

District of West Vancouver Arts & Culture Facilities Plan

Final Report v1.4

Prepared by: Cornerstone Planning Group

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1. Executive Summary

To ensure that West Vancouver continues to offer quality arts and culture programming today and into the future, the West Vancouver Arts & Culture Strategy (2018-2023) identified four goals:

- Goal 1:** Enable Leadership & Collaboration
- Goal 2:** Enhance Arts and Culture Opportunities
- Goal 3:** Enhance Arts and Culture Spaces and Places
- Goal 4:** Improve Processes Related to Implementing Arts and Culture

To reach the goals set forth, the District of West Vancouver contracted Cornerstone Planning Group to prepare a comprehensive plan for arts and culture facilities. The study was performed over a 5-month period beginning in January 2019 and considered all of the District's facilities used to provide arts and culture programming. The facilities that were included within the comprehensive study were: Art Museum, Silk Purse, Music Box, Ferry Building, Gleneagles Community Centre, West Vancouver Community Centre, Seniors' Activity Centre and the Memorial Public Library. In addition, the Klee Wyck property was reviewed for potential suitable future uses.

The Arts and Culture Facilities Plan resulted in a number of key findings, as follows:

- The District provides approx. 22,500 hours of arts and culture programming and activities to the residents of West Vancouver each year from 8 different facilities.
- Community arts and culture groups identified that access to affordable rehearsal, performance and support spaces (administration and storage) is a challenge.
- In 20 years it is expected that arts and culture programming will grow by 65%. The growth has been estimated based on population and demographic statistics and growth factors (latent community demand, community growth requirements and district strategic directions).
- Four of the District's facilities are considered to be inappropriate for providing arts and culture programming and activities and are in poor overall condition. These facilities are: the Ferry Building, the Silk Purse, the Music Box and the Art Museum. The remaining facilities are considered to be appropriate to provide arts and culture programming.
- Using estimated future demand figures, the existing facility capacity and the known suitability of the District's current facilities; there will be a shortage of gallery (professional and emerging artists), rehearsal and multipurpose space in the 20-year future.

To address the current known issues as well as the anticipated future growth, two categories of recommendations were developed: general recommendations and facility development options. The general recommendations include small improvement renovations for District-owned facilities and community organization grant and access suggestions. The facility development options present two strategies that address the District's future shortage of programming and activity space. The development options have been derived based on the quantified shortage of arts and culture space.

General Recommendations:

We have proposed a number of small building renovations to the existing District-owned facilities that will improve existing programming and activities. For example, to better support arts and culture programming at Gleneagles Community Centre, the District should consider modifying existing rooms with additional sound insulation to prevent sound bleed into communal spaces and an overall review of other spaces with capacity for arts and culture opportunities.

Three community initiatives have been identified that will improve community access to arts and culture within West Vancouver.

- **Develop Support Grants:** The District of West Vancouver should develop a community arts and culture grant that local organizations can access to reduce/offset the financial burden of renting administration and storage space in the community.
- **Develop Performance Grant:** The District of West Vancouver should develop a community arts and culture performance grant for community organizations that would like to perform at a local performance theatre space (Kay Meek or Mulgrave School) that can be financially inaccessible to a number of groups.
- **Create Information Database:** Access to community arts and culture facility/space rental information is currently a challenge within West Vancouver. For example, as a resident of the community it is difficult to identify and locate spaces within West Vancouver suitable for theatre rehearsal space. It is recommended that the District initiate/facilitate the development of an online repository of the spaces available for rent throughout the community, including both District-owned and community spaces. A further study should be initiated by the District to identify the repository requirements.

In addition, the study recommends that the District engage a consultant to perform a subsequent study to determine the future use of the Klee Wyck site. Through user and community engagement and our professional opinions, it was determined that the site should *not* be used for activities that attract large volumes of people, due to its location within a residential neighbourhood and the shape of the property along the Capilano River. Suitable uses of the property could include: public art space, artist studio space and recreation support.

Facility Development Options:

Two facility development options have been prepared to address the known issues and future demand requirements to support arts and culture within West Vancouver.

1. **Facility Development Option #1:** A Community Arts Centre and an Art Museum
 - 2 new facilities to replace the existing programming at the Art Museum, Silk Purse and Music Box. These new facilities, in addition to the existing District owned facilities appropriate for arts and culture programs, will provide the necessary growth space to accommodate the projected 20-year community arts and culture demand.
 - Total building area: 2,300m² (25,000ft²)
 - Estimated capital cost: \$23.1-27.4 million dollars
2. **Facility Development Option #2:** Arts and Culture Centre (1 new, combined facility)
 - 1 new facility to support the replaced programming from the Art Museum, Silk Purse and Music Box. This new facility, in addition to the existing District owned facilities will provide the necessary growth space to accommodate the projected 20-year community arts and culture demand.
 - Total building area: 1,950m² (21,000ft²)
 - Estimated capital cost: \$18.5-23.4 million dollars

It is our recommendation that both facility development options are carried forward to the Business Case development phase. The feasibility of both facility development options depends on a number of factors that will only be known in the subsequent phases of planning. In chronological order, our recommended path forward is:

- Perform a site location identification and feasibility analysis: identify and analyze different available sites that could support either Option #1 or Option #2. This study should include a

high level analysis of site requirements to support the anticipated programming as well present the expected cost implications of attaining each identified site.

- Perform detailed facility requirements and operational planning: develop detailed functional programs as well as conducting the operational and economic analysis.
- Develop conceptual design specific to the identified sites.
- Prepare a business case that identifies the recommended Option, site location and total estimated capital and yearly operational costs.
- Prepare schematic design and initiate construction.

It is assumed that each stage of the recommended path forward will include/require stakeholder engagement and approval from Council.

2. Introduction

2.1 Project Context

The District and community of West Vancouver are proud to identify their arts and culture offerings and programming as one of their fundamental strengths. West Vancouver's arts and culture has been explored in a number of previously developed reports including: the West Vancouver Arts & Culture Strategy (2018-2023), West Vancouver's Official Community Plan and the Economic Development Plan.

To ensure that West Vancouver continues to offer quality arts and culture offerings and programming today and into the future, the West Vancouver Arts & Culture Strategy (2018-2023) identified the following goals:

- Goal 1:** Enable Leadership & Collaboration
- Goal 2:** Enhance arts and culture Opportunities
- Goal 3:** Enhance arts and culture Spaces and Places
- Goal 4:** Improve Processes Related to Implementing arts and culture

Each goal and resulting strategy was ranked in terms of priority, with the resulting highest priority actions identified as:

1. Establish a cross-sectoral arts and culture Committee to support and provide guidance throughout the implementation of the arts and culture Strategy.
2. Prepare a comprehensive plan for arts and culture facilities.

To address the second priority action item, the District of West Vancouver (District) engaged the services of Cornerstone Planning Group to prepare an Arts & Culture Facilities Plan. This plan will identify how arts and culture is currently delivered in the community (focusing on District owned facilities, but also considering external organizations), how service delivery will change into the future, and how facilities and sites should evolve to support the expected changes.

A committee named the Arts Facilities Advisory Committee (AFAC) was assembled to support the development of the Arts & Culture Facilities Plan. This committee is comprised of West Vancouver residents and professionals, all with notable arts and culture backgrounds. The AFAC provided support and advice throughout the facilities study process.

2.2 Project Approach

The project approach to prepare the Arts & Culture Facilities Plan followed these six steps:

1. *Documentation Review:* Collect and analyze previously developed documentation to understand the factors driving the study. During this stage, project goals and objectives were confirmed with the District and the Arts Facilities Advisory Committee.
2. *Existing Facility Review and Analysis:* Tour District-owned/funded facilities, interview facility operators and analyze their use. Prepare a list of community organizations/facilities offering arts and culture programming and engage with representatives to collect information on current and future programming. Perform qualitative and quantitative analysis to profile the

current state of arts and culture facility usage in West Vancouver. Identify future demand factors and expectations.

3. *Requirements and Gap Analysis*: Using information presented in Step #2 and an understanding of the future arts and culture demand, perform a gap analysis to compare the current types of spaces available to the community and what is required in the future.
4. *Facility Development Option Analysis*: Prepare short-term and long-term development/accommodation options for District-owned facilities. Summarize justifications and benefits/drawbacks for each presented option.
5. *Stakeholder Group Workshops*: Present the findings of the draft reports to two groups of stakeholders, to introduce the findings thus far and solicit feedback.
6. *Arts & Culture Facilities Report*: Finalize the report after incorporating feedback from stakeholder groups including the District, AFAC, facility operators and community arts and culture groups. The final report will include Class D costing for the facility options presented.

Throughout the project process, a number of stakeholders have been engaged. The following table summarizes the engagement process. A complete listing of the stakeholders and the level of engagement performed can be found in the Appendix.

Table 1: Stakeholder Engagement Summary List

Type of Facility/Organization	Level of Engagement	Identified	Engaged*
District Owned and Operated	Tour and interview	9	9
Theatre Performance (Kay Meek)	Tour and interview	1	1
Community Arts and Culture Facilities/Organizations	Survey and/or discussion with representative	59	41
Schools (Public & Independent)	Survey and/or discussion with representative	16	16
Places of Worship	Survey and/or discussion with representative	9	7
Community Parks	Discussion with representative	15	15
		109	89

*A number of the identified organizations were single artists that create works of art from their home. This group was not engaged during the process. Additionally, 10 identified facilities/organizations were not responsive.

2.3 Report Structure

The Arts & Culture Facilities Plan is organized into eight sections, including an executive summary, followed by a number of Appendices.

- 1. Executive Summary** Provides a high-level overview of the plan and presents the plans short, medium and long-term goals.
- 2. Introduction** Provides an introduction to the Plan's context, approach, and previous works undertaken by and for the District that influence arts and culture.
- 3. West Vancouver** Provides a brief overview of the District of West Vancouver, including a discussion of its projected growth and demographic profile. This section

Overview	was derived in accordance to the District of West Vancouver’s Official Community Plan and Economic Development Plan.
4. West Vancouver Arts and Culture Facilities	Provides a detailed overview of the current state of District owned arts, culture and heritage facilities. This includes an overview of activities, programming/utilization, as well as physical condition for each facility.
5. Future Arts and Culture Demand	Provides a description of estimated trends in arts and culture in West Vancouver. This section presents projected demand for arts and cultural facilities by activity setting type for short, medium, and long-term.
6. Facility Development Options & Recommendations	Provides facility development options and recommendations to meet future programming demands. The Plan assesses the relative merits of the options in terms of meeting demand, potential for viable implementation, functional suitability, and capital costs.
7. Conclusion and Recommendations	Presents a comprehensive plan for the District to execute the recommended facility enhancement, development options and recommendations. The plan identifies next steps and assigned responsibilities.

2.4 Key Terms

Several important terms are used throughout this document. The table below defines some key terms to this project, as defined in the West Vancouver Arts & Culture Strategy (2018-2023).

Arts and Culture	A general term used to describe the cultural sector, which includes but is not limited to categories and activities such as:	
	<i>Visual Arts</i>	Including design, visual arts, architecture, photography and crafts
	<i>Live Performances</i>	Including music, dance, theatre, and opera
	<i>Audio-Visual & Interactive Media</i>	Including radio, television, film & video, music publishing, sound recording, interactive and digital media
	<i>Literary Arts</i>	Including books, periodicals, newspapers, and related events such as author or writing workshops and readings.
	<i>Library & Museums</i>	Including public libraries, archives, museums, and public art galleries
	<i>Festivals & Events</i>	Including arts and crafts, film and media, heritage events, seasonal and holiday celebrations, and street or waterfront events/festivals.
Culture	In its largest sense, culture is everything that combines to define the unique identity of a geographic community or social group. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and shared experiences of history.	

Diversity	A state of difference in a community or social group that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and religious or political beliefs.
Heritage	That which is inherited from past generations, maintained in the present, and bestowed to future generations.
Placemaking	A multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community's natural and cultural assets, inspiration, and potential, with the intention of creating rich public realms that promote people's well-being and sense of place.

In addition, some key space planning terminologies are used in the development of this plan. They are:

Net Assignable Area	Refers to the useable floor area within a space measured to the internal face of enclosing walls or the assigned area if it is an alcove or space.
Component Gross Area (CGA)	Represents the total net assignable area of all the spaces that are part of a Functional Component plus the circulation pathways that provide access to the spaces within the Component. It is calculated by applying a grossing factor to the Net Assignable area. $CGA = \text{Net Assignable Area} + \text{Circulation within the Component}$.
Total Building Gross Area (BGA)	The total area of all levels of a building as measured to the outside face of exterior walls. It includes all Component Gross Area plus an allowance for Major Circulation and Building Systems. It is typically calculated by applying a grossing factor to the Net Assignable area.
Major Circulation	Refers to building circulation spaces that connect the functional components. It also includes small support spaces such as distributed janitor and communications/IT closets that are typically accessed from major circulation.
Building Systems	Refers to spaces assigned to for mechanical, electrical, HVAC, and communications purposes, as well as the space to the exterior of the facility wall assembly.
Site Area	Site areas requirements include the land area occupied by the facility plus land required to accommodate functions of ground level outdoor activities, such as materials storage and parking. An allowance for pedestrian and vehicular access and movement is included as well.
Programmable Space	Includes all functional space that can accommodate and host Arts and Cultural activities.

2.5 Previous Documentation Review

The District of West Vancouver has been documenting the opportunities and challenges of arts and culture within the community for more than a decade. As part of the documentation review, Cornerstone Planning Group assessed 11 relevant documents and summarized the findings. Presented below is a list of key findings from each report that could impact the trajectory of this study.

Table 2: Documentation Review Key Findings

<p>VFA Asset Detail Reports, 2018 VFA</p>
<p>The West Vancouver Art Museum, Music Box, Silk Purse and Klee Wyck structures (Greenhouse, caretaker residence, house and garage glass studio) are all considered to be in poor condition with respect to the overall building condition. Facility condition indices range between 0.32 (Art Museum) to 0.81 (Caretaker Residence at Klee Wyck) indicating that all facilities require substantial investment to address their shortfalls and that they are all considered to be in poor condition. Requirements costs for each facility ranges between \$108k-\$540k. For reference, as per VFA, facilities in good condition have an FCI <0.05.</p>
<p>West Vancouver Arts & Culture Strategy (2018-2023) District of West Vancouver</p>
<p>The Arts & Culture Strategy identified four goals for the District to pursue. Elaborated from the Project Context, above, the goals are:</p> <p>Goal 1: People - Enable Leadership & Collaboration: Focus on enabling leadership and collaboration to achieve productive partnerships.</p> <p>Goal 2: Programs - Enhance Arts and Culture Opportunities: Focus on strengthening existing opportunities, increasing inclusion and diversity, and expanding attractions for residents and visitors.</p> <p>Goal 3: Places - Enhance Arts and Culture Spaces and Places: Focus on enhancing West Vancouver’s quality and supply of spaces that provide locations for arts and culture opportunities.</p> <p>Goal 4: Processes - Improve Processes Related to Implementing Arts and Culture: Focus on improving municipal processes to increase awareness for arts and culture opportunities, to increase investment in artists, programs, events and to make it easier for artists and creative industries to flourish in West Vancouver.</p>
<p>Facility Needs Assessment Report (2018) TCI Management Consultants</p>
<p>The Facility Needs Assessment Report makes short-, medium- and long-term recommendations to guide the District’s investment in Arts, Culture and Heritage activities. Over a 5-year term, the recommendations of the report are:</p> <ol style="list-style-type: none"> 1. Develop a comprehensive planning framework for arts facilities across the District 2. Develop a plan for facilities housing arts and culture programs 3. Undertake a feasibility study for a new multi-use Arts and Culture Centre 4. Develop a reposition strategy for the Gertrude Lawson House and the Ferry Building 5. Ensure cooperation with North Vancouver 6. Assess the need for studio, rehearsal and storage space 7. Provide capacity-building support for existing arts organizations

<p>District of West Vancouver Economic Development Plan (2018) District of West Vancouver</p>
<p>The Economic Development Plan iterates:</p> <ul style="list-style-type: none"> • Arts and Culture municipal investments could enhance economic opportunities in the Ambleside and Dunderave commercial areas. • Integration of economic considerations into the District's Arts & Culture Strategy will ensure that the arts can contribute to the local economy and support West Vancouver's development as a visitor destination.
<p>District of West Vancouver Official Community Plan (2018) District of West Vancouver</p>
<p>The Official Community Plan makes note of arts and culture in the following policies:</p> <ul style="list-style-type: none"> • Arts and culture should serve as a driver for Ambleside revitalization and for linking the waterfront to commercial areas. Arts and culture facilities are recognized as an important waterfront use, but should be secondary to the overall waterfront park use. • Encourage the creation of versatile spaces, such as live-work and production-retail uses, that support arts and culture sector development. • The Ambleside Municipal Town Centre is emphasized as the heart of the District, supporting commercial land uses including retail, service, office, arts and culture, civic services and facilities, visitor accommodation and recreation. • Community Arts development and programming should be an integrated use within the waterfront area. • Explore the role that arts and culture can fulfill as part of the vision for the Argyle Avenue waterfront.
<p>Arts and Culture Strategy: Research Summary and SOAR Assessment (2017) MDB Insight</p>
<p>Key findings from the Research Summary and SOAR Assessment were:</p> <ul style="list-style-type: none"> • Various visions for a future arts and culture facility are documented. Size, focus and locations varied between the survey respondents.
<p>Ambleside Waterfront Concept Plan (2016) District of West Vancouver</p>
<p>The Ambleside concept plan provides a high level statement as to how the District will address principles outlined in the OCP. The plan states:</p> <ul style="list-style-type: none"> • Arts and culture is a character-defining element of the waterfront, with public art features used to animate green spaces and link different portions of the Seawalk. • New community arts buildings are clustered near the Ferry Building, supporting improved community arts education and development programs. • The Silk Purse and the Music Box structures are to be removed and replaced with new arts program buildings.
<p>Ambleside Cultural Facilities Strategy + Arts Centre Design Brief (2012) Urban Arts Architecture</p>
<p>The Design brief presents a one facility solution to the shortfalls of arts and culture programming and support spaces. The brief suggests a ~28,000 ft² Arts Centre in the Ambleside area.</p>

<p>West Vancouver Museum: A Vision for Ambleside (2009) Urban Arts Architecture</p>
<p>The Vision for Ambleside document discusses the need, benefit, and vision for a new Museum in West Vancouver. The Museum's Community Vision is as follows: Focused Collection; Education for Everyone; Create Relevant Exhibitions; Building Community Connectivity; Front and Centre Location; and Create a Destination.</p>
<p>West Vancouver Arts, Culture and Heritage Facility Development Study (2006) Aldrich Pears</p>
<p>The study presented a strategy to address the future of arts and culture in West Vancouver. The study resulted in the proposed development of an Arts Village, which was envisioned to be between 23,500 and 29,000 ft² (including renovated space). The proposed location for the Arts Village was on the waterfront between the Ferry Building and the Silk Purse.</p>
<p>Recreation Facilities Master Plan (1999) David Nairne & Associates Ltd.</p>
<p>The Master Plan identified a number of recommendations for recreational facilities as well as the recommendation for a proposed Arts Centre to be integrated into a Central Community Square. The Arts Centre was recommended to include a 400-seat community theatre, Class A art gallery and numerous classrooms and studios. The proposed Centre was estimated to be 43,000 ft².</p>

In addition to the previous documentation noted above, there are two additional reports being developed (by others) concurrently with this report. They are:

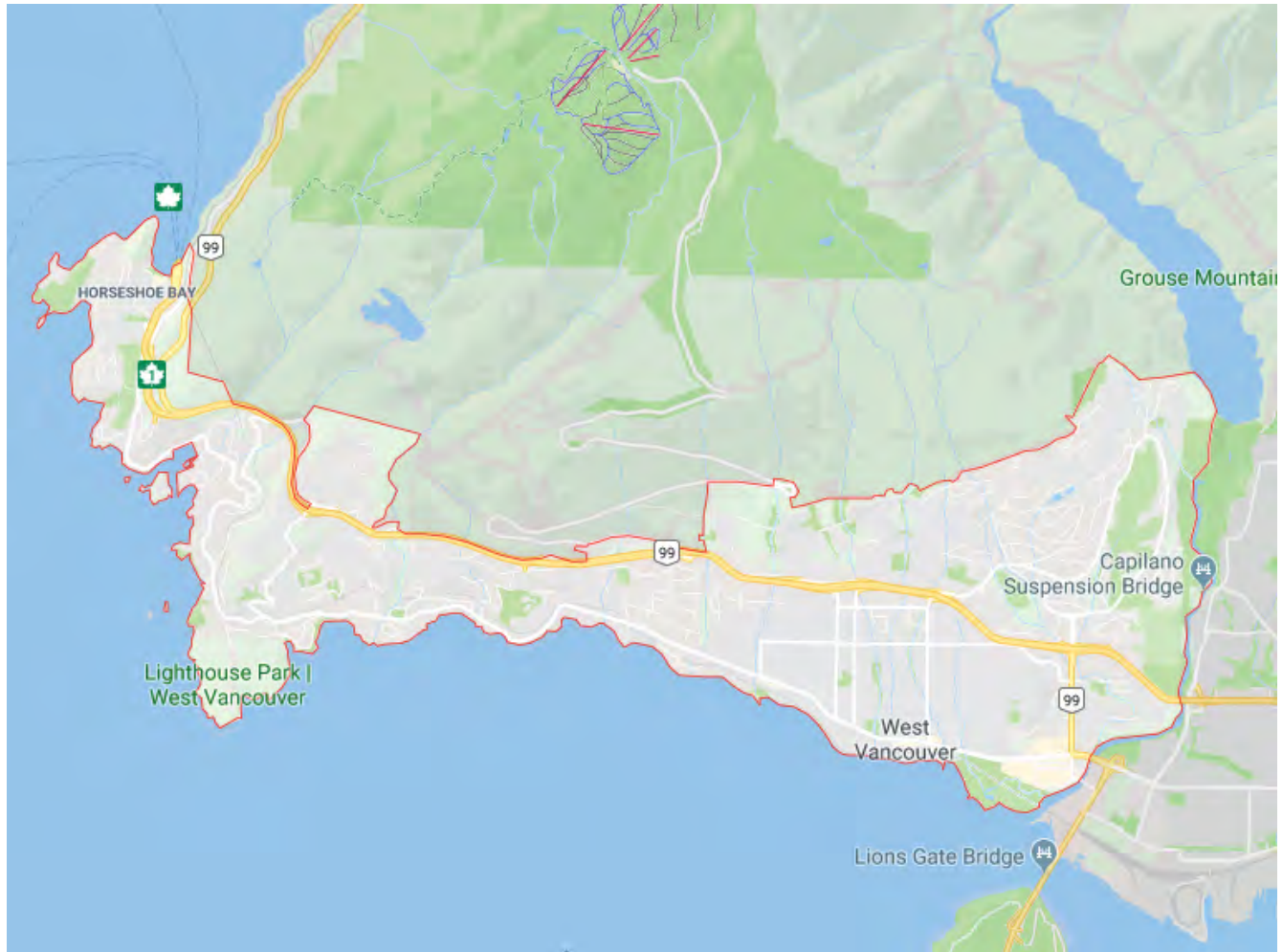
- West Vancouver Library 5-year Strategic Plan
- Seniors' Activity Centre Redevelopment Strategy

The outcomes of these studies will impact arts and culture within West Vancouver and therefore these studies should be considered once they are completed.

3. West Vancouver Overview

West Vancouver is located on the traditional and unceded territories of the Coast Salish People, in particular the Squamish, Tsleil-Waututh and Musqueam First Nations. Since the incorporation of the municipality in 1912, the District of West Vancouver has grown to become a collection of distinct neighbourhoods. These neighbourhoods stretch along 28 km of shoreline in the Burrard Inlet from the Capilano River to the Howe Sound, see the figure below.

Figure 1: District of West Vancouver



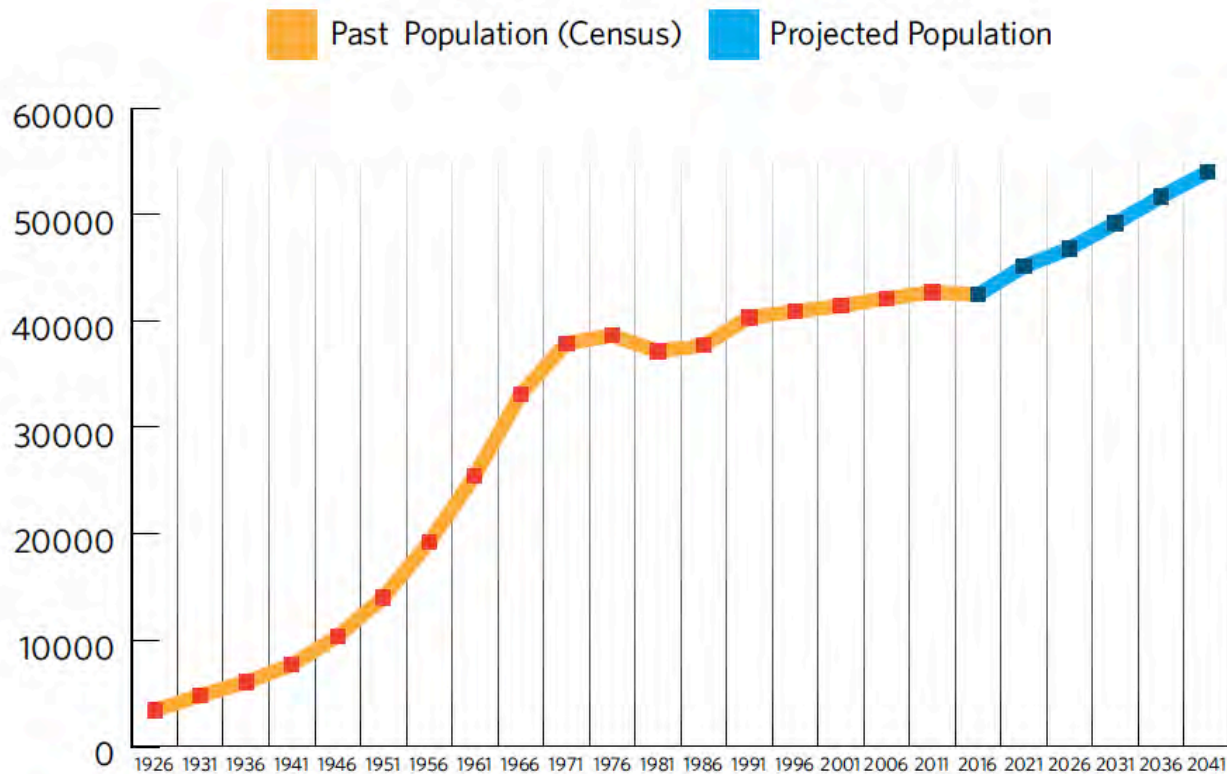
In 2016, West Vancouver was home to approximately 42,500 people¹. In comparison to the City of Vancouver, West Vancouver has experienced a slower growth rate. This is attributed to an aging population with fewer births, and limited availability of affordable housing for families with children. Figure 2 illustrates historical and projected population growth for the District, from 1926 to 2041. West Vancouver's population is projected to increase from 42,500 residents to 53,969 residents by 2041, a 25% increase² over 25 years.

¹ 2016 Federal Census

² District of West Vancouver Official Community Plan, 2018

Within the last 30 to 40 years, the District’s demographic profile has shifted from a population of younger families with children, to a community of primarily older residents. By 2041, it is projected that over half of the population will be over 55 years of age, and one in three will be over the age of 65². Figure 3 depicts the community’s demographic profile in 2041, compared to 2011.

Figure 2: West Vancouver population projections, 1926 to 2041. Excerpt from the District of West Vancouver OCP.



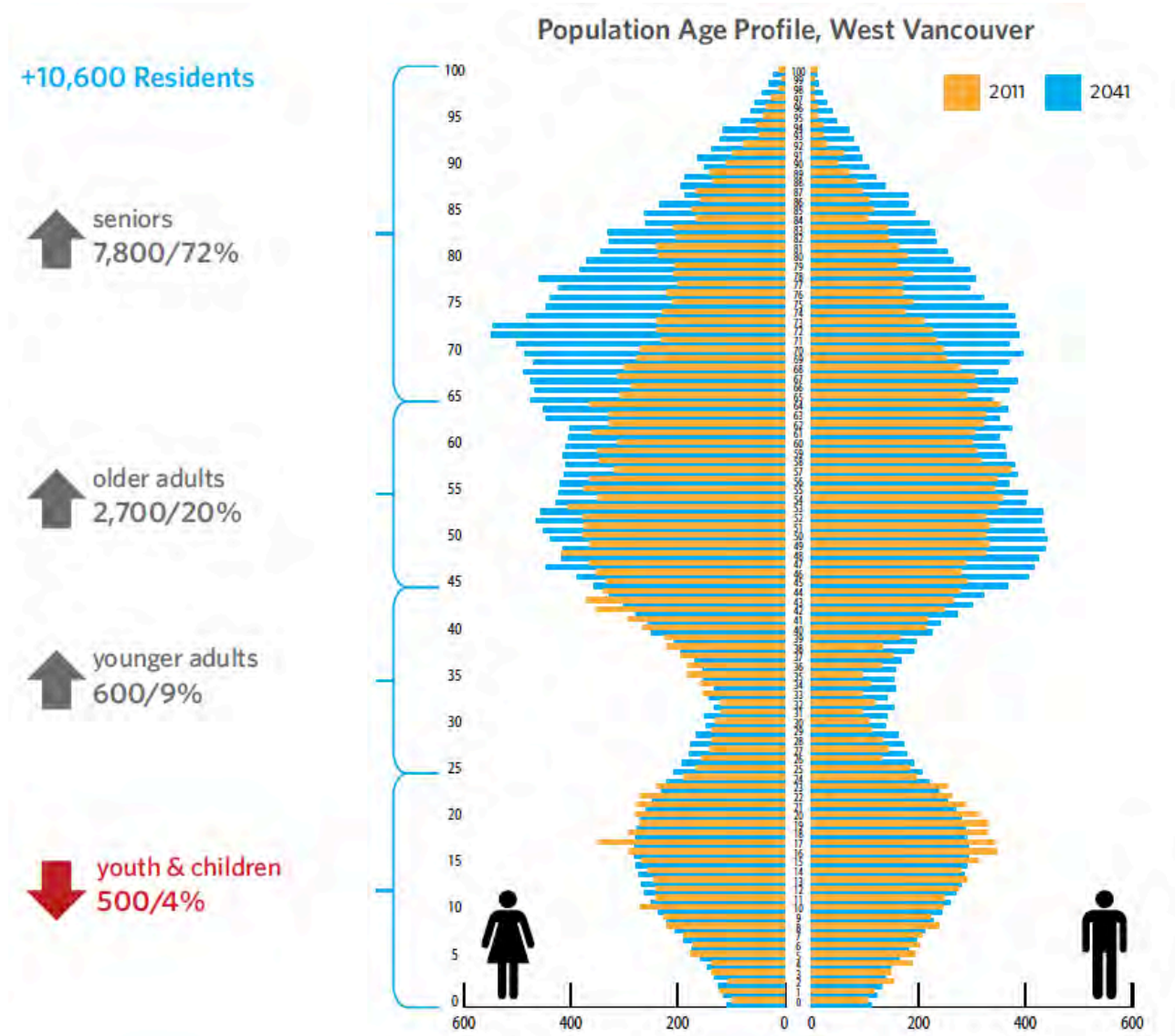
According to the District’s 2018 Economic Plan, the retired population cohort (those aged 65 and older) was projected to grow by 72% (7,833) between 2011-2041. This represents almost three-quarters of the growth projected for the population as a whole. In contrast, West Vancouver’s working-age population was projected to grow more slowly between 2011 and 2041, at 16%, while the under-25 population was projected to contract by 4%.

Employment in West Vancouver was projected to grow by 44% between 2011 and 2041 through the addition of 6,350 jobs. The largest increase in required employment space in West Vancouver was expected to be in commercial uses (over 500,000 net additional ft²), followed by office (nearly 300,000 ft²) and then institutional (160,000 ft²).

The Economic Development Plan found that approximately 82% of West Vancouver’s working age population had a post-secondary certificate, diploma, or degree, higher than the national average³. More than 40% of West Vancouver residents are employed in the fields of management, business, finance and administration; and 6% were employed in arts, culture, recreation and sport occupations. West Vancouver had a median household income of \$84,345, compared to \$63,347 in Metro Vancouver. Moreover, approximately 37% of West Vancouver households had annual incomes exceeding \$125,000.

³ Statistics Canada, CANSIM table 282-0004.

Figure 3: West Vancouver demographic profile comparison, 2011 versus 2041. Excerpt from the District of West Vancouver OCP.



4. West Vancouver Arts and Culture Facilities

This section of the report presents information on the current state of West Vancouver's arts and culture facilities and organizations. The facilities and organizations have been categorized into the following sub-sections:

- District-Owned Facilities** Includes the facilities owned by the District of West Vancouver. Including a subset of facilities that are owned by the District of West Vancouver and operated by community societies, for example, the Silk Purse.
- Community Facilities and Organizations** Includes a wide range of facilities and organizations. This category includes schools, worship Centres, privately owned facilities and organizations that contribute to the arts and culture mosaic of West Vancouver.

The facilities and organizations that have been included as part of this study have been identified by Cornerstone Planning Group, the District of West Vancouver, and the AFAC. A complete listing of the facilities and organizations that were engaged can be found in the Appendix. The information presented within this section of the report summarizes the findings from the community facilities and organizations.

The following sections introduce and provide qualitative and quantitative information for each District owned facility as well as trends from community facilities and organizations. The findings from the utilization analysis are presented in the sections below. Utilization methodology is presented within the Appendix.

4.1 District Owned

Within the community of West Vancouver, there are 9 arts and culture facilities that are owned by the District. The image below identifies the location of the District-owned facilities as well as the Kay Meek Arts Centre, which is owned by the West Vancouver School District. The Kay Meek Arts centre has been included within this section of the report as it is the only dedicated theatre performance space within West Vancouver (Mulgrave Independent School has a 600-seat theatre space) and as such requires a deeper level of current state analysis.

Figure 4: Location of District owned and hybrid facilities



4.1.1 The Ferry Building

4.1.1.1 Overview

The Ferry Building is located at 1414 Argyle Avenue and was constructed in 1913, originally as a ferry terminus. Since operating as ferry terminus the facility has been used as a bus terminal and more recently (since 1989) as an art gallery. The Ferry Building was designated as a heritage building in 1987 and has a high heritage value associated to its significance as a ferry and bus terminus building during the development of West Vancouver. The facility is ~145m² and features two stories and a crawl space. The facility is primarily used as a gallery space displaying emerging artist exhibits. Secondly, the facility is used for arts and culture programs and activities such as workshops, receptions and performances.



The Ferry Building is operational Tuesday to Sunday and closed on Mondays and Statutory Holidays. The facility is available for rent outside of the normal operational hours. The following table outlines the Centre’s hours of operation.

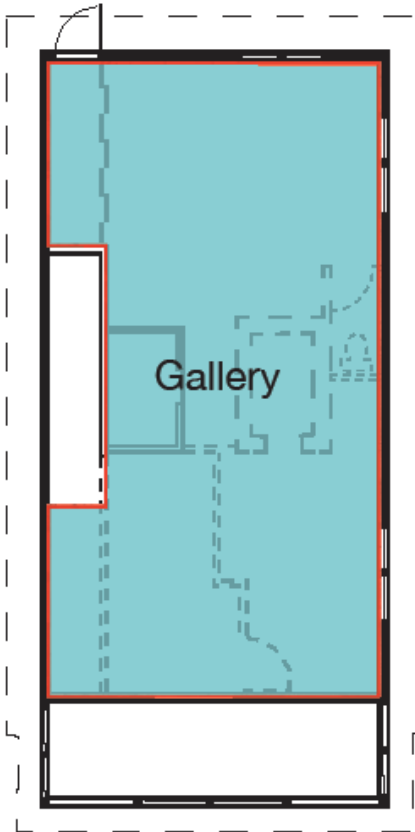
Table 3: The Ferry Building operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation	Closed	11am to 5pm	11am to 5pm	11am to 5pm	11am to 5pm	11am to 5pm	11am to 5pm

4.1.1.2 Arts and Culture Spaces

The facility features 2 floors and a crawl space. arts and culture programming takes place on the main level of the facility in the one and only programmable space. The second floor of the building is used for administration staff and program support spaces. The following floor plan identifies the programmable space.

Figure 5: Ferry building main level



The gallery space within the Ferry building is 65 m² and is used for art exhibitions, workshops, lectures, and performances. Within the main floor gallery, there is a small gift shop and reception desk.

In addition to the programming and activities that take place within the gallery space, the Ferry Building is also used to support special events such as the Harmony Arts Festival.

4.1.1.3 Utilization

The Ferry building is well utilized during the hours of operation (excluding time associated with rentals). The Ferry Building aims to have art exhibitions throughout the year as well as support additional programming and activities from their only programming space: the gallery. All of the programming and activities offered at the Ferry Building are related to arts and culture programming with Gallery programming accounting for 93% of the overall bookings and rentals. It is estimated that the facility has ~100 hours/year of peak time capacity remaining.

The attendance at the Ferry Building over the last three years (2016, 2017 and 2018) ranged between 30,000-47,000 per year including the Harmony Arts Festival participants. The attendance drops to 22,000-25,000 per year when the Harmony Arts Festival participants are not considered.

4.1.1.4 Observational Data

There are a number of qualitative factors that impact programming/ activities and space utilization. These factors are used to present a complete picture of the facility and how well it supports the buildings intended functions.

Room Functionality

- The gallery space is unsuitable for displaying works of significance due to the absence of security and little to no environmental controls.
- The gallery is inappropriately sized for a number of the current workshops, presentations and performances. The safety of the artwork is also put at risk when the space is used for activities other than exhibitions.

Program Support

- The Ferry Building does not have adequate storage space for exhibition support supplies and programming materials.

- The administration space within the second floor of the facility is undersized for the current staffing complement.
- The Ferry Building was designed and constructed as an early 20th century Ferry Terminus and therefore the configuration of the facility is not ideal for its current function as a gallery and arts and culture programming building.
- The building systems are not adequate for the facilities primary function as a gallery. Temperature and humidity control is required to conserve displayed artwork.
- The location of the Ferry Building is considered to be one the facilities most beneficial strengths. Being located on the waterfront of Ambleside provides a significant amount of foot traffic from West Vancouver locals and visitors.

Building/Room Configuration

Building Systems

Location

4.1.2 Gleneagles Community Centre

4.1.2.1 Overview

The Gleneagles Community Centre (GECC) is located within the community of Horseshoe Bay at 6262 Marine Drive, neighbouring the Gleneagles Golf Course and Clubhouse. The building was constructed in 2003 and is ~2,200 m². The Centre is owned, maintained and operated by the District and provides a range of recreational, arts and culture and community programming to the surrounding community.

The Centre is operational Monday to Sunday and closed on Statutory Holidays. The following table outlines the Centre’s hours of operation for both the main facility and the weight room (extended hours).



Table 4: Gleneagles Community Centre operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation (Main Facility)	8:30am to 8:15pm	8:30am to 8:15pm	8:30am to 8:15pm	8:30am to 8:15pm	8:30am to 7:15pm	8:00am to 6:00pm	8:30am to 4:00pm

4.1.2.2 Arts and Culture Spaces

The GECC features 3 floors of programmable and support space including 6 spaces used for arts and culture programming. The spaces that are used for arts and culture programming are identified in the floor plan figures that follow.

Figure 6: Gleneagles Community Centre lower level programming spaces

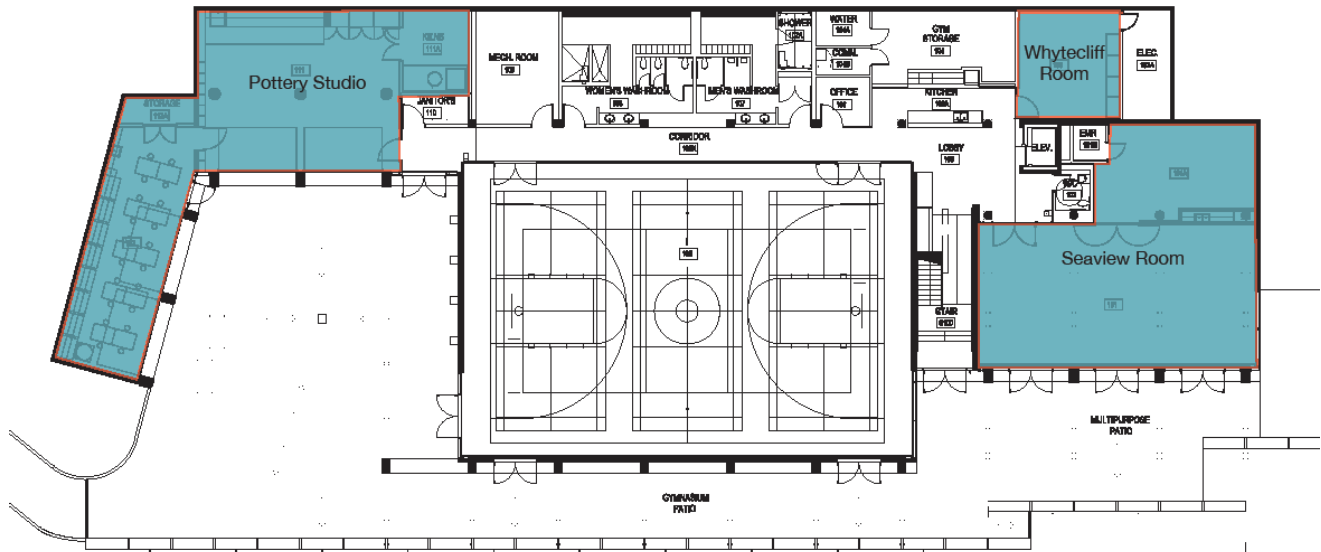
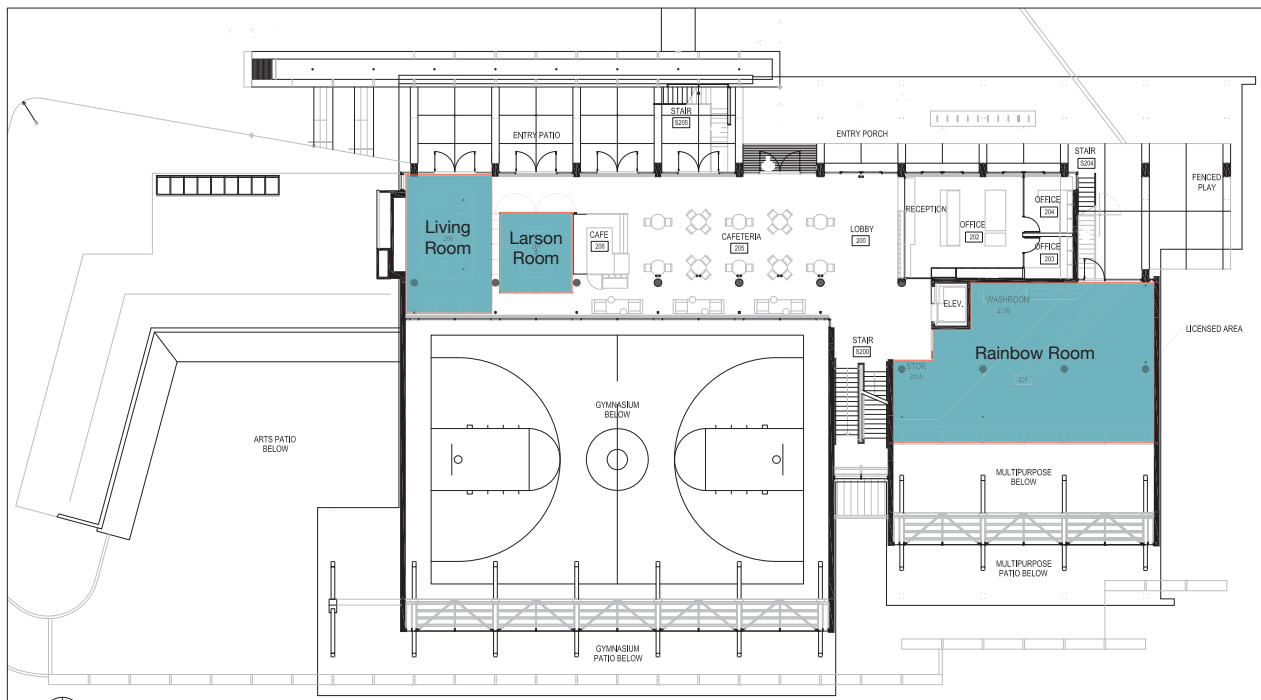


Figure 7: Gleneagles Community Centre main level programming spaces



The programmable spaces are varied in size, function and intended use. The table below identifies key factors with respect to each programmable space.

Table 5: Gleneagles Community Centre programming spaces

Room #	Room Name	Area (m ²)	Programming that occurs within space
101	Seaview Room	118	This space is used for a number of sports and recreation programs including, yoga, Barre fitness classes, and Zumba fitness. The space is also used for a number of arts and culture programs including jewellery making, stained glass and visual arts classes.
103	Whytecliff Room	34	This space is used primarily as a youth drop-in space and secondarily as a space for lectures and a writers circle.
111/112	Pottery Studio	179	The Pottery Studio is exclusively used for programming and activities related to pottery.
201	Rainbow Room	122	The Rainbow room is primary used as a child minding space for programs such as parent and tot playtime and afterschool programs. Occasionally the space is used for visual arts programs.
207	Larson Room	18	The Larson Room is used for private and small group music lessons.
208	Living Room	42	The Living Room is used for lectures, group music lessons, social activities (bridge), and yoga.

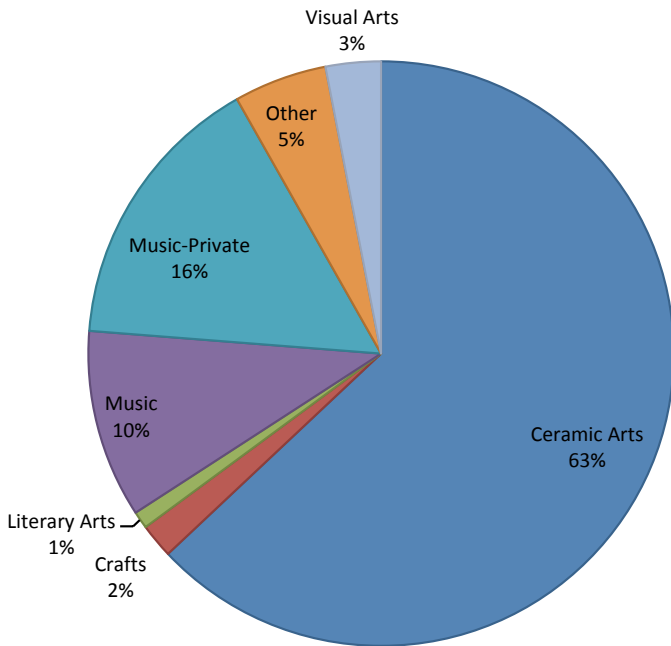
In addition to the above-mentioned programming spaces, the GECC occasionally makes use of their Lobby for special events, social programs and a small amount of fitness training classes.

The neighbouring Gleneagles Golf Course and Clubhouse (also owned and operated by the District of West Vancouver) features a hall suitable for special events/weddings and a large multipurpose room suitable for visual art lessons, workshops and social engagements. Over the last few years, the multipurpose room has been provided to select arts and culture groups for visual art activities.

4.1.2.3 Utilization

arts and culture programs and activities account for ~20% of the overall use of Gleneagles Community Centre. The remaining utilization is associated with sports and recreation, child minding services and community rentals. The following figure outlines the types of arts and culture programs and activities that take place at the GECC.

Figure 8: arts and culture make up of the GECC



As shown in the figure, ceramic arts accounts for 60+% of all of the arts and culture programs and activities that take place at the GECC, based on 2018 booking data. Music activities are the second largest arts and culture activity offered at the GECC, which accounts for 26% overall.

The total arts and culture programs and activities represent ~2,100 hours over 2018.

The available capacity for programs and activities at GECC has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that each programmable space has between 35%-50% available capacity for all programs and activities during peak time (2pm to 6pm). This equates to ~7,500 hours over the course of 1 year for all programming including Sports and Recreation, child minding services, community use and arts and culture.

4.1.2.4 Observational Data

There are a number of qualitative factors that impact programming/ activities and space utilization. These factors are used to present a complete picture of the facility and how well it supports the buildings intended functions.

Room Functionality

- The functional appropriateness of the programming rooms within the GECC are considered to be very good. The facility has been designed for program flexibility and therefore can accommodate a wide range of programming types.
- The Living Room and Larson Room suffer from poor sound insulation, which is apparent while being used for Music programs and activities. This prohibits programs requiring a low level of noise from occurring at the same time as music programs.

Program Support

- Program support spaces have been well thought out and there is no apparent issue with administration or program storage space.

Building/Room Configuration

- The building and room configurations do not result in any notable inefficiencies or issues.

Building Systems

- The Pottery Studio was expanded in previous years and as a result, 1/2 of the studio is not heated. This has yet to prevent pottery programming.

Location

- The location of the GECC is approx. 15 minutes from Ambleside. Because of its location there is very little foot traffic to the GECC.

4.1.3 Kay Meek Arts Centre

4.1.3.1 Overview

The Kay Meek Arts Centre is located next to West Vancouver Secondary School at 1700 Mathers Avenue. The Centre was constructed in 2004 and is owned and operated under a joint agreement between the West Vancouver School District and the West Vancouver Arts Centre Trust. The arts Centre features two theatres: a 488-seat theatre and a 152-seat black box studio theatre as well as a lobby space that is used to display artwork throughout the year. The Centre welcomes ~60,000 visitors per year for events and performances.



Kay Meek Arts Centre supports a range of programs and activities including: theatre performance, dance performances and recitals, presentations, workshops, music performances and recitals, film series, community groups (church functions and meetings/events) and special events.

4.1.3.2 Utilization

Kay Meek Arts Centre is a well utilized facility that supports 300+ events each year. The following table outlines the number of events each year, over a three year period.

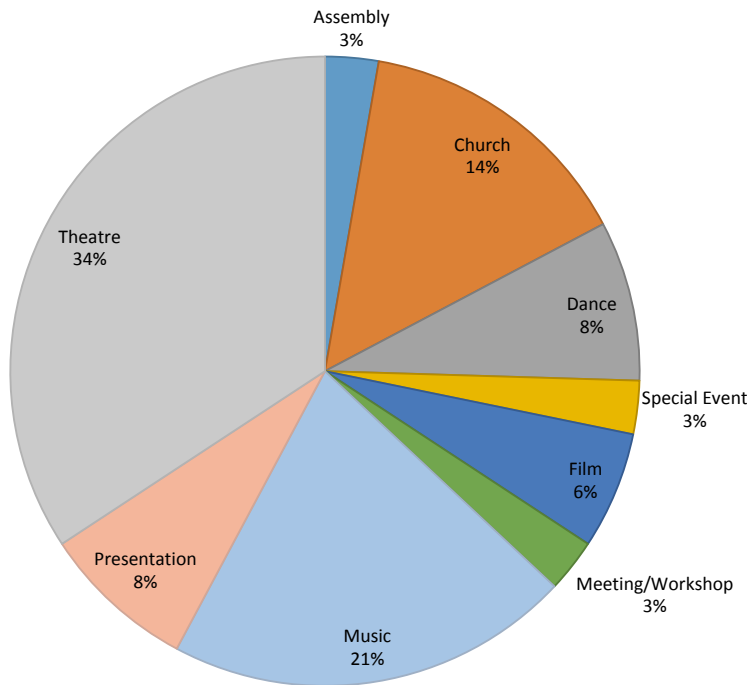
Table 6: Kay Meek Arts Centre events summary

	2015/16	2016/17	2017/18
Kay Meek Presentations	64	76	111
School District 45 Presentations	62	68	74
Community Rentals	190	194	184
Totals	316	338	369

The information presented in the table above shows that the number of events have increased year over year for the last three years. Although this does not indicate the utilization of the theatres it does show the demand for theatre-based events has increased.

An analysis of the 2017/2018 booking data showed the yearly distribution of event types. The findings of the analysis indicate that 34% of the events booked are Theatre related followed by 21% Music related events. Please note that the analysis was based on the number of events per year, not the number of hours associated with each event type. The following figure presents the 2018 distribution of event types.

Figure 9: Kay Meek Arts Centre event type



4.1.3.3 Observational Data

From the facility tour, a number of observations were identified that impact service delivery at Kay Meek. The factors identified are:

Room Functionality

- The theatre spaces are functionally appropriate for the types of productions that the facility supports.

Program Support

- Groups using the Studio Theatre do not have a dedicated washroom or water fountain.
- There is limited on-site storage for theatre groups to store set, costume or stage equipment. Only the Korean Church group has been allocated space for storage as they are long-term renters of the space. Storage space for theatre groups has not been an issue thus far.
- The number of available parking spaces was identified as an area of concern during well-attended performances. The majority of the events hosted at Kay Meek manage with the available parking.

Building/Room Configuration

- The configuration of the building and rooms are considered appropriate for the programming offered at Kay Meek.

Building Systems

- No issues with the buildings systems were identified.

Location

- Kay Meek Arts Centre is located within a residential neighbourhood, away from the commercial down-town of West Vancouver. This can be seen as a disadvantage to the Centre as they cannot readily rely on foot traffic marketing. Their location makes it difficult for tourists and outsiders to be aware of the Centre. There are few public transport options to access Kay Meek.
- The building is physically attached to the neighbouring West Vancouver Secondary School. This arrangement has been seen as beneficial for the organization.

4.1.4 Klee Wyck

Klee Wyck estate is a parcel of property approx. 6.48 acres in size, which is situated on the banks of the Capilano River in West Vancouver. The site is home to four structures including the main house, the gatehouse, the green houses, and artist studio (renovated garage). The original structure on the property is known as main house, which was home to Dr. Ethlyn Trapp, a prominent physician, humanitarian, pioneer in cancer research and supporter of the arts. Dr. Ethlyn Trapp occupied the property from 1942 until her death in 1972, when the property was bequeathed to the District of West Vancouver.



The property has historical value, not only for the character defining elements of the architecture, but



also for the prominent Dr. Trapp. When the land became public property, it was stipulated that this property would be used for recreation (or culture) or education purposes in accordance with the bequest.

Today the structures on site are in poor overall condition and have been sitting vacant for a number of years. Prior to being unusable, the structures were used for arts and culture programming and activities such as visual arts workshops (primarily sketching and painting) and glass blowing. Today, the site is used only for recreational activities (site is located nearby hiking trail heads) and by the Parks department for storage of items.

No utilization or observational utilization data has been provided for Klee Wyck as the structures are not currently used for programming. There are several hiking trails adjacent to the site, between the West Vancouver boundary and Capilano River.

4.1.5 The Music Box

4.1.5.1 Overview

Constructed in 1969, the Music Box was originally one of several residential homes along the waterfront. The Music Box is located at 1564 Argyle Avenue (John Lawson Park) and is now owned and operated by the District of West Vancouver to support arts and culture programming and activities. Although representative of the architectural design of the time, it is not a designated heritage building.

Presently, the building is used for classes in drawing, painting, creative writing, theatre arts and birthday parties. It also contains small office spaces that are used as a headquarters for Harmony Arts Festival staff, and for the District’s Parks and Recreation staff while on site.



The Parks, Culture and Community Services Division manage rentals, programming, and maintenance of the building. The building operates between 9:00am and 9:00pm, solely based on its rental schedule. It is otherwise not open to the public except during the Harmony Arts Festival.

Table 7: Music Box operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation (Music Box; varies by rentals)	9:00am to 9:00pm	9:00am to 9:00pm	9:00am to 9:00pm	9:00am to 9:00pm	9:00am to 9:00pm	9:00am to 9:00pm	9:00am to 9:00pm

4.1.5.2 Arts and Culture Spaces

The facility features 2 floors, which include multiple programmable and support spaces. The 2 spaces that are used for arts and culture programming are highlighted in the figures below.

Figure 10: Music Box programming spaces



The programmable spaces are varied in size, function and intended use. The table below identifies key factors with respect to each of the two programmable spaces.

Table 8: Gleneagles Community Centre programming spaces

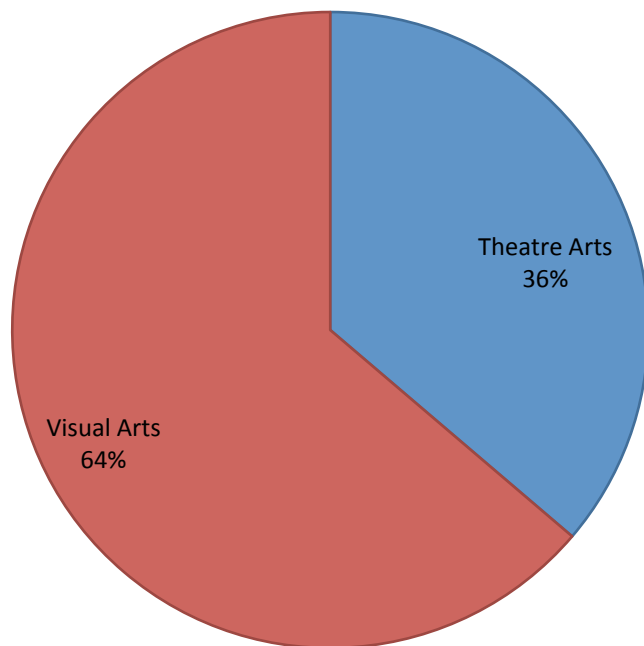
Room #	Room Name	Area (m ²)	Programming that occurs within space
n/a	Harmony Room	41.0	The Harmony Room is used for visual art activities, celebration parties and other community rentals. The Harmony Room overlooks the waterfront with an unobstructed view of the ocean.
n/a	Upstairs Studio	61.0	The Upstairs Studio is used for theatre arts rehearsal space as well as visual art activities and community rentals. The Studio overlooks the waterfront with an unobstructed view of the ocean.

There is a multi-purpose room on the ground floor that is used to support select programs and activities. This space supports programs requiring break out space or additional workroom. During the Harmony Arts Festival, the multi-purpose room is used to support volunteers and operations of the Festival.

4.1.5.3 Utilization

Arts and culture programs and activities account for ~95% of the overall use of the Music Box. The remaining utilization is associated private community events. The following figure outlines the types of arts and culture programs and activities that take place at the Music Box.

Figure 11: arts and culture make up of the Music Box



As shown in the figure, visual arts accounts for 64% of all of the arts and culture programs and activities that take place at the Music Box, based on 2018 booking data. Theatre arts activities are the second largest arts and culture activity offered at the Music Box, which accounts for 36% overall.

The total arts and culture programs and activities represent ~1,300 hours over 2018.

The available capacity for programs and activities at the Music Box has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that each

programmable space has between 50%-65% available capacity for all programs and activities during peak time (10am to 4pm). This equates to ~3,000 hours over the course of 1 year for all programming including community rentals and arts and culture programming and activities.

The attendance at the Music Box over the last three years (2016, 2017 and 2018) ranged between 5,000-6,500 visitors per year.

4.1.5.4 Observational Data

There are a number of qualitative factors that impact programming/activities and space utilization. These factors are not captured in the quantitative analysis, but must be considered when looking at overall building utilization. Observational data (such as the functionality of the room for the purpose) has been used to provide a qualitative lens on utilization and programming possibilities.

- Room Functionality**
 - The size and design of the programmable spaces are limiting for the types of programming that can be offered. The upstairs studio is appropriate for select theatre groups requiring a small space but due to the fact that it does not have a utility sink, there are only a few other uses of the space. The Harmony studio is currently appropriate for visual arts classes and small social events.
 - The noise transfer throughout the facility is such that renting both the upstairs studio and Harmony room at the same time presents challenges and only select groups can use the same simultaneously.
- Program Support**
 - The program support spaces throughout the Music Box are insufficient for the types of programming occurring. This is largely due to the fact that the facility is a converted home and therefore the support spaces were never intended to fulfill their current use.
- Building/Room Configuration**
 - The building was constructed as a home and therefore the spaces and circulation throughout the facility is not conducive to that of an arts centre.
- Building Systems**
 - The building is noted to be in generally poor condition and requires attention in order to bring it to working condition and adhere to modern code standards. Facility is not currently accessible.
 - The building has not been constructed to deal with King Tides and as a result requires damming each year.
- Location**
 - The location of the facility is central to West Vancouver and is in an area of high foot traffic for locals and visitors.
 - The location of the facility has been noted as a main driver for groups and participants to use the space. There is an unquantifiable artistic factor associated with the location that attracts artistic minds.
- Other**
 - The Music Box does not currently have an identity associated to a specific art form. The spaces available for rent are multipurpose and rustic, which attracts a select type of people. It is unlikely that the facility will see increase utilization without significant investment from the District.

4.1.6 Silk Purse Arts Centre

4.1.6.1 Overview

The Silk Purse Arts Centre is a renovated cottage located at 1570 Argyle Avenue, in John Lawson Park along the Ambleside waterfront. Originally built in 1925, it was purchased by the District in 1991 and adapted to accommodate activities such as music recitals, music performances, small art exhibitions and kid’s camps.



The property is intended for community arts purposes (visual and performing arts) and public open space. It is also home to the West Vancouver Community Arts Council (WVCAC), who is the main tenant and full time occupant of the building. As the WVCAC provides some programs that align with the District’s mandate for community arts and culture services, a Fee-For-Service agreement with the District has been set-up. The District maintains the building and provides a portion of the annual funding for operations, while the WVCAC operates it.

The Silk Purse’s operating hours vary by season; the facility closes an hour earlier in the winter. It is available outside of the hours listed below for various rentals (9:30am-12:00pm and 5:00pm-10:00pm).

Table 9: Silk Purse operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation	Closed	12:00pm to 5:00pm	12:00pm to 5:00pm	12:00pm to 5:00pm	12:00pm to 5:00pm	12:00pm to 5:00pm	12:00pm to 5:00pm

4.1.6.2 Arts and Culture Spaces

The main floor of the Silk Purse hosts many events: recitals, gallery showings, lectures, etc. The upper floor contains the administration space for the WVCAC where staff manages day to day operations. Performers preparing themselves for their presentations also utilize this space.

The two spaces that are used for arts and culture programming are highlighted in the figure below.

Figure 12: Silk Purse programming spaces



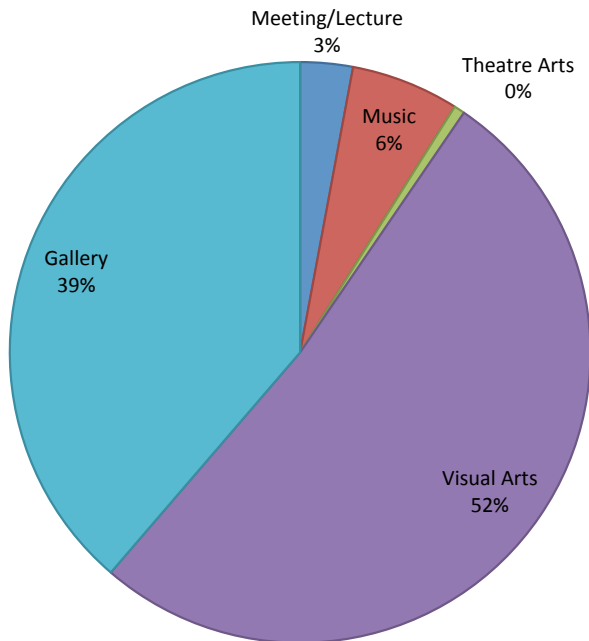
Table 10: Silk Purse programming spaces

Room #	Room Name	Area (m ²)	Programming that occurs within space
n/a	Art Studio	46.8	The Art Studio is rented to various community groups for children’s art programming. It hosts busy day camps during spring and summer breaks, and also runs regular weekly programs for kids. Currently, Artmania is providing children’s classes from the Art Studio.
n/a	Gallery	44.2	The Gallery is run by the WVCAC and is used for juried exhibitions, regular scheduled concert series, showcases for young and emerging artists in music and visual art, and various community rentals for classes and performances.

4.1.6.3 Utilization

Arts and culture programs and activities account for 100% of the overall use of the Silk Purse. The following figure outlines the types of arts and culture programs and activities that take place at the Silk Purse.

Figure 13: arts and culture make up of the Silk Purse



As shown in the figure, visual arts accounts for 52% of all of the arts and culture programs and activities that take place at the Silk Purse, based on 2018 booking data. Gallery activities are the second largest arts and culture activity offered at the Music Box, which accounts for 39% overall.

The total arts and culture programs and activities represent ~2,300 hours over 2018.

The available capacity for programs and activities at the Silk Purse has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that each programmable space has between 10%-30% available capacity for all programs and activities during peak time (9am to 1pm). This equates to ~1,600 hours over the course of 1 year for all programming including community rentals and arts and culture programming and activities.

The attendance at the Silk Purse between 2017 and 2018 was approx. 20,000 visitors including the programming and activities hosted by the West Vancouver Community Arts Council as well as the facility rentals by community groups.

4.1.6.4 Observational Data

There are a number of qualitative factors that impact programming/ activities and space utilization. These factors are not captured in the quantitative analysis, but must be considered when looking at overall building utilization. Observational data (such as the functionality of the room for the purpose) has been used to provide a qualitative lens on utilization and programming possibilities.

- Room Functionality**
 - The Art Studio is set up for children’s camps and may not be suitable for lectures or other adult-oriented programs outside of camp times (e.g. evenings)
 - The size of the gallery is limiting for the types of exhibits and programs that can be offered. Often, during music performances, attendees will overflow to the outdoors due to lack of space.

- Program Support**
 - The Silk Purse lacks many critical support spaces that are associated with art galleries and studios. These include workshop space, receiving zones etc.
 - There is insufficient program support space for both the WVCAC and the Art Studio.

- Building/Room Configuration**
 - The building was constructed as a home and therefore the spaces and circulation throughout the facility is not conducive to that of an art gallery and studio.

- Building**
 - The building is noted to be in generally poor condition and requires attention in

- Systems** order to bring it to working condition and adhere to modern code standards. Facility is not currently accessible.
- The building has not been constructed to deal with King Tides and as a result requires damming each year.
- Location**
- The location of the facility is central to West Vancouver and is in an area of high foot traffic for locals and visitors.
 - The location of the facility has been noted as a main driver for groups and participants to use the space. There is an unquantifiable artistic factor associated with the location that attracts artistic minds.

4.1.7 West Vancouver Art Museum

4.1.7.1 Overview

Originally named the Gertrude Lawson House and owned by Ms. Lawson, the West Vancouver Art Museum was constructed in 1938 and is located at 680 17th Street. The District purchased the building from the Lawson family in 1990, and converted it into a museum, which opened in 1994. The building now houses an art museum, overflow archives from Municipal Hall, and office of the West Vancouver Historical Society. The home has a heritage designation.



The Art Museum and its associated support spaces make up two and a half floors of the building, while the archives occupy one half of the lower floor. These spaces are used year round, and the landscaped yard is used for functions during periods of good weather. An exterior garage building is used for collection, exhibition and supply storage.

The museum operates based on regular hours, with offices occupied Monday to Friday, 8:00am to 5:00pm. Public access hours to the gallery and archives are listed in the table below. Special events may take place outside of the normal operating hours.

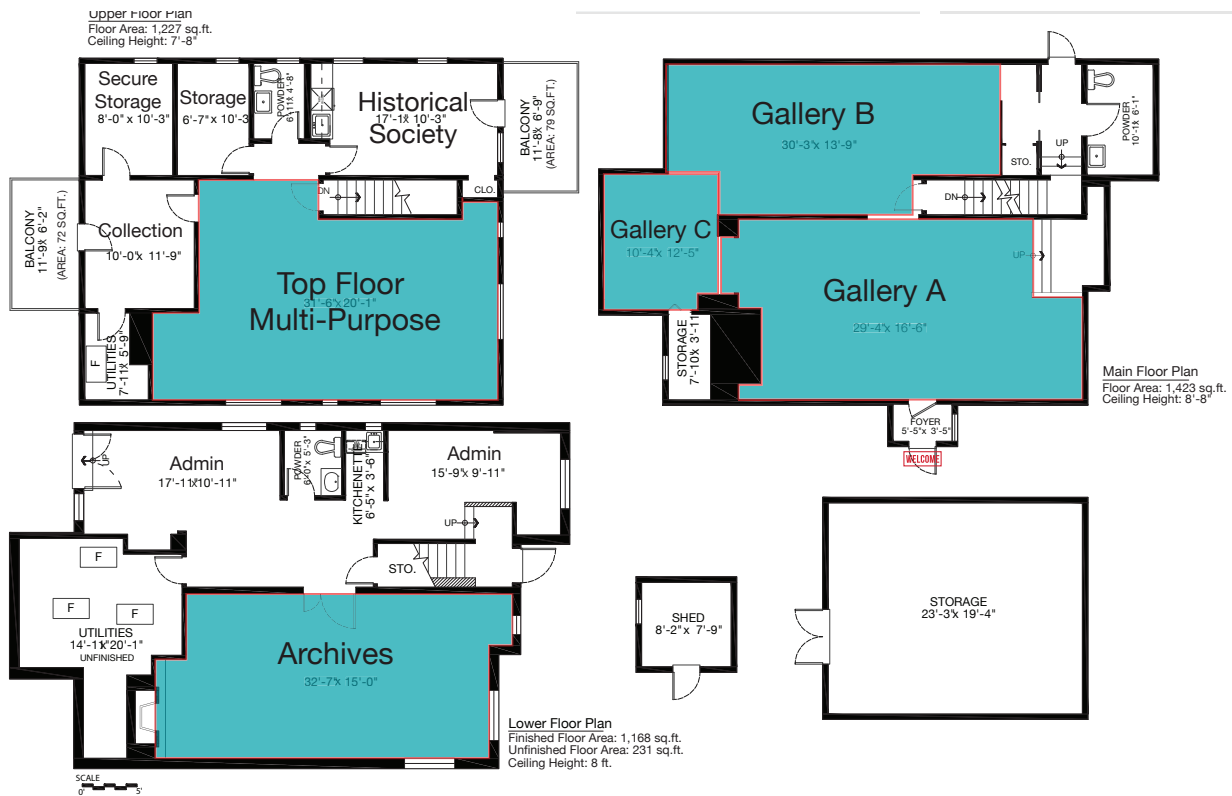
Table 11: Gleneagles Community Centre operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation (Art Museum Gallery)	Closed	11:00am to 5:00pm	11:00am to 5:00pm	11:00am to 5:00pm	11:00am to 5:00pm	11:00am to 5:00pm	Closed
Hours of Operation (Archives, public access)	Staff only	Staff only	1:00pm to 4:30pm	1:00pm to 4:30pm	Staff only	Closed	Closed

4.1.7.2 Arts and Culture Spaces

The facility features 3 floors, including 4 spaces used for arts and culture programming and activities. The location of the Archives has also been highlighted for context.

Figure 14: West Vancouver Art Museum programming spaces



Galleries A, B and C are often programmed simultaneously for larger exhibitions and events.

Table 12 Main Functional Spaces within West Vancouver Art Museum

Room #	Room Name	Area (m ²)	Programming that occurs within space
A	Gallery A	48	Three adjacent Gallery spaces used to display established artists works. Galleries have removable walls that are hung over the buildings windows to prevent outside light into the space.
B	Gallery B	37	
C	Gallery C	12	
MP	Education Studio/ Meeting Room	59	Used for children/youth art camps, workshops, meetings for the advisory committee and the WV Historical Society, preparation for art displays, art framing and assembly.
Archives	Archives	45	West Vancouver Archives storage and office space. Shelving, tables for research, workstation or staff.

4.1.7.3 Utilization

Arts and culture programs and activities account for 100% of the overall use of the Art Museum (with the exception of the Archive activities). Using 2018 booking data it was seen that 81% of the programming and activities are related to gallery activities, while the remaining was a mixture of visual arts programming, special events and architecture activities. The total arts and culture programs and activities represents ~1,300 hours over 2018.

The available capacity for programs and activities at the Art Museum has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that the galleries have ~18% and the multipurpose space has ~50% capacity during peak time (11am to 4pm). This equates to ~1,500 hours over the course of 1 year for all programming including community rentals and arts and culture programming and activities.

The attendance at the Art Museum over the last three years (2016, 2017 and 2018) ranged between 30,000-50,000 per year including the Harmony Arts Festival participants. The attendance drops to 16,000-21,000 per year when the Harmony Arts Festival participants are not considered.

4.1.7.4 Observational Data

There are a number of qualitative factors that impact programming/activities and space utilization. These factors are not captured in the quantitative analysis, but must be considered when looking at overall building utilization. Observational data (such as the functionality of the room for the purpose) has been used to provide a qualitative lens on utilization and programming possibilities.

- | | |
|------------------------------------|---|
| Room Functionality | <ul style="list-style-type: none"> • The overall area of the Art Museum and each of the programmable spaces (galleries and the multipurpose room) is far undersized for the type of exhibits and programming offered. • The utilization of the multipurpose room cannot be increased due to the fact that it is used to directly support the art exhibits. This space is used for exhibit preparation, storage and unloading. • The Archives within the basement of the Art Museum does not have adequate archival space or access. Access to the public Archives is via the back door of the facility. • The garage on the property is being used to store a number of paintings, pieces of furniture, historical objects and program supplies. This space is severely overcrowded, which puts the items in storage in jeopardy of damage. • The ceiling height of the gallery spaces and the remainder of the facility is not functionally appropriate for that of an art gallery. This causes significant issues when changing exhibits, which requires moving large paintings and pieces of art. • Windows surround the galleries, which is not functionally appropriate for artwork preservation (presents challenges for HVAC systems as well as direct sunlight exposure can increase the speed of degradation). |
| Program Support | <ul style="list-style-type: none"> • There is a significant lack of support space for administration, programming support, exhibit and collections storage. This results in hallway clutter and items stored in inappropriate locations. For example, the permanent collection is currently stored within space that was once circulation. |
| Building/Room Configuration | <ul style="list-style-type: none"> • The access to and from the galleries to the remainder of the Art Museum's support spaces is complex and compromised. Hallways and doors are much too narrow to support the movement of artistic works. Currently, the facility can only support works of art up to 4'x6' in size. |

- The Archives within the basement does not have any flood protection, putting archival items at risk.
- The basement of the Art Museum is not accessible to all persons.

- Building Systems** • The HVAC systems within the gallery portion of the Art Museum have been retrofitted to support exhibitions (temperature and humidity controlled). The remainder of the facility does not have temperature and humidity control. This is particularly important for areas that store permanent and loaned collections.
- Location** • The location of the Art Museum is within a residential neighbourhood and away from the hustle and bustle of the downtown. This is considered a downside and likely impacts attendance.

4.1.8 West Vancouver Community Centre

4.1.8.1 Overview

The West Vancouver Community Centre (WVCC) is located at 2121 Marine Drive (at 21st Street). Originally home to an older recreation centre and civic pool, the site was redeveloped in the early 2000’s to provide the community with recreation, aquatic, arts/culture, and general community spaces. The new WVCC opened in 2009. It is connected via its atrium to the rebuilt Aquatic Centre (not in scope for this project).



The WVCC hours of operation are shown in the following table.

Table 13: West Vancouver Community Centre operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation (Programs)	5:30am to 10:00pm	5:30am to 10:00pm	5:30am to 10:00pm	5:30am to 10:00pm	5:30am to 10:00pm	6:00am to 10:00pm	8:00am to 10:00pm

4.1.8.2 Arts and Culture Spaces

The WVCC features programmable spaces throughout 4 floors. There are 6 such spaces in the basement, 10 on the main level, 3 on the second floor, and 1 on the third floor. The programming spaces are identified in the four floor plan figures that follow, starting in the basement and moving up.

Figure 15: West Vancouver Community Centre basement (Basement A right, Basement B left) programming spaces (not to scale)

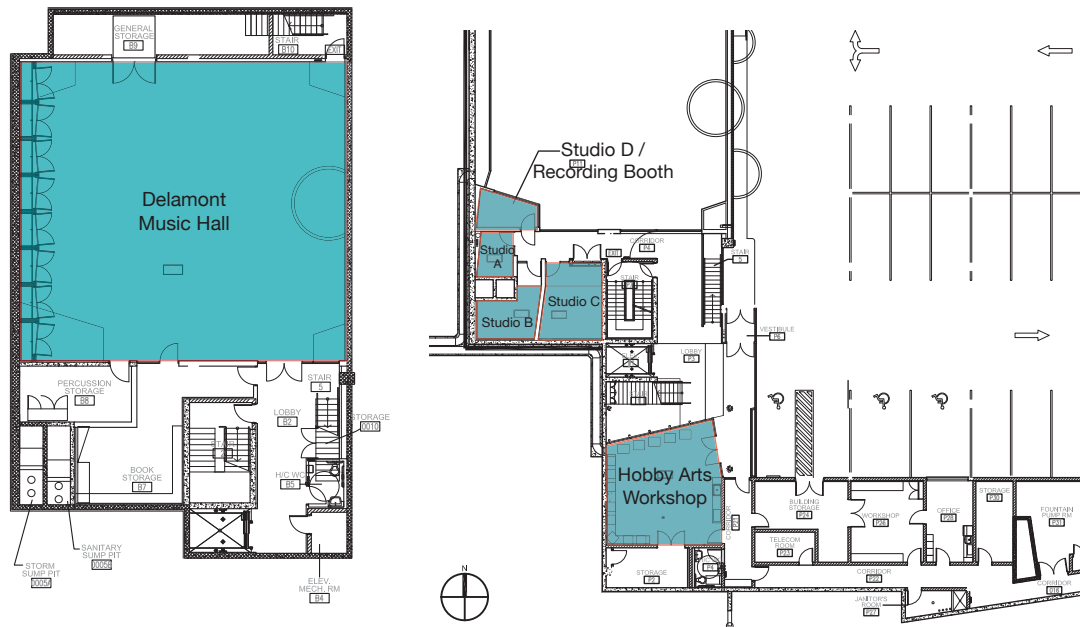


Figure 16: West Vancouver Community Centre main level programming spaces

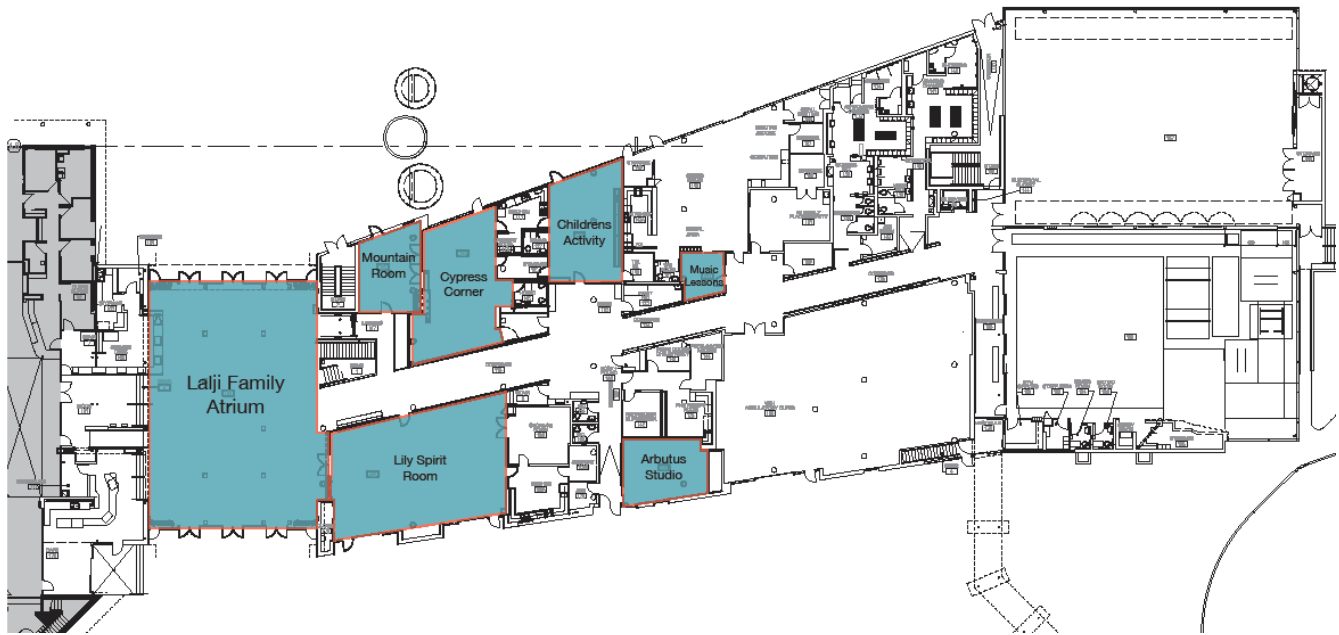


Figure 17: West Vancouver Community Centre level 2 programming spaces

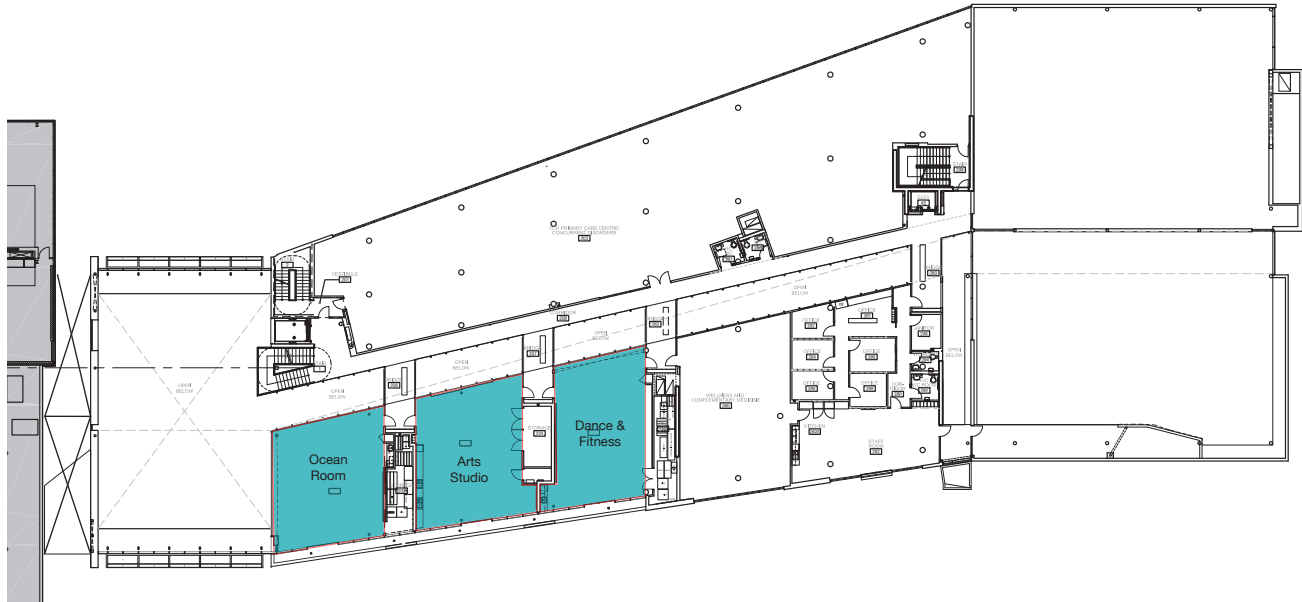
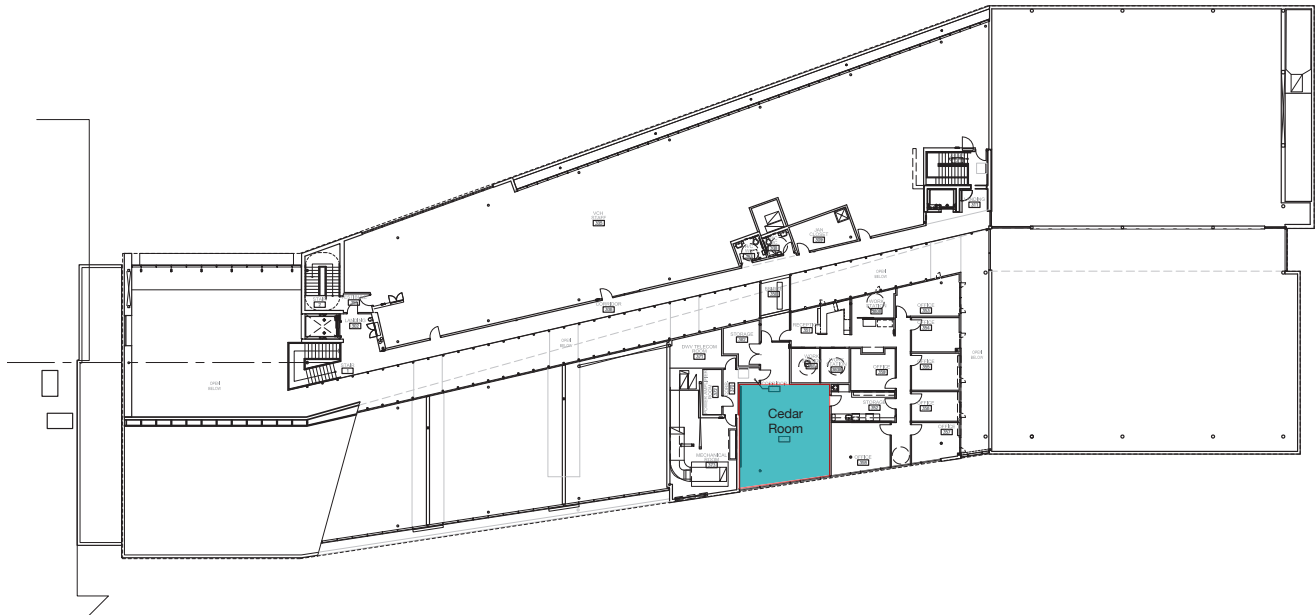


Figure 18: West Vancouver Community Centre level 3 programming spaces



The programmable spaces are varied in size, function and intended use. The table below identifies key factors with respect to each programmable space.

Table 14: Gleneagles Community Centre programming spaces

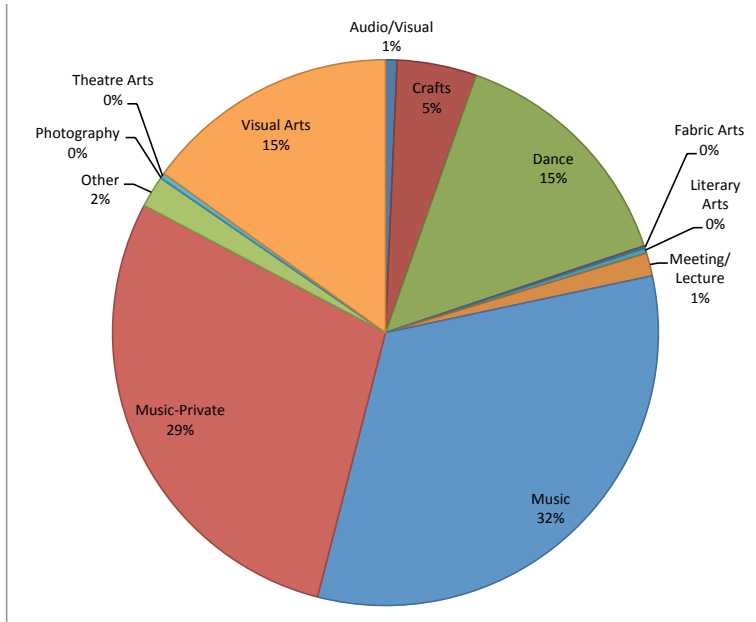
Room #	Room Name	Area (m ²)	Programming that occurs within space
P1	Hobby Arts Workshop	73.1	“Wet” workshop with worktables, stainless counters, utility sinks, storage, and power for hobby arts and creative experimentation. This space is used for music lessons, crafts, workshops and lectures.

Room #	Room Name	Area (m ²)	Programming that occurs within space
P9	Studio C	28	This space is used for private music instruction, music rehearsals and sound recording.
P10	Studio B	18	This space is used for private music instruction, music rehearsals and sound recording.
P11	Studio D / Recording Booth	12.8	Recording sound booth
P12	Studio A	18	This space is used for private music instruction, music rehearsals and sound recording.
B1	Delamont Music Hall	250	Private, acoustically-isolated room for presentations, rehearsals, gymnastics, music, dance, theatre arts and events.
101	Mountain Room	43	Multi-purpose room set up for boardroom meetings with whiteboard wall, small kitchenette, grand conference table for 14 chairs, and technology. This space is used for music lessons, youth programming and meeting and lectures.
102	Lily Lee Spirit Room	163	Multi-purpose room close to the Atrium, used for movement activities (fitness, dance, martial arts) and events (weddings, lectures). The room opens onto the back lawn and has a catering kitchen attached.
103	Cypress Corner	100	Pre-school friendly setting, used for child-minding for kids from eight weeks through six years of age. This space is also used for music lessons.
123	Children's Centre	65	Child-friendly play area, used predominantly for infant child-minding and Early Years programs. Visual art, music and workshops take place within this space.
136	Arbutus Studio	45	Multi-purpose studio with focus on rehabilitation, health and wellness programs. This space has been used for music lessons, dance and sport and recreation activities.
200	Ocean Room	91	Multi-purpose room for movement (dance, martial arts, yoga). Includes mirror wall, kitchenette, and sound system.
220	Arts Studio	98	Studio room with abundance of natural light for visual arts, with counter and sink and open floor space with moveable tables for instruction. Also used for meetings and rehearsals.
240	Dance and Fitness	94	Dance and fitness activities, training and rehearsals. Hardwood sprung floor, ballet barre, mirror wall, built-in sound system and kitchen nook.
361	Cedar Room	68	Lecture and meeting room set up for gatherings with up to 28 people with conference tables, chairs, and audiovisual technology. Carpeted room. Seldom used for arts and culture activities other than lectures/workshops.

4.1.8.3 Utilization

Arts and culture programs and activities account for ~26% of the overall use of WVCC. The following figure outlines the types of arts and culture programs and activities that take place at WVCC.

Figure 19: arts and culture make up of WVCC



As shown in the figure, music programming accounts for 61% of all of the arts and culture programs and activities that take place at WVCC, based on 2018 booking data. Visual arts and dance activities are the second largest arts and culture activity offered at WVCC, which accounts for 30% overall.

The total arts and culture programs and activities represent ~8,500 hours over 2018.

The available capacity for programs and activities at WVCC has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that each programmable space has between 10%-40% available capacity for all programs and activities during peak time (9am to 11am and 3pm to 7pm). This equates to ~20,000 hours over the course of 1 year for all programming including all sports and recreation, community, and arts and culture programming and activities.

4.1.8.4 Observational Data

There are a number of qualitative factors that impact programming/activities and space utilization. These factors are not captured in the quantitative analysis, but must be considered when looking at overall building utilization. Observational data (such as the functionality of the room for the purpose) has been used to provide a qualitative lens on utilization and programming possibilities.

- Room Functionality**

 - The functional appropriateness of the programming rooms within WVCC are considered to be very good. The facility has been designed for program flexibility and therefore can accommodate a wide range of programming types.
- Program Support**

 - Program support spaces have been well thought out and there is no apparent issue with administration or program storage space.
- Building/Room Configuration**

 - The building and room configurations do not result in any notable inefficiencies. During peak times the facility can be very noisy resulting from recreation activities and therefore is not always suitable for arts and culture programs.
- Building Systems**

 - There are no identified issues with the building systems.
- Location**

 - The location of WVCC is central to West Vancouver and likely impacts the number of visitors it receives per year. Adjacent to the Centre is the Seniors' Activity Centre.

4.1.9 West Vancouver Memorial Library

The West Vancouver Memorial Library (Library) is located at 1950 Marine Drive. The Library was originally constructed in 1950 and has since seen a number of major renovations to adapt to the changing community demand. Recently the facility received funding for a Capital Retrofit project (completed in 2013), which addressed key building areas of concern at the time (included replacing windows, installing CO2 ventilation, combining mechanical system controls, replacement roof, and integrated mechanical systems). The Library is ~1,150 m² and is 3-stories with a variety of programming spaces.



The Library is open to the public 7 days per week and closed on statutory holidays. The following table outlines the Library’s hours of operation. Special functions including music performances are conducted outside of regular hours on an as-scheduled basis.

Table 15: West Vancouver Memorial Library operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation	10:00am to 9:00pm	10:00am to 9:00pm	10:00am to 9:00pm	10:00am to 9:00pm	10:00am to 6:00pm	10:00am to 5:00pm	10:00am to 5:00pm

The facility features 3 floors of public access and support space including 5 programming spaces. The programming spaces are identified in the floor plan figures that follow. The basement and the second level have not been included as these floors provide administration and library support functions.

Figure 20: Library lower level programming spaces

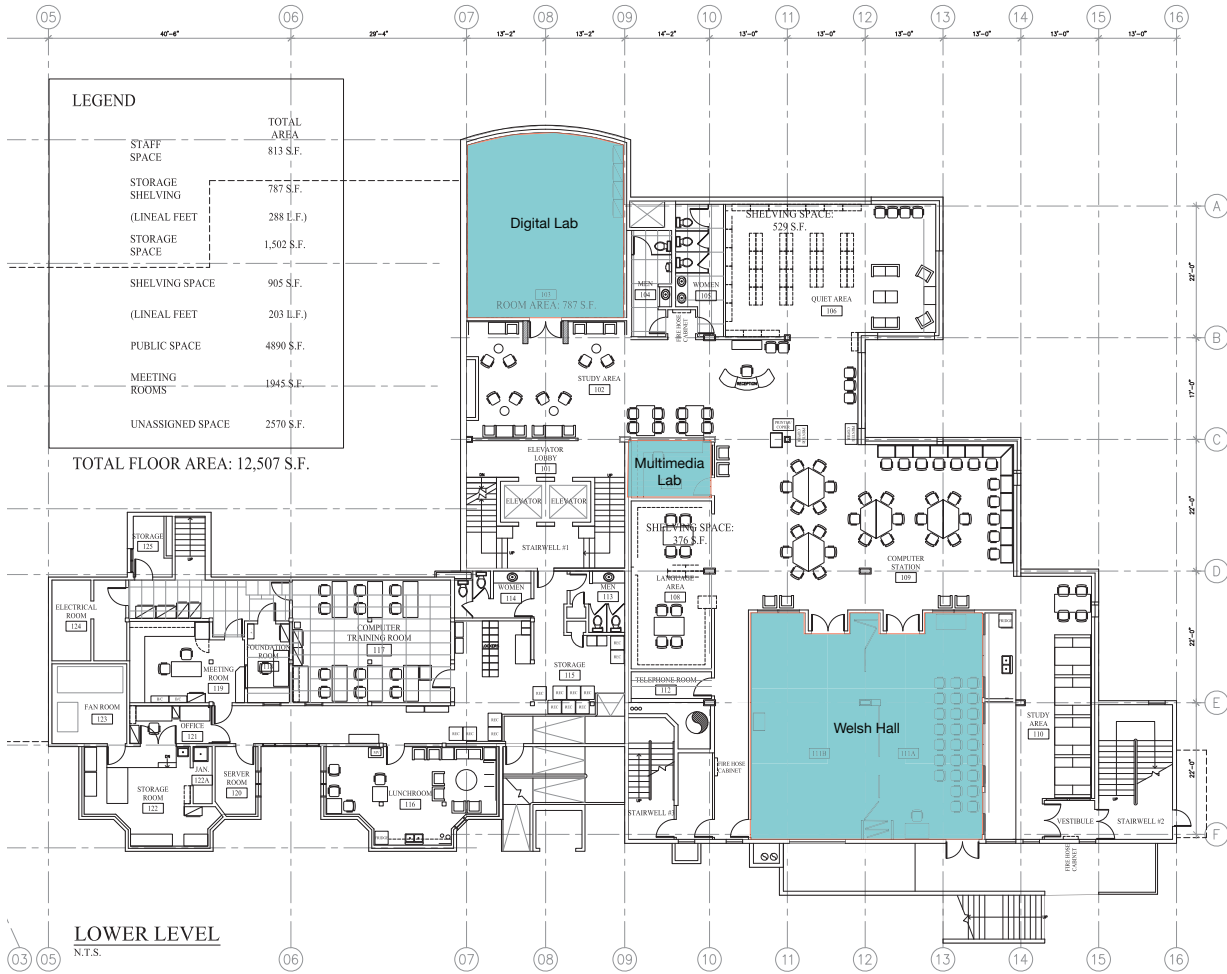
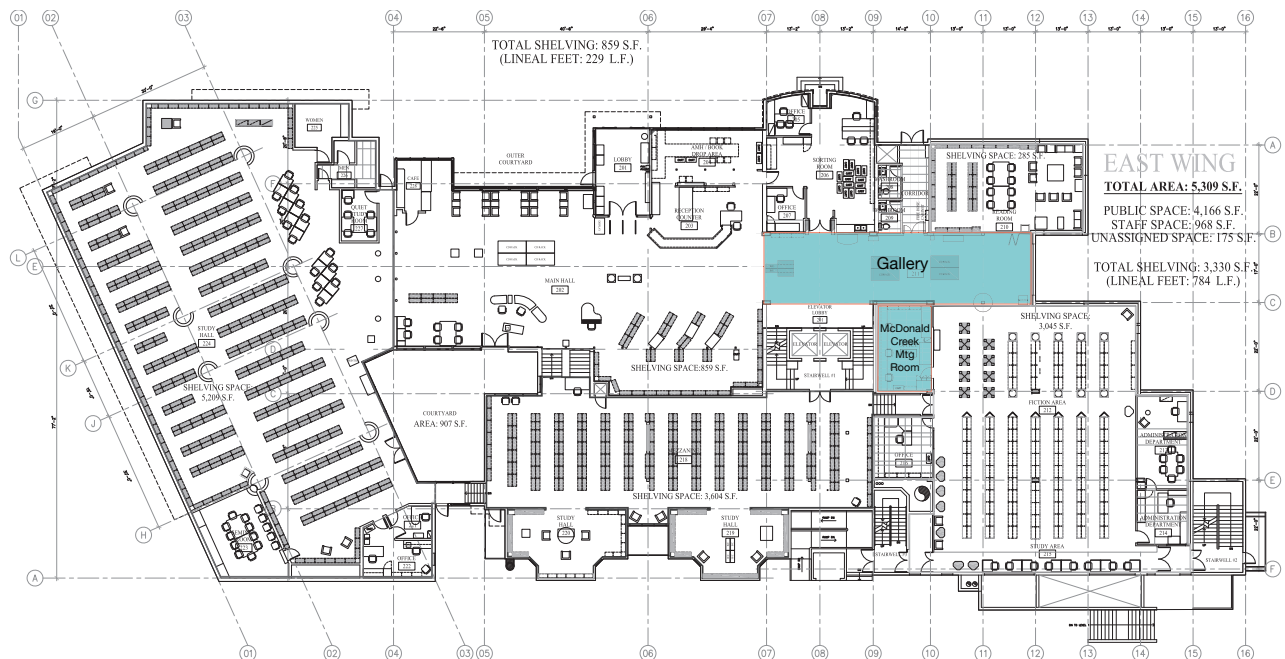


Figure 21: Library main level programming spaces



The programmable spaces are varied in size, function and intended use. The table below identifies key factors with respect to each programmable space.

Table 16: Library programming spaces

Room #	Room Name	Area (m ²)	Programming that occurs within space
103	Digital Lab	73	Presentations and lectures, workshops, digital education programs
107	Multimedia Lab	12	Recording sound lab
111A/B	Welsh Hall	130	Meetings, workshops, movie nights, lectures, puppet show, music ensembles
211	Gallery	108	Art exhibitions: could include textile displays, pottery, and paintings. 6 exhibits are displayed throughout the year.
217	McDonald Creek Meeting Room	25	Knitting groups, board game group, workshops, lectures, meetings

In addition, the Library will also use a portion of the Study Area on the Lower Level for art display purposes. Here, art is displayed 6 times per year and is usually in relation to the exhibition displayed on the main floor Gallery.

The Main Hall of the Library is periodically used for special events such as Friday Night Open Concert series, Friends of Library Events and Remembrance Day receptions. In the past the Hall has also been used for events such as Meet the Mayor, Chinese New Year and Library Foundation events. When the Hall is used for such events, staff are required to move a significant amount of stationary furniture to make enough room for patrons (up to 400 people).

4.1.9.1 Utilization

The utilization of the Library programming spaces could not be analyzed due to the lack of available booking information. Using summarized 2018 data, it was estimated that approx. 15% of the events/programs offered at the Library are related to arts and culture. It was noted that the library does have additional capacity for more arts and culture programming as long as it follows the strategic planning directions of the Library.

4.1.9.2 Observational Data

From the facility tour, a number of observations were identified that impact service delivery at the Library. The factors identified are:

- Room Functionality**
 - The functional appropriateness of the programming rooms within the Library are considered to be very good. The facility can accommodate a wide range of activities from within its spaces.
- Program Support**
 - Program support spaces have been well thought out and there is no apparent issue with administration or program storage space.
- Building/Room Configuration**
 - The building and room configurations do not result in any notable inefficiencies or issues.
- Building Systems**
 - There are no identified issues with the building systems.
- Location**
 - The location of Library is central to West Vancouver and likely impacts the number of visitors it receives per year.

4.1.10 West Vancouver Seniors' Activity Centre

4.1.10.1 Overview

The Seniors' Activity Centre (SAC) is located at 695 21st Street adjacent to the West Vancouver's Community Centre and Recreation Facility. The ~2,535 m² Centre is owned and maintained by the District of West Vancouver and operated by a not-for-profit group. The Centre focuses on providing a wide range of programming for community members aged 55+ including fitness, education, woodworking, photography and social games, amongst many others.



In addition to funding received from the District each year, the SAC manages a number of profitable fundraisers to help cover the costs associated with programming. In 2018, Sacs on 21st (the on-site store) raised ~\$85,000 from the sale of donated items.

The Centre is operational Monday to Sunday and closed on Statutory Holidays. The following table outlines the Centres hours of operation.

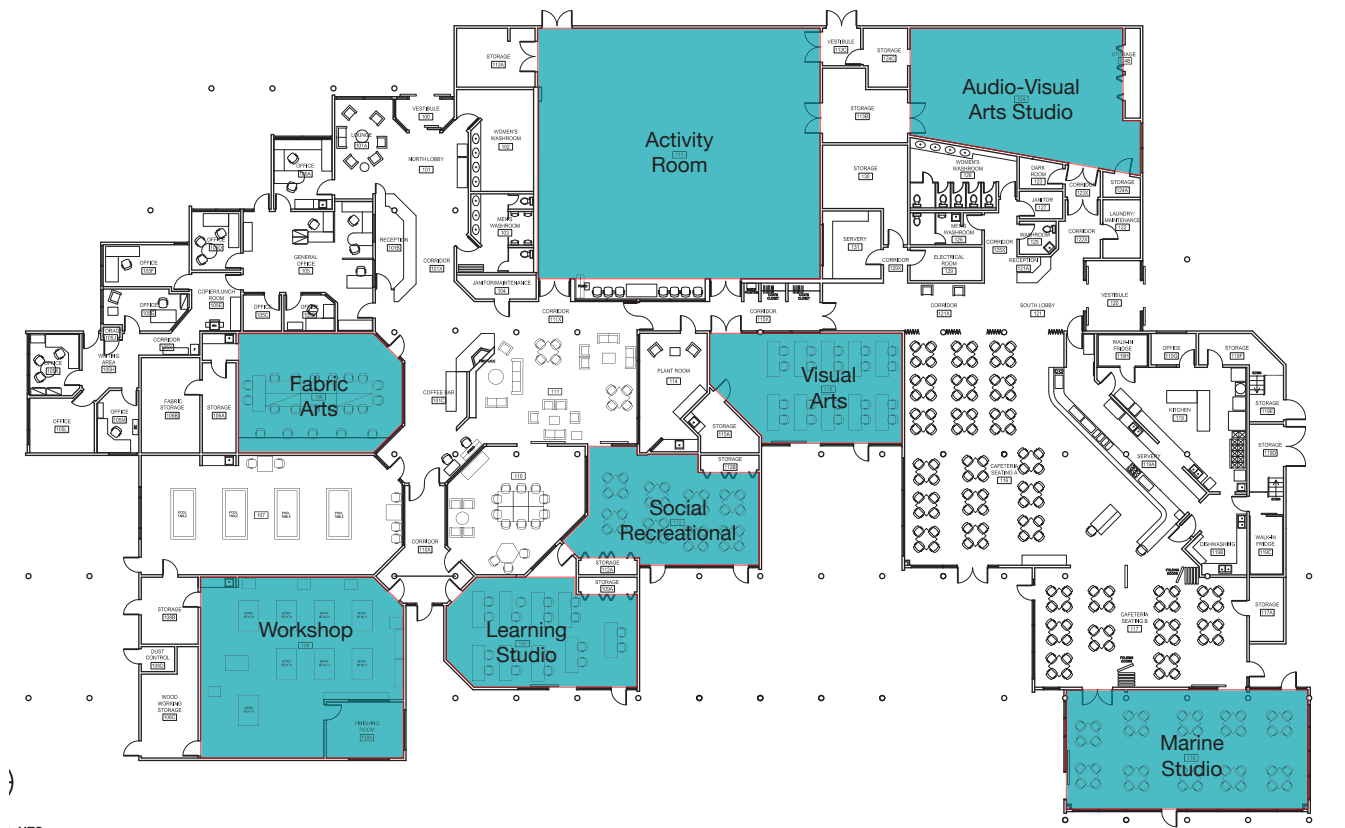
Table 17: Gleneagles Community Centre operating hours

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Hours of Operation	7:30am to 9:00pm	7:30am to 9:00pm	7:30am to 9:30pm	7:30am to 9:00pm	7:30am to 5:00pm	8:30am to 4:00pm	10:00am to 4:00pm

4.1.10.2 Arts and Culture Spaces

The facility features a 1-storey floor plan with 8 programmable spaces and a number of drop-in rooms and support spaces. The spaces primarily used for programming within the SAC are shown in the following figure.

Figure 22: Seniors Activity Centre main floor programming spaces



The programmable spaces are varied in size, function and intended use. The table below identifies key factors with respect to each programmable space.

Table 18: Seniors Activity Centre programming spaces

Room #	Room Name	Area (m ²)	Programming that occurs within space
106	Fabric Arts Studio	70	Quilting, crafts, tailoring, language classes, stamp club, theology discussions, lectures.
108	Woodworking Workshop	120	Woodworking classes and drop-in woodworking
109	Learning Studio	76	Workshops, ukulele lessons, fitness classes, computer classes, garden club, writers circle, volunteer training.
112	Social Recreation Room	70	Group conversations, book club, bridge, creative writing, language lessons, ladies social club, cycling classes.
113	Activity Room	275	Fitness classes, bridge, movement classes, internal and external special events, table tennis, fencing, craft fair, evening dances, lectures, meetings, concerts.
115	Visual Arts Room	73	Painting studio, calligraphy, ukulele lessons, digital storytelling, workshops, and volunteer orientation.
118	Marine Room	108	Private dining, parties, fitness, lectures, bird watching group, fitness, book club, luncheons.

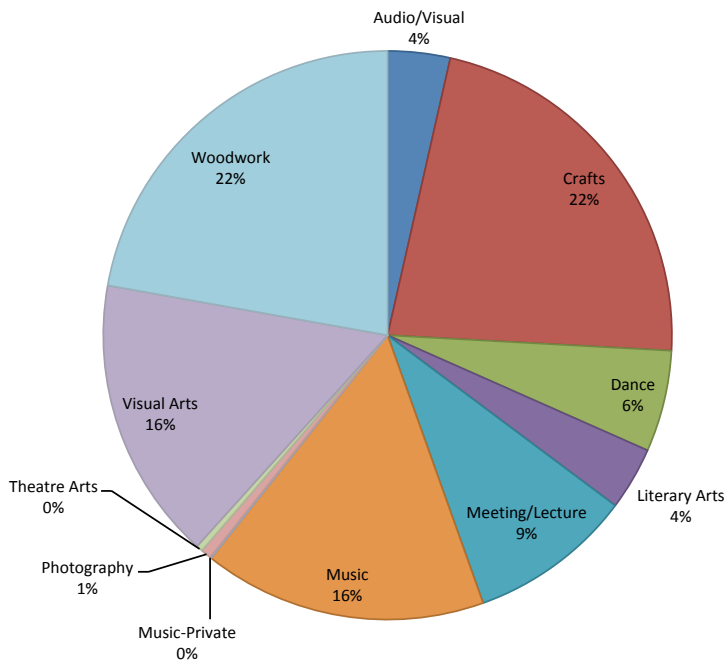
Room #	Room Name	Area (m ²)	Programming that occurs within space
124	Audio Visual Arts Studio	103	Heritage choir, music ensemble practices, music lectures, piano lessons, photography club, yoga, fitness classes, movie nights, lectures, workshops.

For large/special events, the SAC will use multiple programmable spaces as well as the cafeteria and circulation space. The Flea Market that happens each year requires the use of the entire facility.

4.1.10.3 Utilization

Arts and culture programs and activities account for ~44% of the overall use of Seniors’ Activity Centre. The following figure outlines the types of arts and culture programs and activities that take place.

Figure 23: Arts and culture make up of the Seniors’ Activity Centre



As shown in the figure, crafts and woodwork programming accounts for 44% (22% per) of all of the arts and culture programs and activities that take place at the facility, based on 2018 booking data. Visual arts and music activities are the third and fourth largest arts and culture activity offered at the SAC, which accounts for 32% overall.

The total arts and culture programs and activities represent ~5,050 hours over 2018.

The available capacity for programs and activities at the SAC has been calculated for each programmable space within the facility. The outcomes of the analysis indicate that each programmable space has between 1%-35% available capacity for all programs and activities during peak time (9am to 3pm). This equates to ~7,400 hours over the course of 1 year for all programming including all non arts and culture activities.

4.1.10.4 Observational Data

There are a number of qualitative factors that impact programming/activities and space utilization. These factors are not captured in the preceding quantitative utilization but should be considered when looking at overall building utilization. The observational data will either positively or negatively affect the programming and utilization. Observational data is presented below.

- Room Functionality** • The functional appropriateness of the programming rooms within the SAC are considered to be very good. The facility was originally constructed to support program flexibility and therefore can accommodate a wide range of programming types.
- Program Support** • The availability of programming storage is quickly becoming an area of concern for the SAC staff. Although the Centre does not currently seem to be experiencing overcrowding, it will likely become a concern in the near future.
- Building/Room Configuration** • The configuration of the Seniors Centre is efficient and there are not any glaring issues that would affect programming.
• The size and shape of the programmable spaces within the SAC are appropriate for the activities taking place within them.
- Building Systems** • There were no noted building system shortfalls.
- Location** • The location of the SAC is considered a strength of the SAC. The Centre is centralized to West Vancouver's downtown and has frontage onto Marine Drive, which is a bustling access road.
- Other** • The clientele of the Seniors Centre predominantly prefer to visit the Centre during the day time (~9am-3pm), which results in peak booking times throughout the day.

4.2 Other Community Facilities and Organizations

There are a number of other facilities and organizations within West Vancouver that offer arts and culture programming and/or activities, through infrastructure not owned by the District. These facilities and organizations have been engaged through one or more of the following methods: teleconference, facility survey, and/or follow-up teleconference. The section below summarizes the trends and findings from the community facilities and organization engagement process. It is organized by: community organizations and facilities, parks, and schools.

4.2.1 Community Organizations and Facilities

It is important to consider other community facilities and organizations in the scope of this assessment to develop a deeper understanding of the arts and culture ecology in West Vancouver, including possible latent demand that is not met by the District. As mentioned earlier, considerable effort to engage community arts and culture organizations was carried out for the 2018 Facility Needs Assessment (completed by others). A survey was distributed via email to 49 responding organizations and facility operators (both independent and District operated). In 2019, the District re-issued the survey to 9 community organizations via emails and phone calls. In total, 31 community organizations responded to the 2018 survey and 9 additional organizations responded to the 2019 re-issued survey. The following table summarizes the survey respondents by organization focus.

Table 19: Survey responses by community organization focus.

Organization Focus	2018 Respondents	2019 Respondents
Carving	1	1
Ceramic Arts	1	0
Dance	1	2
Festival/Event	1	0
Heritage	3	0
Music	7	0
Place of Worship	4	4
Private Rental Facility	1	2
Restaurant	1	0
Society	2	1
Theatre Arts	4	0
Visual Arts	5	1
Total	31	11

Community arts and culture organizations in West Vancouver occupy a variety of different spaces such as: workshops, exhibition, storage, office administration, rehearsal, and retail. The vast majority of respondents indicated they rent spaces from a number of different facilities throughout the District and neighbouring municipalities. The following section provides a high-level overview of some of the difficulties community organizations are experiencing with their current space.

- Exhibition**
 - A number of organizations expressed a need for additional exhibition/gallery space throughout high-traffic circulation zones in facilities (i.e. reception, entry/exit).
 - Organizations identified that exhibition/gallery space is very expensive and there is demand for affordable exhibition space.
- Rehearsal**
 - Organizations indicated a lack of available rehearsal spaces needed to foster new production and participation opportunities. The spaces need to have good acoustics, sound proofing, and adequate space to accommodate all activities.
- Workshop**
 - Respondents often identified available workshop space as being undersized.
 - Organizations that operate in private workshops identified that rent is very expensive and a drain on finances.
- Storage**
 - The majority of organizations identified a lack of affordable adequate storage space.
 - Organizations resorted to using private storage facilities. These facilities are relatively expensive; a number of organizations identified rent as being one of their top expenses. Storage areas that are separate from an arts and culture facility is quite inefficient for members and organizations.
- Office Administration**
 - Several organizations identified a need for administrative offices and multiuse space to conduct meetings, store documents, and perform a number of other administrative tasks. Spaces designated to these functions are required to support the growth of these organizations.

- Retail Space** • Organizations, particularly those who operate art studios, identified a need for retail space. Retail spaces offer an opportunity for individual artists or groups to sell their work for profit and help to counter expensive rental costs.

4.2.2 West Vancouver Parks

West Vancouver contains a wealth of parks and outdoor spaces that are used to host a variety of different community events. According to the West Vancouver Parks Master Plan, there are more than 104 parks in the District, which include: community, school sites, neighbourhood, destination, and shoreline access. The District-owned, community parks include: Ambleside, Caulfeild, Cypress, Dundarave, John Lawson, Lighthouse, Memorial, Whyte Lake, and Whytecliff.

In 2018, the District hosted more than 60 events in the community parks. The types of events generally included: arts, cultural, recreational, special events and Farmers Markets. In total, 864 hours (147 days) of events were held in community parks. The table below summarizes the number of total hours by event type.

Figure 24: Type of events and hours held in community parks in West Vancouver.

Event Type	Number of Hours	% of Total	Days with Events	Examples of event types
Arts	241	28%	44	Harmony Arts Festival, Opus Outdoor Painting Challenge, Leslie Jane Fashion Show
Cultural	87	10%	16	Coho Festival, Norooz Fire Festival, WVPD Family Carnival
Recreation Event	101	12%	22	Knee Knacking Run, Terry Fox Run, Gran Fondo, Bike to Work Week
Special Event	330	38%	39	Ridgeview School May Fair, Lions Club Easter Egg Hunt, Remembrance Day Ceremony, Pumpkin Festival
Farmers Market	105	12%	26	Farmers' Market held at Ambleside
Total	864	-	147	

Speaking with Park booking representatives, it was noted that there is ample capacity for additional events to take place during the summer and winter months. Certain factors have occasionally impacted event bookings, such as noise restrictions, and whether the parks have access to running water, electricity, and/or a covered area.

4.2.3 West Vancouver Schools

West Vancouver School District 45 operates 14 primary/elementary schools, and 3 secondary schools. These facilities are vital parts of the social infrastructure as they are utilized for a breadth of community activities. The schools offer a wide range of suitable spaces that could be used for arts and culture activities but are not for a number of reasons.

According to the West Vancouver Schools Rental Department, these schools have traditionally been rented for recreational activities, seldom for arts and cultural programming. Classrooms are rarely used as they often contain personal/confidential information, and expensive multi-media equipment.

Gymnasiums are typically more basic spaces and can be properly secured and monitored. Libraries and theatres are rented to a select number of organizations following a thorough vetting process as these spaces contain very expensive technical equipment. Other deterrents for community organizations using School District 45 spaces include:

- No long-term tenure options for rental spaces, only hourly.
- No use of on-site storage. This has been tried in the past but many issues were experienced with space sharing.
- Limited operational hours following regular school hours.
- Perspective renters must pay a cleaning fee that often entails paying a school custodian overtime rates. This is often too expensive for most community organizations.
- Community organizations must have adequate liability insurance to use school spaces. This is often prohibitively expensive.

In addition to School District 45, there are three independent schools in the District: Collingwood – Wentworth (JK-7), Collingwood – Morven (8-12), and Mulgrave (JK-12). Mulgrave Independent School offers a number of spaces for rent, including a theatre performance space (the 2nd theatre performance space within West Vancouver), classrooms and meeting room. Information on the types of organizations using the spaces within the Independent schools was not gathered during the study.

4.3 Facility Rental Information

Rental expenses are an important factor when assessing facility feasibility for arts and culture organizations within West Vancouver. Arts and culture spaces may be available to the community but at a cost that is prohibitive to the smaller groups. The following table presents the hourly rental fees for District-owned facilities, places of Worship, Parks and School District 45 broken down by space type and capacity.

Table 20: Facility rental costs

Space Type	Capacity (Standing)	Hourly Rate (\$)					
		Commer.	Non-Profit, Adult	Non-Profit, Senior	Non-Profit, Youth	Non-Profit, Child	Private
Exhibition	65	41.60	10.80	9.20	7.60	6.50	36.20
Multi-Purpose	55	51.10	25.50	21.70	11.20	9.60	38.40
	350	71.70	35.90	30.50	18.80	16.10	53.80
	500	113.40	56.70	48.20	39.70	34.00	85.10
Office Administration	14	57.50	28.70	24.40	20.10	17.30	43.10
	60	71.60	35.80	30.50	25.10	21.50	53.70
Performance	150	*198.00	*134.80	-	-	-	-
	500	*404.00	*293.50	-	-	-	-
Rehearsal	60	57.50	28.70	24.40	20.10	17.30	43.10
	150	*160.30	*112.50	-	-	-	-
	500	*312.50	*230.80	-	-	-	-
Workshop	75	57.50	28.70	24.40	6.70	5.80	43.10
Place of Worship (n=3)							
Multi-Purpose	55	-	30				65

Space Type	Capacity (Standing)	Hourly Rate (\$)					
		Commer.	Non-Profit, Adult	Non-Profit, Senior	Non-Profit, Youth	Non-Profit, Child	Private
	75	-	45	45	45	45	120
Parks							
Outdoor	-	300	150	150	150	150	300
**School District 45							
Classroom	25	45.75	23.75	-	14.75	14.75	-
School Library	75	45.75	23.75	-	14.75	14.75	-
Secondary Cafeteria	150	79.25	40.25	-	23.75	23.75	-
Elementary Gym	100	81.50	43.50	-	26.75	26.75	-
Secondary Gym-Small	150	85.00	45.75	-	29.25	29.25	-
Secondary Gym-Large	380	136.00	68.50	-	35.00	35.00	-
Mulgrave Independent School							
Performance	500	413	288			-	
Meeting/Lectures (4 classrooms and meeting room)	75	313	250			-	
Movement	-	125	60			-	

*Kay Meek theatre rental information based on an average 4-hour performance. Rental costs exclude additional fees, equipment rental, and use of the lobby. Rental information based on weekday rate.

** School space type capacity based on Ministry of Education – Area Standards (05/2012).

Most District-owned facilities offer six different rental rates (from high to low):

1. Commercial organizations are classified as profit-oriented businesses that intend to sell a product/service or attract/reward customers.
2. Private organizations are classified as not commercially driven and purposes include: recognition, celebration, and/or fundraising.
3. Non-profit organizations are classified as groups that are a registered society or charity that do not have a profit-making mandate. Rates are discounted by age cohorts from Adult (18-64), to Senior (>65), Youth (12-18), and Child (<11).

4.3.1 Observations

Overall, District-owned facilities offer the lowest rental fees to non-profit groups, especially youth and child-age cohorts. The fees are considered appropriate with respect to what is available within West Vancouver but it is important to note that a number of arts and culture organizations mentioned that even the District rates can often be prohibitive for smaller programs and activities.

4.3.1.1 Theatre Performance

Kay Meek’s theatre is a performance/rehearsal facility with highly sophisticated equipment used to host a number of professional performance events. The rental rates gathered from the facility website are based on performance length. For the purposes of this report, a performance length of 4 hours was assumed to determine an average hourly rental rate. This excludes all additional fees, equipment rentals, and the use of the lobby. As such, rental expenses for Kay Meek are relatively expensive

compared to other District facilities. This prohibits a number of community organizations from hosting events at this location.

The only other theatre performance space within West Vancouver for community rentals is the theatre performance space at Mulgrave Independent School. The performance space is ~\$400/hour for non-profit groups and therefore relatively inaccessible for many smaller theatre arts groups. Groups requiring rehearsal space, rather than performance space, cannot afford to use this facility.

4.3.1.2 Places of Worship

Rental information for places of worship was gathered from three separate facilities. Each place of worship provides a private and non-profit rate. In comparison to District-owned spaces of similar capacity the rental rates for places of worship are slightly more expensive.

4.3.1.3 School District

School District 45 rents all 17 of their facilities to vetted commercial and non-profit groups. Schools offer a considerable discount for non-profit organizations similar to District facilities. School District 45 rates are similarly priced to District-owned facilities with similar capacities for non-profit groups and approx. double the cost for private groups.

4.4 Community Storage Offerings

A number of the respondents to the community arts and culture engagement made mention of the lack of available storage for programming and activity related supplies and equipment. The District of West Vancouver staff prepared a summary of the available local storage spaces and the costs associated with each, with additional information supplemented by Cornerstone Planning Group. This information is presented within this report to qualify the reader to the available commercial storage spaces. The location and suitability of the storage spaces are not analyzed in detail but a high level overview is provided. The following table presents various space and associated costs for commercial storage within West Vancouver and North Vancouver. Rates presented have been averaged across the facilities.

Table 21: Available commercial storage spaces within West Vancouver and North Vancouver

Storage Size (m ²)	\$/Month	Average \$/m ²
<2	66	38
2-4	96	32
4-6	135	28
6-8	192	27
8-10	303	33
10-12	308	26
14-16	350	21
16-19	595	32

The two main deterrents for community organizations using commercial storage spaces are costs and inefficiencies with having to transport storage contents to another facility for programming. One community organization identified storage costs as being over one-third of their total annual

operating budget. This does not include the extra time and cost included in transporting the storage contents to an arts and culture facility multiple times per week. Having separate storage facilities is extremely inefficient for community groups. Ideally, these storage facilities would be as close as practicable to their arts and culture space.

This research has shown that there is currently unmet demand for arts and culture storage space in the District.

4.5 Summary of West Vancouver Arts and Culture

The following table summarizes all the arts and culture programs and activities that take place within West Vancouver by space archetype. Space archetypes are used to differentiate the types of activities that certain spaces can support. For example, spaces appropriate for ceramic arts are very different from meeting/lecture spaces and therefore they are categorized under a different archetype. This information will assist in contextualizing the current capacity and future space requirements to support arts and culture in West Vancouver. For a detailed description of each space archetype, please see the Appendix.

Table 22: West Vancouver arts and culture programs and activities summary

Archetype	Known Hours/year *	Kay Meek Estimate (hours/year) **	Library Estimate (hours/year) ***	Total hours/year	Notes
Ceramic Arts	1,330	0	0	1,330	
Gallery	3,630	0	1,630	5,260	
Meeting/ Lecture	690	300	815	1,805	
Movement	1,510	0	0	1,510	Large movement performances are included within Theatre Arts
Multi-purpose	6,590	0	815	7,405	
Music Large	3,900	0	163	4,063	Large music performances are included within Theatre Arts
Music Small	2,760	0	0	2,760	Private music lessons
Special	1,400	0	163	1,563	Includes woodwork shop, hobby arts, special event spaces
Theatre Arts	540	2,080	0	2,620	Includes performance space for large movement, music and special events requiring a stage/theatre atmosphere
Total				28,315	

*Includes all booked programs and activities in 2018 using District of West Vancouver's ActiveNet booking software. Facilities included: Gleneagles Community Centre, Art Museum, Ferry Building, Silk Purse, Music Box, West Vancouver Community Centre, and Seniors' Activity Centre.

**Kay Meek hours have been estimated based on 2018 booking data. It is assumed that meetings/lectures requires a 50% increase in time for set up/take down and theatre arts requires 400% increase for rehearsal, set-up and take down.

***Library hours have been estimated based on a 2018 event summary provided by the Library. It is assumed that the gallery is used for exhibitions 50% of the year, meeting/lectures and multipurpose activities take place approx. 25% of the available time per year and large music performances and special events take place 5% of the available time per year.

With an understanding of the amount of programming and activities offered from the District-owned facilities (and Kay Meek Arts Centre), we can explore the types of spaces available to support those activities. The table presented below categorizes the existing arts and culture spaces within West Vancouver by best archetype. This list represents all of the spaces available for arts and culture programming at 10 facilities (District-owned and Kay Meek Arts Centre). Each space has been ranked in terms of suitability of the space for the intended activities, suitability of the support space for the intended activities, and the facility condition. They have been ranked using the following scale:

- Good = G**
- Acceptable = A**
- Poor = P**

Spaces with a poor rating in each of the 3 ranking categories have been highlighted in **red**.

Table 23: West Vancouver arts and culture room ranking

Space Archetype	Facility	Room Name	Suitability of space for intended activities	Suitability of support space for intended activities	Facility Condition
Ceramic Arts	GECC	Pottery Studio	G	A	G
Gallery	Art Museum	Gallery A, B & C	P	P	P
	Ferry Building	Gallery	P	P	P
	Silk Purse	Gallery	P	P	P
	Library	Gallery	G	A	G
Meeting/ Lecture	GECC	Living Room	A	A	G
	GECC	Whytecliff Room	G	A	G
	Seniors Centre	Audio Visual Art Studio	A	A	A
	Seniors Centre	Marine Studio	G	A	A
	WVCC	Cedar Room	G	G	G
	Library	Digital Lab	G	A	G
	Library	Welsh Hall	A	A	G
Movement	WVCC	Dance Fitness Studio	G	G	G
	WVCC	Ocean Room	G	G	G
Multipurpose	Art Museum	Education Studio / Meeting Room	P	P	P
	GECC	Seaview Room	G	G	G

Space Archetype	Facility	Room Name	Suitability of space for intended activities	Suitability of support space for intended activities	Facility Condition
	Music Box	Harmony Studio	P	P	P
	Silk Purse	Art Studio	P	P	P
	Seniors Centre	Activity Room	G	A	G
	Seniors Centre	Visual Arts Room	G	A	G
	Seniors Centre	Fabric Arts Studio	G	A	G
	Seniors Centre	Learning Studio	G	A	G
	Seniors Centre	Social Rec Room	G	A	G
	WVCC	Arbutus Studio	G	G	G
	WVCC	Arts Studio	G	G	G
	WVCC	Lily Lee Spirit	G	G	G
	WVCC	Mountain Room	G	G	G
Music Large	WVCC	Music Hall	G	G	G
Music Small	GECC	Larson Room	P	P	G
	WVCC	Music Studio A	G	A	G
	WVCC	Music Studio B	G	A	G
	WVCC	Music Studio C	G	A	G
Special	Seniors Centre	Woodwork Workshop	A	A	G
	WVCC	Hobby Arts	G	G	G
	Library	Multimedia Lab	A	P	G
Theatre Arts	Kay Meek	Grosvenor Theatre	G	G	G
	Kay Meek	Studio Theatre	G	A	G
	Music Box	Upstairs Studio	P	P	P

The spaces that are highlighted in red in the table above represent rooms within the District's facilities that are not suitable for their current uses, have insufficient/inappropriate support spaces and are in poor condition. These represent the existing spaces that require immediate attention regardless of the unmet community demand and expected future growth. To summarize the suitability and condition on a facility basis, the following table has been developed.

Table 24: Suitability and condition of existing facilities

Facility	Suitability of space for intended activities	Suitability of support space for intended activities	Facility Condition
Art Museum	P	P	P
Ferry Building	P	P	P
Gleneagles Community Centre	G	G	G
Kay Meek Arts Centre	G	G	G
Music Box	P	P	P

Facility	Suitability of space for intended activities	Suitability of support space for intended activities	Facility Condition
Seniors' Activity Centre	A	A	A
Silk Purse	P	P	P
West Vancouver Community Centre	G	G	G
West Vancouver Memorial Library	G	G	G

It can be seen that there are four facilities that have received a poor ranking across each of the three different criteria. The Art Museum, Ferry Building, Music Box and the Silk Purse are all considered to be inappropriate for their current programming and activities. Please note that there are existing plans to restore and upgrade the Ferry Building. The plans assume that the building footprint remains the same and the structure/envelope is upgraded. No changes are expected for the building layout and/or support spaces.

5. Future Arts and Culture Demand

To quantify the future arts and culture demand in West Vancouver, multiple factors were considered. The factors and their underlying assumptions are presented in the following list:

1. Latent Community Demand: Represents the community's demand for arts and culture programs and activities that currently exists, but has not yet been quantified. This is a one-time factor that is applied to the current known demand to account for current unmet demand.
2. Population Growth: It is assumed that the population growth rates presented within West Vancouver's OCP are representative of future growth, and that the growth of arts and culture programming will increase proportionately to population growth over the next 20 years.
3. Population Demographics: According to the demographic trends identified within West Vancouver's OCP, the fastest growing demographic is residents between the age of 60 and 80. This demographic represents a significant portion of the users of the arts and culture mosaic. An added growth factor has been applied to the future demand to reflect the changing West Vancouver demographic.
4. District of West Vancouver Strategic Directions: The District of West Vancouver has identified arts and culture as a key area of focus for economic development and community satisfaction. Therefore, it is likely that the demand for arts and culture will increase as the District increases promotion and awareness.
5. Community Growth Requirements: A number of community organizations and facilities (through the community engagement process) have identified requirements for future growth. These requirements are:
 - Access to support spaces, primarily program and activity storage and administration space.
 - Access to reasonably priced rental arts and culture spaces including multipurpose, rehearsal, performance, gallery and meeting/lecture spaces.
 - Access to intimate multipurpose spaces suitable for visual arts programs and special events.
 - Financial support from the District of West Vancouver for arts and culture programs and activity growth.
 - Access to artist-in-residence/studio space for West Vancouver resident artists.
 - Access to intimate, inspirational spaces that promote artistic expression, similar to those of the Silk Purse, Music Box and Klee Wyck.

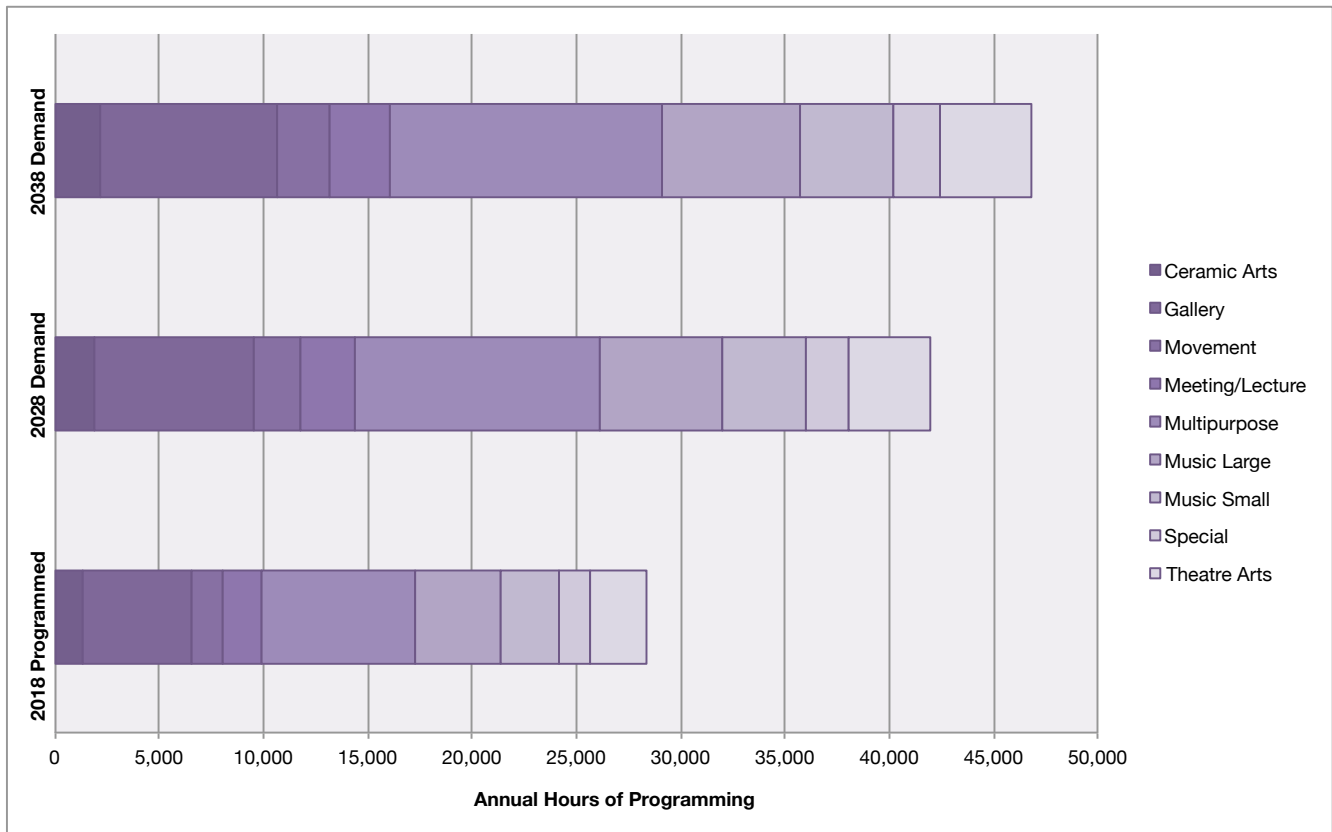
These planning factors (excluding the community growth requirements) and the archetypes presented in the preceding section were used to estimate the projected programming and activity demand by space type. The following table outlines the projected programming demand in hours per year.

As shown in the table, the space archetype that is expected to see the most growth over the next 20-years is Multipurpose, followed by Theatre Arts (includes rehearsal and performance space).

Table 25: Future demand of arts and culture in hours/year

Space Archetype	Current 2018 Programming Hours/Year	2028 Demand (Hours/year)	% increase over 2018	2038 Demand (Hours/year)	% increase over 2018
Ceramic Arts	1,330	1,944	46%	2,174	63%
Gallery	5,260	7,636	45%	8,510	62%
Movement	1,510	2,208	46%	2,461	63%
Meeting/Lecture	1,800	2,618	45%	2,915	62%
Multipurpose	7,400	11,700	58%	13,044	76%
Music L	4,070	5,900	45%	6,590	62%
Music S	2,760	4,014	45%	4,474	62%
Special	1,570	1,995	27%	2,226	42%
Theatre Arts	2,620	3,991	52%	4,451	70%
Total	28,320	42,004		46,843	

Figure 25: Changes in demand of arts and culture over 20 years



Using the outcomes from the future demand analysis, it was seen that there would be a shortage of gallery, multipurpose and theatre arts/rehearsal space in 2038. The shortage equates to approx. 9,200 hours of programming per year. In terms of physical spaces, this equates to 2-gallery spaces, 1-multipurpose (with capacity ranging from 15-50 participants) and 1 rehearsal space. The multipurpose space should support small musical and theatrical performances amongst many other activities.

6. Facility Development Options & Recommendations

The goal of the facility development options and recommendations is to provide space solutions to meet the current and future arts and culture demand of West Vancouver. The solutions should be flexible to support the changing demand of the community while focused enough to provide the community with a strong sense of identity and pride, and a firm understanding of project purpose. Each accommodation strategy:

- **Provides** a suitable amount of programming and support space for the projected arts and culture demand over the next 20-years. This considers the quantitative data analyzed as well as the qualitative data collected during user engagement.
- **Addresses** the known current issues with District-owned spaces and facilities. This considers facility suitability, functionality and condition.
- **Supports** the feedback received from the community arts and culture organizations and facilities.

Two facility development options have been prepared, each of which details requirements for all District-owned facilities. Both options were developed based on a number of the same planning parameters, and as a result there are some overlaps within the suggestions made. The common planning parameters used to develop both strategies are:

1. Strategies will only make recommendations for District-owned facilities. No recommendations address the Kay Meek Arts Centre or the community arts and culture facilities. Strategies assume that the community arts and culture facilities continue to offer programming and activities consistent with their offerings today.
2. No renovation or development recommendations are made for the Ferry Building, as there are existing restoration plans for the facility. Capital funding has not been approved for the restoration at the time of this study. The growth of the programming from within the Ferry Building is considered in the facility development options.
3. Strategies assume that the Music Box, Silk Purse and Art Museum programming needs to be accommodated in alternate locations, as these facilities are not functionally appropriate for their programmed activities. The strategies assume that the Music Box, Silk Purse and the Art Museum are not used for arts and culture programming in the future.
4. The demand analysis showed that there will be a shortage of gallery, arts and culture specific multipurpose and rehearsal programming space in the 20-year future. The shortfall of these three types of spaces accounts for approx. 9,200 programming/booking hours per year (in year 2038). Note that this takes into account the hours required to be replaced at the Music Box, Silk Purse and Art Museum. Emerging art will continue to be displayed at the Ferry Building.
5. The strategies make recommendations for the types of use suitable for the Klee Wyck site. It is recognized that additional engagement and planning is required to determine the most appropriate path forward with this significant site. The recommendations within are based on project user engagement discussions to date, and consultant expertise.

Regardless of the strategy initiated, the District should address the following non-facility requirements to further access to arts and culture in West Vancouver:

- **Develop Support Grants:** The District of West Vancouver should develop a community arts and culture grant that local organizations can access to reduce/offset the financial burden of renting administration and storage space within the community. Multiple community organizations noted that the cost of administration and storage space is a cause for concern for the groups as a large portion of their revenues are used for rental fees. A grant to alleviate this financial burden would likely result in increased activities (due to available funds), and increase demand for this type of space.
- **Develop Performance Grants:** The District of West Vancouver should develop a community arts and culture performance grant for organizations to rent local performance theatre space (e.g. Kay Meek or Mulgrave School). Both of these facilities are prohibitively expensive for rentals and represent the only performance space within West Vancouver that is not also a place of worship used at conflicting times. The District should therefore develop a grant for community organizations that allows groups to access the spaces. Rehearsal space will be provided as part of the proposed strategies.
- **Create Information Database:** Access to community arts and culture facility/space rental information is currently a challenge within West Vancouver. For example, as a resident of the community it is difficult to identify and locate spaces within West Vancouver suitable for theatre rehearsal space. It is recommended that the District initiate/facilitate the development of an online repository of the spaces available for rent throughout the community, including both District-owned and community spaces. A further study should be initiated by the District to identify the repository requirements. An example includes the “SpaceFinder BC” database managed by the BC Alliance for Arts & Culture (<https://www.alliancefortarts.com/spacefinderbc>).

Two facility development options have been prepared as a result of the facility analysis. The first option considers two separate facilities developed to accommodate the future anticipated arts and culture demand, while Option #2 considers one consolidated building. Both options assume that the programming and activities that take place within the Silk Purse, Music Box and the Art Museum are moved to new facilities. The sections below describe the options in more detail.

6.1 Facility Development Option #1: A Community Arts Centre and an Art Museum (2 separate facilities)

Option #1 addresses the current and anticipated future space issues with the development of 2 new community arts and culture facilities and a number of small renovation suggestions. The two new are:

1. Community Arts Centre: Supports community exhibitions, District initiated and community organization theatre arts, visual arts, crafts, music, lectures/workshops and event programming.
2. Art Museum: Supports permanent collection, art education and curated art exhibitions.

The table below introduces and describes the proposed facility development option.

Table 26: Option #1 - New Arts and Culture Centre and Art Museum

District Owned Facility	Strategy
The Ferry Building	<ul style="list-style-type: none"> • The projected programming growth will eventually outpace the available space at the Ferry Building. When maximum utilization is reached, the District should consider expanding the hours of operation or shifting some of the programming to the newly proposed facility (described below). • Continue to operate the Ferry Building as an emerging art exhibition space. The newly proposed facility can be accessed for workshops, meetings and

District Owned Facility	Strategy
	performances.
Gleneagles Community Centre	<ul style="list-style-type: none"> • Consider upgrading the Larson Room and Living Room sound insulation to support private and group music lessons and/or look at other improvements to maximize arts and culture uses. • Consider upgrading the HVAC system within the Pottery Studio to support programming during the winter months. A portion of the studio currently does not have any heating. • Use the multipurpose room within the Gleneagles Golf Club for visual art workshops, receptions and special events. • Continue to expand the arts and culture programming and activities.
Klee Wyck	<ul style="list-style-type: none"> • Engage a consultant to perform a subsequent study to determine the future use of the Klee Wyck site. Through user and community engagement and our professional opinions, the study should consider the following potential uses for the Klee Wyck site: <ul style="list-style-type: none"> ○ Public Art space: Develop a space suitable for public art exhibits with a small amount of support space suitable for staging and storage of temporary exhibits. ○ Artist studio space: Develop workspaces suitable for artists to create artistic works. Space could feature multiple studios (sculpting, glass blowing, industrial art, for example) with a shared exhibition space to display the works of the studio residents. ○ Recreation: Develop a trail recreation building to support the network of trails along the Capilano River. Structure could include public washrooms, a trail information area and a multipurpose room suitable for workshops and education sessions. <p>Klee Wyck should <i>not</i> be used for activities that attract large volumes of people, due to its location within a residential neighbourhood and the shape of the property along the Capilano River. Therefore, this site is not suitable for a major arts and culture destination facility.</p>
The Music Box	<ul style="list-style-type: none"> • Build a new Community Arts Centre (1st new facility) to accommodate the current and future programs and activities and move operations to the new facility. The Music Box is not an appropriate space to support future arts and culture programming and activities.
Silk Purse	<ul style="list-style-type: none"> • Build a new Community Arts Centre facility to accommodate the current and future functions and move operations to the new facility (1st new facility). The Silk Purse is not an appropriate space to support future arts and culture programming and activities.
West Vancouver Art Museum	<ul style="list-style-type: none"> • Build a new Art Museum (2nd new facility) to accommodate the current and future programs and activities and then move operations to the new building. • Begin planning for the relocation of the Archives, as the Art Museum is not a suitable location for Archive activities. • The Art Museum (Gertrude Lawson House) is not an appropriate space to support future museum and arts and culture programming.

West Vancouver Community Centre	<ul style="list-style-type: none"> Continue to provide arts and culture programming and activities from the WVCC.
West Vancouver Memorial Library	<ul style="list-style-type: none"> Continue to provide arts and culture programming and activities from the Library. The Library should continue to work with arts and culture groups to offer programming from the facility, when and where feasible. No additional programming is assumed to be accommodated at the Library as part of Option #1. The District’s Arts & Culture Advisory Committee should remain involved with the Library’s 5-Year strategic planning efforts.
West Vancouver Seniors’ Activity Centre	<ul style="list-style-type: none"> Continue to provide arts and culture programming and activities from the Seniors’ Activity Centre. The suitability and functionality of the Activity Centre is appropriate for the activities currently programmed. Due to the peak booking times between 9am-3pm, the Centre can continue to provide community rental space for arts and culture groups in the evenings. As the Seniors’ Activity Centre redevelopment plan is prepared, ensure that arts and culture remains as a key programming offering. A woodworking shop needs to remain within the Centre, as there are community groups that rent and rely on this space, and there is no other suitable space in the community. The District’s Arts & Culture Advisory Committee should remain involved with this planning effort.

The strategies described above include 2 new facilities to accommodate the functions of the existing Music Box, Silk Purse, the Art Museum and the community growth requirements. The newly proposed facilities should ideally be located in the Ambleside region, consistent with the previous planning exercises. The facilities should include the following components:

Table 27: Option #1 - New Community Arts Centre and Art Museum, component space list

Building	Component	Area (m ²)	Notes
Community Arts Centre	Program Space	422	Gallery (2) and storage, rehearsal space and storage, change rooms, large multipurpose room and storage, medium multipurpose room (2) and storage, small multipurpose room and storage, kitchen
	Administration	82	Office (1), workstations (4) and touchdown workstations (2), meeting room, business centre, storage, breakout room
	Community Organizations	90	Rentable offices (4), office storage, rentable storage closets: small (6), medium (4) and large (2)
	Facility Support	145	Vestibule, lobby, reception, café, gift shop, loading/unloading zone
	Subtotal	739	
	Component Gross	222	Minor circulation, internal walls
	Building Gross	258	Major circulation, washrooms, utility rooms, exterior walls etc.
	Total	1,219	= 13,116 ft ²

Building	Component	Area (m ²)	Notes
Art Museum	Program Space	511	Large divisible gallery space, gallery storage, temporary collection storage, permanent collection storage, exhibition preparation workroom, multipurpose room.
	Administration	75	Office (1), workstations (4), touchdown workstations (2), digitizing station (1), administration storage.
	Facility Support	87	Lobby, gift shop, loading/unloading zone
	Subtotal	673	
	Component Gross	202	Minor circulation, internal walls
	Building Gross	236	Major circulation, washrooms, utility rooms, exterior walls etc.
	Total	1,110	= 11,953 ft ²

Each of the components are made up of a number of spaces, which have been sized and assigned based on the projected programming and activities and at a detail level consistent with conceptual planning. A complete list of the assigned spaces, categorized by building shell type can be found in the Appendix. **Please note:** The spaces and sizes require further study prior to architectural design. Information is presented at a conceptual level of detail and detailed analysis is required.

For a better understanding of the activities that are envisioned to take place within each of the programmable spaces, the following list has been developed. This should not be considered an exhaustive list and instead provide the reader with an indication of the types of activities the spaces can support.

Community Arts Centre

Galleries: Two galleries have been provided to support emerging artist works. The galleries will require movable walls for exhibits, appropriate lighting and HVAC controls capable of maintaining temperature and humidity control. The galleries may also support social events, lectures and workshops.

Rehearsal Space: The rehearsal space should support a wide range of movement based activities including theatre, dance, and music. The space should be sound insulated, have theatre appropriate lighting and sound, and sprung floor.

Multipurpose Spaces: Three different multipurpose spaces have been included, each differing based on physical size and therefore capacity. The multipurpose spaces should be constructed to support arts and culture programming and therefore should have theatre lighting, utility sink, acoustic consideration for small musical performances and easily cleanable and non-marking floors. The multipurpose space will support theatre, music, visual art, workshops, lectures and a number of other activities.

Art Museum

Gallery: The gallery within the Art Museum will be one large space that can be subdivided to support a permanent collection at the same time as multiple temporary collections. The space should be designed and constructed to support professional works of art. The gallery may be used for special events, lectures and workshops.

Multipurpose Room: The multipurpose room within the Art Museum should be constructed to support visual arts programming and therefore should have utility sink, task lighting, acoustic

separation and easily cleanable and non-marking floors. The multipurpose space will support visual arts programming, workshops, and lectures.

Supplementary Amenities: In the event that the District wants to pursue an Art Museum that is seen as a distinct destination location with supplementary amenities that could attract a wider audience, the inclusion of a bistro, grand central lobby, added retail and café space could be explored. For these types of spaces, a space allowance of ~400 m² (~4,300 ft²) of space should be added to the overall building estimate. This space allowance is not driven by arts and culture demand, and instead is suggested to increase the allure of the facility as a destination location.

6.2 Facility Development Option #2: Arts and Culture Centre (1 combined facility)

Option #2 addresses the current and anticipated future space issues with the development of one new community arts and culture facility and a number of small renovation suggestions. The new facility acts as a catch all for all of the known requirements related to arts and culture space. The table below introduces and describes the proposed facility development option.

Table 28: Option #2 - Strategies by facility

District Owned Facility	Strategy
The Ferry Building	<ul style="list-style-type: none"> Same as Option #1.
Gleneagles Community Centre	<ul style="list-style-type: none"> Same as Option #1.
Klee Wyck	<ul style="list-style-type: none"> Same as Option #1.
The Music Box	<ul style="list-style-type: none"> Programming and activities will be moved to a new consolidated Arts and Culture Centre.
Silk Purse	<ul style="list-style-type: none"> Programming and activities will be moved to a new consolidated Arts and Culture Centre.
West Vancouver Art Museum	<ul style="list-style-type: none"> Same as Option #1, except the new Art Museum spaces will be located within the consolidated Arts and Culture Centre.
West Vancouver Community Centre	<ul style="list-style-type: none"> Same as Option #1.
West Vancouver Memorial Library	<ul style="list-style-type: none"> Same as Option #1.
West Vancouver Seniors' Activity Centre	<ul style="list-style-type: none"> Same as Option #1.

The strategies described above require one new facility to accommodate the functions of the existing Music Box, Silk Purse, the Art Museum and community growth requirements, beyond the capacity of the remaining infrastructure. The newly proposed facility should ideally be located in the Ambleside region, consistent with the previous planning exercises. The facility should include the following components:

Table 29: Option #2 – Arts and Culture Centre, component space list

Component	Area (m ²)	Notes
Program Space	422	Gallery (2) and storage, rehearsal space and storage, change rooms, large multipurpose room and storage, medium multipurpose room (2) and storage, small multipurpose room and storage, kitchen
Administration	82	Office (1), workstations (4) and touchdown workstations (2), meeting room, business centre, storage, breakout room
Community Organizations	90	Rentable offices (4), office storage, rentable storage closets: small (6), medium (4) and large (2)
Art Museum	453	Large divisible gallery space, gift shop, gallery storage, temporary collection storage, permanent collection storage, exhibition preparation workroom, office (1), workstations (4), touchdown workstations (2), digitizing station (1), administration storage. Please note: Art Museum is supported by approx. 200m ² of shared facility spaces.
Facility Support	145	Vestibule, lobby, reception, café, gift shop, loading/unloading zone
Subtotal	1,192	
Component Gross	357	Minor circulation, internal walls
Building Gross	417	Major circulation, washrooms, utility rooms, exterior walls etc.
Total	1,966	= 21,162 ft ²

Each of the components are made up of a number of spaces, which have been sized and assigned based on the projected programming and activities and at a detail level consistent with conceptual planning. A complete list of the assigned spaces, categorized by building shell type can be found in the Appendix. **Please note:** The spaces and sizes require further study prior to architectural design. Information is presented at a conceptual level of detail and detailed analysis is required.

The types of activities that are envisioned to take place within each programmable space: emerging art galleries, multipurpose spaces, rehearsal space and the Art Museum gallery are the same as to what was presented within Option #1. The differing factor between these two options, in terms of activities, is that this option has one less multipurpose space, as the Art Museum related programming is assumed to take place within shared multipurpose spaces.

Supplementary Amenities: In the event that the District wants to pursue an Arts and Culture Centre that is seen as a distinct destination location with supplementary amenities that could attract a wider audience, the inclusion of a bistro, grand central lobby, added retail and café space could be explored. For these types of spaces, a space allowance of ~400 m² (~4,300 ft²) of space should be added to the overall building estimate. This space allowance is not driven by arts and culture demand, and instead is suggested to increase the allure of the facility as a destination location.

6.3 Cost Analysis

Class D costing has been performed for both of the Facility Development Options. The costing analysis has been based on a number of assumptions, they are:

- The following items have been excluded from the cost analysis: land purchase cost, site specific allowances, building permits, DCC's, FF&E (Furniture, furnishings and equipment), escalation, GST, hazardous materials identification and removal, adverse environmental

conditions, unknown adverse archeological conditions, adverse soil and/or subsoil conditions, project procurement costs, project financing costs and significant utility upgrades.

- The estimate is non-site specific and allowances only have been included assuming normal site conditions and site servicing requirements.
- Unit rates for each functional space and each discipline based upon current information from similar projects and our benchmarked assumptions and allowances for a project of this size and type in West Vancouver have been used.
- No discussions with any design consultants regarding the building architecture, structure or systems have taken place.
- No allowances for building systems to expand in the future have been provided.
- Pricing is based on current 2nd quarter 2019 unit rates that are considered reasonable, but competitive, for the size, type and complexity of this project.
- It is assumed that the work will be tendered on a Design Bid Build basis.
- A 20% design contingency has been included.
- No allowance for phasing has been included.
- A 5% construction contingency has been included.

The results of the costing analysis indicated that Option #1 (2 new facilities) is ~\$4 million dollars more than Option #2 (1 new consolidated building). The summary of the findings is shown in the table that follows. To review the completed costing report, please see the Appendix.

Table 30: Costing Analysis Summary

	Option #1: Community Arts Centre and Art Museum		Option #2: Consolidated Arts and Culture Centre
	Community Arts and Culture Centre	Art Museum	Consolidated Arts and Culture Centre
Capital Costs	\$11,153,000	\$11,958,000	\$18,459,000
Supplementary Amenities Capital Costs	-	\$3,306,000	\$3,306,000
Additional Capital Costs for an Architecturally Significant Building	-	\$953,000	\$1,628,000
Capital Cost	\$23,111,000		\$18,459,000
Capital Cost (w. Supplementary Amenities)	\$26,417,000		\$21,765,000
Capital Cost (w. Architecturally Significant)	\$24,064,000		\$20,087,000
Capital Cost (w. Supplementary Amenities and Architecturally Significant)	\$27,370,000		\$23,393,000

As shown, the capital costs associated with Option #1 range between \$23.1-27.4 million dollars. The difference in capital cost is related to the proposed supplementary amenities (bistro, grand central lobby, added retail and café space for example) and constructing architecturally significant facilities.

The capital costs associated with Option #2 range between \$18.5-23.4 million dollars. Similar to Option #1, the difference in the capital costs are related to supplementary amenities and constructing an architecturally significant facility.

6.4 Strategy Strengths and Weaknesses

The key difference between the options is the concept of a consolidated Arts and Culture Centre addressing all of the community needs or two separate facilities, one dedicated Art Museum and one Community Arts Centre programming and activity facility. The strengths and weaknesses of each option are explored in the following table. Both options provide functionally appropriate arts and culture space for current and projected community demand.

Table 31: Option strengths and weaknesses

Option	Strengths	Weaknesses
Option #1	<ul style="list-style-type: none"> • Strategy separates the community focused programming space from the Art Museum. This can be seen as a benefit as previous studies have indicated that a separate destination Museum is well supported through the community. • The identity of the Art Museum as a destination remains. • Projects could be phased to help alleviate capital spending. 	<ul style="list-style-type: none"> • Overall building areas (combined) are larger than Option #2, as a number of spaces are now duplicated between the two facilities. Space sharing efficiencies disappear. • The cost to construct and maintain two facilities will be higher than to construct and maintain one. • Operational efficiencies gained with a single facility are minimized in this strategy. • If buildings are phased there is an inherent risk that both buildings will not be constructed.
Option #2	<ul style="list-style-type: none"> • Proposed new facility has a number of shared spaces (lobby, reception, meeting room, loading/unloading zone, etc.) to support the occupants, which increases the building efficiency and decreases the cost of construction and maintenance. • It is anticipated that there will be operational efficiencies with a single building rather than building more than one (e.g. staffing, heating, custodial) • The future flexibility of one larger facility is greater than that of two smaller buildings. This strategy would be better suited to address the changing landscape/trends of arts and culture in West Vancouver. 	<ul style="list-style-type: none"> • This strategy features the largest single building and will require special consideration for design to ensure the facility fits into the Ambleside and Waterfront environment. This facility will likely be multi-storey. • One fewer arts and culture destination (as they are consolidated) • A single, multi-use facility relies heavily on the considerate design of the building to keep the allure of the Art Museum separate from the community arts and culture spaces.

7. Conclusion and Recommendation

The development of the West Vancouver Arts and Culture Facilities Plan resulted in a number of key findings, as follows:

- The District provides approx. 22,500 hours of arts and culture programming and activities to the residents of West Vancouver each year from 8 different facilities.
- Community arts and culture groups identified that access to affordable rehearsal, performance and support spaces (administration and storage) is a challenge.
- In 20 years it is expected that arts and culture programming will grow by 65%. The growth has been estimated based on population and demographic statistics and growth factors (latent community demand, community growth requirements and district strategic directions).
- Four of the District's facilities are considered to be inappropriate for providing arts and culture programming and activities and are in poor overall condition. These facilities are: the Ferry Building, the Silk Purse, the Music Box and the Art Museum. The remaining facilities are considered to be appropriate to provide arts and culture programming.
- Using estimated future demand figures, the existing facility capacity and the known suitability of the District's current facilities; there will be a shortage of gallery (professional and emerging artists), rehearsal and multipurpose space in the 20-year future.

To address the current known issues as well as the anticipated future growth, two categories of recommendations were developed: general recommendations and facility development options. The general recommendations include small improvement renovations for District-owned facilities and community organization grant and access suggestions. The facility development options present two strategies that address the District's future shortage of programming and activity space. The development options have been derived based on the quantified shortage of arts and culture space.

General Recommendations:

We have proposed a number of small building renovations to the existing District-owned facilities that will improve existing programming and activities. For example, to better support music programming at Gleneagles Community Centre, the District should consider modifying existing rooms with additional sound insulation to prevent sound bleed into communal spaces and/or look at other improvements for arts and culture programs.

Three community initiatives have been identified that will improve community access to arts and culture within West Vancouver.

- **Develop Support Grants:** The District of West Vancouver should develop a community arts and culture grant that local organizations can use to reduce/offset the financial burden of renting administration and storage space within the community.
- **Develop Performance Grants:** The District of West Vancouver should develop a community arts and culture performance grant for community organizations to rent local performance theatre space (e.g. Kay Meek or Mulgrave School).
- **Create Information Database:** Access to community arts and culture facility/space rental information is currently a challenge within West Vancouver. For example, as a resident of the community it is difficult to identify and locate spaces within West Vancouver suitable for theatre rehearsal space. It is recommended that the District initiate/facilitate the development of an online repository of the spaces available for rent throughout the community, including both District-owned and community spaces. A further study should be initiated by the District to identify the repository requirements.

In addition, the study recommends that the District engage a consultant to perform a subsequent study to determine the future use of the Klee Wyck site. Through user and community engagement and our professional opinions, it was determined that the site should *not* be used for activities that attract large volumes of people, due to its location within a residential neighbourhood and the shape of the property along the Capilano River. Suitable uses of the property could include: public art space, artist studio space and recreation support.

Facility Development Options:

Two facility development options have been prepared to address the known issues and future demand requirements to support arts and culture within West Vancouver.

1. **Facility Development Option #1:** A Community Arts Centre and an Art Museum
 - 2 new facilities to replace the existing programming within the Art Museum, Silk Purse and the Music Box. These new facilities, in addition to the existing District-owned facilities, will provide the necessary growth space to accommodate the projected 20-year community arts and culture demand.
 - Total building area: 2,300m² (25,000ft²)
 - Estimated capital cost: \$23.1-27.4 million dollars
2. **Facility Development Option #2:** Arts and Culture Centre (1 new, combined facility)
 - 1 new facility to support the replaced programming from the Art Museum, Silk Purse and the Music Box. This new facility, in addition to the existing District-owned facilities will provide the necessary growth space to accommodate the projected 20-year community arts and culture demand.
 - Total building area: 1,950m² (21,000ft²)
 - Estimated capital cost: \$18.5-23.4 million dollars

It is our recommendation that both facility development options are carried forward to the Business Case development phase. The feasibility of both facility development options depends on a number of factors that will only be known in the subsequent phases of planning. In chronological order, our recommended path forward is:

- Perform a site location identification and feasibility analysis: identify and analyze different available sites that could support either Option #1 or Option #2. This study should include a high level analysis of site requirements to support the anticipated programming as well present the expected cost implications of attaining each identified site.
- Perform detailed facility requirements and operational planning: develop detailed functional programs as well as conducting the operational and economic analysis.
- Develop conceptual design specific to the identified sites.
- Prepare a business case that identifies the recommended Option, site location and total estimated capital and yearly operational costs.
- Prepare schematic design and initiate construction. *Pending Business Case approval.*

It is assumed that each stage of the recommended path forward will include/require stakeholder engagement and approval from Council.

Should the District of West Vancouver decide not to pursue subsequent facility development studies, arts and culture programming and activities will be negatively impacted in the near future. Four of the District-owned facilities that are used to provide programming and activities are not functionally appropriate and require significant investment to meet basic safety and access requirements. Repairing and renovating these facilities is not seen as a value to the District into the future and without these facilities the community will have a shortage of space for arts and culture programming and activities. For these reasons, we do not recommend the “do nothing” option.

Appendix A – Stakeholder List

List of stakeholders who were engaged throughout the project process.

Category	Facility/Organization	Level of Engagement
District owned	Gleneagles Community Centre	Tour and Interview
District owned	Seniors' Activity Centre	Tour and Interview
District owned	West Vancouver Art Museum & Archives	Tour and Interview
District owned	West Vancouver Memorial Library	Tour and Interview
District owned	Silk Purse Arts Centre	Tour and Interview
District owned	The Music Box	Tour and Interview
District owned	Klee Wyck	Tour and Interview
District owned	The Ferry Building	Tour and Interview
District owned	West Vancouver Community Centre	Tour and Interview
Community	Kay Meek Arts Centre	Tour and Interview
Community	Klee Wyck Carvers	Revised Facility Survey/Phone Call**
Community	4 Cats Studio	Facility Survey*
Community	Craig Yeats Studio & Gallery	Facility Survey*
Community	The Music Gallery	Facility Survey*
Community	Buckland Southerst Gallery	Facility Survey*
Community	West Vancouver Fire Service Museum & Archives Society	Facility Survey*
Community	Spirit Gallery	Facility Survey*
Community	Seacoast Studios/ Seacoast Theatre Company	Facility Survey*
Community	Bella Ceramica	Facility Survey*
Community	Artmania Studio	Revised Facility Survey/Phone Call**
Community	Anna Wyman School of Dance	Revised Facility Survey/Phone Call**
Community	West Vancouver Dance Conservatory	Revised Facility Survey/Phone Call**
Community	Mer's Kitchen Restaurant & Venue	Facility Survey*
Community	Caulfeild Cove Hall	Facility Survey*
Community	North Shore Music Academy, Summer Music Program	Facility Survey*
Community	Pandora's Vox Vocal Ensemble Society	Facility Survey*
Community	Dramaworks, theatre arts for children and youth	Facility Survey*
Community	Amadeus Music Academy	Facility Survey*
Community	West Vancouver Adult Community Band Association	Facility Survey*
Community	Dundarave Festival of Lights Society	Facility Survey*
Community	Hollyburn Heritage Society	Facility Survey*

Category	Facility/Organization	Level of Engagement
Community	North Shore Artists Guild	Revised Facility Survey/Phone Call**
Community	Ambleside Orchestra	Facility Survey*
Community	Pacific Spirit Choir	Facility Survey*
Community	West Vancouver Historical Society	Facility Survey*
Community	Gleneagles Scottish Country Dance Club	Facility Survey*
Community	West Vancouver Community Arts Council	Facility Survey*
Community	West Vancouver Centre Art Studio	Facility Survey*
Community	Arts Assembly	Facility Survey*
Community	Theatre West Vancouver	Facility Survey*
Park	Klahanie Park	Discussion with West Vancouver Rental Representative
Park	Ambleside Park	Discussion with West Vancouver Rental Representative
Park	Ambleside Landing	Discussion with West Vancouver Rental Representative
Park	John Lawson Park	Discussion with West Vancouver Rental Representative
Park	Dundarave Park	Discussion with West Vancouver Rental Representative
Park	Seawall	Discussion with West Vancouver Rental Representative
Park	Eagle Harbour / Seaview trail	Discussion with West Vancouver Rental Representative
Park	Horseshoe Bay Park	Discussion with West Vancouver Rental Representative
Park	Lighthouse Park	Discussion with West Vancouver Rental Representative
Park	Whytecliff Park	Discussion with West Vancouver Rental Representative
Park	Trails in the Upper Lands/Cypress Mountain	Discussion with West Vancouver Rental Representative
Park	School property	Discussion with West Vancouver Rental Representative
Park	Civic Site	Discussion with West Vancouver Rental Representative
Park	Gleneagles Community Centre / Clubhouse	Discussion with West Vancouver Rental Representative
Park	Millennium Park	Discussion with West Vancouver Rental Representative
School	Collingwood School	Discussion with School Rental Representative
School	The CORE Academy	Discussion with School Rental Representative
School	Sentinel Secondary School	Discussion with School Rental

Category	Facility/Organization	Level of Engagement
		Representative
School	Rockridge Secondary School	Discussion with School Rental Representative
School	West Vancouver Secondary School	Discussion with School Rental Representative
School	Hollyburn Elementary School	Discussion with School Rental Representative
School	Irwin Park Elementary School	Discussion with School Rental Representative
School	Mulgrave School	Revised Facility Survey/Phone Call**
School	Pauline Johnson Elementary School	Discussion with School Rental Representative
School	Ridgeview Elementary School	Discussion with School Rental Representative
School	Westcot Elementary School	Discussion with School Rental Representative
School	St. Anthony's School	Discussion with School Rental Representative
School	West Bay Elementary School	Discussion with School Rental Representative
School	Cypress Park Primary School	Discussion with School Rental Representative
School	Eagle Harbour Primary School	Discussion with School Rental Representative
School	Ecole Cedardale Primary	Discussion with School Rental Representative
School	West Vancouver School District	Revised Facility Survey/Phone Call**
Worship	St. Stephen's Anglican Church	Facility Survey*
Worship	West Vancouver Baptist Church	Facility Survey*
Worship	St. Christopher's Church	Revised Facility Survey/Phone Call**
Worship	St. Francis-in-the-Wood	Revised Facility Survey/Phone Call**
Worship	St. David's United Church	Revised Facility Survey/Phone Call**
Worship	Congregation Har El / North Shore Jewish Community Centre	Revised Facility Survey/Phone Call**
Worship	North Shore Unitarian Church	Facility Survey*

*Denotes facility engagement completed as part of the Facility Needs Assessment (2018) prepared by TCI Management Consultants

**Denotes a revised survey issued to organizations in addition to a completed/attempted phone call

Appendix B – Utilization Analysis

A utilization analysis has been performed for each District-owned facility using room-booking data provided by the District of West Vancouver (ActiveNet booking system, 2018). To calculate room utilization the following steps have been followed:

1. Estimate the theoretical maximum number of bookable hours that the space can be used. This is calculated using the following formula:

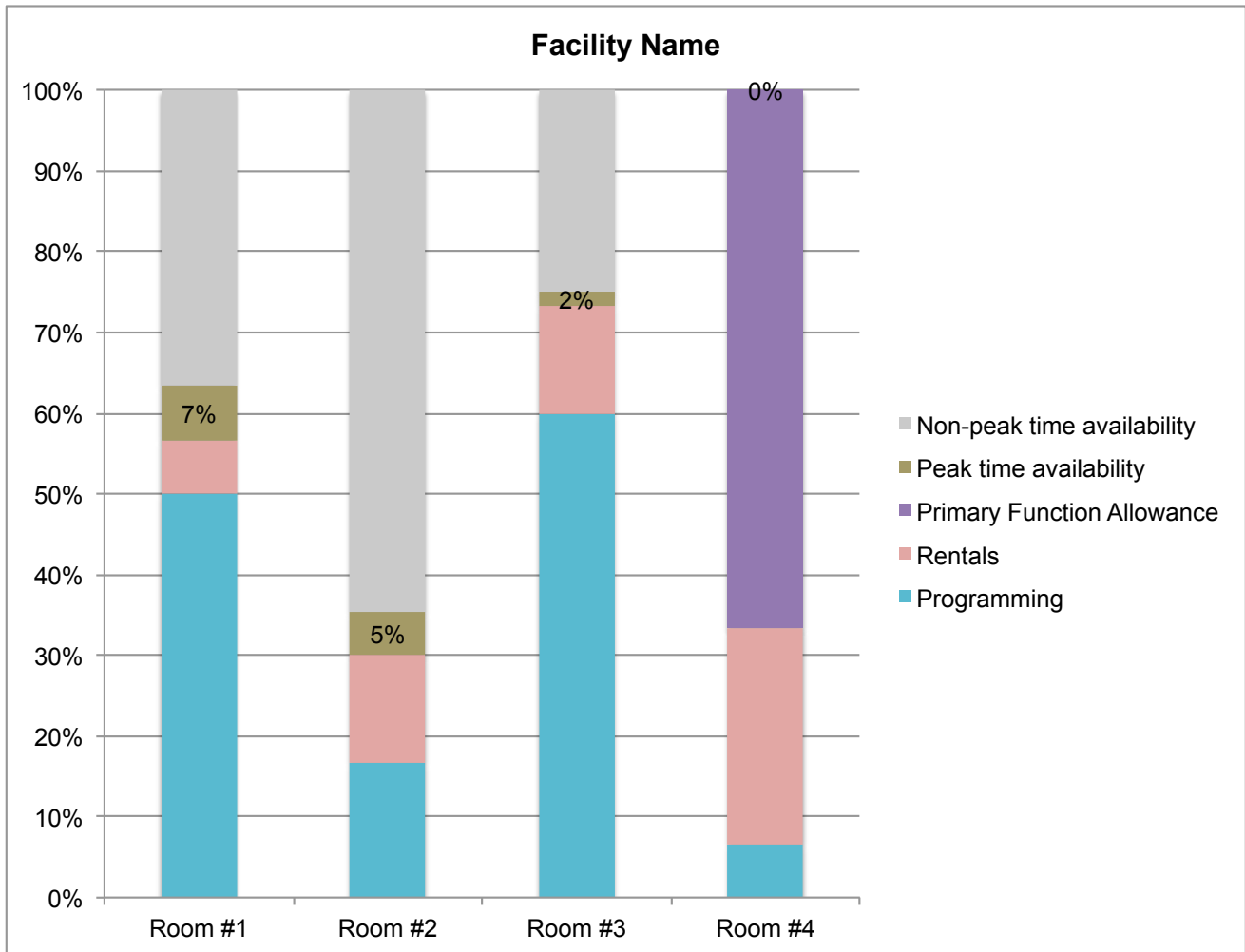
$$\textit{Theoretical maximum} = [(\textit{Hrs of operation}) - (\textit{Holidays} + \textit{Maintenance})]$$

Where the equation inputs are defined as:

- *Hours of operation*: The total hours per year that the facility is open for programming and rentals based on the facilities open hours.
 - *Holidays*: Eleven holidays are assumed to result in facility closure during one year.
 - *Maintenance*: An allowance for facility maintenance of 1 week is assumed.
2. Using the ActiveNet data (if available), identify each of the programmable spaces within each facility and tabulate the number of hours booked within each programmable space. This step includes a review of the bookings and adjustments to the data to ensure all activities are accounted for. For multiple facilities, online program schedules were used to complete the data sets.
 3. Determine the primary use of the space and add a primary function allowance, if applicable. For example, the lobby of the Seniors' Activity Centre may be booked for a select number of events throughout the year and therefore could be considered a programmable space but the lobbies' main function is to act as a welcoming social space and is not usually programmed and therefore any extra booking capacity within the space should not be considered available for programming. In this case, a primary function allowance is added to ensure that this space is not considered under capacity.
 4. A facility cannot be expected to offer programming during times of the day when participants are not available and therefore results in peaks and valleys in scheduling. For example, senior centres generally have very active schedules during business hours and less active in the evenings. To account for peak booking time, each facility bookings have been analyzed to determine when peak booking occurs. Using the known peak booking time, the remaining room capacity is expressed as peak time availability and non-peak time availability.

The results of the utilization analysis is a chart that displays how each of the programmable spaces are currently used within each facility. The chart will also indicate the percentage of unused time each space has (broken down into peak time availability and non-peak time. The sample chart that follows introduces the output of the utilization analysis.

Figure 26: Sample facility utilization chart



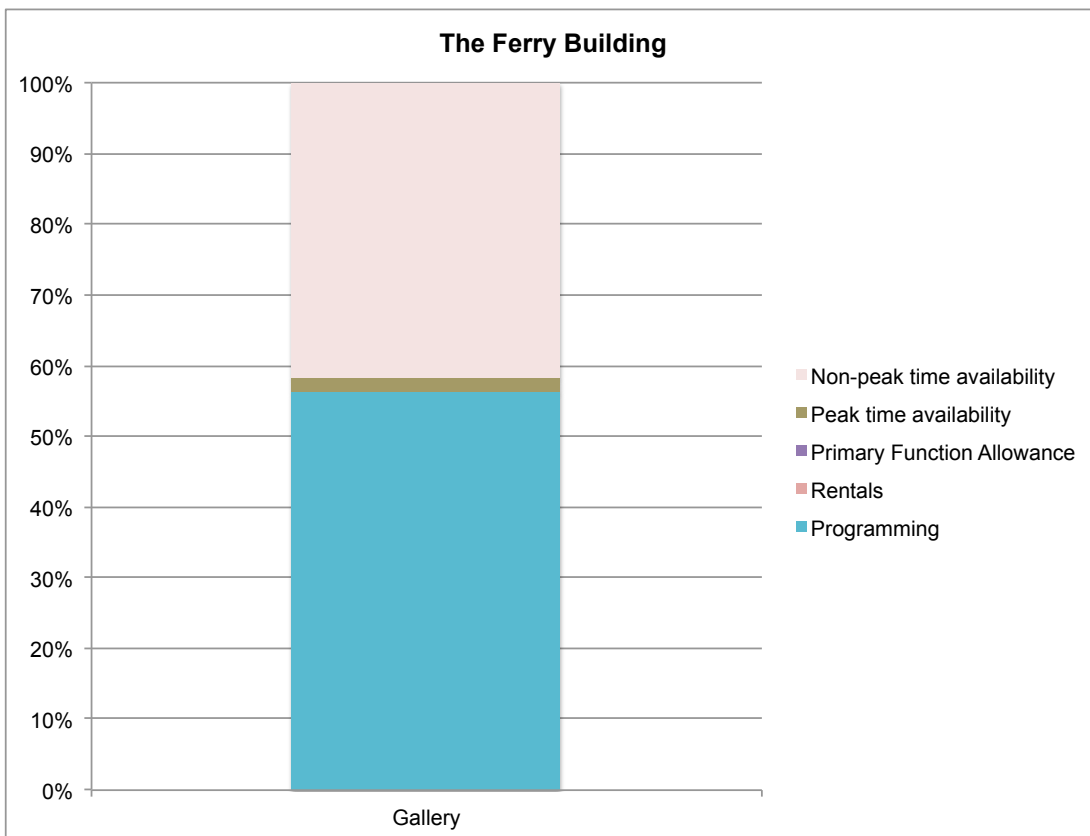
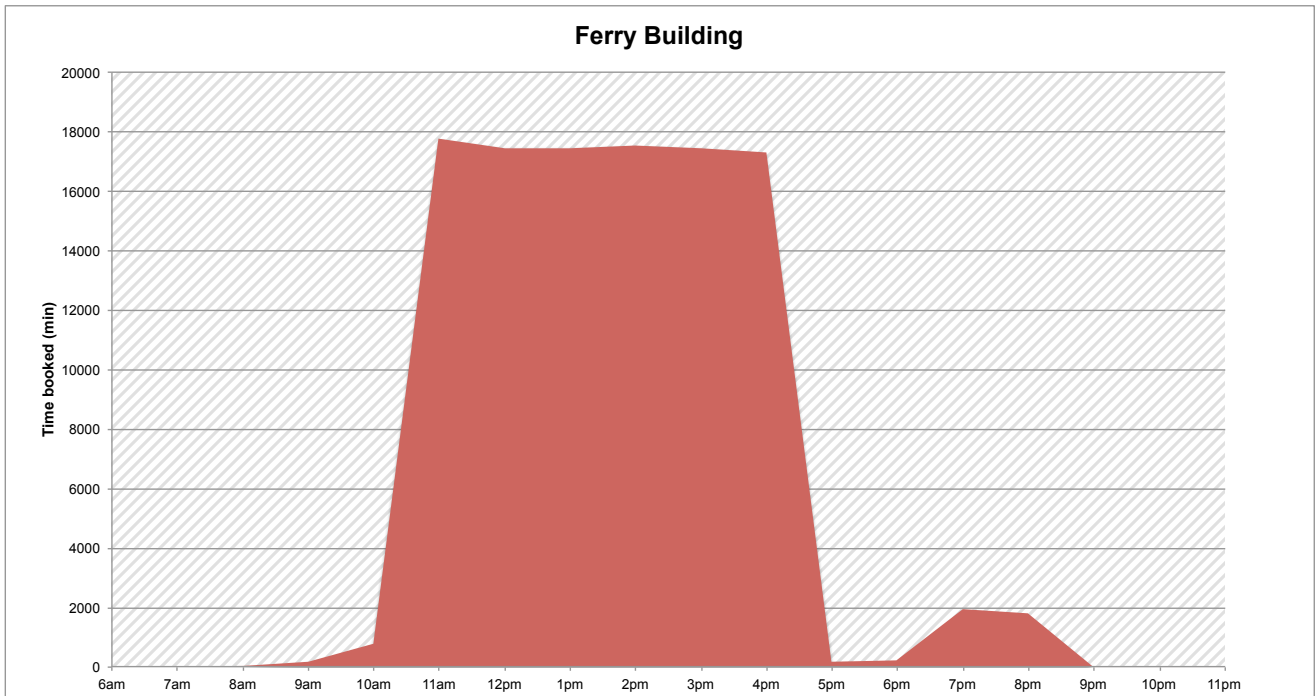
Where each of the categories are defined as:

- *Programming*: Time booked for programming and activities, excluding rentals.
- *Rentals*: Time booked for rentals.
- *Primary Function Allowance*: Adjustment factor for spaces that are not intended to be used for programming. For example, a lobby.
- *Peak Time Availability*: The amount of time that the space is available for peak time programming. **This is the best determination of how much programming capacity there is within each space.**
- *Non-Peak Time Availability*: The amount of time that the space is available for non-peak time programming. Non-peak time availability is considerably harder to program.

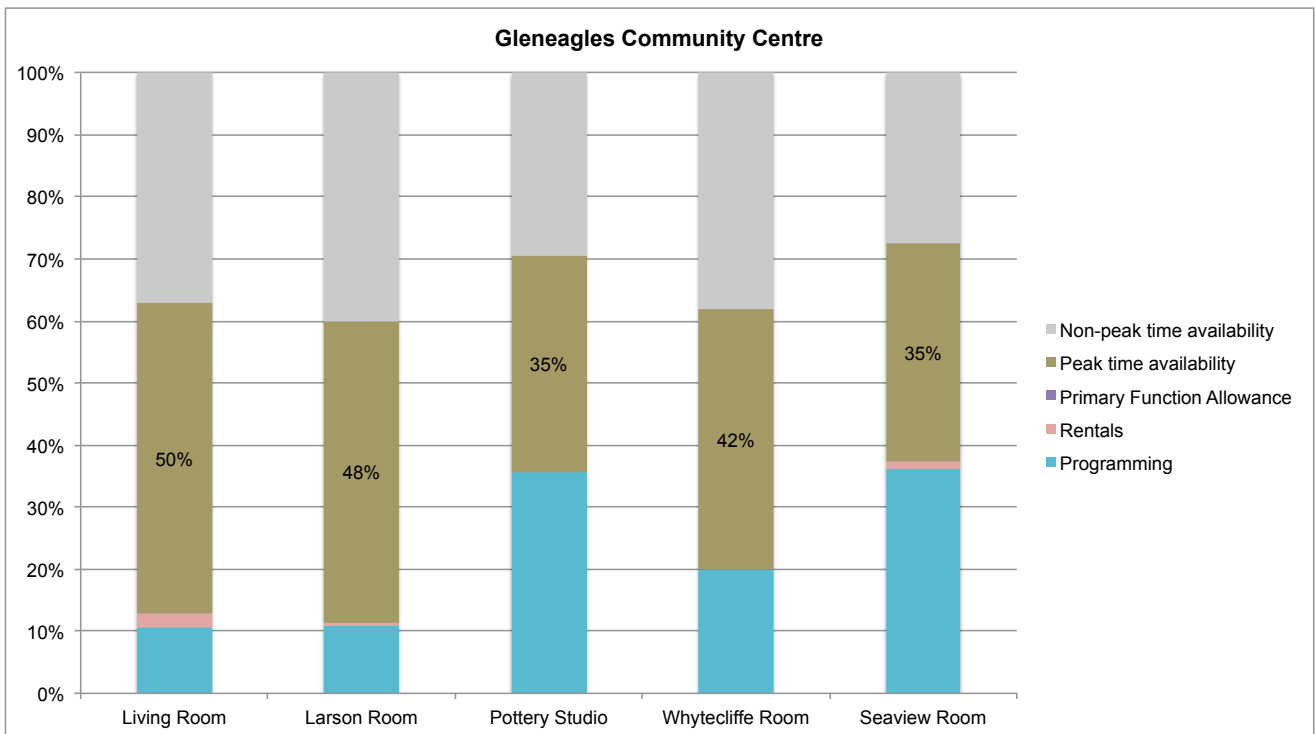
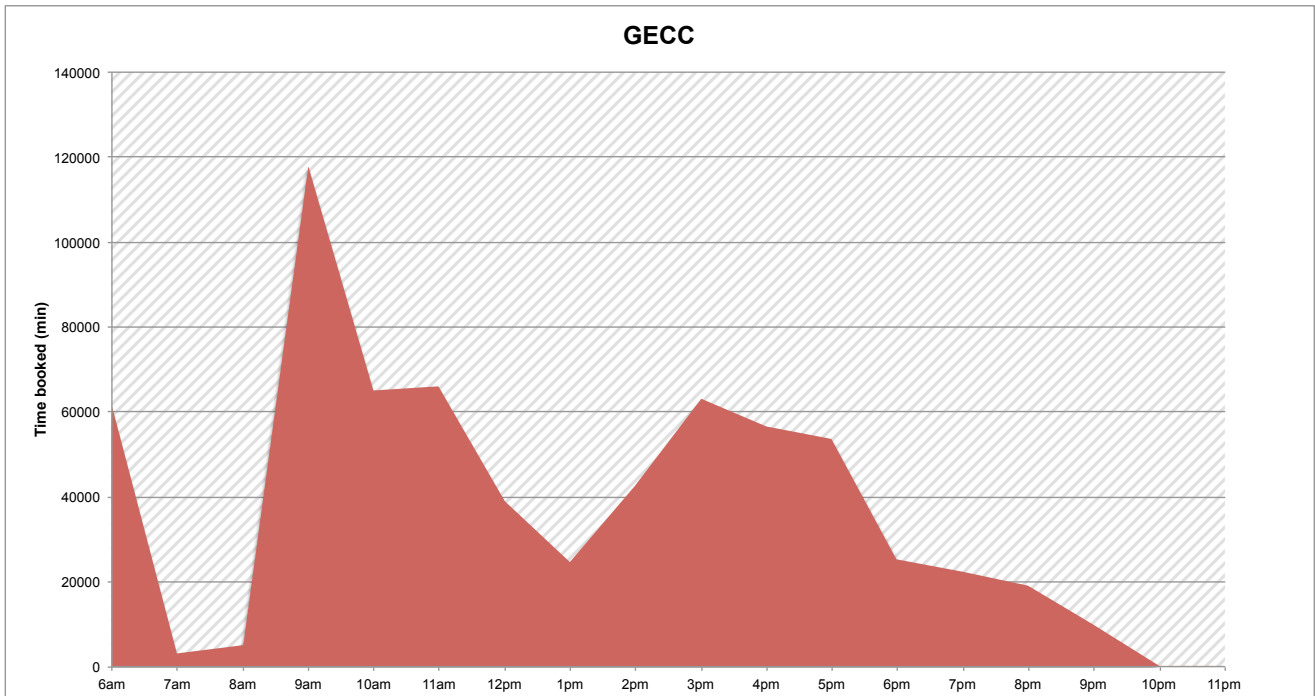
For facilities where ActiveNet data was not available, an alternative, high-level method for calculating utilization has been used. Facilities that did not have ActiveNet data were: West Vancouver Public Library, The Silk Purse and the Kay Meek Arts Centre.

The figures presented below are the results of the peak time analysis (summarizes all 2018 bookings and rentals within each facility) and the utilization analysis.

The Ferry Building



Gleneagles Community Centre



The Kay Meek Arts Centre

A utilization analysis was not possible with the data gathered from Kay Meek. A high-level approach was used to estimate utilization. The table below summarizes the number of events over the last three years.

Table 32: Kay Meek Arts Centre events summary

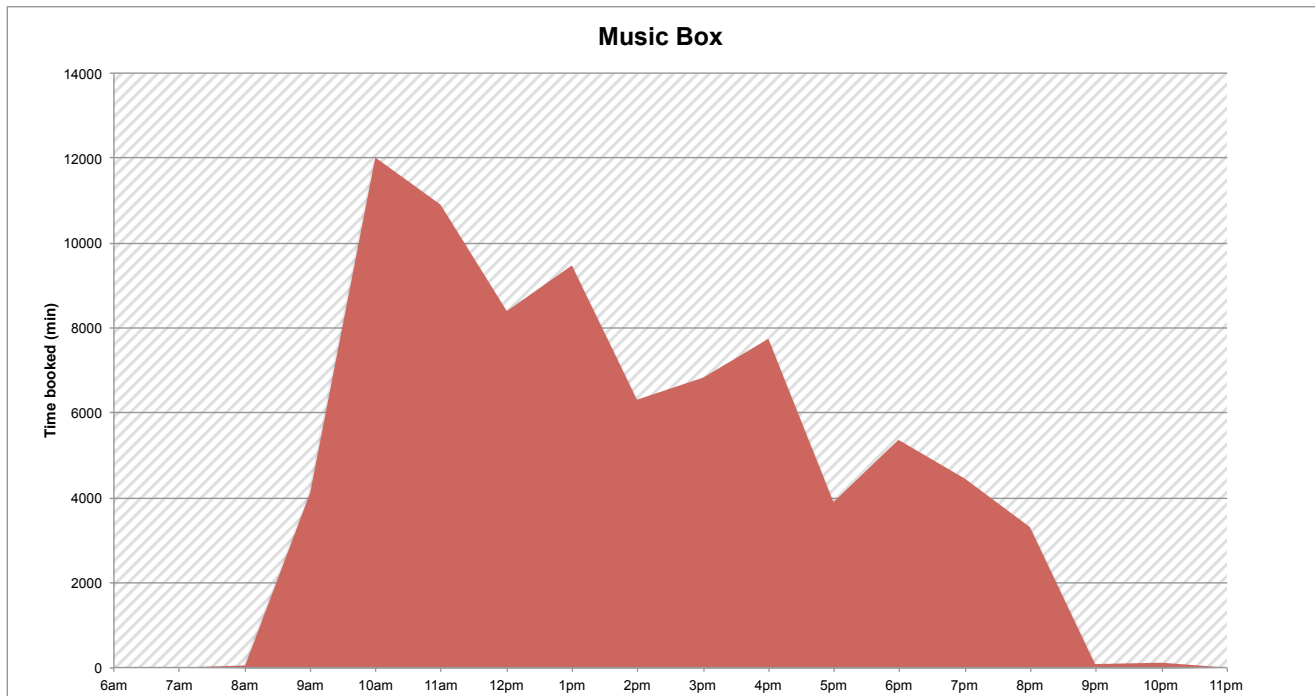
	2015/16	2016/17	2017/18
Kay Meek Presentations	64	76	111
School District 45 Presentations	62	68	74
Community Rentals	190	194	184
Totals	316	338	369

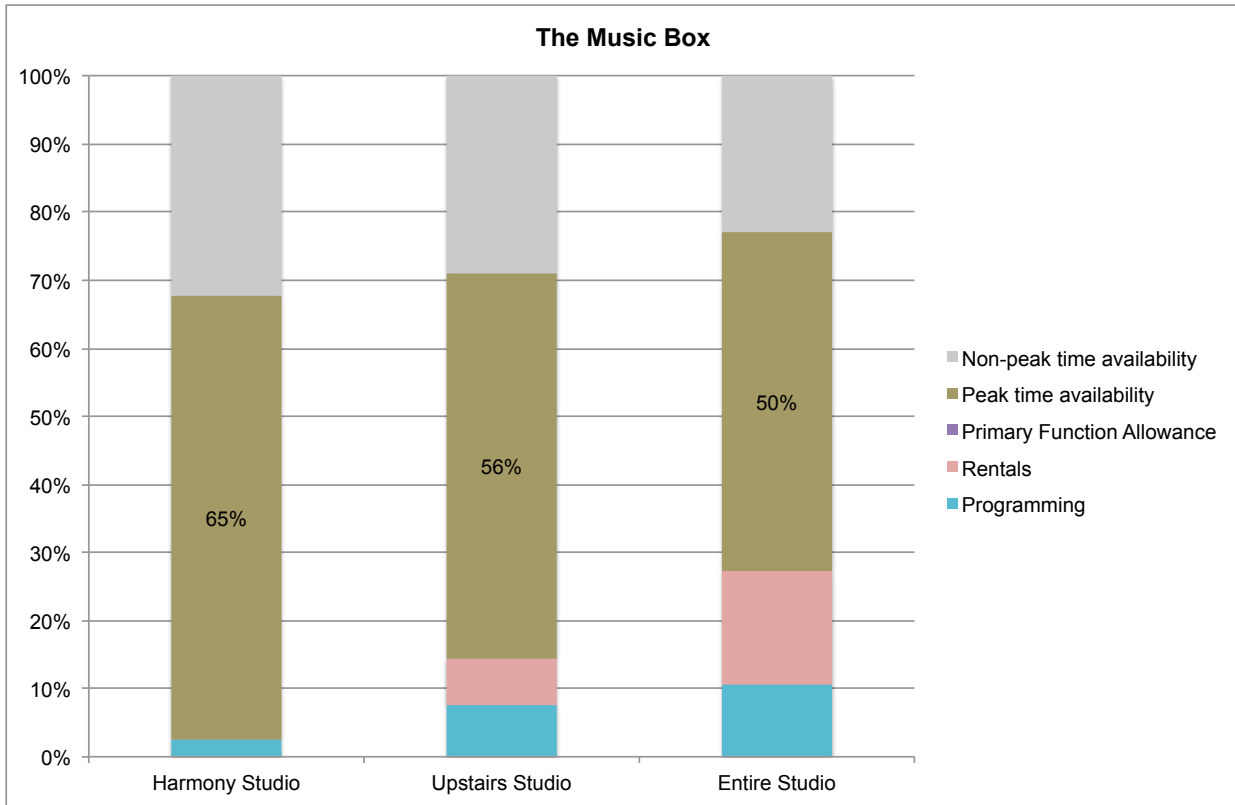
The information presented in the table above shows that the number of events have increased year over year for the last three years. Although this does not indicate the utilization of the theatres it does show the demand for theatre-based events has increased.

Klee Wyck

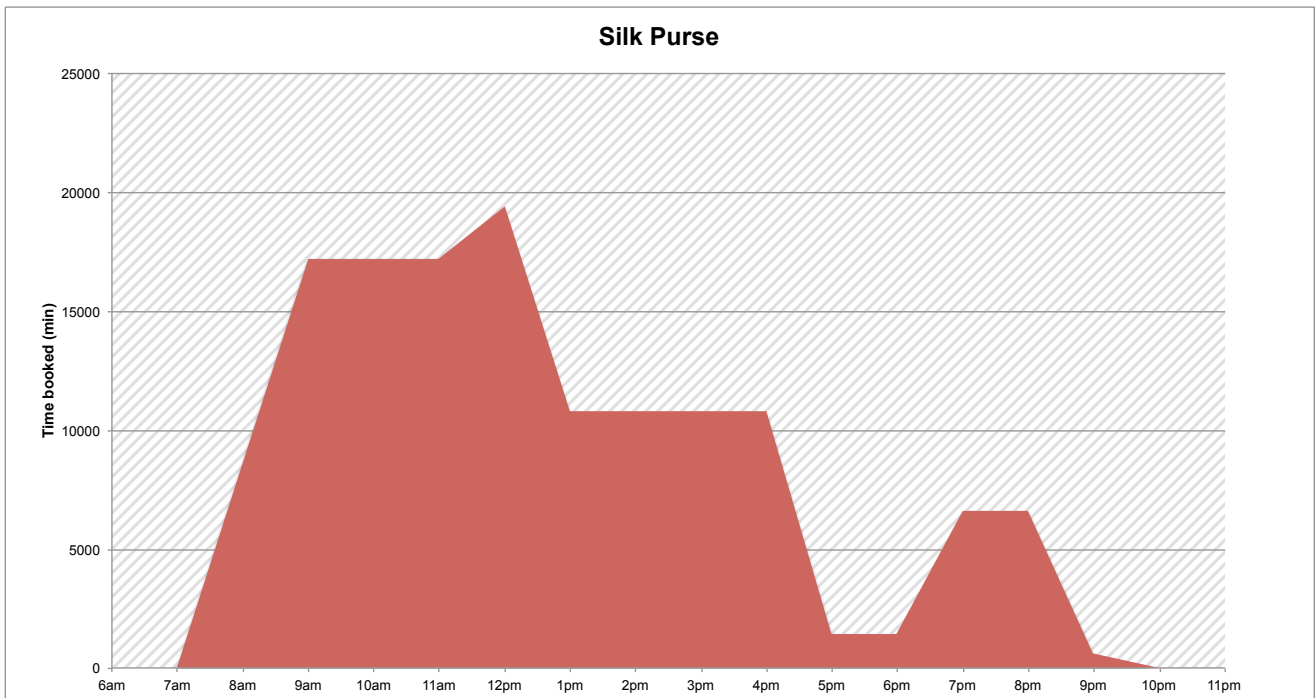
A utilization analysis was not possible for the Klee Wyck facilities as there are no recent records of facility use.

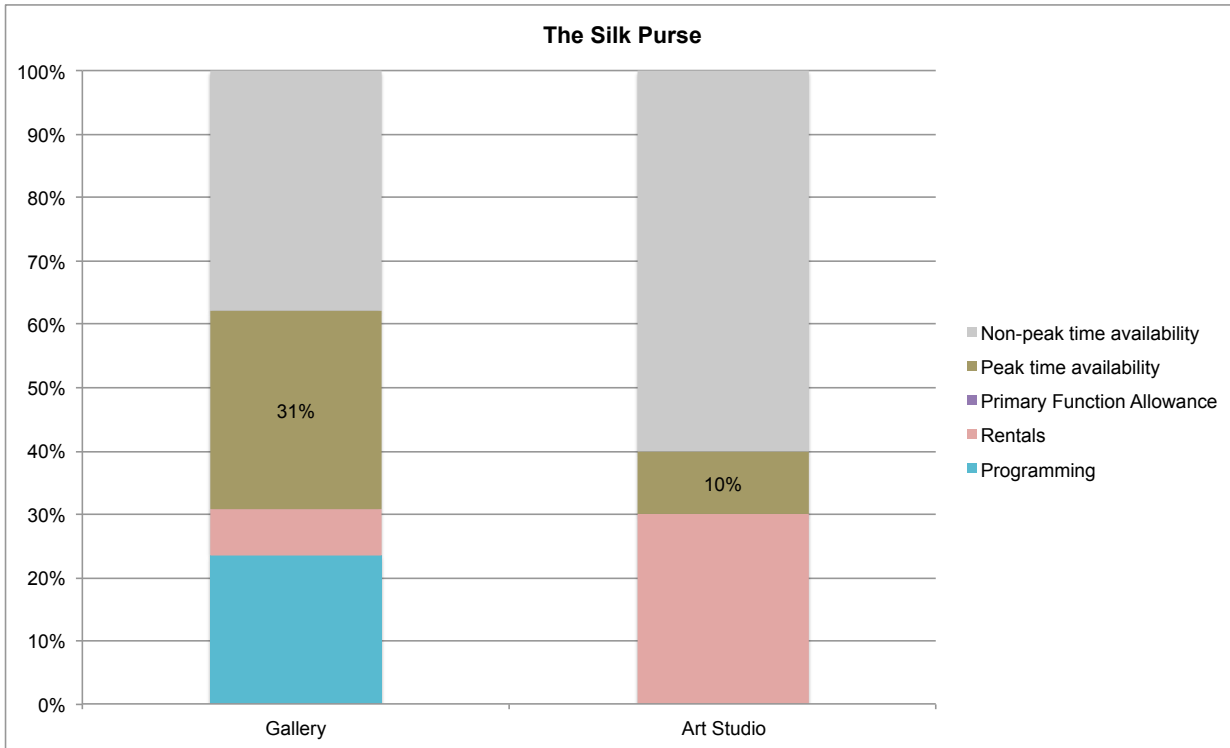
The Music Box



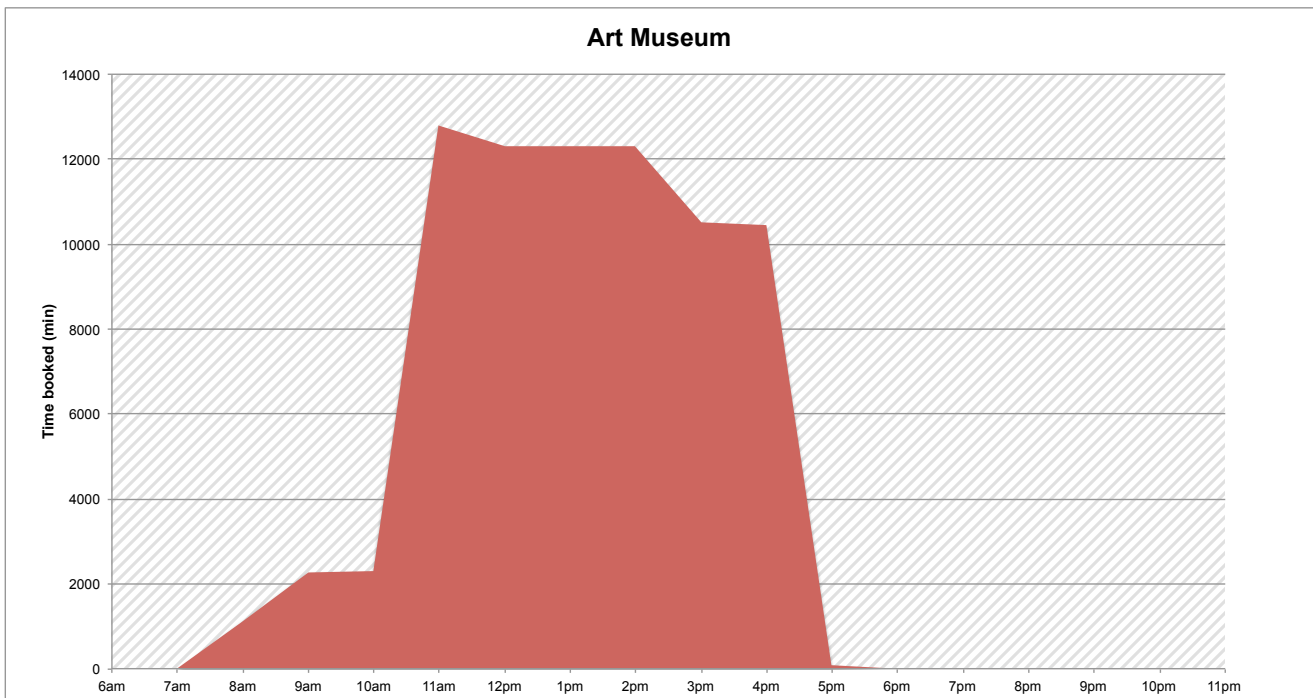


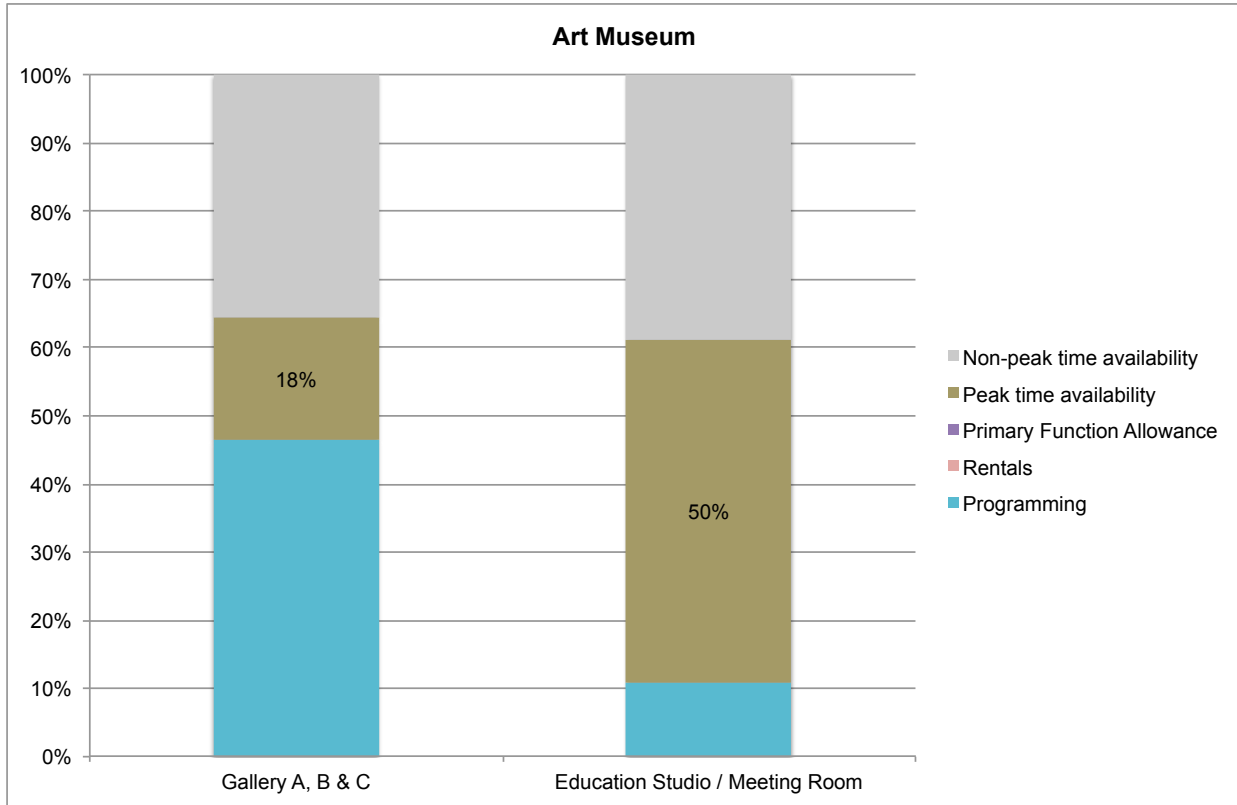
The Silk Purse



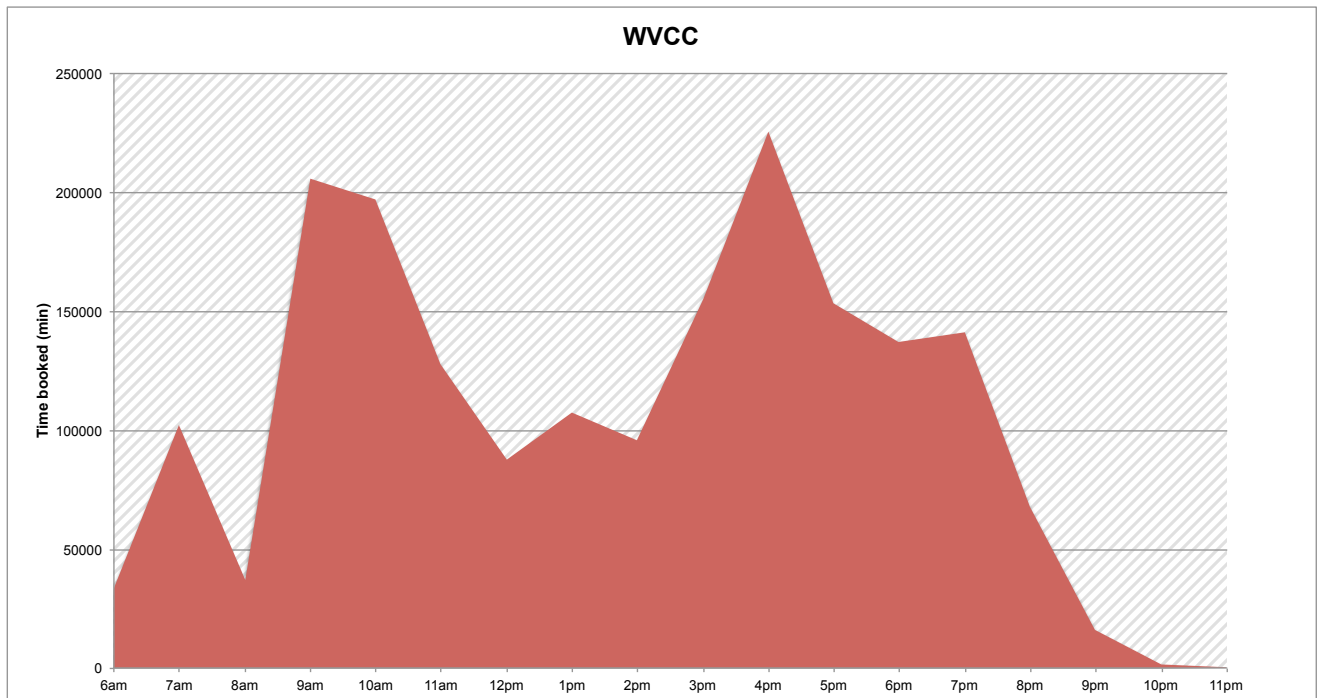


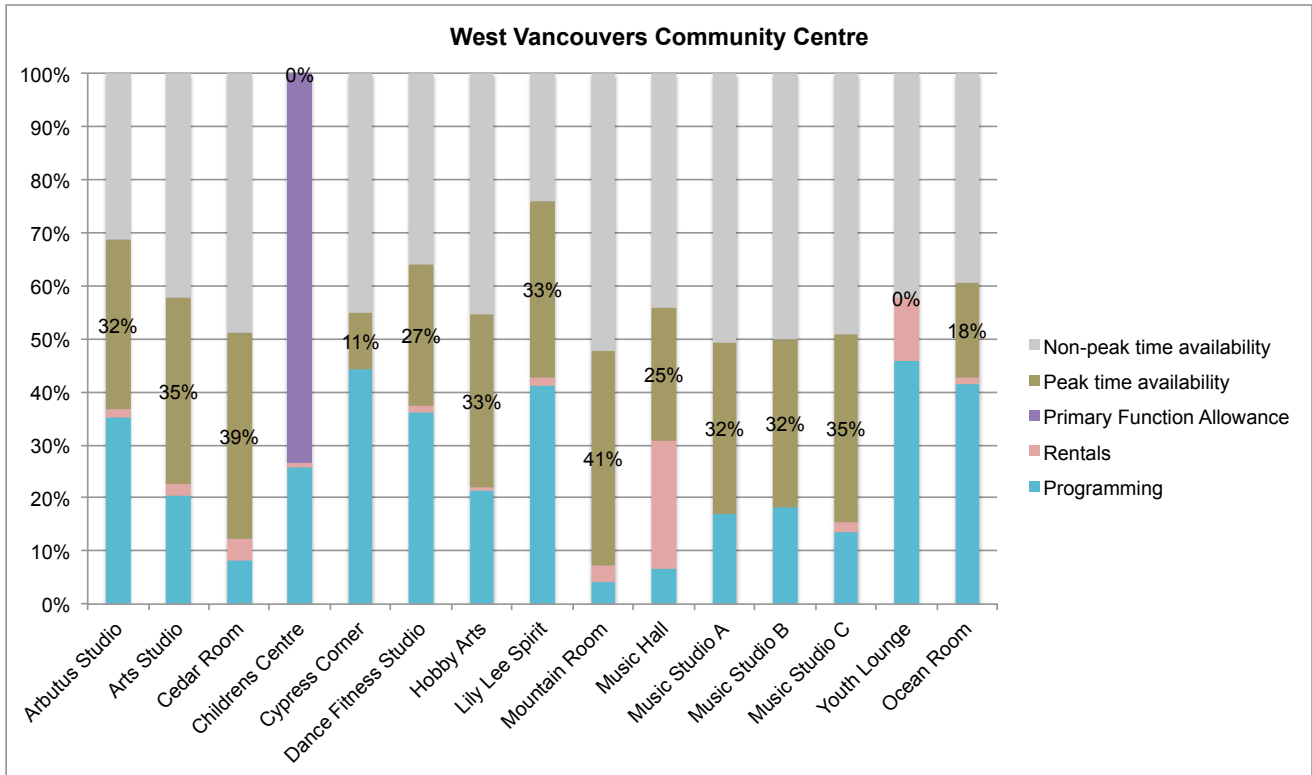
West Vancouver Art Museum





West Vancouver Community Centre

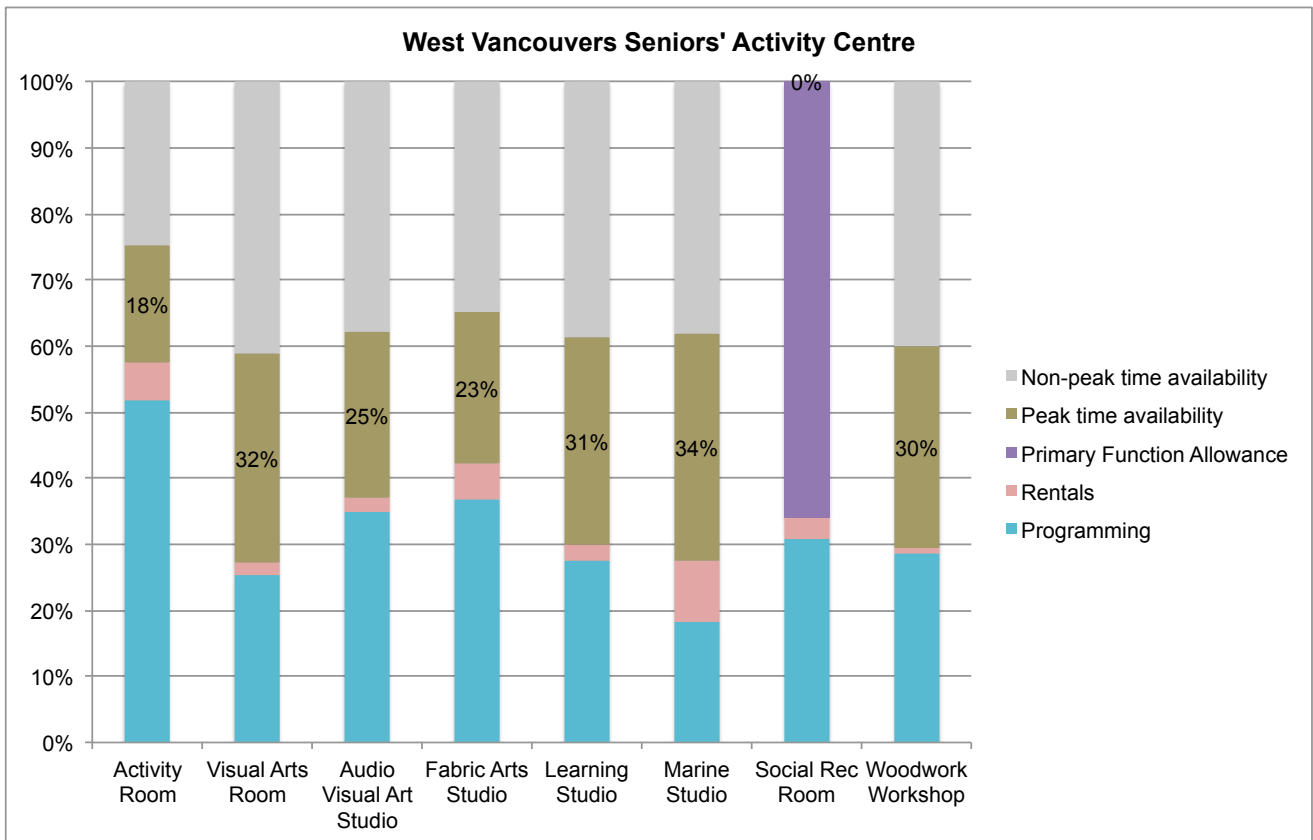
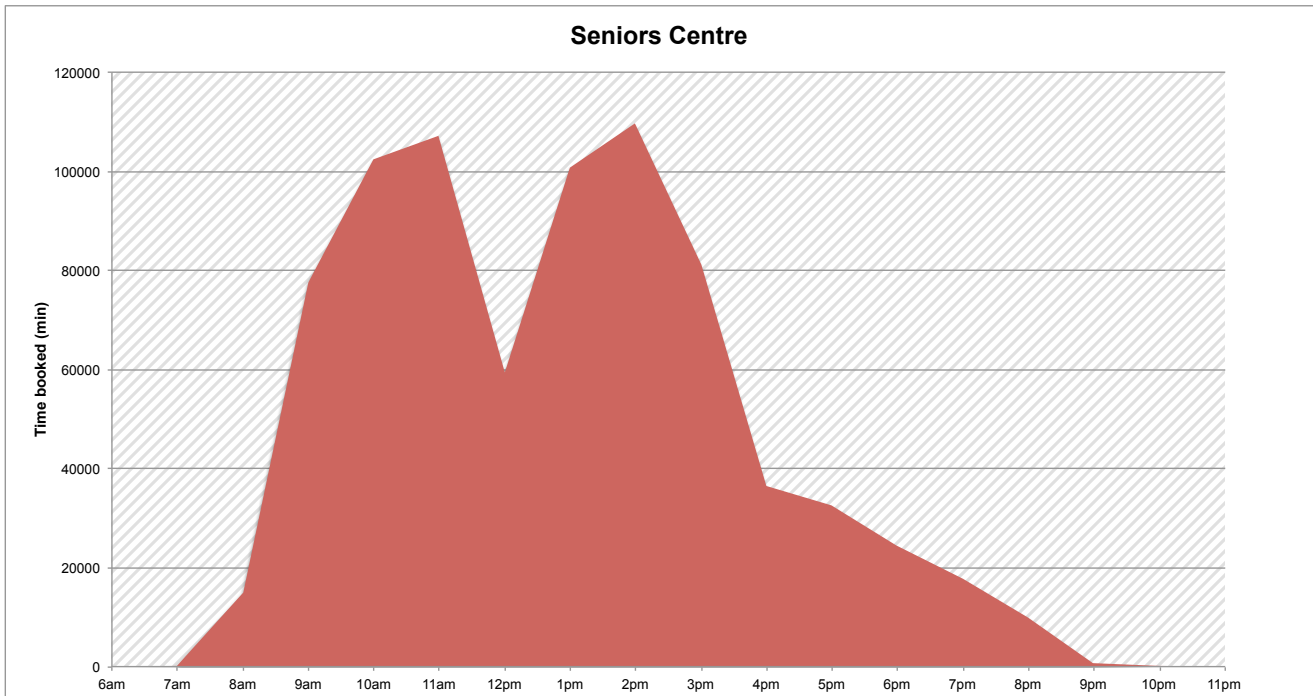




West Vancouver Public Library

The utilization of the Library programming spaces could not be analyzed due to the lack of available booking information. Using summarized 2018 data, it was estimated that approx. 15% of the events/programs offered at the Library are related to arts and culture. It was noted that the library does have additional capacity for more arts and culture programming as long as it follows the strategic planning directions of the Library.

West Vancouver Seniors Activity Centre



Appendix C – Space Archetypes

Descriptions of the space archetypes are presented in the section that follows.

Table 33: Space archetype descriptions

Ceramic Arts	<p>Description: Supports pottery activities including supply and piece storage, drying space, wheel and workshop space, and kiln rooms.</p> <p>Space: Indoor, outdoor (outdoor kilns), industrial flooring which is easily cleanable, low sound transmission, pottery appropriate drying and work ventilation and lighting.</p> <p>Equipment: Pottery wheels, kilns, drying storage shelving.</p>
Gallery	<p>Description: Art exhibitions, receptions and lectures. May be accompanied by music and food and drink.</p> <p>Space: Large, clear space that can be reconfigured with temporary walls and barriers for exhibition flexibility. Room should be temperature and humidity monitored, have low sound transmission, and no direct sunlight.</p> <p>Equipment: Exhibition walls and barriers (movable), retractable screen for presentations, exhibition lighting, and multimedia exhibitions.</p>
Meeting/Lectures	<p>Description: Media presentations and classroom style learning, may be quiet or loud activity; programmed or drop-in. e.g. Classroom learning activities, debates, special events, artist lectures, small performances, demonstration, social gatherings.</p> <p>Space: Indoor, approximately rectangular room, carpet allowable, low sound transmission.</p> <p>Equipment: Screen or projector, chairs and tables (moveable), audio system. Optional soft seating, adjustable lighting levels.</p>
Movement	<p>Description: Individual expressive use of space, may be accompanied by music; e.g. dance, theatre arts, gross motor activities.</p> <p>Space: Single large space with no columns or change in floor level, sprung floors, airflow and a minimum temperature of 22C, in-room storage for equipment. Consistent lighting, low sound transmission.</p> <p>Equipment: Sound system with remote control, portable barre/mirrors/mats and other equipment. Smooth flooring.</p>
Multipurpose	<p>Description: Involving generally quiet group artistic creation sessions, may be accompanied by music. e.g. Painting, mixed media art, arts and crafts, visual art, fibre arts, drawing, lectures, presentations.</p> <p>Space: Cleanable floors, sink, in-room supply storage, reasonable ventilation, natural lighting.</p> <p>Equipment: Tables and chairs, racks for drying paintings, various props, in-room storage for variety of equipment.</p>
Music – Large	<p>Description: Involving primarily sound-generating activity, in a group setting; programmed. e.g. music, small band, singing, small choir.</p> <p>Space: Low sound transmission, ideally low reverberation, must be</p>

	<p>accessible for large portable instruments (e.g. cello), must be nearby storage for instruments.</p> <p>Equipment: Piano, portable or integrated speaker system, chairs and music stands.</p>
Music – Small	<p>Description: Involving primarily sound-generating activity, in 1:1 or 2:1 setting; programmed. e.g. Music, singing.</p> <p>Space: Low sound transmission, ideally low reverberation, must be accessible for large portable instruments (e.g. cello), must be nearby storage for instruments.</p> <p>Equipment: Piano, portable or integrated speaker system, chairs and music stands.</p>
Theatre Arts	<p>Description: Supporting performance and rehearsal for theatre and music: a combination of presentation, movement, and music. May include sets and props, lighting.</p> <p>Space: Storage required for props, sets, chairs and stage blocks. Ideally: light locks, external mustering area, backstage support areas.</p> <p>Equipment: Sound system, lighting system, blackout blinds.</p>

Appendix D: Option #1 Space List

Facility Name	Component	Room Name	Qty.	Area (NSM)	Total Area (NSM)	Notes
Arts and Culture Centre	Facility Support	Vestibule	1	7.5	7.5	
	Facility Support	Lobby	1	50	50	
	Facility Support	Reception	1	10	10	
	Facility Support	Café	1	12	12	Placeholder for open café, seating within the lobby
	Facility Support	Gift Shop	1	20	20	Placeholder for gift shop, open to lobby
	Program Space	Gallery	1	75	75	Could be used for visual art, receptions, small musical performances, clean workshops
	Program Space	Gallery Storage Room	1	8	8	
	Program Space	Rehearsal Space	1	80	80	Should be sound proof. For theatre arts rehearsals, movement activities, music rehearsals etc.
	Program Space	Rehearsal Storage Room	1	8	8	
	Program Space	Change rooms	1	22	22	Unisex, 20 half lockers, 2 change cubicles, 2 washroom stalls
	Program Space	Multipurpose Room, Large	1	75	75	Requires kitchenette, presentation equipment, easily cleanable flooring
	Program Space	Multipurpose Room, Large, Storage	1	8	8	
	Program Space	Multipurpose Room, Medium	2	40	80	Requires kitchenette, presentation equipment, easily cleanable flooring
	Program Space	Multipurpose Room, Medium, Storage	2	6	12	
	Program Space	Multipurpose Room, Small	1	25	25	Requires kitchenette, presentation equipment, easily cleanable flooring
	Program Space	Multipurpose Room, Small, Storage	1	4	4	
	Program Space	Kitchen	1	25	25	Prep kitchen to support all spaces within facility. For receptions, special events etc.
	Administration	Office	1	10	10	District manager
	Administration	Workstations, open	4	4.5	18	District staff workroom
	Administration	Breakout Room	1	6	6	For teleconferencing, video calls and small meetings
Administration	Touchdown workstations	2	3	6	For visiting District staff and during festivals/events	
Administration	Business Centre	1	6	6		

Administration	Administration Storage	1	6	6	
Administration	Meeting Room	1	30	30	Shared with community groups
Community Organizations	Office	4	10	40	Rentable by community organizations (NSAG, WVCAC, Heritage etc.)
Community Organizations	Storage Room, Administration	1	4	4	To support the community administration spaces
Community Organizations	Storage Closets, Large	2	8	16	Rentable by community organizations, for program supplies and equipment
Community Organizations	Storage Closets, Medium	4	6	24	Rentable by community organizations, for program supplies and equipment
Community Organizations	Storage Closets, Small	6	1	6	Rentable by community organizations, for program supplies and equipment
Facility Support	Loading/Unloading	1	45	45	

Subtotal 739
Component Gross 222
Building Gross 258
Total 1219 = 13,116 sqft

Facility Name	Component	Room Name	Qty.	Area (NSM)	Total Area (NSM)	Notes
Art Museum	Facility Support	Lobby	1	30	30	
	Facility Support	Gift Shop	1	12	12	
	Program Space	Gallery	1	275	275	One large gallery with the capability of sectioning depending on exhibitions
	Program Space	Gallery Storage	1	20	20	Temporary walls, display cases, basic tools etc.
	Program Space	Prep Kitchen	1	18	18	
	Program Space	Collection Storage, Temporary	1	40	40	
	Program Space	Collection Storage, Permanent	1	20	20	
	Program Space	Exhibition Preparation Workroom	1	55	55	
	Facility Support	Loading/Unloading	1	45	45	
	Program Space	Multipurpose Room, Large	1	75	75	
	Program Space	Multipurpose Room, Large, Storage	1	8	8	
	Administration	Office	1	10	10	Manager
	Administration	Workstations, Open	4	4.5	18	
	Administration	Touchdown workstations	2	3	6	
	Administration	Digitizing workstation	1	9	9	
Administration	Business Centre	1	6	6		

Administration	Meeting Room	1	20	20	
Administration	Storage Room, Administration	1	6	6	

Subtotal	673	
Component Gross	202	Minor circulation, internal walls
Building Gross	236	Major circulation, washrooms, utility rooms, exterior walls etc.
Total	1110	= 11,953 sqft

Appendix E: Option #2 Space List

Component	Room Name	Qty.	Area (NSM)	Total Area (NSM)	Notes
Facility Support	Vestibule	1	7.5	7.5	
Facility Support	Lobby	1	50	50	
Facility Support	Reception	1	10	10	
Facility Support	Café	1	12	12	Placeholder for open café, seating within the lobby
Facility Support	Gift Shop	1	20	20	Placeholder for gift shop, open to lobby
Program Space	Gallery	1	75	75	Could be used for visual art, receptions, small musical performances, clean workshops
Program Space	Gallery Storage Room	1	8	8	
Program Space	Rehearsal Space	1	80	80	Should be sound proof. For theatre arts rehearsals, movement activities, music rehearsals etc.
Program Space	Rehearsal Storage Room	1	8	8	
Program Space	Change rooms	1	22	22	Unisex, 20 half lockers, 2 change cubicles, 2 washroom stalls
Program Space	Multipurpose Room, Large	1	75	75	Requires kitchenette, presentation equipment, easily cleanable flooring
Program Space	Multipurpose Room, Large, Storage	1	8	8	
Program Space	Multipurpose Room, Medium	2	40	80	Requires kitchenette, presentation equipment, easily cleanable flooring
Program Space	Multipurpose Room, Medium, Storage	2	6	12	
Program Space	Multipurpose Room, Small	1	25	25	Requires kitchenette, presentation equipment, easily cleanable flooring
Program Space	Multipurpose Room, Small, Storage	1	4	4	
Program Space	Kitchen	1	25	25	Prep kitchen to support all spaces within facility. For receptions, special events etc.
Administration	Office	1	10	10	District manager
Administration	Workstations, open	4	4.5	18	District staff workroom
Administration	Breakout Room	1	6	6	For teleconferencing, video calls and small meetings
Administration	Touchdown workstations	2	3	6	For visiting District staff and during festivals/events
Administration	Business Centre	1	6	6	
Administration	Administration Storage	1	6	6	
Administration	Meeting Room	1	30	30	Shared with community groups
Community Organizations	Office	4	10	40	Rentable by community organizations (NSAG, WVCAC, Heritage etc.)
Community	Storage Room,	1	4	4	To support the community

Component	Room Name	Qty.	Area (NSM)	Total Area (NSM)	Notes
Organizations	Administration				administration spaces
Community Organizations	Storage Closets, Large	2	8	16	Rentable by community organizations, for program supplies and equipment
Community Organizations	Storage Closets, Medium	4	6	24	Rentable by community organizations, for program supplies and equipment
Community Organizations	Storage Closets, Small	6	1	6	Rentable by community organizations, for program supplies and equipment
Facility Support	Loading/Unloading	1	45	45	
Art Museum	Lobby	0	30	0	Shared with building lobby
Art Museum	Gift Shop	0	12	0	
Art Museum	Gallery	1	275	275	One large gallery with the capability of sectioning depending on exhibitions
Art Museum	Gallery Storage	1	20	20	Temporary walls, display cases, basic tools etc.
Art Museum	Prep Kitchen	0	18	0	Shared with building kitchen
Art Museum	Collection Storage, Temporary	1	40	40	
Art Museum	Collection Storage, Permanent	1	20	20	
Art Museum	Exhibition Preparation Workroom	1	55	55	
Art Museum	Loading/Unloading	0	45	0	Shared with building loading/unloading
Art Museum	Multipurpose Room, Large	0	75	0	Shared with building multipurpose large room
Art Museum	Multipurpose Room, Large, Storage	0	8	0	Shared with building multipurpose large storage room
Art Museum	Office	1	10	10	Manager
Art Museum	Workstations, Open	4	4.5	18	
Art Museum	Touchdown workstations	0	3	0	Shared with building administration touchdown space
Art Museum	Digitizing workstation	1	9	9	
Art Museum	Business Centre	0	6	0	Shared with building business centre
Art Museum	Meeting Room	0	20	0	Shared with building meeting room
Art Museum	Storage Room, Administration	1	6	6	

Subtotal	1192	
Component Gross	357	Minor circulation, internal walls
Building Gross	417	Major circulation, washrooms, utility rooms, exterior walls etc.
Total	1966	= 21,162 sqft

Appendix F: Current vs. Future Space Comparison

For perspective, a comparison between the existing spaces and what is being recommended in the future has been prepared. Programs and activities within three facilities (Music Box, Silk Purse, and Art Museum) are moved from their current location to either a new facility or facilities in Option #1 and #2. The table below identifies how much new space is programmed for the future. Please note that the direct comparison of current vs. future does not present a complete picture as the current spaces are severely under supported.

Table 34: Current vs. future space comparison

Space Type	Music Box (m ²)	Silk Purse (m ²)	Art Museum (m ²)	Space Type Subtotal	Option #1 (m ²)	Option #1, % Change	Option #2 (m ²)	Option #2, % Change
Gallery	0.0	44.2	96.2	140.4	378.0	169%	378.0	169%
Multipurpose	41.0	46.1	59.0	146.1	140.0	-4%	223.0	53%
Theatre Arts	53.0	0.0	0.0	53.0	80.0	51%	80.0	51%
Program Support ¹	45.1	9.0	75.3	129.3	220.0	70%	250.0	93%
Community Organizations ²	48.3	0.0	9.8	58.1	114.0	96%	114.0	96%
Administration ³	0.0	33.0	43.7	76.7	147.0	92%	179.0	133%
Facility Support ⁴	5.2	3.7	6.5	15.4	112.5	633%	187.5	1121%
Gross Up ⁵	88.3	61.8	54.5	204.6	774.5	279%	917.5	348%
Totals	280.9	197.7	344.9	823.5	1966.0	139%	2329.0	183%

¹ Program Support space includes any space dedicated to supporting a programming activity. This includes storage rooms, café, gift shop, kitchen, collection storage, exhibit preparation room etc.

² Community Organization space includes space dedicated to arts and culture groups within the community. This includes offices, workstations, and storage space.

³ Administration space includes spaces used for day-to-day facility operation support. This includes offices, workstations, business centre, meeting space, and staff lounge.

⁴ Facility Support space includes spaces needed for the building to support the occupants. This includes entrance vestibule, lobby, reception and loading/unloading space.

⁵ Gross Up space accounts for utility spaces (electrical, mechanical, server etc.), washrooms, minor and major building circulation and portion of the building's footprint that is lost to physical building materials (interior and exterior walls).

Appendix G: Costing Report

WEST VANCOUVER ARTS AND CULTURE FACILITIES

CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0) (OPINION OF PROBABLE COST)

May 22, 2019



SSA QUANTITY SURVEYORS LTD

COST PLANNING | VALUE MANAGEMENT | PROJECT CONTROLS

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**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

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**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

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**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

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**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

1. INTRODUCTION

The District of West Vancouver is developing a Program for redevelopment and enhancement of its Arts and Culture Facilities.

The Cornerstone Planning Group has prepared some initial Program and associated Planning for the project, and SSA Quantity Surveyors Ltd. (SSAQS) has prepared this this Class 'D' Program Estimate (Opinion of Probable Cost) for the various options for the project.

For the detail on the program and planning please refer to the separate information prepared by the Cornerstone Planning Group.

Based upon the information provided, we have developed this Program Estimate at a Class D level for the project.

This Class D Estimate Report presents estimates for various options. Please also refer to the Main Summary in this report.

- Option 1 which includes Facility 1 (Community Arts and Culture Centre) and Facility 2 (Art Museum – Architecturally Average).
- Option 1 which includes Facility 1 (Community Arts and Culture Centre) and Facility 2 (Art Museum – Architecturally Significant).
- Option 2 which includes an Architecturally Average Art Museum and associated spaces in one building.
- Option 2 which includes an Architecturally Significant Art Museum and associated spaces in one building.
- Supplementary Amenities.

Notes:

- The Program Spaces have been provided by Cornerstone Planning Group.
- The estimate is non-site specific and allowances only have been included assuming normal site conditions and site servicing requirements.
- We have excluded all allowances for the cost of land.
- We have used unit rates for each functional space and each discipline based upon current information from similar projects and our benchmarked assumptions and allowances for a project of this size and type in West Vancouver.
- We have had no discussions with any design consultants regarding the building architecture, structure or systems.
- We have not included any allowances for providing the ability for systems in the facility to expand in the future.
- We have excluded allowances for District Building Permit costs, DCC's and any other District costs.
- We have excluded forward escalation.
- We have excluded allowances for Furniture, Furnishings and Equipment.
- Assumptions and allowances are identified in this report.

This Class 'D' Estimate (Opinion of Probable Cost) is based on the Program Areas described above. Our knowledge of the project is limited to the program information provided to us.

**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

Pricing is based upon current **2nd Quarter 2019** unit rates that we consider reasonable, but competitive, for the size, type and complexity of project, and its location in West Vancouver.

The estimated construction costs reflect our opinion of the current construction industry market conditions for this size and type of project in West Vancouver. It has been assumed that the work will be tendered on a Design Bid Build (DBB) basis, competitively tendered to a minimum of 3 competent general contractors, where each trade contract is bid on a competitive stipulated price basis. The pricing in this estimate is predicated upon a minimum of three qualified trade contractors for each significant trade, bidding for the work on a competitive basis and there will be no sole source non-competitive trade contracts. It is also predicated upon the assumption that the project will be bid with normal and reasonable market conditions and that any unforeseen, aberrant or abnormal market conditions are not contemplated in the estimate.

The Goods and Services Tax (GST) has been excluded.

This estimate is our opinion of fair market value for the construction of this project, and is not a prediction of low bid.

2. MAIN SUMMARY

MAIN SUMMARY OF POSSIBLE BUDGET OPTIONS	Option #1		Option #2
	Facility #1	Facility #2: Art Museum	Facility #1
Capital Costs	\$11,153,000	\$11,958,000	\$18,459,000
Supplementary Amenities Capital Costs	NA	\$3,306,000	\$3,306,000
Capital Costs for an Architecturally Significant Building	NA	\$12,911,000	\$20,087,000

3. LEVEL OF RISK

It is our opinion that the risk associated with this Opinion of Probable Costs at a Class D level is $\pm 25\%$, 18 times out of 20.

4. BASIS OF THE ESTIMATE

4.1. Cost Base

Pricing shown reflects our opinion of probable construction costs obtainable in the 2nd Quarter of 2019 on the effective date of this report.

This estimate is our opinion of fair market value for the construction of this project, and is not a prediction of low bid.

**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

4.2. Contingencies

- 4.2.1. **Design Contingency** – An allowance of 20% has been included. This allowance, when included, is a reserve of funds included in the estimate and which is allocated to cover pricing adjustments resulting from incomplete design information and design detailing that is not currently available.
- 4.2.2. **Escalation Contingency** – Forward escalation has not been included. This allowance, when included, is a reserve of funds to cover possible price increases from the time that the estimate is prepared to the time that the project is tendered.
- 4.2.3. **Phasing Allowance** – No allowance has been included. This allowance, when included, is for any work required to maintain the operation of the facility while construction proceeds.
- 4.2.4. **Construction Contingency** – An allowance of 5% has been included. The construction contingency is a reserve of funds which is allocated to cover change orders that are required during the course of construction, and is not intended to be a scope change contingency.

5. EXCLUSIONS

The following items are specifically excluded from this estimate:

- 5.1. Land Purchase costs.
- 5.2. Site specific allowances.
- 5.3. Building Permit.
- 5.4. DCC's.
- 5.5. Furniture, Furnishings and Equipment.
- 5.6. Escalation.
- 5.7. GST.
- 5.8. Hazardous Materials identification and removal.
- 5.9. Adverse environmental conditions.
- 5.10. Unknown adverse archeological conditions.
- 5.11. Adverse soil and/or subsoil conditions.
- 5.12. Project Procurement costs.
- 5.13. Project Financing Costs.
- 5.14. Significant Utility Upgrades.

**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

6. STATEMENT OF PROBABLE COSTS

Estimates of construction costs prepared by SSA Quantity Surveyors Ltd. represent our best judgement as Professional Cost Consultants/Quantity Surveyors familiar with the construction industry. It is recognised, however, that we do not have control over the cost of labour, materials or equipment, over architect/engineering design, over a contractor's method of determining prices, or over market or negotiating conditions. Accordingly, we cannot and do not warrant or represent that bids or negotiated prices will not vary from this nor any subsequent estimate of design/construction cost or evaluation prepared by or agreed to by us.

**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

7. CLASS 'D' ESTIMATE SUMMARIES FOR THE OPTIONS

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$8,051,000		\$0	\$8,051,000
3	Contingency for Construction (5%)	\$403,000		\$0	\$403,000
4	Design Fees (12.5%)	\$1,006,000	\$50,000	\$0	\$1,056,000
5	Quantity Surveyor	\$40,000	\$2,000	\$0	\$42,000
6	Facility Programmer	\$50,000	\$3,000	\$0	\$53,000
7	Landscape Consultant	\$50,000	\$3,000	\$0	\$53,000
8	Environmental Consultant	\$50,000	\$3,000	\$0	\$53,000
9	Other Consultants	\$150,000	\$8,000	\$0	\$158,000
10	Surveys	\$20,000	\$1,000	\$0	\$21,000
11	Commissioning	\$50,000	\$3,000	\$0	\$53,000
12	Testing & Inspections	\$20,000	\$1,000	\$0	\$21,000
13	Legal	\$125,000	\$6,000	\$0	\$131,000
14	Fire Safety Plans	\$20,000	\$1,000	\$0	\$21,000
15	Administrative Costs (2.5%)	\$201,000		\$0	\$201,000
16	Insurance	\$64,000		\$0	\$64,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	\$500,000		\$0	\$500,000
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$272,000		\$0	\$272,000
23					
24	Sub-Total	\$11,072,000	\$81,000	\$0	\$11,153,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$11,153,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

ARCHITECTURALLY AVERAGE

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$8,699,000		\$0	\$8,699,000
3	Contingency for Construction (5%)	\$435,000		\$0	\$435,000
4	Design Fees (12.5%)	\$1,087,000	\$54,000	\$0	\$1,141,000
5	Quantity Surveyor	\$43,000	\$2,000	\$0	\$45,000
6	Facility Programmer	\$50,000	\$3,000	\$0	\$53,000
7	Landscape Consultant	\$50,000	\$3,000	\$0	\$53,000
8	Environmental Consultant	\$50,000	\$3,000	\$0	\$53,000
9	Other Consultants	\$150,000	\$8,000	\$0	\$158,000
10	Surveys	\$15,000	\$1,000	\$0	\$16,000
11	Commissioning	\$50,000	\$3,000	\$0	\$53,000
12	Testing & Inspections	\$20,000	\$1,000	\$0	\$21,000
13	Legal	\$125,000	\$6,000	\$0	\$131,000
14	Fire Safety Plans	\$20,000	\$1,000	\$0	\$21,000
15	Administrative Costs (2.5%)	\$217,000		\$0	\$217,000
16	Insurance	\$70,000		\$0	\$70,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	\$500,000		\$0	\$500,000
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$292,000		\$0	\$292,000
23					
24	Sub-Total	\$11,873,000	\$85,000	\$0	\$11,958,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$11,958,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

ARCHITECTURALLY SIGNIFICANT

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$9,460,000		\$0	\$9,460,000
3	Contingency for Construction (5%)	\$473,000		\$0	\$473,000
4	Design Fees (12.5%)	\$1,183,000	\$59,000	\$0	\$1,242,000
5	Quantity Surveyor	\$47,000	\$2,000	\$0	\$49,000
6	Facility Programmer	\$50,000	\$3,000	\$0	\$53,000
7	Landscape Consultant	\$50,000	\$3,000	\$0	\$53,000
8	Environmental Consultant	\$50,000	\$3,000	\$0	\$53,000
9	Other Consultants	\$150,000	\$8,000	\$0	\$158,000
10	Surveys	\$15,000	\$1,000	\$0	\$16,000
11	Commissioning	\$50,000	\$3,000	\$0	\$53,000
12	Testing & Inspections	\$20,000	\$1,000	\$0	\$21,000
13	Legal	\$125,000	\$6,000	\$0	\$131,000
14	Fire Safety Plans	\$20,000	\$1,000	\$0	\$21,000
15	Administrative Costs (2.5%)	\$237,000		\$0	\$237,000
16	Insurance	\$76,000		\$0	\$76,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	\$500,000		\$0	\$500,000
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$315,000		\$0	\$315,000
23					
24	Sub-Total	\$12,821,000	\$90,000	\$0	\$12,911,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$12,911,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$13,506,000		\$0	\$13,506,000
3	Contingency for Construction (5%)	\$675,000		\$0	\$675,000
4	Design Fees (12.5%)	\$1,688,000	\$84,000	\$0	\$1,772,000
5	Quantity Surveyor	\$68,000	\$3,000	\$0	\$71,000
6	Facility Programmer	\$75,000	\$4,000	\$0	\$79,000
7	Landscape Consultant	\$75,000	\$4,000	\$0	\$79,000
8	Environmental Consultant	\$75,000	\$4,000	\$0	\$79,000
9	Other Consultants	\$200,000	\$10,000	\$0	\$210,000
10	Surveys	\$20,000	\$1,000	\$0	\$21,000
11	Commissioning	\$100,000	\$5,000	\$0	\$105,000
12	Testing & Inspections	\$30,000	\$2,000	\$0	\$32,000
13	Legal	\$150,000	\$8,000	\$0	\$158,000
14	Fire Safety Plans	\$25,000	\$1,000	\$0	\$26,000
15	Administrative Costs (2.5%)	\$338,000		\$0	\$338,000
16	Insurance	\$108,000		\$0	\$108,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	\$750,000		\$0	\$750,000
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$450,000		\$0	\$450,000
23					
24	Sub-Total	\$18,333,000	\$126,000	\$0	\$18,459,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$18,459,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$14,808,000		\$0	\$14,808,000
3	Contingency for Construction (5%)	\$740,000		\$0	\$740,000
4	Design Fees (12.5%)	\$1,851,000	\$93,000	\$0	\$1,944,000
5	Quantity Surveyor	\$74,000	\$4,000	\$0	\$78,000
6	Facility Programmer	\$75,000	\$4,000	\$0	\$79,000
7	Landscape Consultant	\$75,000	\$4,000	\$0	\$79,000
8	Environmental Consultant	\$75,000	\$4,000	\$0	\$79,000
9	Other Consultants	\$200,000	\$10,000	\$0	\$210,000
10	Surveys	\$20,000	\$1,000	\$0	\$21,000
11	Commissioning	\$100,000	\$5,000	\$0	\$105,000
12	Testing & Inspections	\$30,000	\$2,000	\$0	\$32,000
13	Legal	\$150,000	\$8,000	\$0	\$158,000
14	Fire Safety Plans	\$25,000	\$1,000	\$0	\$26,000
15	Administrative Costs (2.5%)	\$370,000		\$0	\$370,000
16	Insurance	\$118,000		\$0	\$118,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	\$750,000		\$0	\$750,000
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$490,000		\$0	\$490,000
23					
24	Sub-Total	\$19,951,000	\$136,000	\$0	\$20,087,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$20,087,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

POSSIBLE PROJECT BUDGET SHEET - DESIGN BID BUILD (DBB)					
		ESTIMATED VALUE (Values rounded to closest thousand \$)	REIMBURSABLE EXPENSES	GST EXCLUDED	TOTALS
1	Land	EXCLUDED		EXCLUDED	EXCLUDED
2	Construction	\$2,500,000		\$0	\$2,500,000
3	Contingency for Construction (5%)	\$125,000		\$0	\$125,000
4	Design Fees (12.5%)	\$313,000	\$16,000	\$0	\$329,000
5	Quantity Surveyor	\$13,000	\$1,000	\$0	\$14,000
6	Facility Programmer	\$15,000	\$1,000	\$0	\$16,000
7	Landscape Consultant	\$15,000	\$1,000	\$0	\$16,000
8	Environmental Consultant	\$15,000	\$1,000	\$0	\$16,000
9	Other Consultants	\$25,000	\$1,000	\$0	\$26,000
10	Surveys	\$5,000	\$0	\$0	\$5,000
11	Commissioning	\$30,000	\$2,000	\$0	\$32,000
12	Testing & Inspections	\$10,000	\$1,000	\$0	\$11,000
13	Legal	\$25,000	\$1,000	\$0	\$26,000
14	Fire Safety Plans	\$25,000	\$1,000	\$0	\$26,000
15	Administrative Costs (2.5%)	\$63,000		\$0	\$63,000
16	Insurance	\$20,000		\$0	\$20,000
17	City Cost Charges	EXCLUDED		\$0	EXCLUDED
18	Building Permit	EXCLUDED		\$0	EXCLUDED
19	Off-Site Services AND Infrastructure Upgrades- ALLOWANCE	EXCLUDED		\$0	\$0
20	Furniture, Furnishings and Equipment	EXCLUDED		\$0	EXCLUDED
21	Escalation Contingency	EXCLUDED		\$0	EXCLUDED
22	General Project Contingency (2.5%)	\$81,000		\$0	\$81,000
23					
24	Sub-Total	\$3,280,000	\$26,000	\$0	\$3,306,000
25	GST Rebate				\$0
26					
27	POSSIBLE PROJECT BUDGET				\$3,306,000

Note:

This sheet is subject to limiting conditions contained in the accompanying report.

**WEST VANCOUVER ARTS AND CULTURE FACILITIES
CLASS 'D' PROGRAM ESTIMATE REPORT (Revision 0)
May 22, 2019**

8. CLASS 'D' ESTIMATE DETAILS

Line Number	Description	Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
UNIT RATES													
1	OPTION 1												
2	Facility #1: Community Arts and Culture Centre												
3	Program Space	NEW		620.0		1,900.00	0.00	650.00	0.00	400.00	700.00	3,650.00	\$2,263,000
4	Administration	NEW		172.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$593,000
5	Community Organisations	NEW		188.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$649,000
6	Facility Support	NEW		238.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$821,000
7													
8	TOTAL BUILDINGS			1,218.0									\$4,326,000
9													
10	Building Lump Sum Allowances												
11	Exterior Entry Canopies		1 l/s		35,000.00								\$35,000
12	Shading Devices		1 l/s		75,000.00								\$75,000
13													
14	Building Lump Sum Allowances Sub-Total												\$110,000
15													
16	TOTAL BUILDING BEFORE MARKUPS			1,218									\$4,436,000
17	Location Factor											0.0%	\$0
18	Overhead & Profit											18.0%	\$798,000
19	Phasing Allowance											0.0%	\$0
20	Building Design Contingency											20.0%	\$1,047,000
21	Building Forward Escalation Allowance											0.0%	See Summary
22	Building Construction Contingency											0.0%	See Summary
23													
24	ESTIMATED TOTAL - BUILDING												\$6,281,000
25	On Site												
26	Allowance for Hard Landscaping		1 l/s		500,000.00								\$500,000
27	Parking	EXCLUDED											\$0
28	Allowance for Soft Landscaping		1 l/s		350,000.00								\$350,000
29	Electrical Service		1 l/s		175,000.00								\$175,000
30	Water Service		1 l/s		50,000.00								\$50,000
31	Storm Sewer		1 l/s		75,000.00								\$75,000
32	Telephone/Cable		1 l/s		50,000.00								\$50,000
33	Gas Service		1 l/s		50,000.00								\$50,000
34													
35	Site Sub-Total												\$1,250,000
36	Location Factor											0.0%	\$0
37	Overhead & Profit											18.0%	\$225,000
38	Phasing Allowance											0.0%	\$0
39	Site Design Contingency											20.0%	\$295,000
40	Site Forward Escalation Allowance											0.0%	\$0
41	Site Construction Contingency											0.0%	See Summary
42													
43	ESTIMATED TOTAL - SITE												\$1,770,000
44													
45	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - FACILITY #1 - COMMUNITY ARTS AND CULTURAL CENTRE												\$8,051,000

Line Number	Description	Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
1	OPTION 1 - Architecturally Average Art Museum												
2	Facility #2: Art Museum - Architecturally Average												
3	Program Space	NEW		843.0		2,300.00	0.00	750.00	0.00	550.00	800.00	4,400.00	\$3,709,000
4	Administration	NEW		124.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$428,000
5	Facility Support	NEW		238.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$821,000
6													
7	TOTAL BUILDINGS			1,205.0									\$4,958,000
8													
9	Building Lump Sum Allowances												
10	Exterior Entry Canopies		1 l/s		35,000.00								\$35,000
11	Shading Devices		1 l/s		75,000.00								\$75,000
12													
13	Building Lump Sum Allowances Sub-Total												\$110,000
14													
15	TOTAL BUILDING BEFORE MARKUPS			1,205									\$5,068,000
16	Location Factor											0.0%	\$0
17	Overhead & Profit											18.0%	\$912,000
18	Phasing Allowance											0.0%	\$0
19	Building Design Contingency											20.0%	\$1,196,000
20	Building Forward Escalation Allowance											0.0%	See Summary
21	Building Construction Contingency											0.0%	See Summary
22													
23	ESTIMATED TOTAL - BUILDING												\$7,176,000
24	On Site												
25	Allowance for Hard Landscaping		1 l/s		500,000.00								\$500,000
26	Parking	EXCLUDED											\$0
27	Allowance for Soft Landscaping		1 l/s		350,000.00								\$350,000
28	Electrical Service		1 l/s		175,000.00								\$175,000
29	Water Service		1 l/s		50,000.00								\$50,000
30	Storm Sewer		1 l/s		75,000.00								
31	Telephone/Cable		1 l/s		50,000.00								
32	Gas Service		1 l/s		50,000.00								
33													
34	Site Sub-Total												\$1,075,000
35	Location Factor											0.0%	\$0
36	Overhead & Profit											18.0%	\$194,000
37	Phasing Allowance											0.0%	\$0
38	Site Design Contingency											20.0%	\$254,000
39	Site Forward Escalation Allowance											0.0%	\$0
40	Site Construction Contingency											0.0%	See Summary
41													
42	ESTIMATED TOTAL - SITE												\$1,523,000
43													
44	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - ARCHITECTURALLY AVERAGE ART MUSEUM FACILITY												\$8,699,000

Line Number	Description	Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
1	OPTION 1 - Architecturally Significant Art Museum												
2	Facility #2: Art Museum - Architecturally Significant												
3	Program Space			843.0		2,600.00	0.00	750.00	0.00	600.00	800.00	4,750.00	\$4,004,000
4	Administration			124.0		2,000.00	0.00	750.00	0.00	650.00	750.00	4,150.00	\$515,000
5	Facility Support			238.0		2,000.00	0.00	750.00	0.00	600.00	750.00	4,100.00	\$976,000
6													
7	TOTAL BUILDINGS			1,205.0									\$5,495,000
8													
9	Building Lump Sum Allowances												
10	Exterior Entry Canopies	1	l/s		35,000.00								\$35,000
11	Shading Devices	1	l/s		75,000.00								\$75,000
12													
13	Building Lump Sum Allowances Sub-Total												\$110,000
14													
15	TOTAL BUILDING BEFORE MARKUPS			1,205									\$5,605,000
16	Location Factor											0.0%	\$0
17	Overhead & Profit											18.0%	\$1,009,000
18	Phasing Allowance											0.0%	\$0
19	Building Design Contingency											20.0%	\$1,323,000
20	Building Forward Escalation Allowance											0.0%	See Summary
21	Building Construction Contingency											0.0%	See Summary
22													
23	ESTIMATED TOTAL - BUILDING												\$7,937,000
24	On Site												
25	Allowance for Hard Landscaping		1 l/s		500,000.00								\$500,000
26	Parking			EXCLUDED									\$0
27	Allowance for Soft Landscaping		1 l/s		350,000.00								\$350,000
28	Electrical Service		1 l/s		175,000.00								\$175,000
29	Water Service		1 l/s		50,000.00								\$50,000
30	Storm Sewer		1 l/s		75,000.00								
31	Telephone/Cable		1 l/s		50,000.00								
32	Gas Service		1 l/s		50,000.00								
33													
34	Site Sub-Total												\$1,075,000
35	Location Factor											0.0%	\$0
36	Overhead & Profit											18.0%	\$194,000
37	Phasing Allowance											0.0%	\$0
38	Site Design Contingency											20.0%	\$254,000
39	Site Forward Escalation Allowance											0.0%	\$0
40	Site Construction Contingency											0.0%	See Summary
41													
42	ESTIMATED TOTAL - SITE												\$1,523,000
43													
44	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - ARCHITECTURALLY SIGNIFICANT ART MUSEUM												
													\$9,460,000

Line Number	Description	Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
1	OPTION 2 - ARCHITECTURALLY AVERAGE ART MUSEUM												
2	Program Space			620.0		1,900.00	0.00	650.00	0.00	400.00	700.00	3,650.00	\$2,263,000
3	Administration			172.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$593,000
4	Community Organisations			188.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$649,000
5	Art Museum			747.0		2,300.00	0.00	750.00	0.00	550.00	800.00	4,400.00	\$3,287,000
6	Facility Support			238.0		1,700.00	0.00	650.00	0.00	400.00	700.00	3,450.00	\$821,000
7													
8	TOTAL BUILDINGS			1,965.0									\$7,613,000
9													
10	Building Lump Sum Allowances												
11	Exterior Entry Canopies	1	l/s		50,000.00								\$50,000
12	Shading Devices	1	l/s		100,000.00								\$100,000
13													
14	Building Lump Sum Allowances Sub-Total												\$150,000
15													
16	TOTAL BUILDING BEFORE MARKUPS			1,965									\$7,763,000
17	Location Factor											0.0%	\$0
18	Overhead & Profit											18.0%	\$1,397,000
19	Phasing Allowance											0.0%	\$0
20	Building Design Contingency											20.0%	\$1,832,000
21	Building Forward Escalation Allowance											0.0%	See Summary
22	Building Construction Contingency											0.0%	See Summary
23													
24	ESTIMATED TOTAL - BUILDING												\$10,992,000
25	On Site												
26	Allowance for Hard Landscaping	1	l/s		750,000.00								\$750,000
27	Parking			EXCLUDED									\$0
28	Allowance for Soft Landscaping	1	l/s		500,000.00								\$500,000
29	Electrical Service	1	l/s		200,000.00								\$200,000
30	Water Service	1	l/s		75,000.00								\$75,000
31	Storm Sewer	1	l/s		100,000.00								\$100,000
32	Telephone/Cable	1	l/s		75,000.00								\$75,000
33	Gas Service	1	l/s		75,000.00								\$75,000
34													
35	Site Sub-Total												\$1,775,000
36	Location Factor											0.0%	\$0
37	Overhead & Profit											18.0%	\$320,000
38	Phasing Allowance											0.0%	\$0
39	Site Design Contingency											20.0%	\$419,000
40	Site Forward Escalation Allowance											0.0%	\$0
41	Site Construction Contingency											0.0%	See Summary
42													
43	ESTIMATED TOTAL - SITE												\$2,514,000
44													
45	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - OPTION 2 - ARCHITECTURALLY AVERAGE ART MUSEUM												\$13,506,000

Line Number	Description	Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
1	OPTION 2 - ARCHITECTURALLY SIGNIFICANT ART MUSEUM												
2	Program Space			620.0		2,100.00	0.00	750.00	0.00	500.00	700.00	4,050.00	\$2,511,000
3	Administration			172.0		2,100.00	0.00	750.00	0.00	500.00	700.00	4,050.00	\$697,000
4	Community Organisations			188.0		2,100.00	0.00	750.00	0.00	500.00	700.00	4,050.00	\$761,000
5	Art Museum			747.0		2,700.00	0.00	750.00	0.00	600.00	800.00	4,850.00	\$3,623,000
6	Facility Support			238.0		2,000.00	0.00	750.00	0.00	500.00	700.00	3,950.00	\$940,000
7													
8	TOTAL BUILDINGS			1,965.0									\$8,532,000
9													
10	Building Lump Sum Allowances												
11	Exterior Entry Canopies	1	l/s		50,000.00								\$50,000
12	Shading Devices	1	l/s		100,000.00								\$100,000
13													
14	Building Lump Sum Allowances Sub-Total												\$150,000
15													
16	TOTAL BUILDING BEFORE MARKUPS			1,965									\$8,682,000
17	Location Factor											0.0%	\$0
18	Overhead & Profit											18.0%	\$1,563,000
19	Phasing Allowance											0.0%	\$0
20	Building Design Contingency											20.0%	\$2,049,000
21	Building Forward Escalation Allowance											0.0%	See Summary
22	Building Construction Contingency											0.0%	See Summary
23													
24	ESTIMATED TOTAL - BUILDING												\$12,294,000
25	On Site												
26	Allowance for Hard Landscaping	1	l/s		750,000.00								\$750,000
27	Parking											EXCLUDED	\$0
28	Allowance for Soft Landscaping	1	l/s		500,000.00								\$500,000
29	Electrical Service	1	l/s		200,000.00								\$200,000
30	Water Service	1	l/s		75,000.00								\$75,000
31	Storm Sewer	1	l/s		100,000.00								\$100,000
32	Telephone/Cable	1	l/s		75,000.00								\$75,000
33	Gas Service	1	l/s		75,000.00								\$75,000
34													
35	Site Sub-Total												\$1,775,000
36	Location Factor											0.0%	\$0
37	Overhead & Profit											18.0%	\$320,000
38	Phasing Allowance											0.0%	\$0
39	Site Design Contingency											20.0%	\$419,000
40	Site Forward Escalation Allowance											0.0%	\$0
41	Site Construction Contingency											0.0%	See Summary
42													
43	ESTIMATED TOTAL - SITE												\$2,514,000
44													
45	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - OPTION 2 - ARCHITECTURALLY SIGNIFICANT ART MUSEUM												\$14,808,000

Line Number	Description		Quantity	Unit	BGSM	Lump Sum Allowance	Architectural	Demolition	Structural	ESCS	Electrical	Mechanical	TOTAL EXCLUDING MARKUPS (rounded)	ESTIMATED VALUE EXCLUDING MARKUPS (rounded)
1	SUPPLEMENTARY AMENITIES													
2	Program Space				400.0		1,900.00	0.00	650.00	0.00	400.00	650.00	3,600.00	\$1,440,000
3														
4	TOTAL BUILDINGS				400.0									\$1,440,000
5														
6	Building Lump Sum Allowances													
7	Exterior Entry Canopies		1	l/s		25,000.00								\$25,000
8	Shading Devices		1	l/s		35,000.00								\$35,000
9														
10	Building Lump Sum Allowances Sub-Total													\$60,000
11														
12	TOTAL BUILDING BEFORE MARKUPS				400									\$1,500,000
13	Location Factor												0.0%	\$0
14	Overhead & Profit												18.0%	\$270,000
15	Phasing Allowance												0.0%	\$0
16	Building Design Contingency												20.0%	\$354,000
17	Building Forward Escalation Allowance												0.0%	See Summary
18	Building Construction Contingency												0.0%	See Summary
19														
20	ESTIMATED TOTAL - BUILDING													\$2,124,000
21	On Site													
22	Allowance for Hard Landscaping	INCREMENTAL	1	l/s		75,000.00								\$75,000
23	Parking	EXCLUDED												\$0
24	Allowance for Soft Landscaping	INCREMENTAL	1	l/s		100,000.00								\$100,000
25	Electrical Service	INCREMENTAL	1	l/s		25,000.00								\$25,000
26	Water Service	INCREMENTAL	1	l/s		15,000.00								\$15,000
27	Storm Sewer	INCREMENTAL	1	l/s		20,000.00								\$20,000
28	Telephone/Cable	INCREMENTAL	1	l/s		15,000.00								\$15,000
29	Gas Service	INCREMENTAL	1	l/s		15,000.00								\$15,000
30														
31	Site Sub-Total													\$265,000
32	Location Factor												0.0%	\$0
33	Overhead & Profit												18.0%	\$48,000
34	Phasing Allowance												0.0%	\$0
35	Site Design Contingency												20.0%	\$63,000
36	Site Forward Escalation Allowance												0.0%	\$0
37	Site Construction Contingency												0.0%	See Summary
38														
39	ESTIMATED TOTAL - SITE													\$376,000
40														
41	ESTIMATED TOTAL CONSTRUCTION COST - BUILDING AND SITE - SUPPLEMENTARY AMENITIES													
														\$2,500,000