

VANCOUVER MUSIC STRATEGY

Draft Final Report



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Purpose

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

Vision

To amplify the sound of Vancouver

Sound of the City, Songs of the Land

What is the sound of this place we call home? What are the songs that originate on these lands? Vancouver is located on the traditional, unceded territories of the x^wməθk^wəy əm (Musqueam), Skw̓xwú7mesh (Squamish) and səl ilwətaʔ4 (Tseil-Waututh) Nations. They have lived throughout this region for thousands of years, and their ancient continuity on these lands is reflected in their songs, stories, oral histories, arts and culture practices, and deep relationships with the lands and waters—and in the archaeological record.

The Vancouver Music Strategy is built upon this understanding and recognition and seeks to create more opportunities for us to hear the songs of this city's original peoples, to get to know the sound of the city better, and to create new relationships of understanding through our shared practices of creating music, art, and culture.



Tsatsu Stalqayu (Coastal Wolf Pack), Photo Credit: Erik Price

Why a Music Strategy?

Cities around the world have recognized the benefits of supporting a thriving music ecology and industry. Music supports urban and community development, diversity and cultural identity, tourism, infrastructure, job creation, and investment.

In creating the Vancouver Music Strategy, our city is joining a *global movement* of cities—from Toronto, Ottawa, London, and New York to Austin, Los Angeles, Berlin, and Melbourne—that see *the value of music* as a key driver of the local economy, a significant contributor to a thriving arts sector, and an integral part of making city life vibrant and fun.

Music is everywhere. From the tiniest DIY shows and late night warehouse parties, to classrooms, community choirs, and street buskers, all the way through to the biggest outdoor festivals and arena concerts, music is a continuous soundtrack to our cities and our lives.

Vancouver is home to a growing, vibrant, and diverse music community—and this strategy aims to support music and musicians working and living here.



Tonye Aganaba, Photo Credit: Christopher Edmonstone

The Vancouver Music Strategy acknowledges that robust policy, infrastructure, and investment are integral to realizing the full potential of our city's local music sector. It recommends increased collaboration between municipal government and the music community and industry to build a strong foundation for future growth and to provide a framework for action.

By foregrounding the importance of building and maintaining relationships with the many voices, artists, and spaces that help foster the music community year-round, this strategy aims to support and celebrate the incredible music community that already exists in Vancouver—and to share the music of our city with everyone living here and with the world.

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A Tribe Called Red, Photo Credit: webmeister Bud

Disclaimer: all photos and images subject to change pending final permissions and approval of the Vancouver Music Strategy report.

“Art is the only true currency of the world..We need to encourage and provide a platform for our music communities so that we can give value and breathe life into our city.”

- Alexis Young, Blonde Diamond



Executive Summary

The Vancouver Music Strategy was initiated in 2016 to explore options to better support local musicians and the Vancouver music sector. The strategy is the cumulative result of partnerships and collaborations between the City, the music industry and community.

Through a multi-year process of research and engagement, the City and industry have engaged a wide range of stakeholders and community voices from across the music sector to develop a set of priority recommendations that will support Vancouver's music sector in achieving its full potential.

The Vancouver Music Strategy has been shaped by extensive research, community engagement, analysis of the music ecosystem, and best practices from other municipal music strategies.

Following Music Canada's groundbreaking report *The Mastering of a Music City* (2015), a provincial framework was developed, *BC Music Sector: From Adversity to Opportunity* (2016), outlining recommendations to leverage the music sector as a cultural and economic driver. As a result, the Province of British Columbia (BC) announced the creation of the BC Music Fund (2016), a \$15M investment to support the growth of BC's music industry. The Province of BC has since renewed the fund in 2018 and 2019, re-branding it *Amplify BC*, and investing an additional \$7.5M annually to support music.

From summer 2016 to 2019, the Vancouver Music Steering Committee, with input from the Vancouver Music Advisory Committee, and through public engagement with music industry stakeholders and participants, examined the strengths, weaknesses, and gaps that exist within the music ecosystem, and conducted the *Vancouver Music Ecosystem Study* (2018) and the province-wide report, *Here, the Beat: The Economic Impact of Live Music in BC* (2018).

Research has demonstrated that music generates almost 14,500 jobs in Vancouver, and that the economic impact of music in Vancouver, including employment and additional revenue, is over \$690M.

Music creates jobs, stimulates tourism, helps build Vancouver's unique identity, and fosters artistic growth, while helping to attract and retain talent, bring in investment from diverse and complementary creative industries, and open up opportunities for a broad spectrum of genres, sounds, voices, communities, and artistic expressions to be heard.

This strategy supports the development of a thriving music community and industry, including non-profit, DIY, and commercial activities, that advance community and economic development across the sector, by proposing two sets of recommendations: those to be considered by the City of Vancouver, and those to be led by the local music industry.

The Vancouver Music Strategy and its recommendations advance core goals and priorities within *Culture|Shift*, the proposed over-arching culture plan for the City, and its vision to place music, arts, and culture at the centre of city building and to create long-term pathways for growth and success across the city's creative industries and the music sector.



Symphony at Sunset, Photo Credit: Vancouver Symphony Orchestra

Introduction

Music is a universally-shared experience. It is fundamental to how we express ourselves and who we are in the world. Music brings us together to gather, share ideas, dance, sing, and tell our stories.

As the third largest music market in Canada, Vancouver is a leading space for innovative music and creativity. From large-scale festivals and music events that celebrate our city and its talent on a global scale, and emerging talent nurtured in Vancouver's thriving underground and DIY scenes, to underrepresented musical genres and communities reflecting the diverse faces, voices, and languages of the city, Vancouver is home to a wide spectrum of music activities.

Vancouver has a proud history of developing, creating and exporting music; it is home to world-class ensembles and recording facilities, celebrated live music, globally-recognized recording artists, music festivals, and award-winning music companies. Whether in public spaces, community venues, clubs or large stadiums, Vancouver residents embrace the power of music to build community, shape the sound bridge cultural and social divides, to transform, to inspire.

The sound of Vancouver is finally being heard.

From legends and music icons to rising stars and emerging bands, Vancouver is not only home to globally-renowned musical talent, but also to thriving underground, electronic, indie, punk, metal, hip-hop, LGBTQ+, experimental, improvised, and Indigenous music scenes. Vancouver music is as rich and varied as the many distinct communities that make up our city's population and, more than ever, music has come to mean many things to many of us.

Music is more than a discipline or a genre within arts and culture: it is a shared experience, an economic driver, and a tool for urban development and social transformation.

On any day or night of the week, you can find music all across the city, but you need to know where and how to find it. Vancouver has an active and incredible music community, but both residents and tourists are challenged by music's lack of visibility and presence in our city's cultural life. Vancouver's music ecosystem also faces challenges shared by many global cities: rising housing and land prices, loss of venues and music spaces, barriers to access, sectoral fragmentation, and gaps in infrastructure and investment.

In partnership with community and industry, the City of Vancouver has an opportunity to meet these challenges and transform them. By leveraging the economic, social, and cultural power of music to support the night time economy, attract tourism and increase the city's vibrancy, reduce social exclusion and loneliness, and build community and collaborations across genres and cultural groups, music has the potential to realize its shared value and create long-term positive change across the city.



Blonde Diamond, Photo Credit: Lindsey Blane

Governments, policymakers, academics, music industry professionals, and urban planners have identified that the music industry contributes to diverse metrics of success, including:

- Creating jobs and increasing local revenue taxes
- Stimulating tourism
- City building
- Cultural development and artistic growth
- Retaining and attracting talent and investments
- Strengthening the social fabric and supporting urban infrastructure

Where music thrives in cities, cities thrive. This strategy positions Vancouver to join other Canadian and international cities in realizing the many benefits of implementing successful music initiatives.

The Vancouver Music Strategy aims to make Vancouver a music-friendly city, where music, audiences, artists, community and industry can thrive.

Framework

Vancouver's music sector is vibrant and diverse, but faces challenges posed by the lack of affordable housing and music spaces, municipal barriers, siloing and fragmentation within the sector, artist remuneration, gaps in industry infrastructure, and a lack of mentorship opportunities to incubate the next generation of artists and industry professionals. While some of these challenges can be addressed through increased support from the City of Vancouver, many of the sector's needs lie beyond municipal jurisdiction, and require shared responsibility and collaborative action with industry partners and community stakeholders.

The Vancouver Music Strategy makes two significant sets of recommendations — **those to be considered by the City of Vancouver, and those to be led by the local music industry** — to address and prioritize the unique needs of the music sector, which include a diverse spectrum of commercial, non-profit, community, and DIY activities. These aim to expand municipal support for music at the City of Vancouver, and catalyze sectoral growth and development across the industry.

To succeed, this strategy will require new modes of cross-sectoral collaboration and action that bring together the City of Vancouver, industry leaders and organizations, community partners, artists, and groups across the metro Vancouver region.

The strategy not only supports a phased action plan and policy change already underway at the City, but also new opportunities for leadership and action to be achieved through partnerships within and across the music sector.



Little Destroyer, Photo Credit: Daniel W. Young & Claudia Wyler / VIES Magazine

The Vancouver Music Strategy has been developed, aligned and integrated with extensive work completed through two 2019 strategic policy frameworks supporting Vancouver's arts and cultural sectors and creative industries. Together they comprise a comprehensive vision to develop an equitable, sustainable, and resilient cultural sector that allows music to thrive alongside and across the creative arts.

CULTURE|SHIFT (2019)

Culture|Shift, formerly the Creative City Strategy, is the over-arching 10-year culture plan for Vancouver. It aims to address current and emerging challenges and opportunities in the cultural sector, reflect the culture and history of the city, and interface with other City policies and strategies. Culture|Shift incorporates final directions of the Music Strategy to provide overall priorities and directions for the City's future investments in music and the creative sector.

MAKING SPACE FOR ARTS & CULTURE (2019)

The Making Space for Arts and Culture report, the City's cultural infrastructure plan, has been developed to optimize municipal policies, tools, programs and investment priorities to secure, enhance and develop vibrant, affordable, and accessible arts and cultural spaces in Vancouver in partnership with the community, other agencies, levels of government and the private sector.

Acknowledging that loss of venues and a lack of affordable spaces are critical priorities for Vancouver's music community, the Making Space for Arts and Culture report incorporates final directions from the Music Strategy into its recommendations to support making more space for music throughout the city.

Priorities

The Vancouver Music Strategy advances the following priorities:

- Promote a sustainable, resilient, and vibrant music industry
- Remove municipal barriers
- Ensure music is represented in city planning and space-making
- Foster collaboration and economic growth across the sector
- Celebrate the sound of Vancouver and the music of the Musqueam, Squamish, and Tsleil-Waututh peoples
- Provide affordable, safe, and accessible places to create, produce, experience, and share music
- Elevate the voices of underrepresented groups
- Amplify all genres and music cultures in the city
- Attract and retain artists, businesses, tourism opportunities and events that strengthen the local economy
- Support music education for all ages, including youth, Indigenous, and underrepresented communities

Strategic Alignment

The Vancouver Music Strategy aligns with the development and implementation of other related City of Vancouver policy frameworks and strategic priorities.

One of the primary goals of Culture|Shift, the City's 10-year cultural plan, is to
Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities

City staff and the Vancouver Music Steering Committee have worked with the Cultural Services Department and the Cultural Spaces and Infrastructure team to align gaps and opportunities identified in Culture|Shift (2019), the 10-year, over-arching culture plan for the City, and Making Space for Arts and Culture report (2019), an update to the City's (2008) Cultural Facilities Priority Plan. These strategic plans represent an unprecedented commitment to music, arts, and culture.

By placing them at the centre of policy, planning, and action, particularly with respect to City processes and regulations, this strategic work aims to advance the City's support in partnering with the community, and to retain, expand, and develop vibrant, affordable, and accessible arts and cultural spaces and places.

The Vancouver Music Strategy is aligned with the following City policy frameworks:

Culture|Shift (2019) | Directions:

- Arts & Culture at the Centre of City Building
- Reconciliation & Decolonization
- Cultural Equity & Accessibility
- Affordable Cultural Spaces
- Relationships & Collaboration

Making Space for Arts and Culture (2019)

A companion piece of policy, developed and integrated with Culture|Shift, the Making Space for Arts and Culture infrastructure plan acknowledges the essential need for spaces where artists can live, work and share their work. The Vancouver Music Strategy has been developed in collaboration with Making Space for Arts and Culture to support the development of sustainable cultural spaces that prioritize the needs of the music sector.

The Vancouver Music Strategy is also being aligned with other City policy work, including:

- Vancouver Economic Action Strategy (2011)
- Tourism Master Plan (2013)
- Healthy City Strategy (2014-2025)
- Plaza Stewardship Strategy (2018)
- Downtown Places and Spaces Strategy (2018)
- Special Events Policy (2019)

Background

The Vancouver Music Strategy builds on more than a decade of work at the City of Vancouver in planning and policy to support music, arts and culture across Vancouver.

- 2008: Council adopts the Cultural Facilities Priorities Plan as a part of the implementation strategy of the Culture Plan for Vancouver, 2008-2018, which outlined strategies for enabling the sustainable creation and operation of cultural spaces.
- 2013: Vancouver's Culture Plan: Strategic Directions is presented to Council providing a framework to support a diverse, thriving cultural ecology with a key objective to partner with the arts and cultural community and others, to retain, enhance and develop affordable, sustainable cultural spaces in Vancouver.
- **2016: Council passes a motion directing staff to explore options for improving City support for musicians and the music industry.**
- 2017: Council passes a motion directing staff to develop a Creative City Strategy – a new, comprehensive plan and vision for arts, culture and creativity in Vancouver.
- 2018: Council approves an amendment directing staff, as part of the Creative City Strategy, to establish a 'Nightlife Council' that combines safety, security, transportation, economic development, and vibrant street life, integrating lessons learned from the Granville Entertainment District Safety and Security Working Group.
- **July 2018: Council approves the Vancouver Music Strategy Interim Report and its recommendations**
- 2018-Present: City staff complete additional research, review, and community engagement to deliver the final Music Strategy.



Public Disco at Pride Premiere, Photo Credit: Public Disco

Global Context

Music is an unparalleled force for creative expression and cultural exchange, and a global economic industry that is rapidly expanding.

The global music market is growing at its fastest rate in more than two decades. In 2018, global revenue for recorded music increased by 9.7%, its fourth consecutive year of growth, to a total of \$25.3 billion CAD. Canada is the ninth largest music market in the world.

From 2015 to 2017, the Canadian music market grew by \$186.7 million to a total of \$1.1 billion CAD. The music market in Canada is growing much faster than the world average: 12.8% compared to 5.9% globally. The digital music industry is dominating the Canadian music market, accounting for 63% of recorded music revenues in 2016. The live music sector has become the most important source of music artist revenue and audience development; from 2018 to 2022, global expansion of the live music industry is expected to reach \$30.55 billion.

Vancouver is the third largest music market in Canada, and the second largest live music and English-speaking music market in Canada.

Vancouver is well-positioned to strengthen and sustain a successful local music industry. Our city is home to world-class artists, as well as renowned music companies.

Across the province of British Columbia, there are over 160 recording studios, over 285 music companies, and more than 200 festivals, many of which are based in the metro Vancouver region. Our city has a wide offering of recording studios, record labels, clubs and live venues, rehearsal spaces, music stores, and music education facilities but, despite this developing industry, Vancouver faces high competition from other Canadian cities, and must continue to expand its own identity in order to entice and retain music talent and industry professionals. With increased support and infrastructure, Vancouver is poised to launch a new wave of global breakout successes.



Vancouver is the 2nd largest live music market in Canada

Source: BlogTO (2019)

Radio City Music Hall, New York City, Photo Credit: Matt Wade

Economic Impact

Music makes a vital contribution to Vancouver's economy. Promoting a vibrant music ecosystem will catalyze job creation, economic growth, tourism development, city-building, and artistic growth.

Music by the Numbers in Vancouver and BC

- BC's live music sector contributed \$619.3 million in labour income and \$815.8 million in GDP to the BC economy in 2017
- A vibrant live music industry provides the conditions that the broader music industry requires to thrive. It is increasingly becoming the financial lifeblood for the wider music sector.
- BC music festivals attracted over 7.4 million attendees in 2017, and 78% are predicting increases in attendance in the future
- The Vancouver music ecosystem supports an estimated total of 14,540 jobs
- Average annual income for musicians in Vancouver is \$18,178; while average income in music venue and festival business is \$51,000 and \$65,000 respectively

Economic Impact

From tech and film, to other media and entertainment sectors, including video games and esports, Vancouver's creative industries are thriving—and music is an integral part of this growth. The economic impact of music in Vancouver, including employment and additional revenue, is calculated at over \$690M. Comparatively, Film & TV production in British Columbia is valued at approximately \$3.8bn in 2017, of which approximately 75-80%

occurs in the Lower Mainland, making Vancouver the 3rd largest production centre in North America.

With augmented support from government, expanded public-private partnerships, reduced municipal barriers, and further investment, improving overall sectoral growth in *music* would generate significant economic activity in the city of Vancouver—and confirm our place as a leader in advancing the creative arts and industries.



\$690M+

in economic impact generated by Vancouver's music industry

14,500+

jobs supported by Vancouver's music ecosystem

Source: Sound Diplomacy (2017)

At top and Photo credit: Mother Mother; At bottom: Fortune Sound Club, Photo Credit: This is Blueprint



Methodology

Phase 1: Situational and Comparative Analysis

The Vancouver Music Steering and Advisory Committees (including members of the commercial and non-profit music sectors) participated in a SWOT analysis (strengths, weaknesses, opportunities, and threats), that identified eight strategic themes (see following: *Strategic Themes*). Detailed research, a comprehensive literature review, and international comparative analysis, were conducted through partnership with Sound Diplomacy to assess how Vancouver is placed within the global ‘music cities’ movement.

Phase 2: Research

Sound Diplomacy and Nordicity identified the breadth and depth of music-related activities within Vancouver’s city radius; and conducted a provincial-wide survey of live music activity across the Province of BC, including activities within the City of Vancouver.

Phase 3: Community Engagement

Community Engagement has taken place through several phases including thorough industry and stakeholder engagement activities, a comprehensive survey conducted by Sound Diplomacy of 557 music professionals and fans, as well as online and face-to-face interviews and group discussions with over 120 key local and international industry figures in 2017-18. In 2019, the City conducted an additional series of public community engagement events and roundtable sessions engaging underrepresented communities, genres, and industry stakeholders, reaching more than 500 music industry and community members.

Phase 4: Recommendations

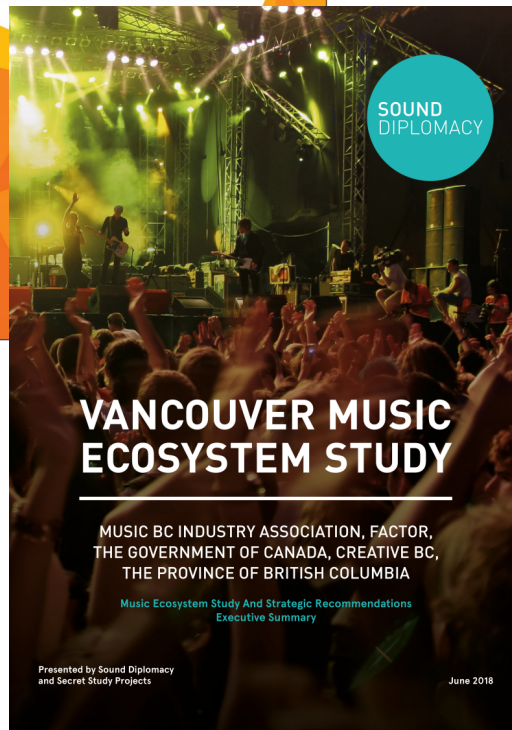
Following extensive research, consultation, and community engagement, the strategy proposes a suite of recommendations that includes both City-led and Industry-led actions.

Nardwuar, Photo Credit: William Jans / nardwuar.com

Research



From 2017- 2018, two significant research studies were conducted on the local and provincial music industry. These provided significant data to support the development of the music strategy:



- **Here, the Beat: The Economic Impact of Live Music in BC:** Funded by Creative BC and music industry partners, Nordicity undertook Music Canada Live's study *Here, the Beat: The Economic Impact of Live Music in BC*. The report identifies challenges and opportunities facing the live music industry in BC, and offers valuable insight to strengthen and grow what has become the most important source of both artist revenue and audience development.

- **Vancouver Music Ecosystem Study:** Funded by Creative BC and FACTOR, qualitative and quantitative research on the impacts of the music industry in Vancouver was commissioned by Music BC and conducted by Sound Diplomacy. The Vancouver Music Ecosystem Study included public engagement with music industry stakeholders via interviews and roundtable discussions, mapped assets in Vancouver's music sector, and provided extensive research into key areas, including: economy, infrastructure, tourism, education and existing support systems in the city.

These reports provide benchmark research support for the Vancouver Music Strategy, as well as Culture|Shift, and they can be downloaded from the City of Vancouver website.

Community Engagement

The Vancouver Music Strategy is the result of extensive community, industry and stakeholder engagement.

The Vancouver Music Ecosystem study engaged more than 120 local stakeholders through in-person interviews and roundtables from key areas in Vancouver's music sector, including education, music technology, artists and professionals, underground scenes and City Hall. An online survey was also conducted that engaged 862 respondents.

In March 2018, a Vancouver Music Cities Forum was held during JUNO Week that featured 150 delegates from Vancouver, across Canada and the U.S., participating in a full day of panels, presentations and collaborative roundtables discussions on Vancouver's emerging music strategy and best practices in integrating music into city policy and planning.

Further community convening and public information sessions were held in 2019 to engage the public on the ongoing development of the Music Strategy, through a community conversation series and roundtables with historically underrepresented genres and communities. These included focused conversations with a wide cross-section of Vancouver's music sector, including engagement with members of Vancouver's Black, Indigenous, LGBTQ+, people of colour, Hip-Hop, improvised and experimental music, DIY venues and spaces, and youth communities.

This strategy is guided by community needs and values, and reflect an ongoing commitment to ensuring that the many voices that comprise our city's diverse music ecosystem are reflected in the strategy's final recommendations.

850+

people engaged by online survey

500+

people attended Music Strategy public events

100+

participants in community roundtables



At top and bottom: Vancouver Music Strategy Community Conversation Series, Credit: Willie Leake

VANCOUVER MUSIC STRATEGY

Community Conversation

Social: @VANCULTUREBC
#VANMUSICSTRATEGY
#YVRMUSIC
#thePaceofCC

both: getting fairly compensated!
demonitization & DIVERSIFICATION = MUSIC as CULTURE

WE ARE AN ESSENTIAL SERVICE!

CREATING MUNICIPAL SUPPORT

to DE-SILO the way MUSIC HAPPENS in OUR CITY



OUR INDUSTRY GENERATES

\$690 million & 15,000 JOBS

MUNICIPAL STRATEGY

WE HAVE A RESPONSIBILITY TO BRING TO THE CITY A STRATEGY THAT REFLECTS AS MANY PERSPECTIVES AS POSSIBLE!

how:

our WORK is to TURN IT UP



EVERYTHING WE DO NEEDS TO BE FRAMED in this

FUNDING & GRANTS

\$300,000 3 PROJECTS TO SUPPORT UNDERREPRESENTED & MARGINALIZED ARTISTS & EVENTS

IDENTIFYING PRIORITIES TO PROMOTE CHANGE & ACTION

so the SOUNDSCAPE of our CITY SOUNDS like life & BELONGING

remember
WE'RE ON THE TERRITORIES
skwxwú7mesh
xwmasxwayem &
salil-watat
COMMUNITIES

today is about RESPECTFUL ENGAGEMENT



APPLY!

What We Learned

Key findings based on research and community engagement include:

- Having clear and flexible bureaucracy and accessible advice around licensing, permits, bylaws and regulations could expand the music sector in Vancouver.
- Fewer events are being hosted because of obstacles with permits and curfews in high-activity areas. Limited late night transportation options are available for music audiences in the city.
- The cost of living and access to affordable music spaces prevents musicians from focusing on their work. Increasing the availability of spaces in the city for music, artists, and organizations is imperative.
- There are a number of opportunities to utilize non-traditional spaces to create community hubs, all-ages spaces, and new opportunities for creation and performance.
- There is a demand for cross-sector collaboration; and both artists and music industry professionals would benefit from mentoring, networking and workshops to help them expand their businesses and continue to thrive.
- Few Vancouver artists sustain themselves purely through their music. There is a need for more support (both advisory and monetary) in terms of investment, marketing and promotion, both inside and outside of the city.



SX Festival, Photo Credit: Be True Cineworks

- Improved transportation options, affordability of tickets, and utilizing local media and other promotional techniques can develop the size and diversity of audiences for music.
- Better dialogue between the City and the music industry would encourage local communities to be more involved in the music scene, which is challenged by high costs of living, curfews, and ticket prices.
- The growing tourism industry needs a robust infrastructure to support and link it more effectively to the music industry. Tourism Vancouver has an opportunity to expand its market capabilities and promote more music events throughout the year, including during peak festival season.
- There is a lack of funding and direction that supports music education in compulsory learning. Interest in music can increase through youth outreach, mentoring, after school programs, and training.

connection.
collaboration.
visibility.support.

STRATEGIC THEMES



The Vancouver Music Strategy organized research and community engagement according to the following themes:

- 1. Municipal Support**
- 2. Spaces and Places**
- 3. Music Ecology**
- 4. Audience Engagement**
- 5. Music Tourism**
- 6. Music Education**
- 7. Artist Development**
- 8. Industry Development**

Strategic Themes

- **Municipal Support:** Expand the City's support for music and support the work already underway in the industry by FACTOR, Creative BC, and other partners, to strengthen the local music sector.
- **Spaces and Places:** Affordable, safe, and accessible spaces are required by musicians, music industry professionals, and audiences, so they may enjoy creating, performing, and experiencing music.
- **Music Ecology:** Fair remuneration and the health and well-being of artists and music professionals will ensure a sustainable, resilient, and vibrant future.
- **Audience Engagement:** Engaging music audiences of all cultures, ages, and other demographics, including underprivileged and underrepresented groups, is important in building a diverse music community.
- **Music Tourism:** As the third-largest live music market in Canada, there is an exciting opportunity for Vancouver to become a global music tourism destination.
- **Music Education:** Identify opportunities to work with the Vancouver Park Board, Vancouver Public Library, Vancouver School Board, Vancouver Civic Theatres, and other partners, to support music education initiatives.
- **Artist Development:** Explore opportunities to partner with government and industry organizations to fund and support artists.
- **Industry Development:** The City and Industry have the opportunity to convene and facilitate networking opportunities in partnership with other agencies such as Music BC, Creative BC, and FACTOR.



Prado, Photo Credit: CURRENT Symposium

“Protecting live music venues, opening up public spaces, providing municipal and financial support, and proper training programs for aspiring artists and professionals, is key to cementing a music-forward culture in our city and on the west coast. We won’t truly become the world-class city that we hope to be without this framework.”

- Nate Sabine, Director of Business Development, This is Blueprint



PRIORITY DIRECTIONS



- 1. Municipal Support**
- 2. Spaces and Places**
- 3. Music Ecology**

MUNICIPAL SUPPORT

Development of the Music Strategy has reignited dialogue between the City and the ever-evolving sector, and opened new pathways to long-term engagement with historically underrepresented voices. Vancouver's music communities are challenged by the lack of available opportunities for artist discovery, audience development, and awareness, leading to a lack of presence and visibility in city life. There is a need to strengthen relationships and build greater trust between the City, the artistic community and industry.

While the music ecosystem exists across and beyond city boundaries, Vancouver has a key leadership role to play at the municipal level. With clearly identified areas for increased municipal support, not only will music be better represented at the City, the community and industry will have a voice through which to advance shared goals and priorities.

The City's processes for licensing, permits, regulations and bylaws are not always clearly understood or easily navigated by the music sector. Lowering barriers to access, exploring more music-friendly regulatory approaches and increasing transparency are key to addressing this and within the City's jurisdiction to pursue. Liquor policies and noise (sound) bylaws are among the barriers to more inclusive enjoyment and activation of music in Vancouver.

Since each city has their own processes and funding streams, improved collaboration between municipalities in the region would leverage greater opportunities for positive impact across the music ecosystem across a range of issues from public transit and nightlife to granting support.



Priorities

1. Music Staff Position
2. Music Task Force
3. Permits & Licensing
4. Granting
5. Audience Engagement & Development
6. Transportation
7. Inter-City Collaboration

SPACES & PLACES

For music to thrive in Vancouver, musicians and organizations need access to affordable spaces to live, work and gather. Venue closures, rising costs of living and affordable rehearsal and work spaces are preventing musicians from being able to focus on their work and to build sustainable practices and careers. Musicians and music industry professionals need safe spaces to work, rehearse, create, record, and perform.

This strategy proposes both City and Industry-led recommendations to address space-related challenges affecting artists and stakeholders across the sector. It also aligns with the Making Space for Arts & Culture report's recommendations supporting the preservation, renewal, and growth of arts, cultural, and music spaces across Vancouver.

Gaps in the current music space ecosystem include a lack of dedicated spaces that prioritize access and safety for underrepresented communities (including Indigenous, Black, LGBTQ2+, youth, and disabled communities); few all-ages spaces and venues; and a lack of outdoor spaces. High costs, strict regulations, complex permitting processes, and systemic patterns of marginalization and exclusion, all present barriers to the creation, presentation, and enjoyment of music. Music produced, presented, and performed in nontraditional spaces is an integral part of Vancouver's music scene and requires further consideration and support. There is also an identified lack of collective and communal space, including a music hub and incubator spaces to build community, provide mentorship, and develop new talent.



Priorities

1. City-Owned Spaces
2. Infrastructure
3. Venues
4. Outdoor Spaces
5. Community Ownership & Access
6. Housing

MUSIC ECOLOGY

Vancouver's music ecology is comprised of a dynamic mix of artists, events, recording activities, organizations, music companies, and community members, and there are diverse needs identified across the sector. However, there is a lack of coordinated sector development to build and bring together this range of voices and stakeholders. While there has been significant investment and allocation of resources to support music at the provincial level, regional organizations struggle to maintain the capacity to direct meaningful and focused support to the local Vancouver music community.

The sector has noted gaps and barriers concerning equity and access, for artists and audience engagement, including physical, financial, cultural, and other factors. There need to be more industry led-supports for youth, all-ages audiences and venues, local Indigenous and other under-represented groups, as well as general access to information about music events.

Our city has the potential to generate new opportunities connected to music tourism, music alliances, as well as destination events to attract visitors, build local audiences, and provide platforms to showcase our city's musical talent. There is a sector-wide demand for increased music education: not only music-specific training and curriculum, but also mentoring programs, industry training, and career development. The value of music needs to be promoted at all levels of learning. Through coordinated investment, cross-sector collaboration, and partnerships between industry, government, and the music community, our city can create new pathways for artistic growth and talent development that will ensure the next generation of music and industry talent in Vancouver receives the necessary tools and resources to succeed.



Priorities

1. Sector Development
2. Artist Development
3. Music Tourism
4. Music Education



Recommendations Overview

The Vancouver Music Strategy makes two significant sets of recommendations to address and prioritize the unique needs of the music sector: **12 recommendations to be led by the City, and 5 to be led by industry.**

These aim to expand municipal supports for music at the City of Vancouver, and catalyze sectoral growth and development across the industry.

To succeed, this strategy will require new modes of cross-sectoral collaboration and action that bring together the City of Vancouver, industry leaders and organizations, community partners, artists, and groups across the metro Vancouver region.

Leadership & Collaboration

This strategy proposes cross-sectoral collaboration and actions that have the potential to bring together the City of Vancouver, industry partners, and community organizations to realize the city’s creative and musical potential.

Music occupies a unique space within arts and cultural industries; it encompasses a diverse spectrum of commercial, non-profit, community, and DIY activities. Although Vancouver’s music community includes everything from large-scale events, orchestras, and music companies to independent artists and self-organized, DIY venues, the City is challenged to meet these diverse and sometimes competing needs. To succeed, the strategy requires that the City continue to build meaningful and reciprocal relationships with community organizations and artists, and explore public-private partnerships that can allow the City and Industry to work together to convene and advance the sector as a whole.

To realize this vision of cross-sectoral connectivity and collaboration, the Vancouver Music Strategy recommends the creation of two positions and collective bodies to execute, oversee, and advise on the implementation of its recommendations and action plan.

In order to address both the gaps in the City’s jurisdiction and resources, as well as community needs that would be best supported by the local music industry, this strategy recommends the creation of two positions:

- **a new Music Staff position at the City of Vancouver; and**
- **a new Industry-led Music Development position**

These proposed new City and Industry-led positions would work in close communication and partnership to realize the Vancouver Music Strategy’s vision for change. The City staff position would support the 12 recommendations for the City of Vancouver; and the Industry-led Music Development position would support the 5 recommendations for the Music Industry.

To advise and oversee the implementation of these recommendations and advocate for sectoral needs, this strategy proposes exploring the creation of the following:

- **a Vancouver Music Task Force, comprised of key industry stakeholders, funding bodies, and community voices, as well as City of Vancouver staff;**
- **and an industry-led Metro Vancouver Music Development Office (MVMDO); developed in partnership with other Metro Vancouver cities and municipalities**

Through the development of a collaborative working model that builds on the ongoing work of industry associations and existing supports (including Music BC, Factor, Creative BC, SOCAN, and others), the City Music Staff position and the Industry-led Music Development would work closely with the Music Task Force and MVMDO to secure City and Industry investment and resourcing; expand supports for music both inside and outside the City; and advance the Music Strategy’s recommendations.

RECOMMENDATIONS FOR THE CITY OF VANCOUVER

PRIORITY RECOMMENDATIONS

R1.

Music Staff Position

LEAD	COV
PARTNER	
STRATEGY	VMS



Photo Credit: Mike Benna

Establish a new Music Staff position at the City of Vancouver

1.1. Create City staff position to implement the Vancouver Music Strategy and advance its recommendations, including:

- 1.2. Support artists and the sector to navigate City processes
- 1.3. Act as an internal ambassador for music within the City
- 1.4. Participate in and offer support to the Music Task Force

1.5. Develop inter-departmental (City) collaborations to help amplify Vancouver's music and sound sector

1.6. Act as a municipal liaison for industry and community stakeholders

1.7. Explore connections and opportunities with creative industries and the relation between music, nightlife, and the nighttime economy
(see also Culture|Shift: Explore additional support for creative entrepreneurs & industries)

R2.

Vancouver Music Task Force

LEAD	COV
PARTNER	INDUSTRY
STRATEGY	VMS



At left, Photo Credit: Yannis Papanastasopoulos; At right, Photo Credit: Vladimir Proskurovskiy

Endorse the creation of a Music Task Force co-led by the City and Industry

2.1. Endorse the creation of a Music Task Force, led by the City and Industry, and comprised of key industry and community stakeholders, to:

2.2. Oversee implementation of the Vancouver Music Strategy and advise City staff on industry and community priorities

2.3. Advise the Music Staff position and other City staff on sector interests, objectives and needs

2.4. Act as a sounding board for the City on policy or regulations that have an impact on music

2.5. Proactively bring issues or opportunities to the City's attention or bring forward information about music that would have a bearing on municipal matters

2.6. Share City information and updates with the broader industry in order to build a better-informed music community

GENERAL RECOMMENDATIONS

R3.

Permits and Licensing

LEAD	COV
PARTNER	VCT
STRATEGY	MS4A, CIS

Streamline permits and licenses for music activity

3.1. Review internal licensing and permitting processes that affect music

3.2. Expand Arts Event License program to allow more frequent music, arts and cultural events in non-traditional venues
(see also *Making Space for Arts & Culture Report: Removing Regulatory Barriers and Arts Event Licences*; and *Culture|Shift: Remove regulatory barriers*)

3.3. Ensure music is represented in Special Events Policy review

3.4. Work with internal and external partners to improve access to live music events for all-ages events and audiences

3.5. Work with internal and external partners to provide future input into liquor policies, number of SEPs, venue curfew times, and all-ages venue restrictions

Reduce Barriers

3.6. Continue to explore ways to streamline licensing and permitting processes to reduce barriers to access (see also *Culture|Shift: Remove regulatory barriers*)

Noise (Sound) Bylaw Review

3.7. Participate in the Noise (Sound) Bylaw Review

Zoning

3.8. Explore the development of a non-profit arts and cultural facility zoning use to simplify and align City policies, licenses, permitting, by-laws, zoning and other regulatory requirements (as per *Making Space for Arts & Culture report*)



Photo Credit: Public Disco

R4.

Music Spaces

LEAD	COV
PARTNER	VCT
STRATEGY	MS4A, CIS

Increase access to City-owned spaces

- 4.1. Explore ways to lower barriers to access City-owned spaces for music activities
(see also *Culture|Shift: Make more City-owned space available for music*)
- 4.2. Work with Vancouver Civic Theatres (VCT) to increase accessibility for underrepresented music genres and communities
- 4.3. Work with Musqueam, Squamish, Tsleil-Waututh and Urban Indigenous nations, artists and cultural workers through a music lens to identify opportunities to access City-owned cultural spaces and in the renewal and development of new projects
(as per *Making Space for Arts & Culture report*; and *Culture|Shift: Ensure opportunities within development & redevelopment of city-owned spaces*)

Create more spaces for music across Vancouver

- 4.4. Ensure music community interests are considered in relation to the proposed Cultural Spaces fund (see also 9.8 *Granting*; and *Making Space for Arts & Culture report*)
- 4.5. Explore how to support the development of rehearsal/production/work spaces in mixed-use and industrial zones
- 4.6. Support affordable space in commercial and industrial lands
(as per *Making Space for Arts & Culture report*)
- 4.7. Provide seed funding to support cultural space planning, with a music lens, for Musqueam, Squamish and Tsleil-Waututh Nations and the Urban Indigenous community
(as per *Culture|Shift: Seed funds for the planning of self-determined cultural spaces*; and *Making Space for Arts & Culture report*)
- 4.8. Explore the application of the Agent of Change principle in music zones



Photo Credit: Vancouver Youth Symphony Orchestra

AGENT OF CHANGE

The Agent of Change principle is that the person or business responsible for a change, is also responsible for managing the impact of the change. For live music, this means that if a new development is being planned near an existing music venue, it is the responsibility of the developer or builder to ensure that the new development incorporates appropriate noise attenuation measures. The Agent of Change principle is an unprecedented planning reform for live music that has been adopted in several jurisdictions around the world, including the UK and Australia, as a measure to protect music venues from closure.

VANCOUVER CIVIC THEATRES

The Vancouver Civic Theatres (VCT) are the preeminent arts and culture spaces owned and operated by the City of Vancouver. The consortium consists of the Queen Elizabeth Theatre/ᓄᓂᓄᓄ Xwtl'a7shn (formerly the QET Plaza)/Vancouver Playhouse complex that is at the heart of an arts and culture precinct that boasts the Vancouver Public Library, CBC Vancouver headquarters, Vancouver Community College, and future home of the Vancouver Art Gallery as well as the Orpheum theatre, home base of the Vancouver Symphony Orchestra, and the Annex theatre, a multi-disciplinary launch pad for emerging professional performance companies.

The VCT play a unique and vital role providing opportunities and essential spaces while working alongside Vancouver's creative community and cultural entrepreneurs. These world-class theatres and performance spaces play host to an array of astounding and entertaining festivals, concerts, performances, and productions, supporting over 107 arts and culture organizations.



DJ Denise, Leah McFly-Waakeisha, Ndidj Cascade, Ruby Singh, at Queen Elizabeth Theatre; Photo Credit: Matthew Caswell

R5.

Venues

LEAD	COV
PARTNER	VCT, INDUSTRY
STRATEGY	MS4A, C1S

Increase access, availability, and use of venues (established, new, and prospective)

- 5.1. Explore the option of (all-ages) music performances in community centres and non-traditional spaces
- 5.2. Explore the idea of music zones for venues *(see also 3.8.; and as per Making Space for Arts & Culture report: Explore the idea of cultural districts that support music venues)*
- 5.3. Remove barriers to emergency and infrastructure upgrade grants (to/in non-traditional spaces)
- 5.4. Explore the idea of Vancouver Civic Theatres (VCT) to become structured in a way that benefits the commercial, non-profit, and DIY sectors

Protect existing music venues and infrastructure

- 5.5. Ensure music is represented in the development of a Preservation of Spaces Policy *(see also Making Space for Arts & Culture report)*
- 5.6. Explore expanding cultural heritage designation to include non-traditional music spaces
- 5.7. Explore venue subsidy micro-granting program to offset costs of music activities in non-traditional spaces *(see also 8.3. and 8.4.)*
- 5.8. Work toward no net loss of existing spaces: implement data collection, policies and incentives to track and prevent net loss of music, arts, and cultural spaces through redevelopment processes *(as per Making Space for Arts & Culture report; and Culture|Shift: Implement Cultural Space Targets)*



Let's Hear it Live!, Fox Cabaret, Photo Credit: Christopher Edmonstone

MUSIC VENUES ALLIANCE (UK/US)

Music Venues Alliance (MVA) is a growing international movement set up by the UK-based Music Venue Trust (MVT) that works to protect, secure and improve grassroots music venues. The MVA consults with members to inform its lobbying and fundraising work, share information and resources and to connect people across the industry. "If we don't support live music at this level," says Sir Paul McCartney, a supporter of MVA, "then the future of music in general is in danger."

R6.

Outdoor Space

LEAD	COV
PARTNER	INDUSTRY
STRATEGY	MS4A



At left: Vancouver International Jazz Festival, Photo Credit: Jon Benjamin; At right: PNE Amphitheatre, Photo Credit: Ticket Leader

Develop and support music in outdoor spaces

- 6.1. Work with other City departments to continue to identify processes and regulatory efficiencies for use of outdoor spaces
- 6.2. Explore designating and activating outdoor spaces to encourage (non-amplified and amplified) music performances (according to City guidelines)
- 6.3. Explore developing outdoor event space that can accommodate >50,000 people

R7.

Community Ownership

LEAD	COV
PARTNER	INDUSTRY
STRATEGY	MS4A, CIS

Community Land Trust

7.1. Support increased community ownership of music spaces and development of a potential City-endorsed Cultural Land Trust

(as per Making Space for Arts & Culture report: Increase Community Ownership and Support a Cultural Land Trust; and Culture|Shift: Provide support to create a community-led cultural land trust)

SAN FRANCISCO COMMUNITY LAND TRUST

The San Francisco Community Land Trust (SFCLT) is a membership-based, nonprofit organization whose mission is to create permanently affordable, resident-controlled housing for low- to moderate-income people (up to 120% AMI) in San Francisco through community ownership of the land. SFCLT acquires small apartment buildings and assists tenants with forming housing cooperatives through which they share ownership of the building, while SFCLT maintains ownership of the land to ensure permanent affordability. SFCLT owns 13 buildings and more than 100 units that house working families, nurses and teachers—people who couldn’t otherwise afford renting in the city.

R8.

Housing

LEAD	COV
PARTNER	
STRATEGY	MS4A, CIS

Increase housing options for Vancouver musicians

8.1. Allocate and develop proportionate amount of social housing to musicians; and associated production space with the intention of supporting amplified music *(see also Making Space for Arts & Culture report: Cultural Space Targets)*

R9.

Granting

LEAD	COV
PARTNER	VCT
STRATEGY	MS4A, CIS

Expand the City's music granting activities

- 9.1. Apply a music lens to the Culture|Shift review of grants and granting processes
- 9.2. Explore increased funding opportunities for Musqueam, Squamish and Tsleil-Waututh music, urban Indigenous, and underrepresented communities
(see also Culture|Shift: Develop Indigenous grant programs)
- 9.3. Explore low-barrier granting options and support for music activities in non-traditional spaces
- 9.4. Explore micro-granting options to improve/upgrade non-traditional spaces for safety and accessibility, and to offset venue rental costs
(see also Culture|Shift: Develop dedicated accessibility grant programs; and VCT Theatre Rental Grants program)
- 9.5. Within the context of overall arts sector granting, consider how to increase operating grants for music organizations to support the ongoing vitality of the cultural ecosystem *(see also Culture|Shift)*

Explore renewal of the Vancouver Music Fund

- 9.6. Evaluate the Vancouver Music Fund
- 9.7. Explore partnership opportunities with other music funding bodies to leverage support from Industry and external partners

Affordable Spaces Grants

- 9.8. Ensure music is represented in the development of an Affordable Cultural Spaces grant stream *(as per Culture|Shift: Create an Affordable Cultural Spaces Grant stream)*



Vancouver Music Strategy Community Conversation Series, Photo Credit: Willie Leake

Vancouver Music Fund

In 2019, Vancouver became the first city in North America to offer dedicated music funding to Indigenous and underrepresented artists, groups and communities.

The one-time \$300,000 pilot program fund aims at boosting growth in the music sector, while reflecting Vancouver's commitment to equity, diversity, and Reconciliation, and in alignment with the Vancouver Music Strategy.

The City of Vancouver partnered with Creative BC to deliver three new music grant programs supporting Indigenous and underrepresented artists and organizations on the unceded traditional homelands of the Musqueam, Squamish, and Tsleil-Waututh Nations and within the City of Vancouver. These include: a Demo Program, to record a demo under the mentorship of a BC-based producer; a Music Video Program, supporting the creation of music videos in order to build audience; and an Industry Catalyst Program, supporting collectives, organizations, and group initiatives.

The programs offer support to new and emerging artists and industry professionals who experience systemic barriers to funding, including those who identify as: Musqueam, Squamish, Tsleil-Waututh, and other Indigenous peoples; people of colour; people who live with disabilities; minority language speakers, cultural communities, newcomers and refugees; and, Trans, gender diverse, Two-Spirit, lesbian, gay, bisexual, and queer people.



R10.

Audience Engagement and Development

LEAD	COV
PARTNER	PROVINCE, TRANSLINK
STRATEGY	C/S

Equity and Access

- 10.1. Explore the option of (all-ages) music performances in community centres and non-traditional spaces *(See also 3.2 and 5.1.)*
- 10.2. Explore the idea of audience development grants and in-kind support to Indigenous communities and underrepresented groups *(see also R8. Granting)*
- 10.3. Ensure music performances and spaces can be physically accessed by everyone *(see also Culture|Shift Assess & prioritize accessibility for civic space; and Support building upgrades to improve accessible & trans-inclusive community spaces)*
- 10.4. Explore live music zoning in areas outside of the Downtown core

Musician in Residence

- 10.5. Explore the creation of a Musician in Residence for the City of Vancouver and the metro Vancouver region, to infuse music within the process of engaging Metro Vancouver in imagining the sound of its future

Safety

- 10.6. Work with internal and external partners to support the promotion of best practices to improve nightlife harm reduction and safety for all music patrons at Vancouver music events and venues.

Nightlife

- 10.7. Support staff in developing a comprehensive strategy to realize the full potential of nightlife and the nighttime economy in Vancouver



Dumb, Live at Red Gate, Photo Credit: Steve Louie

GOOD NIGHT OUT VANCOUVER

Good Night Out Vancouver aims to reduce gendered and homophobic harassment and violence in Vancouver’s music, arts, culture and entertainment scenes, by providing education around how to recognize, interrupt, and prevent sexual harassment and assault on nights out. GNVVO offers supports, check-ins for well-being, assistance to intoxicated individuals, and information on informed consent, with a specific focus on late weekend nights in the Granville Entertainment District.

R10.

Audience Engagement and Development /2

LEAD	COV
PARTNER	PROVINCE, TRANSLINK
STRATEGY	C/S

Awareness & Promotion

- 10.8. Work with partners to pilot a new music-specific promotional advertising program that supports Vancouver musicians, organizations, and music events
- 10.9. Work with partners to develop audience engagement campaigns to support Indigenous and underrepresented communities, groups, and genres
- 10.10. Leverage City communications to amplify awareness of music in the city
- 10.11. Explore the idea of granting to support local media that amplifies and promotes Vancouver's music scenes (*see also R9. Granting*)
- 10.12. Explore engagement campaigns to promote and increase presence of Vancouver music and artists at large-scale events, conferences, and sporting events (e.g. BC Lions, Canucks, Whitecaps)



(A Sense of Place), 2016, Artwork & Photo Credit: Emilie Crewe

R11.

Transportation

LEAD	COV
PARTNER	PROVINCE, TRANSLINK
STRATEGY	CIS

Increase transit options to access music

11.1. Explore late-night transit options to improve access to music events, following review of Translink’s late-night SkyTrain service study (see also *Culture|Shift: Review transportation strategies to support a thriving nightlife and music scene*)

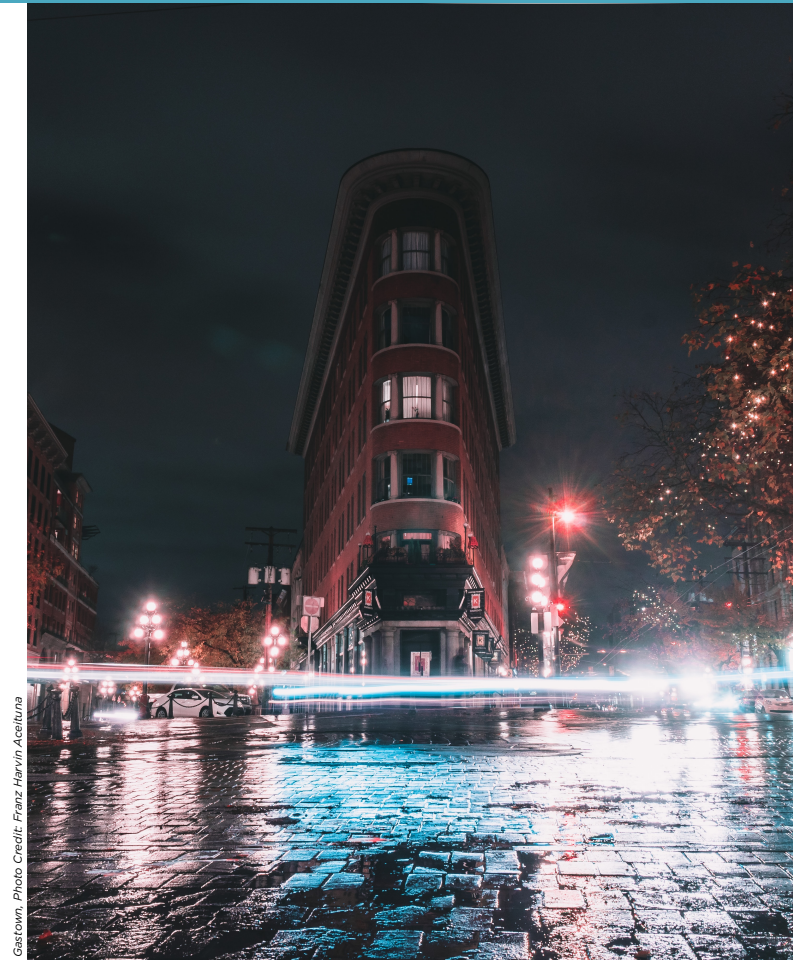
11.2. Monitor ride-hailing service developments supporting late night music accessibility

R12.

Inter-City Collaboration

Develop inter-city collaborations across Metro Vancouver

12.1. Build collaborative relationships with music and creative industry partners in other Metro Vancouver cities to explore potential partnerships and opportunities (see also 14.1)



Gastown, Photo Credit: Franz Harvin Acelluna

LEAD	COV
PARTNER	INDUSTRY, VEC
STRATEGY	CIS

RECOMMENDATIONS FOR THE **MUSIC** **INDUSTRY**

PRIORITY RECOMMENDATIONS

R13.

Music Development Office

LEAD	INDUSTRY
PARTNERS	COV, VEC, Tourism, Music BC, CRBC
STRATEGY	VMS



At left: Fvded in the Park, Photo Credit: Brendan Leong; At right: Tiny Pyramids at China Cloud, Photo credit: Andi Icaza-Largaespada

Explore the establishment of a Metro Vancouver Music Development Office (MVMDO), or an alternative structure, to:

- 13.1. Advance sector development opportunities and bring together leading voices in the music industry, community, and cross-sector interests and stakeholders
- 13.2. Promote and amplify metro Vancouver’s music and sound sector, locally and globally
- 13.3. Develop strategic, regional collaborations and partnerships
- 13.4. Attract music-related businesses, capital, and talent to Vancouver and identify opportunities in the global marketplace
- 13.5. Leverage Vancouver’s digital and entertainment industries to build careers for Vancouver musicians, producers, and music companies
- 13.6. Conduct research into industry trends and emerging technologies

Create an Industry-led Music Development position, to:

- 13.7. Advocate for the sector, and to all levels of government, toward policy change and investment in music
- 13.8. Advance economic development of the music and sound sector and integrate opportunities into broader business ecosystem
- 13.9. Connect Vancouver residents, musicians, and music communities with resources
- 13.10. Work with industry partners and the City to attract large-scale, major music events to Vancouver
- 13.11. Develop educational opportunities, and provide space to support music industry knowledge exchange and growth of music businesses
- 13.12. Build an interdisciplinary community that connects music industry professionals, creative industries, and Vancouver residents through public events, music industry programming, and networking opportunities
- 13.13. Explore the creation of an Indigenous Music Development position

“Vancouver needs more centralized infrastructure and support for music in the city. By increasing collaboration across the sector, between government and industry, this strategy could help kickstart a new chapter in our local music scene.”

- Lindsay MacPherson, Executive Director, Music BC



GENERAL RECOMMENDATIONS

R14.

Sector Development

Develop a Community Music Hub

14.1. Create a community hub space to incubate music and creative industry talent and development that supports mentorship, community education, recording, production, business development, and creative arts lab space to advance cross-sector collaboration, capacity, and community. The hub could:

- Provide meeting and production space (office space, podcast, photography, music studios)
- Facilitate digital media promotion and content creation, video production, and programming for Vancouver artists
- Provide access to space that supports music industry convening, knowledge exchange, networking, and business development
- Provide and maintain a business directory of the local music ecosystem
- Develop a digital platform to communicate between residents and music presenters and community; share information, workshops, and music activities
- Host an online resource for Vancouver music events and talent discovery

THE REMIX PROJECT (Toronto/Chicago)

First created as a drop-in program for the community, The Remix Project has grown into an internationally recognized and respected program to incubate the next generation of musical and creative talent, and one of the most important catalysts and new music hubs in Canada.

The City of Toronto provided financial support of \$200,000 to The Remix Project as part of its Music Strategy: "Support[ing Remix] is a vital element of the City's Music Strategy through the positive role it plays for youth who are interested in building their careers in creative industries," said Mayor John Tory.

The Remix Project's vision is to become an internationally recognized destination for recruiters from post-secondary institutions and corporations looking for fresh and exciting young talent and leaders. It was created in order to help level the playing field for young people from disadvantaged, marginalized and under served communities. Their programs and services serve youth who are trying to enter into the creative industries or further their formal education. The Remix Project provides top-notch alternative, creative, educational programs, facilitators and facilities.



At top: Monstercat Compound, Photo Credit: Monstercat; at middle: The Warehouse Studio, Photo Credit: Converse Music; at bottom: Sophie Shan, Intersections, Photo Credit: CURRENT Symposium

R14.

Sector Development /2

LEAD	INDUSTRY
PARTNERS	Music BC, COV, VEC, CRBC, Tourism
STRATEGY	VMS

Music Alliance

14.2. Support sector initiatives to develop a Cascadia Music alliance with Vancouver, Seattle, and Portland

AUSTIN-TORONTO MUSIC CITY ALLIANCE

This music-specific trade and export alliance is the first of its kind and involves a public-private partnership between City Council, City staff, and private industry leaders in both cities. The Alliance encourages joint programming and exhibitions, meaningful trade partnerships for music products and services, and supports to grow new commercial music business ventures by acting as a gateway for emerging entrepreneurs and established professionals. The Alliance seeks to accelerate the music industry market sector in Austin and Toronto in terms of jobs, revenue, and business expansion.



At top: Arlene Schnitzer Concert Hall, Portland, Oregon. Photo Credit: Portland 5; At bottom: Bumbershoot Festival, Seattle, Washington. Photo Credit: Seth Sommerfeld

R14.

Sector Development /3

LEAD	INDUSTRY
PARTNERS	VEC, MUSIC BC, COV
STRATEGY	VMS, CJS

Career & Industry Development

- 14.3. Support creative sector organizations to develop networking and business development opportunities
- 14.4. Convene educational workshops to increase knowledge of opportunities in the music industry (see also 3.14.1.)
- 14.5. Support an annual forum to identify future trends in the music industry
- 14.6. Explore business and sector development opportunities with Vancouver Economic Commission

Creative Industries

- 14.7. Convene workshops and facilitate partnerships with creative industries (Music, film, TV, digital, tech, media, entertainment) to support local music artists
(see also Culture|Shift: Facilitate regular convenings from across the cultural ecology; and Explore additional support for creative entrepreneurs & industries)

202CREATES (Washington, DC)

Launched in 2016 in Washington, DC to amplify and celebrate DC’s creative culture, and led by the Office of Cable TV, Film, Music and Entertainment (OCTFME), 202Creates promotes and supports the District’s creative economy and residents through marketing, digital content, government resources, education, mentorship and space to develop creative work, business, and community. Through events, public programming, and networking activities, 202Creates has grown from a monthly showcase of music, artistic and creative talent to a year-round hub supporting creative industries and economy.



At top: VIFF AMP 2018. Photo Credit: VIFF; at bottom: Rogers Arena. Source: Penny Darflos

R15. Artist Development

LEAD	INDUSTRY
PARTNERS	VEC, MST NATIONS, COV
STRATEGY	VMS, CIS

Mentorship

15.1. Explore ways to increase opportunities for Vancouver musicians to receive mentorship from industry professionals in business development, artist entrepreneurship, creative arts, performing rights, funding, marketing and promotion, recording, and touring.

Live Performance

15.2. Work with concert promoters to provide opportunities for local artists to perform

15.3. Work with Sport Hosting to explore opportunities for local artists to perform

15.4. Through an emerging Cascadia Music Alliance (Vancouver/Seattle/Portland) (See also 14.2.), consider the development of a music artist exchange program

15.5. Create a music alliance with Metro Vancouver cities

Equity, Inclusion, and Reconciliation

15.6. Ensure all music performances can be physically accessed by everyone) (See also 10.3.)

15.7. Explore opportunities for Indigenous and underrepresented music artists to perform & record music

15.8. Increase opportunities for Musqueam, Squamish, and Tsleil-Waututh Nations and Vancouver's urban Indigenous music artists to perform at local events (arts and music inclusive)

15.9. Work with Musqueam, Squamish, and Tsleil-Waututh Nations to institute planning protocols and permissions for large-scale music events and festivals; and institute best practices in booking artists from the local host nations at such events (see also *Culture|Shift: Musqueam, Squamish, Tsleil-Waututh Cultural protocols learning*)



At top: Beelen, Source: Instagram.com; at middle: New Forms Festival, Photo Credit: Kimmortel, Photo Credit: Alistair Henning; at bottom: Disorder Magazine

R15. Artist Development /2

LEAD	INDUSTRY
PARTNERS	MUSIC BC, COV
STRATEGY	VMS, CIS



At left: Chugge Khan, Indian Summer Festival, Photo Credit: Azis Dhamani, at right: Mother Mother, Photo Credit: Jonathan Evans

Increase compensation and support for Vancouver musicians

15.10. Convene music royalty information sessions for music artists, music companies, and music industry professionals

15.11. Explore implementing “Fair Play” certificate for venues and festivals that promote good practices in artist booking

Mental Health

15.12. Provide resources and support for musicians and industry professionals with mental health challenges

UNISON BENEVOLENT FUND

Unison Benevolent Fund, based in Toronto, is a non-profit, registered charity that provides counselling and emergency relief services to the Canadian music community. The Unison Benevolent Fund is an assistance program, created and administered for the music community, by the music community, designed to provide discreet relief to music industry professionals in times of crisis. There are two distinct types of support available through the fund: Financial Assistance; and Counselling and Health Solutions.

R16. Music Tourism

LEAD	INDUSTRY
PARTNERS	COV, VEC, TOURISM, BIAs, VCT
STRATEGY	VMS

Partnerships

16.1. Create partnerships with Tourism Vancouver, Vancouver Hotel Destination Association, Business Improvement Areas (BIAs), and other industry stakeholders to support destination music tourism activities and sector development

Music Hosting

16.2. Develop a Music Tourism Strategy that supports both music activities and industry adjacent, non-performance-related conferences and events (see also *Culture|Shift: Promote Vancouver as cultural destination*)

16.3. Explore the creation of a Music Tourism incentive program

16.4. Develop an annual destination music event with the collaboration of music stakeholders and the grassroots sector (such as a ‘Vancouver Music Week’)

16.4.1. Work with national industry partners to bring large-scale music industry events to Vancouver (such as the JUNOs and BreakOut West)

16.5. Create a cross-genre, signature Vancouver music event/festival showcasing local artists and international talent

JUNO AWARDS

In 2018, for the first time in a decade, Vancouver hosted the JUNO Awards, Canada’s highest honours in music. The JUNOs have grown into weeklong festival that encompasses both public-facing events and industry/networking opportunities, showcasing an array of Canadian artists and emerging talent. The 2018 JUNOs were a resounding success—reaching almost 29,000 people at events across the city, and generating economic impact of \$10.9M in BC and \$9.9M in Vancouver, or a 3,860% return on investment from the City of Vancouver’s \$250,000 contribution.



At top: The Iron Works, Photo Credit: Coastal Jazz; At bottom: Michael Bublé, Photo credit: CARAS/iPhoto

LEAD	INDUSTRY
PARTNERS	COV, VEC, TOURISM, BIAs
STRATEGY	VMS

R16.

Music Tourism /2

Marketing & Promotion

16.6. Develop a communications & marketing campaign for music in the city that includes an online/digital presence (See also 7.7.)

16.7. Amplify and promote Vancouver artists and music events through community music hub and directory (See also 14.1.)

16.8. Brand Vancouver as a “place for music”

16.9. Connect with YVR to explore ‘Live @ YVR’ music series and opportunities for musicians to perform at YVR (building on the success of Take-Off Fridays and YVR Chill Out programs)

16.10. Integrate local music in the design of Vancouver’s visitor experience



R17.

Music Education

LEAD	INDUSTRY
PARTNERS	VSB, VPL, COV, VCT
STRATEGY	CIS, VMS

K-12, Post-Secondary, Adults, and Emerging Artists

- 17.1. Explore music education opportunities with Vancouver Public Library, Vancouver Park Board, Vancouver Civic Theatres and other partners
- 17.2. Convene workshops to inform youth about careers in the music industry
- 17.3. Work with the Province of BC to demonstrate value and promote the benefits of music education among children and youth
- 17.4. Explore the creation of a music education network, connecting the various organizations who play a role in music education, including Coalition for Music Education in BC (CMEBC), formal education providers, and other civic and community organizations
- 17.5. Support non-profit organizations and other partners that offer music education opportunities to artists and community members of all ages and levels of experience
- 17.6. Improve supports for music education to Indigenous communities and underrepresented groups
- 17.7. Work with music schools and post-secondary institutions in a coordinated effort and a unified voice to champion the value of music
- 17.8. Develop a music industry internship and mentorship program (See also 15.1.)



At top and bottom, Photo Credit: Vancouver Symphony Orchestra; at middle, Photo Credit: Sarah McLachlan School of Music

Phasing & Implementation

FOR THE CITY OF
VANCOUVER

Implementation

2019-2024+

CITY OF VANCOUVER

Beginning with the Priority Recommendations for the City of Vancouver, the following recommendations will be developed for implementation in consultation with the Music Task Force, Cultural Services, other City departments, and industry partners. These are organized over a 5-year period into 3 phases, in order to advance both quick start actions, long-term goals, and ongoing priorities to support the music ecosystem.

PHASE 1 (2019-2021)

- Establish Music Staff position
- Establish Music Task Force
- Expand City music granting activities (ongoing)
- Streamline permits and licenses for music activities
- Noise (Sound) Bylaw review
- Increase access to City-owned spaces (ongoing)
- Increase arts events licenses
- Explore all-ages performance options (ongoing)
- Improve nightlife harm reduction and safety (ongoing)
- Develop nighttime economy strategy
- Explore audience development grants
- Develop Affordable Spaces Grant
- Explore increasing transit options to access music (ongoing)

PHASE 2 (2022-2023)

- Develop inter-city collaborations across Metro Vancouver
- Explore a Musician in Residence program for Vancouver
- Develop live music zoning
- Create more spaces for music across Vancouver (ongoing)
- Protect existing music spaces and infrastructure (ongoing)
- Increase housing options for Vancouver musicians (ongoing)
- Increase access, availability, and use of venues (ongoing)

PHASE 3 (2024+)

- Develop and support music in outdoor spaces (ongoing)
- Support development of Community Land Trust

Phasing & Implementation

FOR THE MUSIC
INDUSTRY

Implementation

2019-2024+

MUSIC INDUSTRY

Beginning with the Priority Recommendations for the Music Industry, the following recommendations will be developed for implementation in collaboration with industry partners, and with input from the City of Vancouver, to advance quick start actions, longer-term goals, and ongoing priorities for the music industry and creative sector.

PHASE 1 (2019-2021)

- Establish a Metro Vancouver Music Development Office
- Create an Industry-led Music Development position
- Develop and increase opportunities for artist and industry mentorship (ongoing)
- Support development of a Cascadia Music Alliance
- Explore music education opportunities with Vancouver Public Library, VCT, and other partners (ongoing)

PHASE 2 (2022-2023)

- Develop Community Music Hub
- Convene workshops, industry forums, and networking opportunities across music sector and creative industries
- Provide mental health resources and support for musicians and industry professionals (ongoing)
- Increase compensation and support for Vancouver musicians (ongoing)
- Create partnerships with industry stakeholders to support destination music tourism (ongoing)
- Support development of music education network and education opportunities for artists and community members (ongoing)

- Develop music industry internship and mentorship program (ongoing)

- Develop a Music Tourism Strategy

- Develop a communications & marketing campaign for music in the city

- Explore 'Live @ YVR' music performance series

- Increase Music Hosting opportunities for large scale music events, conferences, and festivals (ongoing)

PHASE 3 (2024+)

- Community Music Hub (ongoing)





VANCOUVER MUSIC STRATEGY

For more information visit: vancouver.ca
or contact music@vancouver.ca

Follow Vancouver Music on socials:
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