

<u>COUNCIL AGENDA</u>	
Date: <u>October 7, 2024</u>	Item: <u>5.</u>



5.

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

COUNCIL REPORT

Date:	September 27, 2024
From:	Doti Niedermayer, Senior Manager, Cultural Services
Subject:	Arts & Culture Strategy Interim Update
File:	0116-20-ACAC

RECOMMENDATION

THAT

1. the report titled Arts & Culture Strategy Interim Update from the Senior Manager of Cultural Services dated September 27, 2024, which includes the following priorities noted below as recommended by the Arts & Culture Advisory Committee, be received for information:
 - a. staff work with the arts community to develop an independent umbrella group for the arts in West Vancouver; and
 - b. Council to confirm a location for a purpose-built arts facility that is reflective of the Arts & Culture Facilities Plan (2019); and
 - c. implement District of West Vancouver zoning and bylaw changes to facilitate arts activities in West Vancouver including review of the busking bylaw, ensure the recipients of Permissive Tax Exemptions provide affordable access to community groups when spaces are available as outlined in the Permissive Tax Exemption Policy, and review zoning and other regulations to encourage property owners to provide spaces to animate when they are empty; and
 - d. ensure the availability of a variety of suitable indoor and outdoor arts spaces that are dedicated to or can accommodate arts activities including an Artist in Residence Program for District-owned available buildings; and
 - e. develop a database of all spaces suitable for arts activity available across West Vancouver; and
 - f. install infrastructure (power) in Horseshoe Bay Park and Ambleside Park to enable outdoor events; and
 - g. obtain approval of resources, including staffing and funding, to assist the arts community with a coordinated marketing campaign for the arts and culture sector that builds upon current infrastructure; and
2. staff be directed to amend the appropriate bylaws and bring forward to Council for consideration; and

3. staff be directed to submit those items requiring immediate financial resources through the 2025 budget process for Council consideration.

1.0 Purpose

The purpose of this report is to bring forward the key priorities that relate to immediate policy or financial resources required from the Arts & Culture Strategy Update consultation so that these priorities can be added to the 2025 staff work plans and considered during budget process.

2.0 Legislation/Bylaw/Policy

The Official Community Plan provides high-level policies to express the District of West Vancouver's long-term intent for improving social well-being by promoting an engaged community.

- 2.8.17 Engage the community in planning for services, programs, and facilities, and municipal decision-making.
- 2.8.18 Provide meaningful volunteer engagement opportunities to support civic programs and services.

3.0 Council Strategic Objective(s)/Official Community Plan

- 3.1 Collaborate with business improvement associations and Squamish Nation to provide economic development support.
- 5.3 Engage the community in decision-making through participation on Council committees and groups aligned with key Council responsibilities.
- 5.5 Create and/or update policies and bylaws to preserve community liveability.
- 6.2 Develop an arts and culture centre adjacent to a waterfront park anchored by a combined new art museum and other multi purpose program and studio spaces.

4.0 Financial Implications

A number of the recommendations can be added to the 2025 staff work plans with no additional financial implications.

For the following initiatives set out below, funding is required:

- \$35,000 is required to install power in Horseshoe Bay Park to enable outdoor events. This request will be submitted through the 2025 budget process.
- \$75,000 is required to install power in Ambleside Park to enable outdoor events. This request will be submitted through the 2025 budget process.
- \$20,000 is required to advance priorities identified in the Arts Strategy Update including facilitation fees to lead strategic planning workshops

to develop a long-term plan for an umbrella arts organization with members of key community cultural groups and District of West Vancouver (District) staff; and funding to assist the arts community with a coordinated marketing campaign for the arts and culture sector that builds upon current infrastructure. It is expected this can be achieved through reprioritization of other projects.

There are no additional resources required for Council to confirm a location for a purpose-built arts facility that is reflective of the Arts & Culture Facilities Plan (2019). The longer-term decision to build a purpose-built arts facility could have significant financial implications such as capital costs, annualized asset maintenance costs, and ongoing operating costs. Staff resources will also be required to lead a fundraising campaign.

5.0 Background

5.1 Previous Decisions

At the June 25, 2018 Council meeting, Council passed the following motion:

THAT

- 1. The West Vancouver Arts & Culture Strategy (2018 – 2023) be approved as set out in the June 8, 2018 report titled “Final Report - West Vancouver Arts & Culture Strategy 2018 – 2023”;*
- 2. Staff be directed to implement the recommendations in the West Vancouver Arts & Culture Strategy (2018 – 2023) subject to the annual budget process;*
- 3. Staff be directed to develop a terms of reference for the establishment of an Arts & Culture Committee of Council to ensure the implementation of the West Vancouver Arts & Culture Strategy (2018 – 2023); and*
- 4. The Arts & Culture Committee be directed to establish a sub-committee to complete a comprehensive arts & culture facilities plan for Council approval by March 2019.*

5.2 History

The most recent Arts & Culture Strategy (2018-2023) (Strategy) was developed in 2017 with significant community input and was approved by Council in 2018. This Strategy provided a framework for the development of arts and culture in West Vancouver and included an Implementation Plan to ensure the Strategy was incorporated into annual work plans and budget processes. This Strategy also served as the driving force to create the Arts & Culture Advisory Committee (ACAC) to provide oversight on the implementation of the Strategy and to identify new opportunities that emerged for the sector. The Arts & Culture Facilities Committee (AFAC) was also established at this time to develop a comprehensive plan for arts

and culture facilities based on District needs, one of the priorities identified in the Strategy.

A number of initiatives in the Strategy were advanced in the ensuing years by the District's Cultural Services Department and community partners including the Kay Meek Arts Centre and West Vancouver Community Arts Council, West Vancouver Memorial Library, and others.

While the global COVID pandemic in 2020 had a major impact on all programs, events, and festivals, many arts groups were able to pivot to provide online programming to housebound residents; and the Public Art Program and Arts Facilities Advisory Committee were able to continue activities. The pandemic slowed the implementation of the Strategy but other opportunities arose that enabled the arts community to continue to operate and provide vital services to West Vancouver residents.

6.0 Analysis

6.1 Discussion

On September 23, 2023 Council approved a new Terms of Reference for the ACAC to expand its role to incorporate the policy-level recommendations referred to Council from the advisory committees turned advisory panels of the Art Museum, Community Grants, Ferry Building Gallery, and Public Art. As well, the ACAC was expanded to include representation from key organizations including the Kay Meek Arts Centre, School District 45, West Vancouver Community Arts Council, and the West Vancouver Memorial Library.

The new ACAC resumed meetings on January 24, 2024 and developed their 2024 work plan which included an update to the Arts & Culture Strategy (2018-2023). The ACAC decided that the original Strategy from 2018 was still relevant, had been developed with significant input from the community and the arts and culture sector, and that the 2024 update for the next three to five years would focus on emerging priorities determined by the arts and culture sector since 2018 and from the impacts of the COVID pandemic.

The ACAC developed a consultation plan for the Strategy Update which was implemented in May and June 2024. The consultation plan included a questionnaire for individual artists and arts groups which was distributed in May. All individuals and groups that received the questionnaire were then invited to attend one of three workshops held in June 2024. The facilitated workshops reviewed the results from the questionnaires to confirm the top emerging priorities.

In addition, members of the ACAC met with members of the Advisory Panels including the Art Museum, Community Grants, Ferry Building Gallery, and Public Art. ACAC members also met with the Executive Director of the Ambleside Dunderave Business Improvement Association (ADBIA) and members of the Horseshoe Bay Business Association (HBBA).

At the June 20, 2024 ACAC meeting, the ACAC agreed that they expected they would be satisfied with the feedback they planned to receive from the questionnaires, meetings, and workshops by end of June. The ACAC then wanted to compile the input for an interim report to Council on the key priorities that related to policy or financial implications so that these could be considered for the 2025 staff work plans and budget process.

At the July 17, 2024 Arts & Culture Advisory Committee meeting, members passed the following motion:

THAT the Arts & Culture Advisory Committee recommends that:

- 1. the community input on the high-level review of the Arts & Culture Strategy Update received through to July 8 is satisfactory in scope and reach;*
- 2. staff compile all received community input from the Arts & Culture Strategy Update questionnaire, workshop, and individual meetings held up to July 8, 2024 to develop the top four to five priority strategies;*
- 3. at its July 17th meeting, the Arts & Culture Advisory Committee review, confirm and rank the top four to five priority strategies of the Arts & Culture Strategy Update;*
- 4. the Arts & Culture Advisory Committee confirm the policy and budget implications that relate to the confirmed top four to five priority strategies of the Arts & Culture Strategy Update;*
- 5. staff then be directed to:*
 - a. bring forward a report to Council outlining the priority strategies and the associated policy and budget implications for Council consideration on October 7, 2024;*
 - b. incorporate any Council-approved priority strategies into the 2025 budget process and staff work plans; and*
 - c. work with key Fee for Service providers and community arts groups to develop operational action and implementation plans as they relate to the Council-approved priority strategies and develop the Arts & Culture Strategy Update 2025-2028 by the end of 2024, and bring forward for Council's consideration in January 2025.*

At the July 26, 2024 ACAC meeting, members passed the following motion:

THAT the Arts & Culture Advisory Committee endorses the following emerging priorities for the Arts & Culture Strategy Update, several of which relate to implications for policy changes or required resources for 2025 as amended:

- 1. direct staff to work with the arts community to develop an independent umbrella group for the arts in West Vancouver,*
- 2. Council to confirm a location for a purpose-built arts facility that is*

- reflective of the Arts & Culture Facilities Plan (2019),*
3. *implement District zoning and bylaw changes to facilitate arts activities in West Vancouver including review of the busking bylaw, ensure the recipients of Permissive Tax Exemptions provide affordable access to community groups when spaces are available as outlined in the Permissive Tax Exemption Policy, and review zoning and other regulations to encourage property owners to provide spaces to animate when they are empty;*
 4. *ensure the availability of a variety of suitable indoor and outdoor arts spaces that are dedicated to or can accommodate arts activities including an Artist in Residence Program for District-owned available buildings, and develop a public database of all spaces suitable for arts activity available across West Vancouver,*
 5. *install infrastructure (power) in Horseshoe Bay Park and Ambleside Park to enable outdoor events,*
 6. *obtain approval of resources, including staffing and funding, to assist the arts community with a coordinated marketing campaign for the arts and culture sector that builds upon current communications infrastructure.*

This interim report to Council reflects the ACAC's resolution of July 27, 2024 regarding the Arts & Culture Strategy Update.

An Arts & Culture Strategy Update 2025-2028 will be developed by the end of 2024 and will be brought forward for Council's approval in early 2025.

6.2 Climate Change & Sustainability

The Strategy Update will assist the District in maximizing resources allocated to arts and culture services and programs; clarify the role of the District and key fee for service providers for the sector and other community groups in providing services; and create increased collaboration and communication within the sector.

6.3 Public Engagement and Outreach

The questionnaire developed by the ACAC was sent to 220 individual artists and completed by 41 and sent to 38 arts groups and completed by 30. Workshops were held on June 18, June 19; and on June 25 to review the results of the questionnaires and to identify and confirm emerging priorities. A total of 42 individuals attended the workshops representing either individual artists or arts groups.

The questionnaires were posted on the District's website which would have allowed any individual or group to submit responses.

Members of the ACAC also met with the Executive Director of the ADBIA and members of the HBBA separately to discuss ways of collaboration between the arts and business sectors. District staff also met with a small group of artists from the Squamish Nation to discuss opportunities for

collaborative programming.

6.4 Other Communication, Consultation, and Research

The previous Arts & Culture Strategy (2018-2023) which remains important and relevant to the development of arts and culture for West Vancouver was based on significant community engagement. A public on-line survey received 385 responses, and intercept surveys at community centres, the Memorial Library, Ambleside Park, and the Seniors' Activity Centre connected with residents directly. There were 11 focus groups with arts and culture organizations, in addition to four separate focus groups for secondary school students, artists representing the Squamish Nation, the West Vancouver Community Centres Society, and at the time, the Community Grants Committee. In addition, three community workshops (World Cafés) were held to elicit input from residents on their vision for the arts in West Vancouver.

7.0 Options

7.1 Recommended Option

THAT

1. the report titled Arts & Culture Strategy Interim Update from the Senior Manager of Cultural Services dated September 27, 2024, which includes the following priorities noted below as recommended by the Arts & Culture Advisory Committee, be received for information:
 - a. staff work with the arts community to develop an independent umbrella group for the arts in West Vancouver; and
 - b. Council to confirm a location for a purpose-built arts facility that is reflective of the Arts & Culture Facilities Plan (2019); and
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 - g. obtain approval of resources, including staffing and funding, to assist the arts community with a coordinated marketing campaign

for the arts and culture sector that builds upon current infrastructure; and

2. staff be directed to amend the appropriate bylaws and bring forward to Council for consideration; and
3. staff be directed to submit those items requiring immediate financial resources through the 2025 budget process for Council consideration.

7.2 Considered Options

Council may:

- a. request further information; and/or
- b. provide alternate direction.

8.0 Conclusion

The most recent Arts & Culture Strategy (2018-2023) is still a relevant document for the development of arts and culture in West Vancouver. An Arts & Culture Strategy Update (2025-2028) will address current realities and priorities for the sector to assist with the allocation of resources in priority areas, as well as future opportunities. This interim report to Council reflects priorities related to policy or funding implications for the 2025 staff work plans or 2025 budget process.

Author:



Doti Niedermayer, Senior Manager, Cultural Services

Appendices

Appendix A: West Vancouver Arts & Culture Strategy (2018 – 2023)

Appendix B: Arts & Culture Advisory Committee Terms of Reference
0282-20-0064 (January 25, 2023)

WEST VANCOUVER
arts & culture
STRATEGY

2018-2023

Approved by Council June 25, 2018

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Plein Air painting



EXECUTIVE SUMMARY

Introduction

West Vancouver's vibrant arts and culture scene is a vital part of our community. The unique and spectacular combination of ocean, mountains, flora and climate have for generations inspired a deep appreciation for the place, which in turn has led to creative responses. The District values culture, and this has spawned investments in arts and culture facilities and a community of people who participate in and advocate for arts and culture. Historically, arts and culture groups operated independently from one another. A significant objective of this strategy has been to increase engagement and collaboration across the sector and the community.

The purpose of the Arts & Culture Strategy is as follows:

- ensure collaboration among the many arts and culture groups
- engage the community and stakeholders on needs and priorities
- articulate a vision for West Vancouver arts and culture
- guide and support decision-making by Council
- propose roles for the District and others in implementing the strategy in collaboration with the arts and culture community
- support the integration of arts and culture into District-wide planning processes
- set directions for the long-term sustainability of arts and culture through collaboration and community partnerships
- provide a framework and next steps for determining facility needs

The Arts & Culture Strategy is a high-level document that sets the stage for more detailed planning for facilities and programs that will be undertaken within the next five years (2018-2023).

The process of creating the West Vancouver Arts & Culture Strategy began in late 2016 with the formation of a steering committee. In May of 2017, the District embarked on an extensive community engagement process. A Strengths, Opportunities, Aspirations, and Results (SOAR) analysis summarizes what was heard from the community, supplemented by background research and analysis.

Inspiration is intention obeyed.

-Emily Carr

Vision and values

Rooted in its 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
- an integrated network of affordable, accessible and suitable arts and culture facilities across the community

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

Access

Innovation

Inclusion

Collaboration & Engagement

Resilience



Emily Carr, *Hazelton Totem*, 1912
Oil on board
Gift of Sandra Therrien Schemmer in
memory of Dr. and Mrs. E.E. Therrien
West Vancouver Museum
Permanent Collection

Goals and strategies

The West Vancouver Arts & Culture Strategy is built on four goals that relate to people, programs, places and processes. The goals anchor a set of strategies that in turn include specific actions. The following are the goals and strategies:



Goal 1: PEOPLE

Enable Leadership & Collaboration

This goal focuses on enabling leadership and the collaboration required to achieve productive partnerships.

- 1.1** Strengthen partnerships and collaboration
- 1.2** Build District capacity in arts and culture planning and decision-making
- 1.3** Build local capacity in the arts and culture sector



Goal 2: PROGRAMS

Enhance Arts & Culture Opportunities

This goal focuses on strengthening existing opportunities, increasing inclusion and diversity, and expanding attractions for residents and visitors.

- 2.1** Promote diversity and inclusion in programs and events
- 2.2** Promote Indigenous arts and culture
- 2.3** Increase and improve local opportunities
- 2.4** Expand heritage programming



Goal 3: PLACES

Enhance Arts & Culture Spaces and Places

This goal focuses on enhancing West Vancouver's quality and supply of spaces that provide locations for arts and culture opportunities.

- 3.1** Prepare a comprehensive arts and culture facilities plan
- 3.2** Identify new facilities needed for arts and culture
- 3.3** Manage existing District facilities
- 3.4** Build new arts and culture facilities
- 3.5** Enhance public spaces and support placemaking



Harmony Arts Festival



Goal 4: PROCESSES


Improve Processes Related to Implementing Arts & Culture

This goal focuses on improving municipal processes to increase awareness of arts and culture opportunities, to increase investment in artists, programs, events and spaces and to make it easier for artists and creative industries to flourish in West Vancouver.

- 4.1** Increase awareness of arts and culture
- 4.2** Increase investment in arts and culture
- 4.3** Support and establish policies to advance arts and culture

Implementation

The implementation plan indicates the priority, phasing and relative cost of the action items. A new Arts & Culture Committee will provide input and support in the implementation of the Arts & Culture Strategy. District staff will take on a leadership role, conduct technical tasks and continue to work with multiple partners on the various facets of implementation. A monitoring and evaluation framework will be prepared to measure the success of the Arts & Culture Strategy in order to make adjustments over time.



**My heart and
soul is reflected
into my mind
and my mind is
reflected into
my hands.**

-Norval Morrisseau

A INTRODUCTION

What is Arts & Culture?

It is a general term used to describe the cultural sector, which includes the following:



Adapted from Statistics Canada Cultural Framework (see also Appendix A: Glossary)



Skiers on Hollyburn Mountain, 1927 (A piece of West Vancouver mountain culture)

A1 Context History



The Coast Salish Indigenous Peoples have occupied the territory of West Vancouver since time immemorial. The Skwxwú7mesh Úxwumixw (Squamish Nation) are descendants of the Coast Salish Peoples and continue to practice customs and traditions that are the foundation of their culture.

Prior to major development and the construction of the Lions Gate Bridge, West Vancouver supported fishing and forestry industries, mountain recreation and cottagers drawn to the seashore for relaxation and recreation. Inspired by the landscape, many creative professionals moved to West Vancouver in the early 1950s and helped to establish a base of West Coast architecture. They were attracted to live and create in a community that is close to an urban centre with the qualities and access to nature of a smaller neighbourhood. Over the last several decades, West Vancouver has been home to world renowned architects, artists and writers.

Arts & culture in West Vancouver today

West Vancouver's vibrant arts and culture scene is a vital part of our community. Many of those drawn to West Vancouver's spectacular marine to mountain landscape have for generations inspired a deep appreciation for the place, which has nurtured the young and attracted more creative types. The result is a community of people who participate in, and advocate for, arts and culture.

A variety of facilities support arts and culture activities. The District operates galleries, performance centres, archives, a library and a museum. Many of our facilities are older buildings, some of which are in need of restoration to respect the heritage of West Vancouver. Other facilities are newer buildings that incorporate modern approaches and technology. Public and private schools, faith-based groups, and private galleries and businesses offer additional spaces that enhance arts and culture opportunities at a local community level.

Members of West Vancouver's arts and culture community produce multiple events and programs. Annual festivals and events attract over 250,000 participants to celebrate live music, theatre, visual arts and other unique cultural experiences. The District, not-for-profit sector, businesses, schools and faith-based groups provide opportunities that enable all ages to be creative and to experience creativity. Opportunities include production and appreciation of art exhibitions, music, theatre, dance, literary arts, media arts and public art. As the community becomes more culturally diverse, new opportunities arise with festivals and programs that celebrate the District's diverse ethnic groups.

West Vancouver sees significant activity in arts and culture at a community level. Older adults express their interests through specific types of visual art, music, literary arts and events. Families and children also engage in unique activities, many of which are related to West Vancouver's rich natural environment.

The Squamish Nation's rich cultural and artistic tradition is a defining component of West Vancouver's identity. Many renowned Squamish Nation artists produce traditional and contemporary arts that include visual arts and music.

Challenges and opportunities

Along with the history and great successes described above, arts and culture in West Vancouver is also experiencing challenges. The District's 2018 Economic Development Plan notes that there are "resiliency challenges" to the West Vancouver community including an aging population, housing costs and transportation issues among others. The changing demographics and socio-economic conditions in West Vancouver are affecting arts and culture. Older adults (seniors) form an increasing proportion of the community, requiring attention to their specialized needs and consideration of the limited incomes of some seniors. The very high and increasing land values limit options for development of new facilities and have also caused businesses to close or leave West Vancouver. Statistics Canada shows that there are more wealthy and more poor households in the District, and affordability of arts and culture is a concern for the latter.

Many of West Vancouver's arts and culture organizations depend on funding from public and private sources and are challenged by capacity issues to realize their potential in program and service delivery, organizational development and revenue diversification and expansion. With so many charitable groups and worthy causes seeking donors, this is a common challenge for many organizations.

The demographic and cultural changes in the community require changes in the approach to planning, funding and programming for arts and culture. There is opportunity to build on West Vancouver's roots and the uniqueness of its culture. The challenge is to find new ways of doing this in an environment of increased competition from surrounding jurisdictions and broader issues such as high cost for land and housing and transportation limitations. West Vancouver has an opportunity to be proactive and to creatively address the future of arts and culture in the community.

Moving forward

In response to community concerns about losses in the arts and culture sector and delayed implementation of previous plans, the District is renewing its commitment to arts and culture. This includes a new arts and culture senior manager position on staff, initiating and implementing this strategy, and integrating arts and culture into other District plans.

This document provides the groundwork to address the opportunities and challenges. It includes an overview of the planning process, vision and values, goals and strategies, as well as an implementation plan to ensure ongoing momentum to delivering the strategy.

West Vancouver is a visually inspiring place, a torn sky over Bowen Island, Caulfeild Point, an inky tide beneath the Lions Gate. It would be great if we could celebrate this beauty with some kind of an interactive art facility for everyone in the community.

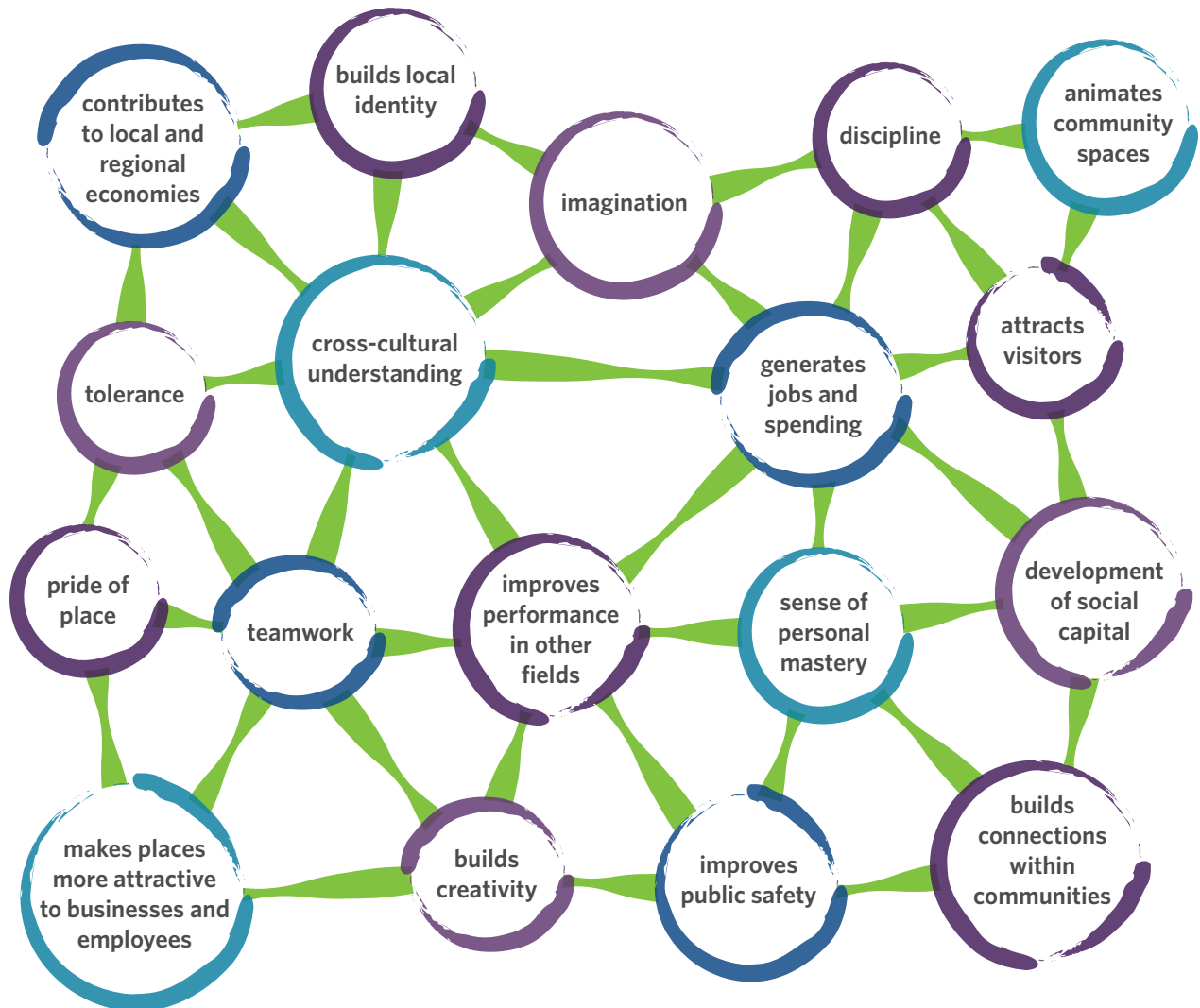
- Craig Yeats

DISTRICT OF WEST VANCOUVER



A2 Benefits of Arts & Culture

West Vancouver needs an Arts & Culture Strategy to guide the District towards achieving the many benefits that arts and culture provide to residents and visitors. These include:



A3 Purpose of this strategy

The Arts & Culture Strategy is a high-level plan that sets the stage for more detailed planning for facilities and programs to be undertaken later. Its purpose is as follows:

- engage the community and stakeholders on needs and priorities
- articulate a vision for West Vancouver arts and culture
- guide and support decision-making by Council
- propose roles for the District and others in implementing the strategy in collaboration with the arts and culture community
- support the integration of arts and culture into District-wide planning processes
- set directions for the long-term sustainability of arts and culture through collaboration and community partnerships
- provide a framework and next steps for determining facility needs

A4 Planning process

This is West Vancouver's unique strategy for arts and culture, in which residents express their vision and opportunities to achieve it. When the District began working on this strategy, the community was invited to talk about the future of arts and culture in West Vancouver. The aim was to broaden thinking about the community's vision, values, and opportunities for arts and culture, tapping into the insights and ideas of West Vancouver's arts and culture networks and the broader public's opinion.

The process of creating the West Vancouver Arts & Culture Strategy began in late 2016 with the formation of a steering committee. That group includes representatives from arts and culture stakeholders, business and community leaders, and the District (Appendix).

In May of 2017, we embarked on an extensive community engagement process, asking participants to respond to broad questions about arts and culture. The questions differed slightly for each group. As an example, the following are the questions that were asked in the World Café sessions with residents:

- What words would best describe your vision for a culturally rich West Vancouver?
- What are some key issues or opportunities that could help realize this vision?
- What should the top three priorities be for the Arts & Culture Strategy, and why?

Through surveys, workshops, and interviews, hundreds of West Vancouverites shared their ideas for building a sustainable and exciting arts and culture scene in our community. The themes and suggestions that emerged from those conversations were used to form this strategy.

The planning process included five phases. The following figure illustrates how community input was integrated into the process.



The two background documents prepared during Phases Three and Four respectively, the SOAR Report and the Facilities Needs Assessment Report, are available at the West Vancouver Library and at westvancouver.ca/arts-strategy.



B STRENGTHS, OPPORTUNITIES, ASPIRATIONS & RESULTS ANALYSIS

The Strengths, Opportunities, Aspirations, and Results (SOAR) summarizes what was heard from the community, supplemented by background research and analysis. The highlights are below:

<p>S</p>	<p>STRENGTHS What can we build on?</p> <ul style="list-style-type: none"> West Vancouver has a significant and longstanding arts and culture talent base. West Vancouver has a strong and diverse array of arts and culture programs delivered across the community by a range of providers. There are 29 private sector and 43 not-for-profit cultural facilities in West Vancouver providing venues for exhibitions, performing arts rehearsals and presentations, studios, and instruction/education programs. As of 2016, West Vancouver is home to 1,269 artists and cultural workers and 383 arts and cultural industries. West Vancouver has high levels of participation in arts and culture. The District of West Vancouver recognizes the role that arts, culture, and heritage play by advancing a range of plans, policies and priorities.
<p>O</p>	<p>OPPORTUNITIES What are our best possible future opportunities?</p> <ul style="list-style-type: none"> Engage youth through programming that embraces a broad and contemporary vision of artistic expression and provides diverse opportunities. Consider arts and culture elements in the public realm, as identified in the 2017-2018 Draft Official Community Plan (OCP). Consider parks as venues for arts and culture activities and experiences, as identified in the Parks Master Plan. Explore options for a multi-use arts and culture centre that would meet a range of needs and opportunities. Support the Ambleside Dunderave Business Improvement Association’s (ADBIA) wayfinding, branding and placemaking strategies that acknowledge arts and culture as critical resources in supporting local businesses and economic development. Attract visitors through arts and culture events and attractions, strengthen commercial areas through the presence of arts and culture activities and amenities, and grow small business enterprises in the rapidly expanding creative sector in areas such as film, per the West Vancouver Economic Development Plan.

A

ASPIRATIONS

What do we care deeply about?

- We use leading practices and concrete strategies to support vibrant intercultural (diversity-related) arts and culture programs and experiences.
- Our arts and culture providers collaborate and integrate the programs offered by the library, gallery, museum, key arts and culture organizations, and community centres.
- We offer affordable spaces in the community that help to attract and retain artists and provide opportunities for smaller organizations to provide specialized programs.
- Our integrated communications strategies promote opportunities for participation and raise the awareness of arts and culture in the community.
- Our unified voice for arts and culture builds cohesion within the sector and increases our capacity to partner with business, First Nations, and community interests.
- We use a funding model that is partnership-driven, connecting District resources to contributions from local individuals, businesses, philanthropic, and other sources.

R

RESULTS

How will we know we are succeeding?

We will know we are succeeding when arts and culture:

- Becomes a corporate priority for the District and is integrated horizontally across all departments and areas of District governing responsibilities.
- Leads to integrated and well-coordinated arts and culture organizations and programs across West Vancouver that cater to all ages, abilities and interests.
- Contributes to building a more diversified local economy and an inclusive and resilient community with a strong sense of identity and belonging.
- Leads to West Vancouver becoming a visitor destination through tourism, increased spending in commercial cores, and expanded creative cultural industries.
- Contributes to enhancing public spaces and placemaking in West Vancouver.
- Leads to new and/or improved cultural spaces and facilities responding to a diverse range of needs.

C VISION AND VALUES

C1 Vision for the future

Rooted in its 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 that attracts residents and visitors
- appealing public spaces animated and enriched by arts and culture assets and activities
- an integrated network of accessible and suitable arts and culture facilities across the community

The vision is written in the present tense as it expresses how it is hoped that West Vancouver’s arts and culture will be described in 2023.

C2 Values

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

Access	Arts and culture facilities and experiences are accessible, affordable and welcoming, providing everyone an opportunity to participate or engage.
Innovation	Innovation in arts and culture promotes creativity, inspires participation, and enhances organizational sustainability.
Inclusion	Arts and culture opportunities embrace the community’s diversity in all its forms, including Indigenous, ethno-cultural, gender, sexual orientation, income, socio-economic status, age, and all abilities.
Collaboration and Engagement	Arts and culture providers, stakeholders and the District work collaboratively and build partnerships across sectors, generations, departments, and disciplines, engaging community members on major initiatives.
Resilience	Arts and culture facilities, programs, and activities further West Vancouver’s efforts towards becoming a resilient community.

 “Urban resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow no matter what kinds of chronic stresses or acute shocks they experience. West Vancouver’s resilience challenges are embedded in the chronic stresses of an aging bedroom community.”
-District of West Vancouver Economic Development Plan, January 2018



West Vancouver Museum

West Vancouver is already home to many practising artists, arts aficionados and events. We need to step up our support for this vibrant and vital community.

-Chris Wooten

D GOALS AND STRATEGIES

D1 Definitions

The West Vancouver Arts & Culture Strategy is built on four goals that relate to people, programs, places and processes. The goals anchor a set of strategies that in turn include specific actions.

Goals establish an overall direction

Strategies identify how these goals are to be achieved

Actions set out specific tasks and initiatives for accomplishing each strategy as identified under each strategy

The West Vancouver Arts & Culture Strategy is a starting point based on an assessment of where the community is today, together with the expressed needs and aspirations for the future. The strategy is intended to be dynamic and will respond to changing needs and opportunities.

D2 Goals, strategies and actions



Goal 1: PEOPLE

Enable Leadership & Collaboration

The District will strengthen its relationships with community, business and philanthropic organizations, as well as provincial and federal funding agencies and other municipalities in the region. Collaboration in the arts and culture sector will enable creative partnerships, effective sharing of resources, and the growth of opportunities. It will also raise the profile and impact of arts and culture when initiatives reach broader audiences and engage more stakeholders. This goal focuses on enabling leadership and the collaboration required to achieve productive relationships.

Strategy 1.1

Strengthen partnerships and collaboration

1.1.1 Establish an ongoing cross-sectoral Arts & Culture Committee

Establish an Arts & Culture Committee from community members with knowledge, expertise, and access to human and funding resources. Include representatives from arts and culture stakeholders, community and business interests, educational institutions, Squamish Nation, different cultural communities, a council representative and District staff. The purpose of the committee will be to provide oversight on arts and culture in the District, considering the programming, physical, administrative/governance, capital and operating funding, and ongoing business aspects.

The focus of the committee will be on the implementation of the Arts & Culture Strategy. During that time and beyond, the role of the committee will also be to apply an arts and culture lens to District decision-making. The committee may have sub-committees at varying times responsible for specific initiatives.



Cultural celebration

1.1.2 Expand the District’s participation with adjacent municipalities and regional networks and initiatives related to arts and culture

Increase efforts to work with adjacent municipalities and organizations to take advantage of synergies and efficiencies related to arts and culture facilities and programming.

Expand participation in networks and initiatives to support the broad growth of arts and culture opportunities on the North Shore, Metro Vancouver, and along the Sea to Sky Corridor. Collaborate with other municipalities, tourism, arts and culture organizations, and Indigenous communities and different cultural groups to advance inclusion and participation in arts and culture in the region.

1.1.3 Convene regular planning and coordination meetings for arts and culture groups

Convene meetings among arts and culture groups, agencies, and businesses to discuss opportunities and challenges, and to work towards the provision of complementary facilities, programs, and services across West Vancouver. These meetings are intended to provide a forum where different stakeholder groups can discuss and respond to community needs and interests.

1.1.4 Increase engagement with community organizations

Engage with community organizations beyond the arts and culture sector to develop connections between their initiatives and the Arts & Culture Strategy, thereby building buy-in and participation (e.g., West Vancouver Foundation).

1.1.5 Collaborate with schools

Work with schools to enhance programs and events in West Vancouver, providing more arts and culture opportunities for youth and maximizing the use of school space to support community needs.



Strategy 1.2

Build District capacity in arts and culture planning and decision-making

1.2.1 Increase internal District collaboration related to arts and culture

Establish an inter-divisional team to advance the Arts & Culture Strategy and to integrate arts and culture considerations into relevant District processes.

Strategy 1.3

Build local capacity in the arts and culture sector

1.3.1 Provide capacity-building support to arts and culture organizations

Collaborate with the arts and culture sector to identify its needs related to capacity-building.

Provide and support capacity-building for arts and culture organizations in areas such as governance, leadership, planning, audience development, and financial and asset management.



An example of capacity-building is financial support for the use of The Vantage Point, a non-for-profit that provides training through leadership development programs. Some municipalities in BC fund this and other types of training.

1.3.2 Support opportunities for local business associations to expand and promote arts and culture within commercial cores

Support the Ambleside Dundarave Business Improvement Association's initiatives in wayfinding, placemaking, and branding, which draw on arts and culture assets and activities.

Encourage partnerships between the business sector and artists that could enliven business districts.

Encourage the West Vancouver Chamber of Commerce to include arts and cultural enterprises and organizations in training and continuing education offerings for local businesses and mentorship opportunities for young entrepreneurs.

Work with the District's Economic Development staff and community partners to support economic diversification through communication regarding arts and culture offerings; "packages" connecting arts and culture with shopping, recreation and dining opportunities; and supporting growth and development in the film, interactive and digital media, music, and publishing sectors in West Vancouver.



Goal 2: PROGRAMS *Enhance Arts & Culture Opportunities*

Within West Vancouver, arts and culture programming is provided directly by the District and through community groups and organizations to meet a wide range of needs and reflect the diversity of the community. This goal focuses on strengthening existing opportunities, increasing inclusion and diversity, and expanding attractions for residents and visitors.

Strategy 2.1

Promote diversity and inclusion in programs and events

2.1.1 **Employ, commission, and encourage the involvement of a greater diversity of artists to reflect the District's rich multicultural and international character**

Support artists across cultural groups, immigrants, and others that may not be well-represented to increase inclusion and diversity in the arts and culture sector and reflect the diverse West Vancouver community.

2.1.2 **Collaborate with artists and communities of different cultural backgrounds, social service providers, and other organizations to support their needs**

Support West Vancouver's diverse cultural groups in planning and promoting arts and cultural production and community event organization. Link newcomers with experienced members of the arts and culture sector to promote mentoring and sharing of knowledge and processes.

Identify barriers to participation in the arts and culture sector, such as financial, accessibility, scheduling, and language barriers. Work with community stakeholders to address the barriers to participation in arts and culture programs and events, and create more opportunities.

Strategy 2.2

Promote Indigenous arts and culture

2.2.1 **Collaborate with Indigenous Nations and organizations to recognize, encourage and promote Indigenous arts and culture**

Engage an Indigenous Advisor(s) to develop programming that supports the participation and contribution of Indigenous people living in the region, particularly programming based on collaboration between Indigenous organizations, the District, and other arts and culture groups.

Continue to build relationships with Indigenous Peoples and Nations to identify ways to support Indigenous arts and culture and increase the visibility and involvement of Indigenous artists in the arts and culture sector in West Vancouver.



Ta skwaln se-kwaytl (The Heart of the Family), cedar carving, Xwalacktun, Squamish Nation, West Vancouver Community Centre

2.2.2 Support the Truth and Reconciliation Commission calls to action that relate to this strategy

Work with Indigenous Peoples and respect their leadership regarding the representation of Indigenous art, culture, and heritage, potentially including protection and commemoration of Indigenous heritage, support of Indigenous artists, collaborative projects between Indigenous and non-Indigenous artists and groups that contribute to the reconciliation process, highlighting place names and landmarks within the community and providing opportunities for residents and visitors to learn about Indigenous cultures.

Strategy 2.3
Increase and improve local opportunities

2.3.1 Support groups in increasing and improving programs

Support the evolution and growth of West Vancouver’s existing excellent and diverse programs.

Work with community partners, businesses, artists and cultural organizations to identify community interests and gaps, and to provide programs that meet emerging needs.



Little Women at the Kay Meek Centre

2.3.2 Leverage the energy and expertise of existing festivals and events to stimulate and support new and improved events

Work with community partners, businesses, artists and cultural organizations to identify and implement new and more diverse event opportunities, e.g., events that are unique to West Vancouver’s setting on the waterfront, in parks or in commercial centres.

2.3.3 Enable the growth of spontaneous encounters with arts and culture

Support the animation of public spaces through events and programming, in partnership with local arts and culture organizations. Examples may include music, performances, dance, and art-making.

Strategy 2.4
Expand heritage programming

2.4.1 Expand the interpretation and sharing of West Vancouver’s heritage

Work with Heritage groups and agencies to improve and expand heritage programming that reflects the diverse nature of the community and its rich history including collections, programming and services.



A current trend is the decentralization of heritage—breaking heritage out of the traditional museum or heritage building—and engaging new audiences through innovative programming and exhibits in unexpected places. Examples include pop-up programming and displays in public places, murals, interpretive displays, and mobile-friendly heritage apps.



Goal 3: PLACES

Enhance Arts & Culture Spaces and Places

Spaces are necessary for the creation, production, and presentation of all artistic and cultural practices; facilities also include back-of-house services like administration, office spaces and storage. Multiple types of spaces are needed to support all ages and abilities of participants and audiences. The District, not-for-profit sector, schools, faith-based groups, and businesses all provide arts and culture spaces. Challenges in the past decade have included a loss of affordable studio space in West Vancouver, aging and poorly maintained infrastructure, planning initiatives lacking implementation, and pressures on community groups and the private sector to maintain and operate their facilities.

Public spaces and the public realm are strengthened by quality architecture and urban design, investments in public art, and the animation of space with arts and culture and other community activities. Placemaking is an approach and set of practices to bring these elements together to create places in the community where people gather, meet one another and build community. The creation of vibrant spaces through placemaking strategies is used as a magnet to draw residents and visitors to commercial areas to boost the local economy. These spaces also provide important anchors for community-based activities, destination events, and arts creation, exhibition, and performances.

This goal focuses on thoughtful, strategic use of existing assets and development of new spaces as needed to adequately support arts and culture programs and services.

Strategy 3.1

Prepare a comprehensive Arts and Culture Facilities Plan

3.1.1 Complete a comprehensive plan for arts and culture facilities

Prepare a facilities plan that considers the demand for arts and culture programming and services, growth and evolution of artistic practices and audiences, types of spaces and opportunities for co-location, as well as physical, administrative, governance, and capital and operating funding needs. Consider existing needs (exhibition, performance, storage, workshop/studio and program spaces) and future needs for facilities and spaces to support arts and culture.

Determine which existing facilities are to be retained based on condition assessments, the District’s asset management plan, and the arts and culture uses they can accommodate.

Identify other spaces that could support arts and culture activities, including unoccupied or under-utilized spaces in civic facilities, schools, community centres, parks, public spaces, faith-based facilities, and private spaces. Such uses could include artist residencies, summer camps, workshops, or small events.

Involve arts and culture groups in the preparation of the Arts and Culture Facilities Plan.



Hollyburn Lodge is an example of a facility that may have capacity to support arts and culture uses.

Align the Arts and Culture Facilities Plan with existing plans and initiatives, including the Ambleside Town Centre Plan, Ambleside Waterfront Plan, ADBIA wayfinding and placemaking strategies, West Vancouver Economic Development Plan, the Visitor Strategy, Vital Signs Report (West Vancouver Foundation) and Official community Plan (OCP) policies and directions.

Support the framework of arts and culture venues distributed across the community, with Ambleside as the main hub for arts and culture facilities and potential satellite spaces.

Consider other opportunities for a regional approach to facility delivery.

Review the considerable work completed previously on facilities, including the Facilities Needs Assessment Report completed as part of the Arts & Culture Strategy.



The Arts and Culture Facilities Plan will identify:

- arts and culture facility needs
- facilities to be retained and their uses
- other spaces and their uses
- programs and services that require new facilities

Strategy 3.2

Manage existing District facilities

3.2.1 Maintain and upgrade existing District-owned and District-supported facilities

Maintain and upgrade District-owned and District-supported arts and culture facilities planned for retention in a manner consistent with the District's asset management plan and the needs of the arts and culture uses assigned to that facility.

Strategy 3.3

Complete facility concept and business plans

3.3.1 Identify the type(s), location(s), operating structure and funding of new arts and culture facilities

Once existing and future needs for new arts and culture spaces have been identified, assess: amount and types of spaces required to serve identified needs, locations of new spaces including possibilities for co-location of different space types, operating and capital funding requirements, building/functional programs, and options for development.

Explore and identify potential locations within Ambleside for new arts and culture hub with satellite facilities elsewhere e.g., Klee Wyck Park.



When planning new facilities, include considerations for a broad spectrum of uses and spaces, including exhibition of the works of emerging and established artists, music and theatre rehearsals and performances, events, public education programs (e.g., talks, demonstrations, art camps, art classes), equipment and art storage, workshops/studios, and administrative/office/support spaces.



Hollyburn Lodge opening celebration, January 2017

Every work of art which really moves us is in some degree a revelation—it changes us.

-Lawren Harris

Strategy 3.4

Build new arts and culture facilities

3.4.1 Work with partners to design and build new arts and culture facilities

In accordance with the general direction of the Arts and Culture Facilities Plan (3.1.1) and the plans for new facilities (3.3.1), secure locations, establish agreements, secure funding, and undertake the work required to plan, design and construct new arts and culture facilities in the Ambleside area, taking advantage of opportunities that may arise through development projects and other initiatives where possible.

Strategy 3.5

Enhance public spaces and support placemaking

3.5.1 Embed the principles of placemaking into the design of all public spaces consistent with the OCP and local area plans

Advocate for investments in wayfinding signage, site furniture, feature lighting, public art, and other urban design elements that create a sense of place.

Support and encourage incidental interactions with arts and culture, such as murals, sculptures, and kiosks that the public may interact with as they move through the District.

Use marketing and wayfinding strategies to “connect the dots” in support of the dispersed or decentralized vision of facilities and spaces.



Placemaking is the process through which people work together to shape public spaces. Rooted in community-based participation, placemaking involves the planning, design, management and programming of shared use spaces.

3.5.2 Encourage more integration of public art in planning and design of public realm enhancements

Working with the Public Art Advisory Committee, integrate public art into planning and design of public realm enhancements by encouraging creativity in the design of public parks, plazas and streets.

Consider introducing the mandatory inclusion of public art in future civic infrastructure projects and/or private sector developments.

3.5.3 Identify locations for unique placemaking features

Identify opportunities for incorporating unique features at key locations.

Explore opportunities to work with Squamish Nation representatives to highlight place names and geographic features important to the Squamish Nation people.



Children's programs at the West Vancouver Museum



Goal 4: PROCESSES

Improve Processes Related to Implementing Arts & Culture

There are many processes used at the District to market, plan, approve, finance, build, program and implement arts and culture strategies. This goal focuses on improving municipal processes to increase awareness of arts and culture opportunities, to increase investment in artists, programs, events and spaces; and to make it easier for artists and creative industries to flourish in West Vancouver.

Strategy 4.1

Increase awareness of arts and culture

4.1.1 Prepare and execute a communications plan for arts and culture in West Vancouver

Establish a consistent visual image (brand) and message for arts and culture in West Vancouver that integrates people, programs, places and processes. Through a communications plan, increase awareness of the Arts & Culture Strategy, demonstrate the social and economic benefits of arts and culture, promote initiatives that are underway, and encourage more involvement of residents and stakeholders in the implementation of the strategy and participation in arts and culture opportunities.

Build community awareness of the Arts & Culture Strategy and its implementation with periodic progress reports and success stories.

Build internal support for the Arts & Culture Strategy with periodic progress reports to staff and Council including success stories arising from inter-departmental collaboration.



Onegin at the Kay Meek Centre

4.1.2 Investigate the potential for an integrated cultural marketing campaign across sectors and/or within the region

Collaborate with other jurisdictions and multiple sectors on cultural marketing campaigns targeted towards specific interests, e.g., local gallery tours, outdoor festival tours, food and film festivals. Continue participating in initiatives such as the North Shore Cultural Mapping project and North Shore Art in the Garden, among others.

4.1.3 Advocate for creative individuals in the arts and cultural sector to have representation on boards and committees of the District.

On boards and committees where there may be opportunities for the inclusion of arts and culture, work with those managing the boards/committees to establish representation of arts and culture, and network with the arts and culture sector to identify those who may be willing to participate.

Strategy 4.2

Increase investment in arts and culture

4.2.1 Expand the District's investment in arts and culture

Determine and implement measures for monitoring the District's investment in arts and culture, considering measures used by other municipalities, e.g., annual per capita investment towards arts and culture, spending on programs, events and/or facilities. Track the measure over time and consider establishing investment targets.

Review the District's existing financial investment in arts and culture including community grants and fee for service agreements and the criteria used to assess eligibility and priority. Maximize the District's investments through leveraging of partnerships and in-kind and financial support provided by other organizations, agencies, and levels of government.

Establish investment targets per the District's goals of supporting arts and culture and implement these, including expansion of the community grants program for arts and culture facilities, equipment and service delivery.

4.2.2 Review potential funding models for increasing investments in arts and culture

Assess potential methods to acquire funding from individuals, the business/corporate community, philanthropic interests and other sources, including a mechanism for acquiring capital investments in facilities.

Explore opportunities to work with the business community and arts and culture groups to develop a more coordinated approach to source funds from the private sector and public/private funding agencies.

4.2.3 Establish and retain administrative and governance structures that will enable access to leveraged funds from provincial and federal agencies and private foundations

Retain the governance structures at District-owned arts and culture facilities that have been successful at leveraging funding from different levels of government and funding organizations for capital projects and programs.

Consider similar governance structure models for future facilities.

Strategy 4.3

Support and establish policies to advance arts and culture

4.3.1 Support policies and plans such as the OCP and Economic Development Plan that encourage the expansion of arts and culture opportunities

Support the Economic Development Plan that positions arts and culture as one of the key visitor attractions to bolster visitor spending, contributing to growing and diversifying the local economy. The OCP also connects arts and culture to economic and social benefits.

Support upcoming policies and plans, such as the OCP and Economic Development Plan, which aim to diversify housing in West Vancouver as one way to address high housing and workspace costs that are discouraging artists and creative enterprises from moving to or remaining in West Vancouver.

4.3.2 Work with the District's Planning and Development Services division to implement policies supportive of arts and culture identified in the OCP

Consider the inclusion of live/work spaces, studio space, rehearsal space and/or other arts and cultural space in new and rezoning developments as a community amenity, supported by flexible zoning and new permitted uses, e.g., enable small home-based studios with limited sales.

Encourage art and culture as an element of community design, e.g., the incorporation of public art into both public and private sector projects, to enhance spaces.



Beach Tangle
Gordon Smith
West Vancouver Community Centre

E IMPLEMENTATION PLAN

E1 Implementation Plan

The Arts & Culture Strategy will be implemented in phases over time. The proposed phasing of the recommended action items is based on community priorities, combined with costs, existing and potential budgets, and other factors. The following is a key to the implementation plan.

Priority

Very high

High

Medium

Phasing

Immediate—within 1 year

Short—1 to 3 years

Medium—3 to 5 years

Ongoing—occurs regularly over time


Relative Cost

High—over \$200,000

Medium—\$50,000 to \$200,000

Low—under \$50,000

N/A—part of everyday work

IMPLEMENTATION PLAN DRAFT		PRIORITY	PHASING	RELATIVE COST
 Goal 1: PEOPLE <i>Enable Leadership & Collaboration</i>				
Strategy 1.1 strengthen partnerships and collaboration				
1.1.1	Establish cross-sectoral Arts & Culture Committee	Very high	Immediate	Low
1.1.2	Expand the District’s participation in regional networks and initiatives	Medium	Ongoing	Low
1.1.3	Convene regular planning and coordination meetings for arts and culture groups	High	Ongoing	Low
1.1.4	Increase engagement with community organizations in all sectors	Medium	Ongoing	Low
1.1.5	Collaborate with schools	High	Ongoing	Low
Strategy 1.2 Build District capacity in arts and culture planning and decision-making				
1.2.1	Increase internal District collaboration related to arts and culture	High	Ongoing	N/A
Strategy 1.2 Build District capacity in arts and culture planning and decision-making				
1.3.1	Provide capacity-building support to arts and culture organizations	High	Ongoing	Medium
1.3.2	Support opportunities for local business associations to expand and promote arts and culture within commercial cores	High	Ongoing	Low

LEGEND

Priority


Very High
High
Medium

Phasing

Immediate—within 1 year
Short—1 to 3 years
Medium—3 to 5 years
Ongoing—occurs regularly over time

Relative Cost

High - over \$200,000
Medium - \$50,000 to \$200,000
Low - under \$50,000
N/A - part of everyday work

IMPLEMENTATION PLAN DRAFT		PRIORITY	PHASING	RELATIVE COST
 Goal 2: PROGRAMS Enhance Arts & Culture Opportunities				
Strategy 2.1 Promote diversity and inclusion in programs and events				
2.1.1	Employ, commission, and encourage the involvement of a greater diversity of artists	High	Ongoing	Low - Med
2.1.2	Collaborate with artists and communities of different cultural backgrounds, social service providers, and other organizations	High	Ongoing	Low
Strategy 2.2 Promote Indigenous arts and culture				
2.2.1	Collaborate with Indigenous Nations and organizations	High	Ongoing	Low
2.2.2	Support the Truth and Reconciliation Commission calls to action	Medium	Ongoing	Low
Strategy 2.3 Increase and improve local opportunities				
2.3.1	Support groups in increasing and improving programs	Medium	Ongoing	Low
2.3.2	Leverage the energy and expertise of existing festivals and events to stimulate and support new and improved events	Medium	Ongoing	N/A
2.3.3	Enable the growth of spontaneous encounters with arts and culture	Medium	Ongoing	Low
Strategy 2.4 Expand heritage programming				
2.4.1	Expand the interpretation and sharing of West Vancouver's heritage	High	Ongoing	Low

LEGEND

Priority


Very High
High
Medium

Phasing

Immediate—within 1 year
Short—1 to 3 years
Medium—3 to 5 years
Ongoing—occurs regularly over time

Relative Cost

High - over \$200,000
Medium - \$50,000 to \$200,000
Low - under \$50,000
N/A - part of everyday work

IMPLEMENTATION PLAN DRAFT		PRIORITY	PHASING	RELATIVE COST
 Goal 3: PLACES Enhance Arts & Culture Spaces and Places				
Strategy 3.1 Prepare a comprehensive Arts and Culture Facilities Plan				
3.1.1	Prepare a comprehensive plan for arts and culture facilities	Very high	Immediate	Low
Strategy 3.2 Manage existing District facilities				
3.2.1	Maintain and upgrade existing District-owned and District-supported facilities	High	Short	High
Strategy 3.3 Complete facility concept and business plans				
3.3.1	Identify the type(s), location(s), operating structure and funding of new arts and culture facilities	High	Short	Medium
Strategy 3.4 Build new arts and culture facilities				
3.4.1	Design and build new arts and culture facilities	Medium	Medium	High
Strategy 3.5 Enhance public spaces and support placemaking				
3.5.1	Embed the principles of placemaking into the design of all public spaces	High	Ongoing	Med-High
3.5.2	Encourage more integration of public art in planning and design of public realm enhancements	Medium	Ongoing	N/A
3.5.3	Identify locations for unique placemaking features	Medium	Ongoing	Low-Med

LEGEND

Priority

Very High
High
Medium

Phasing

Immediate—within 1 year
Short—1 to 3 years
Medium—3 to 5 years
Ongoing—occurs regularly over time

Relative Cost

High - over \$200,000
Medium - \$50,000 to \$200,000
Low - under \$50,000
N/A - part of everyday work

IMPLEMENTATION PLAN DRAFT		PRIORITY	PHASING	RELATIVE COST
 Goal 4: PROCESSES <i>Improve processes related to implementing arts and culture</i>				
Strategy 4.1 Increase awareness of arts and culture				
4.1.1	Prepare and execute a communications plan for arts and culture	High	Immediate	Low
4.1.2	Investigate the potential for an integrated cultural marketing campaign	Medium	Ongoing	Low-Med
4.1.3	Advocate for creative individuals in the arts and culture sector to have representation on boards and committees of the District	Medium	Ongoing	N/A
Strategy 4.2 Increase investment in arts and culture				
4.2.1	Expand the District’s investment in arts and culture	High	Short	Med-High
4.2.2	Review potential funding models for increasing investments in arts and culture	High	Ongoing	N/A
4.2.3	Establish and retain administrative and governance structures that will enable access to leveraged funds	Medium	Ongoing	N/A
Strategy 4.3 Support and establish policies to advance arts and culture				
4.3.1	Support policies and plans such as the OCP and Economic Development Plan that encourage the expansion of arts and culture opportunities	Medium	Ongoing	N/A
4.3.2	Work with District’s Planning and Development Services to implement policies supportive of arts and culture	Medium	Ongoing	Med-High

LEGEND

Priority

Very High
High
Medium

Phasing

Immediate—within 1 year
Short—1 to 3 years
Medium—3 to 5 years
Ongoing—occurs regularly over time

Relative Cost

High - over \$200,000
Medium - \$50,000 to \$200,000
Low - under \$50,000
N/A - part of everyday work



Big Chairs
Bill Pechet
Public art at Seawalk and 18th Street

E2 What's Next?

The Arts & Culture Strategy sets out a series of actions that will be led and contributed to by a range of organizations. Some initiatives in this strategy are already funded and underway, or are included in future work programs or budgets. Funding for new projects will come from future budget allocations or through grants and partnerships. It will be up to the District and its partners to prepare strategies for acquiring funding.

Highest priority actions

Two actions in the Arts & Culture Strategy are rated “very high” priority, for immediate implementation:

- **establish a cross-sectoral Arts & Culture Committee**
- **prepare a comprehensive plan for arts and culture facilities**

The Arts & Culture Committee will provide input and support in the implementation of the Arts & Culture Strategy. The following are the potential tasks involved:

- establish a subcommittee to work on the Arts and Culture Facilities Plan
- review the strategy annually and advise on priorities for implementation
- review and provide input on draft strategies, plans, and policies
- provide input on and assist with community engagement
- identify key lessons as implementation occurs, and adapt the implementation plan as needed
- conduct a full review of the strategy after five years

The actions and general contents of the Arts and Culture Facilities Plan are listed in 3.1.1. This project will be guided by a subcommittee of the Arts & Culture Committee.

Increasing traffic congestion makes it vital that the District of West Vancouver encourages a vital arts community that is accessible to residents of all ages.

- Nini Baird

District role

The District is uniquely placed to support a flourishing and diverse arts and culture environment. Recognizing that partnerships and collaboration are key to the implementation and success of the Arts & Culture Strategy, the District's role includes convening and capacity-building; planning, building and maintaining facilities; contributing to funding, and delivering programs. Some of the District's tasks include the following:

- prepare and annually update a detailed financial and phasing implementation plan for the Arts & Culture Strategy
- establish and support the Arts & Culture Committee
- contract and provide guidance and technical support for the Arts & Culture Facilities Plan and other studies
- identify the lead responsibility and contributing parties for each action in the strategy
- prepare a monitoring and evaluation framework based on the goals, strategies and actions of the Arts & Culture Strategy
- take a leadership role in preparing policy, advocating for arts and culture, and engaging with creative networks
- manage, develop and operate District arts and culture assets
- contribute to an environment in which the creative sector can flourish through investments in capacity, programs, services and spaces
- communicate with the public and provide information about arts and culture
- foster and develop relationships with and among arts and culture networks, tiers of government, and the private sector
- help to build the profile and reputation of West Vancouver as an arts community provincially, nationally and internationally

Measuring success

It will be important to measure the success of the Arts & Culture Strategy in order to make adjustments over time. The following are some potential measures that could be used:

- number of residents participating in arts and culture activities and programs
- number of people employed in the creative sector
- number of attendees at community arts and culture events
- satisfaction with arts and culture as measured through surveys, focus groups and interviews
- satisfaction that engagement and collaboration across the sector and community has increased



Latash Nahanee, Squamish Nation

The Creator gifted us a place of great beauty and bounty. The inspiration of our environment inspires us to be thankful to a Higher Power. This gratitude is reflected in our culinary, performance and visual art.

— Latash Maurice Nahanee, Squamish Nation



B.C. Binning,
Untitled (sketch for Landscape with Sun), 1961
 Oil on board
 Gift of the Estate of Jessie Binning
 West Vancouver Museum
 Permanent Collection

Acknowledgements

Overseeing the planning process was an Arts & Culture Strategy Steering Committee. The purpose of the Arts & Culture Strategy Steering Committee was to:

- Work closely with District of West Vancouver staff as a team.
- Provide advice and direction on the planning, development, content and consultation process to ensure the strategy reflects the needs of the broader community.
- Serve as community ambassadors to actively promote public involvement in the planning process and act as a sounding board to assist staff during the engagement phase of the project.

Steering committee:

Jacqueline Gijssen, Co-Chair
 Graham Nicholls, Co-Chair
 Rob Gloor
 Chief Janice George
 Stephanie Jones

Paddy Macleod
 Tracey Tarling
 Don Vaughan
 Jackie Wong

Consultants:

MDB Insight, Research, Community Engagement,
 Analysis and Draft Strategy

Urban Systems, Preparation of Final Strategy

District West Vancouver staff:

Doti Niedermayer, Project Manager (Senior
 Manager, Cultural Services)
 Christie Rosta, Events & Festival Manager

Anne Mooi, Director, Parks, Culture & Community
 Services
 Corinne Ambor, Parks Stewardship Manager
 Stephen Mikicich, Manager, Economic Development

Photo credit:

Photos generously provided by community arts and culture groups and individuals.

Thank you

to the following groups for participating in the development of the Arts & Culture Strategy:

4Cats West Vancouver
Amadeus Music Academy
Ambleside Dundarave
Business Improvement Association
Ambleside Orchestra
Ambleside Live Concerts
Arts Assembly
Audain Art Museum Whistler
Bella Ceramica
Buckland Southerst Gallery
Caulfeild Cove Hall
City of Richmond
Collingwood School
Craig Yeats Gallery
DramaWorks
Dundarave Festival of Lights
DWV Community Engagement Committee
DWV Community Grants Committee
DWV Public Art Advisory Committee
Ferry Building Gallery
Gleneagles Community Centre - Pottery Studio
Gleneagles Community Centre Clubhouse
Gleneagles Scottish Country Dance Club
Harmony Arts Festival
Hollyburn Elementary School
Hollyburn Heritage Society
Jeri Lee Mercer
Kay Meek Arts Centre
Klee Wyck Carvers
Laudate Singers
Mer's Kitchen
Music Box
Music Gallery
Music in the Morning Concert Society
North Shore Artists' Guild
North Shore Celtic Ensemble
North Shore Music Academy
North Shore Photographic Society
North Shore Unitarian Church
North Vancouver Community Arts Council
Pacific Spirit Choir
Painters Landing
Pandora's Vox Vocal Ensemble Society & Espiritu
Presentation House Gallery
Rockridge Secondary School
Seacoast Theatre Centre
Sentinel Secondary School
Sinfonia
Spirit Gallery
St Stephen's Anglican Church
Theatre West Vancouver
Vanleena Dance
West Vancouver Adult Community Band
West Vancouver Archives
West Vancouver Baptist Church
West Vancouver Chamber of Commerce
West Vancouver Community Arts Council
West Vancouver Community Centre Society
West Vancouver Foundation
West Vancouver Fire Service Museum
West Vancouver Historical Society
West Vancouver Memorial Library
West Vancouver Museum
West Vancouver Schools
West Vancouver Seniors' Activity Centre
West Vancouver Society for Art, Architecture and Design
West Vancouver United Church
West Vancouver Youth Band
Yeats Studio & Gallery
Individual artists, artisans, musicians, performers, cultural workers

Appendix A: Glossary

Capacity-building the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world.

Creative Cultural Industries A set of industries quantified by Statistics Canada involved in the creation, production and distribution of cultural goods and services that use creativity and intellectual capital as primary inputs. They are among the fastest growing economic sectors globally and include enterprises involved in the performing arts; film and video production; recording and broadcasting; architecture; design (graphic, industrial, interior, fashion, etc.) advertising; publishing; new and interactive digital media etc.

Creative hub A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship and incubation.

Cultural cluster A geographically-defined network where there is a concentration of cultural activity which can include non-profit organizations, cultural institutions, arts venues and individual artists alongside other institutions, public agencies, businesses and/or industries. These hubs provide opportunities for public participation, the incubation of ideas, networking and production and are often found in the downtown core in proximity to cultural facilities and in affordable fringe areas of communities including warehouse or industrial districts.

Cultural heritage The legacy of physical artifacts and intangible attributes of a group or society that is inherited from past generations, maintained in the present and bestowed for the benefit of future generations.

Cultural Services District of West Vancouver's Cultural Services staff oversee the West Vancouver Museum, Ferry Building Gallery, public art program, arts and culture programs at the West Vancouver Community Centre and Music Box, festivals, events and filming including Harmony Arts Festival, Canada Day, Community Day and assistance for third-party event producers including Norooz Festival, Farmers' Market, Coho Festival and many other events throughout the District.

Culture Culture in its largest sense is everything that combines to define the unique identity of a geographic community or social group. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history.

Diversity A state of difference in a community or social group that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and religious or political beliefs.

Natural heritage Refers to the sum total of the elements of biodiversity, including flora and fauna, ecosystems and geological structures.

- Heritage** is that which is inherited from past generations, maintained in the present, and bestowed to future generations.
- Placemaking** Is a multi-faceted approach to the planning, design, and management of public spaces. Placemaking capitalizes on a local community's natural and cultural assets, inspiration, and potential, with the intention of creating rich public realms that promote people's well-being and sense of place.
- Public realm** Refers to space around, between and within buildings that are publicly accessible, including streets, squares, parks and open spaces. These areas and settings support or facilitate public life and social interaction. Public art, urban design and arts and culture programming enrich and animate the public realm.
- Quality of place** In contrast with the more traditional concept of quality of life, quality of place refers to the unique set of characteristics that define a place and make it attractive. Quality in the built environment and urban design, public art, public space animated by arts and culture activity all contribute to the quality of place.
- Wayfinding** Can be defined as spatial problem-solving. Wayfinding is knowing where you are in a building or an environment, knowing where your desired location is, and knowing how to get there from your present location.

Appendix B: Research and Community Engagement Activities

The West Vancouver Arts & Culture Strategy is grounded in an extensive body of research and a multifaceted community engagement process. The following activities were undertaken.

Research

Municipal Planning Review A review of District planning documents was undertaken to establish the wider context within which the Arts & Culture Strategy was being developed. An objective of this review was to identify connections between future arts and culture development directions and opportunities with other District planning and policy priorities.

Arts and Culture Sector Scan A scan of the arts and culture sector in West Vancouver was completed. The scan provided statistical insight into growth in cultural employment and cultural industries as well as a completing an inventory of existing arts and culture assets in the community.

Facility Needs Assessment A survey was developed to gather information on current conditions and future needs in arts and culture facilities in West Vancouver.

Community Engagement

Community Survey	378 responses—Questions addressed a range of issues including satisfaction with the current arts and culture programs, barriers to participation in arts and culture programs and services, ways in which arts and culture contribute to West Vancouver’s well-being, among others.
World Cafés	over 50 attendees—These sessions provided opportunities for the community to provide feedback on arts and culture in the community.
Focus Groups	114 attendees—These sessions provided an opportunity to engage with a range of stakeholders and different segments of the community on specific issues and perspectives. The following stakeholder groups were consulted: <ul style="list-style-type: none">▪ District of West Vancouver Staff▪ Arts & Culture Strategy Steering Committee▪ Squamish Nation artists▪ Business Community▪ Arts and Culture Community▪ Youth▪ Regional Cultural Leaders▪ Community Services and Community Grants Boards and Committees
Intercept Surveys	179 responses—To reach residents of West Vancouver who may not actively engage in arts and culture or likely to attend a World Café session, short interviews were held with individuals at locations across the community.
Select Interviews	Used to reach individuals with strong connections to arts and culture in West Vancouver but who, for a variety of reasons, were unlikely or unable to attend public events.
Community Meetings	Over 50 attendees—Community meetings held to review draft Arts & Culture Strategy and provide feedback for the final report.

Appendix C: Background Documents

Studies

A number of planning processes for arts and culture have been conducted over the years with significant contributions of time and resources by community members, artists, architects and District staff. The previous planning documents provided a framework for the current Arts & Culture Strategy as well as the Facilities Needs Assessment Report undertaken as part of the current strategy.

April 19, 1999	Corporate Policy: Cultural Policy for West Vancouver	DWV
2003	Ambleside Waterfront Concept Plan - Guiding Principles - Arts & Culture; Community Arts; Heritage Values	DWV
Revised Feb 1, 2005	Celebration & Collaboration - Arts & Culture Strategy - 2005-2014	DWV
April 2006	Heritage Strategic Plan for the District of West Vancouver	Commonwealth Historic Resource Management Limited, Vancouver
June 2006	West Vancouver Arts, Culture & Heritage Facility Development Study - Final Concept Plan	Aldrich Pears Associates
January 2009	West Vancouver Museum Art Architecture Design - DRAFT Design Brief Report	Urban Arts Architecture
June 2009	West Vancouver Museum - A Vision for Ambleside - Art Architecture Design	Urban Arts Architecture
April 2012	Ambleside Cultural Facilities Strategy & Arts Centre Design Brief	Urban Arts Architecture
July 2012	District of West Vancouver Parks Master Plan (references to arts & culture)	DWV
June 2013	Centre for Art, Architecture + Design Business Planning Study	Economic Planning Group Research Analysts
June 2014	Centre for Art, Architecture + Design Business Feasibility Study	Economic Planning Group Research Analysts
June 11, 2014	Is now the opportunity to focus on District-wide collaboration and understanding of the arts?	Paul Gravett Consulting

2015	DRAFT - West Vancouver Competitive Identity & Business Strategy Opportunities Analysis	Resonance
April 2015	Ambleside Waterfront Concept Plan: Engagement Report	DWV
June 10, 2015	Ferry Building Community Gallery Phase 1 Scope of Work	DA Architects + Planners
July 2015	Visual & Performing Arts Strategy 2020	Rockandel & Associates
February 15, 2016	DRAFT - District of West Vancouver: Destination Development Strategy	Resonance
October 2017	DWV Arts & Culture Strategy - Research Summary and SOAR Assessment	MDB Insight
2017	Vital Signs Report	West Vancouver Foundation
January 2018	District of West Vancouver Economic Development Plan	DWV
February 2018	DWV Arts & Culture Strategy - Facility Needs Assessment Report	TCI Management Consultants



The District of West Vancouver
Arts & Culture Strategy

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Title: Arts & Culture Advisory Committee Terms of Reference

Division: Parks, Culture & Community Services

Policy Number: 0064

File Number: 0282-20-0064

1. Mandate

- 1.1. The purpose of the Arts & Culture Advisory Committee (ACAC) is to provide Council with advice and recommendations on policy issues and the District of West Vancouver's (District) strategic plan for arts and culture and to communicate to Council the arts and culture sector's needs related to present and future governance, capital and operating funding.

2. Role

- 2.1. The Committee will:
- provide guidance to Council and staff on District policy areas and the District's strategic plan for arts and culture;
 - advise and assist staff with updating the District's strategic plan for arts and culture;
 - regularly receive updates from the representatives from the ACAC on the District Advisory Panels and advance recommendations that arise from the Advisory Panels that require Council approval;
 - provide advice and recommendations to Council on any matters referred to the Committee by Council; and
 - through the diverse membership of the Committee, encourage and facilitate cohesion of the West Vancouver arts and culture sector.

3. Membership

- 3.1 The Committee consists of a minimum of six (6) and maximum of eight (8) voting members.
- 3.2 The Committee consists of the following voting members:
- (a) up to eight (8) voting members appointed by Council with expertise in either community arts development, visual, museum, performing, media, or literary arts, events, festivals, public art, strategic planning, community services, grants programs, fundraising or a background and interest in arts and culture. Up to eight (8) Committee members will participate on one of the Advisory Panels.

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Term

Voting members must be appointed or re-appointed to the Committee for a term of two (2) years, except as otherwise determined by Council. Appointments terminate on December 31 of the year in which the member's term is scheduled to expire, except as otherwise determined by Council. Voting members may serve for up to three (3) terms on the Committee, except as otherwise determined by Council.

Advisory Panels

Up to eight (8) voting members of the Committee appointed by Council will join an Advisory Panel to provide connection and communication between Advisory Panels and the Committee. The Advisory Panels work with staff to assist with operational tasks related to the Panels' scope of work. Recommendations from the Advisory Panels requiring Council consideration will be reviewed by the Committee prior to Council review.

3.3 The Committee consists of the following non-voting members:

- (a) up to one (1) member from the Kay Meek Arts Centre Board of Directors as approved by the Director of Parks, Culture & Community Services;
- (b) up to one (1) member from the West Vancouver Community Arts Council Board of Directors as approved by the Director of Parks, Culture & Community Services;
- (c) up to one (1) member from the West Vancouver Memorial Library Board of Directors as approved by the Director of Parks, Culture & Community Services;
- (d) up to one (1) member from West Vancouver Schools (SD45) Board of Education as approved by the Director of Parks, Culture & Community Services.
- (e) one to two (1-2) Council members, appointed annually to serve as the Council representative(s) on the Committee; and
- (f) one staff representative as determined by the Director of Parks, Culture & Community Services.

Term

Non-voting members of the Committee stay on until they leave their position with the organization they represent to a maximum of six (6) years and are confirmed annually by the Director of Parks, Culture & Community Services. Prior to approval by the Director of Parks, Culture & Community Services, proposed non-voting members who are representatives of community organizations must submit a letter from the proposed member's sponsoring organization stating that the organization supports the individual to the Committee. However, if selected, the Committee member will not represent that organization but will bring a perspective to the Committee related to the broader arts and culture sector of West Vancouver.

3.4 Qualifications for individuals seeking membership on the Committee will include:

- (a) skills and experience related to roles and responsibilities in arts, culture and heritage including program delivery, community arts development, visual, performing, media, or literary arts, events, festivals, public art, museum

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management, strategic planning, community services, grants programs, fundraising or with a background and interest in arts and culture;

(b) an ability to attend a minimum of five meetings per calendar year;

(c) individuals with:

- strong community networks and linkages;
- an ability to represent a broad range of views that reflect the diversity of the community including: arts and culture sector; community and business interests; educational institutions; and Indigenous and cultural communities;
- good knowledge and understanding of the local issues that are relevant to arts and culture;
- an ability to look beyond personal interests for the benefit of the community of West Vancouver;
- strong communication skills and the ability to work collaboratively as part of a team; and
- leadership skills and ability to act as an ambassador to Council and the community.

3.5 The Chair and Acting 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.

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 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 as their general orientation. All returning Committee members who have previously signed a

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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.

- 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.
- 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 must 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 proposed 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 annually. 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.

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- 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 staff of the Parks, Culture & Community Services 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	2023/09/25
Council minutes eDocs # (Council Policies only)	5666546
Council report eDocs # (Council Policies only)	5653249
Replacement description	The revised policy aims to restructure the Committee to expand its role to

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	incorporate the policy level recommendations referred to Council for approval from the Art Museum, Community Grants Program, Ferry Building Gallery, and Public Art Program to provide more effective advice to Council on the governance, capital and operating needs of the arts and culture sector.
Signature	<i>[Original signed by Mayor]</i> <hr/> MAYOR

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	