

Up from the roots: Conversations on precarity and resilience with arts and heritage leaders

Futures Triangle

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The Futures Triangle is a system mapping tool that identifies and illustrates relationships to change. Pushes from the present create urgency for change and pulls into the future propel change towards what is desirable. Meanwhile, weights of the past represent the limitations and obstacles that might delay or cause resistance to change within a given system. Futures Triangles can be created or used following consultation with interest holders to show how possible futures might look and feel for a specific group.

This Futures Triangle demonstrates potential pathways towards futures for Canada's arts, culture and heritage organizations. It maps the findings of the Cultural Policy Hub's report titled *Up from the roots: Conversations on precarity and resilience with arts and heritage leaders*. Written by Brian Loevner (BLVE Consults) following a series of interviews with over 20 leaders from the arts, culture and heritage sector, this report examines the root causes of precarity and uncertainty in the sector and explores collective solutions and actions to move the ecology forward.

At the centre of this Futures Triangle are elements that, at once, create challenges for the sectors to overcome as well as opportunities for positive change and progress. The triangle situates other root causes of precarity as weights from the past or pushes from the present. Elements pulling the arts, culture, and heritage sector into the future reflect leaders' willingness to change by exploring and experimenting with new forms of partnership and collaboration that focus on compassion, well-being and the sustainability of the sector.

Futures Triangle: *Up from the roots* Report

PUSHES from the present

New feelings of disconnection from community are decreasing senses of value and trust in these sectors and creating urgency to change.

Organizations should look to their local communities for partnerships, solutions, and engagements.

The elements in the center of this Futures Triangle are, at once, the challenges to be overcome and keys that could unlock pathways to the future.

GET LOCAL

DISCONNECTED
from communities

Decreasing **VALUE** and
TRUST from the public

Paying
LIVING WAGES

Overreliance on
VOLUNTEERISM

HYPER-FOCUS
on public funding

Embrace **TECHNOLOGY**
AND **ARTIFICIAL**
INTELLIGENCE

Overcome
SYSTEMIC INEQUITY

LONG-TERM FUNDING
commitments

New forms of
PARTNERSHIPS and
COLLABORATION

PULLS
into the future

COMPASSIONATE
organizations

MENTAL HEALTH
and wellness as
policy

Demonstrate
progress using
POSITIVE
CASE
STUDIES

Positive case studies build understandings of processes and models for community engagement, governance, and innovation.

GOVERNANCE and
organizational **MODELS**
reinforce resistance to change

RESISTANCE
TO CHANGE

Resistance to change is driving a crisis narrative that blocks new, sustainable models.

COMPETITION
as a barrier to
collaboration

A sector built on
COLONIAL STRUCTURES

WEIGHTS of the past