



ADMINISTRATIVE REPORT

Report Date: August 13, 2019
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Meeting Date: September 10, 2019

TO: Vancouver City Council
FROM: General Manager of Arts, Culture and Community Services
SUBJECT: *Culture|Shift: Blanketing the City in Arts and Culture*
Vancouver Culture Plan 2020-2029

RECOMMENDATION

- A. THAT Council adopt the vision, principles, core commitments, and objectives of Vancouver's next 10-year culture plan, currently named Creative City Strategy, including Making Space for Arts and Culture, and the Vancouver Music Strategy, and adopt this suite of policy work as *Culture|Shift: Blanketing the City in Arts and Culture*, generally as described in this report, and as outlined in Appendix A, C, D, and E.
- B. THAT subject to approval of Recommendation A, Council approve the framework for phased implementation of *Culture|Shift: Blanketing the City in Arts and Culture*, as outlined in this report and appendices.
- C. THAT staff further initiate tasks to implement the strategies, program directions, and actions; the funding requirements, as outlined in the Financial Implications section of this report, to be considered as part of the 2020 and subsequent year annual operating budget processes.
- D. THAT subject to approval of Recommendations A to C, Council direct staff to:
 - i. Integrate the ten year city-wide targets for affordable arts and cultural spaces and priorities as identified in this report, and Making Space for Arts and Culture, Appendix D into policy, public benefit strategies and the city-wide plan, and report back to Council on the delivery and financial strategy including innovative approaches and strategic partnerships, and alignment with senior levels of government, non-profit and the private sector in the

fall of 2020; and,

- ii. Repurpose the existing interest bearing Cultural Precinct Reserve as the Cultural Spaces Reserve to support large scale community led cultural space projects to research, plan, develop, and acquire affordable cultural space with the current balance of \$4.8 million and future funding from development contributions allocated to support cultural infrastructure as part of area plan public benefit strategies.
- E. THAT subject to approval of Recommendation A to D, Council direct staff to report back in 2023 on progress of *Culture|Shift: Blanketing the City in Arts and Culture* and delivery of Phase 1.

REPORT SUMMARY

This report introduces the Culture|Shift, a 10 year culture plan framework with strategic directions and actions to align and increase support for art and culture. Pending Council direction and approval, these will be published as the Culture|Shift: Blanketing the City in Arts and Culture, Vancouver Culture Plan 2020-2029 (formerly titled Creative City Strategy).

Culture is the lifeblood of cities. Without a vibrant cultural life, cities fail to thrive. The traditional, unceded territories of the *xʷməθkʷəy̓əm* (Musqueam), *Sḵwxwú7mesh* (Squamish) and *səlilwətaɣ̓* (Tsleil-Waututh) peoples make this place unlike any in the world. Diverse people from across the world have imbued Vancouver's cultural landscape with the qualities, landmarks, and stories that make our city recognizable and distinct. This landscape is critical to our shared economic prosperity, social cohesion, and sense of environmental responsibility.

Culture|Shift: Blanketing the City in Arts and Culture, Vancouver's next 10-year culture plan, incorporates three related, yet distinct plans that will align and increase support for art and culture:

- *Culture|Shift*: a broad culture plan, which includes the priority actions, including actions from Making Space for Arts and Culture and the Vancouver Music Strategy;
- *Making Space for Arts and Culture*: a cultural infrastructure report which provides further detail on cultural spaces related actions; and,
- *Vancouver Music Strategy*: a strategy focused on music, which includes both city-led and industry-led recommendations.

Culture|Shift articulates and addresses critical challenges and opportunities and will position the City of Vancouver as a global leader in cultural planning that addresses the most pressing issues of our times. These bold moves reflect perspectives from a range of communities and input with more than 5,000 stakeholder touchpoints. They build from five key strategic directions:

1. **Arts & Culture at the Centre of City Building:** Champion creators & elevate arts & culture through hardwiring art and culture into city strategy and investment;
2. **Reconciliation & Decolonization:** Recognize & support Indigenous cultural knowledge & presence through decolonizing practices;
3. **Cultural Equity & Accessibility:** Advance diverse & inclusive leadership & practices and the promotion of intangible cultural heritage and redress by offering equitable & accessible support
4. **Affordable, Accessible, Secure Spaces:** Prevent displacement & support community-led spaces through enabling partnerships; and,
5. **Collaboration & Capacity:** Strengthen sector resilience through facilitating partnerships & leveraging investment.

Making Space for Arts and Culture report reflects the directions and goals within Culture|Shift, and provides further detail and informs the actions related to cultural space.

The Vancouver Music Strategy recommendations are reflected within Culture|Shift, The Vancouver Music Strategy provides additional context on the role music strategies play within municipalities, key context related to Vancouver, and a broader suite of city-led and industry-led recommendations and actions.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Previous Council Decisions on Culture Plans and Strategies:

- In 2008, Council adopted the Culture Plan for Vancouver, 2008-2018 (RTS 06994), and made a three-phase strategic investment in arts and culture through: The Grant Program Review; Cultural Tourism Strategy; Facilities Priority Plan; and Cultural Precinct Plan and The Cultural Facilities Priorities Plan 2008 (RTS 07315).
- In 2013, Council received an update to the culture plan - Vancouver's Culture Plan: Strategic Directions (RTS 10309) to support a diverse, thriving cultural ecology.
- In February 2016, Council passed a motion for a Music Strategy to explore options for improving City support for musicians and the music industry.
- In December 2016, Council passed a motion to update the Special Events Policy.
- On May 2, 2017, Council passed a motion to develop a Creative City Strategy, to develop a comprehensive plan and vision for arts, culture and creativity in Vancouver.
- On May 15, 2018, Council received an update to Council on the early engagement and findings of the Creative City Strategy.
- On July 9, 2018 Council approved the Vancouver Music Strategy – Interim Report (RTS 12349), to address the critical issues the music community faces and strengthen the sector's capacity.
- On July 9, 2018 Council approved Making Space for Arts and Culture: 2018 Cultural Infrastructure Plan (RTS 012429), to secure, enhance and develop vibrant, affordable, and accessible arts and cultural spaces.

In addition to the above Council decisions specific to culture, this work closely aligns with and builds upon significant work underway related to the Reconciliation Framework, Resilient Vancouver Strategy, Healthy City Strategy, Greenest City Action Plan, Housing Vancouver, Poverty reduction Framework, and work underway on the Equity Framework, and related work to address anti-Black racism, intangible cultural heritage in Chinatown, and the ongoing vibrancy of the Punjabi Market, as well as a recent motion to support Vancouver's nightlife.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager supports the Culture|Shift, Making Space for Art and Culture, and the Vancouver Music Strategy frameworks presented in this report and the recommendation for Council endorsement.

The General Manager of Arts Culture and Community Services supports the frameworks presented in this report and the recommendation for Council endorsement. Over the years, communities have expressed concerns about formulaic cultural planning meant to 'regenerate' or 'revitalize' cities that increased gentrification and displaced local people, businesses and organizations, including the arts and culture sector, with limited gains in addressing how discrimination is built into methods of cultural support and included minimal, if any, acknowledgement and support of Indigenous cultures.

Culture|Shift uses contemporary approaches in engaging and representing more diverse publics, guided by shifts credited to underrepresented communities who mobilized to advocate for centering the experience of local Indigenous nations and advancing more equitable inclusion. The plan embraces communities' push for inclusion of more complicated narratives that leave room for generative forms of critique and failure, and ways to harness urban development to root existing local culture, people, and cultural assets in a place.

Now more than ever, it is critical to advance community-engaged approaches to placing art and culture at the centre of city-building to retain and grow the cultural landscape that fosters the cultural vitality that makes Vancouver a distinctive, dynamic, and resilient city.

REPORT

Background/Context

Vancouver's Cultural Landscape

Vancouver is located on the traditional, unceded territories of the xʷməθkʷəy̓ əm (Musqueam), Sk̓wx̓wú7mesh (Squamish) and sə́l ilwətaʔt̓ (Tsleil-Waututh) Nations, who have lived throughout this region for thousands of years. Their ancient continuity on these lands is reflected in their oral histories, art and culture practices, and deep relationships with the lands and waters—and in the archaeological record.

Vancouver is home to world-renowned artists and artist-run centres, diverse cultural traditions, growing cultural economy, booming music scene, and an epicenter of Indigenous cultural resurgence. Despite its high profile internationally, the cultural sector

is widely considered a hidden gem within Vancouver's own city limits. Culture, though, is the force that cultivates Vancouver's rich and distinctive sense of place, creating a sense of belonging and acting as an antidote to the homogenizing and polarizing effects of globalization.

Retaining and growing the cultural landscape is uniquely challenging in this moment given the low awareness of art and culture, accelerating rate of urban development and displacement of cultural workers and spaces, increasing income inequality, deepening social isolation, climate crises, and ongoing impacts of colonization.

Vancouver is one among many global cities that faces this particular combination of intensifying 21st century pressures. The World Cities Culture Forum's 2018 annual report recognizes that

The technological revolution, a new geopolitical landscape, shifting economic power bases, mass migration and environmental issues are all transforming the world as we know it. As these tectonic plates shift, the pressure is felt most intensely in cities. Cities are growing rapidly, putting pressure on infrastructure and quality of life. Although cities have become smarter and more connected, many citizens are still left behind. ... So, what do cities need to do to respond to this change and also get ahead of it? The answer must start with leadership. Today, city leaders are facing unprecedented challenges, many people are losing faith in the institutions that represent them, but equally city governments and Mayors are becoming major forces for change. City leaders need the confidence to dream big, to experiment and to set out a bold and inclusive vision for the future.

Global cities have come to recognize that cultural vitality is also critical to economic prosperity, not only for the cultural sector, but also for the economic prosperity of all industries. Cultural diversity and cultural equity are correlated with higher rates of the kinds of openness, risk-taking, and unconventional thinking that drive innovation and respect rich traditional cultural knowledge. Cultural vitality does more than attract talent - it fosters a more adaptable and experimental business environment from which dynamic and original products and opportunities emerge.

To respond to this, cities have embraced culture as the fourth pillar of sustainable development, hardwiring art and culture into municipal decision-making at all levels. This improves the ways in which municipalities act as partner, facilitator, planner, investor, regulator, landlord, steward, programmer, convener, and host.

Without such clear mandates and bold moves, we risk an unprecedented loss of cultural space and a displacement of the artists, creators, and cultural workers that make cities dynamic and lively places. Inequities will become further entrenched, disproportionately affecting marginalized artists. We will miss a pivotal moment to deepen the transformative partnerships with Musqueam, Squamish, and Tsleil-Waututh Nations, to advance their visibility and voice on the land, and to help Vancouver further its work as a City of Reconciliation.

City Support of Arts and Culture

Cultural Services Department

Nested within the City Business Unit Arts, Culture and Community Services (“ACCS”), the Cultural Services Department (“Cultural Services”) is City of Vancouver’s hub for support for arts, culture and creative life. Through three divisions – Grants and Awards, Cultural Spaces, and Public Art – Cultural Services provides grants and awards, capacity support, promotion, commissioning and maintaining public art, and programs supporting the development, maintenance, and access of cultural space.

Grants and Awards

The Grants and Awards Division offers a range of grants and awards to emerging and established non-profit organizations and artists in all creative forms of expression and artistic disciplines. The suite of programs provide support for emerging artists through small grants (Creative Spark), and established and emerging artists through awards (Arts Awards, Vancouver Book Award, Vancouver’s Poet Laureate). There is also capacity building support for new groups forming organizations such as Hogan’s Alley Society, and project-based support of annual cultural events such as Lunar New Year Celebrations (Community Arts) and Vancouver Asian Film Festival (Projects). Ongoing support is also available to growing societies, such as the Indian Summer Festival or Vancouver Intercultural Orchestra (Annual Assistance), through to major established institutions, such as the Vancouver Art Gallery and Vancouver Symphony Orchestra (Operating). Performing arts organizations of all sizes can access the civic theatres (Theatre Rental). Of the cultural grants, 80% of funding is committed to ongoing support and within that, over half of that funding supports five major institutions, many of whom operate City-owned facilities and/or are custodians of civic collections. Over the past ten years, the cultural grants budget had an important, but relatively modest increase of 19%, while the overall number of groups supported annually by Cultural Services has disproportionately grown by approximately 50%.

Public Art

Vancouver’s public art program spans a range of approaches to art and to the public. The program supports excellence in public art by emerging and established artists, in new and traditional media, through award-winning commissions and partnerships. Public artworks bring new meaning to the public realm by reflecting the complexities of place and publics, engaging cultural practices, and provoking critical dialogue. Two distinct commissioning programs bring public art into the city: *the Civic Program* and *the Private Development Program*. The Civic Program commissions works for infrastructure, buildings, plazas and parks. These civic commissions are initiated through calls for artist-initiated projects, and through public art plans for specific developments and areas. The Private Development Program oversees public art generated through private sector rezonings. The Public Art Committee, appointed by Council, guides public art policy and approves art plans.

Cultural Spaces

The Cultural Spaces program works in partnership with the community to secure, enhance, and develop affordable and accessible spaces where artists and cultural workers can live, work, and share their work. The program provides 80 affordable City spaces (830,000 square feet) to approximately 137 artists and non-profit tenants, and awards 7 subsidized artist studios for three year terms. Cultural infrastructure grants of

more than \$11 million have supported 279 non-profit cultural projects to plan, buy, build and renovate spaces, leveraging over \$66 million in upgrades to local spaces. The program offered regulatory assistance to more than 450 organizations and undertakes critical work to integrate arts and culture into City planning, policy community agreements and public benefits strategies, and has secured more than 20 affordable arts and cultural space spaces, of over 200,000 square feet, benefiting more than 35 organizations, as well as preventing the displacement of local venues.

Beyond Cultural Services

In addition to Cultural Services, many departments throughout the City of Vancouver are critical to the health of the creative sector:

- Engineering provides several programs that enable streets/public spaces to be used for creative expression and enjoyment (e.g. filming, special events, murals and public art, public space activations);
- Development, Buildings and Licenses, Fire and Police all support arts events in unconventional spaces;
- the Park Board activates field houses, parks, and community centres to support community-engaged creative practices;
- ACCS provides low barrier cultural programming and creative opportunities through three social operations serving the downtown south and eastside (Carnegie Centre, Gathering Place, and Evelyne Saller Centre);
- ACCS operated Vancouver Civic Theatres are world class city-owned and operated venues promoting the City's vibrant art scene ranging from international touring commercial events, to locally-grown performances;
- Real Estate and Facilities Development supports development and maintenance of affordable City-owned cultural spaces;
- Planning, Urban Design and Sustainability develop community plans and land use policies that impact future cultural spaces City wide;
- The Vancouver Public Library offers access to literature, media, cultural events, artistic residences, public art, and learning labs;
- The Vancouver Archives offers access to the city's history; and,
- Mountain View Cemetery offers a variety of free musical, artistic and cultural events every year within its unique commemorative and sacred space.

Accordingly, *Culture|Shift*, *Making Space for Arts and Culture*, and the *Vancouver Music Strategy* have been developed in partnership with these City Business Units and Departments to advance cultural support throughout the City of Vancouver's operations.

Looking Back: Vancouver's First Culture Plan

The *Culture Plan for Vancouver 2008-2018*, City of Vancouver's first cultural plan, established a vision and action plan to strengthen and grow art and culture assets. The plan was instrumental in shifting paradigms for cultural support towards fostering cultural leadership, enabling partnerships, increasing community engagement, modernizing systems, and providing adaptable support programs. Grants were tailored to organizational scale and growth phase. Artist-initiated public art projects and artists-in-residence programs offered new ways for artists to drive the direction of public art projects. Cultural Spaces began to provide infrastructure grants and regulatory support

to enable partnerships to develop cultural spaces. The Plan also included Vancouver’s first *Cultural Infrastructure Plan*.

Funding & Staffing History

Overall changes in revenues and expenditures over a 10 year period are shown in Table 1* below for the City, as well as Cultural Services

Budget Item	2010 Budget	2019 Budget	Rate of Change
Operating - City			
Revenues	\$1,039,622,865	\$1,514,508,568	31%
Expenditures	\$930,587,693	\$1,326,942,842	30%
Operating - Cultural Services			
Expenditures	\$2,470,700	\$3,073,621	20%

Table 1: Cultural Services Funding History

*Various drivers influence fluctuations in annual budgets. An in-depth analysis of these drivers is beyond the purview of this report

Furthermore, despite the increase and growth in activity (i.e., number of organizations supported through grants, growth in development, etc.), it is important to note the relatively stagnant Cultural Services staffing levels over the past ten years, as per Table 2:

Cultural Services Positions	2010	2019
RFT Positions	18	21
TFT Positions	3	2
TOTAL	21	23

Table 2: Cultural Services Staffing History

A. Culture Framework for the Next Ten Years: *Culture|Shift*

As the title indicates, the undeniable challenges of our times demand more than a refresh of existing courses of action; *Culture|Shift* is a strategic change plan proposing bold changes in direction to support and learn from the creative potential and resilience of Vancouver’s rich and diverse cultural ecology.

The subtitle *Blanketing the City in Art & Culture* has two-fold significance: first it underscores the critical importance of telling the truth about our colonial history and working with Musqueam, Squamish, and Tsleil-Waututh to ensure that their presence and voice is woven throughout Vancouver; secondly, it draws on the wisdom of the local nations to illuminate the role culture plays in shaping place and a shared sense of belonging for all people on these unceded lands.

Culture|Shift has been developed to support the core services each team provides as well as address existing gaps and new opportunities as outlined later in the report. *Culture|Shift*’s five strategic directions contain goals and actions which supplement existing core areas of work and address critical gaps. Some actions are already underway, and others will be initiated in a phased approach pending council approval.

Some actions are led by Cultural Services, while others are led in partnership with other City departments, and with communities.

Purpose, Scope & Structure

Culture|Shift is the proposed over-arching culture plan for the City, which includes strategic directions, goals and priority actions, including actions from *Making Space for Arts and Culture* a culture infrastructure plan and City-focused actions arising from the *Vancouver Music Strategy*, an industry-City partnership plan to support the music sector in Vancouver. While a distinct *Vancouver Music Strategy* action plan includes a larger set of actions that includes industry recommendations and incorporates the relevant *Culture|Shift* and *Making Space for Art and Culture*, the integration of all City-focussed actions into one document – *Culture|Shift* – creates one unified policy document to align and direct the City's investments in art and culture.

Purpose: align, increase, and direct support for arts and culture.

Scope:

- Demonstrate culture's economic, social, and environmental value;
- Establish Culture as the fourth pillar of sustainability in the decision-making rubrics that shape City policies;
- Identify present and future challenges and opportunities;
- Clarify the scope of supported art, cultural, and creative activities;
- Direct support for the non-profit cultural sector, creative industries, and art in everyday life;
- Prioritize strategic directions, goals, and actions that increase positive impact and minimize unintended consequences;
- Align work between municipal departments; and,
- Embed ongoing engagement within implementation plans.

Structure:

- 5 strategic directions
- 14 goals
- 25 highlighted actions; 60 total actions (see Appendix A)
- 26 additional actions within the *Making Space for Arts and Culture* report [see Appendix A and D]
- 13 *Vancouver Music Strategy* highlighted recommendations (8 City-Led, 5 Industry-Led); 17 total recommendations (12 City-Led, 5 Industry-Led), 54 total city-led actions, 39 total industry-led actions (see Appendix A and Appendix E)

Policy Alignment and Service Integration

A range of departmental functions serve the cultural sector, music industry, and cultural infrastructure; their strategic plans address core challenges faced by the sector more broadly and through focused approaches.

Examples of interdepartmental strategic alignment that directly affects and/ or focuses on art and culture includes:

- Reconciliation Framework
- City Plan
- Resilient Vancouver Strategy
- VanPlay

- Vancouver Park Board Arts Policy
- Greenest City Action Plan
- Healthy City Strategy
- Equity Framework
- Special Events Policy Update
- Employment Lands and Economy Review
- Regulatory Redesign

It is not the intent of *Culture|Shift* to direct or duplicate interdepartmental work; rather, the plans clarify community change priorities, elevate existing departmental practices, and align interdepartmental work to addresses critical gaps. As part of the *Culture|Shift* process, the City has already begun embedding culture as a core objective in existing processes, programs, policies, and major planning initiatives such as the City-Wide Plan, the Employment Lands Study, the Regulatory Review, and the development of the Equity Framework.

Development Process

To develop *Culture|Shift*, staff engaged thousands of local residents and stakeholders, conducted qualitative and quantitative research, reviewed city processes and policies in Vancouver and other leading jurisdictions. The 18-month process kicked off in 2017 and includes four phases of work:

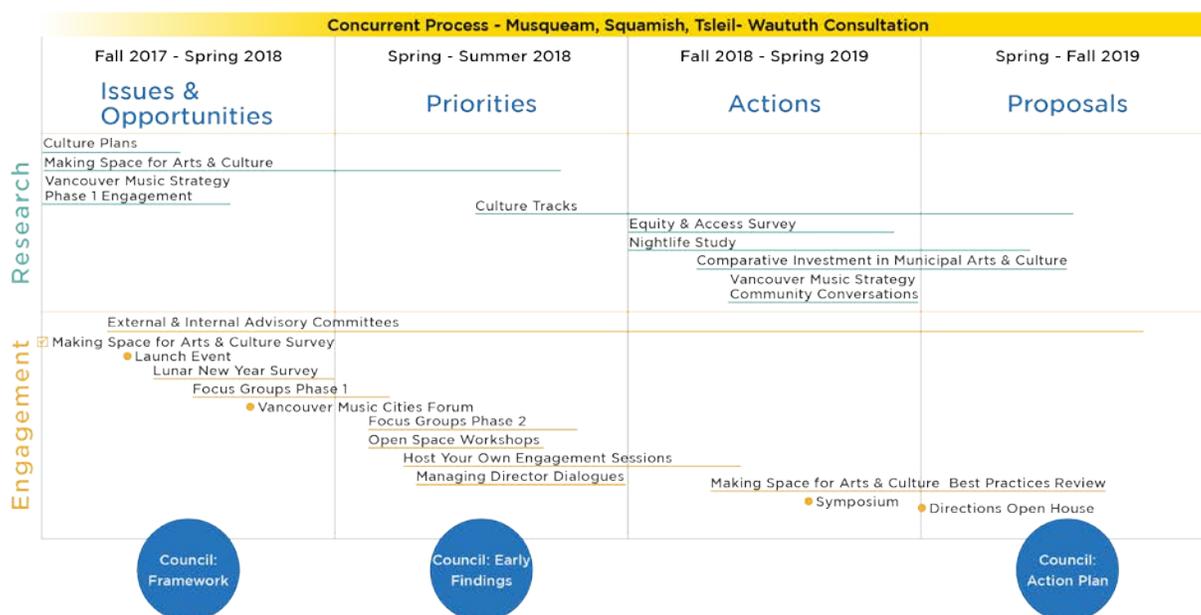


Figure 1: Culture|Shift Timeline

Issues and opportunities phase

Staff worked with the three host nations, an external advisory committee, internal advisories, and focus groups, and interviewed participants to explore what the city could start, stop or continue doing to support arts and culture. Early findings from this phase established the guiding principles, strategic directions, engagement methods, and process to engage the nations. *The Vancouver Music Strategy* process identified themes and conducted desk based and stakeholder research. *Making Space for Arts and Culture* identified the current state, community needs and policy directions to optimize

City tools, programs and investment priorities to secure, enhance and develop vibrant, affordable, and accessible arts and cultural spaces in collaboration with the community, private sector and other agencies and levels of government.

Priorities phase

Staff tested the stated strategic directions against participant generated ideas on challenges, opportunities, and actions to better support art and culture. Staff also initiated consultant-led research on comparative municipal investment in arts and culture, consumer demands for arts and culture, and a study on equity best practices within cultural grant recipient organizations, as well as university-led research on the nighttime economy.

The Vancouver Music Strategy Steering Committee conducted an online survey, focus groups, as well as stakeholder and community interviews to test emerging directions and refine proposed recommendation presented to Council for an interim report.

Actions phase

Staff consolidated stakeholder recommendations and chose nine of the most pressing issues as panel topics for a one-day symposium with stakeholders and leaders from other cities. Findings from the symposium and research related to comparative municipal investment, consumer demand, equity best practices, nighttime economy, cultural infrastructure, and the music ecosystem were used to assess the feasibility and impact of community-generated ideas.

The Vancouver Music Strategy Steering Committee were engaged actively in the development of priorities and goals for the draft Music Strategy.

Proposals phase

Staff further condensed and prioritized the broad range of community-generated proposals according to feasibility and impact. A draft of the refined directions, goals and actions proposals were presented for public review at an open house and in an online survey. The Vancouver Music Strategy hosted an additional seven roundtable discussions with underrepresented communities and two community-wide events to review, clarify, and prioritize sector needs and recommendations.

The Vancouver Music Strategy Steering Committee were engaged actively in the development of the recommendations.

All City departments were engaged to shape direction, provide input, and prioritize shared actions.

Research

Research was conducted throughout the process to inform both engagement and the plan framework. From 2017 to 2019, staff and consultants undertook a targeted series of studies and research work -- both qualitative and quantitative -- to address gaps in our knowledge and clarify emerging and evolving practices related to cultural planning.

Research includes:

Title	Description
Culture Plans Review	A review of cultural plan best practices in engagement practices, strategic directions, actions, and implementation strategy.
Municipal Investment Study	Comparative review of municipal investment practices in the cities of Vancouver, Toronto, Ottawa, Calgary, and Seattle, evaluating baseline support for core grant programs, as well as direct and indirect investment tools cities use to support arts and culture.
Equity & Access Organizational Survey	Voluntary survey for City of Vancouver grants recipient organizations to identify emerging best practices within the field.
Statistics Canada 2016 Analysis	An analysis of the demographics of artists in the city of Vancouver, including income gaps according to demographic diversity.
Culture Tracks: Vancouver	A study of audience behaviour and consumer demand for artistic and cultural experiences in the city of Vancouver compared to cities across Canada.
Key Gaps in Cultural Infrastructure	Explored the current state of Vancouver’s arts and cultural spaces and identified community issues, needs, and space priorities.
Nightlife and Night Economy Study	A review of nightlife supportive policy and practice.
Music Ecosystem Study	Qualitative and quantitative study on the impacts of the music industry in Vancouver.
Economic Impact of Live Music in BC	A comprehensive study of live music activities across the province.

Table 3: *Culture|Shift* Research

Community Engagement

Musqueam, Squamish, and Tsleil-Waututh Nations Engagement

Early consultation began at the intergovernmental table, where City and Nations staff meet regularly to discuss and share updates on major areas of work. Staff also met with Nation representatives at the Park Board Cultural Reference group. These early conversations, as well as prior City engagement reports from City work with the local Nations, shaped guiding principles and strategic directions, as well as resourcing for the nations to conduct their own engagement processes.

Each Nation created processes to reflect their own distinct protocols and ways of working. Musqueam’s community engagement liaison engaged in deep research, meetings with Elders and artists, and community dialogues; Tsleil-Waututh staff had community conversations and advised on ways to work with the Nation’s protocols and support arts and culture on their lands; Squamish Nation held a community focus group led by Elders, covering a range of ideas and issues related to art and culture. Draft goals

and recommendations were regularly shared with representatives from the Nations and their feedback affirmed proposed goals and actions.

Host Your Own Engagement sessions were hosted by Kwi Awt Stelmewx with Squamish artists, cultural knowledge holders, creators, and elders as well as by Quelema Sparrow in partnership with Savage Society with Musqueam and Salish artists and cultural practitioners.

Community Engagement

From the outset, staff reoriented engagement. They worked with people who are often an afterthought at the outset, including Indigenous, racialized, disabled, Deaf, low income, and LGBTQ2+ creators, to design and shape the process so that grassroots priorities drove the direction, and marginalized people’s voices were centered as we worked to engage approach to engage the cultural ecosystem in ways that build collaboration across difference.



Figure 2: Culture|Shift Engagement Approach

Staff offered a range of new ways for community members to take the mic and hold the policy pen, with more than 2600 in-person touchpoints and 2700 online points of connection for *Culture|Shift*, and more than 3,000 in-person and 3,900 virtual points of connection for *Culture|Shift*, *Making Space for Arts and Culture*, and the *Vancouver Music Strategy*.

In Person		Virtual			
CONSULTATION ACTIVITY	ATTENDEES	CONSULTATION ACTIVITY	ATTENDEES	CONSULTATION ACTIVITY	ATTENDEES
External Advisory	176	Managing Director Events	35	Launch Event	1275
Focus Groups (Round 1 & 2)	170	Host Your Own Engagements	980	Symposium Views	1123
Launch Event	300	Creative City Strategy Symposium	255	Open House Views	5
Lunar New Year Survey	146	Directions Event	190	Online Survey	305
Host Your Own Information Session	120	VMS Roundtables & Interviews	120	MSAC Survey	400
Open Space	50	VMS Music Cities Forum	150	VMS Survey	862
Council Committees (Round 1 & 2)	53	VMS Community Conversations (2 events)	205	Total	3970
Creative City Strategy Grant	160	VMS Community Roundtables (7 events)	60		
		Total	3070		

* *Making Space for Art and Culture* (MSAC); *Vancouver Music Strategy*(VMS)

Figure 3: Culture|Shift, Making Space for Art and Culture, and the Vancouver Music Strategy Engagement

Focus Groups: Staff convened 18 focus groups - Indigenous Artists, Indigenous Arts and Culture Organizations, Racialized and Ethnocultural Arts, Cultural Centres, LGBTQ2+ Arts, Disability and Deaf Arts, Deaf Arts, Low Income Arts, Nightlife, Theatre Rental Grant users, Affordability, Cross-sections (x3 sessions), Creative Industries (x2 sessions)

City Council Advisory Committees: Staff facilitated multiple workshops with the Arts and Culture Advisory Committee, Public Art Advisory Committee, Spaces Subcommittee, Urban Indigenous People’s Advisory Committee, Disability Advisory Committee, LGBTQ2+ Advisory Committee, and the Children, Youth, and Families Advisory Committee.

Host Your Own Engagements: One-time grants were offered to the following organizations to engage underrepresented groups in sessions hosted by: Chinese-Canadian Heritage Society with Heritage BC and the Sun Yat Sen Garden; Collingwood Neighbourhood House; Current Feminist Electronica Symposium; the frank theatre; Hogan's Alley; Kwi Awt Stelmewx; Love Intersections; Gallery Gachet; Savage Productions; and Skwachays with Full Circle, ReMatriate Collective, and Native Education College.

Vancouver Music Strategy – Focused Engagement

The *Vancouver Music Strategy* is an industry-led initiative that was produced in partnership with the City to support the unique needs of Vancouver's music sector and community. Taking inspiration from the global music cities movement, which sees music and culture as central to city-building and urban development, the *Vancouver Music Strategy* was developed through extensive collaboration with industry community, and artist partners. The *Vancouver Music Strategy's* work was guided by ongoing input from, and collaboration with, the *Vancouver Music Strategy* Steering Committee, which is comprised of leading voices and stakeholders representing the music industry, non-profit music organizations and artists, as well as sector representatives in tourism, education, and economic development. The Vancouver Music Advisory Committee offered additional support and expertise from a diverse range of music stakeholders that including members of leading music companies, producers, presenters and festivals, industry associations, concert promoters, tourism, music education, and business associations.

Staff, consultants, and external advisory committee members conducted stakeholder and community engagement that included engaging 120 local stakeholders through in-person interviews and roundtables from key areas in Vancouver's music sector, an online survey that engaged 862 respondents, as well as in-person community convenings that reached more than 500 people through public events and roundtable sessions with 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+, POC, Hip-Hop, Improvised and Experimental music, DIY venues and spaces, and Youth communities; as well as engagement with music industry stakeholders and representatives.

Making Space for Art and Culture – Focused Engagement

Building on the 2018 report to Council, *Making Space for Arts and Culture*, examines in depth the current state of Vancouver's arts and cultural spaces and lays out the City's long term vision and commitment to address our acute space challenges. This report, as a companion document, informs the spaces related actions identified within *Culture|Shift*.

Part of this work included the 2018 Key Gaps in Vancouver's Cultural Infrastructure report that identified community issues, needs, and space priorities. Undertaking a multi-faceted approach the report included market scans, best practices, community engagement, and a substantive survey of over 400 Vancouver-based cultural organizations and artists.

Key findings highlighted that, while local space capacity and collaboration has grown in the past decade, the sector is increasingly vulnerable in respect to cultural space with

insecure short-term rentals, little ownership and precarious loss of space particularly artist studios and private presentation spaces including spaces for live performances such as music.

External stakeholders, such as the Arts and Culture Advisory Committee (ACAC), the ACAC Spaces Sub-Committee, *Vancouver Music Strategy* Steering Committee, and Social Purpose Real Estate Collaborative, artists and sector representatives were engaged throughout the process in round-table meetings, focus groups, in-depth interviews, and surveys.

Strategic Analysis

A. Research and Engagement Key Findings

This section outlines research and engagement findings in nine sections as follows:

1. Broadening the View of Culture
2. Economic Profile: A Growing Economic Engine
3. Artist Profile: Surviving at the Poverty Line
4. Audience Demand: Record-Level Attendance
5. Music Profile: The Sound of Vancouver
6. Nightlife: A Time to Thrive
7. Cultural Spaces: Preventing Displacement
8. Comparative Investment in Art and Culture: Room to Grow
9. Grantee Organizational Equity Practices: On the Precipice of Networking Change

1. Broadening the View of Culture

Culture encompasses communities' identities, values, beliefs, aspirations, attitudes, knowledge, memories, and heritage, as well as how those aspects are expressed through stories, artistic and cultural practices, customs, language, food, environmental stewardship, dress and adornment, design and architecture, rituals, and religion. Culture reflects the times and lands where traditions and innovations emerge and is intertwined into every aspect of our lives. Intangible cultural heritage includes the knowledge and practices of communities, including performing, and visual arts, crafts, food and medicines, social practices, rituals and cultural events as well as more tangible objects including instruments, artifacts and cultural spaces.

A holistic view of culture is integral to Indigenous worldviews. In most Indigenous languages, there isn't a word for "art" as something separate to be looked at, though masters of highly sophisticated art forms exist throughout Indigenous cultures. Art is part of everyday life, it is interwoven within cosmologies, knowledge systems, legal orders, and the rich constellations of what makes a culture unique. Stories, agreements, and laws can be carried through songs, dances, carvings, regalia, and weavings. Indigenous worldviews can translate to new understandings of art and culture as part of every aspect of life. Musqueam, Squamish, and Tsleil-Waututh cultures are the original living cultures of Vancouver and carry rich traditions and contemporary practices that require significant support to reduce prior generation's attempts at cultural erasure on their lands.

Within many cultural traditions, music, dance, theatre, painting, sculpture, literature, and media enrich people’s lives and carry stories in ways marked by time and place. In these traditions, art is a powerful mode of exploring and expressing experience. Art’s use of visual, aural, material, and linguistic symbols makes it a deeply personal practice that also generates communal meaning. In this respect, artists play a particular role in shaping the spirit of a place and cultural identity, exploring the great questions that define the human experience – who are we and why are we here? This exploration is not the sole domain of artists: from spiritual songs at religious gatherings to social dance forms on street corners, everyday artistic practice weaves a city’s cultural fabric.

2. Economic Profile: A Growing Economic Engine

The creative industries and cultural sector are critical to economic prosperity. Research conducted by Hill Strategies on culture’s economic impact in Canada and BC reveals that cultural economic production outperforms many traditional industries.



Figure 4: Economic Data

Commercial and non-commercial arts and culture organizations both contribute to direct economic impact, and generate substantial jobs. The health of the commercial sector is inextricably linked with the strength and vitality of the broader cultural ecosystem of arts and culture nonprofit organizations, DIY (do-it-yourself) collectives, non-professional community arts groups, and individual practitioners.

3. Artist Profile: Surviving at the Poverty Line

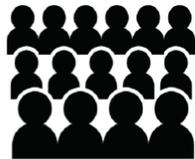
While the city of Vancouver’s cultural sector is rapidly growing, artists are still the least likely party to reap the benefits of this economic impact, particularly marginalized artists.



Figure 5: Vancouver Artist Profile (city of Vancouver)

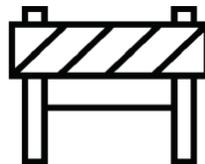
4. Audience Demand: Record-Level Attendance

Culture Tracks, a recent study undertaken by Nanos, evaluated consumer demand for artistic and cultural experiences. They surveyed 6,400+ people across Canada; 1,475 people were from four cities including 500 Vancouverites. They examined attendance across four categories: museums, performances, festivals, and ethnic festivals. Their findings counter longstanding local myths that Vancouverites skip the stage for the slopes.



Highest Attendance Nation Wide

Vancouverites attend museums, performances and festivals at a higher rate than audiences in any other Canadian city.



Prohibitive Ticket Costs

They cite the cost of tickets as the greatest barrier to greater attendance.



Higher Interest in New Experiences & Content

Also myth-busting, Vancouver audiences appear to be more adventurous, reporting a higher interest in new experiences and content than their cosmopolitan counterparts in Toronto and Montreal who report a greater interest in cultural experiences as a means of relaxation.

Figure 6: Culture Tracks Audience Demand Findings (city of Vancouver)

5. Music Profile: The Sound of Vancouver

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 billion¹.

Vancouver is the third largest music market in Canada, and British Columbia is the second largest English-speaking music market in Canada. A global consultancy, Sound Diplomacy, conducted the Vancouver Music Ecosystem study in 2018 and examined Vancouver's music sector and its ability to develop musicians, businesses and stakeholders. The study examined gaps and opportunities to expand the sector by engaging audiences, promoting music tourism and education, and removing municipal barriers.

¹ IFPI Global Music Report 2019: <https://ifpi.org/news/IFPI-GLOBAL-MUSIC-REPORT-2019>

Stats Canada: <https://www150.statcan.gc.ca/n1/daily-quotidien/190329/dq190329d-eng.htm?hootPostID=30900a39ea80d13ce7e4385cb2a40a84>

IFPI Global Music Report 2017: <https://www.newswire.ca/news-releases/canada-climbs-to-sixth-largest-global-recorded-music-market-in-ifpis-global-music-report-2017-620412823.html>

PricewaterhouseCoopers (PwC) Media Outlook 2018-2022 <https://www.pwcmediaoutlook.com/>

Vancouver Music Ecosystem Study (2018): http://www.musicbc.org/wp-content/uploads/2017/04/Vancouver-full-report-FINAL-19_07_2018.pdf

This benchmark study revealed that the economic impact of music in Vancouver, including employment and additional revenue, is over \$690M. The music ecosystem supports a total of 14,540 jobs, for musicians, venues, festivals, music publishers, music teachers, studios and sound engineers, managers and labels, and music press and marketing, while musicians, music festivals and music venues generate over \$172M per year in additional revenue in Vancouver. The study also recognized the challenges of Vancouver's music sector, including regulatory issues related to permitting, licensing, and bylaws; lack of funding and support for music tourism, education, and artist development; high costs of living and music spaces; and limited options for late-night transportation.

6. Nightlife Profile: A Time to Thrive

Music is a central part of Vancouver's nightlife at the city and regional scale. Nightlife encompasses the broad range entertainment, leisure, jobs, and social and cultural activities that take place between 6:00pm and 6:00am. The night hours represent a crucial time when social connection, economic activity, and creative expression can coalesce and thrive. Music and the broader range of nighttime activities pose unique transportation, safety, access, and regulatory challenges. Creating the conditions for a range of family-friendly, all ages, and adult-only cultural activities can also contribute to economic gains in retail, hospitality, and tourism sectors as well.

7. Cultural Spaces Profile: Preventing Displacement

Vancouver has a broad range of cultural spaces from artist live work studios, artist run centres, galleries, pottery studios and theatres within community centres, shared production and administrative hubs, non-profit cinema and film spaces, large scale shared studio spaces, informal and DIY music and performance spaces, large and small theatres including four city owned and run Civic Theatres and small and large museums and major art galleries. Currently the City's online, crowd sourced Cultural Spaces Map has identified over 400 cultural spaces totaling over 3.4 million square feet. 108 of these spaces are City-owned or leased, and the majority of these spaces (80, or 830,000 square feet) are home to approximately 137 artists and non-profit tenants.

When looking at the past ten years, we have found that while local space capacity and collaboration has grown significantly with shared hubs and non-profit space providers such as BC Artscape, 221A, the Arts Factory and the Mergatroid, the sector is increasingly vulnerable with precarious short-term rentals, little community ownership and a global real estate crisis.

Increasing demand for spaces through real estate speculation has resulted in distorted land values and displacement of arts and cultural activities. Over the past year, more than 16 studios in industrial spaces housing approximately 300 artists have either been closed or are under threat of displacement due to dramatic property tax and rent increases, competition with higher-value land uses and development pressure.

Staff reviewed property tax assessments for 11 of the studio sites and found an average tax increase of more than 77% over the past five years. For one studio

surveyed, that resulted in a rent increase of over \$60,000 per year. The average increase for the 11 studios over five years was 30,000.

Creative and cultural industries in Vancouver and around the world are experiencing rapid growth. British Columbia has the highest number of artists in Canada, and Vancouver has the highest concentration of artists per capita yet the majority of artists are living under the poverty line with 63% reporting an income of less than \$40,000 per year and a median income of \$22,000 a year.

8. Comparative Municipal Investment in Arts and Culture: Room to Grow

A comparative investment of municipal art and culture services can provide useful, if limited, benchmarks of overall investment rates and service delivery mechanisms. These studies are rarely undertaken because of their complexity; there are limited services with similar enough scopes of work to be measured with accuracy at a city scale, rather than metro region.

Methodology

To assess per capita direct investment in arts and culture, the methodology includes the two most consistent metrics to measure baselines for ongoing support in five cities; Vancouver, Toronto, Ottawa, Calgary, and Seattle. These metrics included: 1) Core cultural grant programs that offer direct cash grants to community; and 2) Departmental operating budgets associated with staff costs. They did not include comparison of a wide range of services that are financed and delivered through such diverse means that it precludes comparative assessment.² In addition to the quantitative analysis of investment, the analysis inventoried a larger set of municipal investment practices.

Findings

Per Capita investment: Vancouver's per capita investment performs in the mid-range, behind Seattle and Ottawa, but ahead of Toronto and Calgary. However, Calgary has committed to an additional \$9.5m phased over three years and Toronto has committed to at least \$2m phased over two years. Vancouver has fewer staff than comparator cities, delivering a higher proportion of support directly to the community rather than in administrative costs.

Cultural Services: Vancouver offers a higher ratio of grant support to major institutions, lower ratios of support for projects and individuals, as well as novel approaches to capacity support and support for small and mid-sized organizations. Vancouver is one of three cities with a private developer public art requirement, and is a nation-wide leader in public art support coordinated through a civic program, though lags cities like Seattle in focused commissioning for equity-seeking artists. While we lead in the most robust suite of cultural infrastructure tools, Vancouver is not one of the three cities that currently offer property tax exemptions, nor one of the two cities that designate and incentivize cultural precincts, nor do we offer dedicated cultural space support programs for racialized communities.

² This calculation does not include investment in one-time investments or ongoing investment in cultural programs delivered through Parks, Libraries, Cultural Infrastructure Grants, or non-cash programs such as Theatre Rental Grants, Transit Shelter Ads, and the Artist Studio Award Programs which are considered indirect forms of subsidies and offsets. Fluctuations in one-time spending were omitted to prevent inflations of baseline support. Variations in municipal reporting of other forms of direct and indirect support preclude accurate comparison.

Reconciliation, Equity and Accessibility: The research found that cities combine complementary integrative and dedicated approaches, including equity mandates, priority groups, priority policies, criteria, advisories, ambassador roles, accessibility supports for creators and audiences, dedicated staff roles to serve equity-seeking communities, trainings, research, and benchmarking.

9. Grantee Organizational Equity Practices: On the Precipice of Networking Change

Methodology

The City of Vancouver's Cultural Services department invited recipients of the 2018 Cultural Services support programs to complete a two-part equity and access survey. This voluntary survey, a first for the City of Vancouver's Cultural Services department, was intended to identify emerging best practices within the field and assess the presence of diverse leadership. Leaders of 337 organizations were invited to complete an organizational profile survey. Of the 337 organizations, 153 responded resulting in an overall 45% response rate. The individual survey had 545 complete survey responses, with representation from over 160 organizations, constituting too small of a sample size to make conclusive determinations related to the representative diversity of leadership within organizations receiving cultural grants support.

Findings

The data presents a preliminary snapshot of how cultural organizations understand and engage with Equity, Diversity and Inclusion (EDI) initiatives, though the general nature of responses preclude a definitive assessment of the degree practices are entrenched in the field.

Community Practice

Emerging best practices, though not wide established in the field, included:

- **Local knowledge:** Practices that reflect local histories, leadership and systemic barriers.
- **Equity in leadership positions:** hiring, retention, and succession
- **Equity targets:** measurable representation goals in staff and programs
- **Collaborations and partnerships:** co-developing programs with marginalized communities
- **Organizational development:** strategic equity planning and training; cultural competency training
- **Accessibility:** incorporating accommodation practices, physical, cognitive, mental health, and perceptual (auditory and visual), through engagement with disabled and neurodiverse people.
- **Access practices:** adoption of practices that address potential barriers to participation, including income, language, culture, age gender identity, geography, chemical sensitivity, and childcare.
- **Compensation:** Paying above sector standards, when possible.
- **Artistic Programs:** Resourcing and prioritizing underrepresented experiences and voices, while avoiding tokenizing or pigeon-holing experiences.
- **Audience and community programs:** Including targeted programs, community-based or collaborative projects, mentorship programs, community outreach, and traveling programming.

Municipal Support

Cultural Services support to advance equity work was a priority for respondents, with a focus on facilitating knowledge sharing; providing and/or facilitating the provision of training; mainstreaming terms, objectives, and practices; funding organizational development and programs

B. Proposed Framework for Culture|Shift

Culture|Shift – Name

Culture | Shift: the title's first line contains its vision – to create shifts that will transform how art and culture are integrated into every facet of our city and the City decisions that shape it. These shifts contain both a returning to traditions and movements towards new ways of working. The shifts respond to an urgent necessity to act, and the potential to position Vancouver as a global leader in cultural planning that more meaningfully reflects its diversity and rich cultural roots. The title was changed from *Creative City Strategy* to recognize and respond to community concerns related to earlier eras of cultural planning paradigms and clearly state the City's commitment to shifts in direction.

Blanketing the City in Art and Culture: the title's second line is a gift generously bestowed by Musqueam weaver and graphic designer, Debra Sparrow, who has been actively revitalizing Salish weaving for over thirty years. Musqueam, Squamish, and Tsleil-Waututh blankets have been foundational to the local economic, legal, and ceremonial systems for thousands of years. Their unique Coast Salish designs come from these lands and waters and tell important stories. Sparrow's vision to "blanket the city" with Coast Salish designs re-marks Salish culture in Vancouver's public realm and counters colonial erasure. *Blanketing the City in Art and Culture* also highlights the ways in which culture weaves a shared sense of belonging for all people in ways that honour the unceded territories on which we live, work, and create.

Values

Creativity Inquiry Audacity Humility Accountability

Guiding Principles

Throughout engagement, staff heard that the guiding principles are the foundation that must guide all action, if we are to address exacerbating pressures the cultural sector faces. These principles underpin each strategy, and will guide the implementation of actions.

Reconciliation and Decolonization

Reconciliation aims to build respectful relationships between Indigenous and non-Indigenous people. This includes recognition of Indigenous rights and titles, as well as restitution and redress for harms arising from the process of the colonization of this land. Decolonization prioritizes Indigenous self-determination of leadership and land as it relates to decisions that impact them and to address dispossession, cultural erasure, and denial of political self-governance.

In Vancouver, Musqueam, Squamish and Tsleil-Waututh First Nations have thousands of years of living culture and deep connection with their lands and waters, though Vancouver's cultural landscape does not fully reflect this fact due to ongoing exclusion

and erasure of Musqueam, Squamish, and Tsleil-Waututh arising from original colonization and ongoing systemic discrimination and erasure embedded in original systems and structures. Urban Indigenous people are also underrepresented in Vancouver's cultural landscape, despite diverse and sophisticated artistic and cultural practices.

Decolonization change processes related to art and culture involve developing practices that:

1. Respect the authority and leadership of Indigenous nations and people and their role in broader decision-making processes in matters that impact them;
2. Support the cultural visibility of local nations throughout their unceded lands;
3. Support the cultural, political and economic advancement of Indigenous people; and,
4. Determine ways to redress dispossession and cultural erasure.

Cultural Equity

Cultural equity promotes fair support for cultural work, and identifies and addresses the systemic discrimination built into cultural norms and practices within art and culture institutions and systems. The work of cultural equity is informed by racial equity, gender equity, and intersectionality lenses. Racial equity recognizes that the systemic racism, anti-Black racism, and anti-Indigenous racism have a larger impact than individual acts of racism based on consciously held beliefs of racial superiority and the way whiteness is positioned as the cultural norm. Gender equity recognizes that all self-identified women and girls face systemic barriers to meaningful inclusion that impact their social determinants of health. Intersectionality, a concept coined by Kimberle Crenshaw, a Black legal scholar, recognizes that when people experience multiple oppressions, they have compounding impacts. Moving forward, as Vancouver develops a city-wide Equity Framework, Cultural Services will work in partnership to apply its direction to the plan.

Cultural redress initiatives attempt to repair the harms of systemic exclusion and discrimination – including past practices of dispossession of land, forced relocations, internment, race-based taxes, race-based refusal of asylum and immigration, racial segregation, and displacing or demolishing of racialized communities' neighbourhoods – all of which have had intergenerational impacts resulting in persistent inequities. The City of Vancouver has formally acknowledged and apologized for legislated forms of discrimination, such as colonial dispossession of the Musqueam, Squamish, and Tsleil-Waututh Nations, the Chinese Head Tax, internment and forced relocation of Japanese Canadians, the refusal of South Asian passengers on the Komagatu Maru, and urban planning regimes that displaced Black Canadians in Hogan's Alley. From *čəsnaʔəm* to Chinatown (温哥华唐人街), and Paueru-gai (パウエル街)/ Powell Street to Punjabi Market (ਪੰਜਾਬੀ ਮਾਰਕੀਟ, ٹکرام بیجانپ), the City has committed support to share these important stories, preserve and restore cultural sites, and support stewardship of intangible cultural assets and vibrant living cultures.

Accessibility

Accessibility acknowledges that City of Vancouver has a role to play in supporting disabled creators, disability arts as a practice, and accommodations for disabled audiences, including canons and communities of practice that draw inspiration from the creative possibilities that open up outside of the limitations of ableist cultural norms.

C. CulturalShift – Overview

Culture|Shift: Directions, Challenges, and Shifts are listed in the table below:

Direction	Challenge	Shift
1. Arts & Culture at the Centre of City Building: <i>Champion creators & elevate arts & culture.</i>	Arts & culture is not hardwired into municipal strategy and investment.	Vancouver's arts & culture are renowned for a distinctive cultural vitality & sense of place.
2. Reconciliation & Decolonization: <i>Recognize & support Indigenous cultural knowledge & presence through decolonizing practices.</i>	Colonial practices prevent visibility of Local Nations & fair support for Indigenous culture.	Local Nations' cultural presence is visible citywide, as well as Urban Indigenous cultures.
3. Cultural Equity & Accessibility: <i>Advance diverse & inclusive leadership & practices by offering equitable & accessible support.</i>	Inequitable distribution of & access to resources.	Vancouver is a model for cultural leadership and programs reflecting the city's diversity with the participation of all its residents.
4. Affordable, Accessible, Secure Spaces: <i>Prevent displacement & support community-led spaces through enabling partnerships.</i>	The affordability crisis exacerbates displacement.	A thriving continuum of diverse, affordable, accessible, secure spaces.
5. Collaboration & Capacity: <i>Strengthen sector resilience through facilitating partnerships & leveraging investment.</i>	Cultural ecosystems are fragmented & disconnected.	Stronger networks accelerate resource sharing & deepen collective impact.

Table 4: *Culture|Shift* Directions, Challenges, and Shifts

Culture|Shift: Directions and Goals are listed in the table below:

Direction	Goals
1. Arts & Culture at the Centre of City Building	1.1. Elevate Role & Increase Funding
	1.2. Artist-Led Initiatives
	1.3. Advance the Vancouver Music Strategy's Support for the Diverse Spectrum of Music Activities*
2. Reconciliation	2.1. Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City

& Decolonization	2.2. Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous Arts & Culture
	2.3. Support Right Relations between Non-Indigenous & Indigenous Peoples
3. Cultural Equity & Accessibility	3.1. Advance Equitable & Accessible Funding, Leadership, & Organizational Practices
	3.2. Improve access for Vancouver audiences to experience arts & culture
	3.3. Prioritize Intangible Cultural Heritage & Promote Cultural Redress
4. Affordable, Accessible, & Secure Spaces	4.1. Implement Cultural Space Targets
	4.2. Expand Planning Tools & Reduce Regulatory Barriers
	4.4. Support Community Ownership & Community-Led Projects
5. Collaboration & Capacity	5.1. Work with City partners to align work to leverage investment.
	5.2. Support opportunities to build and strengthen community partnerships in the field.

Table 5: *Culture|Shift* Directions, and Goals

Following sections will present a more detailed overview of recommended *Culture|Shift* directions, goals, and present highlighted actions. The full set of proposed actions is included in *Culture|Shift* Summary of Actions the full *Culture|Shift* report within Appendix A, and further *Making Space for Arts and Culture* Summary of Actions is within Appendix A with the full *Making Space for Arts and Culture* report within Appendix D. The Vancouver Music Strategy recommendations are further outlined within Section E , as well as in further detail in the *Vancouver Music Strategy* Action Summary Table in Appendix A and *Vancouver Music Strategy* report in Appendix E.

The actions were developed from stakeholder-generated ideas and informed by established and emerging best practices locally and within other jurisdictions cities. Proposed actions were prioritized based on stakeholder assessment of impact and interdepartmental staff assessments of feasibility. The actions presented here will be initiated in the first phase of the plan, from 2020-2023.

Pending Council direction, staff will publish and release the strategy and initiate the cross-departmental work to implement actions.

At the conclusion of the first phase, staff will provide Council a summary of progress and propose actions or further phases.

D. Recommended Directions

Direction 1: Arts and Culture at the Centre of City Building: *Champion creators and elevate arts and culture.*

Outcome: Vancouver's arts and culture are renowned for a distinctive cultural vitality and sense of place.

Challenge: Arts and culture is not hardwired into municipal strategy and investment.

Context and Rationale

Cultural vitality infuses life in the liveability of cities, animating cityscapes with a distinctive sense of place and weaving together the city's diverse social fabric. Elevating the role of art and culture within the City is critical to preserve and cultivate this cultural vitality during a time when global cities are being homogenized under the effects of global capital and losing the artists, creators, communities, and cultural assets. Sector-specific music strategies have emerged in response to the unique degree of commercial production which has previously received limited municipal support.

When art and culture are a core civic priority, art and culture become hardwired into the kinds of city processes and decision-making which are crucial to enabling an environment where art and culture can contribute their full cultural, economic, social and environmental benefit. As the cities elevate the role of art and culture, the local and international profile increases, further expanding audience participation, media attention, critical acclaim, and patron investment. Beyond these impacts, a healthy and equitable cultural ecosystem reveals and develops the values and sense of place of the city, and increases connections of inhabitants and visitors with this place.

Proposed Goals

Goal 1.1 Elevate Role and Increase Investment

Elevating the role of arts and culture crystallize municipal commitment to prioritize arts and culture in city-building. Increasing and leveraging investment in cultural support programs, public art, special events, cultural infrastructure, and the music ecosystem will yield immense cultural, economic, social, and environmental benefit to the city. Indeed, infusing art and culture-approaches within infrastructure and community planning paradigms can benefit multiple facets of planning. Actions in this section will hardwire art and culture into city building, ensuring that each department city-wide is better equipped to make its most strategic decisions in the roles they play as partner, facilitator, planner, investor, regulator, landlord, steward, programmer, convener, and host.

Goal 1.2 Artist-Led Initiatives

Artistic thinking can challenge prescriptive approaches and pre-determined outcomes. Artistic practice can offer unconventional modes of exploration that reflect the specificity of questions, ideas, peoples or places. When artists are enabled to co-lead the processes that shape our cultural and urban landscape, unorthodox revelations can generate new ways to enhance our natural, built, and social environment. These actions identify ways to expand artists' and cultural practitioners' opportunities to co-create the processes that build this city.

Goal 1.3: Advance the Vancouver Music Strategy's Support for the Diverse Spectrum of Music Activities

Vancouver is set to join other Canadian and international cities in creating the economic, social, and cultural benefits derived from the successful implementation of a music strategy. The Vancouver Music Strategy aims to make Vancouver a music-friendly city, where music audiences, artists, and industry professionals can thrive. Vancouver Music Strategy actions support the development of a sustainable, resilient, and vibrant music industry, including both

non-profit and commercial activities that advance economic and community development across the sector.

Highlighted Proposed Actions – Arts and Culture at the Centre of City Building

The actions in the table below represent a selection of proposed Direction 1 actions. Additional actions are listed in the table in Appendix A.

Action	Description
1. Integrate arts, culture & creative life & work within City Plan key priorities	<p>Prioritize artistic, cultural & creative work as core within City Plan objectives, partners, process, targets, & outcomes, as well as in all planning projects.</p> <p>Integrate the arts & culture space targets, as well as art and culture-based approaches, into City Plan (more details provided in Direction 4).</p> <p>Recognize and integrate Arts and Culture as the Fourth Pillar of Sustainability in all relevant City of Vancouver departmental policies and procedures and as a core component of the City Plan objectives and process.</p> <p>Join the World Cities Culture Forum, in order to learn from and contribute to leading edge cultural policy, promote Vancouver as a global cultural destination and partner.</p>
2. Align City staffing, structure, & processes related to arts & culture	<p>Review & align departmental roles, staffing, structure & processes related to arts & culture to facilitate greater collaboration to better support arts & culture across the City for major projects and plans, as well as art and culture based-approaches to city-building.</p> <p>Establish the Vancouver Civic Theatres' leadership role within the city's arts, cultural and creative sector, and the delivery of the VCT's key community responsibilities.</p> <p>Establish an interdepartmental governance structure including City departments and agencies, such as the Park Board and Public Library, to align and coordinate interdepartmental actions that support the arts, culture and creative sector.</p>
3. Provide an Arts, Culture, & Creative City Navigator to creators	<p>Pilot navigation services to reduce barriers to key city services. better connect arts, culture, & creative organizations to Engineering, Film & Special Events; Development, Buildings & Licensing; Planning, Urban Design and Sustainability; Real Estate and Facilities Management; & other relevant departments.</p>
4. Align the private development public art process with City priorities & explore diversifying funding.	<p>Work with stakeholders to review and align the private development public art policy & process with artist-centred practice, the values of the Public Art program, & City strategies & priorities. Adapt the process to diversify art opportunities & the breadth of representation of artists & other professionals in ways that inform & engage communities.</p> <p>Review and consider integrating public art funding approaches that ensure sustainable public art funding and limit overdependence on large-scale rezonings.</p>
5. Increase operating grants to support the ongoing vitality of the cultural ecosystem	<p>Provide increases to the operating level programs to support the ongoing sustainability of the sector as it faces increasing costs of living & doing business.</p>

Table 5: Highlighted Proposed Actions – Arts & Culture at the Centre of City Building

Direction 2: Reconciliation and Decolonization: *Recognize and support Indigenous cultural knowledge and presence through decolonizing practices.*

Outcome: Local Nations' cultural presence is visible citywide, as well as Urban Indigenous cultures.

Challenge: Colonial practices prevent visibility of Local Nations and fair support for Indigenous culture.

Context and Rationale

As enshrined in the UN Declaration on the Rights of Indigenous People, Indigenous peoples have “the right to maintain, protect and develop the past, present and future manifestations of their cultures”. The multiple and ongoing legacies of colonization have impacted Indigenous people’s rights to practice and revitalize their cultures. Musqueam, Squamish and Tsleil-Waututh visibility and voice are still limited within Vancouver’s cultural ecosystem; Urban Indigenous people also experience cultural marginalization.

Reconciliation and decolonization strategies are critical to address these challenges and support Indigenous arts, culture, language, and heritage. These actions are aimed at creating more relevant, respectful ways to partner with Indigenous people to support Indigenous presence in Vancouver’s cultural landscapes and narratives, and to be equal partners as we shape culture together on these unceded Musqueam, Squamish, and Tsleil-Waututh lands.

Proposed Goals

Goal 2.1 Centre Musqueam, Squamish, and Tsleil-Waututh Visibility and Voice on the Land and Across the City

Musqueam, Squamish, and Tsleil-Waututh people have practiced their cultures on their lands and waters for thousands of years. However, colonial erasures and exclusions have perpetuated their invisibility on their own lands and limited inclusion in decision-making and narratives about Vancouver. As a result, Vancouver’s cultural landscapes do not reflect Musqueam, Squamish, and Tsleil-Waututh language, stories, cultural practices, and cultural protocols. These actions provide ways to decolonize practices and recognize and support Musqueam, Squamish, and Tsleil-Waututh cultural presence and voice in decision-making.

Goal 2.2 Increase Investment and Leadership Opportunities for Musqueam, Squamish, Tsleil-Waututh, and Urban Indigenous Arts and Culture

Investment and leadership are key measures of the kinds of substantial increases necessary to address generations of colonial exclusion. From arts commissioning policies to decision-making processes, Indigenous people have been underrepresented in granting and other supports, despite rich and sophisticated artistic and cultural practices. Prioritizing Indigenous people’s leadership, perspectives, and cultural presence will help to address their historic exclusion. These actions identify ways to increase support for Musqueam, Squamish, and Tsleil-Waututh artistic and cultural leadership and to offer innovative opportunities to Urban Indigenous creators.

Goal 2.3: Support Right Relations between Non-Indigenous and Indigenous Peoples

Everyone has a role to play in reconciliation and decolonization. This important journey begins with facing unsettling truths and recognizing the real and ongoing impacts of colonialism on Indigenous peoples and territories. Cultural and artistic practices are powerful entry points to these conversations, and to building relationships that respect Indigenous cultural protocols--including Musqueam, Squamish, and Tsleil-Waututh governance systems and cultural conduct on their lands. These actions identify ways the City can support thoughtful learning and reciprocal collaboration between non-Indigenous and Indigenous people.

Highlighted Proposed Actions – Reconciliation and Decolonization

The actions in the table below represent a selection of proposed Direction 2 actions. Additional actions are listed in the table in Appendix A.

Action	Description
1. Support opportunities to identify, steward, & access places of cultural significance	Fund Musqueam, Squamish, & Tsleil-Waututh representatives or consultants to identify sites of cultural significance to inform urban planning, development of cultural spaces, & place naming. Fund Musqueam, Squamish, & Tsleil- Waututh representatives or consultants to map sites of cultural significance and hən 'qəmin 'əm & Skwxwú7mesh place names, develop cultural significance statements for all community plans and major projects, and identify opportunities to steward the land. Work with local Nations to identify opportunities to access existing spaces, and include them in the development of new projects such as Marpole Civic Centre and the renewal of Vanier Park.
2. Support self-determined cultural spaces	Prioritize and support development of self-determined xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətaʔt (Tsleil- Waututh) and Urban Indigenous Spaces.
3. Continue Arts & Culture Liaison Roles	Musqueam, Squamish, Tsleil-Waututh Liaisons will facilitate ongoing partnership on policies & projects related to their culture. Liaisons will also inform the integration of a reconciliation lens in all cultural grant programs & dedicated grant programs. Support cultural protocols resources & training to support sectoral collaboration with local Nations in thoughtful ways. Work with Musqueam, Squamish, and Tsleil-Waututh Nations to institute planning protocols for large-scale music events and best practices in booking artists from the local host nations.
4. Develop Indigenous grant programs	Develop dedicated grant programs to support Musqueam, Squamish, Tsleil-Waututh, & Urban Indigenous arts, culture, & language programs, including professional development & mentorship.
5. Support Indigenous Public Art Programs	Commission public art throughout the city to increase the visibility of Musqueam, Squamish, Tsleil-Waututh cultural presence. Commission diverse Indigenous public art works and murals in ways that are sensitive to their placement on unceded Musqueam, Squamish, Tsleil-Waututh lands. Create Public Art Temporary Projects Program to mentor Indigenous artists new to public art commissioning processes to create temporary projects.

Table 6: Highlighted Proposed Actions – Reconciliation & Decolonization

Direction 3: Cultural Equity and Accessibility: *Advance diverse and inclusive leadership and practices by offering equitable and accessible support.*

Outcome: Vancouver is a model for cultural leadership and programs reflecting the city's diversity with the participation of all its residents.

Challenge: Inequitable distribution of and access to resources.

Context and Rationale

Municipal culture offices take up the work of cultural equity and accessibility by reviewing their practices and programs through an intersectional lens, developing new programs in relationship with underrepresented artists and communities, integrating intangible cultural heritage and cultural redress into existing heritage programs, and partnering with organizations to advance equity. The City of Vancouver is developing a city-wide equity framework which will shape the direction of the cultural equity work.

When working on cultural equity and accessibility, it is crucial to work in partnership with marginalized artists and communities, centring their brilliance, to avoid eclipsing their talent by focusing too narrowly on the barriers. It is also pivotal to avoid tokenistic inclusion, 'box-checking', or setting up simplistic binaries of victim and villain. Getting comfortable with discomfort is necessary for conversations about the ways bias, privilege and power, and false assumptions of objectivity are built into institutions and funding systems. Municipal culture offices can foster learning partnerships across the sector, engaging everyone as co-creators in the process and centering marginalized voices to improve their opportunities for exposure, compensation, leadership, and funding.

Proposed Goals

Goal 3.1 Advance Equitable and Accessible Funding, Leadership, and Organizational Practices

Advancing cultural equity and accessibility within Cultural Services and the cultural requires comprehensive and ongoing action to assess and address how discrimination and exclusion are 'baked in' to systems. These actions include intersectional approaches to integrating equity and accessibility measures in all cultural support programs, co-designing dedicated programs, benchmarking change in the department and field, and actions to increase the City's capacity to invest in and influence universal design within cultural spaces.

Goal 3.2 Improve access for Vancouver audiences to experience arts and culture

Prohibitive ticket costs are a significant barrier to residents' access to art and culture, as are broader social, linguistic, cultural, physical, and geographic barriers. Actions in this area include working through agreements with grant recipients, particularly large institutions and stewards of civic collections, to ensure greater access for residents to experience art and culture. Additionally, work to lower barriers for hosting free, public events will also support expanded access to art and culture for Vancouverites.

Goal 3.3: Prioritize Intangible Cultural Heritage and Promote Cultural Redress

The City is working on several initiatives to recognize the cultural heritage and landscapes of communities who have experienced discrimination based on their race and ethnocultural identities. These initiatives include new forms of support for cultural knowledge and practice associated with communities’ cultural heritage, recognizing the discrimination, erasure, and dispossession many communities experienced. Actions include support for community-led projects underway, broadening of definitions for what is supported within existing heritage programs to reflect the important contributions of diverse communities in shaping Vancouver.

Highlighted Proposed Actions – Cultural Equity and Accessibility

The actions in the table below represent a selection of proposed Direction 3 actions. Additional actions are listed in the table in Appendix A.

Action	Description
1. Conduct an equity audit of Cultural Services to develop a 3-5 year phased plan to integrate equity within all grant programs & develop dedicated grant programs	Convene a working group of arts & cultural workers with lived & professional experience in equity-oriented cultural practices to inform the development of the equity audit to integrate equity in all programs & develop dedicated equity & accessibility programs. Conduct an equity audit of Cultural Services grants, awards, & support programs. Apply equity audit findings to develop a 3-5 year phased plan to integrate within existing programs & develop dedicated programs to foster more equitable & accessible approaches & outcomes. Integrate equity benchmarking criteria in grant applications to assess representative diversity of the sector & organizational practices In partnership with the Equity Working Group, Arts & Culture Advisory Committee, & additional relevant advisory committees, support the development of dedicated programs for equity-seeking groups, as well as programs for Deaf & disabled artists and accommodation funds across programs.
2. Create a Cultural Equity & Accessibility position to deliver equity & accessibility programs	Create a Cultural Equity & Accessibility role with specialized cultural competencies & engagement expertise to develop & deliver equity & accessibility programs as pathways into ongoing support, including cultural ambassador roles.
3. Equity & accessibility learning	Support the development & facilitation of organizational learning opportunities to advance equity & accessibility which could include cohort & workshop learning opportunities.
4. Improve Vancouverites’ affordable access to cultural experiences	Explore how grantee organizations of all scales can better offer affordable and accessible experiences. Review agreements with larger institutions to align investment with leadership role, program expectations and public access.

5. Assess & prioritize accessibility for cultural spaces	Develop accessibility guidelines to improve access for artists, workers, and audiences in civic cultural spaces. Promote grants for accessibility & trans-inclusive upgrades.
6. Support the ongoing vitality of cultural heritage & recognition of cultural redress in neighborhoods where communities have faced discrimination.	Incorporate new approaches to intangible and tangible cultural heritage within the City Heritage Program including heritage statements, registry and incentives, and other mechanisms can be used to further support preservation of cultural spaces. Work with interdepartmental partners and Black communities to support community stewardship of the Hogan’s Alley site, land trust and future cultural center. Support Chinatown UNESCO cultural and intangible asset mapping and cultural space preservation, renewal and expansion. Support the work to celebrate the past & plan for the future of the Punjabi Market.

Table 6: Highlighted Proposed Actions – Cultural Equity & Accessibility

Direction 4: Affordable, Accessible, Secure Spaces: *Prevent displacement and support community-led spaces through enabling partnerships.*

Outcome: A thriving continuum of diverse, affordable, accessible, secure spaces.

Challenge: The affordability crisis exacerbates displacement.

Context and Rationale

As further detailed in *the Making Space for Arts and Culture* report, one of the most critical challenge facing arts and culture is the availability of affordable space and displacement. With accelerated development, rapidly rising industrial and commercial land values and competition with higher land uses; Vancouver is facing imminent loss of affordable places for artists to live, work, and share their work.

While there has been significant growth in the cultural non-profit sectors’ capacity to collaborate and develop co-located spaces and repurpose old buildings with new uses, artists and cultural non-profits remain overwhelmingly vulnerable to displacement. Affordable housing is a primary and persistent concern, as is safe, secure, affordable, and accessible work space. This precarity creates an environment where Vancouver stands to lose the very creators that make it a remarkable place to live and work.

Proposed Goals

Further details on the Goals and Actions in this section, are provided in the *Making Space for Arts and Culture* report (Appendix D).

Goal 4.1 Implement Cultural Space Targets

Long range targets help cities to measure progress in securing, enhancing and developing city, non-profit, public and private affordable accessible arts and cultural spaces. These achievable targets are critical to address community need and meet anticipated future growth. The targets will inform City strategies, plans, land use, policy, investment, regulations, partnerships and advocacy. They integrate cultural spaces alongside housing, childcare, social and sustainability

targets as a core priority in developing cohesive complete communities and vibrant, liveable, equitable and resilient City.

Goal 4.2 Expand Planning Tools and Reduce Regulatory Barriers

Arts production and events often take place in older more affordable commercial and industrial spaces. In recent years, real estate pressures have resulted in the doubling and tripling of rental rates and dramatic increases in property tax. A complex and inadvertently restrictive regulatory environment create additional barriers to affordable cultural space. This combination of expensive and restrictive environment becomes unsurmountable for many, pushing activities underground and driving them out of the city. Actions in this section outline critical actions to expand planning policy tools and address regulatory barriers and to enable music and arts events and to secure, enhance and develop affordable, accessible arts and cultural spaces.

Goal 4.3: Support Community-Led Ownership and Community-Led Projects

Over the past decade there has been notable growth in local collaboration, sharing of spaces and the establishment of non-profit space providers committed to providing affordable and flexible space - many of whom are currently struggling to access capital and provide ongoing affordability in a context of rising costs. Bold moves forward include supporting non-profit space operators to provide affordable space, establishing a fund to support community led large scale cultural space projects and supporting further planning and development of a community led cultural land trust to secure arts and cultural space in perpetuity.

Highlighted Proposed Actions – Affordable, Accessible, Secure Spaces

The actions in the table below represent a selection of proposed Direction 1 actions. Additional actions are listed in the table in Appendix A, and laid out with further detail is provided in the *Making Space for Arts and Culture* report in Appendix D.

Action	Description
1. Support Affordable NPO Space in commercial and industrial zones	Explore and develop mechanisms to support affordable non-profit space in commercial and industrial zones, including density bonusing, commercial linkage fees, cultural districts and in some cases, limits on stratification. Develop policy to preserve cultural spaces displaced through development. Support the Long Term Financial Strategy team’s work with the Province to develop a new sub class to reduce tax burdens on underdeveloped commercial and industrial spaces.

<p>2. Remove regulatory barriers</p>	<p>Expand the Arts Event License program to allow more frequent arts and cultural events in non-traditional venues. Develop a zoning use specific to non-profit arts and cultural facilities in order to simplify and align City policies, licenses, permits, bylaws, zoning and other regulatory requirements. Remove existing and new barriers for new artist studios and production spaces in industrial zones.</p>
<p>3. Support a community led cultural land trust</p>	<p>Explore ways to support planning and development of a community created and led cultural land trust including seed funding, and investigating new ways to partner with the cultural community on development and in some cases shared ownership of amenity facilities secured through development.</p>
<p>4. Establish a Cultural Spaces Fund</p>	<p>Establish a Vancouver Cultural Spaces Fund in an interest-bearing reserve to support the development of large scale community led cultural space projects to research, plan, develop and acquire affordable cultural spaces. Launch the fund with \$4.8 million. Future funding to be secured through development contributions with a goal of \$10 million over the next three years as part of the public benefit strategy implementation.</p>
<p>5. Create an Affordable Cultural Spaces Grants Stream</p>	<p>Launch an annual affordable cultural spaces grant stream to provide support to non-profit space operators that provide subsidized affordable space for professional artists and cultural organizations. This program will also provide critical one-time funding to assist arts and cultural nonprofits in crisis due to escalating land values.</p>

Table 7: Highlighted Proposed Actions – Affordable, Accessible, Secure Spaces

Cultural Space Targets

A key recommendation in the Making Space for Arts and Culture 2018 report was to establish Vancouver’s first ten-year targets for securing, enhancing and developing affordable and accessible arts and cultural spaces. Drawn from community need and anticipated future growth, the targets are intended to inform City strategies, plans, land use, policy, investment, regulations, partnerships and advocacy.

The goal is 800,000 square feet of new, repurposed or expanded affordable City, non-profit, and private space over the next ten years. This includes: 400 units of affordable artist housing; 650,000 square feet of new or repurposed space; renewal and enhancement of 150,000 square feet of existing space; and, a goal to see “no net loss” of Vancouver’s cultural spaces including artist studios and music spaces. Priorities include:

Overall and Growth

- Designated community cultural spaces in community centres, libraries and other city owned spaces
- Community owned and secured spaces, with a goal of 50% community secured
- Shared production and rehearsal space including artist studios
- Music spaces as per the Vancouver Music Strategy including all ages venues
- Cultural heritage, redress and equity

- Musqueam, Squamish and Tsleil-Waututh Nations and Urban Indigenous community self-determined cultural spaces
- Accessibility for artists, audiences and cultural workers
- Cultural/social hubs, administration, home-bases, and shared services
- Performance spaces, such as smaller informal spaces integrated into larger facilities, as well as larger spaces that seat 400-800 people
- Exhibition spaces from small to large including a new Vancouver Art Gallery
- Large outdoor Spaces with functional infrastructure for performances including both amplified and non-amplified music, particularly from 8,000 to 50,000 capacity
- Working towards greening upgrades to meet Greenest City Action Plan 2020, Renewable City, Zero Emission Building Plan

Preservation

- Develop tracking and policy for achieving no net loss of arts and cultural spaces from development
- No net loss of cultural space
- Integrate cultural and intangible heritage into City Heritage Program.
- Continue to update Vancouver's inventory (Cultural Space Map) including through community led research

Housing

- 400 units of artist social housing and associated shared production space
- Triple Artist Studio Award Program for a total of 30 live/ work units
- Explore partnerships with local nonprofits, music-specific spaces, and ways to co-locate Awards studios

Renewal

- Non-profit operated City spaces including Firehall Theatre, Vanier Park Cultural Hub
- City owned and operated Civic Theatres upgrades and PNE Amphitheatre renewal
- Cultural Spaces in renewed community and civic centres

The following targets will help to advance and measure City progress to grow, preserve, and renew cultural spaces and support housing for artists and creators. Further detail is provided in the *Making Space for Arts and Culture* report in Appendix D.

Direction 5: Collaboration and Capacity: *Strengthen sector resilience through facilitating partnerships and leveraging investment.*

Outcome: Stronger networks accelerate resource sharing and deepen collective impact.

Challenge: Cultural ecosystems are fragmented and disconnected.

Context and Rationale

Collaboration is necessary to address the sector-wide issues addressed in the plan require collaboration. This includes collaborations across artistic disciplines, non-

commercial and commercial lines, sectors, generations, cultures, municipalities, and levels of government. The quality of collaboration will determine the ability to grow capacity, from developing affordable, accessible cultural hubs to networking revenue generation capacity; from mainstreaming practices related to Indigenous cultural protocols to collaborative works of public art. The City’s connections across the sector position us to help facilitate relationships across fragmented parts of the cultural ecology, as well as to incentivize collaboration through our programs. The City will also work with its partners in civic agencies, at the provincial and federal levels, in the philanthropic sector, and neighbouring municipalities to align efforts, leverage investment and increase collective impact.

Proposed Goals

Goal 5.1 Support Opportunities to Build and Strengthen Community Partnerships in the Field

The City has a role to play in supporting partnerships between organizations and people across disciplines, sectors, lived experiences, and commercial and non-commercial organizations. Through each facet of its work, Cultural Services and the City of Vancouver, will work to support innovative ways to foster collaboration across the field.

Goal 5.2 Work with City Partners to Align Work to Leverage Investment

The City has a role to play in working with its partners to align strategic directions and investments to advance the directions and actions recommended in this report. These partnerships can leverage additional investment, increase awareness, and deepen collective impact.

Highlighted Proposed Actions – Collaboration and Capacity

The actions in the table below represent a selection of proposed Direction 1 actions. Additional actions are listed in the table in Appendix A.

Action	Description
1. Expand collaborative capacity programs	Increase knowledge sharing opportunities including peer-to-peer learning, workshops, intergenerational connection, & mentorships focused on revenue generation, governance, & audience engagement.
2. Explore additional support for creative entrepreneurs & industries	Work with partners to identify best practices in other jurisdictions that could be adapted to better support the creative industries, including music industry & the nighttime economy.

<p>3. Support art in everyday life</p>	<p>Work with the VPB and VPL to identify opportunities to enrich opportunities for participation in arts & cultural experiences, as well as skills development, in neighborhoods throughout the City. Work with the Vancouver School Board to align support for arts & cultural opportunities for young people.</p>
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Table 8: Highlighted Proposed Actions – Collaboration & Capacity

E. Vancouver Music Strategy – Overview

Music occupies a unique place within the creative industries and arts and culture: the music ecosystem encompasses a diverse spectrum of activities that includes the commercial, non-profit, and DIY sectors, and everything from independent artists, DIY venues, and underground music scenes, to large-scale events, festivals, and commercial music industry activities. It is a generator of both economic development and cultural production. To realize the city’s creative and musical potential, the Vancouver Music Strategy proposes a new model for cross-sectoral collaboration and partnership between the City of Vancouver, industry, community members and organizations. This vision of cross-sectoral connectivity and collaboration has the potential to support and advance industry, economic and community development. The Vancouver Music Strategy makes two significant sets of recommendations to address and prioritize the unique needs of the music sector: (i) a set of recommendations for the City; and (ii) a set of recommendations for Industry. These aim to expand municipal supports for music at the City of Vancouver, and catalyze sectoral growth and development across the industry.

Vancouver Music Strategy: Proposed Recommendations

The following includes 13 actions which represent a high-level summary of the Vancouver Music Strategy. The recommendations will be implemented in three phases in consultation with the Music Task Force, Cultural Services, City departments, and industry partners. For a complete list of music recommendations and actions, please see the Vancouver Music Strategy final report.

City-Led*	Description
1. Create a Music Staff Position	Create a Music Staff position at the City of Vancouver to implement the Vancouver Music Strategy and its recommendations; act as an internal ambassador for music within the City and its processes; develop inter-departmental collaborations to help amplify Vancouver's music and sound sector; and to act as a municipal liaison for the music, nightlife, creative industries, and community stakeholders.
2. Endorse a Music Task Force	Endorse the creation of a Music Task Force, co-led by the City and Industry, comprised of key industry and community stakeholders, to oversee implementation of the Vancouver Music Strategy, and advise City staff on sector interests, and industry and community priorities.
3. Streamline Permits and Licensing	Streamline permits and licensing, reduce barriers to access; and ensure music interests are represented in regulatory processes at the City.
4. Expand Music Spaces & Venues	<p>Explore ways to increase access, availability and use of City-owned spaces; protect existing music venues and infrastructure; create more spaces for music across the city; and develop and support music in outdoor spaces.</p> <p>Explore ways to lower barriers to access for music activities in City-owned spaces, including the the option of all-ages music performances in community centres, libraries, and firehalls.</p> <p>Expand opportunities for underrepresented music genres and communities in Vancouver Civic Theatres.</p>
5. Expand the City's Music Granting	Expand the City's music granting activities; explore renewing the Vancouver Music Fund and other funding opportunities for Indigenous and underrepresented communities; increase access and lower barriers to music grants; and ensure music interests are represented in the development of new City granting streams.
6. Improve Audience Engagement	Support all-ages music performances and music in non-traditional spaces; ensure physical accessibility of music spaces and venues; pilot music-specific promotional advertising programs; leverage City communications to amplify awareness of music in the city; and support best practices in harm reduction and safety at music events; and support staff in developing a nightlife strategy.
7. Improve Accessible Transportation	Explore late-night transit options to improve access to music events.
8. Support Inter-City Collaboration	Build collaborative relationships with music and creative industry partners in other Metro Vancouver cities to explore potential partnerships and opportunities.

Industry-Led	Description
1. Explore Creating a metro Vancouver Music Development Office	Explore the establishment of a metro Vancouver Music Development Office and an Industry-led Music Development position to advance sector and economic development opportunities; connect Vancouver residents, musicians, and music communities with resources; convene the sector; promote and amplify Vancouver music; and build an interdisciplinary community that connects industry professionals, musicians, residents, and creative industries.
2. Support Music Sector Development	Create 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; support a Cascadia Music Alliance with Seattle and Portland; and develop industry events, forums, and educational workshops and partnerships with creative industries.
3. Expand Opportunities for Artist Development	Develop opportunities for local artists to receive mentorship, resources, and opportunities to perform at local festivals and music events; increase compensation for Vancouver musicians; expand support for Indigenous and underrepresented communities; work with work with Musqueam, Squamish, and Tsleil-Waututh Nations to institute planning protocols and permissions for large-scale music events and festivals; and explore implementing “Fair Play” certification for venues and events that promote good practices in artist booking.
4. Promote Vancouver as a Destination for Music	Develop a Music Tourism Strategy and incentive program; market, amplify and promote Vancouver artists and music events through community music hub and directory; and develop signature and destination music events showcasing local and international talent.
5. Support Music Education	Explore opportunities to develop music education opportunities for K-12 and post-secondary students, adults, and emerging artists through partnerships with the City, the Province of BC, VPL, VSB, CMEBC, and industry partners.

Table 8: Vancouver Music Strategy Recommendations

*City Led Recommendations are reflected within Culture I Shift framework and further outlined in Appendix A and Appendix E.

F. Next Steps

The above summary provides an overview of the *Culture I Shift, Making Space for Arts and Culture, and Vancouver Music Strategy* frameworks including directions, goals, and actions.

The *Culture I Shift* and *Making Space for Arts and Culture* actions will be initiated within the first four years of the plan. Subsequent actions will be proposed after a review of the progress and impact of actions initiated within the first four years. *The Vancouver Music Strategy* has divided actions in three phases. Phase 1 (2019 – 2021) will include priority and immediate actions; Phase 2 (2022-23) will include medium-term actions; and Phase 3 (2024+) will include longer-term actions.

Staff have confirmed partnerships and resourcing for the actions outlined within and subject to Council approval. Pending council approval of the framework, staff will publish the full version of each report and develop project plans, charters and reporting processes for priority pieces of work. Given the scope of the framework, it is anticipated that staff would report back at the conclusion of the first four year phase and recommend subsequent phases actions.

G. Governance

Actions will require collaborative implementation and a cross-departmental governance structure, as well as implementation partnership with the Art and Culture Advisory Council, Public Art Committee, Cultural Spaces Sub-Committee, and the music sector. Additionally, ongoing intergovernmental relationships with Musqueam, Squamish, and Tsleil-Waututh Nations will be further supported by the liaison roles outlined in the actions.

Pending council approval of this report, staff will proceed with the development of a governance framework for the strategy that supports alignment and integration across departments.

H. Engagement

The implementation plan will include an iterative engagement approach including annual progress reports to the public, convenings, and interjurisdictional and cross-sectoral partnerships that will be integrated into project plans.

Public/Civic Agency Input

As noted in sections above, the strategies were informed by many sources of input over the two-year development period:

- Musqueam, Squamish and Tsleil-Waututh engagement: intergovernmental meetings, nation-led community engagement processes tailored to their distinct ways of working
- External Advisory Committees, Internal Advisory Committees, and a General Manager Steering Committee
- Iterative consultation with over 5,000 touchpoints with residents stakeholders through interviews, focus groups, workshops, host-your own engagement, large scale convenings, community conversations, open houses, and online surveys
- Iterative consultations with City staff and experts across departments
- Technical research carried out in partnership with researchers, consulting firms, industry experts, and universities
- Collaboration with civic agencies including the Vancouver Park Board, Vancouver Public Library, Vancouver Economic Commission, Tourism Vancouver, and Citizen Advisory Committees
- Best practices research in partnership with other jurisdictions of similar global positions and/ or scales

Financial Implications

Strategy Implementation

City’s continuous dedication to supporting arts and culture is key in building social connections, and thriving, resilient, healthy communities, through the multiplicity of cultural expressions that shape our society, and give us a sense of place. Many of the community-identified *Culture|Shift* actions can be resourced within existing operating and capital budgets, and through strategic realignment of resources. However, as outlined below, most activities will require new and additional investments, providing critical support phased over a period of four years.

The total additional incremental operating cost of *Culture|Shift* new investments is estimated to be \$3.2M for the years 2020 - 2023 (\$2.8M in programmatic, and \$0.3M in staffing costs,). Project cost estimates outlined in this report to be considered as part of the 2020 and subsequent annual operating budget processes.

Culture Shift Action Plan Budget	One Time	On going				
	2020	2020	2021	2022	2023	Total
Arts & Culture at the Centre of City Building			\$ 375,000	\$ 300,000	\$ 275,000	\$ 950,000
Reconciliation & Decolonization	\$150,000	\$ 210,000	\$ 135,000	\$ 155,000	\$ 175,000	\$ 825,000
Cultural Equity & Accessibility	\$ 30,000	\$ 100,000	\$ 240,000	\$ 205,000	\$ 125,000	\$ 700,000
Affordable, Accessible, Secure Spaces		\$ 300,000				\$ 300,000
Collaboration & Capacity Building			\$ 20,000	\$ 35,000	\$ 20,000	\$ 75,000
Staffing		\$ 109,500	\$ 109,500	\$ 109,500		\$ 328,500
	\$180,000	\$719,500	\$879,500	\$804,500	\$595,000	\$3,178,500

Table 9: *Culture|Shift* Financial Implications 2020-2023

*This does not include capital costs which are outlined in the Proposed Capital Allocation Program Highlights below.

Proposed Operating Programs Allocation Highlights (as per Table 9):

- \$750,000 over the course of four years to increase ongoing baseline support for cultural services grant programs.
- \$175,000 to support Musqueam, Squamish, and Tsleil-Waututh liaison roles to provide ongoing expertise and review the implementation of actions as well as support the sharing of cultural protocols for cultural collaboration.
- \$500,000 to co-develop ongoing dedicated grant programs to support Musqueam, Squamish and Tsleil-Waututh Nations and Urban Indigenous culture programs.
- \$670,000 to creating dedicated ongoing equity and accessibility grant and support programs.
- \$200,000 to renew the ongoing Vancouver Music Fund.
- \$300,000 to launch Affordable Cultural Spaces grant stream to provide one-time and ongoing support to non-profit space operators providing subsidized affordable space for professional artists and cultural organizations.

- \$100,000 for one-time accessibility guidelines and building assessments to support upgrades to create accessible cultural spaces for creators, technicians, administrators, and audiences.

Proposed Capital Allocation Program Highlights:

- Repurpose the existing interest bearing Cultural Precinct Reserve as the Cultural Spaces Reserve to support large scale community led cultural space projects to research, plan, develop, and acquire affordable cultural space with the current balance of \$4.8 million and future funding from development contributions allocated to support cultural infrastructure as part of area plan public benefit strategies. Future funding to be secured through development contributions with a goal of \$10 million over the next three years as part of the public benefits strategy implementation.
- \$300,000 in one time seed funding to Musqueam, Squamish and Tsleil-Waututh Nations and Urban Indigenous organizations to support cultural space planning, to be funded as part of the 2020 and 2021 capital budget process to be brought forward for Council approval.

Proposed Additional Staffing Allocations (as per Table 9):

- Year 1: Music staff position to implement the Vancouver Music Strategy and its recommendations.
- Year 2: Cultural Planner focused on equity and accessibility to deliver programs.
- Year 3: Development of an interdepartmental cultural Navigator position.

CONCLUSION

Culture|Shift builds upon the achievements of Vancouver's first culture plan, emerging best practices in the next generation of cultural planning, and extensive community engagement. *Culture|Shift* advances new, leading edge ways to support art and culture, while stabilizing a vulnerable sector through partnership-oriented approaches. These shifts reflect a new generation of culture plans that are addressing this moment's particular challenges: accelerating affordability and displacement crises, persistent and pervasive inequities within art and culture systems, and the urgent need to build on early reconciliation efforts and deepen work to address colonial exclusion of Indigenous culture and voice.

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Complete List of Proposed *Culture/Shift* Actions

Direction 1: Arts & Culture at the Centre of City Building		
1.1: Elevate Role & Increase Investment	1.1.A: Integrate arts, culture & creative life & work within City Plan key priorities.	<ul style="list-style-type: none"> • Prioritize arts, cultural, & creative work, life, & housing as core within the City Plan objectives, partners, process, targets, & outcomes, as well as in all planning projects. • Integrate the arts & culture space targets, and art and culture based approaches, into City Plan. • Recognize and integrate Arts and Culture as the Fourth Pillar of Sustainability in all relevant City of Vancouver departmental policies and procedures and as a core component of the City Plan objectives and process. • Join the World Cities Culture Forum, in order to learn from and contribute to leading edge cultural policy, promote Vancouver as a global cultural destination and partner.
	1.1.B: Align City staffing, structure, & processes related to arts & culture	<ul style="list-style-type: none"> • Review & align departmental roles, staffing, structure & processes related to arts & culture to facilitate greater collaboration to better support arts & culture and integrate art and culture-based approaches across the City. • Establish the Vancouver Civic Theatres' leadership role within the city's arts, cultural and creative sector, and the delivery of the VCT's key community responsibilities. • Establish an interdepartmental governance structure including City departments and agencies, such as the Park Board and Public Library, to align and coordinate interdepartmental actions that support the arts, culture and creative sector.
	1.1.C: Provide an Arts, Culture & Creative City Navigator to creators.	<ul style="list-style-type: none"> • Pilot navigation services to reduce barriers to key city services. better connect arts, culture, & creative organizations to Engineering, Film & Special Events, Development, Buildings & Licensing, Planning, Real Estate & Facilities, & other relevant departments.

	1.1.D: Align the private development public art process with City priorities.	<ul style="list-style-type: none"> Work with stakeholders to review and align the private development public art policy & process with artist-centred practice, the values of the Public Art program, & City strategies & priorities. Adapt the process to diversify art opportunities & the breadth of representation of artists & other professionals in ways that inform & engage communities.
	1.1.E: Explore diversification of public art funding.	<ul style="list-style-type: none"> Review and consider integrating public art funding approaches that ensure sustainable public art funding and protect against overdependence on large-scale rezonings.
	1.1.F: Create a Special Event Policy to improve support for free, public outdoor events.	<ul style="list-style-type: none"> Create a comprehensive Special Event Policy Framework to reduce barriers to hosting events, establish efficient event planning and application process, and increase predictability and consistency of city costs for events.
	1.1.G: Increase operating grants to support the ongoing vitality of the cultural ecosystem	<ul style="list-style-type: none"> Provide increases to the operating level programs to support the ongoing sustainability of the sector as it faces increasing costs of living & doing business.
	1.1.H: Create ways to clarify & streamline grant program processes.	<ul style="list-style-type: none"> Explore streamlined grant application processes and multi-year funding.
1.2: Artist-Led Initiatives	1.2.A: Build on tools to involve artists in shaping city-building.	<ul style="list-style-type: none"> Expand on practices like artists in residence, artist-initiated public art commissions, arts-based engagement, solutions labs artists, and explore artists role in shaping city building processes and practices.
	1.2.B: Review mechanisms to provide support to individual artists and creators.	<ul style="list-style-type: none"> Review awards, third party administration, granting partnerships, recommender models, and the current interpretation of the Vancouver charter to improve access to artists and creators.
1.3: Advance the Vancouver Music Strategy to Support the Diverse Spectrum of Music Activities	1.3.A: Create a new Music Staff position	<ul style="list-style-type: none"> Create a new Music role at the City to advance the Vancouver Music Strategy, participate in the Music Task Force, develop inter-city collaborations to help amplify Vancouver's music and sound sector, and support artists and the sector to navigate City processes.
	1.3.B: Make more City-owned space available for music	<ul style="list-style-type: none"> Explore ways to lower barriers to access for music activities in City-owned spaces. Expand opportunities for underrepresented

		<p>music genres and communities in VCT.</p> <ul style="list-style-type: none"> • Explore the option of all-ages music performances in community centres, libraries, and firehalls.
	1.3.C: Evaluate and explore renewal of the Vancouver Music Fund	<ul style="list-style-type: none"> • Review the Vancouver Music Fund and explore renewal for the fund to support strategic initiatives to support the music ecology, sector capacity, artist development, and audience engagement.
	4.3.E: Endorse the Creation of a Music Task Force	<ul style="list-style-type: none"> • Endorse the creation of a Music Task Force, co-led by the City and Industry, comprised of key industry and community stakeholders, to oversee the implementation of the Vancouver Music Strategy, and advise City staff on sector interests, and industry and community priorities.

Direction 2: Reconciliation & Decolonization

2.1: Centre Musqueam, Squamish, & Tsleil-Waututh Visibility & Voice on the Land & Across the City	2.1.A: Facilitate partnerships to shape Vancouver's cultural landscape.	<ul style="list-style-type: none"> • Facilitate opportunities for Musqueam, Squamish, & Tsleil-Waututh Nations to influence the planning & development of Vancouver's cultural & urban landscape in ways that reflect the living culture and history of their peoples.
	2.1.B: Support opportunities to identify, steward, & access places of cultural significance.	<ul style="list-style-type: none"> • Fund Musqueam, Squamish, & Tsleil-Waututh representatives or consultants to: <ul style="list-style-type: none"> - Identify sites of cultural significance to inform urban planning, development of cultural spaces, & place naming. - Develop cultural significance statements for all community plans and major projects. - Identify opportunities to steward the land.
	2.1.C: Incorporate hən 'qəmin 'əm & Sḵwxwú7mesh naming, signage, & visibility across the City.	Support the development & integration of hən 'qəmin 'əm & Sḵwxwú7mesh language naming signage, & visibility.
	2.1.D: Ensure opportunities within development & redevelopment of city-owned spaces.	<ul style="list-style-type: none"> • Work with Musqueam, Squamish, & Tsleil-Waututh Nations to identify opportunities to access existing city-owned spaces. • Work with Musqueam, Squamish, & Tsleil-Waututh Nations to identify & prioritize opportunities in the renewal & development of cultural spaces (Vanier Park, Marpole Civic Centre).
	2.1.E: Seed funds for the	<ul style="list-style-type: none"> • Prioritize and support development of self-determined xʷməθkʷəy̓əm (Musqueam),

	planning of self-determined cultural spaces	Sḵw̓xwú7mesh (Squamish) and səliłwətaʔt (Tseil- Waututh), including seeding funding to Musqueam, Squamish, & Tseil-Waututh Nations for planning of cultural centres & other cultural spaces.
	2.1.F: Continue Arts & Culture Liaison Roles.	<ul style="list-style-type: none"> Musqueam, Squamish, Tseil-Waututh Liaisons will facilitate ongoing partnership on policies & projects related to their culture. Liaisons will also inform the integration of a reconciliation lens in all cultural grant programs & dedicated grant programs.
	2.1.G: Commission Signature Artworks	<ul style="list-style-type: none"> Commission public art throughout the city & at sites of cultural significance that increase the visibility of Musqueam, Squamish, Tseil-Waututh cultural presence.
2.2: Increase Investment & Leadership Opportunities for Musqueam, Squamish, Tseil-Waututh, & Urban Indigenous Arts and Culture	2.2.A: Co-develop an Urban Indigenous subcommittee of the City's Arts & Culture Advisory Council.	<ul style="list-style-type: none"> Partner with the Urban Indigenous People's Advisory committee & MVAEC to build a sub-committee to guide support for Urban Indigenous arts & culture and inform the integration of a reconciliation lens in cultural grant programs & the development of dedicated grant programs.
	2.2.B: Develop Indigenous grant programs	<ul style="list-style-type: none"> Develop dedicated grant programs to support Musqueam, Squamish, Tseil-Waututh, & Urban Indigenous arts, culture, & language programs, including as well as professional development & mentorship.
	2.2.C: Support Indigenous Public Art Programs	<ul style="list-style-type: none"> Commission public art throughout the city to increase the visibility of Musqueam, Squamish, Tseil-Waututh cultural presence. Commission diverse Indigenous public art works and murals in ways that are sensitive to their placement on unceded Musqueam, Squamish, Tseil-Waututh lands. Create Public Art Temporary Projects Program to mentor Indigenous artists new to public art commissioning processes to create temporary projects.
	2.2.D: Multidisciplinary Urban Indigenous cultural space.	<ul style="list-style-type: none"> Seed funding to organizations led by Urban Indigenous art & culture makers to plan for Urban Indigenous cultural centres & other cultural spaces.
2.3: Support Right Relations between Non-Indigenous & Indigenous Peoples	2.3.A: Integrate within the exploration for a city-wide Colonial Audit	<ul style="list-style-type: none"> Participate in the scoping and exploration of a city-wide colonial audit model to review existing programs and develop new programs.
	2.3.B: Musqueam, Squamish, Tseil-Waututh Cultural	<ul style="list-style-type: none"> Support the development of cultural protocols resources & training to support non-Indigenous cultural organizations to build collaboration

	protocols learning	<p>with local nations in thoughtful ways.</p> <ul style="list-style-type: none"> • 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."
Direction 3: Cultural Equity & Accessibility		
3.1: Advance Equitable & Accessible Funding, Leadership, & Organizational Practices	3.1.A: Equity Working Group	<ul style="list-style-type: none"> • Convene a working group of arts & cultural workers with lived & professional experience in equity-oriented cultural practices to inform the development of the integration of equity in all programs & the development of dedicated equity & accessibility focused programs.
	3.1.B: Conduct an equity audit	<ul style="list-style-type: none"> • Conduct an equity audit of Cultural Services grants, awards, & support programs to identify systemic barriers & emerging best practices. • Review the current interpretation of Vancouver Charter restrictions on granting to individuals & granting practices to individuals in other municipalities
	3.1.C: Create a Cultural Equity & Accessibility position to deliver equity & accessibility programs.	<ul style="list-style-type: none"> • Create a Cultural Equity & Accessibility role with specialized cultural competencies & engagement expertise to develop & deliver equity & accessibility programs as pathways into ongoing support.
	3.1.D: Develop a 3-5 year phased plan to integrate equity within all grant programs & develop dedicated grant programs.	<ul style="list-style-type: none"> • Apply equity audit findings on best practices locally & from other jurisdictions to develop a 3-5 year phased plan to adapt existing programs & create new programs to foster more equitable & accessible approaches & outcomes. Create Cultural Ambassador roles to reduce barriers connections to existing and new programs.
	3.1.E: Equity benchmarking criteria	<ul style="list-style-type: none"> • Integrate equity benchmarking criteria within the grant applications to better understand representative diversity of the sector & organizational practices advancing equity in the field.
	3.1.F: Equity & accessibility learning	<ul style="list-style-type: none"> • Support the development & facilitation of organizational learning opportunities to advance equity & accessibility which could include cohort & workshop learning opportunities.
	3.1.G: Apply an equity lens to nomination	<ul style="list-style-type: none"> • Support criteria for priority groups on arts & cultural advisory committees & boards where the City convenes or appoints trustees.

	for City arts & culture leadership.	
	3.1.H: Develop dedicated accessibility grant programs	<ul style="list-style-type: none"> In partnership with the Equity Working Group, Arts & Culture Advisory Committee, & Disabilities Advisory Committee, support the development of dedicated programs for Deaf & disabled artists; as well as integration in broader programs for accommodation funds across programs.
3.2: Improve access for Vancouver audiences to experience arts & culture	3.2.A: Review grant agreements to improve Vancouverites' affordable access to major institutions.	<ul style="list-style-type: none"> Explore for how grantee organizations of all scales to can better offer affordable and accessible experiences. Review agreements with larger institutions to align investment with leadership role, program expectations and public access.
	3.2.B: Assess & prioritize accessibility for civic cultural spaces.	<ul style="list-style-type: none"> Develop accessibility guidelines to improve access for artists, workers, and audiences in cultural spaces.
	3.2.C: Support building upgrades to improve accessible & trans-inclusive community spaces.	<ul style="list-style-type: none"> Promote Cultural Infrastructure Grants to address accessibility & trans-inclusive upgrades.
3.3: Prioritize Intangible Cultural Heritage and Promote Cultural Redress	3.3.A: Incorporate new approaches to intangible and tangible cultural heritage within the City Heritage Program	<ul style="list-style-type: none"> Explore ways heritage statements, incentives, registry and other mechanisms can be used to further support new approaches to intangible and tangible cultural heritage.
	3.3.B: Support the ongoing vitality of cultural heritage & recognition of cultural redress in neighborhoods where communities have faced discrimination.	<ul style="list-style-type: none"> Work with interdepartmental partners to support research & engagement partners required to develop of a Hogan's Alley land trust & cultural center. Support the development of Chinatown intangible cultural asset mapping & management and UNESCO designation. Support the work to celebrate the past & plan for the future of the Punjabi Market. Support the Japanese Canadian community in exploring space opportunities and preservation of tangible and intangible cultural heritage.
	3.3.C: Work with Park Board to	<ul style="list-style-type: none"> Develop a join monuments & memorials

	develop a joint monuments & memorials framework.	framework to guide the criteria & process for donations, commissions, & the conservation & contextualization of the historic collection.
Direction 4: Affordable, Accessible, Secure Spaces		
4.1: Implement Cultural Space Targets	4.1.A: Implement Cultural Space Targets	<ul style="list-style-type: none"> Building on housing, childcare and other City strategies staff are recommending Vancouver's first arts and cultural space targets. The overall target is 800,000 square feet of new, repurposed or expanded affordable City, non-profit, and private space over the next ten years. This includes: 400 units of affordable artist housing; 650,000 square feet of new or repurposed space; renewal and enhancement of 150,000 square feet of existing space; and a goal to see "no net loss" of Vancouver's cultural spaces including artist studios and music spaces.
4.2: Secure, Affordable, Accessible Spaces	4.2.A: Support Affordable NPO Space in commercial and industrial zones.	<ul style="list-style-type: none"> Develop policy to preserve and enhance non-profit arts and cultural spaces within places of worship, non-City-run community centres, community halls, legions, and other privately held spaces including artist studios and music spaces. Explore mechanisms to support affordable non-profit arts and cultural space in commercial and industrial zones, including density bonusing, commercial linkage fees, cultural districts and in some cases, limits on stratification. Remove existing and new barriers for artist studios and production spaces in industrial zones. Support work with the Province to develop a new sub class to reduce the tax burden on underdeveloped commercial and industrial spaces.
	4.2.B: Remove regulatory barriers	<ul style="list-style-type: none"> Expand the Arts Event Licence program to allow more frequent arts and cultural events in non-traditional venues. Explore ways to help artists, nonprofits and event producers to navigate regulatory requirements in partnership with the Commercial Renovation Center, including support for independent professional advice such as building code consultants. Develop a zoning use specific to non-profit arts and cultural facilities in order to simplify and align City policies, licenses, permits, bylaws, zoning and other regulatory requirements. Review the City's internal licensing and

		<p>permitting processes for music and other arts events to identify and remove barriers, with a particular focus on reducing internal barriers for all ages venues, liquor licensing and sound and noise restrictions.</p> <ul style="list-style-type: none"> • Explore ways to lower costs when reusing older buildings and expand opportunities to support temporary spaces.
4.3: Support Community-Led Ownership & Community-led Projects	4.3.A: Provide support to create a community-led cultural land trust.	<ul style="list-style-type: none"> • Explore ways to support planning and development of a community created and led cultural land trust including seed funding, investigating partnerships to develop shared ownership of amenity facilities.
	4.3.B: Create an Cultural Spaces Fund.	<ul style="list-style-type: none"> • Establish a Vancouver Cultural Spaces Fund in an interest-bearing reserve to support the development of large scale community led cultural space projects to research, plan, develop and acquire affordable cultural spaces. Launch the fund with \$4.8 million. Future funding to be secured through development contributions with a goal of \$10 million over the next three years as part of the public benefits strategy implementation.
	4.3.C: Create a Affordable Cultural Spaces Grant stream.	<ul style="list-style-type: none"> • Launch an annual affordable cultural spaces grant stream to provide support to non-profit space operators that provide subsidized affordable space for professional artists and cultural organizations. This program will also provide critical one-time funding to assist arts and cultural nonprofits in crisis due to escalating land values.
	4.3.D: Advance community-led real estate readiness programs	<ul style="list-style-type: none"> • Support the development & delivery of real estate readiness programs for potential space operators to learn about the phases of planning, developing, & operating cultural spaces from peers, mentors, and consultants.
Direction 5: Relationships & Collaboration		
5.1: Support Opportunities to Build & Strengthen Community Partnerships in the Field	5.1.A: Expand collaborative capacity programs to increase & share knowledge & resources across the cultural ecosystem.	<ul style="list-style-type: none"> • Increase knowledge sharing opportunities including peer to peer learning, workshops, intergenerational connection, & mentorships focused on revenue generation, governance, & audience engagement.
	5.1.B: Facilitate regular convenings	<ul style="list-style-type: none"> • Partner to convene stakeholders from across the cultural ecology to foster cross-sectoral, interdisciplinary, intercultural, & intergenerational knowledge sharing.

5.2: Work with City Partners to Align Work to Leverage Investment	5.2.A: Explore additional support for creative entrepreneurs & industries.	<ul style="list-style-type: none"> Work with partners to identify best practices in other jurisdictions that could be adapted to better support the creative industries, including music industry & the nighttime economy.
	5.2.B: Support art in everyday life.	<ul style="list-style-type: none"> Work with the VPB and VPL to identify opportunities to enrich opportunities for participation in arts & cultural experiences, as well as skills development, in neighborhoods throughout the City.
	5.2.C: Explore opportunities to align support for youth arts.	<ul style="list-style-type: none"> Work with the Vancouver School Board to align support for arts & cultural opportunities for young people.
	5.2.D: Promote Vancouver as cultural destination.	<ul style="list-style-type: none"> Work with Tourism Vancouver to promote Vancouver's cultural offerings to local, regional, national & international visitors year round.
	5.2.E: Produce a CCS annual report	<ul style="list-style-type: none"> Produce an annual report highlighting program, projects & strategic actions & impact.

Complete List of Proposed *Making Space for Arts and Culture* Actions

Cultural Heritage, Accessibility and Equity	A1. Protect Cultural and Intangible Heritage	<ul style="list-style-type: none"> Prioritize cultural heritage by incorporating cultural heritage into the City Heritage Program including heritage statements, registry and incentives, and other mechanisms to further support preservation of cultural spaces.
	A2. Community Stewardship of Hogan's Alley	<ul style="list-style-type: none"> Advance cultural redress for Black communities and communities of the African diaspora, such as by supporting stewardship of Hogan's Alley site and future cultural centre.
	A3. Chinatown UNESCO Asset Mapping and Preservation	<ul style="list-style-type: none"> Support Chinatown UNESCO cultural and intangible asset mapping and cultural space preservation, renewal and expansion.
	A4. Celebrate Punjabi Market	<ul style="list-style-type: none"> Support the work to celebrate the past and plan for the future of the Punjabi Market.
	A5. Japanese Canadian Cultural Heritage	<ul style="list-style-type: none"> Support the Japanese Canadian community in exploring space opportunities and preservation of tangible and intangible cultural heritage.
	A6. Develop Accessibility Guidelines	<ul style="list-style-type: none"> Develop accessibility guidelines to improve access for artists, workers and audiences in cultural spaces.
	A7. Conduct Building Assessments	<ul style="list-style-type: none"> Conduct building assessments of City-owned cultural spaces and recommend priority upgrades.
	A8. Accessible and Trans-Inclusive Spaces	<ul style="list-style-type: none"> Promote Cultural Infrastructure Grants to address accessibility and trans-inclusive community building upgrades.
Self-determined xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliłwətaʔɫ (Tsleil-Waututh) and Urban Indigenous Spaces	A9. Mapping Places of Cultural Significance	<ul style="list-style-type: none"> Fund Musqueam, Squamish and Tsleil-Waututh representatives to provide cultural significance statements to inform City planning and projects including mapping and identifying places of cultural significance to further support stewardship of the land.
	A10. Access to Existing and New Spaces	<ul style="list-style-type: none"> Work with Musqueam, Squamish, Tsleil-Waututh and Urban Indigenous artists and cultural workers to identify opportunities to access existing spaces, and include them in the development of new projects such as Marpole Civic Centre and the renewal of Vanier Park.
	A11. Seed Funding for Space Planning	<ul style="list-style-type: none"> Provide seed funding to support cultural space planning by Musqueam, Squamish and Tsleil-Waututh Nations as well as the Urban Indigenous community.
Remove Regulatory Barriers	A12. Expand Arts Event Licenses	<ul style="list-style-type: none"> Expand the Arts Event Licence program to allow more frequent arts and cultural events in non-traditional venues.
	<ul style="list-style-type: none"> A13. Help with Navigating Regulations 	<ul style="list-style-type: none"> Explore ways to help artists, nonprofits and event producers to navigate regulatory requirements in partnership with the Commercial Renovation Center, including

		support for independent professional advice such as building code consultants.
	<ul style="list-style-type: none"> A14. Develop an Arts Facility Zoning 	<ul style="list-style-type: none"> Develop a zoning use specific to non-profit arts and cultural facilities in order to simplify and align City policies, licenses, permits, bylaws, zoning and other regulatory requirements.
	<ul style="list-style-type: none"> A15. Review Event Regulations 	<ul style="list-style-type: none"> Review the City's internal licensing and permitting processes for music and other arts events to identify and remove barriers, with a particular focus on reducing internal barriers for all ages venues, liquor licensing and sound and noise restrictions.
	<ul style="list-style-type: none"> A16. Use Older Buildings and Temporary Spaces 	<ul style="list-style-type: none"> Explore ways to lower costs when reusing older buildings and expand opportunities to support temporary spaces.
Expand Tools to Prevent Displacement and Secure Spaces	A17. Art and Culture Core in City Building	<ul style="list-style-type: none"> Integrate arts and culture as a key priority in city building
	A18. Preservation of Cultural Spaces	<ul style="list-style-type: none"> Develop policy to preserve and enhance non-profit arts and cultural spaces within places of worship, non City-run community centres, community halls, legions, and other privately held spaces including artist studios and music spaces.
	A19. Support Affordable NPO Space in Commercial and Industrial Lands	<ul style="list-style-type: none"> Explore mechanisms to support affordable non-profit arts and cultural space in commercial and industrial zones, including density bonusing, commercial linkage fees, cultural districts and in some cases, limits on stratification.
	A20. Remove Barriers in Industrial Zones	<ul style="list-style-type: none"> Remove existing and new barriers for artist studios and production spaces in industrial zones.
	A21. Reduce Tax Burden	<ul style="list-style-type: none"> Support work with the Province to develop a new sub class to reduce the tax burden on underdeveloped commercial and industrial spaces.
Expand Community Partnerships	A22. Affordable Cultural Spaces Grants Stream	<ul style="list-style-type: none"> Launch an annual affordable cultural spaces grant stream to provide support to non-profit space operators that provide subsidized affordable space for professional artists and cultural organizations. This program will also provide critical one-time funding to assist arts and cultural nonprofits in crisis due to escalating land values.
	A23. Granville Island Mixed-Use Hub	<ul style="list-style-type: none"> Explore partnerships with Granville Island, Canada Mortgage and Housing Corporation and other levels of government to secure short term and long term use of the former North Building of the Emily Carr University Art and Design as a mixed-use cultural hub.
	A24. Community-Led Real Estate Knowledge Sharing	<ul style="list-style-type: none"> Support community-led real estate knowledge sharing, including mentorships and research by local non-profit space providers, the Social Purpose Real Estate Collective, VanCity

		Foundation, and others.
Increase Community Ownership and Support a Cultural Land Trust	A25. Cultural Spaces Fund	<ul style="list-style-type: none"> Establish a Vancouver Cultural Spaces Fund in an interest-bearing reserve to support the development of large scale community led cultural space projects to research, plan, develop and acquire affordable cultural spaces. Launch the fund with \$4.8 million. Future funding to be secured through development contributions with a goal of \$10 million over the next three years as part of the public benefits strategy implementation.
	A26. Community-Led Cultural Land Trust	<ul style="list-style-type: none"> Explore ways to support planning and development of community created and led cultural land trusts including seed funding, and investigating new ways to partner with the cultural community on development and in some cases shared ownership of amenity facilities secured through development.

Complete List of Proposed *Vancouver Music Strategy* Actions

Proposed *Vancouver Music Strategy* City-Led Actions

Recommendation 1: Music Staff Position	
Establish a Music Staff position at the City of Vancouver	<ul style="list-style-type: none"> 1.1. Create City staff position to implement the Vancouver Music Strategy and advance its recommendations, including:
	<ul style="list-style-type: none"> 1.2. Support artists and the sector to navigate City processes
	<ul style="list-style-type: none"> 1.3. Act as an internal ambassador for music within the City
	<ul style="list-style-type: none"> 1.4. Participate in and offer support to the Music Task Force
	<ul style="list-style-type: none"> 1.5. Develop inter-departmental (City) collaborations to help amplify Vancouver's music and sound sector
	<ul style="list-style-type: none"> 1.6. Act as a municipal liaison for industry and community stakeholders
	<ul style="list-style-type: none"> 1.7. Explore connections and opportunities with creative industries and the relation between music, nightlife, and the nighttime economy <i>(see also Culture Shift: Explore additional support for creative entrepreneurs & industries)</i>
Recommendation 2: Music Task Force	
Endorse the creation of a Music Task Force co-led by the City and Industry	<ul style="list-style-type: none"> 2.1. Endorse the creation of an industry-led Music Task Force, comprised of key industry and community stakeholders, to:
	<ul style="list-style-type: none"> 2.2. Oversee implementation of the Vancouver Music Strategy and advise City staff on industry and community priorities
	2.3. Advise the Music Officer and 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
Recommendation 3: Permits and Licensing	
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 <i>(see also Making Space for Arts & Culture Report: Removing Regulatory Barriers and Arts Event Licences; and Culture Shift: Remove regulatory barriers)</i>
	3.3. Ensure music is represented in Engineering Services 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	<ul style="list-style-type: none"> 3.6. Continue to explore streamlined licensing and permitting processes to reduce barriers to access <i>(see also Culture Shift: Remove regulatory barriers)</i>
Noise (Sound) Bylaw Review	<ul style="list-style-type: none"> 3.7. Participate in the Noise (Sound) Bylaw Review

Zoning	<ul style="list-style-type: none"> 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 <i>(as per Making Space for Arts & Culture report)</i>
Recommendation 4: Music Spaces	
Increase access to City-owned spaces	4.1. Explore ways to lower barriers to access City-owned spaces for music activities <i>(see also Culture Shift: Make more City-owned space available for music)</i>
	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 <i>(as per Making Space for Arts & Culture report; and Culture Shift: Ensure opportunities within development & redevelopment of city-owned spaces)</i>
Create more spaces for music across Vancouver	4.4. Ensure music community interests are considered in relation to the proposed Cultural Spaces fund <i>(see also 9.8. Granting; and Making Space for Arts & Culture report)</i>
	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 <i>(as per Making Space for Arts & Culture report)</i>
	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 <i>(as per Culture Shift: Seed funds for the planning of self-determined cultural spaces; and Making Space for Arts & Culture report)</i>
	4.8. Explore the application of the Agent of Change principle in music zones
Recommendation 5: Venues	
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 <i>(see also 3.8.; and as per Making Space for Arts & Culture report: Explore the idea of cultural districts that support music venues)</i>
	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 <i>(see also Making Space for Arts & Culture report)</i>
	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 <i>(see also 8.3. and 8.4.)</i>
	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 <i>(as per Making Space for Arts & Culture report; and Culture Shift: Implement Cultural Space Targets)</i>
Recommendation 6: Outdoor Space	
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 than can accommodate >50,000 people

Recommendation 7: Community Ownership	
Community Land Trust	7.1. Support increased community ownership of music spaces and development of a potential City-endorsed Cultural Land Trust <i>(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)</i>
Recommendation 8: Housing	
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 <i>(see also Making Space for Arts & Culture report: Cultural Space Targets)</i>
Recommendation 9: Granting	
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 <i>(see also Culture Shift: Develop Indigenous grant programs)</i>
	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 <i>(see also Culture Shift: Develop dedicated accessibility grant programs; and VCT Theatre Rental Grants program)</i>
	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 <i>(see also Culture Shift)</i>
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 <i>(as per Culture Shift: Create an Affordable Cultural Spaces Grant stream)</i>
Recommendation 10: Audience Engagement and Development	
Equity and Access	10.1. Explore the option of (all-ages) music performances in community centres and non-traditional spaces <i>(See also 3.2 and 5.1.)</i>
	10.2. Explore the idea of audience development grants and in-kind support to Indigenous communities and underrepresented groups <i>(see also R8. Granting)</i>
	10.3. Ensure music performances and spaces can be physically accessed by everyone <i>(see also Culture Shift Assess & prioritize accessibility for civic space; and Support building upgrades to improve accessible & trans-inclusive community spaces)</i>
	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
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)
Recommendation 11: Transportation	
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 (<i>see also Culture Shift: Review transportation strategies to support a thriving nightlife and music scene</i>)
	11.2. Monitor ride-hailing service developments supporting late night music accessibility
Recommendation 12: 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 (<i>see also 14.1.</i>)

Proposed Vancouver Music Strategy Music Industry-Led Actions

Recommendation 13: Music Development Office	
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 Officer position

Recommendation 14: Sector Development	
Develop a Community Music Hub	<p>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:</p> <ul style="list-style-type: none"> • 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
Music Alliance	14.2. Support sector initiatives to develop a Cascadia Music alliance with Vancouver, Seattle, and Portland
Career & Development Industry	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 <i>(see also 14.1.)</i>
	14.5. Support an annual forum to identify future trends in the music industry
Creative Industries	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 <i>(see also Culture Shift: Facilitate regular convenings from across the cultural ecology; and Explore additional support for creative entrepreneurs & industries)</i>
Recommendation 15: Artist Development	
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 music artists to perform
	15.3. Work with Sport Hosting to explore opportunities for local music artists to perform
	15.4. Through the Cascadia Music Alliance (Vancouver/Seattle/Portland) <i>(See also 2.14.3.)</i> , 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) <i>(See also 10.3.)</i>
	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 <i>(see also Culture Shift: Musqueam, Squamish, Tsleil-Waututh Cultural protocols learning)</i>

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
Recommendation 16: Music Tourism	
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 <i>(see also Culture Shift: Promote Vancouver as cultural destination)</i>
	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
Marketing & Promotion	16.6. Develop a communications & marketing campaign for music in the city that includes an online/digital presence <i>(See also 7.7.)</i>
	16.7. Amplify and promote Vancouver artists and music events through community music hub and directory <i>(See also 14.1.)</i>
	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
Recommendation 17: Music Education	
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 <i>(See also 15.1.)</i>

Organizational Stakeholder Contributions to the *Culture|Shift*

This plan has been made possible with the support, dedication, expertise and commitment of thousands of individuals, stakeholders and organizations. To protect people's privacy, we have not included individual names here. We offer gratitude for the insight, time, labour, and energy people so generously offered.

221A Artist Run Centre	Calabash Bistro
312 Main	Calgary Arts Dev
Aboriginal Friendship Centre	Canada Council
Access Gallery	Canadian Alliance of Dance Artists - B.C.
Access to Media Education Society	Canadian Heritage
Action at a Distance Dance	Canadian Music Centre - B.C.
Aeriosa Dance	Canadian New Music Network
Africa Zone, World Festival	Capilano Review Contemporary Arts
African Descent B.C.	Capture Photography Festival
All Bodies Dance	Car Free Vancouver
Alley Theatre Assn.	Caravan World Music
Alliance for Arts and Culture	CARFAC BC
American Federation of Musicians145	Carnegie Community Centre
Art Vancouver	CarolWomen in Film & TV
Arts Club Theatre Company	Carousel Theatre for Young People
Arts in Action Society	Cascadia Deaf Nation
Arts Starts in Schools	Cedar Cottage Neighbourhood House
Arts Umbrella	Centre A
Artslar Resource	Centre Culturel Francophone de Vancouver
ArtSpeak	Centre for Digital Media
ArtStarts in Schools	Centre of Integration for African Immigrants
Asian Canadian theatre	Chapel Sound Art Fdn.
Asian Canadian Writers' Workshop	Cherry Blossom Festival
Asian-Canadian Special Events Assn.	Chibi Taiko Assn.
Assn. of Book Publishers of B.C.	Children of Takaya (T), Dan George
As Book & Mag Publishers	Children's Arts Umbrella Assn.
Atomic Cartoons	Chimerik 似不像
Axis Theatre	Chinatown Transformation Team
Ballet BC	Chinese Canadian Historical Society of BC
Bard on the Beach	Chinese Cultural Centre
Battery Opera Performance	Chor Leoni Men's Choir
BC Alliance for Arts + Culture	Christ Church Cathedral
BC Arts Council	Cinémathèque
BC Artscape	CinéRoman
BC Book Awards / Real Vancouver Writers' Series	Cinevolution Media Arts
BC Chinese Music Association	Cineworks Independent Filmmakers
Benevolent Association	CircusWest Performing Arts
Bill Reid Gallery of Northwest Coast Art	City of Prince George
Black Lives Matter, Vancouver	City of Richmond
BluePrint Events	City of Surrey
Boca Del Lupo Theatre	City Opera Vancouver
Bold Old(er) Lesbians & Dykes	City Studio
Borealis String Quartet	Climate Convergence
Brand Live	CMHC-Granville Island
Brightlight Pictures	Co. Erasga Dance
Britannia Community Services Centre	Coastal Jazz & Blues Society
BC Org. of Caribbean Cultural Associations	Community Arts Council Vancouver
Bron Productions	Compagni V'ni Dansi

Burrard Arts Fdn.
Burrardview Community Assn.
Copper Quartz Media
Craft Council of B.C.
Create Vancouver Society
Creative BC
Creative City Network of Canada
Creative Cultural Collaborations Society
Creative Scotland
Current: Feminist Electronic Art Symposium
Dance Centre
Dance House
Dance in Transit
DanceHouse
Dancing on the Edge Festival
Delinquent Theatre
Denim Vest
DHX
Diane Kadota Arts Management
Directors Guild of Canada
Diversity
Diwali Fest
Double Dare Design
Downtown Eastside Center for the Arts
Downtown Eastside SRO Collaborative
Downtown Eastside Women's Centre Assn
DOXA Documentary Film and Video Festival
Dr. Sun Yat-Sen Classical Chinese Garden
Dragon Boat BC
DreamRider Productions
Dunbar Community Centre
Dusty Flowerpot Cabaret
E1 Production
Eagle Dancers
Early Music Vancouver
EarthHand Gleaners
East Vancouver Community Music School
Eastside Culture Crawl
EastSide Games
EDAM Performing Arts
Electric Company Theatre
Electronic Arts
Elektra Women's Choir
Emily Carr University Foundation
Emily Carr University of Art + Design
Encore - (VFX)
Endless Summer Fest
ER Financial
Ethiopian Community Association of BC
Euphony Equity & Inclusion Works
Evergreen Cultural Centre
Evergreen Design
Hustle at Robson Square
Ignite Events
Il Centro Italian Cultural Centre Society
Company 605
Contemporary Art Gallery
Fascinator Management
Fashion Week
Fazakas Gallery
Feldman Agency
Field & Post
Fight With a Stick
Fillip Publishing
Firehall Arts Centre & Dancing on the Edge
First Nations Technology Council
Flamenco Rosario
Folk Fest
Foolish Operations
French Embassy to Canada
French Kiss
Friends of Chamber Music
Fringe Fest
Frog Hollow Neighbourhood House
Fugue Theatre
Full Circle/ Talking Stick Festival
Funky Winkerbeans
Future is You and Me
Gallery Gachet
Gateway Theatre
Geist Foundation
Gen Why Media
Girls Rock Camp Vancouver
Go2 Productions Inc
Goh Ballet
Good Night Out
Gordon Neighbourhood House
Granville Island, CMHC
Great Northern Way Scene Shop
Greater Van. Professional Theatre Alliance
Green Thumb Theatre for Young People
Grunt Gallery
H.R. MacMillan Space Centre Society
Hapa-palooza Festival
Hard Rubber
Hardline Productions
Hastings North Business Improvement Association
HCMA Architecture + Design
Health Arts Society
Heart of the City Festival
Heritage Vancouver Society
Historic Joy Kogawa House
Hogan's Alley Cultural Centre Society
Hong Kong Exile Arts Assn.
Hoote Suite
Hua Foundation
Hungarian Cultural of Greater Vancouver
Maritime Museum
Marpole Oakridge Family Place
Mascall Dance

Indian Summer Festival	Massy Books - Patricia Massy
Indigenous Women Artists	Ministry of Attorney General
Instant Coffee	Miscellaneous Productions
Instruments of Change	Mortal Coil Performance
Intersections Media Opportunities for Youth	Mount Pleasant Neighbourhood House
Ion Creative	Movement Enterprises Soc Small Stage Consulting
Italian Chamber	Museum of Anthropology
Italian Cultural Centre	Museum of Vancouver
Italian Day Festival	Music BC Industry Assn.
Itsazoo	Music in the Morning Concert
James Black Gallery	Music on Main
Japanese Cultural Centre & Language School	Musica Intima
Jewish Community Centre of Greater Van.	Musqueam Cultural Centre
Jewish Cultural Centre	National Film Board of Canada
Jewish Museum and Archives of BC	Native Daughters of B.C., Post No. 1
Joe Ink Performance	Native Education College
Joyce Collingwood Neighbourhood House	Network of Inner City Community Services Society
Kababayang Pilipino of B.C.	New Forms Festival
Karen Flamenco Dance	New Orchestra Workshop
Kathara Pilipino Indigenous Arts Collective	New Performance Works
Kickstart Disability Arts and Culture	New Works
Kidd Pivot Performing Arts	Neworld Theatre
Kids Fest	NGX Interactive
Kinesis Dance	Nordicity West
Kitsilano Neighbourhood House	Norman Rothstein Theatre
Kiwassa Neighbourhood House	Nuzi Collective
Kokoro Dance	Ontario Arts Council
Kwi Awt Stelmexw	Open Air Orchestra
Langara College	Open Door Social Services Soc
Lark Productions	Or Gallery
Latin American Cultural Centre	Orange Pulp
Latincoover Business & Cultural	OSM Illustration
Latinos in Action Van. Foundation	Other Sights for Artist Projects
Lattimer Gallery	Out/Inner Space
Le Centre culturel francophone de Vancouver	Pace Society
Le Collectif des Artistes Visuels de Colombie Britannique	Pacific Theatre
Les Productions Figlio	Patrick Street Productions
Little Chamber Music Series ThatCould	PechaKucha
Little Mountain Lion	Performing Arts Lodge
Little Mountain Neighbourhood House	Peter A. Allard School of Law
Live Biennial of Performance Art	Philippine Artists Network for Community
Love Intersections Society	Integrative Transformation
Lumiere Festival Vancouver Society	PHS Community Services
MACHiNENOiSY Dance	PI Theatre
Made in BC - Dance on Tour	Plastic Orchid Factory
Malaspina Printmakers	Playwrights Theatre Centre
Mandala Arts and Culture	Poetry is Dead Magazine
Public Disco	Powell Street Festival Society
PuSH International Performing Arts Festival	Southeast Asian Cultural Heritage
Queer Arts Fest	SpeakEasy Theatre Company
Queer ASL	St.James Community Square
Radius - SFU	Standing Wave
	STANTEC
	Start Labs

Radix Theatre Soc
Rapid Access Addiction Clinic
Raven Spirit Dance
Ray-Cam Community Centre
RealWheels
Recovery Through Artist Studios
Red Gate
Redshift Music
Reel 2 Real International Film Festival for Youth
Reel Causes
Reel Youth
Rennie Collection
Rice and Bean theatre
Room Magazine
Roundhouse Community Centre
Ruby Slippers Productions
Rumble Productions
Rungh Cultural
S.U.C.C.E.S.S.
Sad Magazine Publishing
SAP Canada Inc.
Savage Production
School of Street Dance
Science World
Scout Magazine
Screen Siren Pictures
Secret Lantern Society
Secret Study

Seismic Shift Arts Society

Semiahmoo Arts Society
ShapeShifterStudio
Shay Kuebler Radical System Arts
Simon Fraser University Galleries
Skwachàys Lodge
SKwxwu7Mesh Uxxwumixw Squamish Nation
Sky Spirit Consulting
Skyrocket
Small Stage
for the Museum of Original Costume
Solo Collective Theatre Soc
Some Assembly Arts
Sony ImageWorks
Sound of the Dragon
South Asian Arts
South Asian Family Assn.
UFU Canada
Ukranian Cultural Centre
Uninterrupted
Unit/Pitt Projects
Universal Gospel Choir
University of Alberta
University of British Columbia
University of Victoria
Up in The Air Theatre
Urban Ink

Still Moon Arts
Strathcona BIA
Streerich Hip Hop
Students of Caribbean & African Ancestry
Sub-TERRAIN Literary Collective
SUCCESS
SUM Gallery | Queer Arts Festival
Sunset Community Centre
Taiwanese Canadian Cultural 台加文化協會
TaiwanFest
Tara Cheyenne Performance
Tasai Fdn.
Telefilm
The Biltmore
The Chop Theatre
The Cinematheque
The Cultch
The Dance Centre
The Fox
the frank theatre
The Gathering Place
The Imperial
The Kettle Friendship
The Last Door Recovery
The Only Animal Theatre
The Post at 750
The Rude Theatre Company
The Stew Jams
The Vancouver Book and Magazine Society
(Word Vancouver)
The Writers' Exchange
Theatre Conspiracy
Theatre for Living
Théâtre la Seizième
Theatre Replacement
Theatre Terrific
Think NDN
Timbre Concerts
Tomoe Arts
Toronto Arts Council
Touchstone Theatre
Tsleil-Waututh Nation
Turkish Canadian
Turning Point Ensemble
UBC African Awareness Initiative

Vancouver Latin American Film Festival
Vancouver Maritime Museum
Vancouver Moving Theatre
Vancouver Murals Fest
Vancouver Native Housing Society
Vancouver New Music
Vancouver Opera
Vancouver Poetry House
Vancouver Police Museum
Vancouver Pride Society

Urban Native Youth Alliance
Uzume Taiko Drum Group
Van Asian Heritage Month
Van. VocalEye
Vancouver Academy of Music
Vancouver Adapted Music
Vancouver Art Gallery
Vancouver Art House (Rio Theatre)
Vancouver Arts + Leisure
Vancouver Arts Colloquium Society
Vancouver Asian Canadian Theatre
Vancouver Asian Film Festival
Vancouver Asian Heritage Month Society
Vancouver Bach Choir
Vancouver Biennale
Vancouver Cantata
Vancouver Cantonese Opera
Vancouver Chamber Choir
Van. Chinatown Fdn. for Community Revitalization
Vancouver Chopin
Vancouver Choral Arts
Vancouver Civic Theatres
Vancouver Coastal Health
Vancouver Co-operative Radio
Vancouver Expressive Arts
Vancouver Fashion Week
Vancouver Film Studios
Vancouver Folk Music Festival
Vancouver Fringe
Vancouver Fringe Festival
Vancouver Goods
Vancouver Hack Space Society
Vancouver Heritage Foundation
Vancouver Jewish Film Centre
Vancouver Indigenous Media Arts Festival
Vancouver Intercultural Orchestra
Vancouver Intl. Bhangra Celebration
Vancouver Intl. Children's Festival
Vancouver Intl. Dance Festival
Vancouver Intl. Film Festival
Vancouver Intl. Sculpture Biennale
Vancouver Intl. Writers Festival
Vancouver Japanese Language School
Vancouver Latin American Cultural Centre
Vancouver Pro Musica
Vancouver Queer Film Festival
Vancouver Recital Soc
Vancouver Recovery through Art
Vancouver School of Healing Arts
Vancouver Seniors' Singing Club Assn.
Vancouver Street Dance Assn.
Vancouver Swing
Vancouver Symphony
Vancouver Tap Dance Society
Vancouver Theatresports League
Vancouver Design Week
Vantage Point
Vashaan Music
Verses Festival of Words
Vetta Chamber Music and Recital
Victory Square Games
Vines Art Festival
Visceral Visions
VIVO Media Arts Centre
VocalEye Descriptive Arts
VSO School of Music
VUSI
Wade Comer Photography
Wen Wei Dance
WePress Community Arts Space
West Coast Feminist Literary Magazine
West Coast Symphony
West End Arts
West End Senior's Network
West Point Grey Community Centre
Western Front
WISE Community Arts and Culture Club
WISH Society
Women in Film and Television Van.
Word Van. Fest (Van. Book Fair)
Work at Play
World Rhythms for Youth
Writers Fest
Yaletown BIA
Youth Collaborative for Chinatown
Zee Zee Theatre