


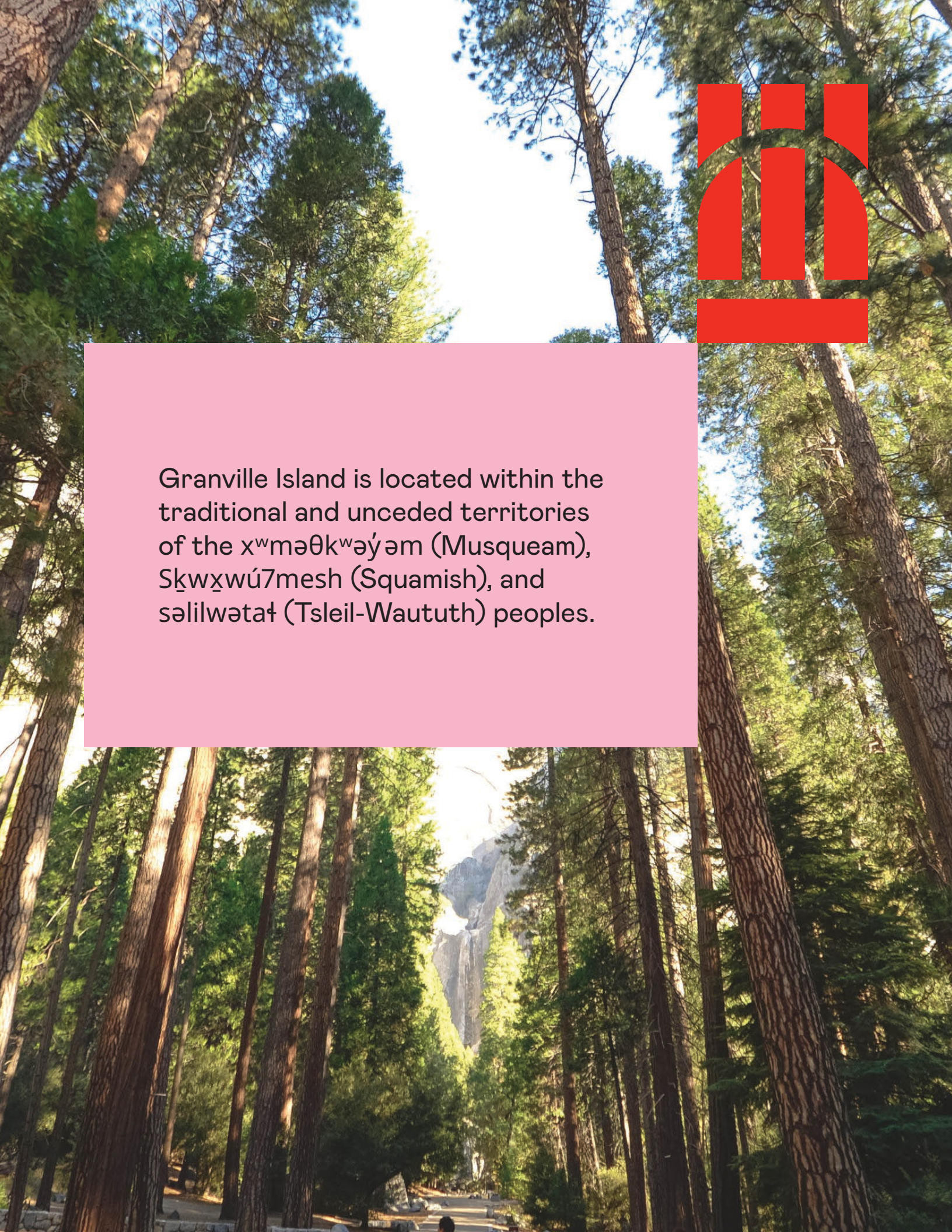
GRANVILLE
ISLAND
COUNCIL

STRATEGIC PRIORITIES FOR 2022-2023

June 2022



Granville
Island



Granville Island is located within the traditional and unceded territories of the xʷməθkʷə́y̓əm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) peoples.

A message from Granville Island Council

As the first Granville Island Council, we are honoured to be entrusted to be champions for the Granville Island Community and to actively advocate for the supports, tools, and visibility that will allow Granville Island to thrive.

This document outlines our strategic priorities, which reflect what we have collectively heard from conversations with tenants, visitors, and other members of the Granville Island Community over the years, and our personal connections, love, and passion for Granville Island. We thank those who provided feedback that has shaped these priorities—your input has validated and strengthened our understanding of the Island’s opportunities and challenges.

The actions captured under the priorities are what we have been and will continue to work on alongside CMHC Granville Island Staff. They will allow us to capitalize on emerging opportunities and to rise to meet the evolving challenges of our times.

We will revisit our strategic priorities and actions regularly to make sure they are still relevant to our collective vision of making Granville Island “the most inspiring public place in the world.”

As we look to move these priorities forward, we are committed to engaging and working with the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations, the Granville Island Community, and all those who cherish this special place.

- Granville Island Council



About Granville Island

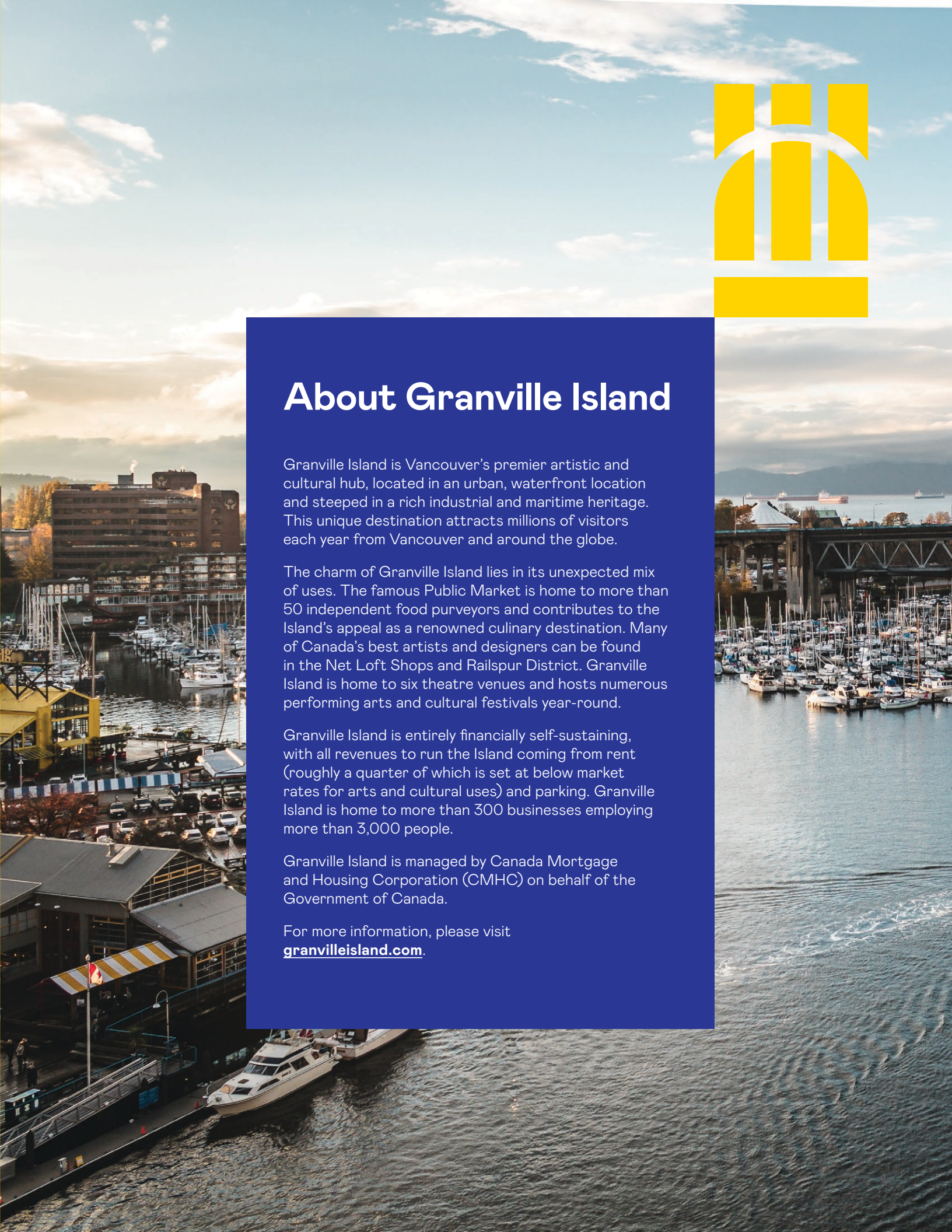
Granville Island is Vancouver's premier artistic and cultural hub, located in an urban, waterfront location and steeped in a rich industrial and maritime heritage. This unique destination attracts millions of visitors each year from Vancouver and around the globe.

The charm of Granville Island lies in its unexpected mix of uses. The famous Public Market is home to more than 50 independent food purveyors and contributes to the Island's appeal as a renowned culinary destination. Many of Canada's best artists and designers can be found in the Net Loft Shops and Railspur District. Granville Island is home to six theatre venues and hosts numerous performing arts and cultural festivals year-round.

Granville Island is entirely financially self-sustaining, with all revenues to run the Island coming from rent (roughly a quarter of which is set at below market rates for arts and cultural uses) and parking. Granville Island is home to more than 300 businesses employing more than 3,000 people.

Granville Island is managed by Canada Mortgage and Housing Corporation (CMHC) on behalf of the Government of Canada.

For more information, please visit granvilleisland.com.



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Working together to get through a global pandemic



It is an understatement to say that COVID-19 has been challenging for Granville Island, a public space built for gathering people together and building communities around food, culture, and the arts, and that welcomes millions of people each year.

In the early days of the pandemic, when the future was the most uncertain, many vendors and tenants faced extremely difficult times. Many of the small, independent businesses and cultural organizations that make up the social fabric of Granville Island were reporting losses of up to 90 per cent.

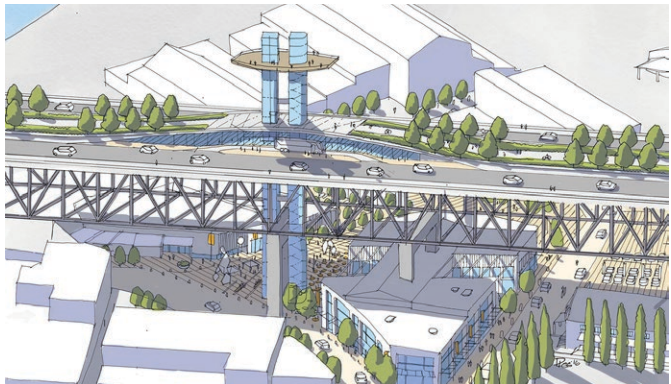
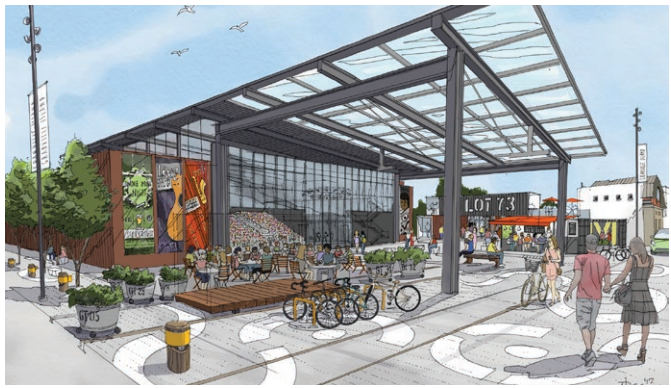


This was a tense moment for Granville Island, as we have limited savings on which to draw upon in an emergency. We committed to doing what we could to help Island businesses through this time. We deferred rent for several months and advocated on behalf of Granville Island businesses that they should be eligible for government assistance programs over the longer term.

In July 2020, it was with utmost gratitude that we learned of the Government of Canada's decision to provide up to \$16.7 million in emergency COVID-19 response funding to Granville Island. This allowed us to develop a rent relief program for our tenants, most of whom were ineligible for existing COVID-19 response programs, being tenants of a Crown Corporation (CMHC).



We acknowledge the support of the Government of Canada, and in particular our local Members of Parliament Hedy Fry and Minister Joyce Murray, for their tireless efforts to ensure that Granville Island and its community not only survived the pandemic but are set up for a successful recovery and long-term success.



Granville Island 2040: Bridging Past & Future

Since its modern redevelopment in the 1970s, Granville Island has been regarded internationally as a model of vibrant urban placemaking.

The past forty years have seen massive changes in Vancouver caused by population growth, increasing cultural diversity, and the economic disruptions of global trade, new technology and climate change.

Released in 2017, **Granville Island 2040** sets out a vision for the future of Granville Island that respects the achievements of the past, addresses current challenges and opportunities, and shapes a vision of the future with imagination and bold ideas.

The development of Granville Island 2040 included a three-phase public and stakeholder engagement process, as well as technical analysis from a team of highly qualified professional consultants.

Granville Island 2040 presents a vision of the future in which these challenges are met, initiating an exciting new phase of growth and development, fostering a renewed passion for creativity and innovation, and a rekindling of the love affair with the Island for new generations.



About Granville Island Council

Granville Island Council was formed in 2019 in response to a recommendation in Granville Island 2040 to increase local governance and decision-making in the strategic direction and operations of Granville Island:

“Looking long term, CMHC should continue to explore options for renewal of Granville Island’s formal governance structure with a redefined role that further strengthens local authority, autonomy and decision-making, while remaining accountable to the Government of Canada through CMHC.”

**—Page 3, Granville Island 2040:
Bridging Past & Future**

The establishment of the Granville Island Council puts decision-making into the hands of local residents who understand Granville Island and its importance to the community. Council is responsible for key decisions around budgeting, planning, and long-term strategy.

The members of Granville Island Council were selected for their relevant experience and expertise in the areas of arts and culture, community and government relations, leadership, finance, and property management.

Council for 2019-2023 is:

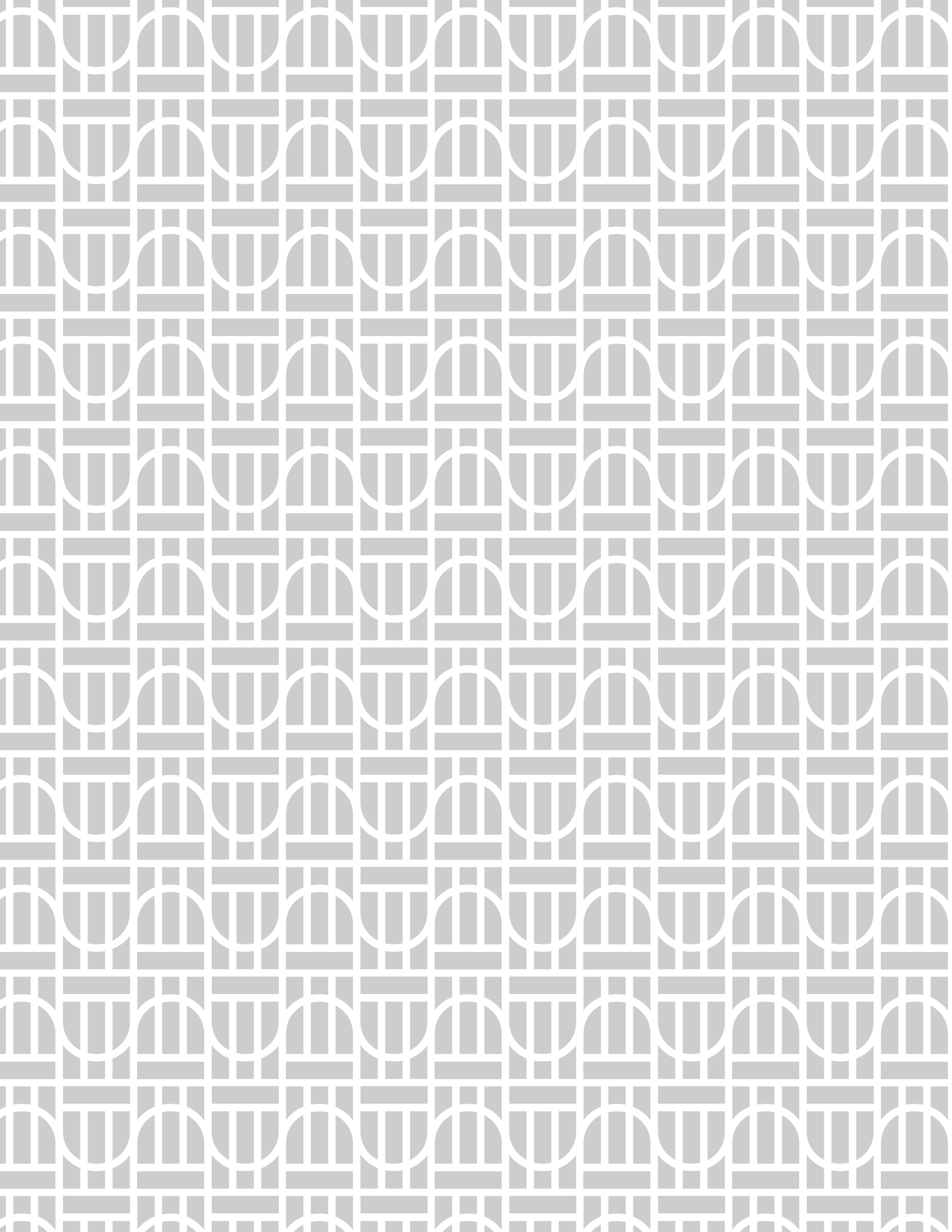
Heather Deal, Chair
Domenic Caminiti
Branislav Henselmann¹
Paul Larocque
Johanna Lauyanto
Dale McClanaghan
Andeen Yvonne Pitt

¹ Gracen Chungath was the City of Vancouver's representative on Council from 2019-September 2021.

While Council has an active presence on Granville Island through its members, Council is not involved in the day-to-day management of Granville Island, which is the role of CMHC Granville Island Staff.

Since the Council was inaugurated in September 2019, some notable activities and accomplishments include:

- Political advocacy to secure emergency COVID-19 funding
- Allocating funding to rent relief for Island tenants
- Hiring a new General Manager in October 2020
- Working with the Finance Department and General Manager to prepare annual budgets
- Hosting in-person community events in November 2019 and September 2021
- Establishing Council-Staff working groups for Finance, Development, Transportation, Leasing, Food Innovation, and Arts & Culture
- Providing strategic direction and input on key initiatives, including the repurposing of Emily Carr University of Art + Design, and Market District planning



Strategic Priorities

Granville Island Council has identified key priorities for implementation in 2022 and 2023. In identifying its strategic priorities, Council has placed highest consideration on those actions that will:

- Advance reconciliation with Indigenous peoples
- Address COVID-19 and recovery
- Achieve multiple goals and co-benefits
- Allow for substantial progress over the next two years
- Deliver the greatest value for money

Council members recognize the value of establishing strategic priorities that can be monitored and revised as progress is made and external factors evolve.

Over the following pages, you will find actions listed under four priority areas. These include areas prioritized by Council based on its knowledge of Granville Island and work with Granville Island Staff, and engagement with the Granville Island community, along with key priority actions from the Granville Island 2040 vision.

GRANVILLE ISLAND COUNCIL STRATEGIC PRIORITY AREAS

ORIGIN

1. Reconciliation with Indigenous Peoples

Granville Island Council

2. Community Building and Engagement

Granville Island Council

3. Organizational Capacity Building

Granville Island Council

4. Granville Island 2040 Goals

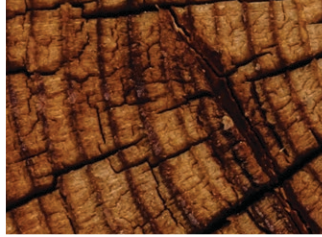
Granville Island 2040



1. Reconciliation with Indigenous People

Granville Island is located within the traditional and unceded territories of the xʷməθkʷə́yəm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) peoples. The Nations used the area known as Granville Island today and the surrounding areas for traditional purposes such as hunting, gathering, travel, and everyday living and cultural activities.

Granville Island Council and Staff are committed to advancing Reconciliation with Indigenous peoples, focusing on the xʷməθkʷə́yəm, Skwxwú7mesh, and səliłwətał Nations.



1.1. Build and enhance relationships with the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətał (Tsleil-Waututh) Nations

- Build relationships and potential partnerships with elected leadership, Elders, Knowledge Keepers, Members and staff from the Nations
- Establish a Council/Staff working group to promote Granville Island's goals of Reconciliation
- Explore opportunities for greater presence of Nations Members in innovative business models, events and programming
- Integrate Reconciliation into the Island-Wide Events & Programming Strategy, for example in rethinking what "Canada Day" looks like on Granville Island
- Developing site-specific projects in partnership with the Nations
- Explore potential partnerships related to an Indigenous-led Olympic bid
- Seek advice from the Nations in how to recognize Indigenous people from across Canada, including urban Indigenous peoples



2. Community Building and Engagement

The success of Granville Island comes from passionate business owners, tenants, artisans, and regular visitors that recognize the rich history and community on the island. Council recognizes an opportunity to further enhance equity, diversity and inclusion on Granville Island, and to engage with existing and future community members.



2.1. Increase the number of businesses owned by members of Indigenous, Black, and other racialized communities

- Create policies that will encourage greater representation of Indigenous, Black, and other racialized communities on the Island
- Identify potential new businesses
- Build relationships with entrepreneurs and entrepreneurial supports (private and public)

2.2. Increase engagement opportunities for Granville Island community members

- Continually engage the Granville Island tenant community and create opportunities for collaboration on innovative and progressive initiatives
- Conduct tenant satisfaction surveys
- Support new tenants and users

2.3. Increase engagement opportunities for members of the public

- Involve the public in major planning projects
- Conduct visitor surveys to understand what visitors desire to make special visits to the Island and seek to attract unique vendor/businesses to provide those unique experiences



3. Organizational Capacity Building

Granville Island Council recognizes that CMHC-Granville Island Staff will need increased financial and staff capacity to fulfill its mandate, implement the priorities of Granville Island Council and achieve the goals of Granville Island 2040.

These three priorities focus on ensuring that Council supports staff in advocating for the tools and resources to be successful.

3.1. Develop a sustainable funding model for the Island

- Develop a thorough understanding of the annual maintenance and operating costs of running the Island, as well as the long-term asset-replacement costs
- Integrate cost-based budgeting into the annual budget and 5-year corporate plan
- Establish Council/Staff Sustainable Funding Model working group to explore potential funding options, including potential public-private partnerships, non-profit financial support options, and establishment of a Granville Island Foundation
- Develop a short, medium and long-term fund development strategy

3.2. Partnerships and relationships

- Champion Granville Island with external agencies and organizations to increase the awareness of Granville Island's initiatives and core values
- Introduce federal, provincial, regional, and municipal elected officials to Granville Island
- Strengthen support for Granville Island's initiatives

3.3. Build staff capacity to help implementation of Strategic Priorities

- Create Council working groups to work on specific actions and initiatives
- Create a dedicated Indigenous engagement role on staff



4. Granville Island 2040 Goals

Granville Island 2040 was the result of a year-long planning process that involved technical studies on land use, transportation, arts and culture, and governance, as well as extensive public engagement.

Granville Island Council endorses the vision and proposed actions outlined in Granville Island 2040. To assist CMHC-Granville Island Staff in its work planning, Council has identified actions under the four strategies from Granville Island 2040.



4.1. Improve Access: Getting To and Around Granville Island

- Improve walking conditions for people of all ages and abilities
- Enhance wayfinding information from key off-Island locations
- Provide end-of-trip cycling facilities on the Island
- Advocate with senior levels of government, the City of Vancouver, and TransLink to improve public transit to Granville Island
- Continue to advocate and build support for the City of Vancouver's proposed Granville Bridge Connector improvements
- Continuously improve on-Island vehicle parking management
- Collect data on vehicle access and parking occupancy rates to help set parking policy
- Make information-based changes to Granville Island's approach to tour bus management

4.2. Expand the Public Market & Create a Market District

- Promote greater innovation, excellence, and diversity at the Public Market by:
 - Conducting market research to better understand need and demand for market products and services, and to avoid duplication
 - Increasing diversity of vendors to be reflective of Vancouver

- Supporting new food vendors, focusing on local and sustainable food
 - Offering more locally made/grown and culturally diverse products
 - Exploring potential for evening restaurant/eating experiences within the Market
 - Increasing marketing and public relations efforts
 - Establishing Council/Staff working group on Food Innovation
 - Advocating with educational institutions and governments for funding, partnerships, and implementation
- Create a Market District by:
- Expanding food uses into areas near the Public Market and other areas of the Island, consistent with the intent of creating a coherent district, centred around innovation
 - Exploring opportunities for pop-up and seasonal food offerings
 - Exploring opportunities for more food production, business incubation, and food systems support on Island
 - Developing plans for expansion of the Public Market
 - Creating a Council/Staff Food Innovation Working group that will help guide planning for the Market District

4.3. Embrace Arts & Innovation

- Repurpose the former Emily Carr University of Art + Design (ECUAD) building for arts and innovation-related uses, exploring the potential for interim uses
- Expand the Island's cultural programs and events offering by:
 - Exploring the potential for greater nighttime animation
 - Strengthening and initiating new partnerships with festival and arts organizations and higher education institutions
 - Focusing on enhancing diversity, equity, and inclusion

4.4. Restore and Sustain the Public Realm

- Create new public spaces and enhance existing spaces by:
- Creating new outdoor dining opportunities, such as the picnic pod program
- Enhancing existing outdoor spaces through new programming
- Building new public spaces for performances and agile pop-up uses
- Update and create new public realm design guidelines, and tenant design and signage guidelines

From Priorities to Reality

Through the implementation of these Strategic Priorities, Granville Island Council will work collaboratively with and support CMHC-Granville Island Staff, the Granville Island community, and the public in making progress towards the goals of the Granville Island 2040 vision.

The Strategic Priorities will support project planning and will be used in communicating the key areas of focus for implementation of Granville Island 2040.

A key first step will be developing a system for monitoring and reporting on the progress of these Strategic Priorities.

We look forward to continued engagement with the Granville Island Community as we work together toward the continued success of Granville Island.



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