



June 14, 2022

TO: Park Board Chair and Commissioners
FROM: General Manager – Vancouver Board of Parks and Recreation
SUBJECT: Joint CoV/PB Commemoration Framework - Guiding Principles, Vision & Emerging Priorities

RECOMMENDATION

- A. THAT the Vancouver Park Board approve the proposed joint Commemoration Framework Guiding Principles, Vision & Emerging Priorities contained within this report in principle, subject to final approval by City Council and the Park Board at a future date.
- B. THAT the Vancouver Park Board direct staff to work with City staff to further develop a proposed Commemoration Framework and comprehensive administrative policies for a) monuments, memorials, and plaques; and b) naming and renaming, including Indigenous naming, and be prepared to receive a subsequent report with budget requests for Host Nations consultation and public engagement.
- C. THAT the Vancouver Park Board direct staff to suspend the review of any new commemorative requests including plaques, naming, and monument donations while the Commemoration Framework is under development.

REPORT SUMMARY

The draft Commemoration Framework Guiding Principles, Vision & Emerging Priorities are intended to inform how the Park Board and City of Vancouver support commemoration in the public realm. The Framework will address pervasive patterns of erasing Host Nations' and excluding equity-denied communities' histories in the commemorative landscape and support commemorative practices that foster a more equitable sense of belonging and connection across all communities.

Current Park Board and City policies are not equipped to support commemoration that reflects the City's organizational commitments to truth and reconciliation, decolonization, equity, or cultural redress, nor do they effectively align Park Board and City processes. The current absence of a Commemoration Framework results in an incomplete and often inaccurate commemorative landscape which favours communities who have access to decision-makers and funding, and perpetuates historic and cultural erasure. Currently, the Park Board and City guidelines on the donations of public art, monuments and memorials offer limited and imperfect guidance; and the related Council Committees -- Public Art Committee and the Civic Asset Naming Committee -- are not adequately resourced to deal with the complexities of this work.

Recognizing the overlapping roles of Park Board and City in stewarding Vancouver's commemorative landscape, this work has been done in collaboration between staff from both bodies.

The purpose of the framework in development is to establish an overarching set of guiding principles, vision, and priorities, and two administrative policies on (a) monuments, memorials, and plaques; and (b) naming and renaming, including Indigenous naming, to:

- Address the colonial commemorative landscape's erasures, exclusions, and inaccuracies
- Guide transparent and fair review, selection, and funding processes
- Enable government-to-government partnership with Host Nations
- Embed commitments to decolonization, reconciliation, redress, equity, and accessibility
- Clarify and align Park and City roles: support, curate, regulate, defer, not interfere

This report outlines the multi-phase work program to develop a framework and summarizes the completed Phase 1 preliminary research, consultation, and engagement activities, analysis, and findings. It also summarizes next steps and financial considerations for consultation, engagement, and policy development activities in Q3 2022 – Q4 2023.

Draft Guiding Principles, Vision & Emerging Priorities emerged from the findings and are presented within this report for approval:

Guiding Principles: Self-Determination, Reciprocity, Integrity, Equity and Accessibility, Learning and Unlearning, and Artistic and Cultural Practice

Vision: Civic memory practices reckon with difficult histories and combat erasure, equitably celebrate and honour significant figures and events, and make space to remember together.

Emerging Priorities:

1. Make Space for Host Nations to Assert Self-Determined Memory Practices
2. Reckon With Colonial History + Narratives Celebrating Conquest
3. Centre Equity-Denied Communities' Stories + Memory Practices
4. Foster Belonging, Multiplicity, + Connection Across Communities

This City-wide policy project is a unique opportunity for the Vancouver Park Board and City of Vancouver to work collaboratively with the Host Nations, equity-denied communities, and the broader public to create more accurate, inclusive understandings of the histories that have and will shape Vancouver.

VANCOUVER PARK BOARD AUTHORITY

As per the [Vancouver Charter](#), the Park Board has exclusive jurisdiction and control over all areas designated as permanent and temporary parks in the City of Vancouver, including any structures, programs and activities, fees, and improvements that occur within those parks.

The Board shall have the custody, care and management to the extent prescribed by Council of such other areas belonging to or held by the City as Council may from time to time determine.

PARK BOARD PREVIOUS DECISIONS AND POLICIES

- [Review Guidelines For The Donation Of Public Art](#) (1997)
- [Park Board Reconciliation Strategies](#) (2016) includes the direction to review “the donation of monuments, memorials, and public art processes and policies to ensure integration of Indigenous history, heritage values, and memory practices.”
- [Truth-Telling: Indigenous Perspectives on Working with Municipal Governments](#) (2017)
- [Park Board Reconciliation Mission, Vision & Values](#) (2018)
- Development of a shared, city-wide commemorative policy for monuments and memorials was identified as one of key implementation actions in [VanPlay Playbook: Vancouver's Parks and Recreation Services Master Plan G.8.2 Monuments and Memorials Framework](#) (2019)
- Motion, [Co-Management of Vancouver Parklands with the Musqueam, Squamish, and Tsleil-Waututh Nations](#) (2021)
- Data presented in November 2021 at the [Colonial Audit: Interim Progress Report](#), illustrate the current under-representation of Indigenous languages, place names and peoples, as well as equity-denied communities.

CITY OF VANCOUVER PREVIOUS DECISIONS AND POLICIES

- [City of Vancouver Framework for City of Reconciliation](#) (2014)
- [Gifts of Art Intended for Permanent Placement at Public Sites](#) (2016)
- Development of a shared, City-wide commemorative policy for monuments and memorials was also identified as a key actions in [Culture|Shift: Blanketing the City in Arts & Culture](#) (2019)
- [šxwʷáxən Xwtl'a7shn and šxwʷáxənəg Xwtl'e7énk Square renaming](#) (2018)
- [Year of Indigenous Languages](#) Motion (2019)
- [Heritage Action Plan](#) (2020)
- [Places for People](#) (2020)
- [Equity Framework](#) (2021)

Related Policies and Projects Underway

- Stanley Park Comprehensive Plan
- Pilot Indigenous Park Naming Process
- Park Board Colonial Audit
- UNDRIP Task Force
- Missing and Murdered Indigenous Women, Girls, and Two-Spirit People
- Host Nations' Cultural Heritage Project

- Indigenous Languages
- Black and African Diaspora Communities - Historic Current Discrimination & Cultural Redress
- South Asian Redress - Historical Discrimination Against People of South Asian Descent in Vancouver
- Apology to Italian Canadian Community
- Anti-Racism Strategy
- Plaza Stewardship Policy
- Protocol, City-Led Events Review

BACKGROUND

Today, cities worldwide are grappling with public calls to action to address inequitable and inaccurate representation in the commemorative landscape, from monuments to naming. As statues are toppling, cities are stumbling through complex and charged terrain, attempting to reorient commemorative approaches towards reconciliation, equity, and redress.

In response to public calls for action, municipalities are reviewing individual problematic civic commemorative assets, and developing frameworks to guide the conception, development, funding, and stewardship of new civic commemorative assets. Cities are endeavouring to reckon with difficult histories without reducing community representations to their suffering alone, and to foster connection between peoples while centring equity-denied communities most impacted by colonial violence and dispossession.

Civic memory practices reflect an institutional and collective interpretation of cultural values. Acts of public commemoration reflect community cultural values through how we collectively choose to remember and honour the past; these narratives are supported through the naming of streets, parks and other civic assets, and represented in monuments, memorials and plaques.

Existing Park Board and City policies are not equipped to support civic memory practices and commemoration that reflects organizational commitments to truth and reconciliation, decolonization, equity, or cultural redress. In the absence of a commemoration policy framework, Vancouver has relied on donations, favouring communities that have funds and access to decision-makers, resulting in an incomplete and often inaccurate commemorative landscape.

The *VanPlay Playbook: Vancouver's Parks and Recreation Services Master Plan* (G.8.2) and the City's 10 year culture plan, *Culture|Shift: Blanketing the City in Arts & Culture* (D3.G3.A3) each contain actions directing City and Park Board staff to work together to develop a joint monuments and memorials framework. The development of a comprehensive commemoration framework will aim to guide the review and development of civic memory practices, commemorative works, and names that honour, celebrate, or memorialize specific persons, events, or ideas.

The proposed framework will integrate Park Board and City commitments to decolonization and reconciliation, the living histories of *xʷməθkʷəy̓əm*, *Skwxwú7mesh*, and *səlilwətaɫ*; and the living histories of Urban Indigenous people and equity-denied communities. It will create a framework and administrative policies that are better equipped to reflect the City's commitments and support a more accurate, fair, and inclusive commemorative landscape.

DISCUSSION

Commemoration Framework Planning Process

The policy planning process offers the opportunity to explore various possible policy directions for the overall framework as well as options for administrative policies governing a range of commemorative functions. This section will outline the scope, project map, work program and timeline, as well as the preliminary research, consultation, and engagement findings that informed the development of the draft Guiding Principles, Vision, and Emerging Priorities.

Scope

The scope of this work will establish a focus on tangible forms of commemoration including:

- monuments
- plaques
- memorials
- naming and renaming.

Definitions

- **Commemoration** is an intentional act of acknowledging the memory of people, places, events and ideas. This can be public, private, national, local, tangible or intangible, monumental or modest in scale, temporary or permanent and can be represented in a range of forms, including but not limited to monuments, memorials, plaques, artwork, spaces, ceremonies, and events.
- A **monument** is typically a tangible or fixed asset that has intentional and symbolic commemorative significance.
- A **memorial** is a type of monument dedicated in recognition of those who have died.
- A **plaque** is a commemorative objective with a standard length and format.
- A commemorative **name** bestowed on a building, park, street, or other civic structure pays tribute to a significant person, place, event, or idea.

Project Map + Scope

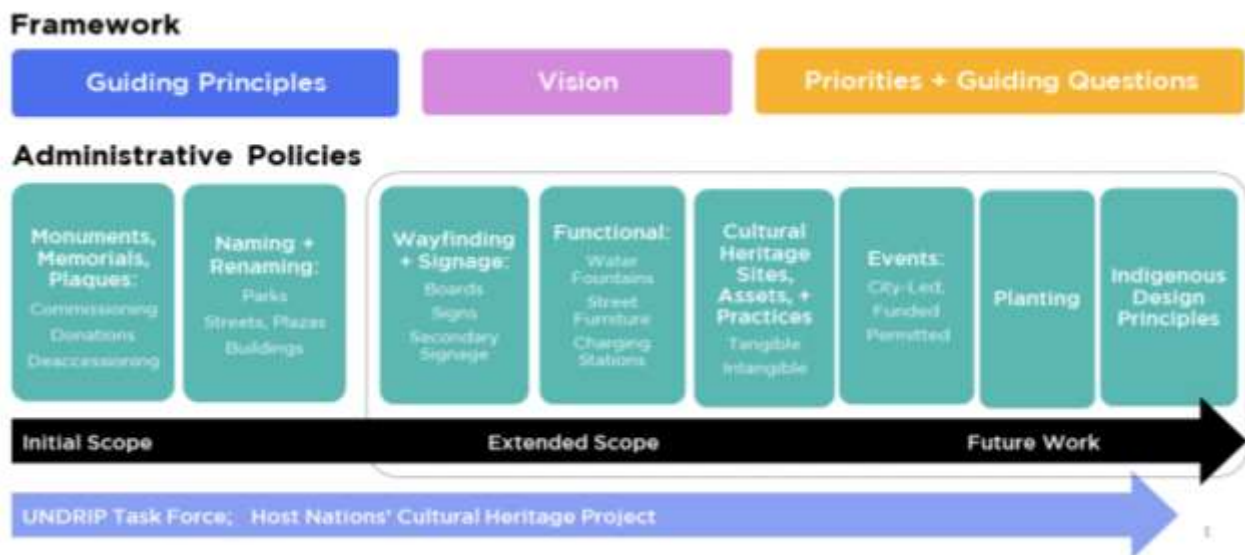


Figure 1: Project Map + Scope

The framework will also inform subsequent work on wayfinding and signage, functional commemoration such as water fountains or street furniture, cultural heritage sites and assets, Indigenous design principles, memorial plantings, and events that are city-led, supported, and permitted.

This policy will not include fundraising, sponsorship, and development programs.

The Park Board will suspend the development of new commemorative works, donations, and naming during the framework and policy development. Exceptions to this suspension include Host Nations' pilot park naming projects. In absence of a Council decision, City staff will recommend a concurrent suspension. Ongoing work to thoughtfully address commemorative flashpoints will inform the work and be informed by the framework.

Work Program and Timeline

In March 2022, both the Park Board and City Council were provided memos outlining a four-phase development plan for a joint Park Board and City Commemoration Framework. The memo outlined the scope of work, Phase 1 preliminary work and a two-year work program to complete the high level Commemoration Framework as well as two initial administrative policies. Given the administrative breadth and sensitive nature of the work, the work program includes a robust planning process that reflects the significance and complexity of the work. As such, the plan will require a comprehensive Host Nations consultation and an equity-oriented public engagement process.

Timeline



Figure 2: Project touchpoints

Phase 1: Concept + Questions. Q1-Q2 2022 (completed). Work undertaken thus far included preliminary research, consultation, and engagement. Phase 1 findings informed the development of the draft foundational elements, the guiding principles, vision, and emerging priorities, as outlined in this report.

Phase 2: Research + Plan. Q3-Q4 2022. This phase will inform work to (1) finalize research for public engagement, (2) inventory and assessment of commemorative assets within Park Board and City jurisdiction, (3) take an equity-oriented approach to establish partnerships for consultation and engagement, (4) review and analysis of funding mechanisms and stewardship models, (5) and review and selection of criteria and processes for administrative policies.

Phase 3: Consult + Engage. Q1-Q2 2023. Consultation with the Nations is proposed to include an intergovernmental working group over a nine-month period to guide the process, opportunities for the Nations to engage their own members. Robust engagement will centre equity-denied communities in shaping the overall process, and include both equity-denied communities and the broader public in exploring civic memory practices.

Phase 4: Draft + Present. Q4 2023. Aggregate and analyze key findings to adjust the draft foundational elements including guiding principles, vision, and emerging priorities. Staff will recommend two administrative policies, for monuments and naming/renaming work. Each policy will include objectives, selection and review criteria, administrative and governance structures, funding mechanisms, programs and stewardship models.

Preliminary Research, Consultation and Engagement Summary (Phase 1)

Activities Summary: Given the complexity and changing field of municipal commemorative practices, during Phase 1 staff undertook a set of preliminary research, consultation, and engagement work to explore conceptual framing and key questions that would shape a comprehensive work program.

Research	
Literature Review	Reviewed 30+ academic and professional reports and presentations from commemoration, heritage, public art, and Indigenous planning fields.
Jurisdictional Scan	Reviewed 20 cities' and 2 provinces' approaches, conducting interview with 5 jurisdictions and reviewing 100+ government reports and engagement materials, as well as news and academic sources..
Inventory	Staff undertook work to tag and categorize commemorative assets registered in the City's public art registry and the Park Board's commemorative registry

Consultation and Engagement	
Host Nations Consultation	Initiated referrals with all three Nations, conducted two meetings with staff representatives from the Squamish and Tsleil-Waututh Nations, interviewed one Musqueam Nation member, and were included in 8 meetings with the Nations on related commemorative issues and related policy matters .
Focus Groups and Interviews	Conducted equity-oriented engagement with three focus groups organized by racial/ ethnocultural identity: Black/ African Descent (5); People of Colour (7); White (8); and 7 interviews with community members, historians, academics, artists, and related field professionals.

Consultation and Engagement	
City Council Advisories	Presented to 9 Council Advisory Committees: Public Art, Civic Asset Naming, Arts and Culture, Urban Indigenous People, Racial and Ethnocultural Equity, Persons with Disabilities, 2SLGBTQ2+, and Families/Youth City Council advisory committees. The Seniors committee was offered a staff presentation, but declined.

RESEARCH FINDINGS: LITERATURE REVIEW AND JURISDICTIONAL SCAN

Literature Review

Commemoration vs. History: Commemoration is distinct from history. History is an evidence-based process of understanding the past; whereas, commemoration is the interpretation and expression of cultural values. As critical approaches to history reveal more complete histories, commemorative landscapes shift. When a civic commemoration is removed or changed, it represents a change in what we choose to collectively honour and remember in public space. When a commemorative feature in the form of a statue or name is removed or replaced it does not equate to the removal of history, as the very action of removal or renaming is part of the commemorative features' expanding history.

Heritage and Commemoration: Heritage is a medium through which values and identities can be established and within a planning context, becomes the civically-sanctioned and institutionalized cultural memory. Heritage and cultural history serve as a way to communicate place-based stories about the past and a means to signal what is valued in the present (Madgin, 2017; Schofield, 2008; Fairclough, 2008; ICOMOS, 2002). Commemoration further adds to this by serving as an intentional act to support identity formation. Commemoration is the attempt to establish continuity of histories, value systems, and conventions of behaviour often in the pursuit of social cohesion (Knowles, 1997).

Indigenous Ways of Remembering: Indigenous memory practices are expressed through song, dance, ceremony, oral-histories, storytelling, artwork and place. Indigenous ways of remembering can be land-based, ceremonial, monumental, interpretive, and performative. In Indigenous 'ways of knowing', commemoration, culture, and heritage are not static objects or practices, they are based in relationship and do not involve distinctions from individual and culture or tangible and intangible. Rather, heritage is experienced, interpreted and communicated both collectively and individually in relation to the land (Battell Lowman & Barker, 2015).

Jurisdictional Scan

Research Methodology: Staff interviewed commemoration policy development peers in Toronto, Victoria (BC), Auckland, Los Angeles, and the province of Saskatchewan, and augmented interviews with a review of documents from cities currently undertaking commemorative reviews and frameworks including Toronto, Victoria, Halifax, Auckland, Los Angeles, New York, Durham (NC), Richmond (VA), Chicago, Philadelphia, Charlottesville, Baltimore, New Orleans, and San Francisco.

Equity-Centred Framework Development Approaches: Contemporary commemoration frameworks are initiated in response to public calls to address problematic colonial memorials and inequitable commemorative landscapes. Across such diverse places, cities are undertaking efforts to rebalance inequitable commemorative landscapes, and developing creative approaches

to public explorations of commemorative priorities and frameworks. The innovative place-based, interactive, creative, and more accessible approaches fall broadly within three categories:

- 1) Engagement: Monument Labs, dialogue series, Host-Your-Own style workshops, community circles, town halls, hearings, curatorial engagements, surveys; generally oversampling equity-denied communities in advisory roles and participant samples.
- 2) Research and Education: civic asset inventories made public online, archives initiatives, academic essays, interactive maps, bus and walking tours, library reading lists, curricula, and historians embedded in planning projects.
- 3) Programs: pilot and permanent programs included Host Nations Co-Management plans and heritage areas, proactive equity commission programs, and community-engaged commemorative pilots with equity-denied communities.

Financial Investment: Cities have determined this work requires meaningful investment to ensure thoughtful, comprehensive public engagement, public awareness, access to information, and reciprocity with Host Nations for the gifts of knowledge they contribute. For example, the City of Toronto invested \$500,000 in public engagement related to their recognition review process and the City of Los Angeles invested significant municipal funds matched by foundation and university partners. While approaches that prioritized equity-oriented and place-based commemorative pilot projects required more significant investment, they created pivotal opportunities to test key practices in order to better inform the development of administrative policies and practices. When staff plan consultation and engagement activities, they will consider how a per capita approach is useful, with special consideration for Host Nations consultation and equity-oriented approaches that often include economies of scale.

Renamings and Removals: Staff have relied heavily on global commemorative trends to inform the development of a recognition review process, including the City of Toronto's Recognition Review¹. Cities have undertaken consideration of deaccessioning commemorative works to colonial figures who advocated for colonial or racist policies or enacted violence or oppressive acts in order to address the harm that they cause to Indigenous nations and equity-denied communities. Cities have not undertaken it lightly or quickly, and typically consider three common options 1) rename/ remove; 2) retain with modifications to reinterpret; and 3) take no action/ keep as is.

City of Vancouver staff reviewed documents from other key cities to determine what criteria were commonly used to evaluate these options. Three broad categories of evaluation criteria emerged:

- 1) merit (values alignment, principal legacy of the figure, historic accuracy, aesthetic value, and landscape fairness which evaluates harm to impacted communities);
- 2) impact (the degree of harm to Nations and equity-denied communities, opportunities for public learning); and
- 3) feasibility (civic authority, staff and financial implications, impact to City services, political support, public consensus—both for equity-denied communities, residents and businesses impacted by renamings, and the broader public).

Jurisdictional scan findings affirm an approach in line with Park Board and City values and present novel and interesting engagement opportunities that can inform the Park Board and City engagement approach, such as storytelling practices, mapping areas of commemorative

¹ See Appendix A for further details on Toronto's process and outcomes.

significance, participatory public history projects, and temporary public art projects. However, there are more limited best practices to draw on for government-to-government relations.

Consultation² and Engagement Summary and Findings

Host Nations Consultation

Staff initiated referrals with all three Host Nations and consulted with staff from Squamish and Tsleil-Waututh Language and Culture departments on commemoration, and drew on recent meetings on specific subjects including *Gassy Jack* and Indigenous languages. Some common themes emerged across these meetings: supporting Host Nations' commemoration, reckoning with colonial histories, naming and renaming, and process and protocols.

Nations reaffirmed the necessity to prioritize commemoration that centers their self-determination and cultural presence. Process and protocols are key, as they establish and renew the relationship between governments, peoples, and places.

Reckoning with colonial histories was a shared priority, but diverse perspectives were shared on which approaches best advance Host Nations interests when considering renamings, removals, and reinterpretations of colonial commemoration. Opportunities for truth-telling should be centred in all of these approaches. Reckonings must centre victims and families and avoid triggering those already living with intergenerational trauma while working to engage publics in a more complete understanding of our collective histories.

Naming and renaming can contribute to language continuity and revitalization efforts, but must be carried out with great care. Rushed processes in past naming work hindered opportunities for relationship building, learnings of history and languages, and public education.

In all work with the Nations, process and protocol is key. Rushed, under-resourced efforts cause harm and damage relations. Centring reciprocity, working to reduce burdens on the Nations, adequately resourcing City requests, and honoring protocols will build stronger relationships and advance goals of decolonization and reconciliation.

Public Engagement

To centre people and communities that have been excluded from the commemorative landscape, preliminary public engagement prioritized people from equity-denied groups. Participants brought experience as community leaders, artists, historians, and heritage professionals. Staff also presented and gathered comments from nine (9) City Council committees. City staff who steward relationships with particularly vulnerable communities, such as DTES Indigenous residents and sex workers, were also engaged.

Common themes and distinct issues arose from these sessions.

Taking Directions from the Nations: Across all groups, community members prioritized taking direction from the Nations on commemoration. People expressed a desire for responses that reduce further harm to the Nations, support trauma-informed approaches to truth-telling, and public education. Participants were also interested in ways that artistic and cultural practices

² Consultation is used here to acknowledge that the Host Nations are rightsholders on these lands. Staff recognize that consultation can carry connotations of minimal, arms-length relationship. We use the term here with the intent to affirm, rather than minimize the role of the Nations.

create new ways for communities to explore new understandings of shared history on unceded lands.

Creating More Equitable Commemorative Landscape: Imagining a more diverse commemorative landscape, participants sought to balance uplifting equity-denied communities' brilliance without an over focus on singular figures or demands for overly positive framings. Representations of equity-denied communities must include collectives of everyday experience beyond prominent individuals. Victims who did not survive colonial and racist violence deserved to be honoured in respectful, trauma-informed ways. Sites and buildings where significant trauma occurred require attention in redevelopment processes.

Participants sought processes that supported shared conversations and strengthened connections across communities, particularly equity-seeking communities who feel that they have been forced into competition with each other by City actions. Additionally, communities expressed interest in reinterpreting existing commemorative works and creating new commemorative works that could challenge the normalization of White people as morally superior or the primary founders of this place, while also creating opportunities for people of European descent to explore their unique ethnocultural lineages and experiences. Across groups, communities expressed a desire for ethnocultural groups of all races to have equitable opportunities to space to see themselves reflected in a shared commemorative landscape.

Clarifying Guiding Principles, Vision, Emerging Priorities: Participants offered high degrees of affirmation for draft versions of the vision and emerging priorities, and resonance across groups to confirm key dimensions of the emerging priorities, while offering new points of emphasis, particularly on spaces to gather and commemorative forms.

Participants placed significant priority on the need for spaces where communities can go gather, self-organize, celebrate, mourn, and commemorate, particularly culturally-safe spaces for equity-denied communities. Participants pointed to the value of temporary, experiential, and evolving forms instead of an exclusive focus on permanent, monumental forms of commemoration. Participants also expressed interest in functional commemorations that meet the daily needs of equity-denied communities.

Staff adjusted the vision and emerging priorities to emphasize the importance of Host Nations protocols, the value of temporary works, the need for trauma-informed approaches, and a focus on avoiding tokenizing and ableist framing. The detailed draft follows:

DRAFT - GUIDING PRINCIPLES, VISION, EMERGING PRIORITIES

Guiding Principles:

- Self-Determination
- Reciprocity
- Integrity
- Equity and Accessibility
- Learning and Unlearning
- Artistic and Cultural Practice

Vision: Civic memory practices reckon with difficult histories and combat erasure, equitably celebrate and honour significant figures and events, and make space to remember together.

Emerging Priorities:

1. Make Space for Host Nations to Assert Self-Determined Memory Practices
 - a. Enable Host Nations' visibility
 - b. Protocols to guide commemorative processes
 - c. Shift permanence paradigms - temporary works as a portal to engagement across generations
 - d. Address naming as relationship-making and place-keeping
2. Reckon With Colonial History + Narratives Celebrating Conquest
 - a. Develop thoughtful approaches to contending with colonial names and monuments
 - b. Engage communities in relearning histories in trauma-informed ways
3. Centre Equity-Denied Communities Stories + Memory Practices
 - a. Uplift equity-denied communities' brilliance and complexity
 - b. Expand forms of commemoration to reflect diverse memory practices
 - c. Avoid ableist triumph narratives
4. Foster Belonging, Multiplicity, + Connection Across Communities
 - a. Prioritize commemorative space for ongoing memory-making
 - b. Support memorials that honour and heal

Framework Development Process: Consultation and Engagement Directions

Preliminary engagement offered key directions to design consultation and engagement to further test and explore the vision, values, and emerging priorities with the broader public.

Host Nations' consultation findings offered critical directions to plan for fulsome consultation and engagement in 2023. Consultation indicated that the importance of relational, comprehensive, funded consultation methods that will advance the Nations' self-determination, provide opportunities for their elders to pass knowledge directly to their youth, support language revitalization, support opportunities for their artists and cultural practitioners, and incorporate land-based practices. Consultation with the Nations is proposed to include an intergovernmental working group over a nine-month period to guide the process, opportunities for the Nations to engage their own members, and both public history and temporary public art projects, dependent on the Nations' interests.

Stakeholder engagement findings highlighted the need to design and resource an intersectional, culturally safer, trauma-informed approach that does not to rush sensitive work with over-engaged equity-denied communities. Engagement will draw on best practices providing funding to equity-denied communities to lead their own engagements, and include both equity-denied communities and the broader public in exploring civic memory practices through creative approaches.

Staff will explore significant opportunities for collaboration with universities, art museums and non-commercial galleries, foundations, and heritage nonprofits, as well as Indigenous organizations and ethnocultural societies.

Considerations to both near, immediate and long-term program investment will be integral to the development of a Commemoration Framework. To ensure reciprocity with the Nations, and adequate resources for consultation, engagement, and public events, staff will prepare a budget to support the three upcoming phases of work that may request support from operating and capital budgets for both Park Board's Decolonization, Arts and Culture department and the City's Arts,

Culture, and Community Services. In the long-term, program support for Commemoration that centres Host Nations and equity-denied communities and is not reliant on donations will require significant investment.

FINANCIAL CONSIDERATIONS

Staff will work within existing resource allocations for 2022. Ahead of the 2023 budget process, staff will work to determine if existing operating and capital sources are available to support the work, alongside partnerships with other institutions. If there is still a need for funding support, staff anticipate returning to Board and Council to recommend operating funding for Phase 3 consultation and engagement needs subject to available funding and Park Board and Council approval. Additionally, programs to address incomplete commemorative landscapes may result in significant financial implications following adoption of a Commemoration Framework.

NEXT STEPS

Should the recommendations in this report be approved, staff will continue with Phase 2: completing research, finalizing inventories of City and Park Board commemorative assets, and developing partnerships.

Staff will finalize research by conducting interviews with additional academics and subject matter experts, exploring funding mechanisms for long term programs to address incomplete commemorative landscapes, and developing accessible research materials that can be used in engagement and public education. Inventory work will continue, with a focus on documenting assets which are not registered in the City's public art registry and the Park Board's registry and harmonizing the registries. Staff will work to develop decolonial consultation and creative, equity-oriented engagement process with partnership and budget proposals with the intent to return to the Park Board and City Council for further direction and funding support.

CONCLUSION

The overarching Guiding Principles, Vision, and Emerging Priorities recommended for approval will guide development of an overarching Commemoration Framework and two administrative policies on (a) monuments, memorials, and plaques; and (b) naming and renaming, including Indigenous naming, to address systemic exclusion and foster a more equitable commemorative landscape. Requisite time and resources will continue to be needed to organize this work in thoughtful, effective, equity-oriented approaches. Undertaken with time and care, Vancouver is positioned to address generations of erasure and exclusion within the commemorative landscape and develop transformative commemorative practices that will position it as a leader in a rapidly changing and high-profile area of municipal planning.

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Phase 1 Preliminary Research, Consultation, and Engagement Summary

RESEARCH FINDINGS: JURISDICTIONAL SCAN

Research Methodology

Staff reviewed 20 cities' and 2 provinces' approaches, conducting interview with 5 jurisdictions and reviewing 100+ government reports and engagement materials, as well as news and academic sources. Staff did not undertake a review of municipal administrative structures, but will do so in Phase 2.

Staff interviewed commemoration policy development peers in Toronto, Victoria (BC), Auckland, Los Angeles, and the province of Saskatchewan, and augmented interviews with a review of documents from cities currently undertaking commemorative reviews and frameworks including Toronto, Victoria, Ottawa, Halifax, Saskatoon, Auckland, Los Angeles, New York, Richmond VA, Durham, NC, District of Columbia, Chicago, Philadelphia, Boston, Charlottesville VA, New Orleans, San Francisco, Baltimore, Edinburgh, Bristol; British Columbia, Saskatchewan.

Equity-Centred Framework Development Approaches

Contemporary commemoration frameworks are initiated in response to public calls to address problematic colonial memorials and inequitable commemorative landscapes. Across such diverse places, cities are undertaking efforts to rebalance inequitable commemorative landscapes, and developing creative approaches to public explorations of commemorative priorities and frameworks. The innovative place-based, interactive, creative, and more accessible approaches fall broadly within three categories:

Engagement	- Community Circles - Town Hall + Hearings - IBPOC Naming Table	- Academic Essays - Interactive Maps - Bus Tours	- Curatorial Projects - Surveys - Oversample IBPOC
Research + Education	- Monument Labs - Dialogue Series - Host-Your-Own	- Asset Inventories - Online Inventories - Archives Initiatives	- Library Reading Lists - Local Curricula - Embedded Historians
Programs + Policy	- Host Nations Park Co-Management - Host Nations Heritage Area	- Proactive equity commission programs	- Community-engaged IBPOC pilots - Recognition Policy

Financial Investment

Cities have determined this work requires meaningful investment to ensure thoughtful, comprehensive public engagement, public awareness, access to information, and reciprocity with Host Nations for the gifts of knowledge they contribute. For example, the City of Toronto invested \$500,000 in public engagement related to their recognition review process and the City of Los Angeles invested significant municipal funds matched by foundation and university partners. While approaches that prioritized equity-oriented and place-based commemorative pilot projects required more significant investment, they created pivotal opportunities to test key practices in order to better inform the development of administrative policies and practices.

Phase 1 Preliminary Research, Consultation, and Engagement Summary

Renamings and Removals

Staff have relied heavily on global commemorative trends to inform the development of a recognition review process, including the City of Toronto’s Recognition Review.

In June 2020, after almost 14,000 people signed an online petition calling for the City to rename Dundas Street, the Mayor and City Manager directed staff to develop a working group including staff from the City’s Confronting Anti-Black Racism Unit and Indigenous Affairs Office to recommend options for consideration. The renaming of a major arterial road like Dundas required “an equitable and inclusive public process that considers Black and Indigenous perspectives as well as those of the broader community.”

City of Toronto staff reviewed 256 recent global case studies relating to civic asset renamings and monument removals and outlines trends in concerns, decisions, options, and criteria. The report found that in Canadian examples, figures were associated with the following concerns: 22% anti-Black racism, 58% anti-Indigenous racism, 7% anti-Black and anti-Indigenous racism, 10% other racialized groups, 3% anti-Indigenous racism and other racialized groups.

Cities have undertaken consideration of deaccessioning commemorative works to colonial figures who advocated for colonial or racist policies or enacted violence or oppressive acts in order to address the harm that they cause to Indigenous nations and equity-denied communities. Cities have not undertaken it lightly or quickly, and typically consider three common options 1) rename/ remove; 2) retain with modifications to reinterpret; and 3) take no action/ keep as is.

In a review of the global and national trends in decisions, the report found:

Type	Removed	Retained w/ Modification	Retained w/o Modification	Under Review
Monument - Global	178	28	17	22
Names - Global	129		37	72
Monument – Canada	5	4	1	3
Names - Canada	30		12	3

The report also found the following trends in commonly considered options:

Options
<p>Rename or Remove – in instances where significant harm cannot be mitigated by reinterpretive measures, cities proceed with:</p> <p><i>Renamings</i> of civic assets, particularly street names, often include additional requirements for residents and business owners whose address would be impacted, as well as assessments for costs particular to street renamings.</p> <p><i>Removals</i> of monumental figures often included evaluation of relocations to other sites/ owners as well as the commissioning of new works to reframe the honouring of the figure and highlight the problematic dimensions of their history and legacy.</p>

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Options
<p>Reinterpret – if negative impacts can be mitigated, cities may determine that reinterpretation is a preferred option. Equity-oriented approaches evaluate if reinterpretation presents meaningful opportunities to engage publics in the understanding of the ongoing legacy of the figure in ways that contribute to the equity-denied communities most impacted by the figure’s legacy. Low impact measures include plaques or other historical statements.</p>
<p>Keep – where cities hear that there is minimal negative impact, or where cities lack the authority, resources, political will, or sufficient public consensus, cities have postponed or ruled out action.</p>

On further review of the literature, staff found the following trends amongst key considerations and evaluation criteria when undertaking such decisions:

Criteria
<p>Merit</p> <ul style="list-style-type: none"> - <i>City values</i> – where city values reconciliation, equity, and inclusion do not align with the actions of the historic figures, cities weigh the impact on their ability to mitigate negative impacts to host nations and equity-denied communities. - <i>Principal legacy</i> – when the figure’s legacy of justifying, legislating, or enacting colonial or oppressive acts has a more significant negative impact than their lasting positive legacies, cities weigh the relative value of continuing to honour the figure so prominently - <i>Historic Accuracy</i> – when the figure is represented in uncomplicated and incomplete terms, cities weigh the impacts of such representation - <i>Aesthetic value</i> – do commemorative public art works carry significant artistic worth that would indicate a secondary value to the commemorative function - <i>Landscape Fairness</i> – do problematic figures reinforce traumatic associations for those most impacted by negative legacies in ways that cause them to avoid space or contribute to their exclusion from the public realm
<p>Impact</p> <ul style="list-style-type: none"> - <i>Centering Nations and Equity-Denied Communities</i> – where Nations and communities are most impacted by the negative legacies share consensus, equity-oriented cities prioritized addressing those negative impacts in substantial ways - <i>Public Learning</i> – what opportunities does addressing the figure have for engaging the broader public in understanding the figure and fostering public consensus
<p>Feasibility</p> <ul style="list-style-type: none"> - <i>Authority</i> – if the municipal authority is constrained by any other jurisdictional authority - <i>Resources</i> – what staff time, financial resources, and work programs are affected - <i>Political Support</i> – the degree of political support and oversight necessary - <i>Public Consensus</i> – what degree of equity-denied communities are most impacted and is broader public consensus needed to proceed

Jurisdictional scan findings affirm an approach in line with Park Board and City values and presents novel and interesting engagement approaches that can inform the engagement approach, such as storytelling practices, mapping areas of commemorative significance, participatory public history projects, and temporary public art projects. However, there are more limited best practices to draw on for government-to-government relations.

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PRELIMINARY CONSULTATION AND ENGAGEMENT: SUMMARY AND FINDINGS

Host Nations Consultation:

Staff initiated referrals with all three Nations and conducted two meetings with staff representatives from the Squamish and Tsleil-Waututh Language and Culture departments. Staff presented the background, emerging priorities, and key consultation questions for Nation direction. Staff interviewed one Musqueam member for this phase of work. Staff also included feedback from Nation staff during meetings on related subjects, including Gassy Jack, the temporary memorial to Residential Schools, and Indigenous languages, as well as from emerging directions from the UNDRIP Task Force meetings.

Across direct and related meetings with the three Nations, some common themes emerged: supporting Host Nations commemoration, reckoning with colonial histories, naming and renaming, and process and protocols.

Host Nations Commemoration

- Nations reaffirmed the necessity to prioritize commemoration that centers their self-determination and cultural presence. This includes commemorative works that acknowledge unceded territories, Indigenous rights and title, uninterrupted cultural presence, and highlight stories of Host Nations strength. It is valuable to consider selecting sites and works that are meaningful to Host Nations' histories, as well as sites that remind and implicate decision-makers in ongoing accountability to the Host Nations. It is also important to consider commemorative forms that are central to Host Nations memory practices, including land-based forms.
- The commemorative process is as important as commemorative forms, it establishes and renews the relationship between governments, peoples, and places.
- Commemorative forms should better reflect Indigenous memory practices, including land-based works, ceremony, collaborative processes, temporary works, and materials that reflect and respond to the natural environment, in ways that offer opportunities for renewal between peoples and generations.
- Future processes should strive to establish clear guidelines to deal with the complexity of prioritizing Host Nations' works thoughtfully and transparently, ideally in ways that do not place greater burden on urban Indigenous people than on non-Indigenous people. Additionally, when working to improve Host Nations' representation, commissions and calls should be carried out in thoughtful, timely, and well-resourced ways that do not burden the Nations. A balanced, Indigenous-centred approach to evaluating excellence is needed to ensure works represent Host Nations' forms and stories well.

Reckoning with Colonial Histories

- Nations affirmed that reckoning with colonial histories continues to be a priority, and that their experience should inform renamings and removals of colonial figures. Within Nations, there are diverse perspectives on when renaming/ removals or reinterpretations better advance Hosts Nations' interests, decolonization, and reconciliation. Among core concerns are weighing the renaming/ removal opportunities to reduce harm Indigenous

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people experience against opportunities to reinterpret figures as a means for truth-telling in ways that mitigate inflicting further trauma on Indigenous and equity-denied people.

- When deaccessioning colonial figures is considered, following Host Nations' protocols can create opportunities to establish narratives grounded in accurate histories and Host Nations' cultures. When reinterpreting statues, reframing figures to show their impacts on Indigenous nations and people offers non-Indigenous people the opportunity to share the burden of colonial violence, murder, and loss that continues today. Anti-monument approaches can provide artistic approaches to narrative reframings to more actively engage publics in reinterpreting histories. When reckoning with colonial histories, center victims and families; avoid ongoing triggering for those already living with intergenerational trauma.

Naming and Renaming

- Naming and renaming efforts should offer opportunities for intergenerational sharing with Host Nations members and contribute to language continuity and revitalization efforts.
- Naming must be carried out with the utmost care, it is a sacred act of establishing relationship, governance, and stewardship agreements and should be treated with the appropriate respect. The Park Board and City should not use ancestral names, unless directed to by the Host Nations.
- Past rushed naming processes result in lost opportunities for Host Nations members to participate and benefit from intergenerational opportunities to learn their histories and languages; it also represents shallow opportunities for public education and uptake of Indigenous gifted names.

Process and Protocols

- Recent commemorative issues showed the Park Board and City's lack of knowledge around Host Nations' protocols. While the City was working with Squamish Nation to determine the future of the Gassy Jack statue and site, the City's lack of periodic communications to inform the broader public of the ongoing work created the conditions for harm to occur during the unsanctioned removal of Gassy Jack by community members. Park Board's erection/ removal of the Barge Chilling/ Í7iyéishn sign also demonstrated a lack of understanding and caused harm. Understanding protocols is critical to understanding what culturally-sensitive information should not be shared across the organization or with the general public.
- In order to prevent such harm, the Park Board and City should work to better integrate UNDRIP, TRC's Calls to Actions, and Park Board and City decolonization and reconciliation initiatives across all departmental silos. This is necessary to shift paradigms across the organization and prevent over-burdening of Nation staff with inundation for referral requests. In the development of the process, it is pivotal to create opportunities for the Nations to work together to set directions, and reflect their ways of gathering and governing including feasts and ceremony.

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- Examples of supported processes include: Smithe and Richards Park Naming process (2021-2022), Stanley Park Intergovernmental Working Group (2018-2022), and Culture|Shift cultural liaison roles (2018-2019). Funding to support Nations' participation is critical to these processes. It will be imperative to continue intergovernmental work throughout the process, as well as to continue advancing decolonization work internally across City/Park Board departments.

These key themes have shaped the guiding principles, vision, and priorities, as well as the framing and scoping for fulsome Host Nations consultation in 2023.

Public Engagement:

Preliminary public engagement was scoped to (1) prioritize people from equity-denied groups least represented in current commemorative processes, decision-making, and representation in the commemorative landscape; (2) with experiences as community leaders, artists, historians, and heritage professionals; (3) as well as to engage people from the broader public and commemorative professional fields.

Activities

Staff conducted three focus groups and seven 1-1 interviews.

The focus groups included a group for (1) Black/ African Descent participants, (2) people of colour, and (3) White participants. Proposed focus groups for (1) Host Nations members, and (2) urban Indigenous people did not receive a critical mass of attendees for potential dates.

Staff conducted 1-1 interview with four urban Indigenous people, one Black/ African Descent participant, one participant of South Asian descent, and one White participant. Focus groups and 1-1 interviews included a presentation on background and draft emerging priorities for discussion.

Staff also presented the background and draft emerging priorities to nine City Council advisory committees for questions and feedback, including the Public Art, Civic Asset Naming, Arts and Culture, Urban Indigenous People, Racial and Ethnocultural Equity, Persons with Disabilities, 2SLGBTQ2+, and Families/Youth City Council advisory committees. The Seniors committee was offered a staff presentation, but declined.

Finally, members of the core team met with City staff who are the primary stewards of relationships with particularly vulnerable communities, such as DTES Indigenous residents and sex workers.

Methodology

Staff organized the focus groups according to shared racial and ethnocultural heritage to create culturally safer spaces. Focus groups were proposed to include dedicated spaces for Indigenous participants and Black participants to address the ways that racial hierarchies inform power dynamics as articulated in the City's Addressing anti-Black racism summary, "White supremacy places people within the White 'race' at the top of a ladder of racial hierarchy and Black people and people of African descent at the bottom of this ladder. This places non-Black racialized people in the middle of the ladder and positioned to 'climb the ladder' by distancing themselves from Black people and Blackness in order to gain access to the advantage and privileges associated

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with White people and Whiteness. This has led to anti-Black racism within non-Black racialized communities...³".

Staff did not have the time and resources in preliminary engagement to organize ethnoculturally-specific focus groups for people of colour in ways that addressed the particular historic and contemporary racist events that have shaped their experience of place and memory which will need to be addressed in the fulsome consultation phase. It is also important to note that the participants in the focus group for people of colour were limited to people of of Asian and South Asian descent due to a lack of response from a few invitees. During Phase 2, staff will proactively dedicate more outreach to partners, communities, and individuals across a broader range of experiences.

FINDINGS

Thematic Summaries

Common themes and distinct issues arose across groups:

Nation-Directed Process

- Across all groups, community members prioritized the importance for the Park Board and City to take direction from the Nations, forward and back approaches, acknowledge Host Nations presence, and engage the public in learning accurate histories throughout the framework development process.
- Communities saw the Gassy Jack statue and the Barge Chilling/ Í7iyéishn sign as both preventable circumstances and learning opportunities. People expressed a desire for responses that would reduce further harm to the Nations, support trauma-informed approaches to truth-telling in the public realm, and educate the public on accurate histories. Communities hoped that when the Park Board and City follow the Host Nations' protocols, they will communicate in a timely and appropriate fashion in order to prevent broader communities from unintentionally breaking Host Nations' protocols.

Transparent, Equity-Oriented, Culturally Safer, Properly-Resourced Process

- Community members focused on the need for equity-oriented, transparent, culturally safer, resourced policy-development processes to prevent well-intentioned policy work that becomes compromised by rushed, under-resourced processes that perpetuate structural racism. Properly resourced, non-extractive ways of working with equity-denied people who are not already overburdened with City requests were cited as important, along with approaches that could simultaneously nurture belonging and equity-oriented approaches to celebrating difference. This was seen as crucial to the ability to create a process that can foster connection rather than division, and cooperation rather than competition.
- Participants supported funding for community-driven activities that encourage power-sharing to better connect diverse experiences and avoid tokenization.

³ [Addressing anti-Black racism | Detailed summary \(vancouver.ca\)](#)

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- Participants from communities that had previously been forced into competitive positions by City initiatives highlighted the importance of process-driven partnerships that could strengthen relationships with careful attention to supporting shared conversations that are needed to heal rifts before communities could explore shared space.

Innovative and Creative Engagement Methods

- Feedback included support for more innovative and creative public engagement methods including research and participatory public history that make visible current inequities in monumental and naming representations, piloting more diverse and interactive commemoration with public education, and the development of policies and practices that would draw on best practices in programming funding for commemorative districts and develop tangible tools that will aid in the review and selection of names.

Centering Host Nations Presence and Contending With Colonial History

- Across groups, community members prioritized commemorative works that would acknowledge Host Nations' unceded lands and engage publics in learning about the rich and diverse Host Nations' histories and ongoing presence.
- Individuals across groups agreed that colonial figures should not be left unaddressed, and explored diverse thoughts on exploring the removal/ renaming and or reinterpretation of colonial figures. Generally, people supported clear evaluation frameworks that systematize evaluating the potential to mitigate harm to Nations and equity-denied communities, forefront IBPOC and equity-denied sources, address uneven commemorative landscapes, and creating opportunities for trauma-informed public truth-telling that support decolonial cultural shifts.
- When considering removal, consider whether removals could benefit from process-based artist engagements with publics to dismantle and transform monumental objects.
- When considering reinterpretations, participants supported significant efforts to make problematic contradictions visible and engaging to the public; as well as, the opportunity to highlight people who fought white supremacist colonialism from the outset.

Exploring Equity-Denied Community Experiences

- Participants surfaced key considerations related to supporting place-based commemoration that contributes to the preservation of tangible and intangible cultural heritage assets in communities where equity-denied residents and businesses are concentrated in areas of historic and cultural significance.
- Participants focused on striking a careful balance between uplifting equity-denied communities' brilliance and excellence, while not placing a burden on them to achieve some kind of standard of false meritocracy in order to belong.
- Additionally, participants highlighted that an over focus on resilience can discredit those community members who through no fault of their own were not able to survive colonial

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and racial violence. Victims' experiences deserved to be honoured in respectful, trauma-informed ways as well.

Reframing Commemorative Priorities: Space and Temporary Projects

- The most significant additions to the prior draft priorities included a focus on commemorative space and temporary works.
- Throughout the engagement, participants shared the widespread need to prioritize commemorative space and infrastructure to gather and engage in interactive and experiential memory-making together. This includes space that is less surveilled and curated where communities can self-organize, in plazas, squares, streetscapes, and other public spaces.
- Finally, communities discussed the ways in which an overvaluation of permanent objects disadvantages temporary practices that evolve with communities.

Group Summaries

Urban Indigenous People

- When following Nations protocols, communicate to Urban Indigenous people so they can share the information, uplift Host Nations' protocols, and support people processing grief and anger who have a sense of urgency around seeing colonial figures removed from the public realm in a good way.
- Consider if host and guest protocols offer a commemorative framing around who should be offered permanent (Host Nations) and temporary (Urban Indigenous and non-Indigenous).
- Prevent causing rifts between Host Nations and Urban Indigenous People.
- Offer time, care, and resources to reduce the potential for City and lateral violence.
- Sanctioned and unsanctioned temporary memorials to MMIWG2S+, residential school victims, and people lost to opioid overdoses deserve respect and clarity.
- Develop policy supports that prevent Park Board and City interference in Urban Indigenous cultural practices such as land-oriented ceremonies, fires, and burning in ways that respect Host Nations' protocols.

Black/ African Descent

- Commemoration that centers Black communities, movements, futures, and multiplicity instead of singular figures and mirrors community-specific commemoration practices that uplift Black life.
- Reparations for City's anti-Black oppressive treatment of Black/ African Descent communities must precede commemoration - acknowledge, apologize, offer reparations (i.e. land trust), and correct actions.
- Center Black communities, movements, futures, and multiplicity (v. singular figures).
- Mirror rich traditions of how Black communities honour each other

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- Place-based, multi-scale opportunities - plaques, streets, place names, flags.
- Explore temporary practices that evolve with communities, space-making infrastructure for gathering, and functional commemoration to meet daily needs (water fountains, charging stations).
- Reckoning requires centering those most impacted, forefront Black sources; consider landscape fairness when considering removing or reinterpreting
- Fund community-driven activities that encourage power-sharing to better connect diverse Black experiences and avoid tokenization.

People of Colour

- Significant need for places to gather and engage in memory-making together.
- Prioritize spatial, temporal, experiential, and interactive memory practices.
- With temporary forms, take care with communities combatting racist erasure.
- Look to best practices in programming funding for commemorative districts.
- In monumental works, create infrastructure for programming, temporary works
- Uplift brilliance without discrediting people who did not survive.
- Center trauma-informed approaches to truth telling in the public realm
- Follow the direction of Host Nations on shared commemorative landscape
- Support process-driven partnerships to strengthen relationships, heal rifts; shared conversations are needed before shared space.
- Rushed, under-resourced processes perpetuate structural racism.
- Create transparent, culturally safer, resourced policy-development processes.
- The disillusionment created decades ago by poor consultation for Memorial Square in Chinatown persists now even as the redesign process works to rebuild trust.
- For South Asian communities, it remains unclear how decisions are made on what to commemorate as well as how the City can support work that reflects the diversity of communities within and across South Asian communities.

White People

- Take direction from the Nations, forward land-back approaches, show their presence, and engage the public in learning accurate histories.
- Removals need a clear evaluation framework, could involve process-based artist engagements with publics to dismantle and transform monumental objects.
- Reinterpretations must make problematic contradictions visible and engaging; highlight people who fought white supremacist colonialism from the outset.
- Is there a role the City might play in how White people process emotions related to a more accurate, critical view of their cultural narratives?

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- Mistakes are public education opportunities (Gassy Jack, Barge Chilling/ Í7iyéIshn)
- Prioritize commemoration that is in relationship to land and historic sites.
- Prioritize place-based space (less securitized, curated) needed for people to self-organize, shape, activate, and maintain commemorative space.
- Properly resource non-extractive ways of working with equity-denied people that are not overburdened, nurtures belonging, and takes creative, engaging forms.

City Council Advisory Committees

- Make visible the existing inequities in monumental and naming representations.
- How can parents engage youth in reckoning with colonial history?
- How do New Zealand municipalities respect Indigenous authority and process?
- Pair more diverse and interactive commemoration with public education.
- Develop tangible tools that will aide in the review and selection of names.
- Remembering disabled people creates visibility; avoid ableist triumph narratives.
- Make clear how provisional work is when communicating with advisories.
- Increase process transparency and accountability.
- Opportunity to strengthen community-City relationships.
- Generally affirming of emerging priorities and approach.
- Explore diverse 2SLGBTQ+ areas of historic and evolving cultural significance for commemorative works beyond pride crosswalks, particularly for QTBIPOC communities.
- Consider historic and culturally significant areas for diverse sex worker communities and the ways that functional forms of commemoration can both uplift experience and meet material needs.

There was both sufficient resonance across groups to confirm key dimensions of the emerging priorities, as well as enough new information to further develop the priorities for future exploration.