

DISTRICT OF WEST VANCOUVER  
750 17TH STREET, WEST VANCOUVER BC V7V 3T3

## COUNCIL REPORT

Date:	April 18, 2023
From:	Christie Rosta, Cultural Services Manager
Subject:	Arts & Culture Centre Planning
File:	0116-20-AFAC

### RECOMMENDATION

THAT

1. the report titled Arts Planning: Visioning Participation Summary dated January 2023 be received for information;
2. the report titled West Vancouver Arts & Culture Centre Vision & Governance Study dated April 12, 2023 be received for information;
  - a. the Vision, Mission, and Guiding Principles endorsed by the Arts Facilities Advisory Committee and as set out in this report be approved;
  - b. the Arts & Culture Centre proposed preferred governance model as set out in this report be endorsed;
3. due to the completion of its Terms of Reference, the Arts Facilities Advisory Committee be disbanded; and
4. further direction be provided by Council regarding the Arts & Culture Centre Planning next steps.

#### 1.0 Purpose

The purpose of this report is to present the Arts & Culture Centre Planning related to the Vision, Mission, Guiding Principles, and governance model completed by the Arts Facilities Advisory Committee (AFAC) from fall 2021 to April 2023.

#### 2.0 Legislation/Bylaw/Policy

The Community Outreach and Engagement Policy 02-10-362 provides for a consistent and transparent approach to community outreach and engagement.

The AFAC is a committee of Council formed in July 2018 which oversees the development of arts and culture facilities planning and makes recommendations to Council. The AFAC Terms of Reference Policy 0063 is attached as **Appendix A**. The current AFAC membership list is attached as **Appendix B**.

The Community Engagement Committee (CEC) is a committee of Council which oversees the establishment and implementation of new working groups and revisions as may be necessary to Working Group Guidelines and the optimal functioning of the District's other community engagement activities, as may be directed by Council.

### **3.0 Council Strategic Objective(s)/Official Community Plan**

#### Council Strategic Plan

- 6.1 Continue with Arts and Culture Facility planning by engaging with the community and developing plans for governance and fundraising.

#### Official Community Plan

The following sections of the Official Community Plan (OCP) are applicable to this report:

##### Strengthening our commercial centres and nodes

- 2.3.1 Emphasize Ambleside Municipal Town Centre as the heart of West Vancouver with commercial land uses, such as:
- b. Arts and culture spaces

##### Enhancing public facilities and spaces

- 2.8.9 Maintain and optimize existing civic facility (e.g., community centres and libraries) and manage space flexibly or potentially expand to meet changing needs.
- 2.8.10 Seek opportunities to incorporate community and social service uses into private and public buildings in central, transit-accessible areas where possible.
- 2.8.11 Support the continual provision of community hubs (e.g., Child and Family Hub and Youth Services Hub) and explore the potential for neighbourhood hubs based on community partnerships.
- 2.8.12 Secure new community space or cash-in-lieu contributions through new development to meet changing community needs. Examples include (but are not limited to):
- Childcare and adult day centres;
  - Public plazas and gathering spaces;
  - Parks, trails and public realm improvements; and
  - Community or cultural facilities.

##### Promoting an engaged community

- 2.8.17 Engage the community in planning for services, programs, and facilities, and municipal decision-making.

Embracing arts, creativity and lifelong education

2.9.7 Recognize the role that the creative sector plays in the community with respect to cultural tourism and heritage, economic development, community identity and quality of life

#### 4.0 Financial Implications

In July 2021, Council allocated \$150,000 from the District's COVID-19 Safe Restart Grant Fund. This fund is an appropriate source for this work as the funds which would ordinarily have been used for this purpose in 2020 were required to be diverted to pay for COVID-19 response requirements.

The funds were allocated for the following:

- additional community-wide engagement on next steps for arts and culture facilities in West Vancouver including the development of a vision and concept for a new replacement Arts & Culture Centre
- research and development of a governance model

The breakdown of the costs is as follows:

Vision & Concept and Governance Model	\$ 84,610
Community Consultation & Outreach	\$ 41,650
<b>Total</b>	<b>\$ 126,260</b>

The decision to build an Arts & Culture Centre will have significant financial implications such as capital costs, annualized asset maintenance costs, and ongoing operating costs.

#### 5.0 Background

The District of West Vancouver's (District) three dedicated arts facilities (Art Museum, Music Box, and Silk Purse), originally built as single-family houses, are in poor condition and at the end of life. The AFAC is in the process of planning for an accessible purpose-built arts and culture facility as a replacement for these three facilities. The new facility is planned to meet the current and future demand for arts and culture for the next 20 years.

Developed in 2019, the Arts & Culture Facilities Plan identified the need for 21,000 sq. ft. of space to continue to provide arts and culture programs for all ages, exhibitions, small rehearsal and performances, administration space for arts groups, and multipurpose space for a variety of community uses. The Arts & Culture Facilities Plan also identified 4,000 sq. ft. of space for supplemental amenities such as an atrium, café, and gift shop.

Community consultation took place in 2021 to select a site for the facility. Results indicated a split in community opinion and raised questions about aspects of the replacement facility and proposed sites. Council decided not to move forward with any of the proposed sites and provided direction

to develop an additional community-wide engagement program on next steps for arts and culture facilities in West Vancouver, and the development of a governance model and a fundraising framework for the replacement of the facilities for arts and culture in West Vancouver.

## 5.1 Previous Decisions

Council, at its April 12, 2021 regular meeting, passed the following resolutions:

*THAT the report titled Arts Facilities Planning – 1400 Block of Marine Drive (North), dated March 10, 2021, be received for information.*

*THAT staff be directed to not include the 1400 block of Marine Drive (north side) in upcoming consultation for the location of an arts facility.*

Council, at its July 26, 2021 regular meeting, passed the following resolution:

*THAT*

- 1. the Arts & Culture Centre Site Selection – Engagement Summary Report be received for information;*
- 2. \$150,000 of the \$270,000 originally allocated from the COVID Safe Restart Grant be expended to develop an additional community wide engagement program on next steps for arts and culture facilities in West Vancouver, and the development of a governance model and a fundraising plan for the replacement of the facilities for arts and culture in West Vancouver; and*
- 3. staff report back to Council on the results of the community engagement, governance model, and fundraising plan.*

Council, at its September 27, 2021 regular meeting, passed the following resolution:

*THAT*

- 1. Arts Facilities Advisory Committee Terms of Reference Policy 0063 as approved on July 22, 2019 be rescinded; and*
- 2. proposed replacement Arts Facilities Advisory Committee Terms of Reference Policy 0063, attached as Appendix B to the August 27, 2021 report titled Proposed Replacement of the Arts Facilities Advisory Committee Terms of Reference, be approved.*

Council, at its December 12, 2022 regular meeting, passed the following resolution:

*THAT the Arts Facilities Advisory Committee be directed to:*

- 1. complete the work of confirming an arts and culture facility vision and concept, including the community engagement summary report;*
- 2. complete the work of recommending a governance model through research and input from community organizations and groups who will use a new facility;*

3. *complete the framework for a capital funding plan including a funding options analysis and eligibility for Provincial and Federal Funding;*
4. *immediately pause all work related to the Fundraising Feasibility Study, including developing a case for support, conducting interviews with potential donors, and determining a gift chart; and*
5. *provide a report to Council regarding the completed work by end of first quarter 2023;*

*AND THAT staff communicate Council's decision to the Arts Facilities Advisory Committee.*

## 5.2 History

The District's arts and culture programs have been delivered to the community in multiple small residential houses for many years. The Music Box and Silk Purse were built in the mid-1920s, Gertrude Lawson in 1940, and Klee Wyck in 1925.

The Klee Wyck building was in a residential area and had not delivered arts programming since 2008. All tenant arts groups and programs were moved to the waterfront in the Ambleside area. In 2021, the Klee Wyck building was demolished.

The remaining houses: Music Box, Silk Purse, and Gertrude Lawson, were not built for public gatherings, community programs, or long-term public use. They are in poor condition and at the end of their useful life.

Over the past 20 years, significant contributions of volunteer time and resources by community members, artists, and architects have assisted in determining the requirements for purpose-built replacement facilities for District-delivered arts and culture programs.

The following studies and documents have been completed over the past two decades for arts facility planning:

- 1999 Recreation Facilities Master Plan
- 2006 West Vancouver Arts, Culture & Heritage Facility Development Study – Final Concept Plan
- 2009 West Vancouver Museum Art Architecture Design – Draft Design Brief Report and the West Vancouver Museum – A Vision for Ambleside Art Architecture Design
- 2012 Ambleside Cultural Facilities Strategy & Arts Facility Design Brief
- 2013 – 2014 Facility for Art, Architecture and Design Business Planning
- 2015 Ambleside Waterfront Concept Plan: Engagement Report
- 2017 District of West Vancouver Arts & Culture Strategy – Research Summary and SOAR Assessment

- 2018 District of West Vancouver Arts & Culture Strategy: Facility Needs Assessment Final Report
- 2018 District of West Vancouver Economic Development Plan
- 2018 West Vancouver Arts & Culture Strategy (2018 – 2023)
- 2019 Arts & Culture Facilities Plan
- 2020 Arts Facilities Site Identification Analysis

## 6.0 Analysis

### 6.1 Discussion

The District has completed many studies over the past 20 years. One of the most recent studies, the Arts & Culture Facilities Plan (2019), provides a baseline for the size and space needs for a new consolidated Arts & Culture Centre. Building on the Arts & Culture Facilities Plan and Council's direction in July 2021, the AFAC was tasked, in part, to conduct a community-wide consultation process to develop a facility vision and concept, work with consultants to research and recommend a preferred governance model.

#### Vision, Mission, and Guiding Principles

The District contracted Urban Arts Architecture Inc. (Urban Arts) to lead the engagement and complete the West Vancouver Arts & Culture Vision & Governance Study attached as **Appendix C**.

There were three phases to this engagement:

- Phase 1: Workshops (June 22 to June 27, 2022)
- Phase 2: Survey (July 18 to September 16, 2022)
- Phase 3: Open Houses (November 1 to December 1, 2022)

The objective of the engagement was to develop a working vision and concept for a replacement arts facility. This work informed the development of a proposed governance model.

A breakdown and analysis of the engagement can be found in the West Vancouver Arts & Culture Vision & Governance Study prepared by Urban Arts. An overview of the notification, participation, and engagement methods is provided in the Arts Planning: Visioning Participation Summary attached as **Appendix D**.

Urban Arts also worked with the AFAC and community arts groups to confirm a preferred governance model. This work will be used to inform the design and operation of a new consolidated Arts & Culture Centre.

The vision, mission, and guiding principles were developed with reference to all the work completed to date, re-examined, and re-explored through the community vision workshops in June 2022, open houses in November and December, and from the results from the community survey.

### *Vision*

The West Vancouver Arts & Culture Centre will be a central hub for residents to share in creativity through participation in arts and culture programs, exhibits, and events.

The facility will reflect the diversity of the people and arts of West Vancouver, promote community connectivity, provide a home for the District's growing art collection, and honour the land, forests, and waters.

### *Mission*

The West Vancouver Arts & Culture Centre will connect community, artists, and educators.

As an arts hub and place of creative energy, the West Vancouver Arts & Culture Centre will promote arts learning and enjoyment through participation, exhibits, and collections. This includes:

- Offering a range of programs in visual and performance arts
- Housing and managing the District's art collection
- Offering a range of exhibits and performances, building awareness of contemporary and historical arts and culture locally and beyond
- Providing a home base for community arts organizations and festivals
- Including rental space for community use
- Providing a safe and welcoming environment for all citizens to participate in the arts

### *Guiding Principles*

1. Create an inspiring environment that celebrates the arts and reflects West Vancouver's diverse population.
2. Create a centralized arts hub that is appropriately-sized and community-focused to accommodate existing and future arts programming, including:
  - Rehearsal space (music, theatre, dance)
  - Small performance space
  - Multi-purpose spaces for classes, workshops, lessons
  - Galleries for community arts and the Art Museum
  - Specialized collections storage spaces
  - Administration space for local arts and culture organizations
3. Support exhibition, collections, and creation spaces with social space to promote collaboration and cross-pollination, including:
  - Outdoor plaza and welcoming lobby area for festivals, events, and gatherings

- Artist in residence space
  - Gallery shop and art rental
  - Flexible indoor gathering space
4. Continue the mission of the West Vancouver Art Museum to:  
*“Build awareness of diverse forms of contemporary and historical art, architecture, and design, engaging audiences with issues and ideas central to the community and the world beyond.”*
  5. Establish a sense of place that draws inspiration from the land, water, and forests of West Vancouver, displaying art inside and out.
  6. Demonstrate leadership in environmental stewardship and sustainable community development by:
    - Building appropriately sized spaces with inherent flexibility
    - Minimizing the energy, water, and waste footprint over the lifecycle of the facility
    - Designing a facility that is resilient to climate change
  7. Incorporate Coast Salish perspectives and spaces, achieved through collaborative engagement.
  8. Build upon West Vancouver’s heritage, such as social, cultural, art and design, particularly West Coast modernism.
  9. Ensure economic sustainability:
    - ‘Right-size’ the facility to ensure functional, practical, and appropriate spaces
    - Coordinate with existing facilities to complement services and avoid duplication
    - Provide appropriate administration space for arts organizations and staff, allowing for future growth
    - Include revenue generating spaces (program and event space rentals, gift shop, food, etc.)
    - Include space and programs that will boost tourism and support local businesses
  10. Weave the facility into the daily rhythms of the community by making it accessible by walking, cycling, transit, and car.

#### Proposed Preferred Governance Model

Urban Arts worked with the AFAC to conduct research of 13 facilities across the Lower Mainland, including those that are in West Vancouver, to better understand best practices for different governance models. The findings were shared with community arts groups. The preferred and recommended governance model is a hybrid approach that includes municipal operations and a supportive non-profit arms-length society to

support enhanced programs and services and provide community engagement and input. The model is designed to clarify roles and responsibilities for all stakeholders and establish clear lines of communication so that a diverse range of users can thrive in the facility. The recommended model was created by the community specifically for the West Vancouver Community Centre and implemented in 2009. Similar to the West Vancouver Community Centre and Enhance West Van model, day-to-day operations would be run by District staff, with the non-profit society providing community-based oversight, input, and outreach. This model combines the operational efficiencies of a municipally run civic institution with the grassroots organizing and flexibility of a non-profit. For the Arts & Culture Centre, this model will allow for many different facility tenants such as the West Vancouver Community Arts Council or the West Vancouver Historical Society, as well as non-resident rental groups including the North Shore Artists' Guild or the Ambleside Orchestra to share space equitably. Benefits for recommending a hybrid governance model include:

- providing arms-length community input and oversight, and engagement
- through the non-profit component, securing funding streams and enabling fundraising or enhanced programs and services that may not be available to municipal government
- maximizing operational efficiencies with shared resources such as reception and front desk, equipment, and shared spaces
- allowing resident non-profit arts and culture groups and non-resident groups to maintain their organizations' autonomy and identity within a consolidated facility
- including community voices and providing an equitable way to operate a facility with multiple groups and District programs & services, where the municipality owns and operates the facility

A governance model is not dependent on the size of the building. It provides a structure to bring together multiple users in a facility to work together.

## 6.2 Sustainability

One of the principles of social well-being and quality of life is a sense of belonging to and within our wider community. Public community facilities are important gathering places. The current facilities used for arts and culture programs and services are not sustainable. They are in poor condition and not suitable for current or future needs.

## 6.3 Public Engagement and Outreach

The objectives of the engagement were to develop a working vision and concept for a replacement arts facility. This work informed the development of a proposed governance model.

The goal of a consulting process is to “obtain public feedback on analysis, alternatives, and/or decisions.” Participants in this process contribute their viewpoints, opinions, or preferences, and decision makers then use this information.

The CEC, at its May 17, 2022 meeting, reviewed and provided advice on the engagement strategies.

The three primary methods to engage with the community to create the Vision and Concept were workshops, a survey, and open houses.

- Five workshops were held from June 22 to June 27, 2022. Two of the workshops were dedicated for arts administrators and programmers, and three of the workshops were open to the whole community. These workshops were facilitated by Urban Arts and were the first in a series of opportunities to engage the community on developing a working vision and concept for a replacement arts facility.
- A community-wide survey from July 18 to September 16, 2022.
- Five open houses held at the West Vancouver Community Centre in November and December 2022 to confirm the findings of the June workshops and survey.

Feedback was collected from June 3 to December 8, 2022. During the feedback period, there were 1,612 public and stakeholder interactions, including approximately 150 workshop participants; 1,226 completed surveys; approximately 67 attendees at the pop-up information booths; approximately 120 attendees at the open houses; and 49 written submissions to the dedicated project email address. Notification was through North Shore News ads, posters, social media, District website, and email. In addition, three pop-up information booths were held to promote the engagement.

A breakdown and analysis of the engagement can be found in the West Vancouver Arts & Culture Vision & Governance Study prepared by Urban Arts as **Appendix C**. An overview of the notification, participation, and engagement methods is provided in the Arts Planning: Visioning Participation Summary attached as **Appendix D**.

Urban Arts conducted significant research regarding governance models at similar arts facilities across the region. Representatives from other institutions attended the AFAC meetings and shared their experience and governance models. Two meetings in November 2022 and one meeting in February 2023 were held with arts and culture groups to review the preferred governance model and collect feedback.

#### 6.4 Other Communication, Consultation, and Research

Urban Arts worked with the AFAC to conduct research of 13 facilities across the Lower Mainland, including those that are in West Vancouver, to better understand best practices for different governance models. The findings were shared with community arts groups.

The AFAC met monthly or more frequently depending on the status of the work to be accomplished to ensure consistency in following the duties relative to the committee's Terms of Reference. The AFAC met 13 times since September 2021. In addition, the two subcommittees that were formed in 2022 also held numerous meetings (the Governance Subcommittee met seven times and the Capital Funding Subcommittee met six times). All meetings were open to the public.

## **7.0 Options**

### **7.1 Recommended Option**

THAT

1. the report titled Arts Planning: Visioning Participation Summary dated January 2023 be received for information;
2. the report titled West Vancouver Arts & Culture Centre Vision & Governance Study dated April 12, 2023 be received for information;
  - a. the Vision, Mission, and Guiding Principles endorsed by the Arts Facilities Advisory Committee and as set out in this report be approved;
  - b. the Arts & Culture Centre proposed preferred governance model as set out in this report be endorsed;
3. due to the completion of its Terms of Reference, the Arts Facilities Advisory Committee be disbanded; and
4. further direction be provided by Council regarding the Arts & Culture Centre Planning next steps.

### **7.2 Considered Options**

Council may request further information.

## **8.0 Conclusion**

This report presents the Arts & Culture Centre Planning completed by the Arts Facilities Advisory Committee from fall 2021 to April 2023 including:

- a participation summary of the community-wide engagement;
- a draft Vision, Mission, and Guiding Principles; and
- a recommended preferred governance model.

Now that the Arts Facilities Advisory Committee has completed the work outlined in its Terms of Reference, the committee should be disbanded. Staff is seeking further direction regarding Arts & Culture Centre Planning next steps.

Date: April 18, 2023  
From: Christie Rosta, Cultural Services Manager  
Subject: Arts & Culture Centre Planning

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Author:   
Christie Rosta, Cultural Services Manager

Concurrence:   
Doti Niedermayer, Senior Manager, Cultural Services

  
Donna Powers, Director, Community Engagement & Communications

### Appendices

- Appendix A: Arts Facilities Advisory Committee Terms of Reference Policy 0063
- Appendix B: Arts Facilities Advisory Committee Membership
- Appendix C: West Vancouver Arts & Culture Centre Vision & Governance Study (April 12, 2023) by Urban Arts Architecture Inc.
- Appendix D: Arts Planning: Visioning Participation Summary (January 2023)

Title: Arts Facilities Advisory Committee Terms of Reference  
Division: Parks, Culture & Community Services  
Policy Number: 0063  
File Number: 0282-20-0063

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## 1. Mandate

- 1.1. The purpose of the Arts Facilities Advisory Committee (Committee) is to make recommendations to staff and Council on the development of a new arts and culture facility that aligns with Council's vision to make West Vancouver a liveable, vibrant, and inclusive community.

## 2. Role

- 2.1. The Committee's role in this phase of work is to advise on the development of a new arts and culture facility, focusing on governance and capital fundraising. The Committee will:
- (a) confirm an arts and culture facility vision and concept, by:
    - engaging with the arts and culture community, community user groups, and the public;
  - (b) recommend a framework for capital fundraising, by:
    - researching best practices in capital fundraising for arts and culture facilities; and
    - confirming best practices and developing a framework to guide capital fundraising; and
  - (c) recommend a governance model, by:
    - researching and collecting data on a variety of governance models;
    - soliciting public input and participation from community organizations and groups;
    - confirming values that will guide the development of a governance model; and
    - ensuring the long-term sustainable operation of an arts and culture facility.

### **3. Membership**

- 3.1.** The Committee consists of a minimum of ten (10) and a maximum of fourteen (14) voting members:
- (a) a minimum of nine (9) and maximum of thirteen (13) volunteer members at large appointed by Council; and
  - (b) one (1) volunteer member of the Arts & Culture Advisory Committee, as recommended by the Arts & Culture Advisory Committee and appointed by Council.
- 3.2.** Volunteers seeking membership on the Committee will possess the following experience and/or qualifications, as available:
- (a) commitment and interest in the implementation of the West Vancouver Arts & Culture Strategy (2018-2023);
  - (b) skills and experience related to roles and responsibilities in arts, culture, and heritage delivery;
  - (c) experience in community governance structures;
  - (d) knowledge of fundraising for major capital projects;
  - (e) experience in strategic planning;
  - (f) individuals with:
    - an understanding of the local issues that are relevant to arts and culture facilities;
    - an ability to look beyond personal interests for the benefit of the community and residents of West Vancouver; and
    - strong communication skills and the ability to work collaboratively as part of a team.
- 3.3.** Volunteer members must be appointed or re-appointed to the Committee for a term of two (2) years except as otherwise determined by Council.
- 3.4.** Appointments terminate on December 31 of the year in which the member's term is scheduled to expire, except as otherwise determined by Council.
- 3.5.** Volunteer members may serve for up to three (3) terms on the Committee, except as otherwise determined by Council.
- 3.6.** The Chair and Vice-Chair (or Co-Chairs, as the case may be) must be voting members of the Committee and must be selected from amongst the Committee membership at the first meeting of each year.
- 3.7.** The Committee membership includes the following non-voting members:
- (a) one (1) member of Council, appointed annually to serve as the Council representative on the Committee; and
  - (b) one (1) staff liaison as determined by the Director of Parks, Culture & Community Services.

## **4. General Terms and Code of Conduct**

- 4.1.** Decorum and Debate: Committee members must devote the necessary time and effort to prepare for meetings, arrive at meetings on time, provide feedback in keeping with the Committee's mandate, and be respectful of others' thoughts and opinions.
- 4.2.** Authority and Reporting: The Committee and its members will not represent themselves as having any authority beyond that delegated in the Terms of Reference (ToR) approved by Mayor and Council.
- 4.3.** Media/Social Media: Members of the Committee are not permitted to speak to the media as representatives of the Committee unless authorized to do so by the Director of Community Relations & Communications. Committee members must strive to convey the public interest and remember that they represent the District of West Vancouver; this means that they must be consistent with the District's position on specific issues.
- 4.4.** Professionalism: Committee members who engage in activities regarding the District of West Vancouver or Committee initiatives/projects and promotions are expected to maintain a respectful, constructive, professional tone that maintains the brand consistency of the District of West Vancouver.
- 4.5.** Confidentiality: All new Committee members are required to sign a copy of the "Volunteer Services Confidentiality Agreement" (the Agreement) as part of their general orientation. All returning Committee members who have previously signed a copy of the Agreement are expected to honour and uphold the provisions as outlined within the Agreement.
- 4.6.** West Vancouver Residency Requirement: All Committee volunteers must either reside in, or represent a business that is located in, the District of West Vancouver, except as otherwise determined by Council. With respect to this requirement, if a Committee member's primary place of residence or the location of their business changes to another municipality during the term of an appointment, the member must notify the Chair and staff representative regarding the change of address.  
  
Depending on the length of appointment term remaining, the Committee member may be asked to step down, thus creating a vacancy. Vacancies will be filled through advertisements placed in local newspapers, social media, and on the website; applications received will be reviewed by Council.
- 4.7.** Conflict of Interest: The conflict of interest provisions contained in the General Council Committees Policy applies to all Committee members.

## **5. Meetings**

- 5.1.** The Committee must, by resolution, establish an annual meeting schedule, and must hold additional meetings as required to respond in a timely manner to requests from Council.
- 5.2.** All Committee and subcommittee meetings must be held in a District facility.

## District of West Vancouver

# POLICY

- 5.3. A majority of the voting members is required to constitute a quorum. Any member who is absent from three (3) meetings of the Committee without reason satisfactory to the Committee may be removed from the Committee by Council.

## 6. Rules of Procedure

- 6.1. Meetings shall be conducted in accordance with the General Council Committees Policy, the Council Committee Procedure Bylaw, and the *Community Charter*.

## 7. Subcommittees

- 7.1. Subcommittees may be established by the Committee from among its members for specific tasks or projects identified in the Annual Work Plan.
- 7.2. Subcommittee meetings are subject to the same requirements and rules of procedure as Committee meetings.

## 8. Annual Work Plan

- 8.1. The Committee is expected to identify a concise set of annual targets and objectives for the upcoming calendar year. The Annual Work Plan must be submitted to Council for approval prior to the end of the current year. The Annual Work Plan must be congruent with the ToR and must outline specific targets as to what the Committee plans to achieve while supporting the work, priorities, and underlying principles of the District of West Vancouver.
- 8.2. The approved Annual Work Plan will be executed by the Committee, with the reasonable assistance of support staff.

## 9. Altering Terms of Reference

- 9.1. The Committee can request, by resolution, that Council consider changes to these Terms of Reference. Staff can also bring forward alterations to these Terms of Reference at their discretion for Council's consideration.
- 9.2. Council must consider any alterations to these Terms of Reference at an open Council meeting. Council can only alter these Terms of Reference via resolution.

## 10. Staff Assistance

- 10.1. Staff assistance will be provided to the Committee, as necessary and within reason, by:
- (a) Staff of the Parks, Culture & Community Services Division; and
  - (b) Staff of the Community Relations & Communications Division.

## 11. Approval

<b>Approved by</b>	<input type="checkbox"/> CAO	<input checked="" type="checkbox"/> Mayor and Council
<b>Approval date</b>	2018/07/23	
<b>Council minutes eDocs # (Council Policies only)</b>	3786808	
<b>Council report eDocs # (Council Policies only)</b>	3780871	
<b>Signature</b>		

<b>Replacement date</b>	2019/07/22	
<b>Council minutes eDocs # (Council Policies only)</b>	3925389	
<b>Council report eDocs # (Council Policies only)</b>	3925596	
<b>Replacement description</b>	To increase the membership of the committee from a maximum of seven members to a maximum of 10 members.	
<b>Signature</b>		

<b>Replacement date</b>	2021/09/27	
<b>Council minutes eDocs # (Council Policies only)</b>	4296426	
<b>Council report eDocs # (Council Policies only)</b>	4124423	
<b>Replacement description</b>	To update the scope of work and to amend the Terms of Reference to reflect the next phase for development of a consolidated replacement arts facility.	

District of West Vancouver  
**POLICY**

<b>Signature</b>	
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<b>Replacement date</b>	2022/09/26
<b>Council minutes eDocs # (Council Policies only)</b>	5558246
<b>Council report eDocs # (Council Policies only)</b>	5548906
<b>Replacement description</b>	To modify the minimum number of members required to achieve quorum.
<b>Signature</b>	

**12. Additional Information**

<b>Category</b>	<input checked="" type="checkbox"/> Council	<input type="checkbox"/> Administrative
<b>Related procedure</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
<b>Date of last review</b>	n/a	



## APPENDIX B

### Arts Facilities Advisory Committee – AFAC

#### Membership List:

- Patricia Bowles
- Rob Brown
- Gavin Froome
- Bo Helliwell
- Elaine McHarg
- Maurice Nahanee - Latash
- Graham Nicholls (Chair)
- Lesel Radage (Acting Chair)
- Cynthia Sully
- Jennifer Webb
- Jason Wexler
- Ronald Yaworsky

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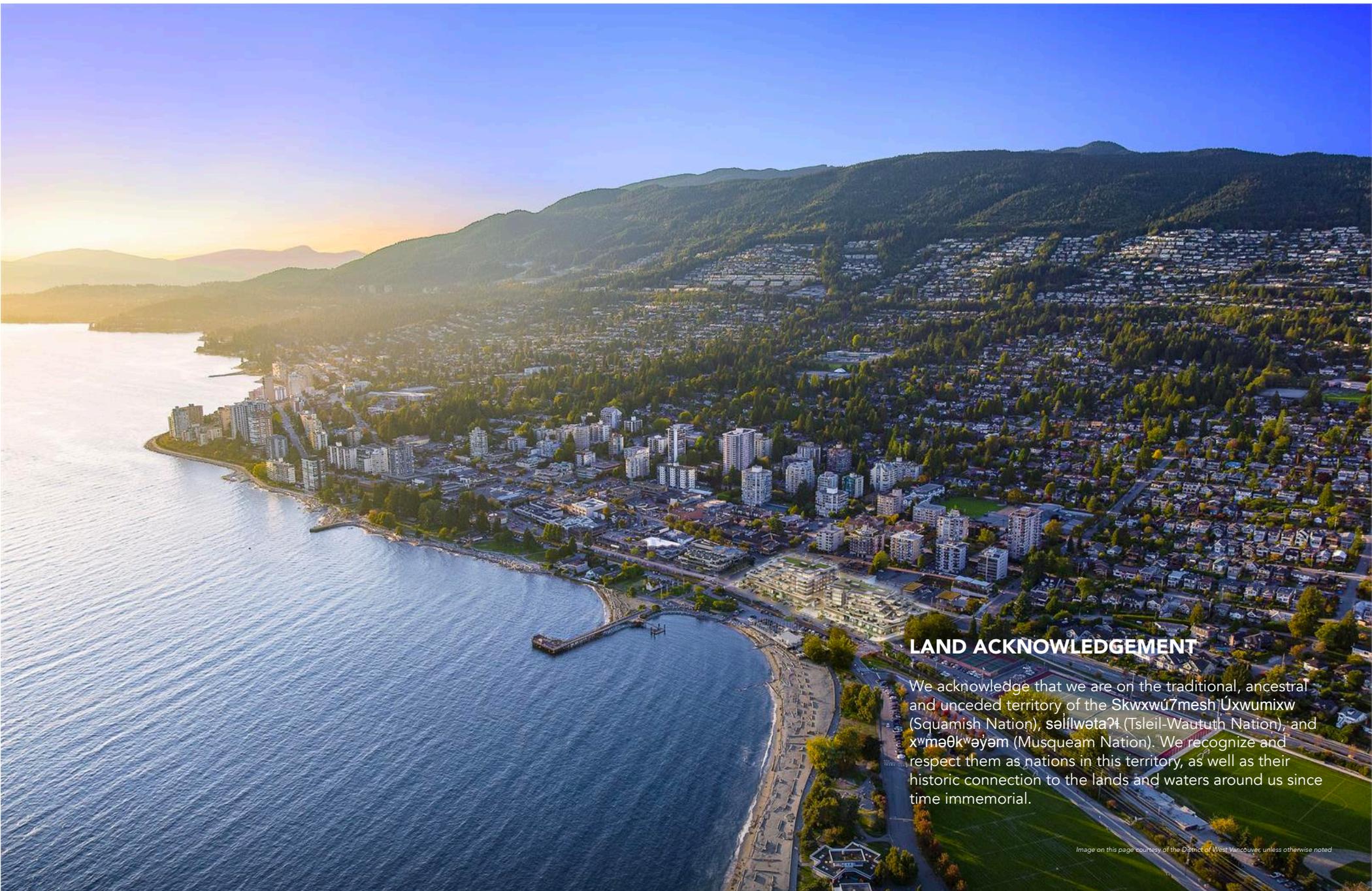
## APPENDIX C

# WEST VANCOUVER **ARTS & CULTURE CENTRE** Vision & Governance Study

**Final Report**  
**April 12, 2023**

Prepared for the District of West Vancouver  
By Urban Arts Architecture Inc.





## LAND ACKNOWLEDGEMENT

We acknowledge that we are on the traditional, ancestral and unceded territory of the Skwxwú7mesh/Uxwumixw (Squamish Nation), səl̓lwətaʔt (Tsleil-Waututh Nation), and xʷməθkʷəy̓əm (Musqueam Nation). We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

Image on this page courtesy of the District of West Vancouver, unless otherwise noted

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# 1 EXECUTIVE SUMMARY



## NEED

The District has completed numerous studies over the last twenty years exploring options for a new arts facility. Most recently, the *Arts & Culture Facilities Plan*, prepared by Cornerstone Planning Group in 2019, identified the need and demand factors; and included a preliminary program to support a projected 65% growth in the District cultural programs by 2038.

The West Vancouver community has a rich history of the arts, including visual and performance artists with strong interdisciplinary connectivity founded in the mid-century modernism. The arts community is vibrant, diverse, inclusive, and committed to mentorship for the next generation.

The District delivers approximately 22,500 hours of arts programming per year, including many festivals such as the Harmony Arts Festival and West Vancouver Community Cultural Fest (formerly known as Bridge Festival), from eight different locations, including community centres, library, Seniors' Activity Centre, Kay Meek, Silk Purse Arts Centre, Music Box, and West Vancouver Art Museum.

Three of the locations—Silk Purse, Music Box, and West Vancouver Art Museum—are under consideration for inclusion into the new consolidated Arts & Culture Centre as:

- All three facilities are former houses and were not built for public access or for the delivery of arts programs;
- The aging facilities are under-sized to suit the existing population and cannot accommodate projected population growth;
- The West Vancouver Art Museum's growing collection is required to be stored in accordance with Canadian Museum Conservation standards;
- The Silk Purse and Music Box locations on the waterfront are susceptible to ongoing risks of flooding; and
- All three facilities have ongoing building maintenance issues.

As noted in the *District of West Vancouver Arts & Culture Strategy Research Summary and SOAR Assessment (2016 - MDB)*, at that time there were a total of 1,269 artists and cultural workers in West Vancouver.

The largest proportion of employment were found in the occupations related to design, which made up 30% of the arts and culture employment. Art and cultural occupations make up 1.5% of the total employment in West Vancouver.

## GOAL

The project goal is to build upon Council's direction to explore the vision and governance model for a new consolidated replacement Arts & Culture Centre.

## PROCESS

The project has been grounded in extensive community consultation through workshops, survey, open houses, and stakeholder consultation. Throughout the project process, the consultant team met regularly with the Arts Facilities Advisory Committee.

## VISION

Creating the Vision included the following stakeholder engagement:

- Five community workshops from June 22–27, 2022.
- Survey from July 18–September 16, 2022.
- The vision was presented to the community in five open houses in November and December 2022.

The process resulted in the following vision statement and key guiding principles.

## VISION STATEMENT

The West Vancouver Arts & Culture Centre will be a central hub for residents to share in creativity through participation in arts and culture programs, exhibits, and events.

The facility will reflect the diversity of the people and arts of West Vancouver, promote community connectivity, provide a home for the District's growing art collection, and honour the land and waters.

## MISSION

The Arts & Culture Centre will connect community, artists, and educators.

As an arts hub and place of creative energy, the Arts & Culture Centre will promote arts learning and enjoyment through participation, exhibits, and collections.

## GUIDING PRINCIPLES

- Create an inspiring environment that celebrates the arts and reflects West Vancouver's diverse population.
- Create a centralized arts hub that is appropriately-sized and community-focused to accommodate existing and future arts programming, including:
  - Rehearsal space (music, theatre, dance)
  - Small performance space
  - Multi-purpose spaces for classes, workshops, lessons
  - Galleries for community arts and the Art Museum
  - Specialized collections storage spaces
  - Administration space for local arts and culture organizations

- Support exhibition, collections, and creation spaces with social space to promote collaboration and cross-pollination, including:
  - Outdoor plaza and welcoming lobby area for festivals, events, and gatherings
  - Artist in residence space
  - Gallery shop and art rental
  - Flexible indoor gathering space
- Continue the mission of the West Vancouver Art Museum to:

“Build awareness of diverse forms of contemporary and historical art, architecture, and design, engaging audiences with issues and ideas central to the community and the world beyond.”

  - Establish a sense of place that draws inspiration from the land, water, and forests of West Vancouver, displaying art inside and out.
  - Demonstrate leadership in environmental stewardship and sustainable community development by:
    - Building appropriately-sized spaces with inherent flexibility
    - Minimizing the energy, water, and waste footprint over the lifecycle of the facility
    - Designing a facility that is resilient to climate change
- Incorporate Coast Salish perspectives and spaces, achieved through collaborative engagement.
- Build upon West Vancouver's heritage, such as social, cultural, art and design, particularly West Coast modernism.
- Ensure economic sustainability:
  - ‘Right-size’ the facility to ensure functional, practical, and appropriate spaces
  - Coordinate with existing facilities to complement services and avoid duplication
  - Provide appropriate administration space for arts organizations and staff, allowing for future growth
  - Include revenue generating spaces (program and event space rentals, gift shop, food, etc.)
  - Include space and programs that will boost tourism and support local businesses
- Weave the facility into the daily rhythms of the community by making it accessible by walking, cycling, transit, and car.

## GOVERNANCE

As a key cultural hub within the District of West Vancouver, the proposed Arts

& Culture Centre will require a robust operational governance model to ensure the ongoing success of the facility and its mission.

The governance model for the Arts & Culture Centre will clarify roles and responsibilities for all stakeholders, and establish clear lines of communication so that a diverse range of users can best thrive within the same space.

The proposed governance model was developed through a series of interviews, consultation, and community workshops.

Different arts organizations across BC were interviewed to understand their governance models and the organizations were invited to attend Arts Facilities Advisory Committee meetings to share their experiences.

Following interviews and outreach with key project stakeholders, a conceptual governance model was recommended, based on a number of guiding principles.

These guiding principles emphasize that the Arts & Culture Centre is a shared facility bringing together both District-run institutions and programs and non-profit-led programming and services.

As a shared facility, it is critical to develop frameworks that support

collaboration and consensus, provide for flexibility and autonomy, and are tailored to specific needs of the West Vancouver arts and culture community.

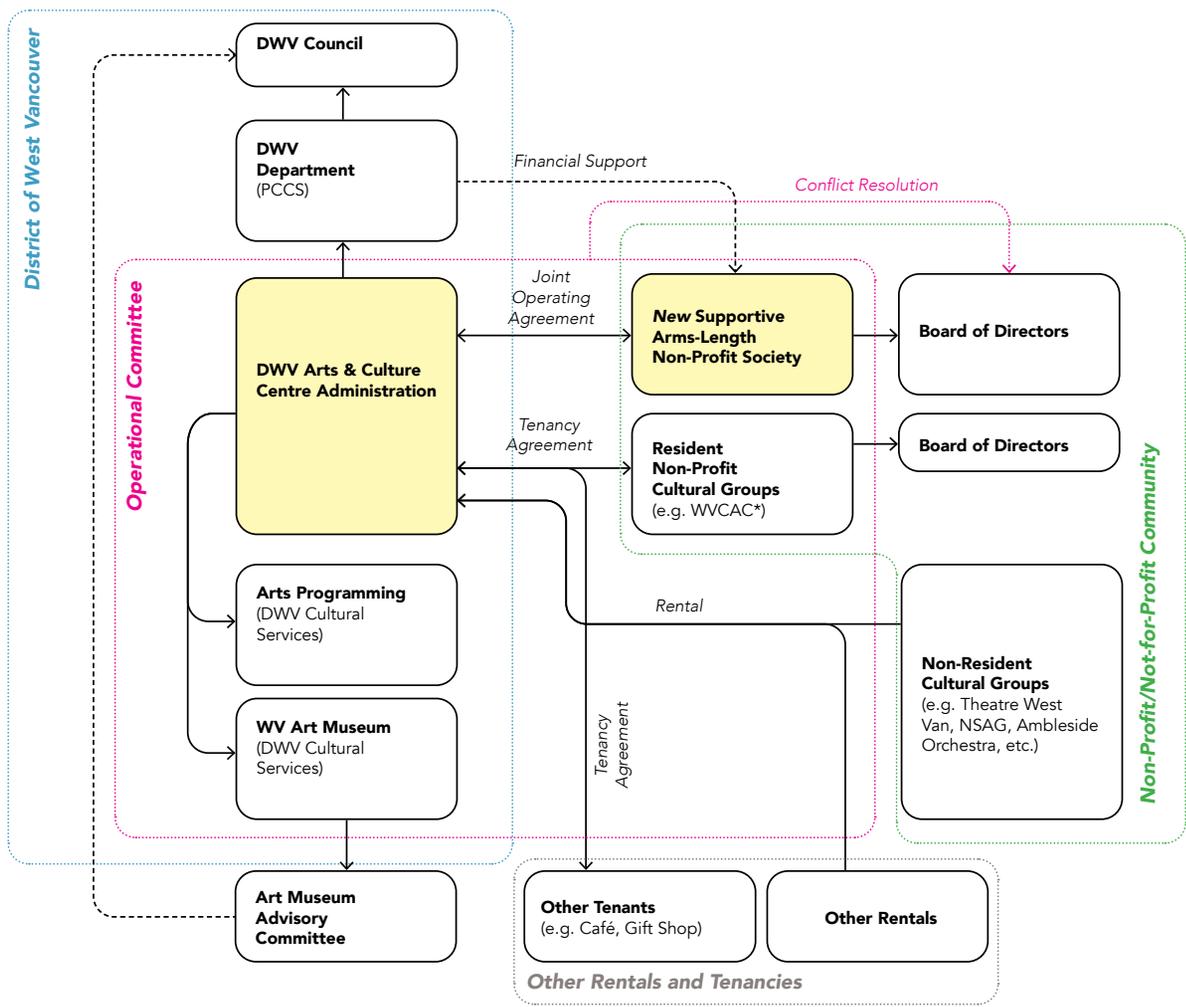
Based on the analysis, a **Hybrid Community-Based Governance Model** is recommended. The proposed is similar to the existing relationship between the District of West Vancouver and Enhance West Vancouver at the West Vancouver Community Centre. It is a **“Made in West Vancouver”** solution.

This model is a partnership between the public sector and a **new, specially-formulated, independent, arms-length non-profit society**.

Similar to the West Vancouver Community Centre, day-to-day operations would be run by District staff, with the Society providing community-based oversight, input, and outreach. This model combines the operational efficiencies of a municipally-run civic institution with the grass-roots organizing and flexibility of a non-profit.

In this model, key **resident community arts groups** (such as the West Vancouver Community Arts Council) would be tenants within the space—but also be part of an **Operational Committee** that would be a forum to review and find consensus on the sharing of spaces and resources—as well as other areas of common concern.





Hybrid Community-Based Governance Model Diagram

**LEGEND**  
 DWV: District of West Vancouver  
 PCCS: Parks, Culture and Community Services  
 WVCAC: West Vancouver Community Arts Council  
 NSAG: North Shore Artists' Guild

## NEXT STEPS

Building upon on the momentum created through public and stakeholder engagement over the last eight months, the next stages will include the following key steps:

1. Site selection
2. Facility space needs reviewed and confirmed
3. Detailed functional space planning
4. Site specific cost estimate, including parking requirements
5. Detailed operating cost estimates
6. Project financing update

This work can be undertaken by an external consultant team, working closely with District staff. Stakeholder and community engagement should be included at key stages.

Concurrently, continued work on clarifying the project financing and governance and exploring supportive non-profit arts and culture partnerships should be undertaken.

# 2 PROJECT DESCRIPTION

The project goal will build upon Council’s direction to explore the vision for a new consolidated replacement Arts & Culture Centre.

## INTRODUCTION

The District has completed numerous studies over the last twenty years exploring options for a new Arts & Culture Centre. Most recently, the 2019 report with Cornerstone Consulting identified the need and demand factors; and included a preliminary program to support a projected 65% growth in the District cultural programs by 2038.

The 2019 report can be used by the District to:

- Assess feasibility;
- Guide development of a detailed program; and
- Review operational models and financing strategies.

The 2019 recommendation was to create a new consolidated 21,000 sq ft Arts & Culture Centre including community arts facilities, an art museum, and supplementary amenities such as a restaurant, grand lobby, etc. The new facility will replace the District’s aging facilities that are in poor condition, including the Silk Purse, Music Box, and Art Museum.

As our society emerges out of the global pandemic, it is an opportune time to re-examine the work completed to date and work closely with the community members to confirm the vision for the new Arts & Culture Centre.

In May 2022, the District retained Urban Arts Architecture to assist in this collaborative engagement process, and work closely with the community, the Arts Facilities Advisory Committee (AFAC), and District staff.

## WORK TO DATE

Over the last years, numerous arts studies have been undertaken, including:

- *2019 Arts and Culture Facilities Plan*: Cornerstone Group
- *Facility Needs Assessment Report (2018)* TCI Management Consultants
- *Arts and Culture Strategy: Research Summary and SOAR Assessment (2017)*: MDB Insight
- *Ambleside Cultural Facilities Strategy + Arts Centre Design Brief (2012)*: Urban Arts Architecture
- *West Vancouver Museum: A Vision for Ambleside (2009)* Urban Arts Architecture
- *West Vancouver Arts, Culture and Heritage Facility Development Study (2006)*: Aldrich Pears



Image credit: Urban Arts Architecture

### 2006

West Vancouver Arts, Culture and Heritage Facility Development Study, Aldrich Pears

### 2007

West Vancouver Museum: A Vision for Ambleside, Urban Arts Architecture

### 2012

Ambleside Cultural Facilities Strategy + Arts Centre Design Brief Urban Arts Architecture

In addition, the following recent District reports include arts strategies:

- 2018-2023 West Vancouver Arts and Cultural Strategy
- 2018-2023 West Vancouver Arts and Cultural Strategy: Prioritization and Phasing Plan
- District of West Vancouver Economic Development Plan (2018)
- District of West Vancouver Official Community Plan (2018)
- Ambleside Waterfront Concept Plan (2016)

## GOAL

The project goal will build upon Council's direction to explore the vision for a new consolidated replacement Arts & Culture Centre.

Working collaboratively with the the community, the AFAC, and the District staff, this stage will include:

- Developing a working vision and key values for a new arts & culture facility;
- Identifying benefits of the new facility;
- Building synergies among the arts organizations; and
- Recommending a Governance model for the operation of a new arts & culture facility in West Vancouver.

This work will build upon the 2019 Cornerstone Analysis report and preceding work, including the 2018-2023 Arts & Culture Strategy.

2016

2018

2019

2020

2021

2022

Arts + Culture Strategy: Research Summary & SOAR Assessment (2017):  
MDB Insight

Arts and Culture Strategy 2018—2023  
District of West Vancouver

Arts & Culture Facilities Plan  
Cornerstone

Arts Facility - Site Identification Consultation

COVID.....8



Rethink & Explore the Vision

# 3 CONTEXT

## A Rich History of the Arts

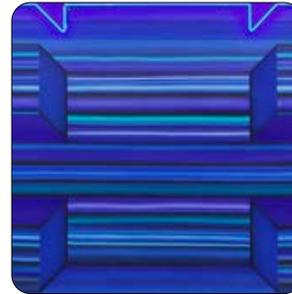
Arthur Erickson & Geoffrey Massey  
*Smith House (1964)*



bc binning  
*Convoy Under Way, detail (1948)*



Fred Hollingsworth  
*Neoteric House (1952)*



Douglas Coupland  
*Gumhead (2014)*

Unattributed (Squamish Nation)  
*Basketry Cradle (c.1900-1904)*

Joan Balzar  
*Blue Neon, detail (1967)*

Takao Tanabe  
*Q.C.I., 2/84, Late Evening, detail (1984)*

Sarah McLachlan  
*Musician*

Nardwuar the Human Serviette  
*Musician, Interviewer, Radio Host*

Gordon Smith  
*West Coast Landscape, detail (2011)*

James Harry & Lauren Brevner  
*K'wuyucn The Red Grizzly, detail (2019)*

Serina Swan  
*Actress, Coroner*

Parviz Tanavoli  
*Heech in the Cage, detail (2005)*

John Mann  
*Musician, Spirit of the West*

Alexander Ludwig  
*Actor, Vikings*

Xwalacktun  
*Roundel with Salmon, two Serpents, Human, Moon, Sun and Spindle Whorl, detail (2021)*



West Vancouver is located on the traditional and unceded territory of the Coast Salish peoples. The land, mountains, and water have deeply informed the arts since time immemorial.

Nestled between the mountains and the water, West Vancouver is comprised of many communities within the commercial and cultural centre located in Ambleside. The community has a rich history of the arts, including visual and performance-based artists, and was central in the development of West Coast mid-century modernism. The arts community is vibrant, diverse, inclusive, and committed to mentorship for the next generation.

The District delivers approximately 22,500 hours of arts programming/year, including many festivals such as West Vancouver Community Cultural Fest (formerly known as Bridge Festival).

As identified in the *2018–2023 Arts & Culture Strategy*, the Vision and Values are rooted in history, and, drawing on its strengths today, West Vancouver's arts and culture in 2023 is characterized by:

- A culture of collaboration among arts and culture groups, community partners, and the District of West Vancouver;
- Diverse and creative programming reflecting and serving the rich diversity of the community;
- Widespread recognition of arts and culture's contributions to West Vancouver as a resilient community;
- Appealing public spaces animated and enriched by arts and culture assets and activities; and
- A network of arts and culture facilities across the



The following community values guide the implementation of the 2018–2023 Arts & Culture Strategy:

- **Access**
- **Innovation**
- **Inclusion**
- **Collaboration & Engagement**
- **Resilience**



Images this page courtesy of the District of West Vancouver

# 4 DEFINING NEED

The existing arts facilities are located in nine different locations across West Vancouver, providing a wide variety of services in facilities that range from standalone buildings to shared spaces, including:

- 1. Gleneagles Community Centre
- 2. Kay Meek Arts Centre
- 3. West Vancouver Community Centre
- 4. West Vancouver Seniors' Activity Centre
- 5. West Vancouver Memorial Library
- 6. Ferry Building Gallery
- 7. West Vancouver Art Museum
- 8. Silk Purse Arts Centre
- 9. The Music Box

**With a projected increase in demand of 65% by 2038, the size and program of the existing arts facilities will not meet community needs.**

The new Arts & Culture Centre will be replacing three of the nine facilities that were not designed to accommodate arts services, have significant space challenges, and do not meet current building code requirements:

- 7. West Vancouver Art Museum
- 8. Silk Purse Arts Centre
- 9. The Music Box

These three facilities are summarized on the following pages.



*Images on this page courtesy of the District of West Vancouver, unless otherwise noted*

## West Vancouver Art Museum

Size: 4050 sq ft + 600 sq ft garage

The West Vancouver Arts Museum is located in the heritage Gertrude Lawson House. The main house includes gallery space, a multi-purpose room, office, and collections storage. The adjacent garage is also used as storage space.

Current limitations include:

- Second floor multi-purpose space that is not accessible due to lack of elevator;
- Limited height in the gallery area severely limits the size of the art that can be displayed;
- Inadequate storage space that does not meet conservation standards for growing collection;
- Lack of appropriate and accessible administration areas (currently located in the basement); and
- Ongoing building maintenance issues.



Images this page courtesy of the District of West Vancouver, unless otherwise noted

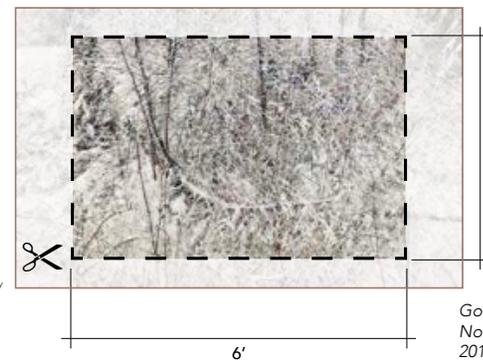


Image credit: Equinox Gallery

Gordon Smith  
North Shore #5  
2012, 5' x 8'

Maximum size of artwork that can be displayed is **4' x 6'**.

### DID YOU KNOW?

The proportion of West Vancouver residents aged **65+** is **27.8%**, compared with **18.3%** for BC as a whole.



Image credit: Urban Arts Architecture

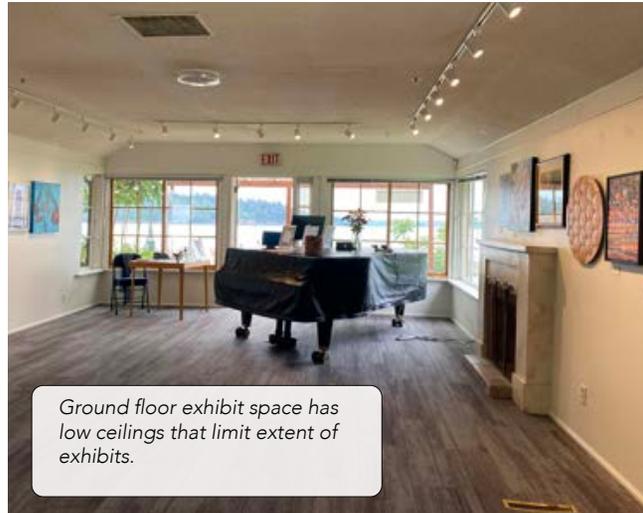
## Silk Purse Arts Centre

Size: 2212 sq ft

The Silk Purse is located in a waterfront seaside cottage. Home of the West Vancouver Community Arts Council, the house includes one art studio, one gallery for visual art and music, administration, and storage spaces. Programs include art exhibits, concerts, and children's programs.

Current limitations include:

- Second floor gallery space that is not accessible due to the lack of an elevator;
- Heritage cottage is not designed for arts programs;
- Spaces are currently undersized for arts programs;
- Does not meet Building Code requirements;
- The location is prone to flooding; and
- Facility is in a poor state of repair.



Home of the West Vancouver Community Arts Council and DWV arts programming



## The Music Box

Size: 2966 sq ft

The Music Box is located on the waterfront in a seaside cottage directly east of the Silk Purse. Home of the Harmony Arts Festival offices, the Music Box includes two multi-purpose rooms, and administration and storage spaces. Theatre arts and visual arts programs are located on both levels.

Current limitations include:

- Second floor space that is not accessible due to lack of elevator;
- Heritage cottage is not designed for arts programs;
- Spaces are currently undersized for arts programs;
- Does not meet Building Code requirements;
- Facility is in poor state of repair; and
- The location is prone to flooding.

*The three facilities located in existing houses do not meet the functional or physical space requirements for art spaces, are not accessible, and are not designed to deliver arts programs.*

Home of Community Arts Programs



Images this page courtesy of the District of West Vancouver, unless otherwise noted

# 5 CREATING THE VISION

## PROCESS

Creating the Vision included two modes of stakeholder engagement:

- Five community workshops from June 22–27, 2022.
- Survey from July 18–September 16, 2022.

## COMMUNITY VISION WORKSHOPS

The community workshops were held in a large tent adjacent to the Music Box, and included from 10 to 40 participants, with a total of approximately 150 participants over the three days of workshops.

Goal: Work together to create the vision for the Arts & Culture Centre.

Presentation Outline:

1. Project Context
2. Existing Facilities
3. Aspirations
4. Spaces and Places
5. Creating the Vision



*Note: faces of workshop participants have been redacted in accordance with District policy.*

## VISION WORKSHOP SUMMARY

### Listening, Learning, and Working Together

Each workshop started with a presentation that outlined the parameters for the day, sharing Council direction, setting the project context, outlining the issues that require replacing aging facilities, and sharing current trends in arts facilities.

Two interactive exercises were undertaken.

Exercise #1:

*Key words that define an arts & culture centre*

All participants individually wrote down three words that defined aspirations for the arts facility. The words were then collectively shared to establish common threads for the vision.

Exercise #2:

*Creating a vision collage*

Working within the table groups, the participants created a vision collage using the postcards from the presentation as a tool to start the conversation. Each table group then presented their vision to the larger workshop followed by a general discussion.



**CREATE:** Each table group will work together to create a vision collage



**TOOLS:**

- postcards
- pens, tape
- post-it notes (add thoughts)



**TIME:** 30 minutes!



**SHARE:** Appoint team members to share your thoughts

The key takeaways from the workshops are summarized below. An in-depth summary of the two exercises follows.

Vision Concepts:

- Indoor-outdoor integration
- Diverse community utilization
- Creative use of space
- Bringing people together
- Arts Facility as a campus / village
- Planning for the future
- Multi-generational space
- Enhance community interaction
- Community driven
- Designing for accessibility
- Different program spaces
- Connectivity
- First Nations engagement
- Connecting to the community
- Inclusive
- Vibrant

Discussion Commonalities:

- Practical not grandiose; focus on community usage
- Act as destination for community and tourists
- Maintain casual, homey atmosphere
- Incorporate West Vancouver heritage and history
- Not duplicating existing spaces in community
- Covered outdoor space
- Outdoor space for events / performances
- Cross-pollination of spaces
- Create a beautiful space for events and gathering
- Entry and outdoor spaces should feel safe and inviting
- Spaces should feel vibrant
- Ample parking and transit routes nearby

Areas for Further Exploration:

- Ratio of large, but dividable multipurpose spaces or smaller, but diverse spaces
- The extent of flexible, multi-use spaces versus specific, specialized spaces
- Narrow/defined purpose & program
- What will the economic model be?

Discussion Differences:

- Location
- Flexible vs. specialized
- Size of facility

# EXERCISE #1:

The word map illustrates the key words that describe the Arts & Culture Centre as established in the Vision Workshops on June 22–27, 2022. A summary of all words and the number of times used is noted below.

Refer to the adjacent page for the word map.

ACCESSIBLE	6	COST EFFICIENT	1	INTERPERSONAL	2	RESILIENCY	1
ACCEPTING	1	CENTRAL	2	KITCHEN - TEACHING	8	RESPECTFUL	2
ADEQUATE FOR THE PURPOSE	1	CREATIVITY	8	LEARNING	2	REVENUE (GENERATES)	2
ADMIN SPACE	3	CULTURE	2	LIBERATING	1	SAFE SPACE	1
AESTHETIC	1	DELIGHTFUL	1	LIFE LONG LEARNERS	1	SENSORY GARDEN	1
AIRY	2	DESTINATION	1	LOCATION	5	SHARING	2
APPEALING	2	DIALOGUE	1	LOCAL MATERIALS	1	SOCIAL, CULTURAL,&	
ART RENTAL PROGRAM	2	DISCOVERY	1	LOCAL BUSINESSES, ARTISAN SHOPS	1	ARCHITECTURAL HERITAGE	1
ATTRACT BUYERS	1	DIVERSE	3	LOUNGE	2	SOCIAL	1
ARTIST & MAKER SPACES	1	DYNAMIC	2	JOY	1	SPECIALIZED SPACES	2
ARTIST IN RESIDENCE STUDIOS	1	EDUCATION	9	JUSTIFIED	1	SUPPORTIVE	4
ASPIRATIONAL	2	ENERGY	1	MEETING SPACE	2	SUSTAINABLE	4
ARTSY	1	ENVIRONMENTAL STEWARDSHIP/GREEN	4	MINI BAR	1	TECHNICAL	2
ASPIRATIONAL	1	EVENT RENTAL (ECONOMICAL)	1	MOTION	2	TEMPORARY MURAL ART WALLS	1
AWARENESS	2	EXCELLENCE	2	MUSICALITY/ LIVE MUSIC	1	THEATRE	1
		ESSENTIALS FOCUSED	1	NATURAL SPACE	2	THERAPY	1
		EFFICIENT	2	NEEDED	5	TRANSPORTATION	1
		FAMILY	2	NEW-AGE	1	TOURISM	3
		FIRST NATIONS	1	NEAR BUS ROUTE	1	UNIQUE	2
		FLEXIBLE/ADAPTABLE	6	NOT WATERFRONT	2	UNORTHODOX	2
		FORWARD THINKING	2	NOT WORLD-CLASS	1	UNIVERSAL	1
		FUNCTIONAL	6	OPEN MIC	2	UTILITY	1
		GALLERY/PERFORMANCE SPACE	1	PARKING	1	VIBRANT	6
		GENERATES INTEREST	1	PERFORMANCE	3	VISION TO DRIVE SIZE	1
		COMMUNITY GALLERY SPACE	1	PLAY	1	VISUALLY IMPACTFUL	1
		GATHERING	3	POROSITY	2	WELCOMING	4
		IMPACTFUL	1	PRACTICAL	3	WONDERFUL	1
		INCLUSIVE ARTS	1	PROFESSIONAL	5	WORKSHOP FACILITIES	1
		INCLUSION	12	PUBLIC PLACE	1		
		INDIGENOUS SPACES	1	PURPOSEFUL SPACES	1		
		INDOOR/OUTDOOR	9	REALISTIC	2		
		INSPIRING	4	REHEARSAL	1		
		INNOVATIVE	4	RENTALS	1		
		INTENTIONAL	1				
		INTIMATE	3				
BACK END SUPPORT SPACES	1						
BELONGING	2						
BEACON	3						
BEAUTY/BEAUTIFUL	4						
BIGGER SPACES	1						
BRIGHT	1						
CELEBRATE	4						
COFFEE SHOP	2						
COLLABORATIVE	2						
CONNECTIVITY	2						
COORDINATED	1						
CROSS-POLLINATION	1						
COMMUNITY	8						



## WORD CLOUD:

To help define the key characteristics of an Arts & Culture Centre, this Word Cloud was generated from responses from participants during the public visioning workshops and represents common themes expressed multiple times.

# EXERCISE #2: EMERGING COMMUNITY VISION

Working within the table groups, the participants create a vision collage using the postcards from the presentation as a tool to start the conversation. Each table group then presented their vision to the larger workshop followed by a general discussion.

The following pages summarize the commonalities and differences of the exercise.

## FACILITY GOALS

- Need to appeal to both performing and visual arts
- Incorporate Silk Purse ambiance into new facility
- Community focus vs. 'World class'
  - Practical not grandiose
- Need to narrow & define purpose
  - What is the economic model?
  - What are comparative studies/places?
  - Must consult with art community to establish clear need, focus, vision, narrative and cost analysis
- A place to share a journey in creativity and appreciation of creativity
- Must encompass and serve all levels and groups
- Inspiration from West Vancouver history & heritage
  - How to cherish history & roots of West Vancouver
  - Social, cultural, architectural heritage
- Boost tourism
- Support arts community, not drain all funding
- Design for diversity
- Need to accommodate for the future
- Inspiring to the larger community

## LOCATION CONVERSATION

- Ample parking (underground?)
- On transit route
- Not on waterfront

## ARCHITECTURAL/ PROGRAMMATIC GOALS

- Covered outdoor space
- Arts village / arts walk
- Cost effective, practical, small, intimate
- Embed flexibility—balance between flexible and specific space
- Should not be a rec centre—limit to arts programming
- Can remove visual arts from the community centre and re-purpose that space to better serve community and reduce redundant spaces—do not duplicate existing programs
- Need ways/spaces to generate revenue
- Incorporate Indigenous spaces and perspectives
- Need for more specialized and larger spaces
- Places for exhibition, sales, murals, outdoor gathering, community gallery, makers spaces
- Artist in residence studios
- Dance / music spaces to attract youth
- Integrate arts and technology (editing suites, podcast/ radio studios, musical/sound rooms)
- Artists shops and rental programs
- Need for admin space for arts organizations
- Prep space, meeting space



Note: faces of workshop participants have been redacted in accordance with District policy.

## SAMPLE WORKSHOP COLLAGES



## APPROACH: GENERAL FINDINGS

Photos chosen by workshop groups ~10+ times



Build on West Vancouver's Heritage as the Home of West Coast Modernism



A Safe Space for Youth + Emerging Creatives



Connect with Nature



Purpose-built Storage



The Outdoors as a Classroom



Showcase Art



Celebrate Local Materials

VALUE & HONOUR  
CULTURE AND  
HISTORY



Display Space Throughout

In creating a place for the new Arts & Culture Centre, key concept strategies include:

- Build upon West Vancouver's heritage—social, cultural, and architectural, particularly mid-century modernism;
- Honor the land, celebrate nature, provide indoor/outdoor connectivity, and use the natural world as a classroom;
- Create a facility that showcases art inside and out—embedding it within the design of the facility in many ways; through public art, display space, galleries,

signage and visual storage;

- Incorporate Indigenous places and perspectives through an inclusive and respectful process;
- Include display, making, and performance spaces for visual and performing arts;
- Create a safe space for all ages and abilities—allowing emerging creatives to find their voices and build relationships;
- Include spaces for video, dance, and music to attract youth; and
- Celebrate the environment by embedding green design principles.

## PLACE MAKING: GENERAL FINDINGS

Photos chosen by workshop groups ~10+ times



Let Programming Spill Outside



Inside-Outside Connections



Indoor-Outdoor Performance



Beacon



Beacon - Showcase Activities

A COMMUNITY MEETING  
PLACE TO INSPIRE THE LARGER  
COMMUNITY



Support Festivals

SHOWCASING ART  
AND FESTIVALS



Outdoor Gathering



Welcoming Porch

The images above represent images from all workshops that were selected approximately 10+ times, clearly resonating with the participants. In creating a place for the new Arts & Culture Centre, key criteria includes:

- Maximizing indoor-outdoor connectivity, learning lessons from COVID, and connecting with the natural world;

- Creating a facility that acts as a beacon and showcases art to the community and visitors;
- Providing a welcoming and exciting arrival experience with an art plaza, a place to linger on a "community porch", and includes transparency to highlight activities within the building;
- Including covered outdoor gathering space to extend the season; and
- Considering the inclusion of indoor-outdoor performance areas.

## ART SPACES: GENERAL FINDINGS

SHARING A JOURNEY  
IN CREATIVITY



Flexible Rehearsal/Performance Spaces



Multi-purpose Studios



Exhibition Spaces for a Range of Media



Flexible Event/Exhibition Spaces



Community Gallery



Showcase Local Artists - Gift Shop

In creating new interior spaces for the arts, key concepts include:

- Embedding flexibility as a key concept while ensuring a balance between flexible and specialized art spaces;
- Including spaces for performance and rehearsal that are flexible for many types of performances;
- Including multi-purpose spaces that are flexible, inspiring, and connected to the exterior;
- Honouring the legacy and the community essence of the Silk Purse and include

a community gallery space that is accessible, vibrant, and reflects the West Vancouver spirit;

- Providing an appropriate exhibit space for the Art Museum that can accommodate a wide range of artifacts, exhibits, and media;
- Integrating new and emerging arts and technology (editing suites, podcast/radio studios, musical/sound rooms);
- Including space for an artist-in-residence program;
- Including opportunities for revenue and showcase local artists with a gallery gift shop.

## GATHERING SPACES: GENERAL FINDINGS



Event Rentals



Flexible Seating



Indigenous Spaces



Lobby - Celebrate and Play



Food and Beverage Attracts Patrons



Lobby - Linger, Shop, Orientate



Places to Hang Out



A Place to Share Stories

In creating new interior gathering spaces, key concepts include:

- Create a vibrant lobby that attracts people—a place to shop, linger, meet, gather, and celebrate;
- Establish a partnership with local “food artists” to include a cafe to support activities, build revenue and create a place to linger;
- Incorporate Indigenous places and perspectives—particularly a place to

share stories;

- Provide a “beautiful room” for event rentals and celebration; and
- Create spaces with a sense of porosity to encourage sharing and learning—a variety of places to meet informally at a range of scales—and with lots of glazing to see the diversity of program offerings from corridors and the exterior.

# 6 SURVEY SUMMARY

## OVERVIEW

The survey was available via the following methods:

- Online via the District's website
- Paper copies available at District facilities and pop-up information booths
- Digital survey kiosks at the Harmony Arts Festival (August 3 to 7) and West Vancouver Community Centre (August 29 to September 16)

The goal was to expand community input, increase awareness and glean insight into the vision for the new Arts & Culture Centre. The survey complements and augments the community workshops, held in June 2022.

## PARTICIPATION

During the survey period (July 18 to September 16, 2022), the following website metrics indicate how many people were aware, informed, or engaged with the project:

- 3,728 people visited the web page (aware)
- 2,240 of those people opened additional links for more information (informed)
- 930 people completed the survey (engaged)

The survey was available to the public at the Harmony Arts Festival from August 3 to 7, 2022, and visitors to the West Vancouver Community Centre from August 29 to September 16, 2022. After screening out multiple, patterned, or frivolous responses, 296 net responses from the kiosks were received. In total, 1,226 completed surveys were received.

## ENGAGEMENT TOPICS

The survey sought feedback on the following topics:

- Participation in arts and culture programming in West Vancouver
- What attracts people to visit an arts and culture facility
- Factors that are important for a future new arts and culture facility

## SURVEY FINDINGS

Survey results are included on page 121 of this report.

1. 66% of respondents believe arts and culture are important in West Vancouver.
2. 59% of respondents' family members have participated in arts and culture in West Vancouver over the last five years.
3. 60% of respondents' family members anticipate participating in arts and culture in West Vancouver in the future.
4. 48% currently participate in arts and culture programming that is not offered by the District of West Vancouver.
5. 85% of respondents who participate in arts and culture programming that is not offered by the District are attending programs outside of West Vancouver.
6. The key reasons for attending programs elsewhere were because they are not offered by the District and/or had higher quality programs and/or facilities.
7. The top five reasons that would attract respondents to visit an arts and culture facility are:
  - Festivals, events, and markets
  - Attending an exhibition
  - Attending a music/dance/theatre performance

- Attending a lecture
  - Café
8. Respondents were asked to rank 15 factors of importance for a future facility. The following items were identified as being the top five most important factors for West Vancouver residents:
- Accessible to all members of the community
  - Transit access
  - Walk-by pedestrian access
  - Available parking options
  - Providing affordable arts and cultural programming

Respondents were asked to provide comments regarding any other qualities that should be reflected in a new arts and culture facility within the District of West Vancouver. This provided an opportunity for respondents to share additional comments outside the scope of the engagement/survey.

The top five key themes noted in response to this question were:

- Arts & Culture Centre not needed/wanted
- Resources should be used elsewhere instead of arts facility
- Concerns about cost and funding
- Should be at a different location
- Attractive architecture and design

## PUBLIC OPEN HOUSES

The draft vision and guiding principles for the Arts & Culture Centre were presented at five public open houses, at the West Vancouver Community Centre, in November and December 2022. Open houses were held both during the day and in the evening to reach a wide audience.

District of West Vancouver staff and consultants were available to answer questions and field comments from the open house participants. Staff and consultants noted key themes from open house participants and directed those interested to provide further feedback via the project website.

Feedback from open house participants was used to confirm and refine the emerging vision, mission statement, and guiding principles.

# 7 VISION

The vision statement has been developed with reference to all the work completed to date, re-examined and re-explored through the community vision workshops in June 2022, and the results of the community survey.

This section includes a vision statement, mission, and guiding principles for the Arts & Culture Centre.

- A vision statement is aspirational and summarizes the clear direction and way forward for the facility.
- The mission statement describes what the Arts & Culture Centre will do and what its benefits to the West Vancouver community will be.
- The guiding principles provide guidance to key strategies that will define the future facility in the implementation of the vision and mission.



Images this page courtesy of the District of West Vancouver, unless otherwise noted

## VISION STATEMENT

The West Vancouver Arts & Culture Centre will be a central hub for residents to share in creativity through participation in arts and culture programs, exhibits, and events.

The facility will reflect the diversity of the people and arts of West Vancouver, promote community connectivity, provide a home for the District's growing art collection, and honour the land and waters.

## MISSION

The Arts & Culture Centre will connect community, artists, and educators.

As an arts hub and place of creative energy, the Arts & Culture Centre will promote arts learning and enjoyment through participation, exhibits, and collections. This includes:

- Offering a range of programs in visual and performance arts
- Housing and managing the District's art collection
- Offering a range of exhibits and performances, building awareness of contemporary and historical arts and culture locally and beyond
- Providing a home base for community arts organizations and festivals
- Including rental space for community use
- Providing a safe and welcoming environment for all citizens to participate in the arts

## GUIDING PRINCIPLES

The guiding principles were generated during the public workshops and surveys. Draft guiding principles were displayed for public review and comment at the Open Houses held in the fall of 2022, with feedback at the Open Houses used to further evaluate and refine the guiding principles.

Guiding principles build from the vision statement and mission of the new Arts & Culture Centre.

### 1

**Create an inspiring environment that celebrates the arts and reflects West Vancouver's diverse population**

### 2

**Create a centralized arts hub that is appropriately-sized and community-focused to accommodate existing and future arts programming, including:**

- Rehearsal space (music, theatre, dance)
- Small performance space
- Multi-purpose spaces for classes, workshops, lessons
- Galleries for community arts and the Art Museum
- Specialized collections storage spaces
- Administration space for local arts and culture organizations

# 3

Support exhibition, collections, and creation spaces with social space to promote collaboration and cross-pollination. Include:

- Outdoor plaza and welcoming lobby area for festivals, events, and gatherings
- Artist in residence space
- Gallery shop and art rental
- Flexible indoor gathering space

# 4

Continue the mission of the West Vancouver Art Museum to:

*“Build awareness of diverse forms of contemporary and historical art, architecture, and design, engaging audiences with issues and ideas central to the community and the world beyond.”*

# 5

Establish a sense of place that draws inspiration from the land, water, and forests of West Vancouver, displaying art inside and out.

# 6

Demonstrate leadership in environmental stewardship and sustainable community development by:

- Building appropriately-sized spaces with inherent flexibility
- Minimizing the energy, water, and waste footprint over the life-cycle of the facility
- Designing a facility that is resilient to climate change

# 7

Incorporate Coast Salish perspectives and spaces, achieved through collaborative engagement

# 8

Build upon West Vancouver's heritage, such as social, cultural, art and design, particularly West Coast modernism



*"The Twin Sisters"  
Entry Art  
by Wade Baker,  
Squamish Nation*

# 9

## Ensure economic sustainability:

- 'Right-size' the facility to ensure functional, practical, and appropriate spaces
- Coordinate with existing facilities to complement services and avoid duplication
- Provide appropriate administration space for arts organizations and staff, allowing for future growth
- Include revenue generating spaces (program and event space rentals, gift shop, food etc.)
- Include space and programs that will boost tourism and support local businesses

# 10

Weave the facility into the daily rhythms of the community by making it accessible by walking, cycling, transit, and car



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## 8 GOVERNANCE

As a key cultural hub within the District, the proposed Arts & Culture Centre will require a robust operational governance model to ensure the ongoing success of the facility and its mission. The governance model for the Arts & Culture Centre will clarify roles and responsibilities for all stakeholders, and establish clear lines of communication so that a diverse range of users can best thrive within the new facility. This study is an important first step in defining the governance model, aiming to provide a high-level structure upon which to base further work in developing specific agreements and legal frameworks.

### **What is Governance?**

The Institute on Governance, a Canadian non-profit dedicated to exploring, sharing, and promoting good governance, defines governance as:

“a process whereby societies and organizations make their important decisions, determine whom to involve, and how they render account.”<sup>1</sup>

This definition recognizes that governance is a process, subject to constant evolution, and not a defined outcome. The first step in the process, is developing a framework that identifies the governance structure and systems.

<sup>1</sup> *The Institute on Governance, John Graham, Bruce Amos and Tim Plumptre, “Principles for Good Governance in the 21st Century,” Policy Brief No.15, 2003.*

## BASIC PRINCIPLES OF GOVERNANCE

The United Nations has identified five “basic principles” of all governance, and although were originally intended for political situations, they equally apply to organizational governance.

From these basic principles, the Institute on Governance describes a framework to assess how a potential governance partnership can be successful<sup>2</sup>, as noted below:



### Legitimacy and Voice:

- Everyone who needs to be is at the table
- There are forums for bringing the partners together
- The forums are managed so that the various voices are listened to and the dialogue is genuine and respectful
- There is a consensus orientation among all those at the table.

### Direction/Strategic Vision:

- All parties share a joint and clearly articulated vision of their goal
- Each party to the partnership sees how their organization can contribute to the vision
- Roles and responsibilities are clearly defined
- The parties have adequately adjusted to any changes to the vision that have occurred over time.

### Performance:

- There is a clear idea among participants as to what constitutes success
- Performance is monitored and reported
- The framework for performance measurement and reporting is developed jointly
- There are sufficient resources to build and maintain the partnership
- The different contexts in which the parties work is understood and accepted.

### Accountability:

- The accountabilities of all of the parties are clear
- There is an open, transparent and accountable relationship between the parties
- The accountability relationships of the parties to their respective organizations is recognized and respected;
- The effectiveness of the partnership is reported publicly.

### Fairness:

- All parties believe they receive sufficient value from the partnership;
- The clients of the parties, and the public more broadly, benefit from the partnership; and,
- The laws that govern each party are recognized and respected.

<sup>1</sup> UNDP "Governance and Sustainable Human Development, 1997

<sup>2</sup> The Institute on Governance, "Partnerships: Putting Good Governance Principles into Practice", Laura Edgar, Claire Marshall, and Michael Bassett, 2006.

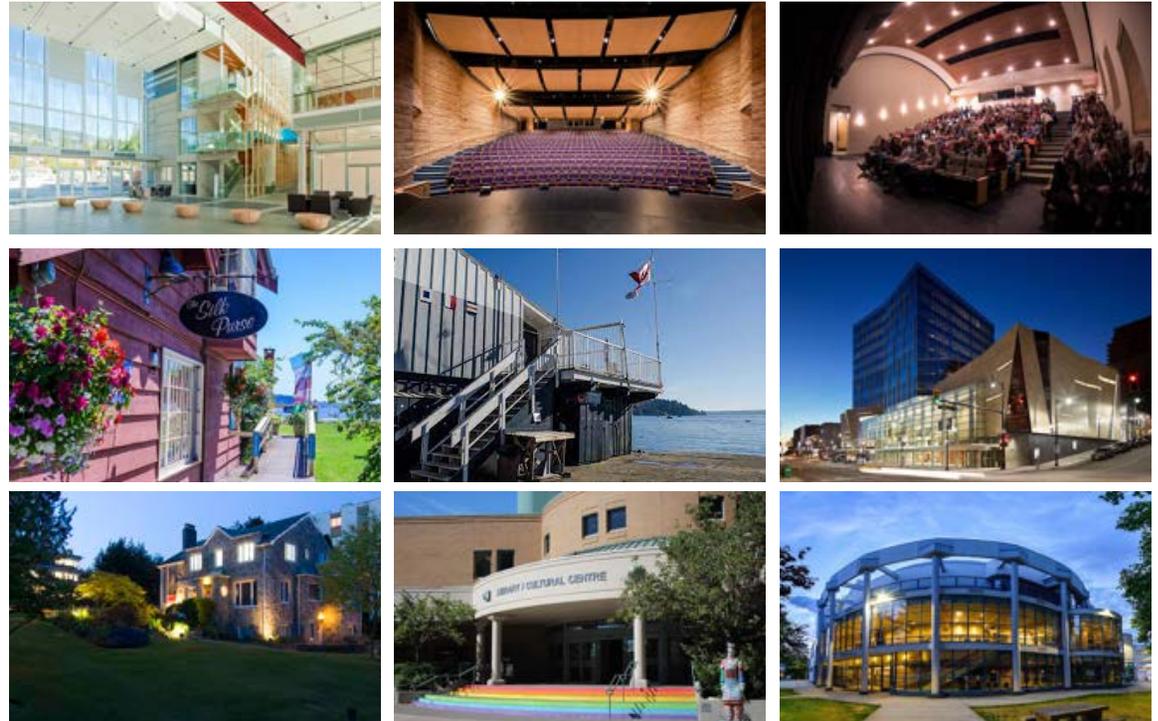
## STUDY METHODOLOGY

To better understand current best practices for governance, several arts and culture centres were selected for review. Centres of similar size, scope, and within the same general geographic region were reviewed to understand a range of operating models. The project team conducted interviews with representatives of the various centres, seeking to learn about their operations, management, and governance structures. In addition, other facilities within the District of West Vancouver were reviewed to better understand how the municipality is currently managing other public facilities within their portfolio.

The following facilities were reviewed:

- Silk Purse Arts Centre
- Kay Meek Arts Centre
- West Vancouver Art Museum
- West Vancouver Community Centre
- Hollyburn Sailing Club
- Anvil Centre, New Westminster
- Richmond Cultural Centre
- Gateway Theatre, Richmond
- Maury Young Theatre, Whistler
- Evergreen Centre, Coquitlam
- Steveston Museum, Richmond
- London Farm, Richmond
- Britannia Shipyard, Richmond

Interim findings of this report were shared with key stakeholders (potential tenants and operators) as well as with the Arts Facility Advisory Committee, and feedback received from those sessions has been integrated into the final report.



## GOVERNANCE GUIDING PRINCIPLES

Building upon the Arts & Culture Centre vision and guiding principles, the following operational, governance, and administrative framework principles were developed.

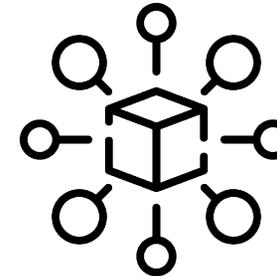
The governance guiding principles were discussed in consultation workshops with key stakeholders (potential facility tenants and service operators) and the Arts Facility Advisory Committee.

Potential governance models were then evaluated against these principles.



### 1. Support the overall vision and guiding principles

The governance model should reinforce the vision of the Arts & Culture Centre as an important hub and civic institution serving the entire West Vancouver community.



### 2. Build from existing frameworks

The Arts & Culture Centre will provide a home for existing organizations, programs, and services displaced by facility renewal.

With respect to governance, consideration is given to frameworks that are already in place elsewhere and successful in the District. Building from experience leverages institutional knowledge and mitigates the 'growing pains' inevitable in any new facility.

Existing frameworks can be easily integrated with District policies, administrative frameworks, and systems.



### 3. Enable new voices and new ideas

The governance model should be flexible enough to allow for change and evolution over time. A key finding from the public outreach process was identifying that the Arts & Culture Centre will have an important role in incubating new ideas and voices within the community.

Governance frameworks should provide pathways for organizations and cultural services groups outside of the originating stakeholders and tenants to have a voice and presence within the new facility.



### 4. Provide for autonomy and independence within frameworks

The governance model should recognize that individual organizations have their own identities, missions, and operational capabilities.

Frameworks can ensure that existing organizations retain their own governance structures and responsibilities and report back to their own individual memberships.

Municipally-operated institutions (such as the West Vancouver Art Museum) have their own unique missions and will retain some degree of curatorial and functional autonomy—a role currently supported by community-led advisory committees.

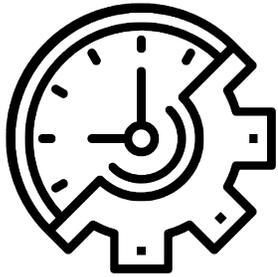


### 5. Accountability

As a public facility, the District should retain ownership and oversight of the building and major equipment. Municipal oversight over District-run programming (such as arts programs and the Art Museum) should have direct reporting structures back to the municipality, and ultimately, to Council.

Concurrently, the Arts & Culture Centre is acknowledged to be a unique institution serving both the community-at-large as well as the specific needs of West Vancouver's thriving arts community.

The governance model can help tap into grass-roots support and provide pathways for community voices to be included within oversight and operation of the facility.



## 6. Maximize Operational Efficiencies

A key finding from the Arts & Culture Centre visioning process was a desire to 'right-size' the facility to suit community needs and maximize the efficiency of the space.

The governance model can help leverage the unique capabilities of both the public and non-profit sectors. The municipality, for example, can find efficiencies in District wide economies of scale, particularly with respect to maintenance and operations of the building and physical plant. Examples include the bulk purchasing of supplies and centralization of IT services.

Most non-profit cultural groups typically do not have the institutional capacity to operate and maintain a multi-tenant facility. A key goal would be to let cultural groups focus on the delivery of their programs and services, rather than keeping the lights on!

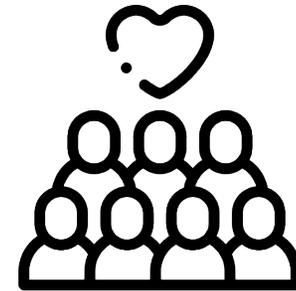


## 7. Secure Funding Streams

The governance model should establish secure and stable funding streams that ensure the continued success of the facility, particularly for facility operations and 'core' programming and programs.

Core programming can be defined as the programs and services deemed to be essential to fulfilling the District's commitment to arts and culture.

Resident and non-resident program partners are typically responsible for financing their own programs and services. In some cases, a fee-for-service model may be implemented to provide municipal monies to independent non-profit entities to provide 'core' services on behalf of the District.



## 8. Facilitate Community Outreach and Fundraising

The non-profit arts and culture sector in West Vancouver is uniquely situated to leverage the passion and dedication of the local arts community.

The governance model should be a venue for community leadership, highlighting community outreach and advocacy, and providing pathways for grass-roots community voices to be heard.

Non-profit organizations can also independently fund-raise for enhanced programming, including seeking funding sources that may not be available to municipally-run facilities. 'Enhanced' programming can include programs and services typically beyond the level of service provided by a municipal arts centre.



#### 9. Inclusion and Equity

The facility's governance should be inclusive and equitable, expanding access to services and ensuring that all community members have opportunities to be included.

Outreach to under-represented groups; potential for expanded program/service offerings that forefront justice, equity, diversity, and inclusion (JEDI) initiatives.



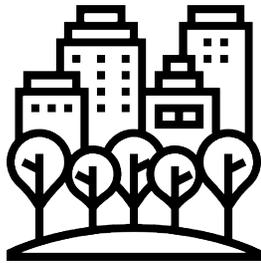
#### 10. Transparency

As a shared facility merging municipally-run and non-profit programs and services, it is important that all the represented groups work together towards a common vision for building—showcasing arts and culture in West Vancouver. The Arts & Culture Centre will require clear, transparent, and fair organizational processes for finding consensus over shared resources.

Frameworks for clear and impartial review will need to be developed to resolve any conflicts over shared resources.

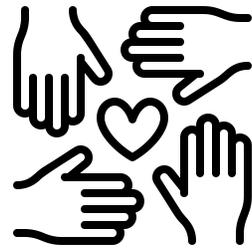
## GOVERNANCE MODELS

Four broad categories of governance models were identified through the case studies and literature review of facilities across North America, as summarized below:



### MUNICIPALLY OWNED & MANAGED

The municipality owns and operates the facility with municipal staff.



### NON-PROFIT

The municipality owns the facility, but outsources the operations and management of the facility to an independent non-profit entity.



### HYBRID

Municipally-operated in a joint-management agreement with an independent Non-Profit.



### FOR-PROFIT (not progressed)

The municipality owns the facility, but outsources operations and management to an independent, for-profit entity.

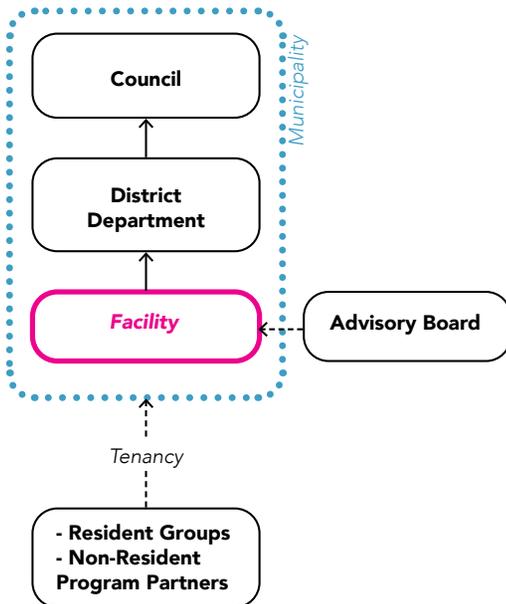
Further study of this model was not progressed, as it does not align with the District's goals for the Arts & Culture Centre.



## MUNICIPALLY OWNED & MANAGED

Examples:

West Vancouver Art Museum  
 Richmond Cultural Centre  
 New Westminster Anvil Centre



In a municipally owned and managed model, the facility is owned by the municipality and operated by municipal staff. This model may be supported by an advisory board.

An advisory board can be appointed to provide advice and support in areas needed—including, but not limited to, technical expertise, programming insight, fundraising, and advocacy support. Advisory boards can also play an important role in maintaining connection to the local arts, culture, and creative community, ensuring their views are reflected in decisions affecting the arts and culture centres' operations.

### BENEFITS:

- Greater economies of scale
- Integration with District policies and oversight
- Support of municipal administrative frameworks and systems
- Stable funding model
- Simpler organizational structure

### CHALLENGES:

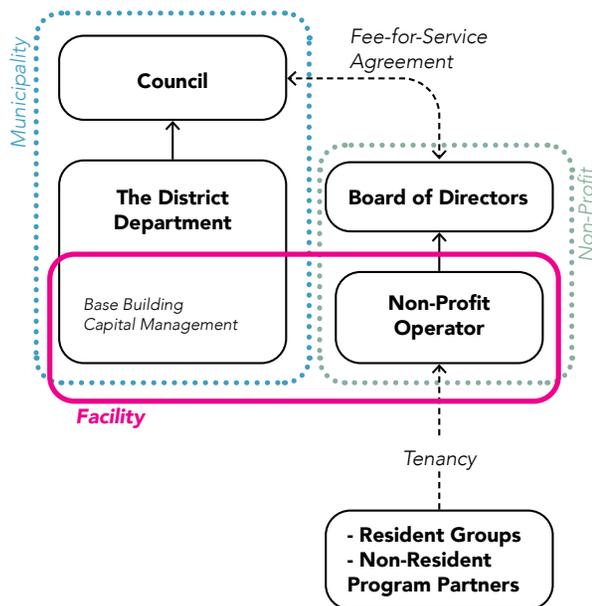
- Can be less agile and responsive to needs than a non-profit
- Limited in ability to fundraise from the private sector
- Needs of municipally-run programming could be prioritized over those of program partners



## NON-PROFIT

Examples:

Kay Meek Arts Centre, West Vancouver  
 Gateway Theatre, Richmond  
 Polygon Gallery, North Vancouver  
 Maury Young Arts Centre, Whistler



In a non-profit model, the municipality typically retains ownership of the facility and is responsible for the upkeep of the base building and overall capital improvements.

Day-to-day operations and management of the facility are turned over to a non-profit organization, otherwise known as the centre's *anchor tenant*. In some cases, a fee-for-service agreement can be in place to provide municipal support for the non-profit operator for services rendered to its community members.

The non-profit organization would be governed by its own board of directors composed of members of the local arts, culture, and creative community.

The District would need to create an agreement with the arts organization to clarify funding and other support arrangements, while also laying out rules to ensure the wider community can also access the space.

## BENEFITS:

- More agile and responsive to community needs
- May be better suited where technical expertise is required
- Strong ties to the arts community
- Ability to organize and fundraise from the private sector and apply for grants

## CHALLENGES:

- Depends on the capacity/funding of external Non-Profit
- 'Anchor Tenant' model is best suited for single-institution facilities, often with strong technical requirements
- Not well-suited for managing multiple stakeholders within the same space



## HYBRID

Examples:

- West Vancouver Community Centre
- Parkgate Community Centre, North Vancouver

A hybrid model combines features of both the municipally-led and non-profit-led models. This co-management model is currently in place at the West Vancouver Community Centre (WVCC), and is a governance model precedent that is well-known by the District.

The WVCC model is a partnership between the District and Enhance West Van—an independent, supportive non-profit organization, that has its own independent board of directors. This model is founded in community governance, whereby volunteer members of the community have a role in the direction of the facility, with day-to-day operations remaining with professional municipal staff.

A new, independent, supportive non-profit entity would be established prior to the facility opening. While an initial board would be appointed by the District from members of the local arts and culture community, the directors would eventually be elected by the society's membership. At WVCC, users of the community centre are registered members of the society—and a similar arrangement may be feasible for the Arts & Culture Centre.

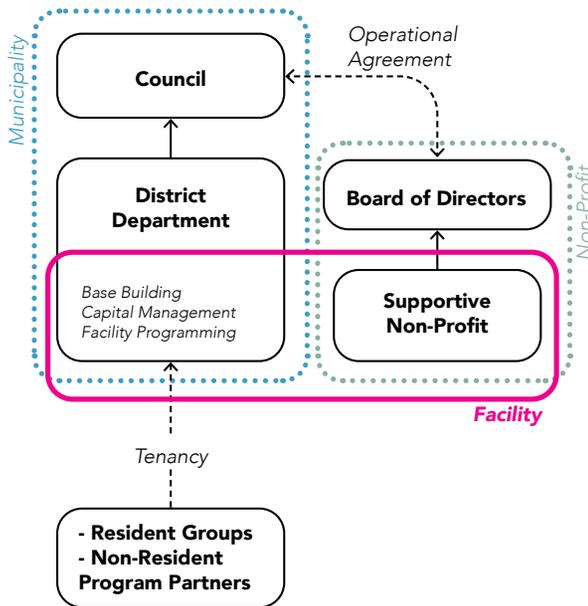
Further details of the hybrid model follow in the next section of this report.

## BENEFITS:

- Greater economies of scale
- Integration with District policies and oversight
- Support of municipal administrative frameworks and systems
- Stable funding model
- More agile and responsive to community needs
- Stronger ties to the arts community
- Ability to organize and fundraise from the private sector and apply for grants
- Greater autonomy of individual stakeholder groups
- Less dependent on capacity of non-profit partners
- Supportive Non-Profit serves as an arms-length arbiter

## CHALLENGES:

- More complex organizational structure
- Capacity building required to create new non-profit entity



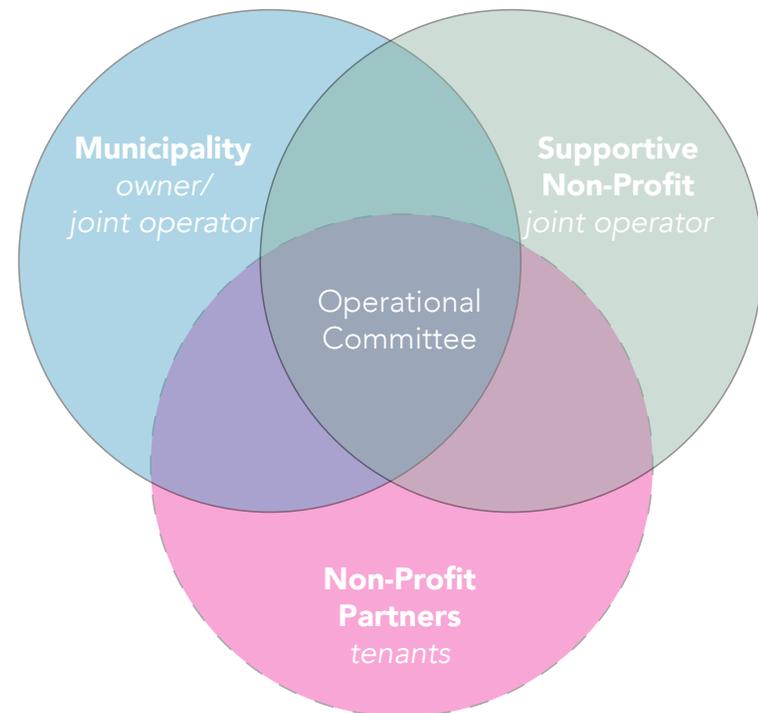
## PREFERRED GOVERNANCE MODEL



### **HYBRID:** Linking the Municipal and Non-Profit Communities

A **Hybrid Governance Model**, similar to the frameworks already in place at the West Vancouver Community Centre, has been identified as the preferred model for the West Vancouver Arts & Culture Centre.

The preferred governance model reflects this hybrid arrangement whereby both the District and non-profit program partners provide services within the new Arts & Culture Centre. This will allow partnerships to grow and flourish, linking together the professionalism and organizational heft of the municipality with the passion and knowledge of West Vancouver residents engaged in arts and culture.



## HYBRID MODEL: SUPPORTING THE GOVERNANCE PRINCIPLES

### A Public Resource

As a municipally funded and operated civic facility, the hybrid model reinforces the civic nature of the Arts & Culture Centre. The District will retain control and oversight over the building and capital improvements, as well as day-to-day management of the facility.

As the District will run its own programs and services (via Cultural Services and the West Vancouver Art Museum), the chain of responsibility from front-line staff to the District management team is clearer than a non-profit model where there may be an intervening independent entity.

Typically, non-profit operated facilities are 'anchor tenant' models, with few (if any) additional tenants sharing the space. Performing arts centres are the most typical anchor tenant model, as the non-profit organization can offer specialized technical expertise and a deep connection to a more narrowly focused user group. Most non-profit entities do not have the institutional capacity to manage and maintain a multi-user arts complex, without considerable capacity building.

### Include Community Voices

The hybrid community governance model ensures that the wider arts community has a vehicle to provide meaningful arms-length community input and oversight of facility operations.

At the West Vancouver Community Centre, *Enhance West Van* provides a place for engaged community members to volunteer. Similarly, a supportive non-profit entity for the Arts & Culture Centre can draw upon the local arts community to support, fundraise, and provide technical expertise for the new facility.

As a supportive (and not managerial) partner, the proposed non-profit entity is not intended to handle day-to-day operations—but rather be focused on helping with strategic vision, ancillary fund raising, and enhancing the level of service within the facility.

### Building from Existing Frameworks

The proposed framework would build upon a proven track record in the community. The governance arrangement between the District of West Vancouver and Enhance West Van at the West Vancouver Community Centre (WVCC) has been in place since 2007, providing over 15 years of experience and lessons learned.

The DWV/Enhance West Van model is a '**made in West Vancouver**' solution, tailored to the specific needs of this community.

The institutional knowledge gained from the WVCC experience is important in managing ongoing relationships amongst the various project stakeholders, particularly at time of opening. Administratively, the District is very familiar with how the model operates, simplifying management frameworks within the municipality.

### Autonomy and Identity

As a multi-tenant space, it will be important to recognize that each of the constituent stakeholders has their own unique mandates, missions, methods, and governance structures - and that this diversity is the centre's strength.

The key to success is to maintain the autonomy of resident non-profit cultural groups (e.g. the West Vancouver Community Arts Council) and non-resident program partners (e.g. Ambleside Orchestra, North Shore Artists Guild, etc.).

Each of these groups would retain their own governance structures (i.e. reporting back to their own independent boards) and their own finances. This functional autonomy helps to preserve their ability to be responsive to their own specific needs and to maintain an independent curatorial and artistic vision.

### Transparency

One key takeaway from discussions with key operational stakeholders was a fear that the needs of municipally-run services could be prioritized above the needs of non-profit partners within the facility.

The hybrid governance model seeks to provide greater balance amongst the stakeholders by introducing community-led oversight via the supportive non-profit joint operator.

The model recognizes that there needs to be a forum whereby key stakeholders can come together and resolve issues on a consensual basis. At the WVCC, an *operational committee* meets regularly to review space and resource allocations, and to resolve any conflicts. A similar arrangement is envisioned for the Arts & Culture Centre.

### Facilitating Collaboration

Recognizing the diversity of the stakeholder groups, the hybrid model establishes an arms-length non-profit society focused on the strategic vision of the facility and aligning programs, projects, and services with that vision.

The new non-profit organization could also take an active role in facilitating collaboration of the cultural stakeholders in the building and beyond, providing an advocacy voice for those not yet represented, and helping to bridge initiatives and capacity building. For example, the new supportive non-profit could be involved in developing grant applications for new collaborative programs, exhibitions, and services.

### Secure Funding Streams

With core operations undertaken by District staff, there can be a level of assurance that operating funding streams coming from the municipal budget will be relatively stable, as they are supported by taxation and not philanthropic gifts.

However, the hybrid model allows for greater flexibility of potential funding streams. Similar to *Enhance West Van*, the supportive non-profit partner would be registered as a charity, with the ability to fundraise separately and access grants that may not be normally available to municipalities, such as Canada Council funding.

Furthermore, the experience in the philanthropic realm has indicated that there are donors that may be more comfortable funding an independent non-profit as opposed to a municipality. A donor, for example, could find greater assurance that their money would go to specific programs and services rather than ending up in general municipal coffers.

### Maximize Operational Efficiencies

The role of each partner organization within the new Arts & Culture Centre should be tailored to their unique institutional strengths.

The District will operate the new facility within the constellation of other civic facilities in the District, ensuring that services are efficiently provided and equitably distributed. The municipality brings established administrative procedures and systems, as well as the purchasing power of a large institution, providing overall efficiencies.

The non-profit sector is typically more agile with respect to the provision of a variety of unique services and the ability to respond to the needs of their users and the wider community. These groups also have deep ties to the thriving local arts community, fostering greater engagement, improved visitation, and financial support.

With municipal staff taking the lead on capital improvements and day-to-day functioning of the facility, non-profit partners can stay more focused on their programs and services, without being distracted by trying to 'keep the lights on'.

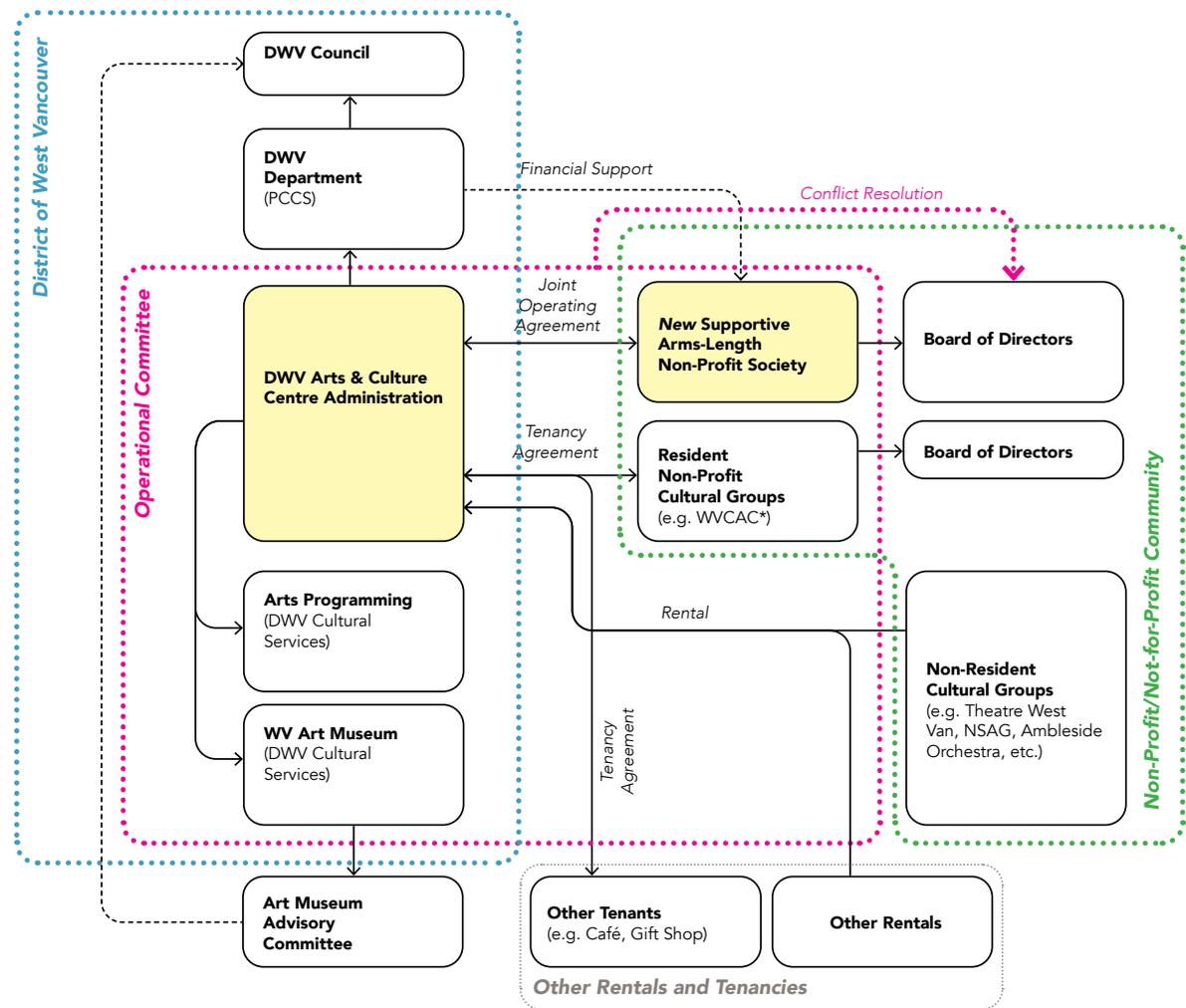
## HOW THE PREFERRED MODEL MIGHT WORK:

The following conceptual organizational chart indicates the key relationships amongst the various stakeholders at the future Arts & Culture Centre. Given the range of institutions, partners, and tenants that will call the new facility home, the relationship involved will necessarily have a degree of complexity. The organizational chart as presented is preliminary - and further investigations will need to occur in the process of preparing the agreements and arrangements amongst all the various stakeholders.

The overall organizational chart can be more easily understood by looking at each grouping of stakeholders individually. Four primary groups are identified:

1. Public Sector (The District)
2. Non-Profit/Not-for-Profit Community
3. The Operational Committee
4. Other Rentals and Tenancies

Further details on the specific roles and responsibilities of each group are discussed on the following pages.



Conceptual Organizational Chart

### LEGEND

DWV: District of West Vancouver  
PCCS: Parks, Culture and Community Services  
WVCAC: West Vancouver Community Arts Council  
NSAG: North Shore Artists' Guild

## Public Sector

At the Arts & Culture Centre, the District of West Vancouver encompasses a number of stakeholders, and includes everything from the delivery of facility programming (via Cultural Services and the West Vancouver Art Museum) all the way up to District Council. The roles of the various departments within the District will fulfill the following areas of responsibility:

### Strategic Direction

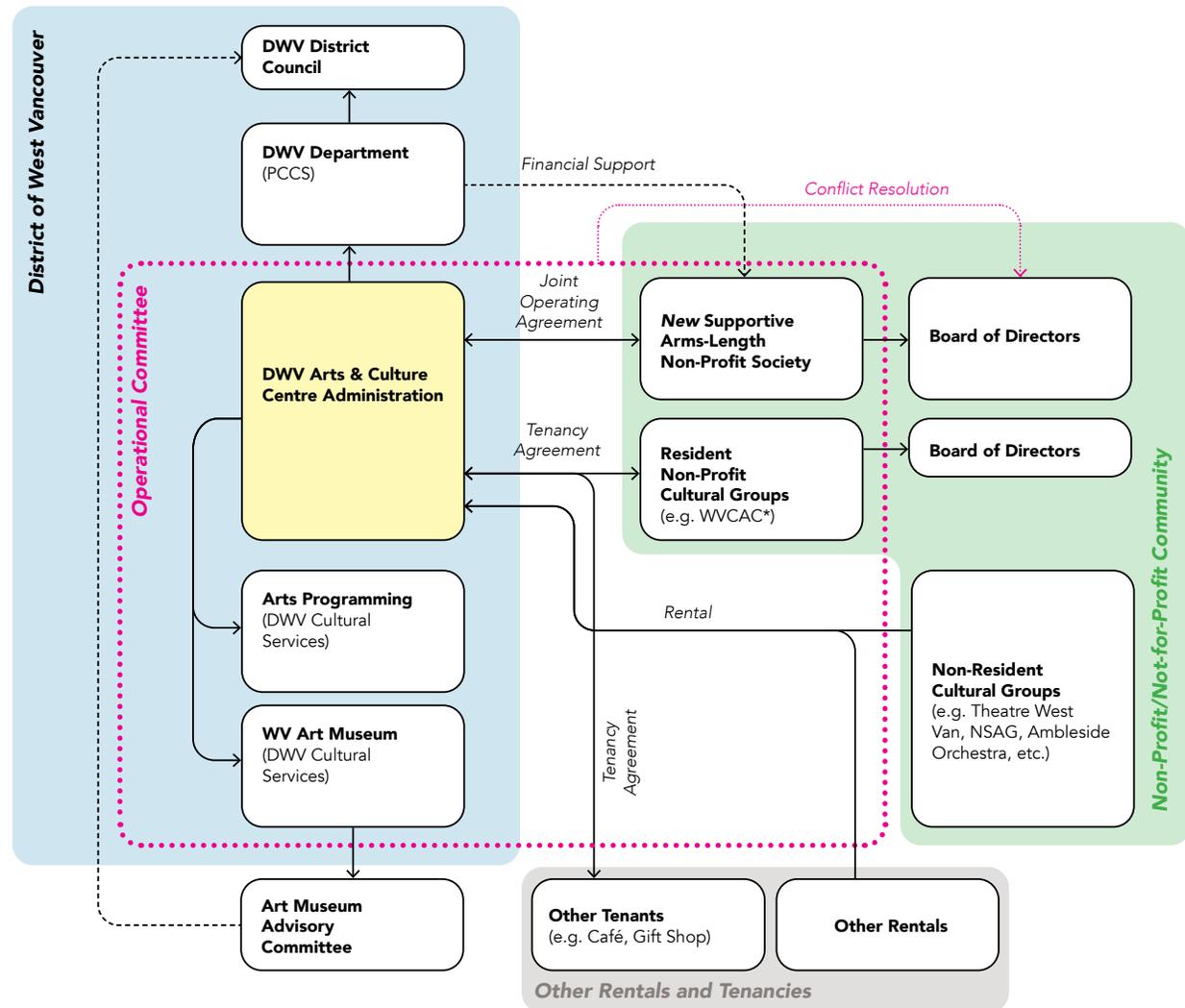
- Alignment with the Official Community Plan and other municipal projects and priorities
- Coordination with municipal budgets, systems, and processes
- System-wide facility management
- Capital improvements

### Day-to-Day Operations

- Facility operations and maintenance
- Public relations and media
- Management of public rental requests
- Centralized booking system to streamline operations and to mitigate disputes over shared spaces and resources

### Facility Programming

- Programs and services through Cultural Services and the West Vancouver Art Museum
- General functional autonomy at a program provision and curatorial level, supported by advisory committees



### LEGEND

DWV: District of West Vancouver  
PCCS: Parks, Culture and Community Services  
WVCAC: West Vancouver Community Arts Council  
NSAG: North Shore Artists' Guild



## Non-Profit/Not-for-Profit Community

At Arts & Culture Centre, the presence of the non-profit community can be divided into three categories:

- New Supportive Arms-Length Society
- Independent, Resident Non-Profit Cultural Groups
- Independent Non-Resident Groups

Some potential roles that each group could take within the new facility are summarized in the following columns:

### JOINT OPERATOR

#### Supportive Arms-Length Society

This new Society would serve as a joint operators of the facility in conjunction with the municipality, providing community-based oversight and advocacy.

To avoid potential conflicts of interest, the Joint Operator would not provide services or programs within the facility—but rather be a resource and a way to integrate independent and community-based oversight into the overall governance of the Arts & Culture Centre.

Potential roles that this new Society could play include:

- Community oversight and leadership
- Strategic direction for alignment with community goals and needs
- Advisory role on operations and facility capital improvements
- Arms-length body that can help to resolve disputes
- Community outreach, audience building, and fundraising
- Support and development of ‘enhanced’ programming
- Advocacy for under-represented groups within the community
- Engagement with and capacity-building support for cultural groups

In the case of Enhance West Van as a key precedent model, Society staff are currently paid by the District, but report jointly to both the Non-Profit board as well as to the municipality. Another option would be for Society staff to report only to the Non-Profit Board, with financial support from the District in the form of a fee-for-service agreement.

However, specificities of the future arrangements between the District and the new Society would need to be more clearly defined at time of drafting of the Joint Operating Agreement.

#### Resident Non-Profit Cultural Groups (e.g. West Vancouver Community Arts Council)

These groups would be ‘residents’ in the building via a tenancy agreement with the District and would be responsible for their own programs and services

- Provides programming within the facility as an on-going presence
- Fundraising for own programming and services
- Retains own independent mission, values, governance, and finances

#### Non-Resident Cultural Groups (e.g. Theatre West Van, North Shore Artists Guild, Ambleside Orchestra, etc.)

These groups would be more intermittent/occasional users of the Arts & Culture Centre, and would be provided access to the facility via a space rental agreement.

- Provides programming within the facility on a more intermittent basis but would not be based within the arts & Culture Centre.
- Retains own independent mission, values, governance, and finances.



## Operational Committee

The Operational Committee is a forum established to bring together key stakeholders within the facility from both the public sector and the non-profit community to foster collaboration and to resolve issues of shared resources and other areas of common concern. This group includes representation from the municipality Arts & Culture Centre administration, the Supportive Arms-Length Non-Profit, as well as Resident Non-Profit Cultural Groups.

Regular committee meetings will be scheduled to proactively resolve potential conflicts through consensus. If issues of common concern cannot be resolved on a consensual basis, the Supportive Non-Profit's board of directors can provide additional dispute resolution in an arms-length capacity.



## Other Tenants & Rentals

One of the guiding principles for the facility is to seek greater financial stability via revenue-generating spaces. Examples could include space rentals for both programs and events, a gift shop, and a cafe.

Ancillary tenancies and public rentals could provide an important revenue source that would help support the Arts & Culture Centre. Monies received could be directed to the municipality for distribution, or to the Supportive Arms-Length Non-Profit, depending on the final resolution of the Joint Operating Agreement.

## Additional Considerations

### LOCATION WITHIN A LARGER DEVELOPMENT

One option that could be reviewed in the future is the potential for space sharing within a larger development. Public-private partnerships have been used by other municipalities to have costs of development of civic facilities defrayed by private investment, sometimes paired with increases in developable densities.

Two local examples of civic facilities located within larger private developments could include the Museum of North Vancouver and the Anvil Centre in New Westminster. In the former, a separate strata lot was created within the base of a mixed-use tower to create a home for the museum. In the latter, the City of New Westminster developed a mixed-use complex (with a civic facility in the base), then sold off the office tower above to a private entity afterwards.

In most cases, if the Arts & Culture Centre were to be paired with a private development, the internal governance of the facility will not need to change. However, additional layers of collaboration with the private entity for the management of common property will need to be developed. This could be developed either through a memorandum of understanding or via resolved via a strata corporation.

### FLEXIBILITY

Recommendations are based on consultations with the key stakeholders identified to date. If additional or different stakeholders become involved, there need to be adjustments to the overall model. As noted at the outset, governance is not an end goal in itself, but rather a process that will adjust to suit ever-changing needs and circumstances.

The model as described is intended to be a framework for future discussions and should be adequately flexible to handle change.

# 9 NEXT STEPS

Building upon on the momentum created through public and stakeholder engagement over the last eight months, the next stages will include the following key steps:

1. Site selection
2. Facility space needs reviewed and confirmed
3. Detailed functional space planning
4. Site specific cost estimate, including parking requirements
5. Detailed operating cost estimates
6. Project financing update

This work can be undertaken by an external consultant team, working closely with District staff. Stakeholder and community engagement should be included at key stages.

Concurrently, continued work on clarifying the project financing and governance and exploring supportive non-profit arts and culture partnerships should be undertaken.

## 1. FACILITY SPACE NEEDS AND DETAILED SPACE PLANNING

Building upon the revised vision, it is recommended that the Facility Space Needs Plan (2019 Arts and Culture Plan - Cornerstone Report) is reviewed and a space plan with detailed room data sheets prepared.

As the community emerges from the global coronavirus pandemic, this is an opportune time to confirm how the needs of the arts and cultural programs and requirements and community needs have evolved.

The updated report will:

- Reinforce the vision and guiding principles established in this report
- Current needs and programs
- Identify shifting trends in cultural programs
- Include a space matrix including all space sizes, capacity, and occupancy and netgross areas
- Include detailed room data sheets for each interior space
- Include exterior space requirements (gathering, plaza, art display, parking, bicycles, garden etc)

## 2. SITE SELECTION

The District can advance site selection and capacity determination based on the findings of this document and a confirmed Facility Space Program.

Amongst other considerations (finances, technical, etc.), potential locations for the new Arts & Culture Centre should be evaluated against their ability to progress the overall vision and guiding principles as enumerated in this report.

Key considerations include:

- Connection between inside and outside, tying into West Vancouver's unique sense of place
- Historical connection to West Coast Modern architecture
- Honouring First Nations
- Weaving the facility into the daily patterns of the community—a central location with good transportation connections and the ability to catalyze vibrancy within existing business areas

Concept Design Test-to-fit options should be developed for each site under consideration to confirm capacity and adherence to the vision and guiding

principles.

## 3. SITE SPECIFIC COST ESTIMATE, INCLUDING PARKING

Class D cost estimate with exploration of parking scenarios can be prepared for the short-listed sites.

## 4. PROJECT FINANCING AND PARTNERSHIP/PHILANTHROPIC OPPORTUNITIES

Recommendations for how the District might progress the financing of the project are being currently undertaken by a separate study through the AFAC Financing Committee.

Building upon the cost estimate, a funding model can be developed for the project looking at capital and operational costs to establish a model for long-term financial success of the Arts & Culture Centre.

A key lesson learned from speaking with other cultural facilities operators is the importance of establishing key staff and components of the governance model are in place prior to the design process. This will ensure that those who will be working in the facility have a voice in its

# 10 CONCLUSION

development.

An interim steering committee can be established to include representation from the District, the Supportive Non-Profit, and key resident stakeholders to assist in key decision making. The interim steering committee report directly to Council, or via the Arts Facilities Advisory Committee.

Confirming the vision, guiding principles, and the governance model through the interactive stakeholder engagement process deeply reflects the commitment to the arts within the District, and that it is critical to learn from all the voices of the community.

This process has established the foundation for the next stage.

The Vision and Governance Report confirmed the following:

1. The need for a new Arts & Culture Centre to replace aging, inaccessible facilities that do not meet the functional requirements of its users
2. A deep community passion for the arts and the necessity to expand access and improve services in a new facility that is reflective of the diverse community
3. Arts and culture activities are a catalyst within the community
4. The Arts & Culture Centre will be a sustainable facility that reflects and revers the natural environment
5. A facility that is right-sized that is flexible, affordable, and has a strong economic model is supported by the community
6. A governance model that is fair and equitable to all stakeholders, ensures ongoing community input and oversight, and provides a stable foundation for management and operations of the new facility

# APPENDIX A VISION SAMPLES

This appendix contains a range of vision statements from different arts facilities, for learning and reference.

## **BANFF CENTRE FOR THE ARTS** **Banff, Alberta**

### **PURPOSE**

Banff Centre exists for the advancement of creative potential that enriches our world.

### **MISSION**

Banff Centre brings artists, leaders, and communities together to create, collaborate, share, envision, learn, and be inspired.

### **VISION**

- To be a catalyst for creativity and thought, where potential is realized.
- To inspire leaders—artists, cultural, business, and community—to conceive powerful ideas and create new work that can be shared with and improve our world.
- To experience the power of the mountains, particularly our home on Sacred Buffalo Guardian Mountain, supported by talented employees and thought leaders, to envision and to create, and be in relationship with our environment and each other.
- To be accessible, open, respectful, and welcoming as we build new connections across disciplines and cultures, create new learning opportunities for participants, and enhance and share knowledge and experiences with each other locally and globally.

## **SURREY ART GALLERY** **Surrey, BC** **Experience, learn, make, connect**

### **MISSION**

- Surrey Art Gallery's mission is to engage the public in an ongoing dialogue about issues and ideas that affect our numerous communities, as expressed through contemporary art, and to provide opportunities for the public to interact with artists and the artistic process. We accomplish these aims through exhibitions, programs, and publications of contemporary art.
- Surrey Art Gallery also acquires, manages, researches, preserves, and exhibits work from its contemporary art collection, held in trust for present and future citizens of the City of Surrey.

## **SHADBOLT CENTRE FOR THE ARTS Burnaby, BC**

The Shadbolt Centre for the Arts is a centre for excellence in the fine and performing arts. We endeavour to serve the citizens of Burnaby by offering multiple opportunities for participation, observation and involvement in various arts events.

We respond to the needs of the community by:

- offering professional arts events
- offering educational opportunities
- creating opportunities for established and emerging artists to develop and present their work
- making available the services of our professionally trained teachers, technicians and administrators
- providing a high calibre, accessible rental facility for community-based groups
- presenting a varied program of activities, including many free festivals, classes, art events and volunteer opportunities
- promoting and managing the facility as a friendly and nurturing place where all are welcome

The SCA provides three areas of core programming: theatre presentation and rentals, arts learning, and festivals and events.

From September to June, we present a live performance season in our two theatres—the James Cowan Theatre (capacity 285) and the

Studio Theatre (capacity 165)—featuring the best of local, national and international talent across the performing arts.

In arts learning, SCA provides visual and performing arts programs for children and adults. Special workshops, adjunct program activities and weekly classes are offered in music, dance, visual arts, ceramics, theatre and literary arts.

## **HARBOURFRONT CENTRE Toronto, Ontario**

We are Canada's leading destination for contemporary culture, the place where creative thinking thrives, ideas are shared and the next generation of artistic talent is nurtured.

Harbourfront Centre is an international centre for contemporary arts, culture and ideas, and a registered, charitable not-for-profit cultural organization operating a 10-acre campus on Toronto's central waterfront. Harbourfront Centre provides year-round programming 52 weeks a year, seven days a week, supporting a wide range of artists and communities.

We inspire audiences and visitors with a breadth of bold, ambitious and engaging experiences. We champion contemporary Canadian artists throughout their careers, presenting them alongside international artists and fostering national and international artistic exchange between disciplines and cultures.

## **THE SHED, New York, New York**

The Shed is a new cultural institution of and for the 21st century. We produce and welcome innovative art and ideas, across all forms of creativity, to build a shared understanding of our rapidly changing world and a more equitable society.

In our highly adaptable building on Manhattan's west side, The Shed brings together established and emerging artists to create new work in fields ranging from pop to classical music, painting to digital media, theater to literature, and sculpture to dance. We seek opportunities to collaborate with cultural peers and community organizations, work with like-minded partners, and provide unique spaces for private events.

The Shed was designed to break with the traditions that separate art forms and audiences. By minimizing social and economic barriers to entry, we offer a warm, welcoming space for innovation and dialogue. Embracing technology, we work with creative thinkers and partners to create transformational digital experiences on-site and online. Using our flexible infrastructure and operational capabilities, we can produce performances, exhibitions, events, and gatherings of almost any type in expansive, multi-use venues that allow for social distancing. Driven by our belief that access to new art and ideas is a right, not a privilege, we present engaging experiences and forge deep bonds between our artists and audiences.

# APPENDIX B

## WORKSHOP SUMMARIES



**WEDNESDAY MORNING  
JUNE 22, 2022**

## WEDNESDAY MORNING - OVERVIEW

### KEY WORDS

VIBRANT  
COMMUNITY  
INCLUSIVE ARTS  
CREATIVITY  
SUPPORTIVE  
INSPIRING  
FLEXIBILITY  
BEAUTIFUL  
INDOOR/OUTDOOR  
GATHERING  
FUNCTIONAL  
ADAPTABLE  
EDUCATION  
GREEN  
CENTRAL  
INNOVATIVE  
EXCELLENCE  
TECHNICAL  
POROSITY  
DYNAMIC  
LOCATION  
AWARENESS  
CULTURE  
BEACON  
WONDERFUL

### COMMENTS & GOALS

- BUILD ON WEST VANCOUVER HERITAGE
  - SOCIAL, CULTURAL, ARCHITECTURAL HERITAGE
- OUTDOOR PROGRAM SPACE
- ARTIST IN RESIDENCE STUDIOS
- ARTISTS SHOPS AND RENTAL PROGRAMS
- WHAT IS THE PLAN WITH ADMIN SPACE?
  - NEED FOR ADMIN SPACE FOR ARTS ORGANIZATIONS
  - PREP SPACE, MEETING SPACE
- NEED WAYS/SPACES TO GENERATE REVENUE
- INCORPORATE INDIGENOUS SPACES AND PERSPECTIVES
- NEED FOR MORE SPECIALIZED AND LARGER SPACES
- WEST COAST MODERNISM



## WEDNESDAY MORNING - GROUP PRESENTATION OVERVIEW

**TABLE 1**

- Outdoor - water/mountains
- Showcasing art & festivals
- Interior
  - Lobby
  - Food
  - Porosity
  - Display space throughout
- Purpose built storage - w flexible seating
- Indigenous space
- Supporting families

**TABLE 2**

- Overlapping lines
- Place to tell stories, stories of place
- Indoor/outdoor
  - Wet Coast Modernism
  - Outdoor
  - Nature
  - Plaza
- Flexible common areas
- Food and beverage
- Working artist in gift shop
- Artist in residence
- Shared hall is key
- Supportive for families and youth
- Gathering and hangout
- Rentals = revenue
- Light & vibrancy
- Interior program:
  - Exhibition
  - Administration
  - Prep space
  - Meeting
  - Community gallery
  - Storage
  - Gallery/performance

**TABLE 3**

- Loved ideas of space
- Indoor/outdoor use
- Value and honour culture and history
- Specialized vendors
- Flexible seating
- Flexible space
- Black box
- Real working theatre to accommodate musicians as well
- Shops – appropriate and tasteful
- Added archives? Storage?
- Specialized program space
- Rehearsal, studio art

**TABLE 4**

- Specialized spaces are not a priority
- Performance and exhibition
- Admin and office
- Off stage rehearsal
- Coast Salish culture in facility
- Flexible spaces enlivened by revenue generation
- Alive and vibrant
- Indoor/outdoor connection
- Allow flexible program scope
- Secondary context and cultural heritage/west coast

**TABLE 5**

- Common areas
- Core priorities
- Community engagement

# WEDNESDAY MORNING - TABLE 1

## KEY WORDS

GREEN  
CENTRAL  
ACCESSIBLE  
INNOVATIVE  
BEAUTY  
TECHNICAL  
EXCELLENCE



Lobby - Celebrate and Play



Inside-Outside Connections



Encourage Curiosity  
Open Collections Storage



Display Space Throughout



Porosity



Lobby - Linger, Shop, Orientate



Build on West Vancouver's Heritage as the  
Home of West Coast Modernism



Indigenous Spaces



Flexible Rehearsal/Performance Spaces



Flexible Event/Exhibition Spaces



Food and Beverage Attracts and Enlivens



Specialized Cultural Spaces  
Textile Arts Studio



Purpose-built Storage



A Place to Share Stories



Beacon - Showcase Activities



Enhancing the Public Realm



Support Families



Showcase Art



Showcase Local Artists  
Gift Shop



Multi-purpose Studios



Indoor-Outdoor Performance



Support Festivals

SHOWCASING ART  
AND FESTIVALS

WEDNESDAY MORNING - TABLE 1 PHOTOS



## WEDNESDAY MORNING - TABLE 2

### KEY WORDS

PARKING  
 INDOOR/OUTDOOR  
 BEAUTIFUL SPACE  
 GATHERING PLACE  
 ADMIN SPACE  
 PREP SPACE  
 MEETING SPACE  
 ADEQUATE FOR THE PURPOSE  
 CREATIVE  
 GALLERY/PERFORMANCE SPACE  
 YOUTH EDUCATION  
 FAMILY  
 ART RENTAL PROGRAM  
 ADAPTABLE  
 FUNCTIONAL  
 ADMIN SPACE FOR ARTS GROUPS



Let Programming Spill Outside



Lobby - Linger, Shop, Orientate



Lobby - Perform



Indigenous Spaces



Indoor-Outdoor Performance



Food and Beverage Attracts and Enlivens



Lobby - Celebrate and Play



Flexible Rehearsal/Performance Spaces



Inside-Outside Connections



Support Families



A Safe Space for Youth + Emerging Creatives



Support Festivals



Showcase Local Artists  
Gift Shop



Art Fair



Art Organization Co-working Space  
Innovation Hub



Outdoor Gathering

**WORKING ARTIST  
 IN GIFTSHP**

## WEDNESDAY MORNING - TABLE 2



Places to Hang Out



Artist-in-Residence Studios



Community Gallery



Event Rentals



Specialized Cultural Spaces  
Music Practice Rooms



Connect with Nature



The Outdoors as a Classroom



Flexible Event/Exhibition Spaces



Flexible Common Areas



A Place to Share Stories



Exhibition Spaces for a Range of Media



Purpose-built Storage



Entry Plaza



Display Space Throughout

PLACES TO TELL STORES,  
STORIES OF PLACE



# WEDNESDAY MORNING - TABLE 3

## KEY WORDS

DYNAMIC  
COMMUNITY  
LOCATION  
AWARENESS  
INCLUSION  
CULTURE  
COMMUNITY GATHERING

## COMMENTS

- NO REPLICATION OF COMMUNITY CENTRE FUNCTIONS



Indoor-Outdoor Performance



Inside-Outside Connections



Let Programming Spill Outside



Flexible Seating



Encourage Curiosity  
Open Collections Storage



Build on West Vancouver's Heritage as the  
Home of West Coast Modernism



Showcase Art



Event Rentals



Black Box Theatre



Flexible Rehearsal/Performance Spaces



Outdoor Gathering



Enhancing the Public Realm



Viewing and Performing



Beacon



Showcase Local Artists  
Gift Shop



Entry Plaza



Welcoming Porch



Art Fair



Connect with Nature



Purpose-built Storage

REAL WORKING  
THEATRE TO  
ACCOMMODATE  
MUSICIANS

# WEDNESDAY MORNING - TABLE 3

VALUE & HONOUR  
CULTURE AND  
HISTORY



Community Gallery



Bridging Art + Technology  
Digital Design Lab



Lobby - Linger, Shop, Orientate



Exhibition Spaces for a Range of Media



Beacon - Showcase Activities



Celebrate Local Materials



Places to Hang Out



The Outdoors as a Classroom



Showcase Activity



Flexible Event/Exhibition Spaces



Indigenous Spaces



Food and Beverage Attracts and Enlivens



Specialized Cultural Spaces  
Textile Arts Studio



Multi-purpose Studios



A Place for Dialogue - Meeting Facilities



Flexible Common Areas



Display Space Throughout



Specialized Cultural Spaces  
Music Practice Rooms



Support Festivals



Porosity



A Safe Space for Youth + Emerging Creatives



A Place to Share Stories



Lobby - Celebrate and Play



Artist-in-Residence Studios

# WEDNESDAY MORNING - TABLE 4

## KEY WORDS

- REHEARSAL
- INSPIRING
- SPECIALIZED SPACES
- BIGGER SPACES
- VIBRANCY
- SUPPORT CREATIVITY
- THEATRE
- INCLUSIVE ARTS
- COMMUNITY
- REVENUE GENERATES
- ADMIN SPACES
- BACK END SUPPORT SPACES
- SOCIAL, CULTURAL, ARCHITECTURAL HERITAGE
- INDOOR/OUTDOOR CONNECTIONS



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Inside-Outside Connections



Let Programming Spill Outside



Flexible Seating



Purpose-built Storage



Indigenous Spaces

ENCORPORATE & CONSULT WITH INDIGENOUS PEOPLES



Community Gallery



Multi-purpose Studios

SPECIALIZED SPACES ARE NOT A PRIORITY



Showcase Local Artists Gift Shop



Exhibition Spaces for a Range of Media



Flexible Rehearsal/Performance Spaces



Display Space Throughout



Showcase Art



Showcase Activity



Lobby - Celebrate and Play



Food and Beverage Attracts and Enlivens

## WEDNESDAY MORNING - TABLE 4 PHOTOS



## WEDNESDAY MORNING - TABLE 5

### KEY WORDS



Let Programming Spill Outside



Exhibition Spaces for a Range of Media



Support Festivals



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Purpose-built Storage



Showcase Local Artists  
Gift Shop



Places to Hang Out



The Outdoors as a Classroom



Event Rentals



Flexible Common Areas



Multi-purpose Studios

## WEDNESDAY MORNING - TABLE 5 PHOTOS



**WEDNESDAY AFTERNOON  
JUNE 22, 2022**

## WEDNESDAY AFTERNOON - OVERVIEW

### KEY WORDS

INCLUSIVE  
ASPIRATIONAL  
SUSTAINABLE  
ACCESSIBLE  
LEARNING  
TOURISM  
VIBRANT  
COLLABORATIVE  
CROSS-POLLINATION  
BEAUTIFUL  
INSPIRING

### COMMENTS & GOALS

- A PLACE TO SHARE A JOURNEY IN CREATIVITY AND APPRECIATION OF CREATIVITY
- NEEDS PARKING / UNDERGROUND PARKING
- MUST ENCOMPASS AND SERVE ALL LEVELS AND GROUPS
- SHOULD NOT BE A REC CENTRE - LIMIT TO THE ARTS
- PLACES FOR EXHIBITION, SALES, MURALS, OUTDOOR GATHERING, COMMUNITY GALLERY, MAKERS SPACES
- ARTIST IN RESIDENCE STUDIOS WOULD BE GOOD



# WEDNESDAY AFTERNOON - TABLE 1

## COMMENTS

- BOOST TOURISM
- COMMUNITY GALLERY SPACE
- ARTIST & MAKER SPACES
- GREY HOUND DROP OFF - DESTINATION
- UNDERGROUND PARKING
- ATTRACT BUYERS
- ARTIST IN RESIDENCE STUDIOS
- DIRECT ACCESS - INDOOR/OUTDOOR
- SHARING A JOURNEY IN CREATIVITY
- OUTDOOR GATHERING SPACES
- TEMPORARY MURAL ART WALLS

BOOST TOURISM &  
ACT AS A  
DESTINATION



Outdoor Gathering



Indoor-Outdoor Performance



Connect with Nature



Beacon - Showcase Activities



Inside-Outside Connections



Let Programming Spill Outside



Celebrate Local Materials



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Event Rentals



Porosity



Support Festivals



Art Fair



Display Space Throughout



Showcase Local Artists Gift Shop



Purpose-built Storage



Community Gallery



Enhancing the Public Realm



Places to Hang Out



Lobby - Perform



Exhibition Spaces for a Range of Media

# WEDNESDAY AFTERNOON - TABLE 1 PHOTOS



Food and Beverage Attracts and Enlivens



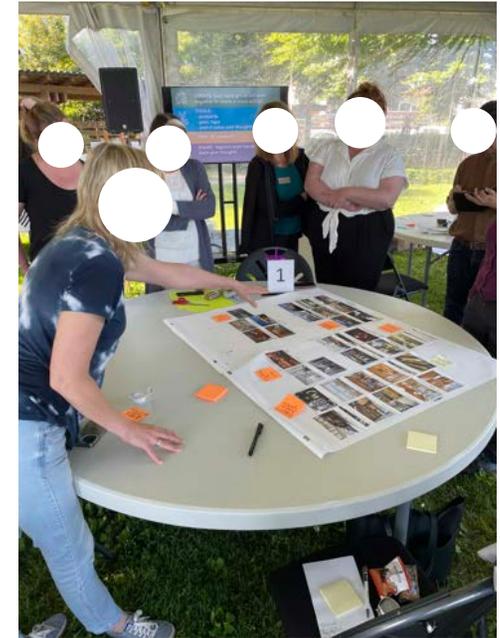
Flexible Event/Exhibition Spaces



Artist-in-Residence Studios



Flexible Rehearsal/Performance Spaces



Lobby - Linger, Shop, Orientate



A Place to Share Stories



Specialized Cultural Spaces  
Jewelry Studio



An Incubator for Creativity and Curiosity



Flexible Common Areas



Bridging Art + Technology  
Digital Design Lab



Art Organization Co-working Space  
Innovation Hub



Specialized Cultural Spaces  
Music Practice Rooms



Lobby - Celebrate and Play



Specialized Cultural Spaces  
Textile Arts Studio

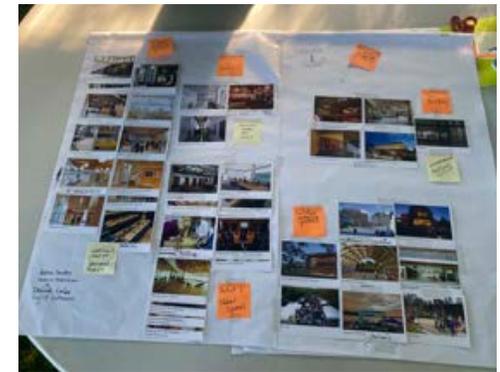


Multi-purpose Studios



A Place for Dialogue - Meeting Facilities

SHARING A JOURNEY  
IN CREATIVITY



# WEDNESDAY AFTERNOON - TABLE 2

## KEY WORDS

INCLUSIVE  
 LIFE LONG LEARNERS  
 MINI BAR  
 COFFEE SHOP  
 OPEN MIC  
 SUSTAINABLE  
 ACCESSIBLE  
 ASPIRATIONAL  
 LOUNGE  
 CELEBRATE  
 PLAY

A PLACE FOR  
LIFE LONG LEARNERS



Flexible Seating



Showcase Art



Flexible Rehearsal/Performance Spaces



A Safe Space for Youth + Emerging Creatives



Lobby - Linger, Shop, Orientate



Community Gallery



Event Rentals



Flexible Event/Exhibition Spaces



Flexible Common Areas



The Outdoors as a Classroom



Indigenous Spaces



Beacon - Showcase Activities



Places to Hang Out



Exhibition Spaces for a Range of Media



Display Space Throughout



Lobby - Perform



Purpose-built Storage



Showcase Local Artists  
Gift Shop



Indoor-Outdoor Performance

WEDNESDAY AFTERNOON - TABLE 2 PHOTOS



**THURSDAY MORNING  
JUNE 23, 2022**

## THURSDAY MORNING - OVERVIEW

### KEY WORDS

BEACON  
INDOOR/OUTDOOR  
PRACTICAL  
NATURAL  
WELCOMING  
FLEXIBLE  
ACCESSIBLE  
INCLUSIVE  
POROSITY  
BRIGHT  
INSPIRING  
SAFE SPACE  
DISCOVERY  
EDUCATIONAL  
VIBRANT  
COMMUNITY  
ENVIRONMENTAL STEWARDSHIP  
CONNECTIVITY  
COLLABORATION  
JOY  
INNOVATIVE  
AESTHETIC  
RESPECTFUL  
SOCIAL  
IMPACTFUL  
FUNCTIONAL  
AIRY  
CREATIVE  
BELONGING  
PRACTICAL  
EFFICIENT  
DIVERSE

### COMMENTS & GOALS

- COST EFFECTIVE, SMALL, INTIMATE
- FLEXIBLE VS. SPECIFIC
- NO SPECIALIZED SPACES
- NEED TO ACCOMMODATE FOR THE FUTURE
- CAN REMOVE VISUAL ARTS FROM THE COMMUNITY CENTRE AND RE-PURPOSE THAT SPACE TO BETTER SERVE COMMUNITY AND REDUCE REDUNDANT SPACES
- DO NOT DUPLICATE EXISTING PROGRAMS
- NOT "WORLD CLASS"
- BEAUTIFUL, NATURAL, WELCOMING BUILDING
- SPACE FOR DISPLACED ARTS
- NEED TO DISTINGUISH BETWEEN "ESSENTIALS" AND "NICE TO HAVES"
- CAN THERE BE A SHUTTLE FROM CENTRAL LOCATION TO NEW FACILITY?
- ART GALLERY/ARCHIVE DON'T NEED TO BE HOUSED WITH THE PROGRAMMATIC AREAS
- NEEDS TO BE SELF-FUNDING OR PROFITABLE
- ASSOCIATED/CLOSE TO THE CORE COMMERCIAL AREAS
- ENVIRONMENTALLY FRIENDLY
- DO NOT INCORPORATE EVERYTHING INTO ONE BUILDING OR SITE
- A PLACE TO MEET AND GATHER
- NOT WATERFRONT
- A PLACE THAT INSPIRES THE LARGER COMMUNITY



## THURSDAY MORNING - GROUP PRESENTATION OVERVIEW

### TABLE 1

- Environmental and cost concerns
- Indoor/outdoor - important from covid
- Welcoming & respectful
- A place for the public

### TABLE 2

- Community
- Welcoming/local
- Not world class beacon
- Not on waterfront
- Shuttle/parking
- Small flex/performance space
- Practical
- Free up community event space
- Rentals - financially viable
- Indoor/outdoor

### TABLE 3

- Location and environment
- Local materials/beacon
- Indoor/outdoor performance
- Rentals - kitchen is important
- Showcase art - sales for artists
- Multi-purpose studios and performance spaces

### TABLE 6

- Essential space
- Environmental and financial concerns
- Not on waterfront
- Flexible spaces over specificity

### TABLE 7

- "Let's get it done"
- Something to be proud of
- Welcoming & accessible
- Meet & eat
- Mental health
- Parking and transportation

### TABLE 8

- Welcoming to people who are not artistically inclined
- Lure people in
- Storytelling & discovery
- Integrated in landscape
- Beacon/alluring
- Creative outdoor spaces
- Celebrate West Coast heritage
- Porosity - barrier free
- Interdisciplinary

# THURSDAY MORNING - TABLE 1

## KEY WORDS

ESSENTIALS FOCUSED  
 WELCOMING  
 GENERATES INTEREST  
 ENVIRONMENTALLY FRIENDLY  
 COMMUNITY ORIENTED  
 A PUBLIC PLACE  
 VISUALLY IMPACTFUL  
 RESPECTFUL  
 EDUCATIONAL  
 WIDELY INCLUSIVE  
 INDOOR/OUTDOOR  
 RESILIENCY  
 WELCOMING  
 INNOVATIVE  
 ARTSY  
 INTIMATE  
 NOT GRANDIOSE

## COMMENTS

- NOT ON WATERFRONT
- AN IDEA THAT INSPIRE THE LARGER COMMUNITY
- ASSOCIATED / CLOSE TO CORE COMMERCIAL AREAS
- COVERED OUTDOOR SPACES
- DON'T INCORPORATE EVERYTHING INTO ONE BUILDING OR SITE
- COMMUNITY MEETING PLACE
- "THE PLACE"
  - STRADDLE THE LINE BETWEEN THE LIVELY COMMERCIAL CORE AREAS AND THE WATERFRONT PARK SPACE.
  - "A TRULY PUBLIC" FACILITY



Lobby - Linger, Shop, Orientate



Beacon - Showcase Activities



Beacon

A COMMUNITY MEETING PLACE TO INSPIRE THE LARGER COMMUNITY



Welcoming Porch



Showcase Art



Showcase Local Artists Gift Shop



Art Organization Co-working Space Innovation Hub



Event Rentals



Inside-Outside Connections

INDOOR/OUTDOOR CONNECTIONS IMPORTANT, AS WE LEARNED DURING COVID



Flexible Rehearsal/Performance Spaces



Flexible Event/Exhibition Spaces



Outdoor Gathering

# THURSDAY MORNING - TABLE 1 PHOTOS



Support Festivals



Indoor-Outdoor Performance



Art Fair

A PLACE FOR THE PUBLIC



Entry Plaza



Celebrate Local Materials



The Outdoors as a Classroom



Enhancing the Public Realm



Let Programming Spill Outside



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Showcase Activity



Porosity



# THURSDAY MORNING - TABLE 2

## KEY WORDS

TRANSPORTATION  
 PARKING  
 VISION TO DRIVE SIZE  
 EVENT RENTAL (ECONOMICAL)  
 LOCAL MATERIALS  
 FLEXIBLE  
 RENTALS  
 KITCHEN - TEACHING  
 NATURAL SPACE  
 NOT WATERFRONT  
 PRACTICAL  
 NATURAL  
 WELCOMING  
 SPECIALIZED SPACES  
 BEACON  
 INDOOR/OUTDOOR  
 INCLUSIVE  
 NEEDED  
 EFFICIENT  
 JUSTIFIED  
 PRACTICAL  
 AIRY  
 CREATIVE  
 FUNCTIONAL  
 BELONGING  
 FUNCTIONAL  
 PRACTICAL  
 NOT WORLDCLASS  
 PARKING

## COMMENTS

- NOT WORLD CLASS  
 - BEAUTIFUL, NATURAL, WELCOMING BUILDING
- REPLACE DISPLACED PROGRAMMING AND MEET CURRENT AND FUTURE NEEDS
- NOT WATERFRONT
- FLEXIBLE, SMALL PERFORMANCE SPACE
- MOVE VISUAL ARTS FROM COMMUNITY CENTRE TO FREE UP SPACE FOR OTHER PROGRAMMING IN COMMUNITY CENTRE
- MUST BE SELF FUNDING OR PROFITABLE
- INDOOR/OUTDOOR SPACES
- TOO MANY 'NICE TO HAVES' IN CURRENT VISION VS. NECESSITIES
- SHUTTLE FROM FACILITY TO CENTRAL LOCATIONS
- FUNCTION SHOULD NOT REPLACE COMMUNITY CENTRE
- ART GALLERY/ARCHIVE SPACE DOES NOT NEED TO BE LOCATED WITH FUNCTIONAL SPACES
- FLEXIBLE, SMALL, COMMUNITY
- FILL PROGRAMMING NEEDS

FLEXIBLE, SMALL,  
 COMMUNITY ORIENTED

INDOOR/OUTDOOR  
 CONNECTIONS



Viewing and Performing



Display Space Throughout



Indoor-Outdoor Performance



Art Organization Co-working Space Innovation Hub



A Safe Space for Youth + Emerging Creatives



Lobby - Perform



Inside-Outside Connections



Bridging Art + Technology Digital Design Lab



Event Rentals



Purpose-built Storage



Welcoming Porch



Let Programming Spill Outside



Indigenous Spaces



Multi-purpose Studios

## THURSDAY MORNING - TABLE 2 PHOTOS



# THURSDAY MORNING - TABLE 3

## GROUP 3

- CONNECTIVITY
- COLLABORATIVE
- INCLUSIVE
- INTIMATE
- INSPIRING
- JOY
- INNOVATIVE
- ACCESSIBLE
- PUBLIC
- AESTHETIC
- BRIGHT
- RESPECTFUL
- SOCIAL
- IMPACTFUL
- EDUCATION
- VIBRANT
- ENVIRONMENTAL STEWARDSHIP
- COMMUNITY
- PERFORMANCE
- FLEXIBLE
- APPEAL
- RIGHT SIZE
- COMMUNITY MEETING
- NOT GRANDIOSE
- COLLABORATIVE
- CREATIVE
- AIRY
- COST EFFECTIVE
- SMALL
- COMBINED STUDIOS



Celebrate Local Materials



Specialized Cultural Spaces  
Community Kitchen



Multi-purpose Studios



Indigenous Spaces



Specialized Cultural Spaces  
Ceramics Studio



Purpose-built Storage



Beacon - Showcase Activities



Food and Beverage Attracts and Enlivens



Showcase Local Artists  
Gift Shop

SHOWCASE ART &  
SUPPORT ARTIST SALES



Indoor-Outdoor Performance



Flexible Common Areas



Exhibition Spaces for a Range of Media



## THURSDAY MORNING - TABLE 6

### KEY WORDS

MULTIPLE SPACES  
 FLEXIBLE SPACE  
 NOT SPECIALIZED SPACES  
 ACCOMMODATE MEDIUMS OF THE FUTURE  
 NOT ON WATERFRONT  
 PRACTICAL  
 COST EFFECTIVE



Showcase Local Artists  
 Gift Shop



Flexible Common Areas

FLEXIBLE SPACES  
 INSTEAD OF SPECIFICITY



Connect with Nature



Community Gallery



Exhibition Spaces for a Range of Media



Showcase Activity



Flexible Event/Exhibition Spaces



Showcase Art



Encourage Curiosity  
 Open Collections Storage



Display Space Throughout



Flexible Seating

# THURSDAY MORNING - TABLE 6 PHOTOS



# THURSDAY MORNING - TABLE 7

## KEY WORDS

- PARKING
- TRANSPORTATION
- INCLUSIVE
- INNOVATIVE
- INCLUSIVE
- YOUNG ARTISTS
- BELONGING
- JOY
- INSPIRING
- MENTAL WELLBEING
- GET IT DONE #PRIORITY
- REPLACE EXISTING PROGRAMS
- WELCOMING
- ACCESSIBLE
- DIVERSE
- PLACE TO MEET & EAT TOGETHER

MEET & EAT



Food and Beverage Attracts and Enlivens



Lobby - Celebrate and Play



Art Fair



Specialized Cultural Spaces  
Music Practice Rooms



Display Space Throughout



Beacon



The Outdoors as a Classroom



Connect with Nature



Outdoor Gathering



A Safe Space for Youth + Emerging Creatives



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Specialized Cultural Spaces  
Textile Arts Studio



Celebrate Local Materials



Showcase Local Artists  
Gift Shop



Flexible Rehearsal/Performance Spaces



Welcoming Porch

LET'S GET IT DONE!

# THURSDAY MORNING - TABLE 7 PHOTOS



Lobby - Linger, Shop, Orientate



Flexible Seating



Multi-purpose Studios



Indoor-Outdoor Performance



Bridging Art + Technology  
Maker Space



Inside-Outside Connections



Showcase Art



A Place for Dialogue - Meeting Facilities



Exhibition Spaces for a Range of Media



Support Festivals



Event Rentals



Let Programming Spill Outside

SOMETHING TO BE PROUD OF!



# THURSDAY MORNING - TABLE 8

## KEY WORDS

- ACCESSIBLE
- PUBLIC
- INCLUSIVE
- SHOWCASE ART
- BEACON
- WELCOMING
- INSPIRING
- BRIGHT
- AESTHETIC
- CELEBRATE
- EXHIBITION
- ACTIVITIES
- HANGOUT
- EDUCATIONAL
- INTERACTIVE
- DISCOVERY
- INDOOR/OUTDOOR
- SAFE SPACE FOR YOUTH
- LOCATION
- HERITAGE
- NATURE
- POROSITY
- TRANSITIONS BETWEEN DISCIPLINES

INTEGRATED  
IN THE LANDSCAPE

WELCOMING TO PEOPLE  
WHO ARE NOT ARTISTICALLY  
INCLINED



Welcoming Porch



The Outdoors as a Classroom



Community Gallery



Bridging Art + Technology  
Maker Space



Connect with Nature



Build on West Vancouver's Heritage as the  
Home of West Coast Modernism



Showcase Art



A Safe Space for Youth + Emerging Creatives



Outdoor Gathering



Exhibition Spaces for a Range of Media



Multi-purpose Studios



Lobby - Celebrate and Play



Beacon



Display Space Throughout



Porosity



A Place to Share Stories

# THURSDAY MORNING - TABLE 8

STORYTELLING & DISCOVERY



Flexible Seating



Celebrate Local Materials



Food and Beverage Attracts and Enlivens



Enhancing the Public Realm



Places to Hang Out



Inside-Outside Connections



Flexible Event/Exhibition Spaces



Specialized Cultural Spaces  
Music Practice Rooms



Showcase Activity



Viewing and Performing



Bridging Art + Technology  
Digital Design Lab



Bridging Art + Technology  
Digital Sound Lab



Lobby - Perform

**THURSDAY AFTERNOON  
JUNE 23, 2022**

## THURSDAY AFTERNOON - OVERVIEW

### KEY WORDS

DIVERSITY  
FAMILY  
FLEXIBILITY  
PROFESSIONAL  
INTENTIONAL  
ACCEPTING  
DELIGHTFUL  
CELEBRATION  
SHARING  
UNIQUE  
APPEALING  
EDUCATION  
INCLUSION  
SUPPORTIVE  
LOCATION  
REALISTIC  
DESTINATION  
NATURE  
INDIGENOUS SPACES  
SUSTAINABLE  
POROSITY  
VIBRANT  
FORWARD THINKING  
MUSICALITY  
LIVE MUSIC  
ACCESSIBLE

COMMUNITY  
COST EFFICIENT  
INTERPERSONAL  
LIBERATING  
UNORTHODOX  
ENERGY  
EVOLUTION  
UNIVERSAL  
NEW-AGE

### COMMENTS & GOALS

- PURPOSEFUL SPACES FOR CREATION AND CULTURE
- FOCUS ON UTILITY, FUNCTION AND DIVERSITY OF USES
- INCORPORATIONS OF NATURE AND FIRST NATIONS CULTURE AND HISTORY
- REVENUE STREAMS
- ART LENDING AND RENTAL PROGRAMS
- PROPER STORAGE FOR WEST VANCOUVER ART COLLECTION TO GROW
- LOCATION MUST BE SENSITIVE TO LOCAL BUSINESSES AND PARKS
- ACKNOWLEDGE THAT THIS IS A CORE SERVICE THAT NEEDS TO BE CENTRALLY LOCATED AND THAT CAN BE BUILT AND OPERATED WITHIN BUDGET
- BUILT FOR COMMUNITY, NOT WORLD CLASS
  - ESSENTIAL, NOT OVER THE TOP
- EDUCATIONAL, ART CLASSES, VISITING ARTISTS
- AWAY FROM THE WATERFRONT
- A PLACE FOR DIVERSITY
- FUN, FAMILY PLACE
- A POROUS, INTIMATE SPACE FOCUSED ON INDIVIDUAL EXPRESSION IN ALL FORMS
- DANCE/MUSIC SPACES TO ATTRACT YOUTH
- GOOD WEBSITE
- INTEGRATE NEW AND EMERGING ARTS AND TECHNOLOGY
- HEALING SPACES, MEDITATIVE SPECS, SPACES IN NATURE
- INSPIRATION FROM HISTORY
  - HOW TO CHERISH HISTORY & ROOTS OF WEST VANCOUVER

# THURSDAY AFTERNOON - TABLE 1

## COMMENTS

- PROPER STORAGE FOR OUR WEST VAN ART COLLECTION TO GROW
- SENSITIVITY TO LOCAL BUSINESSES AND PARKS
- ACKNOWLEDGE THAT THIS IS A CORE SERVICE THAT NEEDS TO BE CENTRALLY LOCATED THAT CAN BE BUILT AND OPERATED WITHIN BUDGET
- ART CLASSES  
- INVITING ARTISTS TO TEACH
- LOCATION AT OLD SWEENEY BUILDING?

## KEY WORDS

REALISTIC  
LOCATION  
INCLUSIVE  
WORKSHOP FACILITIES  
EDUCATIONAL



Flexible Event/Exhibition Spaces



Indigenous Spaces



An Incubator for Creativity and Curiosity



Specialized Cultural Spaces  
Textile Arts Studio



Display Space Throughout



Showcase Local Artists  
Gift Shop



Art Centre as Community Resource  
Crafting Library



Exhibition Spaces for a Range of Media



The Outdoors as a Classroom



Multi-purpose Studios



Art Centre as Community Resource  
Community Tool Library



Specialized Cultural Spaces  
Ceramics Studio



Specialized Cultural Spaces  
Jewelry Studio



Specialized Cultural Spaces  
Music Practice Rooms

## THURSDAY AFTERNOON - TABLE 1 PHOTOS



# THURSDAY AFTERNOON - TABLE 2

## KEY WORDS

NATURE  
 FIRST NATIONS  
 UTILITY  
 FUNCTION  
 SPACES FOR MEETING  
 PERFORMANCE  
 DIALOGUE  
 PURPOSEFUL SPACES  
 CREATION



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Welcoming Porch



Art Fair



An Incubator for Creativity and Curiosity



Flexible Rehearsal/Performance Spaces



Indigenous Spaces



Flexible Event/Exhibition Spaces



Outdoor Gathering



Celebrate Local Materials



Flexible Seating



Beacon



Let Programming Spill Outside



Exhibition Spaces for a Range of Media



Specialized Cultural Spaces  
 Jewelry Studio



A Place to Share Stories



Viewing and Performing



The Outdoors as a Classroom



Display Space Throughout



A Place for Dialogue - Meeting Facilities



Showcase Art

## THURSDAY AFTERNOON - TABLE 2 PHOTOS



Specialized Cultural Spaces  
Music Practice Rooms



A Safe Space for Youth + Emerging Creatives



Bridging Art + Technology  
Maker Space



Art Organization Co-working Space  
Innovation Hub



Specialized Cultural Spaces  
Community Kitchen



Indoor-Outdoor Performance



Specialized Cultural Spaces  
Textile Arts Studio



# THURSDAY AFTERNOON - TABLE 3

## COMMENTS

- HOW TO BOOST IN TOURISM
- NO DUPLICATION OF PROGRAMS
- KEY MEEK = THEATRE
- POTTERY
- NO VIEW USE INTERIOR COURTYARD FOR OUT-DOOR SPACE
- PARKING UNDERGROUND
- BUS ROUTES, NEAR MARINE DRIVE
- MAKE A PERMANENT CONCERT VENUE @ AMBLE-SIDE
- DRAW VISITORS
- THEATRE?



Multi-purpose Studios



Encourage Curiosity  
Open Collections Storage



Showcase Local Artists  
Gift Shop



Community Gallery



Support Festivals



Specialized Cultural Spaces  
Ceramics Studio



Build on West Vancouver's Heritage as the  
Home of West Coast Modernism



Flexible Seating



Display Space Throughout



Beacon



Inside-Outside Connections



Places to Hang Out



Food and Beverage Attracts and Enlivens



Connect with Nature



Event Rentals



Beacon - Showcase Activities

## THURSDAY AFTERNOON - TABLE 3 PHOTOS



## THURSDAY AFTERNOON - TABLE 4

### KEY WORDS

- REVENUE STREAM
- ART LENDING AND RENTALS
- SPACE TO RENT TO NON PROFITS FOR MEETINGS
- SOME INTIMATE SPACES
- LOCATION
- PARKING



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Welcoming Porch



Flexible Seating



Community Gallery



A Safe Space for Youth + Emerging Creatives



Food and Beverage Attracts and Enlivens



Multi-purpose Studios



Connect with Nature



Flexible Common Areas



Inside-Outside Connections



Display Space Throughout



Indigenous Spaces



Celebrate Local Materials



Flexible Rehearsal/Performance Spaces



Let Programming Spill Outside



Showcase Local Artists  
Gift Shop



Viewing and Performing



Event Rentals



Indoor-Outdoor Performance

# THURSDAY AFTERNOON - TABLE 4 PHOTOS



## THURSDAY AFTERNOON - TABLE 5

### KEY WORDS

INDOOR-OUTDOOR  
 NEAR BUS ROUTE  
 SUSTAINABLE MATERIALS  
 VIBRANT  
 FORWARD-LOOKING  
 UNORTHODOX  
 LIBERATING  
 SENSORY GARDEN  
 INTERPERSONAL  
 MUSICALITY  
 LIVE MUSIC  
 INTERPERSONAL  
 BUS ACCESSIBILITY  
 LOCAL BUSINESSES, ARTISAN SHOPS  
 CONNECTIVITY  
 MULTI DIVERSE  
 MOTION  
 COORDINATED  
 NEW-AGE  
 THERAPY  
 UNIVERSAL

### COMMENTS & GOALS

- A POROUS, INTIMATE SPACE FOCUSED ON INDIVIDUAL EXPRESSION IN ALL FORMS
- DANCE / MUSIC SPACES TO ATTRACT YOUTH
- GOOD WEBSITE
- INTEGRATE NEW & EMERGING ARTS & TECHNOLOGY
- HEALING SPACES, MEDITATIVE SPECS, SPACES IN NATURE
- INSPIRATION FROM HISTORY
  - HOW TO CHERISH HISTORY & ROOTS OF WEST VANCOUVER
- NOT OVERLY LARGE FACILITY
  - SIZE FOR THE COMMUNITY
- COST EFFICIENT
- SUPPORT COMMUNITY COSTS
  - NOT DRAIN FUNDING
- PODCAST/RADIO STUDIO
- EDITING SUITES FOR SOUND & FILM
- FOCUS ON ARTISTIC HEALING
- COMFORT IN SELF EXPRESSION
- MUSICAL, SOUND ROOM
  - ATTRACT MORE YOUTH
  - DANCE, MUSIC, ART, PAINTING, HEALING
- HOW TO CHERISH THE ROOTS OF WEST VANCOUVER
- HONOURING THE INDIVIDUAL THROUGH CONNECTION
- CAFE WITH COMMUNAL TABLES
- SMALL BUSINESS SHOWCASE
- STREET PERFORMER SPACE



Community Gallery



Inside-Outside Connections



Enhancing the Public Realm



Outdoor Gathering



Welcoming Porch



Flexible Common Areas



Beacon - Showcase Activities



Connect with Nature



Places to Hang Out



Flexible Event/Exhibition Spaces



Indoor-Outdoor Performance



Lobby - Celebrate and Play



Lobby - Linger, Shop, Orientate



Specialized Cultural Spaces  
Jewelry Studio



Indigenous Spaces



Beacon



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Display Space Throughout



Food and Beverage Attracts and Enlivens



An Incubator for Creativity and Curiosity



Celebrate Local Materials



Showcase Art



Let Programming Spill Outside



Entry Plaza



Flexible Rehearsal/Performance Spaces



Multi-purpose Studios



Viewing and Performing



Flexible Seating



Porosity



Lobby - Perform



Specialized Cultural Spaces  
Music Practice Rooms



A Safe Space for Youth + Emerging Creatives



Purpose-built Storage



Black Box Theatre



Community Gallery



Encourage Curiosity  
Open Collections Storage



Exhibition Spaces for a Range of Media



Specialized Cultural Spaces  
Textile Arts Studio

## THURSDAY AFTERNOON - TABLE 5



Showcase Local Artists  
Gift Shop



Art Organization Co-working Space  
Innovation Hub



Bridging Art + Technology  
Digital Design Lab



Event Rentals



Bridging Art + Technology  
Maker Space

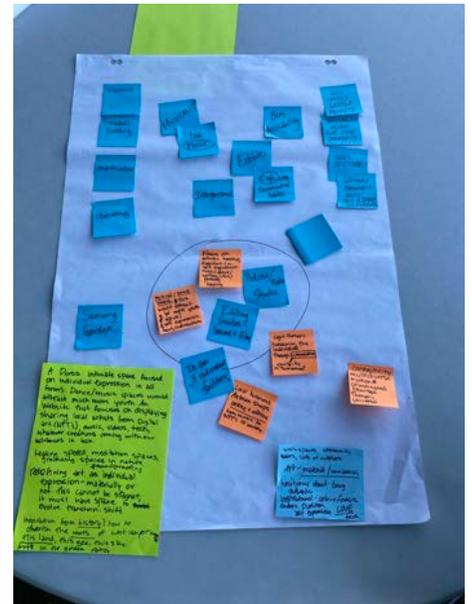


Artist-in-Residence Studios



Bridging Art + Technology  
Digital Sound Lab

# THURSDAY AFTERNOON - TABLE 5 PHOTOS



# THURSDAY AFTERNOON - TABLE 6

## COMMENTS

- FUN FAMILY PLACE
- PLACE FOR DIVERSITY
- AWAY FROM WATER
- SOUND PROOFED REHEARSAL SPACE
- PROFESSIONAL INTENTION
- COORDINATED ENVIRONMENT FOR EVERYONE
- SPACE FOR CLASSES WHILE PERFORMANCE IS HAPPENING
- COMPATIBLE & RESPECTFUL & INCLUSIVE OF INDIGENOUS CULTURE
- DELIGHTFUL CAFE SPACE
- OUTDOOR WATER FEATURE



Lobby - Linger, Shop, Orientate



Indigenous Spaces



Enhancing the Public Realm



Lobby - Celebrate and Play



Art Organization Co-working Space  
Innovation Hub



Support Festivals



Indoor-Outdoor Performance



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Flexible Seating



Black Box Theatre



Flexible Rehearsal/Performance Spaces



Celebrate Local Materials



Let Programming Spill Outside



Support Families



A Place to Share Stories



Specialized Cultural Spaces  
Jewelry Studio

# THURSDAY AFTERNOON - TABLE 6



Beacon



Event Rentals



Specialized Cultural Spaces  
Ceramics Studio



Community Gallery



Flexible Event/Exhibition Spaces



Places to Hang Out



Beacon - Showcase Activities



Purpose-built Storage



Viewing and Performing



Specialized Cultural Spaces  
Community Kitchen



Showcase Art



Food and Beverage Attracts and Enlivens



Outdoor Gathering



Connect with Nature

# THURSDAY AFTERNOON - TABLE 7

## KEY WORDS

EDUCATION  
 INCLUSIVE  
 CREATIVE  
 SUPPORTIVE  
 COMMUNITY  
 UNIQUE  
 APPEALING  
 CELEBRATION  
 SHARING



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Welcoming Porch



Artist-in-Residence Studios



Specialized Cultural Spaces  
 Textile Arts Studio



Lobby - Linger, Shop, Orientate



Food and Beverage Attracts and Enlivens



Outdoor Gathering



Beacon - Showcase Activities



An Incubator for Creativity and Curiosity



A Safe Space for Youth + Emerging Creatives



Celebrate Local Materials



Flexible Event/Exhibition Spaces



Purpose-built Storage



Inside-Outside Connections



Indoor-Outdoor Performance



Art Organization Co-working Space  
 Innovation Hub



Multi-purpose Studios



Event Rentals



Bridging Art + Technology  
 Maker Space



Display Space Throughout



Specialized Cultural Spaces  
 Jewelry Studio

# THURSDAY AFTERNOON - TABLE 7 PHOTOS



# **MONDAY MORNING**

**JUNE 27, 2022**

## MONDAY MORNING - OVERVIEW

### KEY WORDS

INCLUSIVE  
COMMUNITY  
CREATION  
EXCITING  
NETWORK  
VILLAGE  
GATHERING  
SAFE  
INSPIRATION  
MULTICULTURAL  
MULTI-DIMENSIONAL  
CONNECTION  
PERFORMANCE  
RELAXATION  
HISTORY  
HOME  
TRADITION  
LEARNING  
EDUCATION  
EXPLORATION  
DYNAMIC  
YOUNG ENGAGEMENT  
PRACTICAL  
INDOOR/OUTDOOR  
NATURE  
FLEXIBLE

### COMMENTS & GOALS

- NEED TO APPEAL TO BOTH LIVE AND VISUAL ARTS
  - AMPLE PARKING
  - INCORPORATE SILK PURSE AMBIANCE INTO NEW FACILITY
  - COMMUNITY FOCUS VS. 'WORLD CLASS'
  - PRACTICAL NOT GRANDIOSE
  - VILLAGE FEEL / ARTS WALK
  - NOT ON WATERFRONT
  - COVERED OUTDOOR SPACE
  - ON TRANSIT ROUTE
- 
- NEED TO NARROW & DEFINE PURPOSE
  - WHAT IS THE ECONOMIC MODEL?
  - WHAT ARE COMPARATIVE STUDIES/PLACES?
  - MUST CONSULT WITH ART COMMUNITY TO ESTABLISH CLEAR NEED, FOCUS, VISION, NARRATIVE AND COST ANALYSIS



## MONDAY MORNING - GROUP PRESENTATION OVERVIEW

**TABLE 1**

- Exhibition space for all artists
- Art walk replacing facilities in place (silk purse, music box)
- Incorporated covered space
- Community focus vs. "World class"
- Covered outdoor spaces
- On transit route
- Not on waterfront if larger than 5000 sq.ft.
- Focus on essentials, not grandiose
- Practical, not flashy
- Klee Wyck for: rehearsal space, studios, flex space, and practice rooms
- Village feel
- Intimate feel
- Multiple smaller facilities
- Museum should be separate
- A place for life drawing

**TABLE 2**

- Didn't look at the pictures - Offered again a full buffet that is expanding possibilities
- Discouraging - is this a holding pattern?
- Using existing information
- Middle down consultation and the actual artists being consulted
- Talk to people that are making art in their basement
- How can the village model support the vision of artists here?
- Start closer to the ground, then the narrative begins in an authentic way
- Create a strong narrative
- Create a business plan
- Use good work that has been done already

**TABLE 3**

- Incorporate silk purse ambiance into new facility
- Site behind Safeway, CAAD
- Little insulting being invited back again

**TABLE 4**

- Combo of Silk Purse and music box
- Places for performances
- Room for 100
- Open collection storage
- Gift shop with local artists
- Gallery and exhibition spaces
- Flexible event
- Event rentals
- Connection with nature
- Come up with the money first
- Indigenous spaces
- Programming outside for children, outside classrooms
- Keep it simple and amalgamate all those things into one.

**TABLE 5**

- Nature and outdoor gathering as classroom
- Indoor outdoor connectivity
- Exhibition space for local arts
- Community gallery
- Flexible exhibition space
- Beacon
- Art on the outside
- Local materials
- West coast modernism
- Art and technology - digital sound
- Music practice room, artist in residence
- Added in life drawings that is private
- Can't service every need - recognized that some spaces already exist
- Dissenting voice - focus on essentials and could be done gradually
- Reflect the village atmosphere of Ambleside

# MONDAY MORNING - TABLE 1

## KEY WORDS

YOUTH ENGAGEMENT  
 COMMUNITY CREATION  
 INCLUSIVE SPACE  
 COMMUNITY FOCUSED  
 ESSENTIALS FOCUSED  
 DYNAMIC  
 OPEN TO ALL  
 PERFORMING ARTS  
 TECHNOLOGY  
 COMMUNITY  
 PRACTICAL  
 INDOOR/OUTDOOR  
 NATURE

## COMMENTS & GOALS

- EXHIBITION SPACE FOR ALL ARTISTS
- ART WALK REPLACING FACILITIES IN PLACE (SILK PURSE, MUSIC BOX)
  - INCORPORATED COVERED SPACE
- COMMUNITY FOCUS VS. "WORLD CLASS"
- COVERED OUTDOOR SPACES
- ON TRANSIT ROUTE
- NOT ON WATERFRONT IF LARGER THAN 5000 SQ.FT.
- FOCUS ON ESSENTIALS, NOT GRANDIOSE
  - PRACTICAL, NOT FLASHY
- KLEE WYCK FOR:
  - REHEARSAL SPACE
  - STUDIOS
  - FLEX SPACE
  - PRACTICE ROOMS
- VILLAGE FEEL
- INTIMATE FEEL
- MULTIPLE SMALLER FACILITIES
- MUSEUM SHOULD BE SEPARATE
- A PLACE FOR LIFE DRAWING



Flexible Event/Exhibition Spaces



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Bridging Art + Technology  
 Maker Space



Flexible Rehearsal/Performance Spaces



The Outdoors as a Classroom



Let Programming Spill Outside



Purpose-built Storage



Outdoor Gathering

**MULTIPLE SMALLER FACILITIES WITH OUTDOOR SPACE**

# MONDAY MORNING - TABLE 1



Artist-in-Residence Studios



Showcase Art



Bridging Art + Technology  
Digital Sound Lab



Specialized Cultural Spaces  
Music Practice Rooms



Celebrate Local Materials



Display Space Throughout



Beacon - Showcase Activities



Community Gallery



Places to Hang Out



Inside-Outside Connections



Connect with Nature

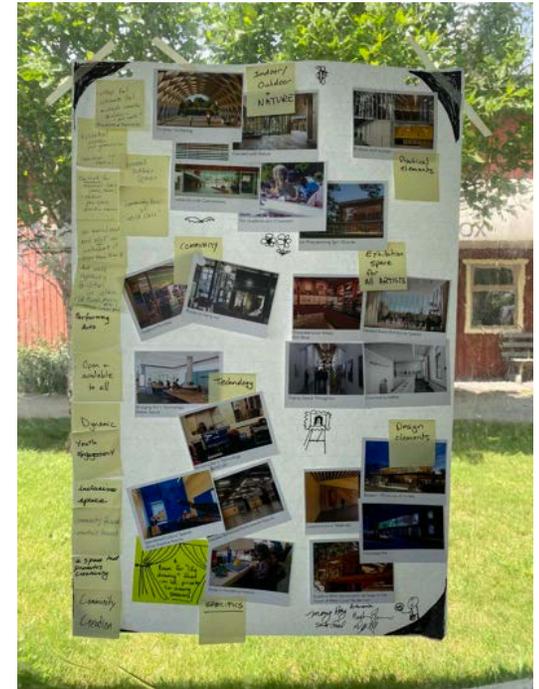


Showcase Local Artists  
Gift Shop



Support Families

COMMUNITY FOCUS VS.  
"WORLD CLASS"



## MONDAY MORNING - TABLE 2

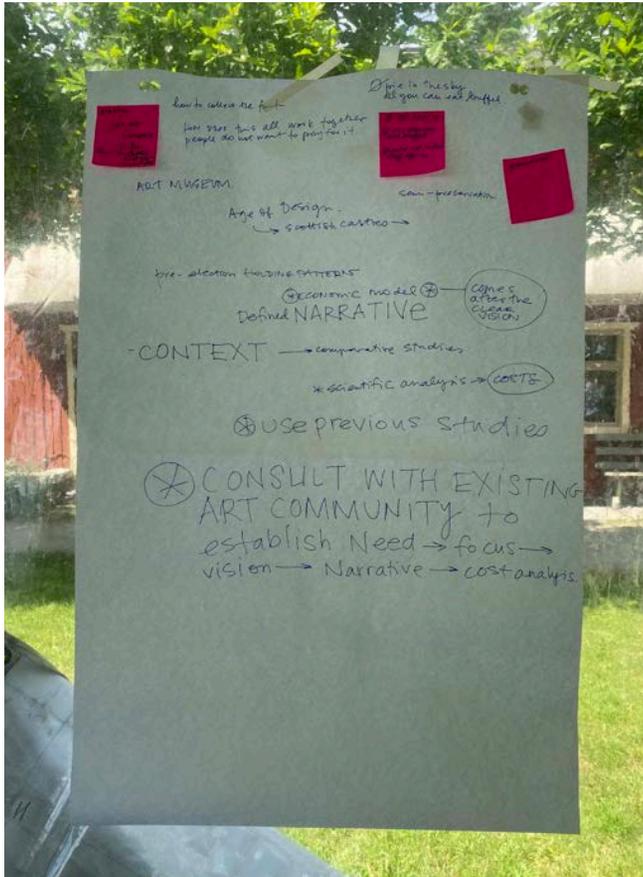
### KEY WORDS

LEARNING  
COMMUNITY  
INTRIGUE  
DO & SEE ART  
EXPLORATION  
CREATING ART  
EXPERIENCING ART

### COMMENTS & GOALS

- HOW DOES THIS ALL WORK TOGETHER?
  - PEOPLE DO NOT WANT TO PAY FOR IT
- TOO MUCH / ALL YOU CAN EAT BUFFET / PROJECT SHOULD NOT INCLUDE STAFF OFFICES
- NARROW & DEFINE MANDATE
  - PROPOSE BASED ON HISTORY, EXPERIENCE, AND SIMILAR PROJECTS
- PRE-ELECTION HOLDING PATTERNS
- ECONOMIC MODEL
  - TO COME AFTER THE CLEAR VISION
- DEFINED NARRATIVE
- CONTEXT
  - COMPREHENSIVE STUDIES
  - SCIENTIFIC ANALYSIS
  - COSTS
  - USE PREVIOUS STUDIES
- CONSULT WITH EXISTING ART COMMUNITY TO ESTABLISH NEED / FOCUS / VISION / NARRATIVE / COST ANALYSIS
- A NEXUS & CELEBRATION FOR ART COMMUNITY

## MONDAY MORNING - TABLE 2 PHOTOS



## MONDAY MORNING - TABLE 3

### KEY WORDS

PERFORMANCE  
 COMMUNITY GATHERING  
 PERSONAL CONNECTIONS  
 RELAX  
 BACKGROUNDS & LIGHTING  
 HOME  
 MANY ARTS  
 ACCESSIBILITY  
 FACILITY PROGRAMMING  
 VILLAGE MODEL  
 INSPIRATION  
 INCLUSIVE  
 SAFE  
 SHARING HUMANITY  
 MULTI-DIMENSIONAL  
 MULTICULTURAL  
 QUAIN  
 EDUCATE  
 COMMUNITY

### COMMENTS

- HISTORY OF ARTISTS & PERFORMERS
- CELEBRATING OUR SHARED HUMANITY
- A PLACE TO HONOUR & CREATE TRADITIONS
- AN INTIMATE SPACE TO CREATE INTIMATE EXPERIENCES, DEEP CONNECTION & LEARNING

A PLACE TO HONOUR & CREATE TRADITIONS



Beacon



Places to Hang Out



A Place to Share Stories



Indigenous Spaces



An Incubator for Creativity and Curiosity



Community Gallery



Display Space Throughout



Showcase Art



A Place for Dialogue - Meeting Facilities



A Safe Space for Youth + Emerging Creatives



Artist-in-Residence Studios



Specialized Cultural Spaces  
 Community Kitchen

# MONDAY MORNING - TABLE 3 PHOTOS



# MONDAY MORNING - TABLE 4

## KEY WORDS

- GATHERING PLACE
- EXCITING
- NETWORK
- VILLAGE
- CONGREGATION
- MEETING

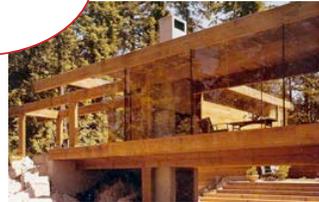
KEEP IT SIMPLE & AMALGAMATE IDEAS



Inside-Outside Connections



Flexible Event/Exhibition Spaces



Build on West Vancouver's Heritage as the Home of West Coast Modernism



Artist-in-Residence Studios



Places to Hang Out



Connect with Nature



Outdoor Gathering



Celebrate Local Materials



The Outdoors as a Classroom



Community Gallery

OUTDOORS AS CLASSROOM FOR CHILDREN & PROGRAM



Let Programming Spill Outside



Viewing and Performing



Event Rentals



Specialized Cultural Spaces  
Music Practice Rooms



Flexible Rehearsal/Performance Spaces



Indigenous Spaces



Showcase Local Artists  
Gift Shop



Multi-purpose Studios



Display Space Throughout



A Place to Share Stories

# MONDAY MORNING - TABLE 4 PHOTOS



An Incubator for Creativity and Curiosity



Showcase Activity



Art Organization Co-working Space  
Innovation Hub



Exhibition Spaces for a Range of Media



A Safe Space for Youth + Emerging Creatives



Encourage Curiosity  
Open Collections Storage



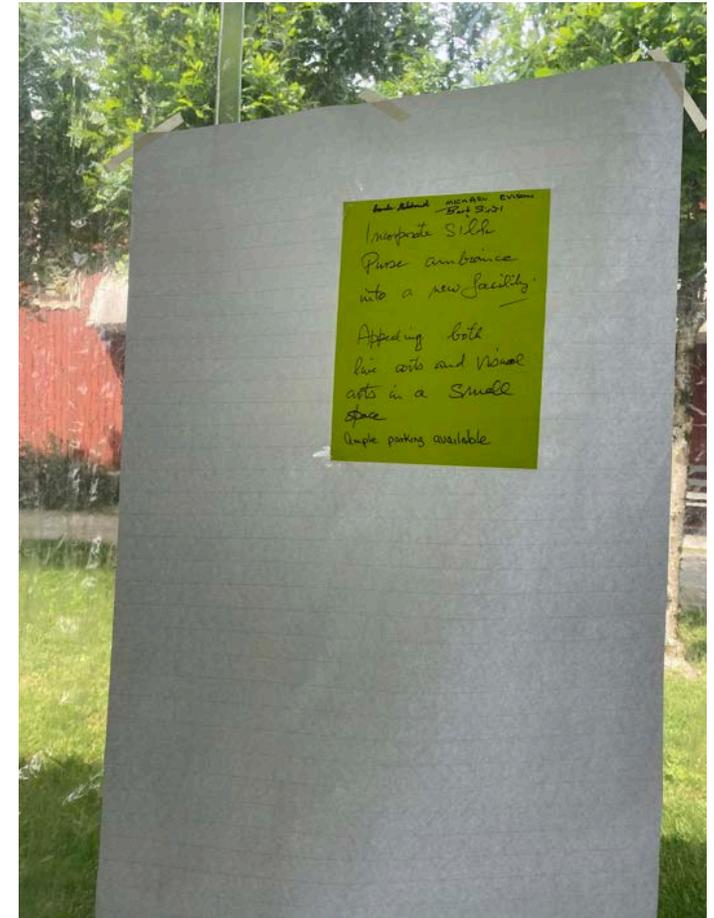
Lobby - Linger, Shop, Orientate



## MONDAY MORNING - TABLE 5

### COMMENTS & GOALS

- INCORPORATE SILK PURSE AMBIANCE INTO A NEW FACILITY
- APPEALING TO BOTH LIVE & VISUAL ARTS IN A SMALL SPACE
- AMPLE PARKING AVAILABLE



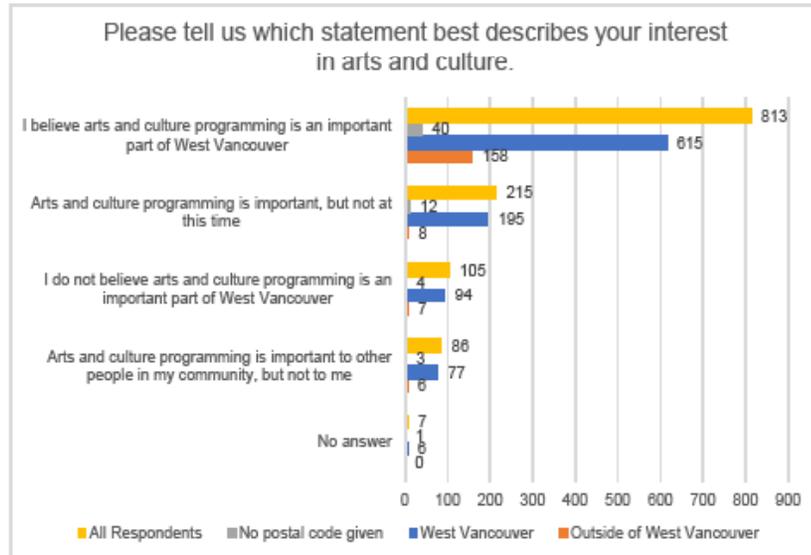
# APPENDIX C: SURVEY SUMMARY

## Survey results

Survey results display place of residence of respondents determined by postal code.

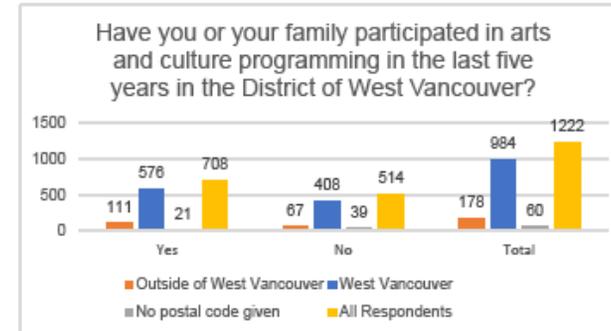
For engagement methods and participation, refer to the Participation Summary Report.

**Q. Please tell us which statement best describes your interest in arts and culture.**



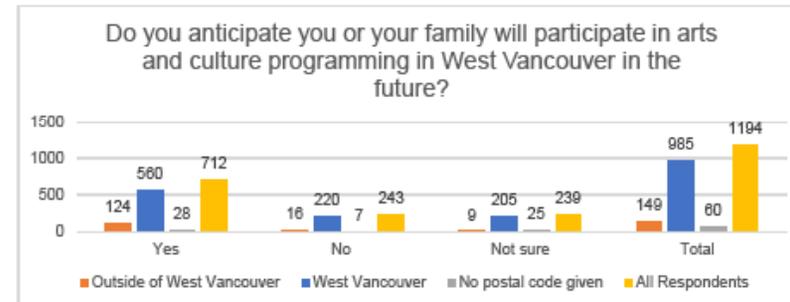
	Outside of West Vancouver	West Vancouver	No postal code given	All Respondents
I believe arts and culture programming is an important part of West Vancouver	88.3%	82.3%	68.7%	68.3%
Arts and culture programming is important, but not at this time	4.5%	19.8%	20.0%	17.5%
I do not believe arts and culture programming is an important part of West Vancouver	3.9%	8.5%	6.7%	8.6%
Arts and culture programming is important to other people in my community, but not to me	3.4%	7.8%	5.0%	7.0%
No answer	0.0%	0.6%	1.7%	0.6%
<b>Total</b>	<b>179</b>	<b>987</b>	<b>60</b>	<b>1266</b>

**Q. Have you or your family participated in arts and culture programming in the last five years in the District of West Vancouver?**



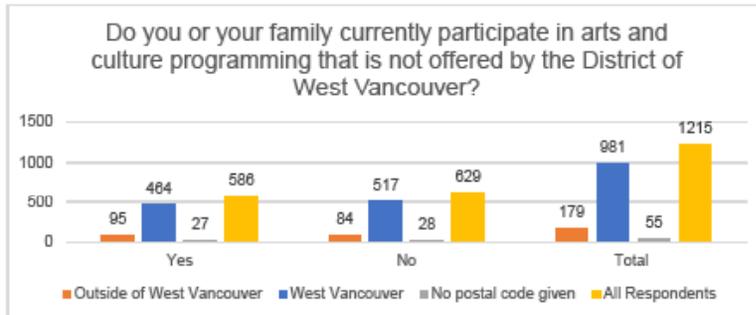
	Outside of West Vancouver	West Vancouver	No postal code given	All Respondents
Yes	82.4%	58.5%	35.0%	50.1%
No	37.6%	41.5%	62.0%	40.9%
<b>Total</b>	<b>178</b>	<b>984</b>	<b>60</b>	<b>1222</b>

**Q. Do you anticipate you or your family will participate in arts and culture programming in West Vancouver in the future?**



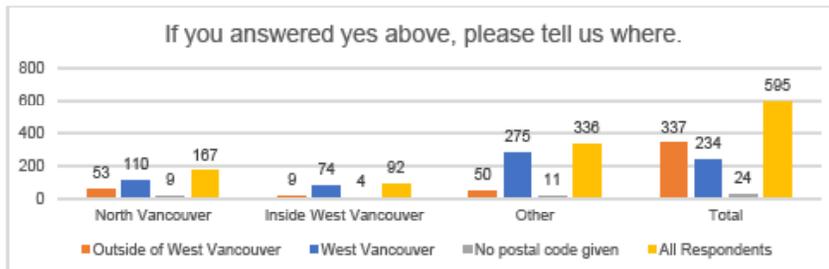
	Outside of West Vancouver	West Vancouver	No postal code given	All Respondents
Yes	80.3%	58.8%	46.7%	50.6%
No	8.8%	22.3%	11.7%	20.4%
Not sure	21.8%	20.8%	41.7%	20.0%
<b>Total</b>	<b>179</b>	<b>985</b>	<b>60</b>	<b>1224</b>

**Q. Do you or your family currently participate in arts and culture programming that is not offered by the District of West Vancouver?**



	Outside of West Vancouver	West Vancouver	No postal code given	All Respondents
Yes	63.7%	47.3%	48.1%	48.2%
No	36.3%	52.7%	50.9%	51.8%
Total	179	981	55	1215

**Q. If you answered yes above, please tell us where.**

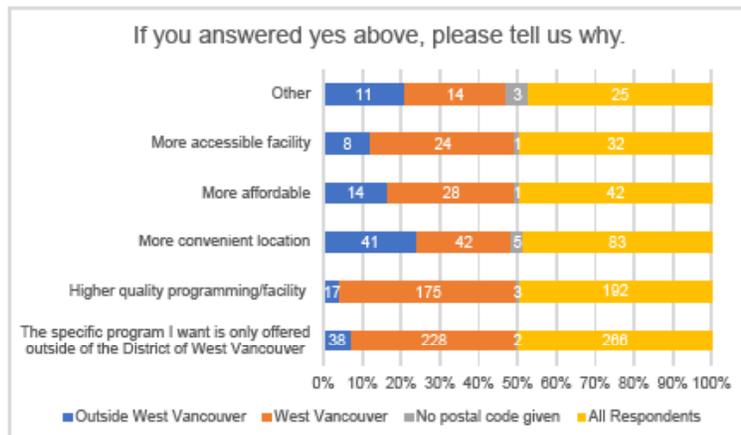


	Outside of West Vancouver	West Vancouver	No postal code given	All Respondents
North Vancouver	53	110	9	167
Inside West Vancouver	9	74	4	82
Other	50	275	11	336
Total	337	234	24	595

**Note: Results below are from those who selected "other" and provided comments.**

Continued – West Vancouver Residents and Non-Residents	
Key Themes	# of Mentions
Vancouver	145
Across Lower Mainland	35
Vancouver and North Vancouver	18
Many different places	14
Across Metro Vancouver	12
Across BC	11
Downtown	10
Vancouver and other city outside of BC	9
Vancouver Art Gallery	9
UBC/School	6
Federation of Canadian Artists	5
Online	5
Other country	5
Vancouver and Whistler	5
Whistler	5
Arts Umbrella	4
Other province	4
Vancouver Symphony Orchestra	4
Gulf Islands	3
Bowen Island	2
Granville Island	2
Private classes	2
Sunshine Coast	2
Ambleside	1
Burnaby	1
Community centre	1
North Vancouver	1
Richmond	1
Surrey	1
Vancouver Island	1
<b>Total</b>	<b>325</b>

Q. If you answered yes above, please tell us why.

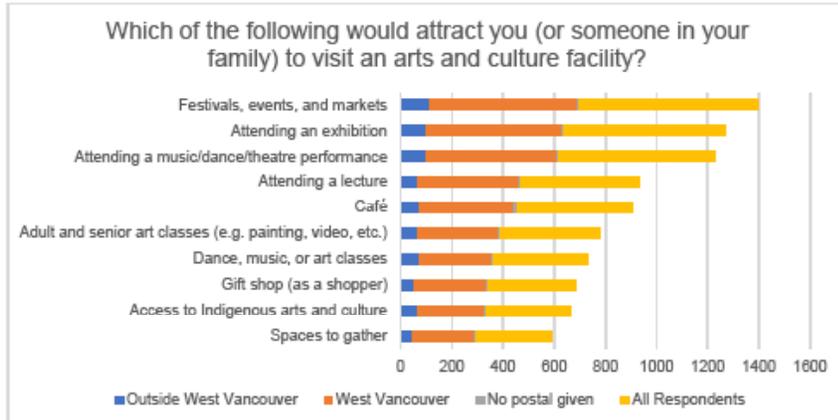


	Outside West Vancouver	West Vancouver	No postal code given	All Respondents
The specific program I want is only offered outside of the District of West Vancouver	38	228	2	266
Higher quality programming/facility	17	175	3	192
More convenient location	41	42	5	83
More affordable	14	28	1	42
More accessible facility	8	24	1	32
Other	11	14	3	25
<b>Total</b>	<b>129</b>	<b>511</b>	<b>15</b>	<b>640</b>

Note: Results below are from those who selected "other" and provided comments.

Combined – West Vancouver Residents and Non-Residents	
Key Themes	# of Mentions
Interests in specific programs/offerings	28
Better/more offerings	14
No need to duplicate what is already offered elsewhere	12
Variety	10
Enjoy a wide variety of programs in many areas	9
Club/volunteering activities	5
Convenience	3
Online programs	3
Familiarity/long term commitment	2
Friend	2
Has membership elsewhere	2
Kay Meek	2
Live outside of West Vancouver	2
Location	2
Multiple reasons	2
New to West Vancouver	2
West Vancouver does not have the required facilities	2
Private lessons	2
Accessibility	1
Lack of advertising in West Vancouver	1
More culturally inclusive	1
Social Media	1
<b>Total</b>	<b>108</b>

**Q. Which of the following would attract you (or someone in your family) to visit an arts and culture facility?**



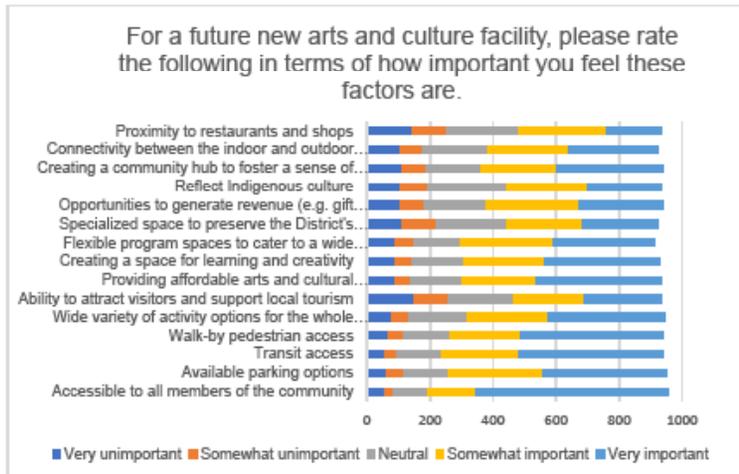
	Outside West Vancouver	West Vancouver	No postal code given	Total Respondents
Festivals, events, and markets	114	575	10	689
Attending an exhibition	100	530	5	635
Attending a music/dance/theatre performance	102	507	5	614
Attending a lecture	85	398	8	487
Café	74	371	8	453
Adult and senior art classes (e.g. painting, video, etc.)	86	318	5	389
Dance, music, or art classes	74	282	8	385
Gift shop (as a shopper)	51	287	4	342
Access to Indigenous arts and culture	87	262	4	333
Spaces to gather	48	242	8	296
Access to specialized arts equipment and supplies (e.g. pottery, piano, digital media)	47	208	3	256
Children and youth art classes (e.g. painting, video, etc.)	37	193	5	235
Rent the facility for a private event	31	148	2	182
A place to display my work	34	84	1	129
Gift shop (to sell your work)	23	80	1	104
Rent studio space	24	82	1	87
Rent office space	5	26	2	33
Other	0	33	8	48
Nothing - not interested	4	138	1	144

Note: Results below are from those who selected "other" and provided comments.

Combined – West Vancouver Residents and Non-Residents	
Key Themes	# of Mentions
New arts facility not needed/supported	11
Interesting classes	3
High quality exhibits	3
Performing arts	3
Appeal to youth/families	2
More sports facilities	2
Space for workshops	2
Use existing facilities	2
Waterfront restaurants	2
Access to studio	1
Art Supply Store	1
Artisan Crafts	1
Host special events	1
Private funding	1
Reflect colonial history	1
Reflect various arts and cultures	1
West Coast design & Art	1
<b>Total</b>	<b>38</b>

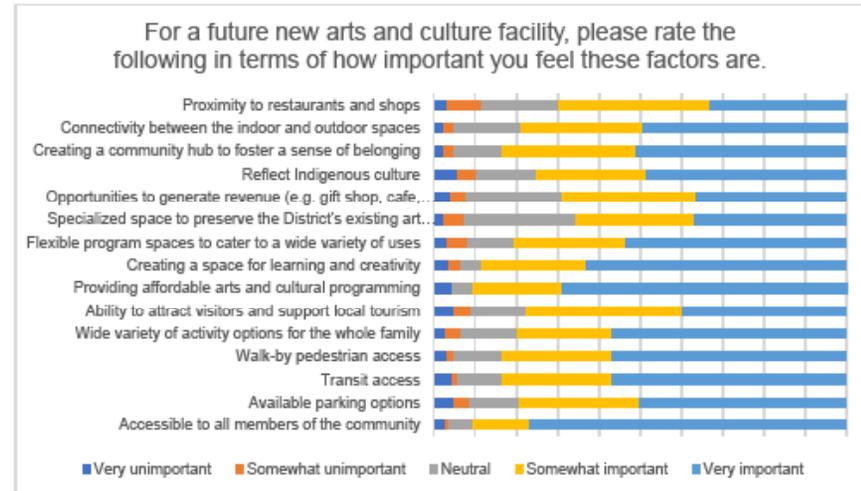
**Q. For a future new arts and culture facility, please rate the following in terms of how important you feel these factors are.**

**Note: The following results are from West Vancouver residents.**



West Vancouver Residents	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Total
Accessible to all members of the community	5.6%	3.0%	11.5%	16.1%	63.7%	957
Available parking options	6.6%	5.6%	15.2%	31.2%	41.4%	949
Transit access	6.2%	4.1%	14.0%	26.2%	48.7%	942
Walk-by pedestrian access	7.2%	5.0%	15.7%	24.2%	47.9%	939
Wide variety of activity options for the whole family	8.3%	6.0%	19.7%	26.0%	39.7%	943
Ability to attract visitors and support local tourism	16.1%	11.3%	22.3%	24.0%	26.3%	934
Providing affordable arts and cultural programming	9.4%	5.6%	17.2%	24.9%	42.9%	934
Creating a space for learning and creativity	9.5%	6.2%	17.3%	27.3%	39.6%	929
Flexible program spaces to cater to a wide variety of uses	9.7%	6.0%	16.1%	32.0%	36.4%	913
Specialized space to preserve the District's existing art collection	12.0%	11.7%	24.3%	25.9%	26.1%	926
Opportunities to generate revenue (e.g. gift shop, cafe, wine market)	11.5%	8.1%	20.6%	31.3%	28.5%	938
Reflect Indigenous culture	11.5%	9.1%	26.0%	27.6%	25.8%	932
Creating a community hub to foster a sense of belonging	11.9%	8.2%	18.4%	25.7%	35.8%	939
Connectivity between the indoor and outdoor spaces	11.2%	7.8%	22.5%	27.7%	30.8%	925
Proximity to restaurants and shops	15.2%	12.1%	24.4%	23.7%	18.5%	933

**Note: The following results are from those who live outside of West Vancouver or did not provide their postal code.**

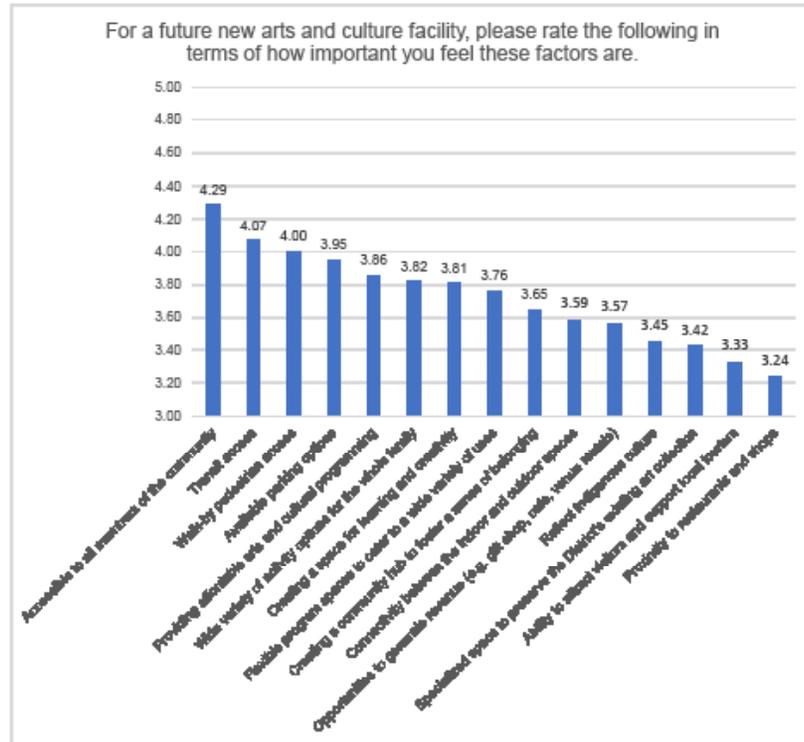


	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Total
Accessible to all members of the community	2.8%	1.1%	5.9%	13.8%	76.6%	181
Available parking options	5.0%	3.9%	11.7%	29.1%	50.3%	179
Transit access	4.6%	1.2%	10.9%	26.4%	56.9%	174
Walk-by pedestrian access	3.4%	1.7%	11.4%	26.7%	56.8%	176
Wide variety of activity options for the whole family	2.8%	3.9%	13.5%	23.0%	56.7%	178
Ability to attract visitors and support local tourism	4.9%	4.3%	13.4%	37.8%	39.6%	164
Providing affordable arts and cultural programming	4.4%	0.0%	5.0%	21.9%	68.6%	160
Creating a space for learning and creativity	3.6%	3.0%	4.9%	23.5%	65.0%	165
Flexible program spaces to cater to a wide variety of uses	3.1%	5.0%	11.2%	27.3%	53.4%	161
Specialized space to preserve the District's existing art collection	2.5%	4.9%	27.0%	28.0%	36.6%	163
Opportunities to generate revenue (e.g. gift shop, cafe, wine market)	4.3%	3.7%	23.3%	32.5%	36.2%	163
Reflect Indigenous culture	5.6%	4.9%	14.3%	26.7%	48.4%	161
Creating a community hub to foster a sense of belonging	2.5%	2.5%	11.8%	32.3%	50.9%	161
Connectivity between the indoor and outdoor spaces	2.5%	2.5%	16.3%	29.4%	48.4%	160
Proximity to restaurants and shops	3.1%	8.7%	18.6%	36.6%	32.9%	161

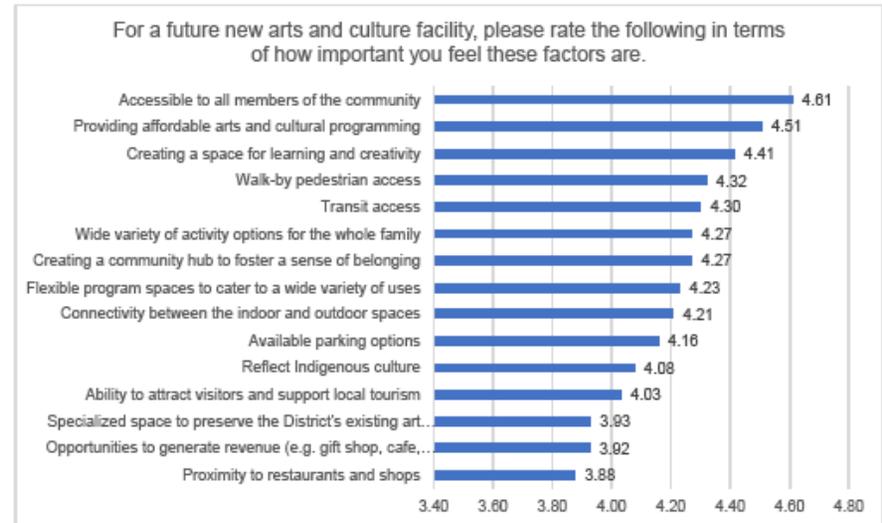
**Q. For a future new arts and culture facility, please rate the following in terms of how important you feel these factors are.**

5 = Very important, 4 = Somewhat important, 3 = Neutral, 2 = Somewhat unimportant and 1 = Very unimportant

**Note: The following results are from West Vancouver residents.**



**Note: The following results are from those who live outside of West Vancouver or did not provide their postal code.**



**Q. Are there any other qualities you feel should be reflected in a new arts and culture facility within the District of West Vancouver?**

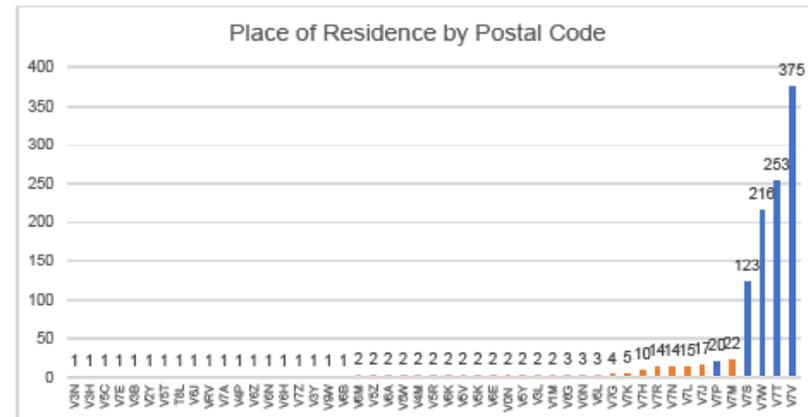
Combined – West Vancouver Residents and Non-Residents	
Key Themes	# of Mentions
Arts & Culture Centre not needed/wanted	81
Resources should be used elsewhere instead of arts facility	57
Concerns about cost and funding	38
Should be at a different location	31
Attractive architecture and design	29
Should make use of existing facilities instead of building new facility	29
Should not take up space that is currently used	19
Design should reflect qualities unique to West Vancouver	15
Environment & Sustainability	12
Flexible facility capable of catering to different needs	12
Have multiple locations/facilities instead of one central facility	10
Should be a space that is open, engaging, and welcoming	10
Emphasis on performing arts	9
Have good programming/facilities	9
Inappropriate timing for this engagement	9
Affordability	8
Easy to access	8
Important to have a place for artists	8
Survey is flawed	8
Community engagement	7
Provide a place for youth	6
Reflect the local heritage and history	6
Concern about size	5
Have an art studio	5
Have specialized space to display artwork	5
Reflect culture and diversity	5
Reflect indigenous culture and wisdom	5
A place to support local artists	4
A source of pride	4
Accessible for bicycles	4
Capable of hosting events	4
Concerns about maintenance	4
Promote learning and creativity	4
Revenue opportunities	4
Space for exhibitions	4
Supportive of new Arts & Culture Centre	4
Caters to all ages	3
Caters to local citizens	3
Space for music recital and performances	3
Accessible opening hours	2
Accessible to people living with disabilities/special needs	2
Celebrity performances	2
Frugality	2
Include Kay Meek in discussions	2

**Q. Are there any other qualities you feel should be reflected in a new arts and culture facility within the District of West Vancouver? (continued)**

Combined – West Vancouver Residents and Non-Residents	
Key Themes	# of Mentions
Interactive and volunteer opportunities	2
Lack of trust for the District	2
Looking forward to new, interesting facility	2
Partnerships with other areas	2
Should consider Klee Wyck	2
Visual arts emphasis	2
Caters towards adults	1
Dog-friendly	1
Offer Arts and Culture membership	1
<b>Total</b>	<b>494</b>

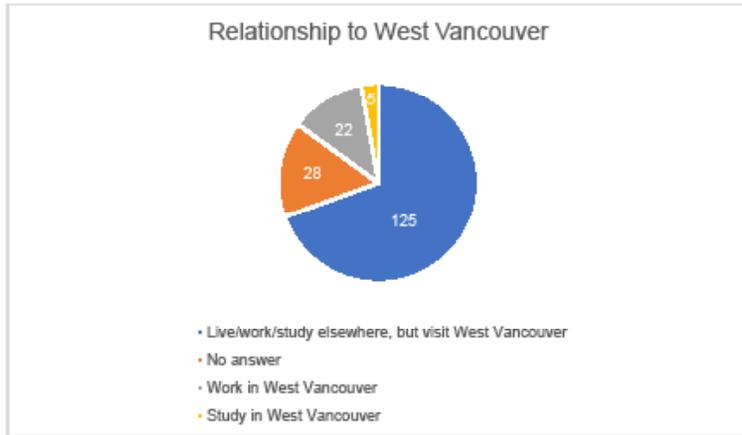
**Q. What are the first three digits of your postal code?**

Note: Blue denotes West Vancouver postal codes.



**Q. What is your relationship to West Vancouver?**

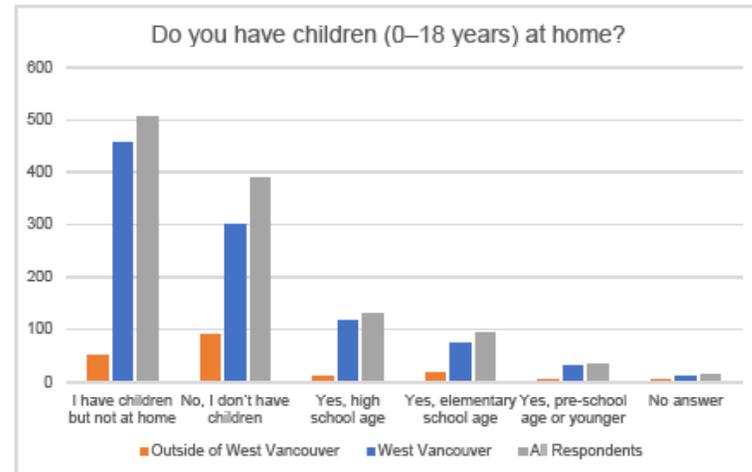
Note: The following results are from those who do not reside in West Vancouver.



Respondents who live outside of West Vancouver	
Live/work/study elsewhere, but visit West Vancouver	88.4%
No answer	16.6%
Work in West Vancouver	12.2%
Study in West Vancouver	2.7%
<b>Total</b>	<b>179</b>

**Q. Do you have children (0–18 years) at home?**

Note: Respondents who did not provide a postal code also did not answer the subsequent questions, resulting in no data for this question from respondents who did not provide a postal code.



	Outside West Vancouver	West Vancouver	All Respondents
I have children but not at home	51	456	507
No, I don't have children	90	299	389
Yes, high school age	13	116	129
Yes, elementary school age	17	75	92
Yes, pre-school age or younger	4	31	35
No answer	4	10	14
<b>Total</b>	<b>179</b>	<b>987</b>	<b>1166</b>

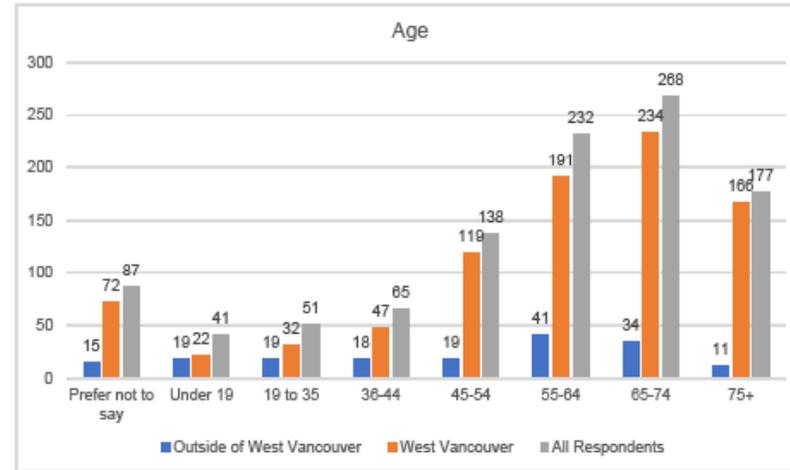
**Q. How many adults (19 years +) live in your household?**

Note: Respondents who did not provide a postal code also did not answer the subsequent questions, resulting in no data for this question from respondents who did not provide a postal code.

	Outside West Vancouver	West Vancouver	Total Respondents
0	10	44	54
1	33	143	176
2	78	579	657
3	19	114	133
4	7	37	44
5	2	6	8
6	1	1	2
7	0	1	1
9	2	0	2
<b>Total</b>	<b>152</b>	<b>925</b>	<b>1077</b>

**Q. What is your age?**

Note: Respondents who did not provide a postal code also did not answer the subsequent questions, resulting in no data for this question from respondents who did not provide a postal code.



	Outside West Vancouver	West Vancouver	Total Respondents
Prefer not to say	8.5%	8.2%	8.2%
Under 19	10.8%	2.5%	3.9%
19 to 35	10.8%	3.6%	4.8%
36-44	10.2%	5.3%	6.1%
45-54	10.8%	13.5%	13.0%
55-64	23.3%	21.6%	21.8%
65-74	19.3%	28.5%	25.3%
75+	6.3%	18.8%	18.7%
<b>Total</b>	<b>176</b>	<b>883</b>	<b>1059</b>

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# Arts Planning: Visioning Participation Summary

# Contents

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Prepared by: District of West Vancouver Community Relations & Communications staff, and Cultural Services staff

January 2023

## 1.0 Overview

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The following report summarizes the District of West Vancouver's outreach and public participation in the public engagement on confirming a vision for a new Arts & Culture Centre in West Vancouver.

The objectives of the engagement were to develop a working vision and concept for a replacement arts facility. This work will inform the development of a proposed governance model and Capital Funding Plan.

This engagement followed Council's direction provided at the July 26, 2021 Council meeting, to develop an additional community-wide engagement program on the next steps for arts and culture facilities in West Vancouver. Under their terms of reference, the 2022 Arts Facilities Advisory Committee was tasked to work with staff and consultants to undertake that work.

### 1.1 Engagement background

The District contracted Urban Arts Architecture Inc. to lead the engagement and complete a Vision and Governance Study.

There were three phases to this engagement:

- Phase 1: Workshops (June 22 to June 27, 2022)
- Phase 2: Survey (July 18 to September 16, 2022)
- Phase 3: Open Houses (November 1 to December 1, 2022)

Feedback was collected from June 3 to December 8, 2022. During the feedback period, there were 1,612 public and stakeholder interactions including approximately 150 workshop participants, 1,226 completed surveys, approximately 67 attendees at the pop-up information booths, approximately 120 attendees at the open houses, and 49 written submissions to the dedicated project email address. Notification was by North Shore News ads, posters, social media, District website, and email. In addition, three pop-up information booths were held to promote the engagement.

A breakdown and analysis of the engagement can be found in the *West Vancouver Arts & Culture Centre Vision and Governance Study* (Urban Arts Architecture Inc.)

## 2.0 Public engagement: June 3 to December 8, 2022

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### 2.1 Engagement Topics

The engagement sought feedback on the following topics:

- Participation in arts and culture programming in West Vancouver
- What attracts people to visit an arts and culture facility
- Factors that are important for a future new arts and culture facility

## 2.2 Notification

Identification of opportunities to participate in the consultation included:

### **Newspaper Advertising**

Advertisements ran in the North Shore News on the following dates:

- June 8, 2022
- June 15, 2022
- July 27, 2022
- August 10, 2022
- August 24, 2022
- August 31, 2022
- September 7, 2022
- October 26, 2022
- November 16, 2022
- November 23, 2022

### **Print Materials**

Posters advertising the public engagement were posted at the following facilities:

- West Vancouver Community Centre
- Gleneagles Community Centre
- Seniors' Activity Centre
- West Vancouver Memorial Library

### **Social Media**

A social media campaign, from June 3 to November 29, 2022, notified the public of the engagement opportunities and included:

- 11 Facebook posts generated 14,976 impressions and 361 engagements
- 13 Twitter posts generated 6,016 impressions and 216 engagements
- 11 Instagram posts generated 4,247 impressions and 84 engagements
- 3 Nextdoor posts generated 4,321 impressions and 17 engagements

Definitions:

Impressions: The total number of times a post has been displayed. This could include the same post appearing several times for an individual user.

Engagements: The total number of interactions with the post, including likes, comments, shares, and link clicks.

### **Translated Promotion Materials**

The District, through a partnership with BC Sarv, reached Farsi speaking audiences and promoted the engagement as follows:

- Three Instagram posts in Farsi on June 6, July 29, and November 20, 2022, generated 12,870 impressions 316 engagements.

### **District Website**

The website hosted information materials, reports and illustrations, milestone dates, background material, and a survey.

The website featured a banner image throughout the engagement period, promoting the project. All workshop and open house dates were also posted to the website calendar.

### **Emails**

- Six emails promoting the engagement were sent to registered users of westvancouverITE on June 6, July 19, August 23, September 12, October 26, and November 8, 2022, reaching 4,293 users
- Seven emails promoting the engagement were sent to subscribers of the District's main e-newsletter (e-west) on June 2, June 14, July 19, August 30, September 15, October 26, and November 28, 2022, reaching 1,728 subscribers
- Two emails promoting the engagement were sent to subscribers of artsWEST on August 2 and September 2, 2022, reaching 388 subscribers

### **Stakeholders**

The following stakeholder groups were invited to participate in the engagement:

- Ambleside Orchestra
- Art Mania
- Ayako's Music lessons - Voice, Piano, Choir
- Elisa's Music Studio
- Enhance West Van
- Fore Shore Quilters
- Gleneagles Scottish Country Dance Club
- Harmony House Music School
- Kay Meek Arts Centre
- Laudate Singers Society

- Lions Gate Sinfonia Society
- North Shore Artists' Guild
- North Shore Celtic Ensemble
- North Shore Light Opera Society
- North Shore Music Academy Society
- North Shore Needle Arts Guild
- North Shore Registered Music Teachers
- North Shore Storytellers
- North Shore Writers Association
- Nourishing Essence Qi Gong
- Ostinato Piano Music School
- Pacific Spirit Choir
- Pandora's Vox Vocal Ensemble Society
- Pro Nova Ensemble
- Silk Purse Singers
- The Chair Series
- Tichelova Music Studio
- Vancouver Guild of Fibre Arts
- West Vancouver Theatre Company Society
- West Vancouver Historical Society
- West Vancouver Community Arts Council
- West Vancouver Youth Band Society

## 2.3 Participation

There were 1,612 public and stakeholder interactions during the engagement, from June 3 to December 8, 2022.

### **Phase 1: Workshops (June 22 to June 27, 2022)**

- Approximately 150 people attended five public workshops at Millennium Park on:
  - June 22, 10 a.m.-12 p.m. (arts administrators and programmers)
  - June 22, 5-7 p.m. (arts administrators and programmers)
  - June 23, 10 a.m.-12 p.m. (community-wide)

- June 23, 5-7 p.m. (community-wide)
- June 27, 10 a.m.-12 p.m. (community-wide)

**Phase 2: Survey (July 18 to September 16, 2022)**

- 1,226 completed surveys completed (online, paper, and survey kiosks)\*
- 67 people attended three pop-up information booths promoting the survey on:
  - September 1 at Millennium Park
  - September 8 at West Vancouver Memorial Library
  - September 8 at West Vancouver Community Centre

\*After combining and filtering the data from both the online, paper, and survey kiosks, there were 987 results from West Vancouver residents, 179 results from non-West Vancouver residents and 60 responses from those who did not enter a postal code for a total of 1,226 results. 930 of the responses were collected via the District’s website or paper and 499 responses were collected via the survey kiosks. Of the kiosk surveys, 68 were excluded because respondents had answered “yes” to the question “Have you completed this Arts Planning: Visioning survey previously (either on a kiosk, using a paper survey or at westvancouverite.ca /artsplanning)?”. 135 survey kiosk responses were excluded when respondents answered fewer than four questions. This resulted in 296 net responses from the kiosk survey.

**Phase 3: Open Houses (November 1 to December 1, 2022)**

- Approximately 120 people attended five open houses at West Vancouver Community Centre on:
  - November 1, 5-7 p.m.
  - November 2, 12-2 p.m.
  - November 2, 5-7 p.m.
  - November 29, 5-7 p.m.
  - December 1, 3-5 p.m.

**Emails**

- 49 written submissions were received by the dedicated project email address

**2.4 Engagement Methods**

**Phase 1: Workshops (June 22 to June 27, 2022)**

The objective of the workshops was to develop a working vision and concept for a replacement arts facility. The facility location and whether participants were in support of a facility were outside of the scope of the workshops.

Two of the workshops were dedicated for arts administrators and programmers and three of the workshops were open to the whole community. All workshops were posted on the District's website.

Workshops were held under a large tent at Millennium Park. Several circular tables of up to eight participants were placed inside the tent.

Each workshop started with a presentation by Urban Arts Architecture Inc. that outlined the parameters for the day, sharing Council direction, setting the project context, outlining the issues that require replacing aging facilities, and sharing current trends in arts facilities.

Two interactive exercises were undertaken:

- Exercise #1: Key words that define an Arts & Culture Centre

All participants individually wrote down three words that defined aspirations for the arts facility. The words were then collectively shared to establish common threads for the vision.

- Exercise #2: Creating a vision collage

Working within the table groups, the participants created a vision collage using the postcards from the presentation as a tool to start the conversation. Each table group then presented their vision to the larger workshop, and general discussion followed.

### **Phase 2: Survey (July 18 to September 16, 2022)**

The survey was available via the following methods:

- Online via the District's website
- Paper copies available at District facilities and pop-up information booths
- Digital survey kiosks at the Harmony Arts Festival (August 3 to 7) and West Vancouver Community Centre (August 29 to September 16)

Survey respondents were provided with background information about the project to enable them to provide informed responses.

### **Phase 3: Open Houses (November 1 to December 1, 2022)**

The responses from Phase 1 and Phase 2 informed the draft vision, mission, and guiding principles for the Arts & Culture Centre. These were presented at open houses, held over five sessions at the West Vancouver Community Centre. The open houses were held both during the day and in the evening.

District of West Vancouver staff and consultants were available to answer questions and record comments from open house participants. Staff and consultants noted general themes from open house participants and requested those interested in providing additional feedback to send that by email.

The dedicated project email address was also promoted as a method to provide feedback for those who did not attend the open houses.

Feedback from this phase was used to confirm and refine the emerging vision, mission, and guiding principles.

## 3.0 Conclusion

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This report summarizes the District of West Vancouver's outreach and public participation in the public engagement on confirming a vision for a new Arts & Culture Centre in West Vancouver.

Please refer to the *West Vancouver Arts & Culture Centre Vision and Governance Study* (Urban Arts Architecture Inc.) for a breakdown and analysis of the engagement.

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