



**District of West Vancouver  
Arts & Culture Strategy:**

***Facility Needs Assessment***

**FINAL REPORT**

*February 6, 2018*

*TCI Management Consultants*

# DWV Arts & Culture Strategy: Facility Needs Assessment

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## Executive Summary

This District of West Vancouver Arts & Culture Strategy consists of two parts: the first deals with overall policies, services and actions, and the second with **facilities**. This report constitutes the second part: the Facilities Assessment. The intention underlying the overall Strategy was to develop a strategy that would not only guide the municipality's investment in arts and culture and heritage activities over the next five years (the specific time period of the Strategy) but also set a direction for the longer-term evolution of facilities, programs and services over the next decade and beyond.

The purpose of this facilities related component of the work was stated in the Terms of Reference for the project to be as follows:

*“An important component of the Strategy will be a review of current facilities for arts and culture programs to inform recommendations for future facilities supported by the District across West Vancouver.”*

To this end, a number of activities were undertaken, including a review of all relevant background documents; a survey of the facility-related needs of arts, culture and heritage organizations; a community survey; and an intercept survey (of people using the West Vancouver Community Centre, West Vancouver Memorial Library and Ambleside Park).

This Report presents recommendations resulting from the assessment listed in terms of three time periods (short, medium and long-term) that together cover the five years of the Strategy.

The recommendations are:

**Short-term:** Year 1 (i.e. balance of 2018-2019):

- **Recommendation #1 – Develop a ‘comprehensive planning framework’ for arts facilities across the District:** Arts facilities can fulfil a variety of functions, from providing inexpensive venues for community groups and organizations to halls for larger-scale professional productions. The District should play a role in ensuring that all facilities are accessible and available. This will require information gathering and sharing, possibly financial and in-kind support for arts groups.
- **Recommendation #2 – Develop a plan for facilities housing arts and culture programs.** The consultation process revealed appreciation for, but at the same time dissatisfaction with the smaller arts and culture facilities operated by the District: the Ferry Building, Music Box, Silk Purse, and Klee Wyck. The Kay Meek Arts Centre was also mentioned although more to its cost and distance from source markets. DWV already has asset management plans in place for scheduled maintenance for public buildings. However, key cultural facilities such as the Museum and the Ferry Building have deferred maintenance issues that go substantially beyond regular maintenance (e.g. leakage, prone to flooding, some areas needing complete restoration, etc.).

- **Recommendation #3 – Undertake a feasibility study for a new multi-use arts and culture centre** including size, potential location, governance structure, anticipated use by community groups, programmatic elements, operating funding and business plan. District residents have reconfirmed a desire for a purpose-built arts and culture centre, likely in Ambleside, incorporating exhibition and gallery space, as well as a small performance space and community meeting rooms. A more detailed list of elements and considerations that should be covered by the study is provided in the text.
  
- **Recommendation #4 – If some or all program functions of the Ferry Building Gallery and Museum are accommodated in the new multi-use arts centre, a repositioning strategy should be prepared for the Gertrude Lawson House and Ferry Building:** Additional gallery and exhibition space in a new community arts centre could free up some space in these facilities, either for exhibition and/or museum-related functions; other arts, culture and/or heritage-related purposes; or some other public function altogether. The range of uses and an optimal one should be selected in tandem with Recommendation #3.
  
- **Recommendation #5 - Ensure cooperation with North Vancouver(s):** The consultation undertaken revealed a high degree of interaction with arts and culture facilities in the District and City of North Vancouver. Synergies and efficiencies could be developed in adjacent municipalities with arts and culture facilities as well as other program elements of the Arts & Culture Strategy.

**Medium term:** Years 2 and 3:

- **Recommendation #6 – Assess the need for studio, rehearsal and storage space:** There is a need for space for emerging artists (some who may be on the threshold of commercialization) as well as performers and organizations for rehearsal and storage space. The loss of Lawson Creek Studio and Klee Wyck has impacted both individual artists as well as organizations in the District with very few affordable alternatives. The District should play a role in facilitating this provision, possibly by looking at existing properties with this end in mind (see Recommendation #2).

**Longer term:** Years 4 and 5:

- **Recommendation #7 - Provide Capacity-Building Support for Existing Arts Organizations:** Other aspects of the overall strategy suggest that there may be role(s) for the District to play a role in providing advice and support to arts, culture and heritage organizations in a variety of areas of operation, including matters relating to facility procurement and use. This may be an area where cooperation with North Vancouver may be fruitful.

These recommendations should be seen to support and complement those in the other components of the Arts & Culture Strategy – i.e. the program and service recommendations. They are also seen to be on a critical path in terms of building upon one another and generating and sustaining momentum over the five-year period.

# 1. Introduction

## Purpose of the Arts & Culture Strategy

The Arts & Culture Strategy that has been developed for West Vancouver is a comprehensive five-year plan (2018 - 2022) that includes key initiatives, priorities, timelines and metrics to guide the municipality's delivery of arts and culture services and programs. The plan will guide the allocation of resources (human, financial and physical) invested in the arts, culture and heritage sector over the next 5 years. As well, there is a strong recognition that the direction established over this critical 5-year period will set the tone and direction for arts and culture in the District for the next decade and beyond.

## Purpose of this Facilities Assessment

The Terms of Reference for the project required a specific and separate assessment of the need for arts and culture facilities in the community. The specific wording from the Terms of Reference was as follows:

*“An important component of the Strategy will be a review of current facilities for arts and culture programs to inform recommendations for future facilities supported by the District across West Vancouver.”*

This Strategy has been structured into two parts: a section oriented towards programs and operations (separate document); and a section on facilities that focuses on the 'space and place' needs of the community. Each is an integral part of the overall strategy and should be seen as complementary and mutually-supporting. This document represents the 'facilities' component of the Strategy.

## Approach to the Analysis: A Cultural Facilities Framework

This assessment recognizes that there are many types of facilities in a community that can be used for arts and culture: some are owned and operated privately (such as a dance studio); some are primarily dedicated to other activities but occasionally used for arts and culture purposes (such as a church that is rented for concerts from time to time); and others are owned and operated by the municipality or other public sector body and used for community activities (which may be exclusively dedicated to the arts such as a performing arts centre, or only partially used for such purposes, such as a community recreation centre). All are part of the cultural fabric of a community, and any arts facility strategy must be undertaken recognizing the full spectrum of cultural facilities within the area. This approach to developing a framework for cultural facilities in West Vancouver is further clarified in Section 3 of this report.

## Activities Undertaken

The specific activities undertaken in support of this arts and culture facilities assessment were:

- A review of all previous facility-related assessments and plans for new facilities
- A community survey, where 'facilities' was one of the areas that residents were asked to comment upon
- An intercept survey (largely undertaken at the community centre) where users were similarly asked about the adequacy of community facilities
- An arts and culture organization survey, where groups were asked about their use of existing facilities and their perceived need for new and improved facilities

This report is based upon the input from these sources alone.

## Caveats and Limitations of the Analysis

It should be recognized that there may be some limitations and cautions placed upon the analysis presented here. These are:

- the assessment is not based upon any physical review or inspection of the existing facilities; it is a 'desktop review' and should be considered as such
- all assessments and recommendations are predicated upon input from the survey research undertaken: the organization survey; the community survey; and the intercept survey
- the intention of this facilities review was not to recommend any specific new facilities be constructed at this time; any such recommendations would need to emerge from feasibility studies and business plans which were not intended to be part of this review; rather, this assessment would indicate a need for such studies to be undertaken where appropriate

## 2. Data Collection and Assessment

### The Community Survey

An on-line community survey was undertaken, providing residents with an opportunity to provide their thoughts regarding this process. (The full community survey results are contained in the Research Summary and SOAR report in the Arts & Culture Strategy).

Survey results that are particularly relevant to the facilities assessment component of this work are below. (Note that the survey results in the SOAR report were divided into 'registered' and 'unregistered' respondents; as they are all fundamentally DWV residents, they have been consolidated together for the purpose of the overview presented here).

Facility Specific Themes From the Community Survey	No. of mentions
Need some large and recognized multi-arts facility	49
West Vancouver Museum needs a new and more suitable facility – should be relocated to more central space	16
Ferry Building needs renovation and possible expansion including recognition of possible heritage status	14
Kay Meek Arts Centre is poorly located, underutilized and overpriced	11
Need more studio space for artists	11
Need a movie theatre – showing independent films, film festivals	9
Need a public art gallery	8
Silk Purse should be renovated and expanded	6
Music Box building needs to be renovated	5
Gertrude Lawson House should be renovated	3
Parking is generally poor	3
Klee Wyck should be restored and used	2
Need a permanent outdoor band shell / performance area	1
Need a more accessible performing arts facility	1
More community meeting facilities at affordable rates	1
A public art policy needs to be developed, including a 1% contribution from commercial construction costs	1
Centre for Art, Architecture and Design should be implemented	1
What we have is fine	1
Need more community gardens	1

### The Arts and Culture Intercept Survey

The Arts and Culture Intercept survey asked participants at various venues in West Vancouver (primarily the West Vancouver Community Centre) whether there were any arts and culture facilities they would like to see offered or improved upon in the community. Of 179 respondents to the survey overall, 97 responded to this particular question (54%).

A content analysis was undertaken on the 97 responses received. The themes reflected were as follows:

Response	Number of Responses
No facilities needed – things are fine as they are	37
Don't know	9
More music festivals	5
Artist studio space	4
More live theatre	3
More art galleries	3
Movie theatre / film	3
More kid's art opportunities	3
Expanded museum	3
Community centre	2
Mid-size performing arts facility (mid-way between Silk Purse and Kay Meek)	1
More public art	1
Various recreational activities (running track, horse riding)	2

However, this intercept survey is problematic for three reasons:

- 1) **The sample size was quite small:** The sample size for this question on the Intercept Survey was very small – only 97 respondents answered. This is a very small and unrepresentative sample for a community of approximately 42,000.
- 2) **The location and mindset of survey respondents:** There is good reason to believe that the sample selected was not representative of the entire community. Because most of the surveys were undertaken at the West Vancouver Community Centre, which is primarily a recreation and sports facility, the individuals surveyed were more likely to have been more into that mindset than being connected to arts and culture activities or community needs. As well, the way in which the survey was administered (asking people for a few minutes of their time during another activity) lends itself to quick and easy response (*things are fine*), rather than a detailed discussion of needs.
- 3) **The question itself was very general:** The specific question asked was “*Are there arts and culture facilities that you would like to see offered or improved upon in West Vancouver?*” There was no further definition or discussion of what ‘facilities’ meant in terms of specific physical assets that might be developed. (Some people may not have even realized what was meant by ‘facilities’ in the question.)

### Difference between the Community Survey and Intercept Survey

As mentioned, it is interesting to note the apparent difference in responses between the two surveys on the facility question. On the intercept survey, the majority response was ‘things are fine the way they are’ while on the community survey, the majority response

was that a new multi-arts facility was needed. This may have been a function of response bias – the intercept survey primarily undertaken at the Community Centre where respondents are perhaps more likely to have been there for recreational activities and therefore possibly not especially predisposed to arts and culture activities. On the other hand, the community survey was quite possibly more likely to have been answered by those in the community who were enthusiasts and activists for the arts, and thus more likely to want to see some sort of arts complex developed.

This points to the need for a much more thorough assessment of the demand and feasibility of any sort of major facility undertaken, which is a direction reflected in the recommendations emerging from this assessment.

## Survey of Arts Organizations

### General Findings and Characteristics

In order to determine the specific facility needs of arts organizations themselves, a survey of cultural organizations, facility operators, faith-based organizations, schools and private businesses was developed by the District with input from MDB Consulting, TCI Management Consultants, the Arts & Culture Strategy Steering Committee, with engagement assistance provided by Jacqueline Gijssen Consulting. Over 47 organizations responded to this survey representing 62% of targeted not-for-profit/community facilities and organizations and 58% of targeted private sector facilities and organizations. The list is contained in Appendix A, and detailed results for each organization are presented in Appendix B. Appendix C contains a report on the survey process) as well as some recommendations for continuing the consultation process with groups) and Appendix D some observations on the unique problems of obtaining information about parks and open spaces in the context of the facilities assessment with arts groups.

The key characteristics of the organizations responding were:

### *Types of Organizations Responding*

Type of Organization	Count	Percentage
Multifunctional organization: educational institution	15	32%
Creation & Production organization: Workshop	14	30%
Presenting organization: Other	13	28%
Other	13	28%
Presenting Organization: Art Gallery	12	26%
Presenting Organization: Theatre	11	23%
Creation & Production organization: Artist Studio	11	23%
Creation & Production organization: Rehearsal Studio	11	23%
Multifunctional organization: community centre / community hall	10	21%
Office / Ancillary / Administrative functions: Archives and Collections Storage	9	19%
Multifunctional organization: retail focus	6	13%

Office / Ancillary / Administrative functions: Office and Administration Space	5	11%
Multifunctional organization: library / archives	5	11%
Presenting Organization: Museum	4	9%
Multifunctional organization: place of worship	4	8%
Presenting organization: Cinema	3	6%
Creation & Production organization: Film or Recording Studio	3	6%
Multifunctional organization: café / restaurant	2	4%
Multifunctional organization: park or bandshell	1	2%

### ***Purpose of Organization***

<b>Purpose of Organization</b>	<b>Count</b>	<b>Percentage</b>
Just serve our own members: don't seek an external audience	4	9%
We serve the general public	42	89%
We serve members of our organization	21	45%
We serve a base of subscribers to a regular program of activities	16	34%
We have a retail operation that serves customers	11	23%
Other	9	19%

### ***Trends in base of users or audience***

<b>Audience Trend</b>	<b>Count</b>	<b>Percentage</b>
Growing and diversifying audience	24	53%
Stable audience base	14	30%
Declining / Shrinking audience base	22	10%
Fluctuating from one year to the next	4	9%
Other	5	11%

### ***Owned or rented facilities***

<b>Ownership Situation</b>	<b>Count</b>	<b>Percentage</b>
Own	7	16%
Rent or lease	23	51%
Not applicable	15	33%

**Security of premises (for owned facilities)**

Situation	Count	Percentage
Taxes and maintenance costs are reasonable now and for the foreseeable future	2	11%
Taxes and maintenance costs are rising faster than our revenues, and we may be in trouble	2	11%
No idea	6	32%
Other	10	53%

**How important are improved or new facilities to you in realizing your group's aspirations as you have outlined them above?**

Situation	Count	Percentage
Essential	15	37%
Highly desirable	12	29%
Somewhat desirable	1	2%
Nice but not essential	5	12%
Not necessary	2	5%
Can't say / Don't know	2	5%
Other	4	10%

The previous table shows that the majority of arts organizations (66%, nearly two-thirds) feel that new and /or improved facilities are essential or highly desirable to the continuing growth and development of their enterprise.

**Specific Space Needs of Organizations**

The detailed results of the facility-related needs of each arts, culture and heritage organization in West Vancouver revealed that organizations have a wide range of specific needs for various types of space. The table below summarizes the needs identified (details are provided in Appendix B):

Type of Space	Number of Groups indicating a need for ADDITIONAL Space of this Type	Total Amount of Additional Space Desired (sq. ft.)	Average Amount Per Requesting Group (sq. ft.; rounded)
Workshop / Programming Space	12	18,950	1,560
Exhibition / Performance Space	10	21,700	2,170
Rehearsal Space	4	7,200	1,800
Storage Space	11	19,900	1,810
Office Administrative Space	7	5,500	790
Retail Space	8	6,300	790
Other Space	1	1,500	1,500

In total organizations reported a desire for just over 80,000 sq. ft. of space. As shown, the largest single categories were exhibition and performance space; storage space, and workshop and programming space. Smaller needs were reported for rehearsal space, office administrative space, and retail space.

The aggregate conclusion is that there may be a role for the District in helping to provide space needs, in order to ensure a continuing and healthy arts and culture

sector. The review of background materials also identified a desire in the community for some sort of multi-use arts centre that would provide for at least some of these needs. There are several considerations to keep in mind when interpreting any reported needs for a new facility. These include:

- spaces can serve multiple needs: rehearsal spaces can also be performance spaces
- spaces do not necessarily need to be dedicated to groups permanently: rehearsal spaces, programming and performance spaces can serve the needs of different groups at different times (some space needs probably do need to be 'dedicated: office space, storage space)

Accordingly, while the survey of space and facility requirements for the community overall revealed a considerable range and variety of need for augmented types of space on the part of the arts, culture and heritage community, there may be considerable economies of scale that could be realized through the situations listed above. Nevertheless, there is sufficient need, on the part of a number of groups, to warrant a more thorough investigation into the demand for some sort of community arts centre. (This becomes even more compelling when seen to be complemented by a strong desire on the part of the community for such a facility, as has been demonstrated through the Community Survey.)

### 3. Recommendations

#### A Framework for Recommendations

This assessment of arts and cultural facilities for West Vancouver follows a multi-part framework, where various levels of provision of cultural facilities and spaces are envisioned. Each level in the framework implies a different degree of commitment and contribution from the District and is thus a useful way to determine strategically how a municipality can support its arts and culture sector. This categorization scheme is as follows:

**Direct (First Party) Provision:** This consists of places and spaces that are directly provided by the municipality. Examples would be a public park in which arts events and activities occur, where the park is owned and maintained by the municipality. Another example would be a performing arts centre, which was built and operated by the municipality, and rented out to users either on a regular or infrequent basis. Various public art installations would also fall into this category. At this level, the municipality takes on the entire burden of maintenance and upkeep for the facility.

**Arts Group (Second Party) Provision:** When an arts group or organization or business owns (or rents) and operates their own facility for their own arts and culture purposes. At this level, the group takes on the burden of maintenance and upkeep for the property, although the municipality may provide financial or other assistance in this undertaking. This level of second party provision will comprise both private sector

operations (such as a dance studio or private art gallery) and not-for-profit organizations (such as a theatre group that owns their own facility).

**Landlord (Third Party) Provision:** A third party, that may or may not be an arts group, owns and operates the facility. They may enable third parties to use the space on either a long-term (dedicated) basis, or as a regular rental or single occurrence. Many schools and churches would fall into this category: their ‘primary business’ is not arts and culture *per se*, but they have facilities that can and often are used for arts and culture purposes (e.g. auditoriums, classroom spaces, meeting spaces, etc.) The role of the municipality (if any) may be to financially assist with the leasing or rental of space, or provide certain essential services associated with the use of the space (e.g. insurance, security, equipment, project funding).

**Hybrid Models:** There are various combinations of the above situations where, for example, one party owns a facility while another takes on maintenance and operations. An example may be a community museum, where the municipality may own the grounds and buildings, but a separate organization (in this case, a museum society, most likely to be a not-for-profit organization) undertakes to be responsible for building maintenance and operation. Another example would be a facility where a partnership of like-minded organizations operates the facility. For example, the West Vancouver Community Centre is operated through an innovative partnership comprising the District of West Vancouver and the West Vancouver Community Centres Society, a registered charitable organization.

Examples of facilities at each level of the framework as shown below, as well as the key organizations and user groups that the facility caters to:

## West Vancouver, Arts/Culture Facilities and Key Users

**Note:** Text in red denotes private sector organizations; text in black denotes municipal facilities and not-for-profit organizations.

	Examples of Facilities in DWV	Key Stakeholders / Users of Facilities
<b>Direct (First Party Provision)</b>	Gleneagles Community Centre	- Gleneagles Scottish Country Dance Club
	Seniors' Activity Centre	- North Shore Artists' Guild - Hollyburn Historical Society - West Vancouver Historical Society - Lions Gate Sinfonia
	West Vancouver Museum	- general community
	Ferry Building Gallery	- Painter's Landing (outdoor event)
	West Vancouver Memorial Library	- general community
	West Vancouver Archives	- general community
	Silk Purse Arts Centre	- West Vancouver Community Arts Council - Silk Purse Studio with various community renters

	The Music Box (1564 Argyle Avenue)	- DramaWorks – Theatre arts for children and youth - Harmony Arts Festival - Klee Wyck Carvers, various renters: arts, culture and other
	Klee Wyck Art Centre	- No longer usable for arts and culture purposes
	Various parks	- Festival of Lights Festival (Dundarave Park) - Coho Festival (Ambleside Park)
<b>Arts Group (Second Party) Provision</b>	4 Cats Studio (pottery)	- customers
	Craig Yeats Studio & Gallery	- customers
	The Music Gallery	- customers
	Buckland Southerst Gallery	- customers
	West Vancouver Fire Service Museum & Archives Society (965 Cross Creek Road)	- general community
	Spirit Gallery	- artists, general community
	Seacoast Studio	- Seacoast Theatre Centre
	Bella Ceramica	- customers
	Artmania Studio (2432 Marine Dr.)	- customers
	Sophia Kim, music teacher (home)	- customers
	Anna Wyman School of Dance	- customers
	West Van Dance (2121 Marine Drive)	- customers
	Elisa's Music Studio	- customers
	Gluga Violin Shop	- customers
	Gerri Lee Mercer, music teacher	- customers
	Hollyburn House	- North Shore Chamber Orchestra
Mer's Kitchen Restaurant & Venue	- community (open mike; other events)	
Caulfeild Cove Hall	- weddings, special events	
<b>Landlord (Third Party) Provision</b>	St. Anthony's Parish	- congregation; community groups
	St. Stephen's Anglican Church	- congregation; community groups
	West Vancouver Baptist Church	- congregation; community groups
	St. Christopher's Church	- congregation; community groups
	St. Francis-in-the-Wood	- congregation; community groups
	St. David's United Church	- North Shore Music Academy
	West Van United Church	- Music in the Morning - Pacific Spirit Choir
	Congregation Har El / North Shore Jewish Community Centre	- congregation; community groups
	North Shore Unitarian Church	- Camp Kerry Community Choir - Deep Cove Chamber Soloists
	Collingwood School	- students
	The CORE Academy	- students
	Sentinel Secondary School	- students
	Rockridge Secondary School	- students
	West Vancouver Secondary School	- students
	Hollyburn Elementary School	- students
	Irwin Park Elementary School	- students
Mulgrave School	- students	
Pauline Johnson Elementary School	- students	

	Ridgeview Elementary School	- students
	Westcot Elementary School	- students
	St. Anthony's School	- students
	West Bay Elementary School	- students
	Cypress Park Primary School	- students
	Eagle Harbour Primary School	- students
	Ecole Cedardale Primary	- students
<b>Hybrid Provision</b>	Kay Meek Centre (partnership)	- Pandora's Vox Vocal Ensemble Society - Amadeus Music Academy - Theatre West Van
	West Vancouver Community Centre	- West Vancouver Concert Band - North Shore Artists' Guild - West Vancouver Youth Band - West Vancouver Pops Band - Lighthouse Park Preservation Society

The chart above tells a story of very good provision of facilities for a community of West Vancouver's size. The list above (which is likely not entirely complete) shows some 53 useable facilities (not counting spaces such as public art installations and parks). Eight of these are directly operated by the District, and two more in partnership with other community agencies. There are 27 facilities run directly by arts and culture businesses and organizations (the second tier), and 25 other facilities (schools and churches) run by organizations that could potentially host arts and culture activities and organizations (five already do). Two of these are private schools, fourteen are public schools, and nine are churches and places of worship.

Some 29 formally-organized arts and culture organizations and events use these facilities.

### Specific Actions Recommended

The recommendations outlined below have been developed based on:

A review of previous facility-related assessments and plans for new facilities including:

- 2006 Aldrich Pears Study
- 2008 Vision for Ambleside Study
- 2008 Museum Design Brief
- 2011 Ambleside Strategy and Design Brief
- 2013 Centre for Art, Architecture + Design
- A community survey, where 'facilities' was an aspect residents were asked to comment upon
- An intercept survey (although this data input is less reliable as earlier discussed)
- A survey of organizations, schools and businesses where groups were asked about their use of existing facilities and their perceived need for new and improved facilities.

The recommendations are:

- **Recommendation #1 – Develop a comprehensive planning framework for arts facilities across the District:** That the District adopt a lead role in ensuring that performing and other arts spaces available in the District are able to cater to all levels of demand and affordability. This approach would strive to ensure that smaller and more affordable spaces are available for community productions, while larger facilities more suited to professional productions are also available to service residents and visitors. On occasion a professional production might require a smaller and more intimate venue (such as a chamber music concert) while a larger stage may be appropriate for some community-oriented productions (for example a local children’s choir having the opportunity of performing on a large stage in front of family and friends). The District’s role would be to ensure that facilities offering this full range are available, help coordinate information about what is available and when, and possibly ensuring affordability through occasional subsidy, in-kind support or project funding.
  
- **Recommendation #2 – Develop a plan for facilities housing arts and culture programs.** The consultation process revealed appreciation for, but at the same time dissatisfaction with the smaller arts and culture facilities operated by the District: the Ferry Building, Music Box, Silk Purse, and Klee Wyck. The Kay Meek Arts Centre was mentioned although more to its cost and distance from source markets. DWV already has asset management plans in place for scheduled maintenance for public buildings. However, key cultural facilities such as the Museum and the Ferry Building have deferred maintenance issues that go substantially beyond regular maintenance (e.g. leakage, prone to flooding, some areas needing complete restoration, etc.).

Such an enhanced plan should consider:

- *Anticipated future use of the facilities (in light of usage forecasts for a new multi-use arts and culture centre)*
  - *Cost of addressing any deferred maintenance issues regarding existing facilities*
  - *Costs of addressing expected future capital issues*
  - *Possibilities for expansion, and associated costs of these*
- 
- **Recommendation #3** - A key strategic recommendation is to undertake a specific and detailed planning and feasibility assessment study of a multi-use arts and culture centre facility in West Vancouver. The components of such a facility that should be tested include:
    - *Public art gallery and exhibition space, featuring the works of emerging and established local and greater Vancouver area artists*
    - *A small performing arts space of between 100 and 200 seats, primarily for community use*
    - *Ensure that the performing arts space is also suitable as a film venue*
    - *Retail space*
    - *Storage facilities*

- *Library / resource centre*
- *Possible archives space*
- *Collections area (preparation and storage)*
- *Meeting space for community groups and organizations*
- *Kitchen / catering facilities*
- *(Possibly) studio space for local artists*
- *Adequate parking*

Given that concern was expressed by some in both the community survey as well as the intercept survey on the burden to the taxpayer to support arts and culture facilities, as well as ensuring accessibility to local and regional artists (for the exhibition and performance-related aspects of the centre), the key elements determining ‘feasibility’ in such a study should be:

- *Orientation towards community access and use*
- *Ability to fundraise for both the capital and operating costs of the facility (with some demonstration that there does exist a reasonable level of fundraising capacity in the community<sup>1</sup>)*
- *A clear statement of operating financial parameters for use of the Centre, including any expected subsidy (which is highly likely, given the financial performance of similar community venues across Canada)*
- *An assessment of the benefits engendered by the Centre, including anticipated expenditures in the community made by visitors and tourists*
- *A clear statement of the return on investment (ROI) to the community (i.e. valuation of the community benefits received relative to the operating subsidy anticipated)*
- *Also it is recommended that the assessment examine the impact of a new facility on the utilization of the existing base of cultural facilities throughout the District, and attempt to compensate or adjust for any deleterious impacts that this new facility might have – for example, impact on the existing Ferry Building Gallery, which could become a satellite facility.*

The scope of the planning and feasibility study for the multi-use arts and culture centre should address:

- *Overall size of the facility and key components*
- *Site selection criteria and potential location(s)*
- *Anticipated use by community groups and organizations*
- *Projection(s) of attendance to exhibition and performance-related elements of the facility (including local, and visitor/tourist utilization)*
- *Operating plan for the facility (including staffing, operating costs, etc.)*
- *Financial performance*
- *Assessment of socio-economic benefits of the facility and ROI*

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<sup>1</sup> The ‘traditional’ formula for fundraising for cultural facilities is that one-third of the cost should come from the municipality, one-third from other levels of government, and one-third from the community. However, West Vancouver contains, on average, the wealthiest households in Canada. With a median household income of nearly \$121,000 (in 2015) – approximately 50% higher than the BC median of \$81,000 – the community fundraising capacity should be considerably greater than one-third.

- **Recommendation #4** – If some or all program functions of the Ferry Building Gallery and Museum are accommodated in the new multi-use arts centre, **a repositioning strategy should be prepared for the Gertrude Lawson House and Ferry Building:** Additional gallery and exhibition space in a new community arts and culture centre could free up some space in these facilities, either for exhibition and/or museum-related functions; other arts, culture and/or heritage-related purposes; or some other public function altogether. The first priority for use should be uses aligned with the new multi-use arts and culture centre in terms of a satellite facility, storage, or other related functions where the distance between the two sites is not a factor. If not suitable for related uses (as determined through the planning and feasibility study, other cultural uses should be considered.
  
- **Recommendation #5 - Ensure cooperation with North Vancouver(s):** The survey results reflect that there is a fair degree of crossover in the use of facilities and in audience engagement between North Vancouver (City and District) and West Vancouver. All recommendations from the Arts & Culture Strategy (not just those relating to facilities) should be shared and reviewed with counterparts from the other north shore municipalities to look for synergies, economies of scale, programming complementarities, etc. so that the entire arts and culture sector across the area is operating at peak efficiency and effectiveness.
  
- **Recommendation #6 – Assess the need for studio, rehearsal and storage space:** There is a need for space for emerging artists (some who may be on the threshold of commercialization) as well as performers and organizations for rehearsal and storage space. The loss of Lawson Creek Studio and Klee Wyck has impacted both individual artists as well as organizations in the District with very few affordable alternatives. The District should play a role in facilitating this provision, possibly by looking at existing properties with this end in mind (see Recommendation #2). Having a critical mass of such individuals (an ‘artist’s colony’) living and working in an area can be a major economic and tourism asset to a community. As well, if some artists demonstrate the potential to commercialize and expand their operations, there may be additional economic benefits in terms of the establishment of new businesses and enterprises. Accordingly, we recommend that DWV undertake a specific assessment of the market for additional studio space (and possibly live-work space as well) and determine whether this is a direction worth pursuing.

The assessment should consider the following:

- *Number of artists and craftspersons currently operating in the municipality, and expected growth of this base in future*
- *Specific survey of artisans and craftspersons with a view to determining their interest and potential ability to pay for such facilities*
- *Benchmarking review of the success of artisan incubator facilities in other jurisdictions in BC and beyond*
- *Assessment of potential for existing facilities to fulfil these needs*
- *Assessment of additional properties and facilities that might be acquired for this purpose*

- *Operation of the program: criteria for selection; selection process of artists for assistance (e.g. a juried approach); amount of assistance and length of time it will be offered; etc.*
- *Review of financial viability of this initiative or program*

Also, as mentioned, a possibility to be assessed in this regard is Klee Wyck and Gertrude Lawson House, if not needed for museum purposes, could be suitable in this regard.

The specific actions that the municipality can take to support this comprehensive approach are:

***Provision of facilities:***

- *The Kay Meek Centre would be the larger and more professional venue offered<sup>2</sup>*
- *A new performance space in a multi-use arts and culture centre would fulfill a mid-range to smaller space, and be suitable for both professional and community productions*
- *Smaller scale venues in churches and other under-used facilities could be made available for rehearsal and performance space. The District would strive to establish MOUs with each venue to determine availability and conditions of use*

***Information and coordination:***

- *The District would ensure community is informed of list of all performing arts facilities available throughout the area, as well as information about basic parameters relating to number of seats, stage size, rental rates, etc. (SpaceFinder BC)*

***Affordability:***

- *The pricing structure for the performing arts space in the new multi-use arts and culture centre would strike a reasonable balance between community affordability and revenue generation from touring and professional productions*
- *The feasibility of a support fund to enable smaller performing arts organizations to afford smaller or medium scale productions (i.e. churches, and possibly the larger purpose-built venues). The Community Grants program criteria should be accessible to enable smaller groups to rent subsidized spaces offered by other charitable organizations or businesses.*

- **Recommendation #7) Provide Capacity-Building Support for Existing Arts Organizations:** Elsewhere in the Arts & Culture Strategy it has been recommended that the District could provide some capacity-building support for community arts organizations. The survey of arts organizations revealed that many

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<sup>2 2</sup> Note that the Kay Meek Centre has two performing arts spaces: the 488-seat Grosvenor Theatre, and the Studio Theatre that can accommodate up to 210 persons.

are having difficulties with facility-related issues such as paying rent, securing long-term access to space, upgrading spaces, finding sufficient storage space, etc. It is recommended that as part of a broader initiative to provide capacity building assistance, attention to facility-related issues also be provided. Capacity building assistance to help secure the sustainability of arts organizations could also include audience development, marketing strategies, fundraising, succession planning.

Any capacity building initiatives oriented towards facility issues, should also be aimed at informing and educating the arts community about resources available from the District that would help support the overall sector as well as the other recommendations in the balance of the Arts & Culture Strategy.

#### **4. Implementation**

**The recommendations should be phased in over time – they will clearly not all happen at once.** Given the significant resource implications, it is important to recognize that it is not expected that they will all occur simultaneously. It is recommended that a phased approach to implementation should take place over the next five years with oversight from the Arts & Culture Strategy Implementation Team.

## Appendix A: Organizations Participating in the Facility Needs Survey

- North Shore Music Academy, Summer Chamber Music Program
- Caulfeild Cove Hall
- West Vancouver Archives
- Pandora's Vox Vocal Ensemble Society
- Mer's Kitchen Restaurant and Venue
- Music in the Morning Concert Society
- Dramaworks, theatre arts for children and youth
- Amadeus Music Academy
- 4Cats West Vancouver
- Yeats Studio & Gallery
- West Vancouver Adult Community Band Association
- North Shore Unitarian Church
- Sentinel Secondary School
- West Vancouver Seniors' Activity Centre
- Rockridge Secondary
- We Vancouver School District
- Dundarave Festival of Lights Society
- Music Gallery
- Hollyburn Heritage Society
- Buckland Southerst Gallery
- West Vancouver Fire Service Museum & Archives Society
- North Shore Artist's Guild
- St Stephen's Anglican Church
- Ambleside Orchestra
- Pacific Spirit Choir
- West Vancouver Historical Society
- West Vancouver Arts Centre Trust (dba Kay Meek Centre)
- West Vancouver Seniors
- Gleneagles Community Centre
- West Vancouver Baptist Church
- Gleneagles Scottish Country Dance Club
- Spirit Gallery
- Collingwood School
- Seacoast Theatre Centre
- West Vancouver Community Arts Council
- WV Community Centre Art Studio - District of West Vancouver
- West Vancouver Memorial Library
- Arts Assembly
- West Vancouver Museum
- Ferry Building Gallery
- District of West Vancouver
- Theatre West Vancouver
- Bella Ceramica
- West Vancouver Baptist Church

## Appendix B: Detailed Facility Requirements of Organizations

**North Shore Music Academy, Summer Chamber Music Program:** leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	fine	none
Rehearsal Space	fine	none
Storage Space	n/a	none
Office Administrative Space	fine	none
Retail Space	n/a	none
Other Space	n/a	none

**Caulfeild Cove Hall:** owned facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	fine	none
Rehearsal Space	fine	none
Storage Space	too small	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**West Vancouver Archives**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	Less than 1,000 sq. ft.
Rehearsal Space	n/a	none
Storage Space	fine	Up to 5,000 sq. ft.
Office Administrative Space	fine	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We would like to be able to adequately store all of the records which require permanent preservation and ensure that we have sufficient capacity to continue to acquire records from both the District and the community which help to preserve the stories of West Vancouver.

**Pandora's Vox Vocal Ensemble Society:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	none
Rehearsal Space	Church hall	none
Storage Space	too small	larger space
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We are at a max for library, prop and costume storage. Would love a larger space that we could also rehearse in for smaller groups

**Mer's Kitchen Restaurant and Venue:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	3,000
Exhibition / Performance Space	Too small	1,500
Rehearsal Space	Church hall	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Music in the Morning Concert Society**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	1,000
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Dramaworks, theatre arts for the young:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	1,000
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Space is small for size of student groups, and for parent participation at time of play/presentations each season. The students are required to do a good deal of floor and wide space movement during classes. Space is too small for proper Performance, which requires scenery, costume change and music. During Summer season classes (2 full day weeks each course) we have cramped space, since we traditionally do art stage setting projects as part of the creation of performance, and have the children use outside of building space to explore voice and physical movement skills. We make all things work accordingly meanwhile. However, we require 4 separate age-related courses during the summer season and have had to reduce to only 2 due to space. This reduces our income considerably. An actual stage would be preferable for end of each season Play performance. This gives students the correct feel for the result of their play studies and performance skills. Ideally this space would be the most desired for ALL of Dramaworks class work, instruction and creative projects, workshops and performances. This would help us understand the key issues regarding arts and culture facilities within the District and how they can be better supported. This would enable us to have a Scenery, Costume & Props storage room available 'on site' and would allow space enough for large groups of children to attend the classes.

**Amadeus Music Academy:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	Too small	1,300
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Amadeus Music Academy would like to be more involved in the West Vancouver community and share our resources, education and facility with others!

**4 Cats West Vancouver:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Would be nice if the District of West Vancouver can show support to small business by lowering their cost, such as business registration fees, property tax rebate if the space is lease to small local business owner.

**Yeats Studio & Gallery:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	could be larger	2,000
Rehearsal Space	n/a	none
Storage Space	fine	none
Office Administrative Space	fine	none
Retail Space	could be larger	2,000
Other Space	fine	none

**Organization comment:** We are working on improving our on-line presence with better web material and are working on developing a better social media presence to attempt to better promote both the gallery and our various artists. We might consider moving to a large gallery space if sales improve sufficiently.

**West Vancouver Adult Community Band Association:** rented / leased facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	A occasionally need smaller break out spaces – difficult to secure	Some for break out space
Exhibition / Performance Space	fine	none
Rehearsal Space	fine	none
Storage Space	fine	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**North Shore Unitarian Church:** owned facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Our church is growing but has reached capacity in our current location. We look forward to moving (hopefully within the next 5 years) to a new facility better designed for our current and ongoing needs.

**Sentinel Secondary School**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**West Vancouver Seniors' Activity Centre**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	none
Rehearsal Space	n/a	none
Storage Space	Too small	1,500
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We would be part of the bigger picture of offering services to seniors.

### Rockridge Secondary

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

### West Vancouver School District

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	fine	none
Rehearsal Space	fine	none
Storage Space	fine	none
Office Administrative Space	fine	none
Retail Space	fine	none
Other Space	fine	none

### Dundarave Festival of Lights Society

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	none
Rehearsal Space	n/a	none
Storage Space	Need slightly more	100
Office Administrative Space	fine	none
Retail Space	fine	none
Other Space	fine	none

**Organization comment:** More weather hardy interactive art installations to draw people out in the winter weather. Increase in the number of tree sponsors. Improve the structure of the tree installation. Better presentation of four Saturdays of concerts and performances. Expansion to Horseshoe Bay and Ambleside if there is support for it. Increase community engagement.... Improved plaza organization and infrastructure: removal of obstacles and uneven ground (puddles), install electrical for performance use. Removal of disintegrating gazebo and replace with a covered area (we have a vision of a Coast Salish cedar hat shape) for small performances, summer picnics, and revenue generation for the District through rentals for weddings and film....Please include us in any discussions around renovations at Dundarave Beach Park. We have a few ideas that would benefit the District.

**Music Gallery:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	will need more space	1,500
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	none
Storage Space	will need more space	2,000
Office Administrative Space	fine	none
Retail Space	will need more space	2,000
Other Space	n/a	none

**Organization comment:** Add parking spaces please.

**Hollyburn Heritage Society:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	will need more space	200
Exhibition / Performance Space	n/a	possibly
Rehearsal Space	n/a	none
Storage Space	will need more space	300
Office Administrative Space	fine	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Our greatest concern is that the documents, photos, movies & artifacts which we have collected during the past 20 years will be trashed after the two people who are currently providing storage space in their residences pass away. Our preference would be that DWV provide storage space for these items.

**Buckland Southerst Gallery:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**West Vancouver Fire Service Museum & Archives Society:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	Will need more space	800
Rehearsal Space	n/a	none
Storage Space	Will need more space	800
Office Administrative Space	None now	100
Retail Space	n/a	none
Other Space	Will need more space	1,500

**Organization comment:** We need storage space including display space. The fire department is ongoing, so collecting is ongoing. The Fire Museum Building (behind #4 fire hall) will only hold so much and that is governing how much we collect. We really need more material from the 70's & 80's (fire truck circa 1975 would be nice but we have no more room).

**North Shore Artist's Guild:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Fine at present	Will need an 850 sq. ft. space more frequently in future
Exhibition / Performance Space	fine	none
Rehearsal Space	n/a	none
Storage Space	Will need more space	500
Office Administrative Space	None now	200
Retail Space	Will need more	600
Other Space	fine	none

**Organization comment:** Klee Wyck used to house our easels and other equipment but WV allowed the buildings to deteriorate to the point of demolition. This space was intended for the arts community and has not been replaced. As a consequence, we now pay over \$500 per month for the same storage.

**St Stephen's Anglican Church:** own facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	uncertain
Storage Space	n/a	none
Office Administrative Space	fine	uncertain
Retail Space	n/a	none
Other Space	n/a	none

**Ambleside Orchestra:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	Various spaces	none
Rehearsal Space	fine	none
Storage Space	fine	none
Office Administrative Space	fine	uncertain
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We would benefit from a space where the whole orchestra could be accommodated on stage and which has good acoustics and lighting.

**West Vancouver Historical Society:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	none	we have been shut out of exhibiting at the Lawson House
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We would like to assist the District of West Vancouver in coming up with a business plan suitable for a fully functioning National Historic site.

**Pacific Spirit Choir:** rent / lease facilities

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	Would like larger venue for certain types of concerts	unknown
Rehearsal Space	fine	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We would like to be able to perform large classical choral works such as Verdi's Requiem, but our current facility does not have the space for the size of choir and orchestra to be able to do the work justice. There are other locations available designed as theatres - Kay Meek, Centennial Theatre. However the acoustics are not as good and the significant extra cost without further external funding makes the project questionable.

**West Vancouver Arts Centre Trust (dba Kay Meek Centre): rent / lease facilities**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	fine	none
Rehearsal Space	n/a	none
Storage Space	fine	none
Office Administrative Space	n/a	none
Retail Space	fine	none
Other Space	n/a	none

**Organization comment:** Kay Meek Centre's location is not highly visible or near to restaurants and other public amenities. Exterior lighting and accessibility from parking areas are challenging, especially in winter. Interior accessibility is limited, particularly between levels of front entrance, main lobby, and lower lobby with no full size self-operating passenger elevator. Close proximity to accessible washrooms not available in lower lobby. Building lacks a full theatrical fly-tower or orchestra pit. 13-year old building in need of some equipment repair and replacement to be responsive to current standards and to take advantage of more energy efficient systems now available for sound and lighting. Currently no cooling system in place to maintain healthy and comfortable conditions inside the theatre spaces in warmer months

**West Vancouver Seniors**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Gleneagles Community Centre**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**West Vancouver Baptist Church:** owned facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We currently are working to update our policies/bylaws to help us adhere to the not for profit guidelines for BC, after which we plan to continue renting our space out to various arts and culture organizations as we want to be known as a cultural hub

**Gleneagles Scottish Country Dance Club:** rent / lease facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Spirit Gallery:** rent / lease facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	fine	none
Other Space	n/a	none

**Organization comment:** Doesn't personally affect me or my business but I'd like to see more art and culture in the community and have an outlet for artists of all types to work and sell.

**Collingwood School: own facility**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Seacoast Theatre Centre: rent / lease facility**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	1,000
Exhibition / Performance Space	n/a	none
Rehearsal Space	Too small	1,000
Storage Space	fine	none
Office Administrative Space	n/a	none
Retail Space	fine	none
Other Space	n/a	none

**Organization comment:** If Music Box is torn down; there needs to be a replacement facility similar in size/intimacy/cost for us to operate out of. If the Music Box is gone and the only other options are too large/expensive, our organization will be dead in the water.

**West Vancouver Community Arts Council: rent / lease facility**

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	1,000
Exhibition / Performance Space	Too small	1,000
Rehearsal Space	Too small	1,000
Storage Space	Too small	unknown
Office Administrative Space	Too small	unknown
Retail Space	Too small	400
Other Space	n/a	To be determined

**Organization comment:** The WVCAC would welcome the opportunity to meet with other arts and culture organizations to discuss the possibility of a shared facility. This survey provides a certain amount of information but is limited to a single perspective. As such, we have kept our 'aspiration list' short. We look forward to continuing the conversation.

**WV Community Centre Art Studio - District of West Vancouver:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	fine	none
Storage Space	fine	none
Office Administrative Space	fine	none
Retail Space	n/a	none
Other Space	n/a	none

**West Vancouver Memorial Library:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	1,200
Exhibition / Performance Space	Too small	1,600
Rehearsal Space	fine	none
Storage Space	Too small	5,000
Office Administrative Space	Too small	3,000
Retail Space	Too small	100
Other Space	n/a	none

**Organization comment:** The Library aspires to continue presenting a robust program of music lectures and concerts throughout the year, as well as monthly rotating art exhibitions. We aspire to expand our collection of permanent art with serigraphs and prints of West Coast artists, particularly those that have a connection to West Vancouver. We will showcase the literary arts through author talks both in the library and in the community. In the next ten years, we would like to have a performance hall attached to the Library.

**Arts Assembly:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Variable - uncertain	5,000
Exhibition / Performance Space	Variable - uncertain	5,000
Rehearsal Space	Variable - uncertain	5,000
Storage Space	We have none	Should have some
Office Administrative Space	none	1,000
Retail Space	Too small	100
Other Space	n/a	none

**West Vancouver Museum:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	2,500
Exhibition / Performance Space	Too small	5,000
Rehearsal Space	n/a	none
Storage Space	Small; inadequate	3,000
Office Administrative Space	Too small	700
Retail Space	Very small	1,000
Other Space	n/a	none

**Organization comment:** Spaces which are open to the public must be accessible. Permanent collection must be stored in on-site, dedicated, museum quality storage spaces. West Vancouver residents have huge potential to build a spectacular Permanent Collection for this community if these resources are available. If we build the right kind of space, there is also huge potential to benefit from the generosity of community members who are leaders in arts philanthropy.

**Ferry Building Gallery:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	Too small	700
Exhibition / Performance Space	Too small	2,000
Rehearsal Space	n/a	none
Storage Space	Small; inadequate	200
Office Administrative Space	Too small	300
Retail Space	Very small	100
Other Space	Offsite storage used	none

**Organization comment:** The Ferry Building Gallery has been a vital component of the West Vancouver and arts community for many years. It has many strengths and offers many opportunities that need to be expanded upon. Ideally it could unite the community as opposed to creating division over what its role should be and whether or not it should be expanded. If it is truly the jewel in West Vancouver's heritage crown, it needs proper care, renovation and expansion.

**Theatre West Van:** rent / lease facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	n/a	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	Slightly small	200
Storage Space	Small; inadequate	1,500
Office Administrative Space	Slightly small	200
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** Theatre West Van has been producing quality theatre for 70 years in this community with minimal support from the District. For many years the group produced up to six plays a year, now it is a struggle financially to mount two a year. Rehearsal space is very

expensive and an essential for two months of rehearsing three times a week. The Kay Meek is very expensive to rent and at the current rate of difference between costs and revenue we are facing a bleak future.

**Bella Ceramica:** rent / lease facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	n/a	none
Rehearsal Space	n/a	none
Storage Space	n/a	none
Office Administrative Space	n/a	none
Retail Space	n/a	none
Other Space	n/a	none

**Organization comment:** We have been supplying West Vancouver residents a place to get creative. Almost every child in West Vancouver had at least a piece of ceramic painted at Bella Ceramica. It is our goal to foster creativity and imagination in children. We would definitely like to continue to provide our services to all the children in the community. We would like to extend our service with more classes and workshops in different medium to both adults and children.

**West Vancouver Baptist Church:** own facility

Type of Space	Adequacy of Current Facilities	Additional Future Space Needs (sq. ft.)
Workshop Space	fine	none
Exhibition / Performance Space	fine	none
Rehearsal Space	fine	none
Storage Space	fine	none
Office Administrative Space	fine	none
Retail Space	fine	none
Other Space	fine	none

## Appendix C: Recommendations from facility survey process

Jacque Gijssen, Jacqueline Gijssen Consulting

Jacqueline Gijssen Consulting was engaged to assist in encouraging arts and culture groups that use and/or operate cultural facilities in the District to complete an online assessment of current use and future needs for arts and culture spaces in West Vancouver.

### Observations / Recommendations:

- It is recommended that a follow-up workshop/mini custom questionnaire be undertaken with schools in the District of West Vancouver DWV Schools as part of the Implementation of the Arts & Culture Strategy to separately assess arts and culture facility usage and needs in the schools. Many teachers expressed interest, but did not have the information the survey requested.
- It is recommended that follow-up work be done with faith-based organizations/facilities in the implementation phase of the Arts & Culture Strategy for the District to better understand the role these facilities play in providing space for arts and culture programming.
- Further research and consultation with both District staff and user groups of outdoor spaces is also recommended as part of the implementation phase of the Arts & Culture Strategy.
- Throughout the engagement, the desire for small intimate, affordable, well-appointed (i.e. suitably equipped) accessible spaces was reiterated.
- Long term sustainability of the organizations (human and financial resources and capacity) was the most often repeated secondary focus by organizations contacted.

## Appendix D: Facilities Assessment – Outdoor Spaces

The goal was to capture the following:

- What exists and how it is working?
- What is needed in the future based on changing / growing demand?
- What are the gaps in spaces and infrastructure?
- What recommendations would help to improve outdoor spaces for arts and culture?

*Noting that this is for community, professional, commercial use, both that coordinated and delivered by the DWV as well as enabling use by community groups.*

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1. Audience attendance at outdoor A&C events/performances over past five years: Increasing, declining, stable?
  - District operated events: Canada Day – increasing, Harmony Arts Festival – Increasing, Community Day – decreasing (now going under a review by a working group)
  - Not for profit events: Fundraisers runs/walks, music, food service – Stable
  - Large Concerts – Stable
  - Multicultural events - Increasing
  - Audience with fastest growing attendance are social in nature with a large food component
  - Movies in the Park are very popular, but not regularly hosted
  - Saturation in community runs has resulted in low attendance, but commercial runs are gaining in popularity
2. Types of outdoor events using the spaces: festivals, music, dance, theatre, media/film, cirque, multi-disciplinary, visual arts, commercial, multi-disciplinary or community event with arts and culture as a subset of activities?
  - District operated Community Events: Canada Day, Community Day, and Harmony Arts Festival. All events have music, food and displays
  - Not-for profit fundraising events: runs and walks that most often feature a small entertainment component and modest food service
  - Squamish Nation hosted events in Ambleside – community gatherings
  - Commercial runs, marathons and bike races
  - Cultural / themed events: Norooz, Coho Festival
  - Large scale professional concerts
  - Small community based musical performances
  - Painting sales in outdoor plaza spaces
  - Community orchestras and bands play for the public
  - Dance classes in parks spaces
  - Singing choral group lessons on the waterfront (Singing by the Sea)
  - Casual kids events and gatherings hosted by not for profit social organizations to assist with kids play and socialization

3. Organizations using space for outdoor arts and culture events/performances over the past five years:

- 3 District initiated events
- Legion events: Remembrance Day and Vimy Ridge
- 50 non-profit initiated
- 2 large community day events (Norooz and Coho Festival)
- 4 community / or neighbourhood based
- 5 commercial events
- 4 school based events

4. Spaces used for outdoor arts and culture events/performances:

Park	Area	Use
Klahanie Park		Heavy Sport group events, filming, some school functions
Ambleside Park	Ambleside area	Heavy
Ambleside Landing	Ambleside area	Medium Smaller scale activities and events
John Lawson Park	Ambleside area	Medium Informal gatherings Some not for profit events
Dundarave Park	Dundarave	Light A few events per year
Seawall	Ambleside to Dundarave	Heavy Several walks and runs
Eagle Harbour / Seaview trail	Eagle Harbour	Light A couple of events per year
Horseshoe Bay Park	Horseshoe Bay	Medium Farmers Markets, Music Events, Movie nights
Lighthouse Park	Caulfeild	Light used for preservation events
Whytecliff	Gleneagles	Not used for events but popular for filming and informal gatherings
Trails in the Upper Lands/Cypress Mountain	Upper Lands	Bike races, runs, walks, preservation activities often host music and food
School property	Across District	Small community based events (food, music, arts activities)
Civic Site	Ambleside	Several events take place per year (cultural, community based activities)
Gleneagles Community Centre / Clubhouse	Gleneagles	Weddings, community events, skate boarding events, earth day

- Geographic dispersal of space for outdoor arts and culture events/performances: Ambleside Park hosts the majority of the events. This space is the largest space in the District and is the most easily accessible. John Lawson Park and Dundarave Park are second busiest parks. Parks located in the western region are used for locally planned events. Whytecliff is very busy but hosts mostly small informal gatherings. Horseshoe Bay hosts musicians and local artisans in the park and art walks through the neighbourhoods.
  - There are several parks across the District but most event organizers choose the higher profile spaces. Informal community gatherings use the smaller neighbourhood parks.
5. Sizes of current spaces and audience capacity for outdoor arts and culture events/performances:
- Ambleside Park – 13,000 for fenced ticketed events
  - Millennium Park – 2,000 audience space
  - John Lawson Park – 3,000 audience space
  - Horseshoe Bay – 3,000 audience space
6. Most important ‘front of house’ amenities for effective use of space for outdoor arts and culture events/performances:
- gated venue
  - close to public transport
  - VIP area
  - permanent public washrooms
  - alcohol service
  - green space
  - indoor/outdoor functional space
  - covered stage
  - loading area
  - bike racks
  - cover for audience
  - food concession
  - vendor booths
  - hard surface event space
  - space for temporary porta potties

Most things can be temporary – food trucks, tented vendors, staging is better temporary to modify to the size of performance.

7. Most important ‘back of house’ amenities for effective use of space for outdoor arts and culture events/performances:
- storage,
  - green rooms
  - electricity
  - running potable water

- grey water disposal
  - dressing rooms
  - site lighting
  - amplified sound
  - open contiguous spaces without physical barriers
8. Barriers to effective use of space for outdoor arts and culture events/performances:
- Decline of volunteer support for not-for profit organizations.
  - Events are not always the right avenue to fundraise, rental equipment / entertainment is costly.
  - Approval process is streamlined in West Vancouver (one stop shop to access all departments).
  - Expectation of zero waste events but not enough receptacles in parks. For larger events bringing in contracts to manage zero waste management is very expensive.
  - Sound travel in our “natural amphitheatre” – mountain to water landscape enhances sound in the neighbourhood with density / apartments located so close to waterfront park spaces large to medium scale concerts and events have an impact on residents.
  - Spaces is almost always available.
  - Ticketed events in parks are limited in West Vancouver to events that provide a significant financial return to the community. Small scale ticketed fundraising events do not meet this criteria.
  - \$150 event permit fee can be a barrier to some small organizations.
  - More power and the inclusion of grey water sewage in parks will cut event cost and allow for smaller events to be more feasible or individual / group musicians to play.
  - Lighting in parks will assist with safety for night events and cut costs of bringing in portable lighting.
9. Opportunities that could improve space for outdoor arts and culture events/performances?
- Waterfront Plan for Ambleside – new park configuration
  - Horseshoe Bay Park Planning – new park configuration
  - Dunderave Park upgrade – power kiosk
  - Streetscapes in Horseshoe Bay – opportunity for wider areas and power
  - Ambleside / Dunderave – more power and bike racks when updating streets
10. Any recommendations that would enable more effective and needed use of space for outdoor arts and culture events/performances:
- Planned placement of public art, and memorial benches, hedges and trees to ensure that they align with gathering spaces
  - Power and night lighting (ground or street standard) whenever possible.