



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

13.

COUNCIL REPORT

Date:	June 22, 2022
From:	Christie Rosta, Cultural Services Manager
Subject:	Update on Arts Facilities Advisory Committee Work
File:	0116-20-AFAC

RECOMMENDATION

THAT the report dated June 22, 2022 titled Update on Arts Facilities Advisory Committee Work be received for information.

1.0 Purpose

The purpose of this report is to provide an update on the Arts Facilities Advisory Committee’s work progress from January to June 2022 to develop an arts and culture facility vision and concept, governance model, and capital funding plan.

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 Arts Facilities Advisory Committee is a committee of Council formed in July 2018 that oversees the development of arts and culture facilities planning and makes recommendations to Council. The Arts Facilities Advisory Committee’s Terms of Reference is attached as **Appendix A**.

In September 2021, the Arts Facilities Advisory Committee’s scope of work and Terms of Reference were amended to reflect the next phase of arts and culture facility planning.

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, \$150,000 was allocated from the COVID-19 Safe Restart Grant Fund. The restart grant fund is an appropriate source of funds 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;

- development of a governance model; and
- a capital funding plan for the replacement of the facilities for arts and culture.

The financial implications of the decision to build an arts and culture facility are significant in terms of 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 Arts Facilities Advisory Committee 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 will meet the current and future demand for arts and culture for the next 20 years.

The Arts & Culture Facilities Plan, developed in 2019, 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.

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 chose not to move forward with any of the proposed sites and provided direction to engage with the community to confirm:

- the vision and concept of a new replacement arts and culture facility;
- a sustainable governance model; and
- a capital funding plan.

5.1 Previous Decisions

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.*

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.

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

The remaining houses: Music Box, Silk Purse, and Gertrude Lawson, were not built for public gatherings, 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 requirement for purpose-built replacement facilities for District-delivered arts and culture programs.

The following documents have provided the foundation for the current 2019 Facilities Plan and 2020 Site Analysis:

- 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)

6.0 Analysis

6.1 Discussion

The Arts Facilities Advisory Committee's current planning includes:

- confirming an arts and culture facility vision and concept by engaging with the arts and culture community, community user groups, and the public;
- researching and recommending a sustainable governance model for a consolidated replacement arts and culture facility; and
- researching and recommending a framework for capital fundraising.

Vision and Concept

The Arts Facilities Advisory Committee is working with Urban Arts Architecture to confirm a vision and concept for the new arts and culture facility. A community-wide consultation and engagement process has been launched to ensure that both arts organizations and all residents have an opportunity to provide input. To gather input, there will be five workshops with arts organizations and the public at the end of June. A survey will be available throughout the summer until mid-September. Follow-up workshops will be held in the fall to develop and confirm a detailed vision and concept that is reflective of the community.

As part of the process, the spaces identified in the Arts & Culture Facilities Plan (2019) will be reviewed to ensure that they meet the vision, goals, and functional needs of the arts and culture facility and to ensure there is a comprehensive understanding of how the building will be used.

It is anticipated that the vision and concept will be confirmed in October 2022 and that this work will inform the governance model planning and the capital fundraising feasibility study.

Governance Model

The Arts Facilities Advisory Committee and Urban Arts Architecture will explore a range of governance models, identify comparable facilities, and develop case scenarios to illustrate how different governance models are structured. This will form a basis of comparison and will allow the Governance Subcommittee and community arts organizations to better understand what will work best for West Vancouver's new replacement arts and culture facility. Workshops will be held with community arts and culture organizations and partners to establish a recommended governance model for a consolidated arts facility with multiple user groups.

Capital Funding Planning

There are a number of different ways to fund a new arts and culture facility, both in terms of types of sources and how they can be combined. Research on the capital projects of other recently developed arts facilities in British Columbia demonstrate that many different funding models have been successfully implemented and that there is no typical or preferred model as each has been unique to each municipality.

A specialist will be engaged to work with the Arts Facilities Advisory Committee's Capital Funding Subcommittee to develop a funding framework that will set out the information, analysis, options, and conclusions to support recommendations to Council on a funding plan.

The framework will include three elements:

1. a review of relevant funding sources;
2. how funding sources could be utilized/combined to establish funding plan options; and
3. a recommended funding plan.

The funding plan will outline options in two categories:

1. A stand-alone facility funded through District sources which may include community amenity contributions, land sales, provincial and federal grants, and philanthropic donations.
2. A mixed-use development where the facility is part of a larger project which pays for some or all of the facility in return for additional development rights or a long-term lease of District land.

As part of the Capital Funding plan, the subcommittee is also conducting a Capital Fundraising Feasibility Study to test and determine the feasibility of raising approximately \$38 million through philanthropic means to build a new replacement arts and culture facility. This work will start in October once the vision and concept have been confirmed.

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 in poor condition and not suitable for current or future needs.

6.3 Public Engagement and Outreach

This phase of planning includes public engagement to inform and consult with the community. It includes informing the community regarding the work completed to date on the development of a replacement arts and culture facility and providing a stronger understanding to increase participation in defining the vision and values for a new facility.

The anticipated outcome of the engagement process is to develop a working vision and concept for a replacement arts and culture facility. This work will inform the development of a proposed governance model. This stage will also acknowledge the directive to explore the development of a replacement arts and culture facility under one roof housing all program components.

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

The workshops for both arts and culture facility user groups and the public to be held at the end of June 2022 are the first in a series of opportunities to provide input into the planning of a new replacement arts and culture facility.

Additional opportunities to provide input include:

- a community-wide survey from July to mid-September; and
- follow-up workshops in September to confirm the findings of the June workshops and the community survey.

The Community Engagement Committee, at its May 17 meeting, reviewed and provided advice on the Community Engagement and Consultation Plan.

6.4 Other Communication, Consultation, and Research

The Arts Facilities Advisory Committee meets 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 Arts Facilities Advisory Committee, along with its two subcommittees: the Governance Subcommittee and the Capital Funding Subcommittee, hold meetings that are open to the public.

7.0 Options

7.1 Recommended Option

THAT the report dated June 22, 2022 titled Update on Arts Facilities Advisory Committee Work be received for information.

7.2 Considered Options

Council request additional information.

8.0 Conclusion

The purpose of this report is to provide an update on the Arts Facilities Advisory Committee’s work from January to June 2022 regarding the development of an arts and culture facility vision and concept, governance model, and capital funding plan.

Date: June 22, 2022
From: Christie Rosta, Cultural Services Manager
Subject: Update on Arts Facilities Advisory Committee Work

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Author: 
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Concurrence: 
Doti Niedermayer, Senior Manager, Cultural Services


Donna Powers, Director, Community Engagement & Communications

Appendix A: Arts Facilities Advisory Committee Terms of Reference
(September 2021)

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

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 twelve (12) and a maximum of fourteen (14) voting members:
- (a) a minimum of eleven (11) 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.

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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

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

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

Replacement date	2021/09/27	
Council minutes eDocs # (Council Policies only)	4296426	
Council report eDocs # (Council Policies only)	4124423	
Replacement description	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.	

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Signature	
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12. Additional Information

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