Rally local support where appropriate to support efforts.
	<b>BUSINESS SECTOR &amp; INDIVIDUAL FUNDERS</b> Work with networks to discern opportunities to invest with the ACH sector into new cultural and heritage spaces.
	<b>DISTRICT OF SQUAMISH &amp; OTHER LEVELS OF GOVERNMENT</b> Support efforts of ACH organizations to seek external funding sources to create new spaces for ACH activities. Leverage funding opportunities made available to government bodies that support cultural space development.
	<b>GENERAL PUBLIC &amp; PARTICIPANTS IN ACH EXPERIENCES</b> Support efforts of ACH organizations and producers by donating to campaign efforts when made available, voice support for cultural and heritage facility development, and participate in community engagement exercises.
OUTLOOK: Long Term (7-10 years)	

**Tactic 6.2 | Identify, preserve and protect the community's heritage assets and establish a framework for conservation that makes sense for Squamish and its unique heritage.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Create a plan to identify places of historical importance to our community along with a framework to guide how heritage resources are managed.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Celebrate and share Squamish heritage on premises and/or online. Connect with local heritage organizations if an establishment has heritage significance.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Recognize the desire of the heritage groups for a heritage framework and archival services. Collaborate with these groups where possible to support the community's pursuit in accomplishing heritage goals.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Visit local heritage places, landscapes and archaeological sites that define our community.

**OUTLOOK: Medium Term (4-6 years)**

**Tactic 6.3 | Integrate arts, culture and heritage space into future community planning, strategies and plans where appropriate.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Incorporate space development and assessment in organizational plans and strategies. Work with local stakeholders and the community to discern cultural space needs and communicate these needs to government and other key partners.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Connect with ACH organizations about cultural and heritage space needs.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Explore and support opportunities for cultural and heritage facilities development that aligns with District of Squamish plans.



**GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Communicate with ACH organizations about needs and desires for cultural and heritage spaces in Squamish.

**OUTLOOK: Medium Term (4-6 years)**



**Tactic 6.4 | Develop Cultural Space Targets to support the future development of cultural and heritage facilities in Squamish.**

**ROLES**



**ARTS, CULTURAL, & HERITAGE SECTOR**

Establish sector-wide collaboration efforts to discern needs for future cultural and heritage space targets and liaise with municipal government to communicate findings.



**BUSINESS SECTOR & INDIVIDUAL FUNDERS**

Liaise with ACH organizations about anticipated and current space needed for ACH activities and experiences in Squamish.



**DISTRICT OF SQUAMISH & OTHER LEVELS OF GOVERNMENT**

Develop targets for securing, enhancing, and developing affordable and accessible arts, cultural and heritage spaces. These targets will speak to community need and anticipated future growth and are eventually intended to inform local government strategies, plans, land use, policy, investment, regulations, partnerships and advocacy.



**THE GENERAL PUBLIC & PARTICIPANTS IN ACH EXPERIENCES**

Participate in community engagement exercises when available and connect with ACH organizations to help them discern cultural space needs.

**OUTLOOK: Long Term (7-10 years)**





# NETWORK OF DISTRICT PLANS

The Official Community Plan (commonly referred to as an OCP) is the approved document that establishes the vision, objectives, goals and priorities for how Squamish will grow and evolve looking forward. It sets out a clear, community vision today, so we can shape our future in a way that is healthy and sustainable and provides a high quality of life for current and future residents.

While the OCP is a high-level document, it has specific tools and policies to determine how the community should consider new development proposals and to guide Council decisions in the coming years. It is also the foundational document from which all other policies and plans flow, therefore a clearly articulated vision in the OCP sets the stage for all other District work. The initiation of this strategy really began in 2016 with the public engagement around the Official Community Plan which offers significant guidance with respect to the community's values around arts, culture and heritage. It paints a picture of a community that is thriving with the social and economic benefits of a culturally engaged, vibrant and diverse community. The current OCP was adopted in 2018 and provides us with policies that support and direct arts, culture and heritage, including:

- OCP 16.3 - 16.4 – Downtown Land Uses
- OCP 16.5 - Downtown Public Realm
- OCP 18.3 - Recreation Access and Amenities
- OCP 18.4 (g) – Squamish Nation Recreational, Cultural and Health Programming
- OCP 27.1 – First Nations Culture and Heritage
- OCP 27.3 – 27.5 Creative Community
- OCP 27.7 – 27.8 – Public Art
- OCP – 27.9 Heritage Conservation

Council's Strategic Plan, District of Squamish Organizational Plan, District Master Plans and Strategies provide strategic direction towards the delivery of long term objectives. Existing District plans and strategies that were consulted in the making of this document include:

- District of Squamish Council Strategic Plan 2018-2022
- District of Squamish Real Estate and Facilities Master Plan
- District of Squamish Economic Development Action Plan
- District of Squamish Economic Development Sector Action Plan
- District of Squamish Proposed Strategic Actions – Outdoor Recreation 2019
- District of Squamish Public Art Policy
- District of Squamish Special Events Bylaw
- District of Squamish Youth Strategy 2019
- District of Squamish Youth Report Card 2017-2018





## **External References and Influences:**

### **Arts BC**

Cultural Planning 101 for Community Arts and Culture Leaders

### **Destination BC**

Destination Development Strategy Sea-to-Sky Corridor

### **First Nations Leadership Council**

First Nations Heritage Conservation Action Plan 2011

### **Heritage BC**

State of Heritage 2019

Squamish Heritage Report, Heritage Workshop, Squamish Historical Society

### **Neighbourhood Arts Network**

Arts and Equity Toolkit

### **Squamish Arts Council**

Annual Report to District of Squamish Council November 2019

### **Statistics Canada**

British Columbia – Immigration and Ethnocultural Diversity, 2016 Census

Vancouver – A Data Story on Ethnocultural Diversity and Inclusion in Canada

Wages, salaries and commissions of tax filers aged 15 years and over by main industry sector and sex: Squamish, B.C.

### **United Nations Declaration for Indigenous People**

## **Municipal Sources**

### **Bowen Island Municipality**

Advancing Arts and Culture on Bowen Island 2017-2027

### **City of Coquitlam 2015-2030**

Arts, Culture and Heritage Strategic Plan 2017

### **City of Kelowna**

Creative Sector Economic Impact Study

Heritage Strategy 2015

### **City of Port Coquitlam**

Cultural Plan 2016

### **City of Surrey**

Parks Recreation and Culture Policy 2018-2027

Events Sponsorship Policy

### **District of Tofino**

Arts, Culture and Heritage Action Plan 2018

Heritage Master Plan for Tofino 2014

### **City of Vancouver**

Creative City Strategy 2018

Cultural Plan Strategic Directions 2013-2018

Heritage Action Plan

Making Space for Arts and Culture 2019

### **City of West Vancouver**

Arts and Culture Strategy 2018-2023

### **Resort Municipality of Whistler**

Whistler's Cultural Plan







“We are **not**  
**planning** the  
arts, we are  
**planning**  
**for** the arts.”

~Bowen Island Cultural Plan



# GLOSSARY

## **Built Heritage (Vancouver Heritage Foundation)**

Encompasses houses, buildings, bridges, monuments, structures and tangible assets defined by their heritage value and/or heritage character and/or contribute to the story of place, time, people and community.

## **Culture (UNESCO)**

"...the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together value systems traditions and beliefs."

## **Cultural Identity (National Geographic)**

Shared characteristics of a group of people, which encompasses, but is not limited to, place of birth, religion, language, cuisine, social behaviors, art, literature and music.

## **Cultural Heritage**

Refers to the intangible assets of heritage such as tradition, storytelling, and aspects that inform people's cultural identities and lives.

## **Definition of Cultural Heritage (UNESCO)**

Unesco divides cultural heritage into two categories, tangible and intangible:

### **Tangible Cultural Heritage:**

- Movable cultural heritage (paintings, sculptures, coins, manuscripts)
- Immovable cultural heritage (monuments, archaeological sites)
- Underwater cultural heritage (shipwrecks, underwater ruins and cities)

### **Intangible Heritage:**

Traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts.

## **Cultural Landscape (Heritage BC)**

Traditions or living expressions inherited from our ancestors and passed on to our descendants, such as oral traditions, performing arts, social practices, rituals, festive events, knowledge and practices concerning nature and the universe or the knowledge and skills to produce traditional crafts.

### **Eventfulness**

When events reinforce and celebrate the identity or culture of the places which they happen, and in doing so, positively impact the economic and social prosperity of the city. This can be harmonious with placemaking.

### **Heritage**

Heritage brings together archaeology, museology, indigenous culture, cultural landscapes, a diversity of cultural voices, and the built environment...Heritage is the tangible and intangible record of human imprint on the world.

### **Low Barrier**

Easily accessible to all people, regardless of age, ability or social status.

### **Natural Heritage**

Natural sites with cultural aspects such as cultural landscapes, physical, biological or geological formations.

### **Reconciliation (Truth and Reconciliation Commission of Canada)**

"The truth telling and reconciliation process as part of an overall holistic and comprehensive response to the Indian Residential School legacy is a sincere indication and acknowledgement of the injustices and harms experienced by Aboriginal people and the need for continued healing".

### **Social ROI (Return on Investment)**

Social benefits associated with investment, usually difficult to measure numerically.

# APPENDIX A

**VISION:** Squamish is a vibrant community where Arts, Culture and Heritage thrive and continue to be an essential thread to the fabric of our coastal mountain community.

**MISSION:** To utilize existing levers to promote and support, remove barriers and work towards community aspirations for Arts, Culture and Heritage.

CULTIVATE VITALITY

**ACTION 1:** Animate the community with a blend of programs, services and events that are diverse and inclusive and offer opportunities to all residents and visitors and take into account Squamish's growing community.

**Tactic 1.1** | Establish an eventful community that offers opportunities to participate year round with recognized events occurring in each month of the year.

**Tactic 1.2** | Explore and pursue partnership opportunities that support access to Squamish Nation cultural and creative programs and respect, honour, and promote expressions of local indigenous culture and heritage.

**Tactic 1.3** | Nurture the development of programs and events that aim to engage youth in ACH experiences and activities.

**Tactic 1.4** | Develop a sustainable model for the dissemination and management of public art programs thereby animating community spaces and enhancing public art opportunities For creative thinking, celebration of heritage, and artistic expression throughout the community.

**Tactic 1.5** | Establish a model to protect, integrate, and celebrate community heritage resources within Squamish.

**ACTION 2:** Foster partnerships and collaborations for the provision of cultural programs, events, and venues.

**Tactic 2.1** | In accordance with the District of Squamish Official Community Plan, recognize and enhance the value of ACH as a sustainable source of economic growth and support creative strategies, practices and partnerships that deliver heritage, arts and cultural amenities, programs and activities.

**Tactic 2.2** | Improve knowledge sharing and internal capacity building in the ACH sector.

**Tactic 2.3** | Employ levers that can enhance community partnership in order to facilitate the development and growth of cultural programs and events.

**Tactic 2.4** | Increase cultural knowledge of key stakeholders to elevate sector capacity and foster stronger partnerships that result in quality ACH experiences and opportunities.

NOURISH CONNECTIVITY

**ACTION 3:** Foster strong collaboration and connection between ACH producers to create synergies and elevate cultural awareness.

**Tactic 3.1** | Support efforts of ACH producers and community groups to mobilize, strategize, engage, and plan.

**Tactic 3.2** | Coordinate scheduling and cross-promotion of ACH programs, offerings, events, facilities, and spaces.

**Tactic 3.3** | Establish a sector-wide vision for ACH in Squamish that is agreed upon and supported by the ACH producers and community groups of Squamish.

**Tactic 3.4** | Create more connections with businesses and ACH organizations to support space for exhibitions and programming.

**ACTION 4:** Cultivate stronger awareness of ACH experiences for audiences, residents, and participants.

**Tactic 4.1** | Explore opportunities to develop a unified cultural community calendar that is widely recognized within Squamish and by visitors as the best resource to search for ACH experiences.

**Tactic 4.2** | Promote the unique artistic and cultural identity of Squamish and focus on presenting Squamish as a community of natural beauty, outdoor recreation, and cultural experiences with a rich heritage.

**Tactic 4.3** | Work with regional partners to promote and market Squamish as a destination for ACH experiences and communicate local ACH successes that will help attract both talent and visitors.

TACTIC OUTLOOK:

SHORT TERM:

MEDIUM TERM:

LONG TERM:

OPTIMIZE SPACE

**ACTION 5:** Connect citizens through facilities, programs, and gathering spaces to create community.

**Tactic 5.1** | Create awareness of the useable public and private spaces for arts, culture and heritage activities taking into consideration both conventional and non-conventional venue types.

**Tactic 5.2** | Mitigate financial and administrative barriers to using space for cultural producers, groups, and artists.

**Tactic 5.3** | Create a cultural spaces map where information is crowdsourced to aid in connecting ACH organizations, groups, producers and the community to available spaces that can be utilized for ACH activities.

**ACTION 6:** Establish the future direction for the development or redevelopment of cultural facilities.

**Tactic 6.1** | Explore external funding opportunities to develop new cultural spaces in Squamish that serve the needs of the community and the ACH sector.

**Tactic 6.2** | Identify, preserve and protect the community's heritage assets and establish a framework for conservation that makes sense for Squamish and its unique heritage.

**Tactic 6.3** | Integrate arts, culture and heritage space into future community planning, strategies and plans where appropriate.

**Tactic 6.4** | Develop Cultural Space Targets to support the future development of cultural and heritage facilities in Squamish.



# APPENDIX B

## METHODOLOGY FOR **ENGAGEMENT**

### 1. SURVEY - BROAD COMMUNITY ENGAGEMENT

In pursuing the writing of Squamish's first arts, culture and heritage strategy, the cultural planning team wanted to gain an understanding of the community's general opinion on arts, culture and heritage in Squamish. To achieve this, the team developed a survey of 8 questions and allowed for ample open-ended comments. The survey questions were structured into three parts:

- Questions revolving around the respondents' perspective of the current state of the sector;
- Questions that inquired where and what activities respondents would participate in if given the opportunity and;
- Questions that asked respondents on the areas for growth, development and opportunity and any potential barriers.

The survey was released online and shared by multiple stakeholders, local media outlets and online influencers. The team also organized several in person touch points at a number of festivals and community events that collected survey responses from on site participants. Surveys were also submitted in paper form to the team by volunteers.

The survey closed with 889 responses – one of the most well-responded surveys for the District of Squamish!



## FINDINGS

The survey results showed that community members on average would like more arts, culture and heritage experiences in Squamish while indicating that they currently do not feel like there are enough experiences to engage in.

Respondents indicated interest in taking part in all cultural and heritage activities but favoured strongly live music, theatre, performing arts, public art and markets. Majority of respondents indicated that they would go to an event or festival to search out a cultural experience. This was followed by public spaces and art galleries.

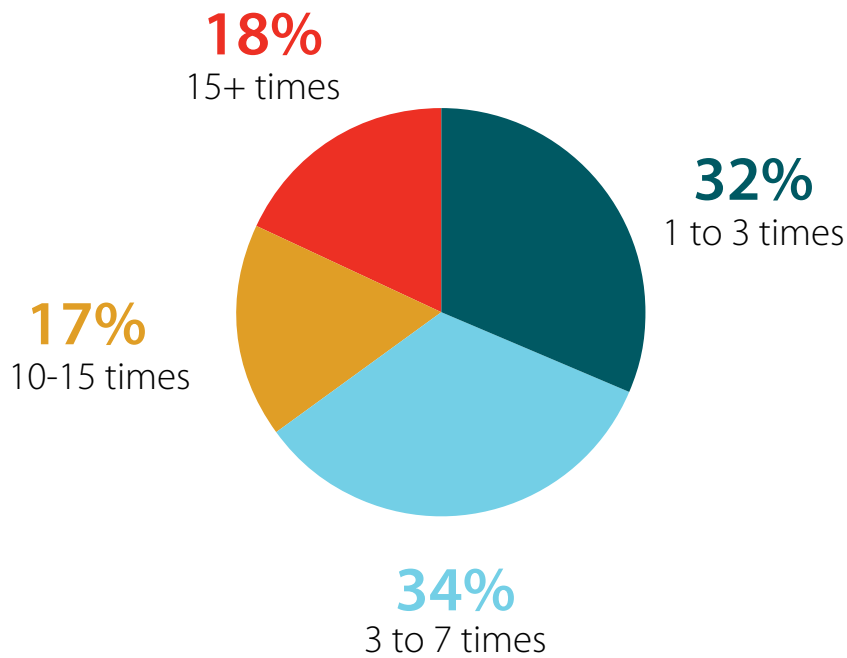
Key areas for improvement to the arts, heritage and culture sector were identified as more dedicated spaces, more funding sources, more performing arts, and more events. Improving access to indigenous heritage was ranked as #4 area of interest to see developed.

Respondents overwhelming indicated that lack of concentrated facilitates poses a barrier to developing the cultural sectors.

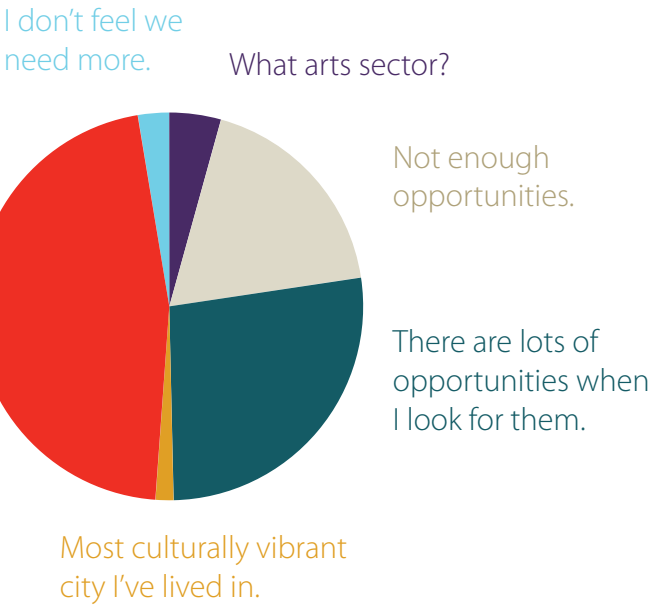


1. SURVEY - BROAD COMMUNITY ENGAGEMENT

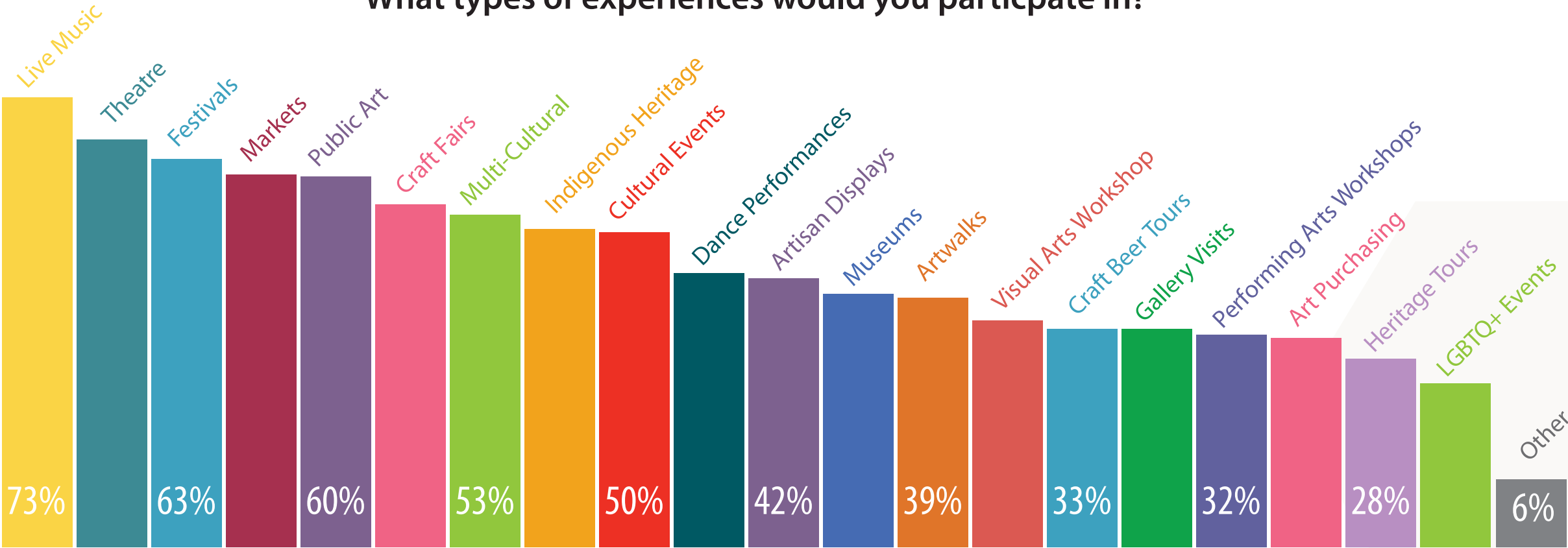
How many times per year do you participate in arts, culture and/or heritage activities in Squamish?



Do you feel there are enough arts, culture and/or heritage experiences in Squamish?

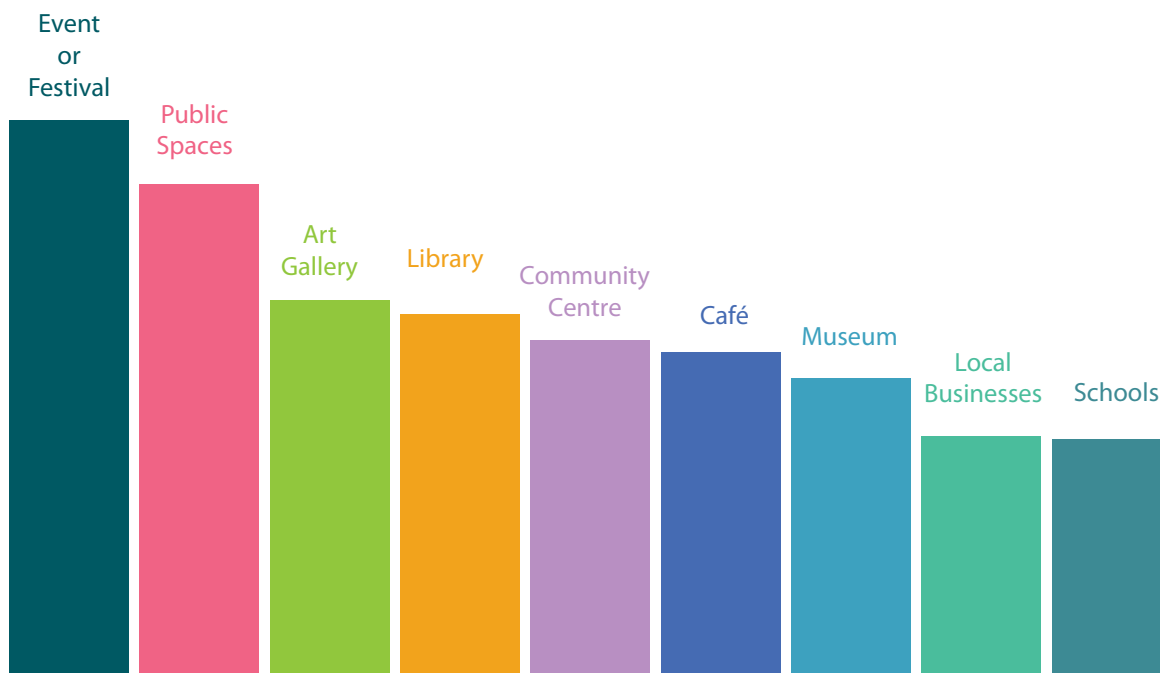


What types of experiences would you participate in?



## 1. SURVEY - BROAD COMMUNITY ENGAGEMENT

Where would you go to experience arts, culture and heritage?

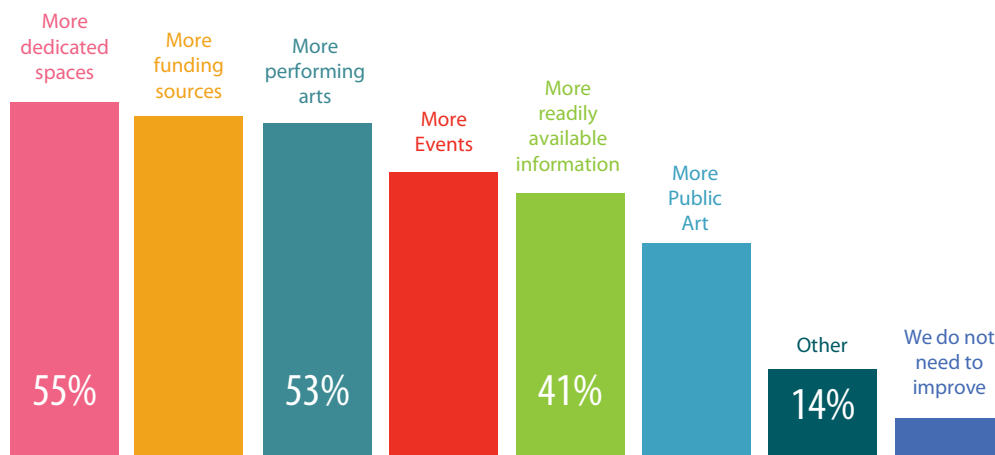


Top 5 areas you would like to see developed:

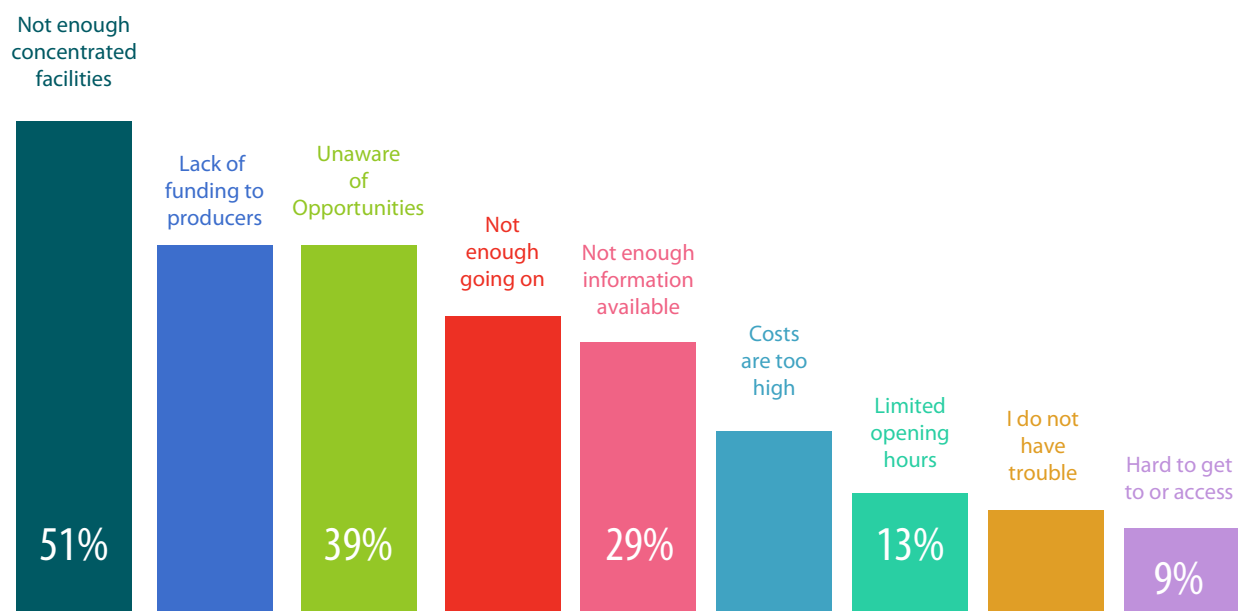
- #1 Live Music
- #2 Festivals
- #3 Theatre
- #4 Indigenous Heritage
- #5 Public Art



## Where can Squamish improve in offering arts, culture and heritage opportunities?



## What are the barriers to experiencing arts, culture and heritage in Squamish?



## 1. SURVEY - BROAD COMMUNITY ENGAGEMENT

### ARE THERE OTHER BARRIERS?

This question provided participants with the ability to provide a written response. The below word cloud shows the most frequently used words by participants:



## THEMES FROM OPEN SURVEY COMMENTS

The survey hosted numerous opportunities for respondents to write additional comments and feedback. Below is a collection of the themes from those comments listed in order of the most voiced theme:

- Desire for more facilities to experience arts, culture and heritage in Squamish.
- Desire to see more ACH experiences including various types of programming, training, performances, events.
- Indicated types of existing facilities, events, and/or areas currently frequented to experience ACH in Squamish.
- Indicated barriers that impede ability to experience ACH in Squamish (lack of variety/inclusion/diversity, need for policy, job and financial barriers).
- Indicated desire for sector development by improving current facilities, venues, access and management in order to experience ACH.
- Access to information is a barrier to participation.
- Other barriers include both financial and social.



# 1. SURVEY - BROAD COMMUNITY ENGAGEMENT

## SUMMARY OF FINDINGS

### CURRENT CLIMATE

- High level of engagement
- Desire for more
- Demand for low barrier experiences
- Community communications and marketing opportunities



### COMMUNITY ASPIRATIONS

- Space
  - Community hub
  - Satellite hubs in neighbourhoods
- Experiences
  - Creating eventfulness within the community
  - Areas that promote arts experience
- Funding Opportunities
  - More funding or lower costs for experience producers
  - Increased quality of events
- Information
  - One destination for ACH events



### EXISTING BARRIERS

- Information sharing
  - Multiple platforms
  - Dependency on social media
- Space
  - Accessing current space
  - Cost of space
  - Limited capacity
- Funding for Organizers
  - Granting streams
  - Lower cost space rental





## 2. STAKEHOLDER INTERVIEWS

After the survey closed, the cultural planning team curated a list of arts, culture, and heritage community organizations, businesses, and collectives. From here, the team reached out to the list of stakeholders inviting their boards and leadership to partake in a presentation and interview for the purposes of collecting their feedback to inform the strategy.

The interview format consisted of presenting the survey results to the stakeholder group and asking a series of curated questions about their perspectives on the result of each survey question. The presentation of the results was followed up by open-ended feedback and round table discussion.

Overall, the majority of stakeholder interviews echoed similar sentiments as can be seen in the survey results. Many of the stakeholders validate the results and believe they are consistent with their perspective and understanding of Squamish's arts, culture and heritage sector.

These interviews offered a unique moment to listen and connect for the District of Squamish to the volunteers, cultural businesses, and passionate collectives that make up our cultural sector.

25 Groups were interviewed in total which are recognized in APPENDIX C.

## FINDINGS

Through stakeholder validation in the survey results coupled with their feedback, the cultural planning team was able to synthesize the available information into key themes and objectives. The objectives presented in this strategy represent the collective voice of the community who have informed this process and strategy.

### **CULTIVATE VITALITY** **NOURISH CONNECTIVITY** **OPTIMIZE SPACE**

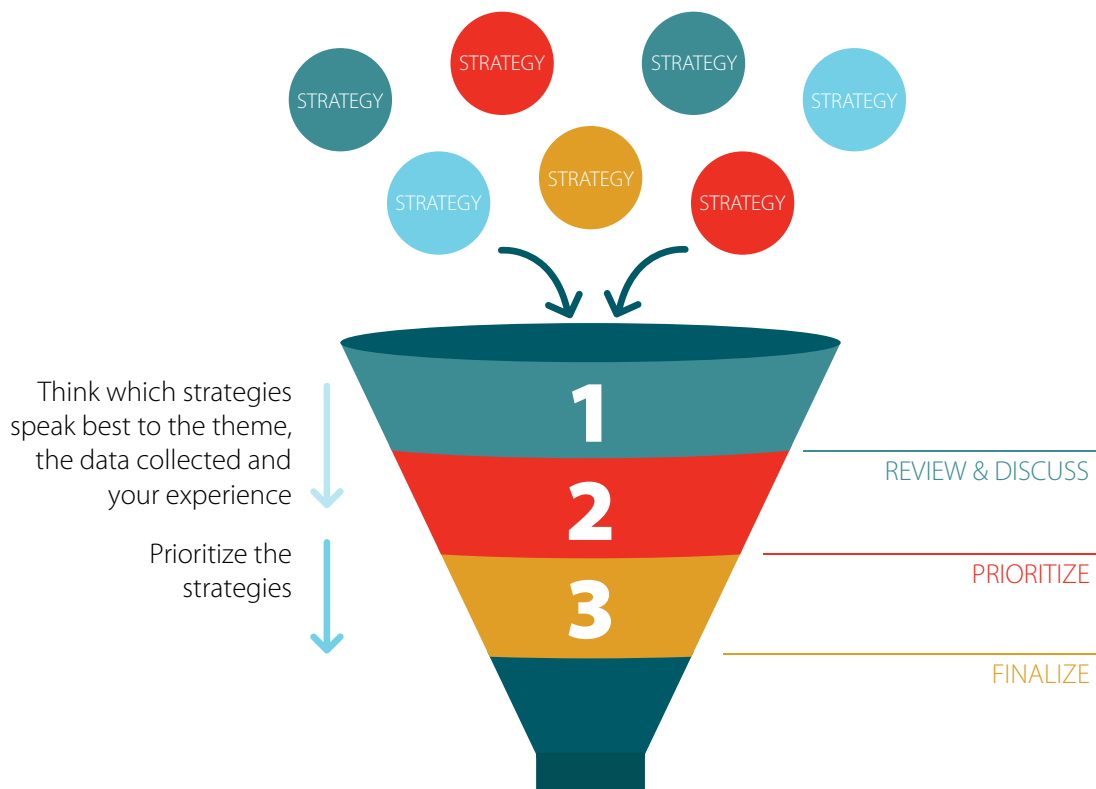
The survey results were also presented to Council on October 22, 2019 and their collective feedback was added to the data.

### 3. STAKEHOLDER WORKSHOPS

The next step in the community engagement process for the ACH strategy was to bring the arts, culture and heritage stakeholders together to participate in a two-part workshop. The intention was to enable stakeholders to identify key strategic areas for the strategy. A workshop facilitator was brought onto the team to provide a third-party facilitation role. Representatives from 21 stakeholder groups participated in the workshops.

The workshop framework consisted of:

- Educating participants on the strategy and community engagement process so far.
- The goals of the strategy and presenting the mission and vision.
- A series of exercises that asked participants to explore the definition of arts, culture and heritage.
- Presentation of the themes from the community engagement.
- Presentation of a number of strategies that fit under the themes.
- Exercises to identify which strategies were most important, how will they be achieved and by whom.



Stakeholders prioritized several strategies under each theme. The themes were later translated into the objectives presented in the current strategy. At the workshop the proposed themes were vitality, connect, space, and cultivate.

## PRIORITIZED STRATEGIES UNDER EACH THEME

### CULTIVATE VITALITY

#### High Priority:

- Maximize the economic and social benefits of arts, culture and heritage.
- Stable and consistent municipal investment in ACH.
- The District of Squamish to play a key role in sustaining and growing the arts community by supporting facilities, programs and services, as well as encouraging entrepreneurial initiatives by local artists and arts organizations.
- Animate the community with a blend of programs, services and events that is diverse and inclusive and offers opportunities to all residents and visitors and takes into account Squamish's growing community.
- Engage the diverse cultural communities within Squamish and celebrate cultural and ethnic diversity through cultural events, festivals and community activities.
- Enable cultural leadership from diverse demographics including youth, multicultural, indigenous, LGBTQ2S+, and seniors.

#### Secondary Priority:

- Enable community groups/ACH producers to grow and succeed.
- Convene & connect the cultural community.
- Foster partnerships and collaborations for the provision of cultural programs, events and venues.
- Capitalize on built cultural assets.
- Develop and nurture healthy neighbourhoods through the arts.

### 3. STAKEHOLDER WORKSHOPS

#### PRIORITIZED STRATEGIES UNDER EACH THEME

##### NOURISH CONNECTIVITY

###### High Priority:

- Create harmonies/synergy between ACH stakeholders, events and activities.
- Foster strong collaboration and connection between ACH producers to create synergies and elevate awareness.
- Initiate and participate in a collective effort to develop and maintain an ACH communication strategy/method/model and delivery model.

###### Secondary Priority:

- Enhance and promote the local arts, culture and heritage of Squamish as a tourism destination.
- Define, build and communicate the unique identity of Squamish's ACH sector.
- Cultivate stronger awareness of ACH experiences for audiences, residents, and participants.

##### OPTIMIZE SPACE

###### High Priority:

- Connect citizens through facilities, programs, and gathering spaces, to create community.
- Remove barriers and simplify access to space for cultural activities.
- Establish the future direction for the development or redevelopment of cultural facilities.

###### Secondary Priority:

- Create accessibility to ACH opportunities and experiences.
- Better utilization of current spaces.
- Maximize cultural functionality, accessibility and potential of all existing facilities and spaces.



## DEFINING ACTIONS

After stakeholders narrowed in on the strategies that they collectively felt were the most strategic and important under each theme, the next part of the workshop went on to ask how these strategies can be achieved and by whom. This is the basis that forms the actions and tactics of the presented strategy. Below is a summary of actions from the stakeholders that were derived from this exercise.

### CULTIVATE VITALITY:

- Connecting all cultural and user groups to meet and strategize
- Facilitating organic connections
- Creation of networking events
- Cultural calendar
- Arts Administrator to support community groups
- Engage with youth
- Street Banner Program
- Attend each other's events for ACH groups
- Youth mentorship in ACH
- Engage more with new residents
- Communicate and emphasize successes of ACH sector
- Collaborate to achieve financial stability

### NOURISH CONNECTIVITY:

- One cultural calendar
- Need of an administrator (to keep the calendar together)
- ACH groups to get together
- Cultural committee
- Creating a unified voice

### OPTIMIZE SPACE:

- Define goals for cultural and heritage spaces
- Attract ACH driven businesses to Squamish
- Use existing facilities
- Feasibility study for new space
- Cultural ambassador
- Use of CAC's to support cultural space development
- Types of spaces desired/needed: performing, display, storage, work
- Use assessment of current spaces (questions/assumptions on use of some spaces vs. others)

# APPENDIX C

This strategy is a result of the thoughts and ideas of many people including the cultural and heritage community. Thank you to all the stakeholders that participated in the consultation process and workshops.

**Between Shifts Theatre**  
**Brackendale Art Gallery**  
**Brackendale Farmers Institute**  
**Britannia Mining Museum**  
**Bungalow 968**  
**Constellation Festival**  
**Hot Spot Community Resource Centre**  
**Howe Sound Performing Arts**  
**Pride Squamish**  
**Public Art Select Committee**  
**Quest University**  
**Refresh Market**  
**Sea to Sky Forestry Centre Society**

**Squamish Academy of Music**  
**Squamish Arts Council**  
**Squamish Dance Centre**  
**Squamish Days Loggers Sports Association**  
**Squamish Farmers Market Institute**  
**Squamish Filipino Community**  
**Squamish Historical Society**  
**Squamish Men's Shed**  
**Squamish Public Library Board**  
**Squamish Sikh Society**  
**Squanderer Mural Festival**  
**West Coast Railway Heritage Park**



