



District of West Vancouver Arts & Culture Strategy

Research Summary and SOAR Assessment

Summary of community consultation process What We Heard
Working document only

Revised October 4, 2017



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1. Engagement Results

1.1 Engagement Process

A multifaceted community engagement process was designed to secure input to the Arts and Culture Strategy from a variety of sources representing diverse perspectives.

- **Community Survey** – survey questions addressed a range of issues including satisfaction with the current range of arts and culture programs available in the District, barriers to participation in cultural programs and services, ways in which arts and culture contribute to West Vancouver’s well-being, among others. An analysis of survey results follows in the next section of the report.
- **World Cafés** – these sessions were widely promoted to engage community members.
- **Focus Groups** – these sessions provided an opportunity to engage with a range of stakeholders and different segments of the community to delve into specific interests and perspectives.
 - **District of West Vancouver Staff** – staff from a number of departments and areas of responsibility came together to discuss how arts and culture contribute to a range of District plans and priorities.
 - **Squamish Nation** – a roundtable was held that brought together a number of artists and artisans from the Squamish Nation to explore opportunities for collaboration in arts and culture.
 - **Steering Committee** – several meetings were held with the Steering Committee whose members brought extensive arts and culture experience and insight.
 - **Business Community** – this discussion involved individual business people in addition to agencies such as the Ambleside Dunderave Business Improvement Association.
 - **Arts and Culture Stakeholders** – drawn from across a wide range of disciplines and types of arts and culture activity in West Vancouver.
 - **Youth** – a discussion with secondary school students from several West Vancouver schools provided important input from another generation’s perceptions on the issues and opportunities for arts and culture in West Vancouver.
 - **Regional Cultural Leaders** – this workshop drew arts and culture leaders from across the Lower Mainland including Surrey, Richmond, North Vancouver, Metro Vancouver, West Vancouver and Whistler.
 - **Others** – sessions were also held with the West Vancouver Community Services Society Board of Directors and the Community Grants Committee.
- **Intercept Surveys** – to reach residents of West Vancouver who were not actively engaged in arts and culture or likely to attend a World Café session, short interviews were held with individuals at locations in the community including the West Vancouver Community Centre, Seniors’ Activity Centre, West Vancouver Memorial Library and Ambleside Park.
- **Select Interviews** – were 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.



1.2 Engagement Themes

Based on discussion at all workshop sessions, a series of nine themes have been identified. The bullets listed under each theme are a mixture of observations and recommended actions. This document is simply reporting on what was said and is not evaluating or endorsing any comment.

1.2.1 Integration With Planning and Economic Development

Emerging from the engagement process was a strong belief that for the Strategy to be successful it must make connections to current District plans and priorities. One of the perceived weaknesses of planning for the arts and culture in the community in the past has been a failure to build these strong connections.

- One example of such a plan is the Ambleside Waterfront Concept Plan which recommends a 'Community Arts Building and Arts Plaza' as one element of the plan; what this means in concrete terms has yet to be defined and should be informed by findings from the Arts and Culture Strategy facilities research and community engagement.
- The District is in the process of reviewing its 2004 Official Community Plan (OCP). While the 2004 OCP had a chapter devoted to "Arts, Culture and Library", the current OCP Review process is focusing more on land use and related issues. Opportunities exist to insert arts and culture in the OCP. A follow-up meeting with staff leading the OCP Review will be arranged to discuss how best to integrate arts and culture.
- The West Vancouver Parks Master Plan speaks about the importance of parks as venues for cultural experiences.
- The Ambleside Dunderave Business Improvement Association (ADBIA) is undertaking a Way-Finding Strategy. The Strategy would identify locations for public art that would help create a gateway to the community and to the business areas. Many of the goals set out in the Way-Finding Strategy together with the placemaking and branding initiatives of the ADBIA complement those set out in the West Vancouver Destination Development Strategy. The programs and initiatives of the ADBIA are intended to provide a foundation or serve to complement activity and investments by the District.
 - Culture is also a key dimension of the ADBIA's current branding strategy. In this context, 'culture' is being used by the ADBIA in the larger sense of community identity and sense of place as well as 'culture' in the smaller sense of arts and culture which includes assets and activities such as public art, events and festivals.
 - Culture also supports branding through the telling of community stories.
 - The ADBIA is also seeking to focus on supporting artists as a means of communicating the creativity and innovation of the area.
- Placemaking is another priority for the ADBIA. It is a powerful planning and economic development tool in which arts and culture play important roles through the inclusion of public art and animating public spaces through arts and culture activity.
 - The goal is to increase the vibrancy of an area which in turn supports businesses in attracting residents and visitors to an area.



- The ADBIA understands that attracting visitors requires more niche businesses, cafes, and arts and culture (e.g. galleries, events/activities), all of which contribute to a rich public realm.
- The ADBIA is examining a range of best practice models from a variety of jurisdictions including the United States to guide its work. One model being examined is a US program designed to build partnerships between artists and businesses.
- The District's Economic Development Strategy (currently in development) is all about diversifying the economy and helping West Vancouver transition from a bedroom community to a more resilient urban community.
 - Culture has an important role to play here – this message must be promoted powerfully in positioning and communicating the final Arts & Culture Strategy.
 - The story of West Coast Modernism is a powerful branding opportunity - other cities (such as Palm Springs) have leveraged modernism as a branding and destination marketing focus.
 - Currently, all the assets in the community are serving residents not visitors. While West Vancouver is not an arts destination today, it has the potential to become one.
 - An overarching theme in the Economic Development Strategy is to build a more resilient community. How can arts and culture contribute to this goal?
- Very little development is occurring in West Vancouver and it is unrealistic to look to developers through Community Amenity Contributions to contribute to arts and culture development.
- There must be realism in the Arts & Culture Strategy given West Vancouver's relatively small population of 40,000, its small tax base and ageing population.
- There is an exodus of many residents from West Vancouver due to lack of housing options; the lack of options is more a factor than cost.
- There is a need to revisit zoning bylaws and strike a better balance of retail and services in each block.
- Businesses are challenged dealing with the arts and culture sector because it is fractured and has no single voice. Individual businesses are often too small and too busy to engage.
 - If business could be engaged, they could be powerful ally in bringing the Strategy forward.
- The district is challenged due to the lack of empty space (e.g. stores, store windows) that in some communities are used for pop-up studios, exhibition or display spaces, among other uses.
- Marine Drive from 13th to 15th Streets is an important point of entry to the community but needs attention. There is a role for arts and culture in animating and revitalizing this area.

1.2.2 The State of the Sector

As could be expected, there were many points raised during the engagement sessions about the current strengths of the arts and culture sector in the District as well as the challenges and opportunities that were confronting the sector going forward.

- Arts and culture development is restricted by a shortage of resources.



- This begins with the District itself where the Cultural Services budget is low in terms of staff, operating funding to facilities and project funding/grants to community groups.
- Although West Vancouver is a wealthy community, very little of that money is being contributed to support arts and cultural development. Donations or sponsorships tend to go to established organizations, facilities or activities in the City of Vancouver.
- The sector is fragmented with very little communication or collaboration across disciplines (e.g. visual arts, performing arts, heritage) or between the not-for-profit and for-profit sector organizations.
 - There is no leadership or collective governance mechanism to bring the sector together.
- There is a significant and longstanding talent base across a range of disciplines in West Vancouver, but affordability issues related to the cost of housing and workspace is a serious barrier to attracting new artists and organizations/enterprises.
- While the ethno-cultural diversity of the community has expanded a great deal, related diversity in leadership positions in the arts and culture sector is not evolving to reflect these changes.
- There is a need to “ground-truth” the Arts & Culture Strategy (i.e. provide a strong concrete statistical portrait of the arts and culture sector) in making arguments for increased attention and support.
- There were mixed views expressed regarding the strength of information on arts and culture activities in the community. Some believed that there was sufficient information to ensure awareness of arts and culture offerings, while others felt the lack of information was a serious barrier to participation.
- Efforts must be made to find greater efficiencies and to build capacity through collaboration among organizations.

1.2.3 A New System Model

There were views expressed that can be characterized as the need for a new system or new way of approaching arts and culture development in the District. This new system model spoke to new assumptions as well as new ways of operating across the whole of arts and culture organizations and activities in the district.

- There is a need for a major overhaul of the model or approach to supporting arts and culture development in West Vancouver.
- The District must diversify the role it plays beyond funding and program delivery to include facilitator, convenor and broker.
- There is a need for a mechanism that builds and sustains partnerships and collaborations between the District, the arts and culture sector, business and community groups (e.g. Lion’s Club) and philanthropic interests (such as the West Vancouver Community Foundation) to support the implementation of the Arts & Culture Strategy and ongoing initiatives.
 - This means developing a new resourcing model that is partnership driven.



- There must be greater regional collaboration.
 - Tri-municipal collaboration (West Vancouver, District of North Vancouver, City of North Vancouver) was stronger in the past than it is today.
 - Whistler and Sea to Sky Corridor could be added to the tri-municipal collaboration. An example of the potential of this collaboration is the North Vancouver Community Arts Council's North Shore Cultural Mapping Project connecting the four jurisdictions.
- One approach to making significant changes is to use pilot projects to test and model new strategies or approaches. Once tested and evaluated, it is easier to implement the strategy/initiative on a permanent basis.
- Greater efficiencies and capacity building in the sector requires a collective communications strategy and framework of core messages that includes the most compelling value propositions regarding arts and culture in West Vancouver.
- 'Culture' communicates a larger and more compelling vision that 'the arts' alone – a new vocabulary is needed.
- Resistance to change in the community is a barrier for arts and culture development.
 - This resistance impacts a wide range of community issues.
 - The increasing diversity and changing needs of residents challenging the status quo needs to be balanced with those in the community that have been vocal about maintaining status quo.
- Key to the value proposition needed for arts and culture is the economic importance of the sector in West Vancouver.
 - These must be strong and persuasive arguments grounded in the realities of the community.
- The Arts & Culture Strategy must reflect West Vancouver's character and identity.
 - The Harmony Arts Festival is a strong example of that character. Are there ways in which the underlying elements of the Festival could be leveraged for other arts and culture activity in the community?
 - Other defining features/aspects of West Vancouver's character include First Nations, the waterfront, a lush landscape and geography, architecture and West Coast Modernism.
 - Signature public art installations should express this character.
- Community aspirations must guide the future of the sector and arts and cultural development in West Vancouver.
 - One issue is the balance of community-based and professional practice and facilities.
 - A key is engagement and bringing people together - 'a community centre without walls'.



1.2.4 Programs

There was a wide array of input related to existing programs as well as ideas related to future programming opportunities and challenges.

- There is a strong and diverse array of arts and culture programs in West Vancouver, but this is not appreciated within the wider community.
 - Programming includes a wide spectrum of disciplines and runs the gamut from community-based to professional.
 - There is also strong attendance at those programs currently offered.
- There have been some efforts to coordinate programming (both grassroots and professional) across the different facilities and the District, but sustaining this collaboration requires administrative support that is not currently available.
- One vision of arts and culture in Vancouver is that of enabling “spontaneous encounters” with the arts in the community. Public art is part of this but extends to other types of experiences.
- There must be a stronger response to the diversity of the community. This diversity includes ethno cultural diversity, diversity of income, diversity of age (related to age, more intergenerational programming was proposed).
 - The vision for responding to ethno cultural diversity is that of offering intercultural experiences.
 - This intercultural vision must be operationalized through explicit strategies. Implementing intercultural experiences is a challenge across many programs offered by the District. This is a key conclusion in the Childcare and Early Learning Strategy.
- There is a need to acknowledge and seek to increase collaboration with First Nations (in particular Squamish Nation) in arts and culture in West Vancouver.
 - There is strong interest on the part of artists and artisans from the Squamish Nation to participate in festivals and other activities in a more meaningful way.
 - While recognition of First Nations culture through public art in West Vancouver is important, it should not stop at that. There must be additional strategies for giving First Nations a more visible presence in West Vancouver.
- There is weaker programming in Horseshoe Bay and the west end of the community.
- Responding to the needs and interests of youth will require rethinking many aspects of programming. One example is greater attention to the digital arts.
 - The most memorable arts and culture experiences for youth were poetry slams, music events and theatre improv competitions that take place on Granville Island and are accessible to all ages.
 - In West Vancouver, concerts and dances at the Kay Meek Centre.
 - There is not adequate ongoing entertainment in West Vancouver and youth go to North Vancouver to experience concerts and events (e.g. Shipyards Market).



- Youth want more outdoor activities, more frequent small scale concerts, festivals, restaurants with live music, open mic evenings/events and more interdisciplinary activities.
- Youth don't know what is available or if youth are welcome at West Vancouver activities (advertising isn't clear).
- "Don't isolate us" – intergenerational opportunities and a diversity of ages at events is more interesting than youth-specific events/programs.
- There must be more community-driven and defined programming.
- The programming that is delivered is driven by our assumptions and understanding of what is meant by the arts and culture. These assumptions should be made explicit.
 - There is cross-over between arts and recreation.
 - There is a tendency to get caught in quite traditional definitions of art – e.g. painting and visual arts, theatre, music, and opera.
 - 'Culture' has a closer connection to community and to First Nations' forms of creative expression.

1.2.5 Facilities

From the beginning of the Arts & Culture Strategy there has been a strong focus on facilities by stakeholders and the community. These issues relate to the successes and challenges facing existing facilities as well as perceived future facility needs.

- Very different visions of facility needs in the community were expressed through consultations. Differing visions related to the size, focus and location of any new facility.
- Many expressed the need for a multifunctional model but one with professional exhibition space.
- The diversity of small venues is a strength in enabling a diversity of experiences in different settings but most of these venues are poorly maintained and most have accessibility failings.
- There is a poor wayfinding system for existing facilities.
- There is a need for a clearer understanding of the developers Community Amenity Contribution provisions if objectives such as affordable spaces for artists are to be achieved.
 - There is not a great deal of development occurring in West Vancouver at the moment, and most community amenity dollars have gone to various social needs in the community.
- The facility vision of 'pearls on a string' was expressed by many (i.e. a distributed model) while others also expressed the need for at least some concentration of facilities and activities as in the proposed Ambleside Arts District.
- Even a decentralized facilities model requires a hub of some kind in addition to a branding strategy to "connect the dots".



1.3 Summary Survey Results

Detailed results are available in Appendix A. Appendix A contains an overview of the entire survey results as well as results by the four quadrants of the District.

- 51% of registered respondents and 53% of unregistered respondents believe there are sufficient opportunities for residents to participate in arts and culture activities across the District.
- 67.9% of registered respondents and 55.8% of unregistered respondents agree that arts and culture events, activities and lessons/classes are well advertised and promoted across the District.
- 58% of all respondents disagree that there are sufficient facilities and spaces for arts and cultural activities in the District.
- 74.8% of registered respondents and 67.3% of unregistered respondents strongly agree that arts and culture help residents understand their community.
- 80.5% of registered respondents and 79% of unregistered respondents strongly agree that arts and culture support community connections and cohesion.
- 44.2% of registered respondents and 48.8% of unregistered respondents somewhat agree that West Vancouver's arts and cultural amenities and activities contain a lot of variety.
- 48.7% of registered respondents and 55.2% of unregistered respondents somewhat agree that West Vancouver's arts and cultural amenities and activities are multicultural.



2. SOAR Assessment

This section of the report brings together findings from the community engagement process and the statistical research. To undertake this synthesis and summary of key themes we use a SOAR analysis (Strengths, Opportunities, Aspirations, and Results) to help pivot the engagement and research to strategy formulation.

The SOAR model represents a more optimistic approach than the SWOT analysis to help identify the desires of the community, what it wants to achieve, and how it will accomplish these goals. The intention of SOAR is to build on what works, rather than trying to fix what does not, thus attempting to create more of what is already working. Appreciating the momentum of existing initiatives in the District and building on these successes will provide a strong foundational framework for the Arts & Culture Strategy. The SOAR framework is set out below. This SOAR Assessment does not include the results of the Intercept Surveys (attached as Appendix). There will be a revised SOAR in December 2017.

S	Strengths What can we build on?	<ul style="list-style-type: none"> ▪ What are we doing well? ▪ What key achievements are we most proud of? ▪ What positive aspects of arts & culture programs and services have individuals and organizations commented on?
O	Opportunities What are our best possible future opportunities?	<ul style="list-style-type: none"> ▪ What changes in demand do we expect to see over the next years? ▪ What external forces or trends may positively impact arts & culture development? ▪ What are key areas of untapped potential?
A	Aspirations What do We Care Deeply About?	<ul style="list-style-type: none"> ▪ What are we deeply passionate about in the arts and culture? ▪ As a community, what difference do we hope to make (e.g. to residents, for institutions, to cultural organizations)? ▪ What does our preferred future look like?
R	Results How will we know we are succeeding?	<ul style="list-style-type: none"> ▪ What meaningful measures will indicate that we are on track to achieving our goals? ▪ What resources are needed to implement our most vital projects and initiatives? ▪ What are the key goals we would like to accomplish to achieve these results?



2.1 Strengths

- West Vancouver has high levels of non-employment income and education which is usually linked to higher levels of participation in arts and culture.
- West Vancouver has a significant and longstanding talent base across a range of arts and culture disciplines.
- West Vancouver has a strong and diverse array of arts and culture programs across its community facilities (Library, Museum, Community Centres).
- West Vancouver continues to see an increase in the awareness of the importance of arts and culture as contributing to advancing a wide range of plans, policies and priorities.
- Over the last 15 years, West Vancouver has experienced an increase in its cultural occupations, which has grown by 3%. While the total number of artists has declined, the trend is reflective of the shift in cultural activity (traditional arts to new media forms) and is in tandem with provincial trends.
- As of 2016, West Vancouver is home to 1,269 artists and cultural workers and 383 arts and cultural industries. The arts and cultural industries have continued to grow since 2014.
- The Cultural Resource Scan identified 29 for-profit cultural facilities across West Vancouver that are providing exhibition, performing art spaces, studio and instruction programs and workshops for residents, local artists and cultural workers.
- The Cultural Resource Scan identified 43 not-for-profit cultural facilities across West Vancouver that are providing spaces that can host art programs, exhibits, performances, studios and instruction programs, and workshops for residents, local artists and cultural workers.

2.2 Opportunities

- The Community Arts Buildings and Arts Plaza proposed in the Ambleside Waterfront Concept Plan presents an opportunity to improve the connections and outcomes of arts and culture activity at the waterfront.
- The Ambleside Dunderave Business Improvement Association's wayfinding, branding and placemaking strategies will support and bring attention to arts and cultural development within these key nodes.
- The District of West Vancouver's Destination Development Strategy highlights the importance of arts and culture to destination development. Providing profile to this document can further improve attention to arts and culture development.
- The Official Community Plan Review sessions have identified arts and culture as an element to enhancing the connections between neighbourhoods, commercial nodes and the waterfront.
- The Community Strategic Plan highlights arts and culture as an element that can enrich the community's vitality and health. Opportunities identified include the development of an Arts Facilities Master Strategy that will identify optimal use of all cultural facilities and programs and aim to strengthen partnerships and service agreements with partners such as the West Vancouver



Community Arts Council and Kay Meek Arts Centre, to empower community leadership and governance.

- The Parks Master Plan includes support for arts and culture activities along waterfront parks and parks, provided that the core values of the plan are respected, and structures are in scale with the context.
- The arts and culture sector review identified that approximately, 75% of all arts and cultural industries are identified as self-employed businesses and could grow into larger industries for West Vancouver with appropriate support.

2.3 Aspirations

There is a desire:

- To identify leading practices nationally and internationally in the delivery of intercultural programs and experiences in arts and culture.
- For greater collaboration in programming among facilities and program providers of all kinds in the community, specifically among the library, gallery, museum and community centres.
- For the creation of integrated communications strategies that raise the awareness of the importance of arts and culture in the community and promote opportunities for participation.
- For the creation of a shared governance or partnership mechanism and agenda that connects the arts and culture sector with the District, business and community groups and philanthropic interests that lead to a new resourcing model that is partnership driven.
- To offer vibrant arts and cultural experiences that are responsive and accessible to the community's growing diversity. The origins of West Vancouver's immigrant population have shifted over the decades from predominantly European to a higher proportion from Asia and other continents in more recent years. There is a need to connect to these new cultures.
- To shift mindsets at the District and in the community with regards to a central role for arts and culture in economic diversification and in building a resilient community.
- For a unified voice for arts and culture that builds cohesion within the sector and greater capacity to partner with business and community interests.
- To see greater diversity in housing options that increase affordability and attract more artists and cultural industries to West Vancouver.
- To improve existing spaces such as the Kay Meek Arts Centre, the Ferry Building Gallery, the West Vancouver Museum and other community art facilities.
- To define a coherent arts and culture facilities model and agenda for West Vancouver.
- To introduce a broader vision, along with sufficient resources to enable the District to diversify its role in arts and cultural development to include that of facilitator, convenor and broker.
- For strong regional collaboration that can lead to greater visibility and impact for arts and culture across the municipalities of West Vancouver, District of North Vancouver, City of North Vancouver, and Whistler.



- For more public art installations that reflect and communicate the character and identity of West Vancouver.
- To increase 'spontaneous encounters' with arts and cultural experiences in the community.
- To improve the presence and visibility of First Nations in West Vancouver leveraging arts and culture resources and experiences as a mode of exposure.

2.4 Results

Arts and culture development:

- Leads to West Vancouver becoming a destination that combines exemplary natural and cultural experiences.
- Becomes a corporate priority for the District and is integrated horizontally across all departments and areas of responsibility.
- Leads to West Vancouver boasting a set of dynamic arts and cultural experiences that reflect the community's character and its economic and demographic realities.
- Leadership leads to a greater reflection of the diversity of the community.
- Assists in providing youth opportunities to participate and practice in arts and entertainment fields.
- Leads to the creation of a structured public art policy that introduces more public art opportunities into the community.
- Leads to more support and endorsements for local arts and culture organizations and industries.
- Leads to the development of integrated and well-connected arts and culture programs across the District.
- Leads to improved tourism, community revenue, local vibrancy and greater community spirit.



3. Statistical Analysis

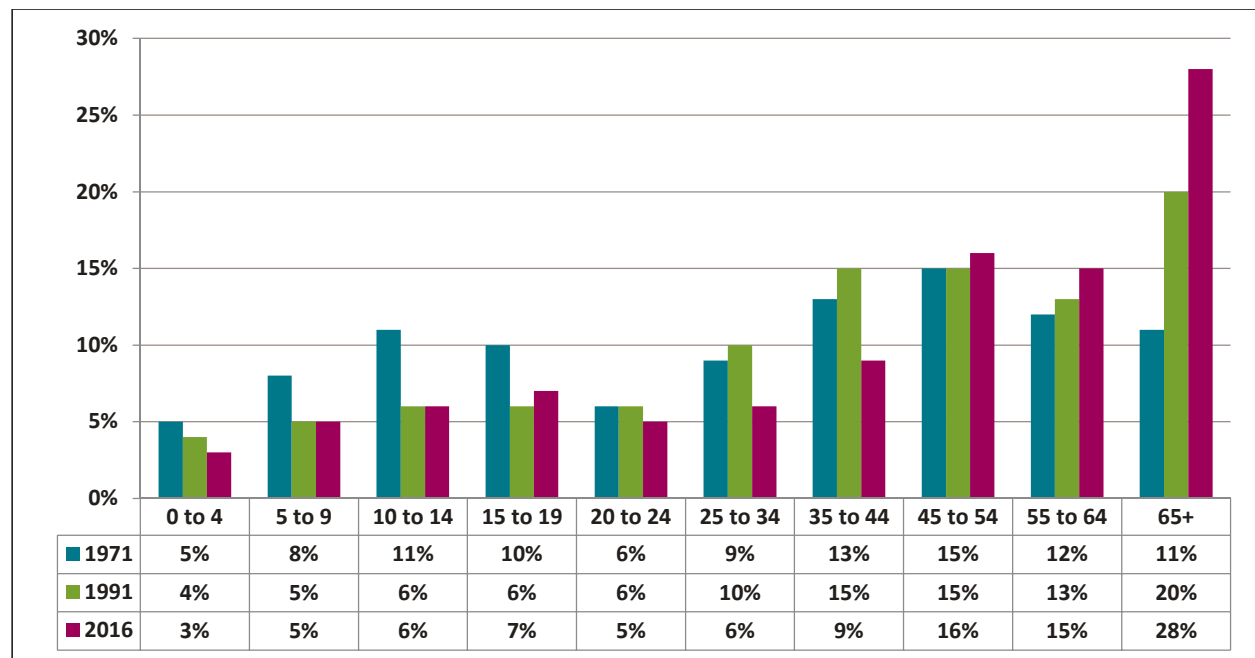
Part of the planning process for the District of West Vancouver Arts & Culture Strategy is to establish a solid statistical foundation for the Strategy. The first part of this statistical foundation pertains to the demographic realities of the district. The second is an examination of arts and culture economy in the district, identifying trends in cultural industries and occupation with comparisons to some neighbouring municipalities and the province-as-a-whole.

3.1 West Vancouver’s Population

West Vancouver’s Population Is Aging

- West Vancouver has a total population of 42,473 (2016). The largest population groups in West Vancouver are the four 5-year age cohorts spanning the years 45 to 64.
- As illustrated in Figure 1, West Vancouver’s population age profile has shifted over the decades from a higher proportion of families with young children and teens in the 1970s to a greater proportion of older residents in recent decades.

Figure 1: Population Age Distribution in West Vancouver 1971, 1991, 2016



Source: Facts and Stats, Population By Age, District of West Vancouver, January 2014 and 2016 Census Profiles

Note: Data in 5 year age groupings is not available in the older age ranges from 1971 and 1991 census years and therefore a combination of 5 and 10 year grouping is used in this chart.

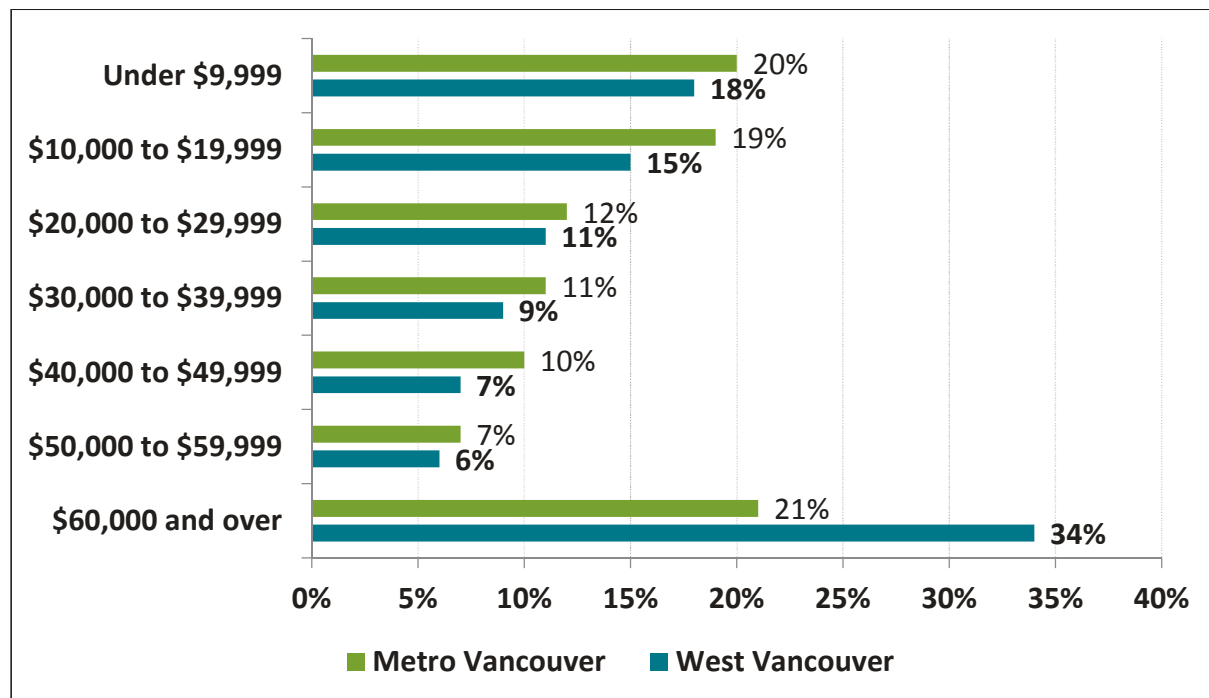
- The aging trend in West Vancouver’s population profile reflects broad trends occurring regionally, provincially and nationally (associated with the ageing of the baby boomer population and declining birth rates). The trend has been more pronounced in West Vancouver than in most other communities in the region.



West Vancouver Residents Have A High Proportion Of Non-Employment Income

- A high proportion of income in West Vancouver (28.7%) comes from investment, private pension and other sources of non-employment income compared to Metro Vancouver (13.1%). This difference is attributed to the high proportion of seniors in West Vancouver earning most of their income from private pensions and investments. 65.7% of income in West Vancouver comes from employment income and 17.7% from government transfer payments (compared to 77.2% and 9.6% in Metro Vancouver).
- Figure 2 illustrates that a large percentage of West Vancouver individuals and households are in high-income brackets compared to Metro Vancouver. 34% of West Vancouver individuals earn over \$60,000/year compared to 21% regionally. Despite high incomes overall, a substantial portion of West Vancouver individuals are in lower income brackets, with 33% of individuals earning less than \$20,000/year (compared to 39% regionally).

Figure 2: Total Individual Income (+15 years), West Vancouver and Metro Vancouver, 2011



Source: Facts and Stats, Income, District of West Vancouver, February 2015

West Vancouver Residents Have High Levels of Education

- Figure 3 shows the level of education for total population 25 to 64 years in West Vancouver and Metro Vancouver. A higher percentage of West Vancouver's population have university level education than the region as a whole (56% versus 34%). A lower percentage of West Vancouver's population has a college level education, trades certificate or diploma than the region as a whole (18% versus 27%).



- The most common university specialization in West Vancouver is “business, management & public administration” (17%) which is slightly higher than Metro Vancouver at 13%. “Social and behavioural sciences & law” is second (11%) and “architecture, engineering and related technologies” is third (10%).

Figure 3: Total Population (25-64 Years) By Highest Certificate, Diploma or Degree, West Vancouver and Metro Vancouver, 2011

	West Vancouver		Metro Vancouver	
Total Population	20,330	100%	1,330,725	100%
No Certificate, Diploma Or Degree	335	2%	111,335	8%
High School Diploma Or Equivalent	3,295	16%	306,890	23%
Post-Secondary Certificate, Diploma Or Degree	16,695	82%	912,495	69%
Apprenticeship or trades certificate or diploma	790	4%	113,380	9%
College, CEGEP or other non-university certificate or diploma	2,860	14%	247,680	19%
University certificate or diploma below bachelor level	1,570	8%	97,550	7%
University certificate, diploma or degree at bachelor level or above	11,485	56%	453,895	34%
Bachelor’s Degree	6,575	32%	287,230	22%
University certificate, diploma or degree above bachelor level	4,910	24%	166,660	13%

Source: Facts and Stats, Education, District of West Vancouver, November 2014

West Vancouver’s Population Is Diverse

- In 2011, 41% of West Vancouver’s total population were immigrants (not born in Canada) compared to 40% of Metro Vancouver’s total population.
- Figure 4 illustrates place of birth data which indicates that the origins of West Vancouver’s immigrant population have shifted over the decades from predominantly European in 1991 to a higher proportion from Asia and other continents in more recent years.

Figure 4: Immigrant Population By Place Of Birth, West Vancouver, 1991-2011

	1991		2001		2011	
Immigrant Population	12,295	100%	14,755	100%	17,125	100%
UK/Europe	6,915	56%	5,575	38%	5,645	33%
Asian/South Pacific	3,050	25%	3,485	24%	5,470	32%
Other*	2,330	19%	5,715	39%	6,015	35%

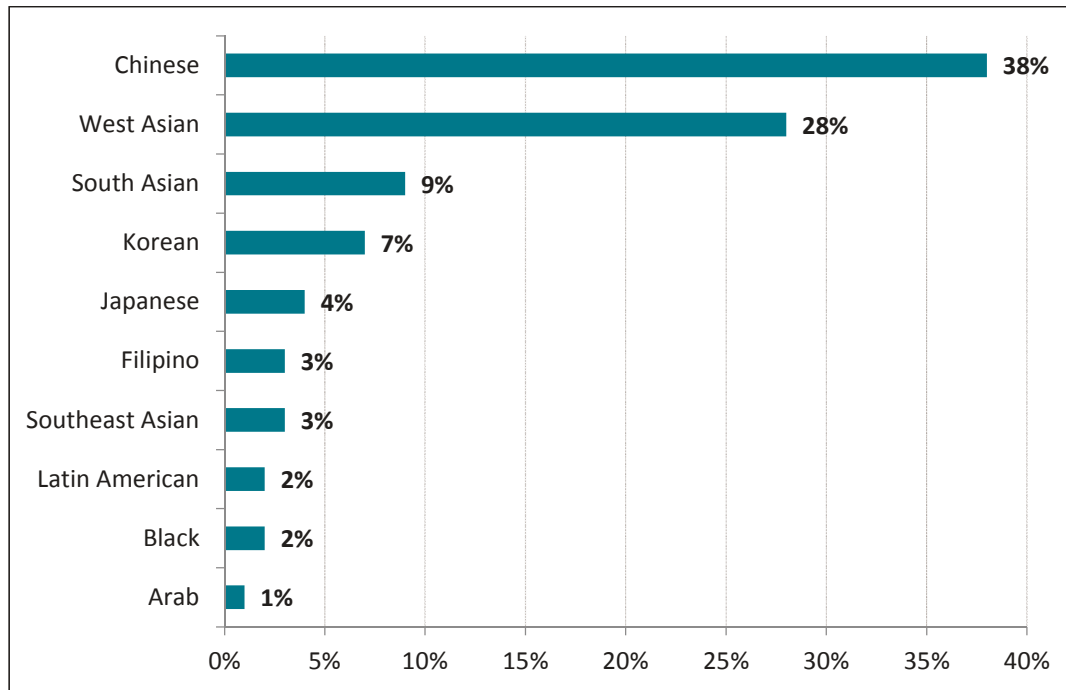
Source: Facts and Stats, Cultural Diversity, District of West Vancouver, August 2014

* The Other category includes (in order of prevalence in 2011) the Middle East, USA, Africa, Central and South America



- Figure 5 shows that 28% of the population in West Vancouver identify themselves as a visible minority (up 5% since 2006) compared to 45% in Metro Vancouver (up 3%). The predominant visible minority groups identified in West Vancouver are Chinese (38%) and West Asian (28%), and in Metro Vancouver, they are Chinese (40%) and South Asian (24%).

Figure 5: Visible Minority Groups, West Vancouver, 2011



Source: Facts and Stats, Cultural Diversity, District of West Vancouver, August 2014

- 68% of people in West Vancouver have English as their mother tongue, compared to 57% in the region as a whole. In West Vancouver, the next most common mother tongue is Farsi (Persian) (8%), followed by Chinese (3%), and Mandarin (3%).



3.2 Arts and Culture Sector Analysis

3.2.1 Arts and Cultural Occupations

Occupational Definitions

Figure 6: Arts Occupations

Artists	
5121	Authors and writers
5131	Producers, directors, choreographers and related occupations
5132	Conductors, composers and arrangers
5133	Musicians and singers
5134	Dancers
5135	Actors and comedians
5136	Painters, sculptors and other visual artists
5244	Artisans and craftspersons

Figure 7: Cultural Occupations Definition

Cultural occupations not included elsewhere (natural heritage, communications, photography)	
1123	Professional occupations in advertising, marketing and public relations
2224	Conservation and fishery officers
5221	Photographers
9474	Photographic and film processors
Cultural occupations related to architecture	
2151	Architects
2152	Landscape architects
2153	Urban and land use planners
2225	Landscape and horticulture technicians and specialists
2251	Architectural technologists and technicians
Cultural occupations related to design	
2175	Web designers and developers
2252	Industrial designers
2253	Drafting technologists and technicians
5241	Graphic designers and illustrators
5242	Interior designers and interior decorators
5243	Theatre, fashion, exhibit and other creative designers
5245	Patternmakers - textile, leather and fur products
Cultural occupations related to libraries, archives, and heritage	
511	Library, archive, museum and art gallery managers
1253	Records management technicians

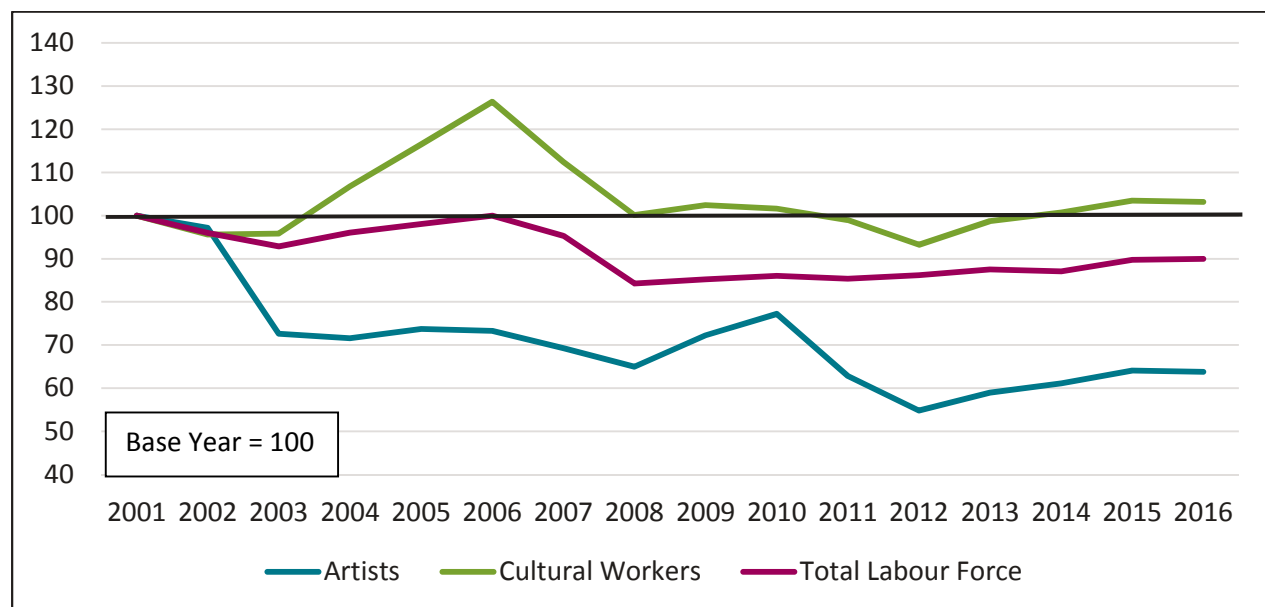


Cultural occupations not included elsewhere (natural heritage, communications, photography)	
1451	Library assistants and clerks
1452	Correspondence, publication and regulatory clerks
5111	Librarians
5112	Conservators and curators
5113	Archivists
5211	Library and public archive technicians
5212	Technical occupations related to museums and art galleries
Cultural occupations related to printing	
1423	Desktop publishing operators and related occupations
7303	Supervisors, printing and related occupations
7381	Printing press operators
9471	Plateless printing equipment operators
9472	Camera, platemaking and other prepress occupations
9473	Binding and finishing machine operators

Artist Occupations Decline In West Vancouver and British Columbia while Cultural Occupations Are Growing

- Figure 8 highlights the change in employment for artists, cultural occupations and the total labour force. It shows that between 2001 and 2016, the total artists in West Vancouver declined by 36% or 383 individuals. Over the same time, the cultural occupations experienced an increase, growing by 3% or 27 jobs. The overall labour force experienced a 10% decline over the 15 year period.

Figure 8: Change in Creative Cultural Occupations, Artists and General Labour Force in West Vancouver



Source: Statistics Canada Labour Force Survey, 2001-2016



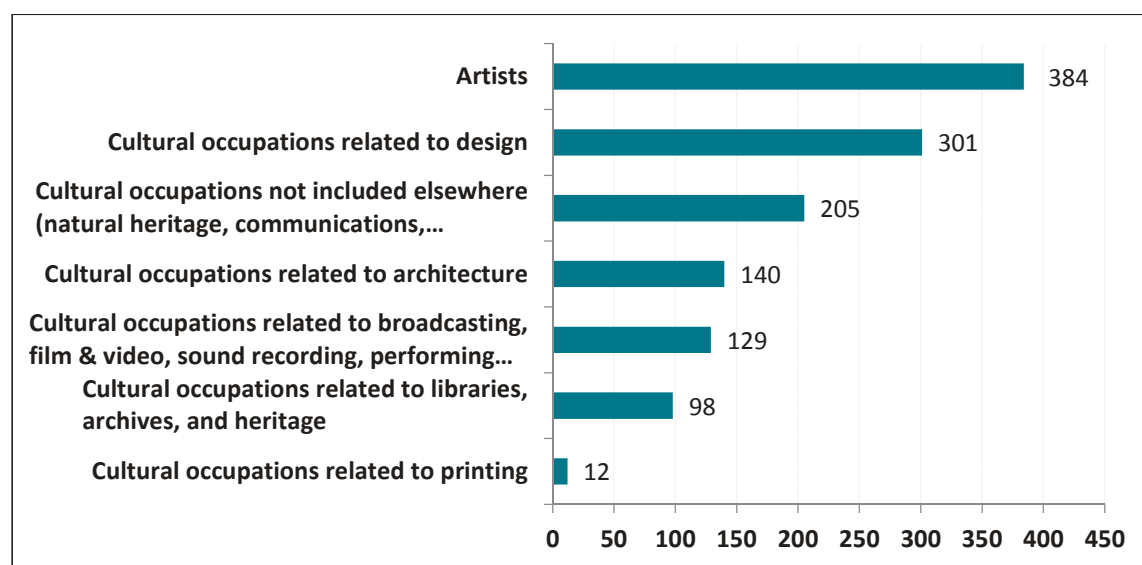
Note: Data that falls below the base year line indicates a loss of jobs over time. Data that falls above the base year line indicates a gain in jobs over time.

- In comparing West Vancouver to the province, artist related occupations on average experienced the same size of overall decline as West Vancouver, 36%. Both the total labour force and the creative cultural occupations experienced a growth of 6% in British Columbia.
- In the District of North Vancouver artist related occupations also experienced a decline, falling by 12%. However, this decline is 24% less than that experienced by the artist related occupations in West Vancouver. The cultural occupations and the total labour force in the District of North Vancouver also outpaced West Vancouver, growing by 24% and 5% respectively.
- In the City of North Vancouver artist and cultural occupations and the total labour force, all experienced a decline. Artist occupations experienced the largest decline, falling by 56% over the 15 year period, while cultural occupations fell by 16%.

Over 1,000 Individuals Work In The Arts and Culture Sector in West Vancouver

- In 2016 there were a total of 1,269 artists and cultural workers in West Vancouver. The largest proportion of the employment where found in the occupations related to design, which made up 30% of the artistic and cultural employment. Art and cultural occupations make up 1.5% of the total employment in West Vancouver.
- Figure 9 highlights number of creative occupations workers and artists, broken down by sector. The largest creative occupations in West Vancouver are artists (384), cultural occupations related to design (301), and cultural occupations not included elsewhere (205). The largest sub-sector found in the artist category are musicians and singers (116) and producers, directors, choreographers and related occupation (121). However, the largest creative cultural occupations in West Vancouver are professional occupations in advertising, marketing and public relations, totalling 159 jobs in 2016. Graphic designers and illustrators made up the second largest occupation, with 148 jobs in 2016.

Figure 9: Arts and Cultural Occupation Jobs in West Vancouver, 2016



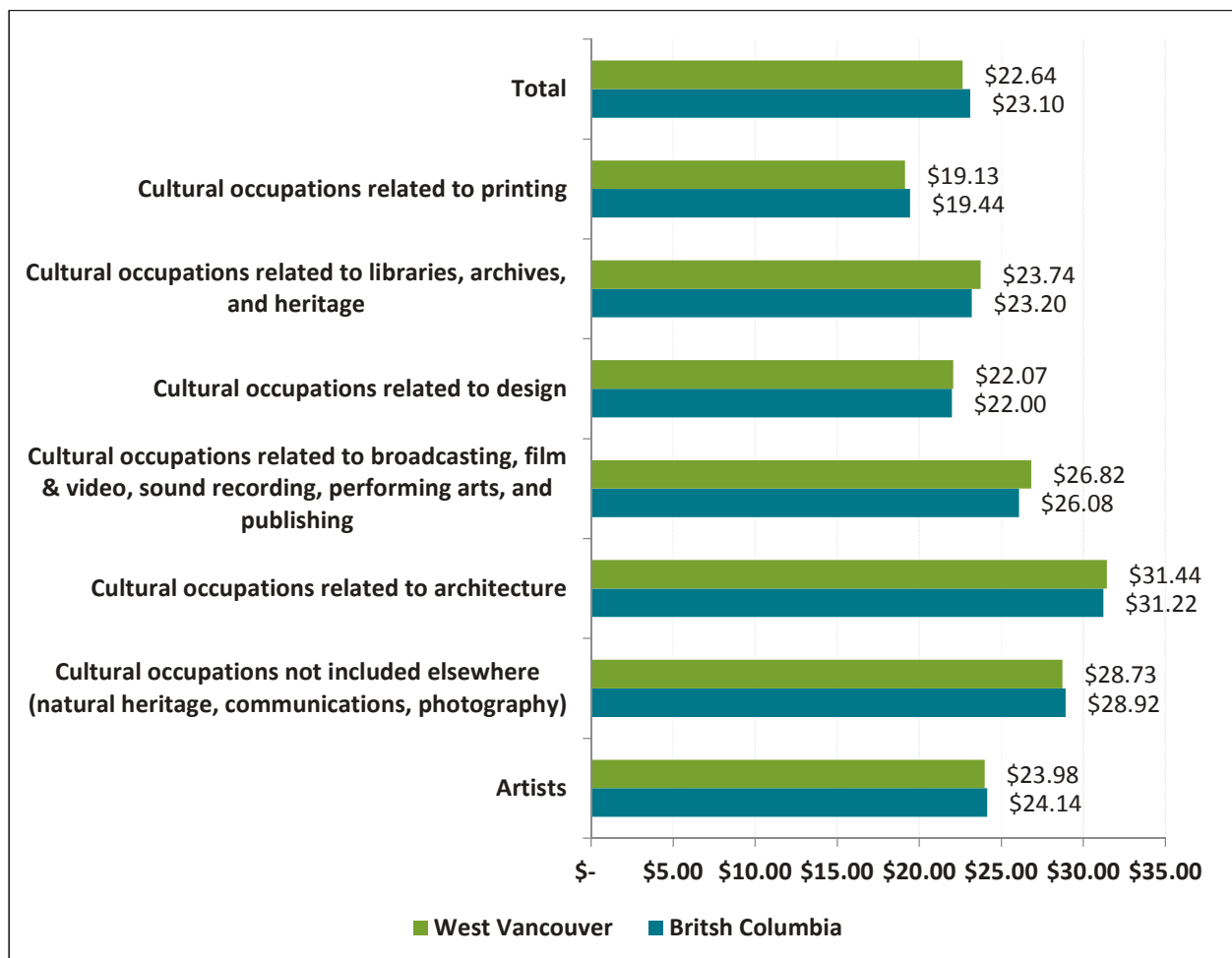
Source: Statistics Canada Labour Force Survey, 2016



Arts and Cultural Occupations Have A Higher Median Hourly Wage Compared To The Average Median Hourly Wage In West Vancouver

- Figure 10 highlights the 2015 median hourly income of arts and cultural occupations in both West Vancouver and British Columbia. In both cases, the cultural occupations related to architecture had the highest hourly wage, followed by cultural occupations related to natural heritage, communications and photography and cultural occupations related to broadcasting, film and video, sound recording, performing arts and publishing. In all occupation categories, West Vancouver wages are on-par with British Columbia averages. In the case of occupations related to architecture, broadcasting, film and video, sound recording, performing arts and publishing, design, and heritage, West Vancouver has a slightly higher median hourly wage compared to British Columbia. The Figure also highlights that the majority of cultural occupations, as well as artists, make more than the median hourly wage of the general labour force.

Figure 10: Arts and Cultural Occupations Median Hourly Wage, West Vancouver and British Columbia, 2015



Source: Statistics Canada CANSIM tables 282-0151 and 282-0073



3.2.2 Arts and Cultural Industries

Industry Definitions

NAICS	Description
4513	Book stores and news dealers
5111	Newspaper, periodical, book and directory publishers
5121	Motion picture and video industries
5122	Sound recording industries
5151	Radio and television broadcasting
5414	Specialized design services
5418	Advertising, public relations, and related services
7111	Performing arts companies
7113	Promoters (presenters) of performing arts, sports and similar events
7114	Agents and managers for artists, athletes, entertainers and other public figures
7115	Independent artists, writers and performers
7121	Heritage institutions

Self-employed Businesses Make Up Most Of The Arts and Cultural Industries Business Base

- Figure 11 highlights the change in business between 2014 and 2016 in the arts and culture industries. It shows that in total there are 383 arts and cultural industries in West Vancouver, up from 358 businesses in 2014 (growth of 25 businesses). Approximately, 75% of all arts and cultural industries are identified as self-employed businesses.

Figure 11: Arts and Cultural Industries By Business Count, West Vancouver, 2014 and 2016

Year	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016
Business Employee Size	1-4		5-9		10-19		20-49		50+		Self. Emplo.		Total	
Total Businesses	100	90	4	5	2	1	1	2	0	0	251	285	358	383
June 2014-June 2016 Net Growth														
Employee Size	1-4		5-9		10-19		20-49		50+		Self. Emplo.		Total	
Total Business Growth	-10		1		-1		1		0		34		25	

Source: Canadian Business Patterns, June 2014 and June 2016

Employment in Arts and Cultural Industries In West Vancouver Is Stable



- Figure 12 highlights the change in arts and cultural industry employment in West Vancouver and British Columbia between 2011 and 2016. It shows that West Vancouver’s total arts and cultural employment declined by six jobs or 1% while the province experienced a decline of 6%. The specialised design services experienced the largest growth, increasing by 35% or 61 new jobs, while the publishing industries experienced a decline of 11 jobs.

Figure 12: Change in Arts and Cultural Industries Employment in West Vancouver and British Columbia, 2011 and 2016

Industry	2011	2016	2011	2016	Net	%	Net	%
	Jobs	Jobs	Jobs	Jobs	Change	Change	Change	Change
	West Vancouver		British Columbia		West Vancouver		British Columbia	
Arts and Culture Industries	772	766	62,776	59,117	-6	-1%	-3,659	-6%
Total of all Industries	17,999	19,269	2,381,164	2,578,458	1,270	7%	197,294	8%

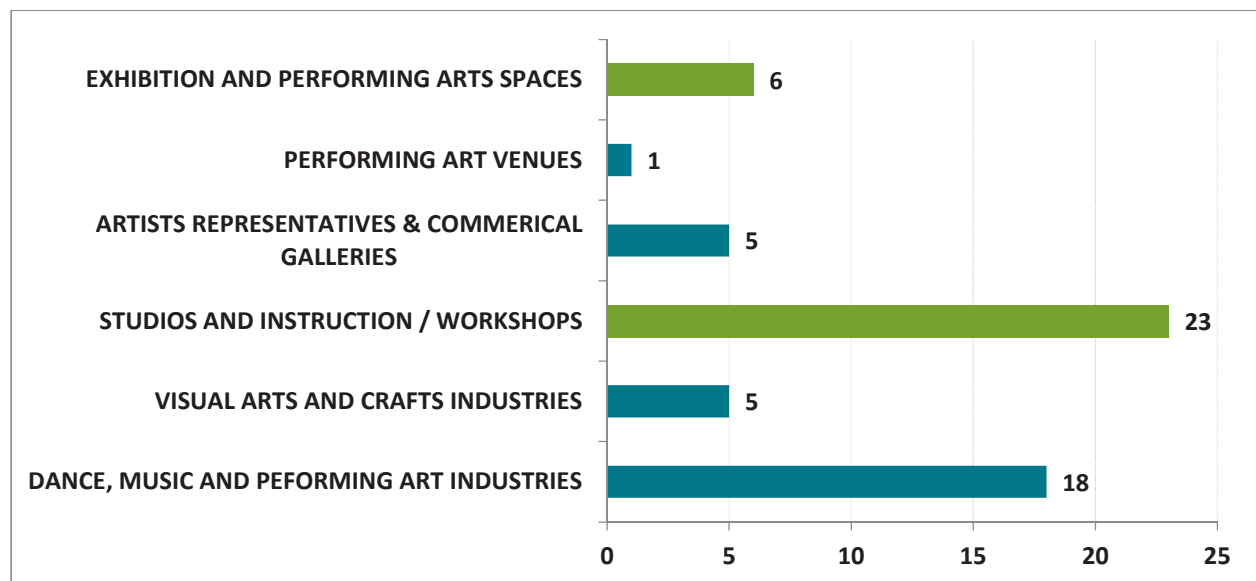
Source: Statistics Canada Labour Force Survey, 2011 and 2016

3.3 Arts and Cultural Resource Scan

3.3.1 For-Profit Cultural Facilities

- The Cultural Resource Scan identified 29 for-profit cultural facilities that are providing exhibition, performing art spaces, studio and instruction programs and workshops for residents, local artists and cultural workers.
- Figure 13 showcases that there are 6 exhibition and performing art spaces, one of which is a performing art venue, Kay Meek Arts Centre and 5 of which are commercial galleries that actively exhibit installations.

Figure 13: For-Profit Arts and Cultural Facilities By Type Of Space

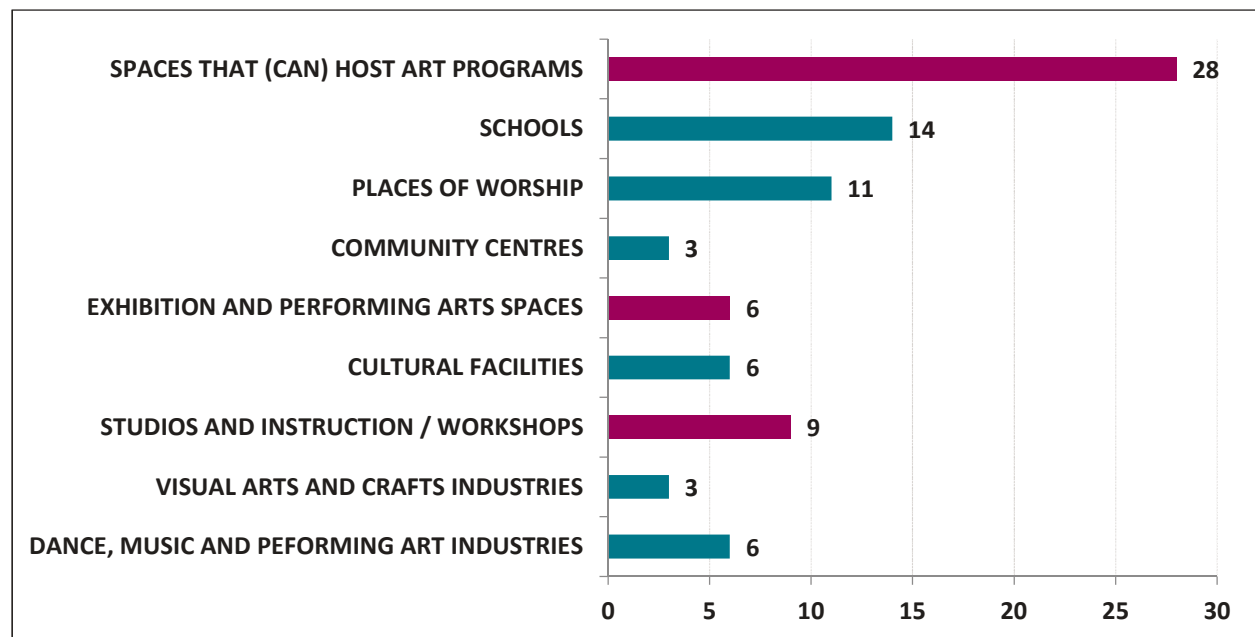




3.3.2 Not-For-Profit Cultural Facilities

- The Cultural Resource Scan identified 43 not-for-profit cultural facilities that are providing spaces that can host art programs, exhibits, performances, studios and instruction programs, and workshops for residents, local artists and cultural workers.
- Figure 14 showcases that there are 28 potential spaces that can host art programs these include schools (and their auditoriums), places of worship (and any halls attached), and community centres that are currently providing arts and culture programs. Figure 14 also showcases 6 not-for-profit cultural facilities that currently provide exhibit and performance space; these include District facilities such as the West Vancouver Museum, the Ferry Building Gallery, the Music Box, and the Silk Purse Arts Centre. Lastly, 9 not-for-profit arts and culture organizations were identified that often host events, studios, instruction classes and workshops. Example organizations include the West Vancouver Adult Community Band, the Arts Assembly, West Vancouver Community Arts Council and the North Shore Chamber Music Society.

Figure 14: Non-For-Profit Arts and Cultural Facilities By Type Of Space





APPENDIX

Intercept Survey Results

- 69.7% of intercepted respondents indicated that they have participated in a live performance, or visited an art gallery, or gone to a festival or event in West Vancouver in the last 12 months.
- Respondents who indicated they did participate in an arts or culture related activity were asked to comment on whether activities or programs had to be improved, added or removed from West Vancouver's offerings. Several respondents commented that:
 - The current mix of programming is adequate and that the District is doing a good job in its delivery.
 - There needs to be more programming tailored to middle aged adults (26-49), particularly activities that can be more passive (open markets, animated public spaces, more evening activities, live performances outside of main facilities).
 - There needs to be more integration with multi-cultural groups, particularly activities that can cater and represent the various cultural groups in West Vancouver. Examples cited include multi-cultural open markets, multi-cultural day festivals, and multi-cultural performances in public spaces. Successful examples include the Iranian New Year activities.
 - There needs to be more music related activities occurring across the District.
- Respondents who indicated they did participate in an arts or culture related activity were asked to comment on whether facilities had to be improved, added or removed from West Vancouver's offerings. Several respondents commented that:
 - The majority of respondents identified that the current variety of facilities is adequate and great for its current capabilities.
 - Some respondents commented on the need to adapt or renovate existing facilities to improve its delivery of arts and cultural activities. The existing gallery and museum space were cited as the two that required updating.
 - Some respondents noted that there is no dedicated space for live music offerings. It was felt that while the Kay Meek was great with its program more live music acts could be had across the District in less formal locations, ex. parks, beachside, on streets.
- Respondents who indicated that they did not participate in an arts or culture related activity were asked to comment on the main reason they did not participate.
 - 58.1% of the respondents indicated that a lack of information about available activities, events or arts and cultural facilities were the main reason that.
 - 28.7% of the respondents indicated that the events or activities were not of interest.
- The majority of respondents participate in festivals, live performances and art education lessons.
- The majority of respondents indicated that they generally go to Downtown Vancouver or stay in West Vancouver to partake in arts and culture related activities.



Summary of community consultation process
What We Heard - Working document only

- 81.3% of the respondents believe that arts and culture in West Vancouver is contributing to new opportunities for community members to connect with one another.
- 73.1% of the respondents believe that the current selection of arts and culture related activity is assisting in drawing visitors to the community.
- 72.5% of the respondents believe that the arts and culture offerings in West Vancouver celebrate local talent.
- The majority of respondents identified the following as the greatest opportunities that arts and culture can contribute to a vibrant West Vancouver:
 - Arts and culture can assist in celebrating West Vancouver's diversity.
 - Arts and culture can act as the District's primary source to building community connections, building family and bridging inclusivity across West Vancouver.