

CITYSTUDIO

Program Information

2017

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Purpose

The purpose of this guide is to help cities learn about CityStudio and assess its appropriateness for your city. It contains details of our model, services available and licensing information.

Background

CityStudio is a model for innovation and engagement inside City Hall. At its core, CityStudio is a way to pair city staff with faculty and students to develop projects that support and move the dial on specific city goals, strategies and plans. The model can help cities address common challenges:

- Innovation, experimentation and prototyping
- Citizen engagement
- Youth engagement
- Institutional culture shift towards co-creation and risk
- Talent retention
- Experiments on the ground in community
- Proof of concept in strategic planning
- Staff energy and engagement
- Increased positive media
- Placemaking and public space activation
- Research, testing and evaluation

In addition to the benefits for cities, the CityStudio model is able to unlock solutions to specific challenges post-secondaries are facing: students receive employable skills, project training, network enrichment, leadership training and community connections. Faculty can provide substantial opportunities for their students to work on real projects relevant to their studies, engaging them more deeply in their learning.

Vision and Mission

CityStudio was co-founded by Dr. Janet Moore and Duane Elverum to help cities while helping post secondary students develop employable skills by directly improving their city.

Our 100 year vision creates engaged and energized cities worldwide where our city builders, planners, citizens and students are actively engaged and co-creating a city that is more sustainable, liveable and

joyful. The city has become a new kind of classroom for all of us and city hall has become more open and creative. Our young citizens are learning the skills they need to participate and lead with a true sense of purpose, contribution and belonging. Our vision - in Canada and around the world - sees the future of education united with the future of cities.

The central mission of CityStudio is develop the partnership structure between municipal and post secondary institutions in order to innovate and experiment with the ways our cities work.

Benefits to the Municipality

For cities, CityStudio convenes stakeholders, defines problems, increases capacity on the ground while retaining talent in the city. We also aim to create a culture change at City Hall and demonstrate future possibilities.

Cities around the world will spend trillions of dollars in the next decades responding to population growth, energy challenges, resource depletion and climate change. Few cities are on target to meet these challenges, although many are setting ambitious green goals. Vancouver is among them, striving to become a global sustainability leader by 2020 - only 3 years away. CityStudio is part of the worldwide movement of partnerships between communities and local universities and colleges focused on life in cities.

The CityStudio model goes beyond simple monetary cost and into a philosophical value system. Through engaging students, citizens and academic institutions, the city increases civic knowledge, social license and generates a greater sense of community. It is excellent for the city's public image and allows them to engage in participatory decision making. It provides experience for students and allows them to play a part in civic-based decision making. It is also positive for the academic institution's public image. Academic institutions hold an enormous wealth of knowledge and through CityStudio it is easier for the city to engage with the administration/faculty and expand relationships.

The value for the city and its employees are two-fold. First, the city's employees engage with students and academic institutions often defining and developing solutions to civic issues that may be of high or low priority when considering the overall plan/strategy or employee workload. Second, the City's administration and employees engage in a low risk strategy for finding the solutions. The majority of the work is conducted by students and instructors which reduces the time/money the city needs to dedicate toward solving high or low priority issues; also, if the solution doesn't work the city has invested limited resources working on the solution.

Benefits to Academic Institutions

For schools, we help build the infrastructure for the next generation of changemakers while teaching students the skills needed to collaborate on real projects in their city with city staff and community stakeholders.

CityStudio is one way to create a stronger network for social innovation education and we see a curriculum development opportunity. We are responding to the need in higher education to provide curriculum that is more deeply connected to civic action, community engagement, social innovation, social enterprise. The need for curriculum and learning connected to cities outside of urban planning and urban studies is great. It is part of global shift in education that is providing more practical learning experiences to help students get jobs, improve cities and change the world.

How We Create Projects in Vancouver

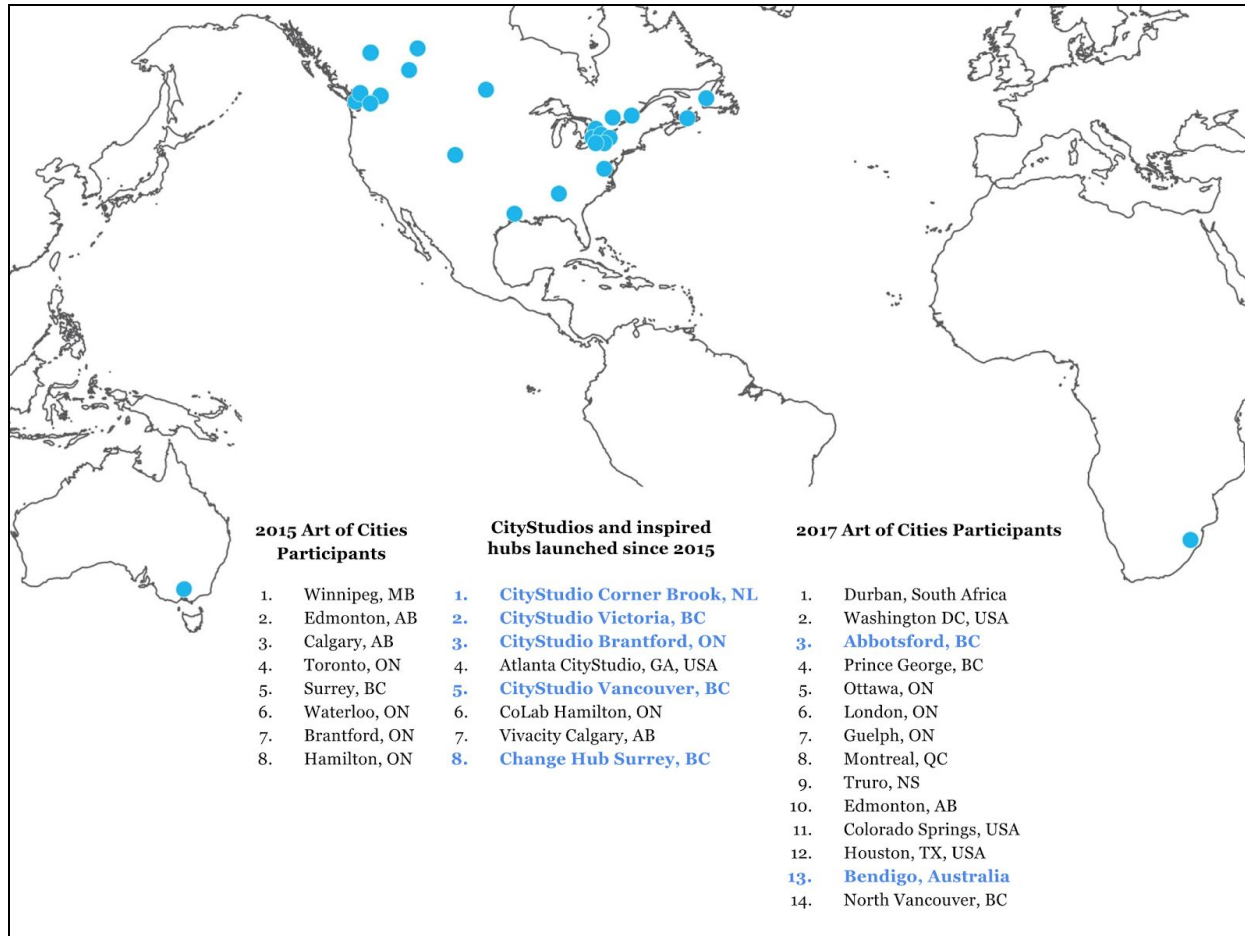
In Vancouver our projects come out of the strategic plans for the city (Greenest City, Healthy City, Engaged City, Renewable City, City of Reconciliation). Employing an integrated 'dialogue and design' process, students collaborate with city employees to frame problems, refine their designs, and implement their projects and prototypes. The projects are vehicles for learning about how to build and nurture relationships and engage in a thorough design process. The city gets a steady flow of innovative, sustainability demonstration projects from which it can choose the best to replicate. City staff innovate more frequently and more easily as a result of this co-creation and the energy and enthusiasm students bring to the work.



The CityStudio Network

Originating in Vancouver, our aim is to continue expanding and enriching the global alliance of city-university partnerships in Canada and around the world.

Currently our network is comprised of 7 CityStudio-inspired hubs as well as many cities that have attended our global sharing conference, the Art of Cities. The map illustrates the growing network.



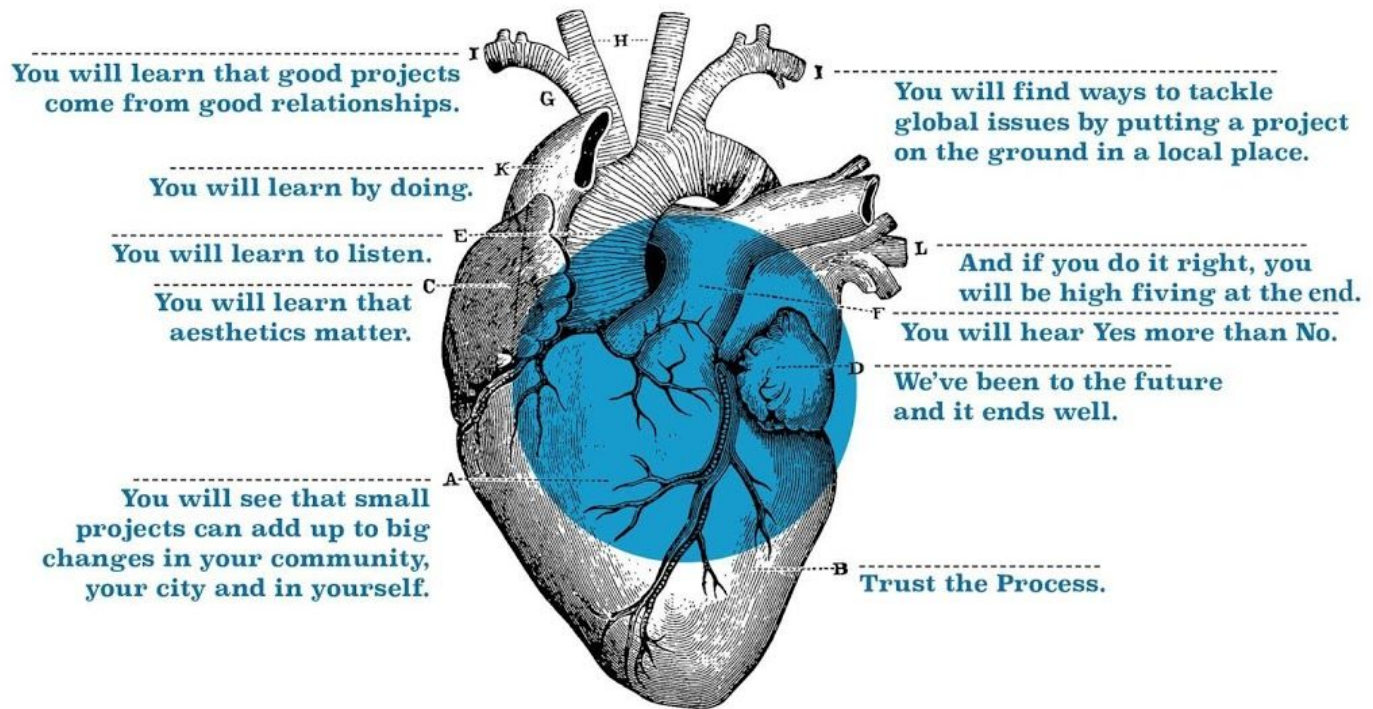
How We Do Our Work

Co-created projects are at the core of our work. City staff are matched with post secondary researchers, students and faculty to conceive, design and launch real projects that directly move the dial on city goals and strategies. Projects are developed with a 5 step process:

1. Convening
The first step involves a facilitated, interdisciplinary city staff gathering undertaken up to twice per year in order to share work, mandates, priorities and needs in order to understand potential project opportunities.
2. Project Identification
Identification is a process of sifting and understanding project intention and staff needs in order to identify suitable faculty and courses.
3. Project Matching
Matching is the most important step in the early process. Here, the dedicated CityStudio Projects Coordinator meets with staff and faculty to discuss project needs and direction, and set expectations, deliverables and timeline.
4. Project Development
Development is primarily undertaken in the classroom by students and faculty once the project needs are understood. The project can be a single assignment in a class, or an entire course, depending what is determined during the Matching phase. City staff meets with the class as many times as deemed necessary to achieve desirable outcomes for the city.
5. Project Delivery
A project is considered delivered when city staff have reviewed final outcomes and judged them to have value for the city. Delivered projects may be presented to council and/or showcased in a public forum.

What CityStudio is: <ul style="list-style-type: none">● A network of partners● A physical co-location space● A process for reframing problems and creating experimental solutions● A space in-between to connect with the city and to staff	What CityStudio is not: <ul style="list-style-type: none">● A co-op placement● An internship● A research project● Free labour for the city
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The CityStudio Manifesto



CityStudio focuses on relationships. To be a successful student project you need to build relationships with your team, the city staff AND a community partner. This ensures that our projects have life past the semester.

CityStudio engages in dialogue and design. We create spaces for folks to slow down, to be in circles and see and hear one another in dialogue, which we believe is a key technology for our future. We use strategic design to move conversation and learning into action and prototyping.

CityStudio teaches leadership by providing opportunities for students to lead. By showing students that they can move a project from an idea to implementation in 12 weeks allows them to see 'what is possible'.

We track barriers. There are good ideas floating all over this city. And there are lots of barriers to getting projects on the ground. Landing a project and keeping it going is the hardest thing to do. We want to help students learn to work on overcoming real barriers BEFORE they graduate.

We catalyze student energy. Students have incredible optimism, hope and energy and are waiting for a generational mission. In Vancouver, our schools have over 100,000 undergraduates who are typically asked to wait until graduation before they are allowed to contribute. But students can do far more than we ask them to do in school - they can activate cities, lead projects while learning and gaining employable skills.

CityStudio Vancouver's Four Programs

1. The Hub

Here we run our studio course, convene dialogues, host tours and visitors and provide space for community groups. The studio is a place where eight large institutions come together. We aim to make this place feel unique.

2. Studio Courses

The studio course is a full-time field school for immersive, project based experiential learning that teaches leadership and projects skills. The central activity of the studio course is a co-created project with faculty and city staff in support of Vancouver's strategic plans. Studio courses run up to three times per year and are designed and taught by faculty leaders from our post secondary partners.

3. Campus Courses

Campus Courses are existing courses taught by faculty on our partner campuses that point their learning towards the city with curriculum, assignments and student projects. CityStudio creates up to 15 courses each semester, matching faculty and students with city staff strategic planning targets. CityStudio's Campus Course Network activates a web of actions and research across the city and enables learning exchanges across disciplines and institutions.

4. Project Development

Three times per year we host a multi-stakeholder dialogue process with staff, faculty and community members to discuss existing project initiatives, and emerging project areas. This process supports key strategic planning for the city and is part of the Convening process.



Licensing Information

CityStudio In Your City Concept Adoption Framework

WHAT YOU DO	COMES WITH	COST
Initial Sign-up and Launch	<ul style="list-style-type: none"> • use of CityStudio name • access to CS model detail • 4 days coaching support • 2 seats at next AOC conf • curriculum development support • program information document set • faculty residency 	\$25,000
Acquire Materials	<ul style="list-style-type: none"> • document templates • media release samples • partnership agreements • terms of reference guides 	Included in initial cost
Join Directors Network	<ul style="list-style-type: none"> • participation in larger network of CityStudios • online communications platform • regional workshops • co-creation functionality 	First two years Included in initial cost
Annual Renewal	<ul style="list-style-type: none"> • ongoing participation in Directors Network • continued use of CS trademarks & model 	\$5,000
Additional Coaching	<ul style="list-style-type: none"> • coaching modules designed for emerging CityStudios • tailored coaching services • curriculum development support • problem navigation 	Fees set with mutual agreement

License Arrangement

- CityStudio grants the right to the Licensee to use the name, logo, wordmark, tagline, marketing materials, website design, document templates and operational practices of CityStudio to establish a CityStudio operation in the Licensee's city.
- This agreement covers the municipality of: _____
- The rights granted herein are provided on a non-exclusive basis to the Licensee.
- The Licensee hereby accepts the use of the named elements of the CityStudio framework and the conditions of use which accompany that right.
- Both CityStudio and the Licensee acknowledge that the Licensee has met the required start-up condition of payment of the Initial Fee as defined herein.
- The rights granted under this agreement are non-transferable by the Licensee to any third party or arms length entity.

CityStudio Materials

CityStudio will provide the Licensee with access to the following documents, materials and templates:

- CityStudio Program Information Package;
- CityStudio Implementation Guide;
- Custom-coloured logo files and branding guidelines;
- CityStudio Starter Package;
- The CityStudio Way and Manifesto;
- Program document, samples and templates (including those listed in Schedule B);
- Current and future marketing support materials including access to graphics files and wording.

CityStudio Services

CityStudio can provide the following services in support of the launch of the Licensee CityStudio initiative in their municipality:

- Waiver of conference participation fee for the next available Art of Cities Conference for 2 participants representing the Licensee.
- Access to curriculum development support for Studio and Campus based courses

- Access to methodologies, best practices and evaluation models
- Customized project identification assistance
- Four (4) days of tailored coaching support (as further detailed in Schedule A to this Agreement);
- CityStudio Director's Network - 2 year membership

Roles and Responsibilities

Responsibilities of CityStudio

- CityStudio will support Licensee through achievement of Readiness Assessment Checklist elements (see Schedule C) and subsequent program deployment, project development guidance, and navigation of best practice annual cycle.
- CityStudio will support the Licensee in strategic decision making around all elements of the Readiness Assessment Checklist.
- CityStudio will be available to advise Licensee on selection of appropriate individuals within municipal/university relationships.
- CityStudio to be available for timely response to Licensee initiated communication.
- CityStudio will share all new learnings with CityStudio Licensees.
- CityStudio will initiate solicitation of best practices from Licensees and Associate Cities with a goal of sharing these practices amongst all Directors Network Members and Associates.

Licensee Obligations

- Licensee will strive to fulfill all elements of the Readiness Assessment Checklist (see Schedule C) within the first two years of this Licensing Agreement.
- Licensee will pursue identification of key contact personnel within the municipality and local academic institutions.
- CityStudio is devoted to preserving the integrity of the CityStudio network of cities for all members. In an effort to continue developing the depth and integrity of the CityStudio network, and to ensure that the work is consistently portrayed, the Licensee must seek permission from CityStudio prior to distribution of CityStudio materials (as outlined in clause 3 above) beyond the Licensee team.
- Licensee to engage in active participation in the Directors Network and add to sharing and learning across the Network.

- Licensee to demonstrate a willingness to share operational practices and experiences with CityStudio member organizations within the Directors Network.
- Licensee to abide by the terms of this License Agreement.

Promotion

- CityStudio will provide Licensee access to current and future marketing materials which support the CityStudio framework.
- CityStudio will promote all currently licensed CityStudio Network participants in all communications and marketing materials to external audiences.
- Licensee to provide on-the-ground representation, marketing and promotions in its municipality.
- Licensee to point back to CityStudio Vancouver as concept originator in external communications, website and in other origin story communications.
- Licensee to engage with CityStudio when approached by other cities interested in learning about, or pursuing a CityStudio practice.
- Licensee to adhere to branding logic and use guidelines for all communication involving CityStudio name and wordmark.
- Licensee to provide notice to CityStudio of promotional materials, activities and events prior to launching the release of those materials/activities/events.
- Should CityStudio become aware at any time of inappropriate or misaligned marketing or promotional messaging, CityStudio reserves the right to require the Licensee to change or withhold the related promotional materials.

Reporting

A system of two way reporting will be developed to ensure timely and accurate information about the growth of the Licensee programming within its community and about the growth of the CityStudio Network overall.

Scaling CityStudio - Pathways to Success

In order to deepen the potential for collaboration and learning between post-secondary schools and municipal governments, and we ask that members of the CityStudio network preserve the integrity of the brand by agreeing to:

1. Create programming and projects, as well as formal and informal learning opportunities that place students at the centre of CityStudio activities.

2. Create and adopt a way of operating based on the central ideas in the CityStudio Vancouver Manifesto.
3. Contribute ongoing projects to their CityStudio website.
4. Use the brand, identity and trademark according the brand guidelines document.
5. Share the origin story of their CityStudio in relation to CityStudio Vancouver.
6. Remain actively involved in CityStudio network initiatives and member-driven initiatives, and suggest ways that they might contribute more easily or effectively.

Critical Success Components

Below is our city readiness assessment; a checklist of criteria that helps us understand the current status of any city relative to creating and launching a CityStudio. The assessment also helps us understand the status of and capacity for cities to: organize a fiscal agent; develop key contacts for partnership meetings; drafting partnership agreements; commit a budget and staffing; and undertake project development.

City onboard	<input type="checkbox"/>	→ A commitment in principle from the Mayor, Deputy Mayor or CMO
University Commitment	<input type="checkbox"/>	→ A commitment from VP Academic, VP External, or Director
Muni-Uni MOU	<input type="checkbox"/>	→ A signed commitment to signal the intention to work together
Students with Faculty	<input type="checkbox"/>	→ A keen and committed & faculty member with a project-based course
Projects Coordinator	<input type="checkbox"/>	→ Project matchmaker on the ground working with staff and faculty
Funding Plan	<input type="checkbox"/>	→ Seed or collaborative funds: \$50K-100K in kind or secondment
Institutional Champions	<input type="checkbox"/>	→ City & post secondary leaders promoting the idea in their institution
Space	<input type="checkbox"/>	→ A classroom, city space or storefront for projects and gathering
Fiscal Agent	<input type="checkbox"/>	→ A budgetary home for the funding and contracting

Helpful Questions

- Is there interest in the model from city and academic leadership?
- Does the Mayor like the idea?
- Are there existing relationships with 1 or more schools?

- Do you have a relationship with university leadership or Faculty?
- Which school leader is most supportive of experiential learning?
- Which faculty specialize in experiential learning?
- What does your city need need help with?
- What are obvious barriers to moving forward? Can you start there?

Coaching System Support Available

7. Site Visit
8. Speaking engagements
9. Online and in-person meetings with your city
10. Follow-up online or phone based calls
11. Personalized workshop or tour
12. Conference attendance/presentation by CityStudio experts
13. Workshop facilitation
14. Tour of CityStudio Vancouver space
15. Coaching Services
 - a. Stakeholder Identification and Development
 - b. Project Development
 - c. Pedagogy
 - d. Showcase Design
 - e. Workshop design
 - f. Media guidance
 - g. Drafting guidance for partnership agreements
 - h. Tailored coaching sessions

Annual Art of Cities Conference, May 22-25, 2018

Art of Cities 2018 will teach civic, academic and community leaders how to implement the [CityStudio](#) model of city-university collaboration to move the dial on municipal strategic plans and goals.

Participants will learn how to adopt the model in their city, as well as licensing and other services offered to support this process, and will experience first-hand the CityStudio Way of using dialogue and design for co-creating projects that make our cities more sustainable, liveable and joyful.

To achieve this outcome, participants will:

- Gain first-hand knowledge and lessons from the team about launching the CityStudio model.
- Experience of the CityStudio Way of using dialogue and design for project creation.
- Network with key CityStudio stakeholders and leaders for stories and experiences from City staff, faculty and students.
- Join the CityStudio Network as an Associate Member.
- Learn about the services to support the launch process, including licensing and coaching.

The process for our time together is an 10 module workshop that includes settings and sessions inside and outside of the studio ranging from presentations, social engagements, workshops, dialogue and design, and biking/walking tours.

Art of Cities is designed for **Civic Leaders** whose city is looking to:

- Increase citizen engagement with placemaking
- Shift the culture at City Hall towards co-creation, creativity and engagement
- Learn to take risks with experimental projects
- Innovate with less risk and cost
- Develop new ways to retain graduates
- Increase positive media

Art of Cities is very valuable for **Academic Leaders** whose school looks to:

- Provide opportunities for students to work directly with city government
- Deepen student engagement in learning
- Attract and retain the best students
- Help graduates develop employable skills
- Engage faculty more deeply in their teaching practice

Art of Cities might also be a good fit for influential ***Community and Organizational Leaders*** who work closely with civic governments that are looking to:

- Increase engagement on the ground in communities and neighbourhoods
- Connect community directly to civic planning
- Increase placemaking with public space projects
- Engage student energy and capacity

The conference includes:

- 4 days of learning and workshops with the CityStudio team and key City of Vancouver and academic stakeholders
- The Art of Cities workbook including a Readiness Assessment for Cities, Quick Start Guide and Project Creation Framework
- 4 breakfasts, 4 lunches, 2 dinners including a VIP reception
- All activities, including a bike and walking tour of Vancouver

Cost (May 2018)

\$1,350 per person + tax

Lessons Learned Building City Studio Vancouver

Hire a Project Matchmaker

One of our first and most important decisions was to hire an energetic project coordinator fluent in three languages: academia, city and community. The job places the coordinator at the center of our network, and requires them to build solid, wide and new bridges between CityStudio, the City of Vancouver and our major Academic and community partners. They know what city staff and faculty need to work well together towards project outcomes. They create relationships, develop projects between city staff and faculty, ensure ongoing project focus and quality and launch the HUBBUB project showcase in early December and early April.

Find Institutional Champions

We use the Good Egg Theory. In our early meetings during the birth of CityStudio we encountered many people - friends, mentors, future partners - that would lead with many reasons why this would not work. This became so prevalent that we started to practice the good egg theory in meetings. If someone lead with 'no' rather than curiosity or support, we would invite them to imagine the possible rather than the impossible.

Work on Real Projects with Student Teams

In order to become deeply engaged in learning and prepare for their future careers, we believe that students need to be working on the most interesting and important challenges a city has. They also need to struggle with these challenges in groups to learn the skills required for collaboration, strategic

thinking and change. This work plugs them into high quality projects and high quality networks that can kickstart careers and even last a lifetime.

Work with Faculty Who Value Close Mentorship with Students

One of the primary concerns in higher education is the increasing class size and lack of mentorship. For young people learning to devote themselves to change work in complex systems, strong mentorship and guided mastery is essential. We are devoted to this.

Design the Studio as a Welcoming Space and an Inspiring Place

Our work places a high value on immersive experiences for students; the studio is a special place that becomes the our home for the duration of the course - and after, in many cases. It feels different from an institution or a classroom. This is a neutral place for city staff, academic faculty, administrators and community members - and for us - that changes behaviour. The studio changes expectations of what deep collaboration feels like, which can become a driver of culture change in our civic institutions.

What People Are Saying

"The rise of the civic university."

Tim Draimin, E.D., Social Innovation Generation (SiG) National

"World-leading CityStudio Vancouver is making the city a classroom."

Mayor Gregor Robertson

"CityStudio is a life altering experience for our organization."

Penny Ballem, former City of Vancouver City Manager

"Vancouver's CityStudio is changing the course of education for university students."

John Cary, Founder, PublicInterestDesign.org

"The best learning experiences for students that our city has to offer. CityStudio builds bridges among different institutions, city staff, citizens and political leaders -- an important contribution to the strong relationships needed to bolster our sustainable economy. Students are challenged to think in new ways, to imagine the future and to learn how they contribute to make that future happen."

Moura Quayle, Sauder School of Business

City of Vancouver Staff

"I was really happy with the experience of working with the CityStudio program courses. The students I worked with were incredibly hard working and professional. They were able to provide valuable insights and answer some key questions for me on areas that are important to my work but that I don't have the time and resources to put into researching thoroughly."

Amy Fournier, former City of Vancouver Staff

"If the city is the classroom then YOU are the teachers."

Sean Pander, Green Building Programs Manager.

"I was amazed at the creativity that the students brought to their projects and the quality of work they produced over the course of the semester. These projects strengthen our understanding of issues and opportunities around deconstruction and will add a lot of value to our future work."

Rachel Moscovich, former Green Building Planner

"CityStudio has changed how I approach my work--particularly around the ideas of focusing on users/residents first, and testing ideas out at a smaller scale. [This] can be tricky to do at the City, but something that I at least try to incorporate when I can."

City Staff, 2016, feedback survey participant

Faculty

"It's not always easy to find ways to make what we teach come alive for students. CityStudio, however, not only provides opportunities for students to work on real problems like reducing waste and extending the use and value of the products we use every day, but enables students to realize that they are responsible for and capable of creating the solutions to a better future."

Lisa Papania, SFU

"My experience with CityStudio has been nothing but positive. My students have developed tangible and transferable skills. Several of my student projects have been adopted by the City of Vancouver. These projects were not a priority for the City until my students presented and the city's administration decided to champion them."

Drew Egan, Langara Faculty

"I look forward to continuing to work with City Studio, to collaborate in creating further opportunities for students to be involved in meaningful projects, and to develop partnerships that strive to increase the livability and sustainability of our city. (I'm) feeling empowered to make change, whether as an individual or as an educator."

Faculty, 2016, feedback survey participant

Students and Alumni

"Citystudio will get you stressed out but it won't let you give up. The people won't let you give up. We have to go out into the world after this semester and face the parts that aren't like this; the parts where you are just a cog in a machine and no one knows that you are feeling stressed and frustrated and in need of help. But we get to go out there knowing that there are places where people care about you and what happens to you and who know you. We can create these places wherever we go next. That is special. This is part of the magic of CityStudio and it is something we have an obligation to pass on because it is light and the world can be very dark."

Alum, CityStudio

“Working at CityStudio has given me the opportunity to focus on a tangible project. Taking part in the planning phase of a structure that will help benefit our society and environment reminds me why I have chosen to pursue an education in civil engineering.”

Student, UBC Civil Engineering

“As a CityStudio alum, I’m realizing that the impact CityStudio has on you doesn’t end on the last day of classes; you apply the lessons you learned to every project you are a part of afterwards, and the confidence you gain in your ability to create positive change in the world will last you a long time.”

Alum, CityStudio

“Why did I have to wait 4 years to learn to work in groups?!”

Alum, CityStudio

“Working on our project with CityStudio has given me invaluable experience developing a product under real world constraints. I feel like my team has really accomplished something, and I have gained a new appreciation for the challenge of large scale waste reduction. It has been some of the hardest, most rewarding work of my life, and easily the best project I’ve had in my five years at SFU.”

Student, SFU Business Program

“I will become more active in my community this summer while trying to launch prototypes of our rewilding kits. I feel inspired to create change in my community.”

Student, UBC, 2017, feedback survey participant

FAQ

What services do you offer?

We offer a wide array of services including workshops in your city, coaching, pedagogy and organizational courses. Please contact us for more information.

Can you come to our city and offer a workshop or a keynote?

CityStudio co-directors and co-founders Duane Elverum and Janet Moore are available for city visits, speaking engagements and workshops. They can be reached through the website.

Can we use the CityStudio name in our city?

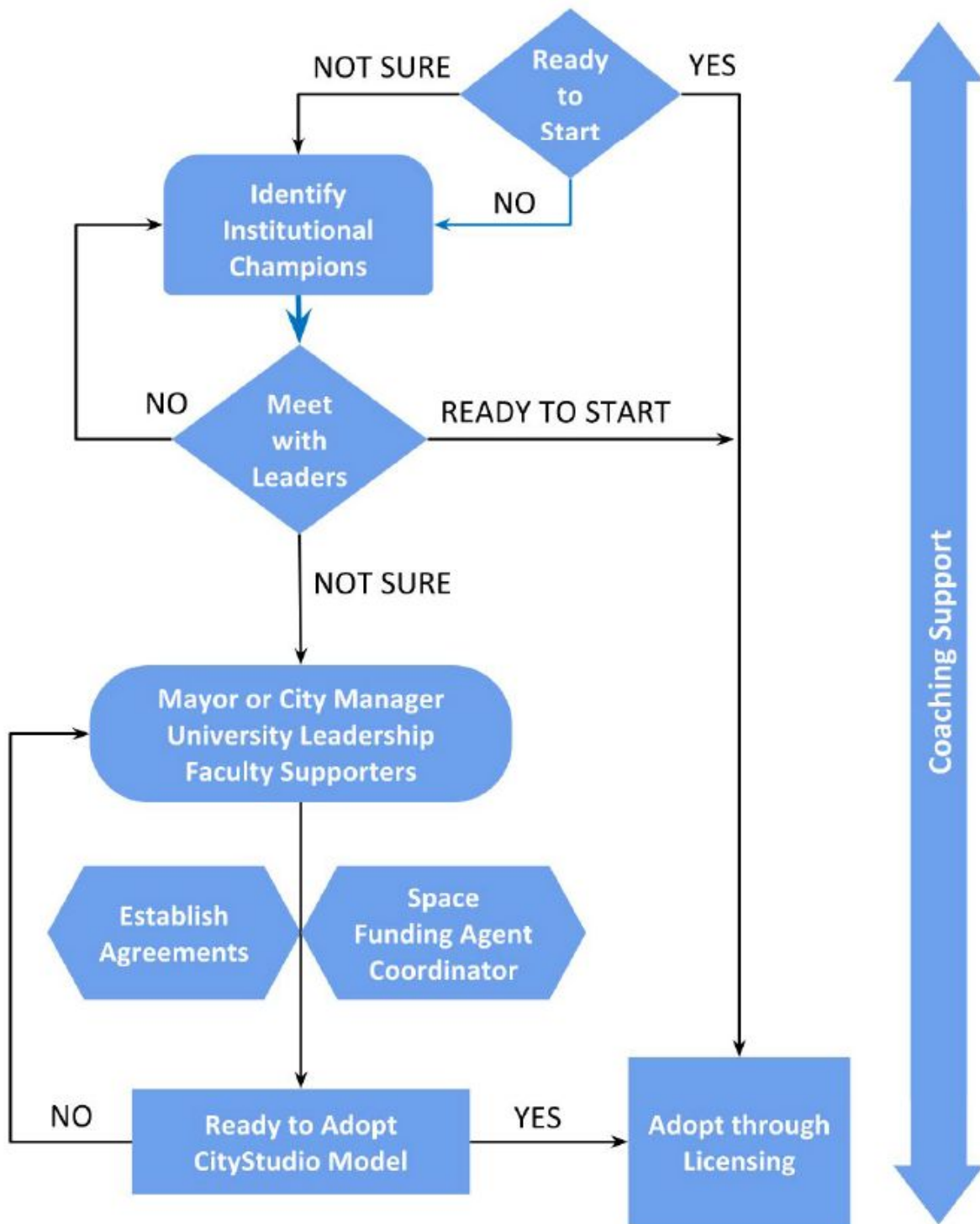
We have a readiness workshop and licensing agreement process. Please contact us to learn more about sharing the CityStudio model.

What is the CityStudio Director's Network?

This is the member supported network for peer-to-peer sharing, best practices, information sharing and networking events and case studies. Supported by a moderated online community communication

platform, the network builds capacity within the sector and creates exponential innovation opportunities through shared experience and collective advancement.

Decision Flowchart



Document Templates Available

1. Partnership Agreements
2. Community Agreement
3. Licensee Rights and Support and Coaching Options
4. Readiness Assessment Checklist
5. Decision Flowchart
6. Director's Quickstart Pro-tips
7. Sample Agreement with a Municipality
8. Sample Agreement with a School
9. Project Development documents
10. Outreach documents
11. Showcase documents
12. Media release templates
13. CityStudio Projects Coordinator position description
14. Budget Worksheet
15. Art of Cities Workbook
16. Logo Package and Design Guidelines
17. CityStudio Vancouver Annual Report