



Corporation of the City of  
**NEW WESTMINSTER**

Notice is hereby given of the following meeting:

**ARTS COMMISSION**

**June 10, 2021 at 5:30 p.m.**

Meeting held electronically under Ministerial Order No. M192 and  
the current Order of the Provincial Health Officer - *Gatherings and Events*

**AGENDA**

**1.0 ADDITIONS / DELETIONS TO THE AGENDA**

**2.0 ADOPTION OF MINUTES**

- 2.1 Adoption of the Minutes of April 1, 2021**
- 2.2 Adoption of the Special Regular Minutes of April 29, 2021**

**3.0 PRESENTATIONS**

**4.0 UNFINISHED BUSINESS**

- 4.1 Poet Laureate Program Status Update – Todd Ayotte**
- 4.2 Virtual Programming Considerations (Report Attached) – Sarah Joyce**
- 4.3 Art Space Needs Assessment Draft Framework & Timeline – Todd Ayotte**

**5.0 NEW BUSINESS**

- 5.1 Public Recognition of Past Poet Laureates - Committee**
- 5.2 Windows on New West – Bob Crockett**

**6.0 REPORTS AND INFORMATION**

- 6.1 New Media Gallery Micro Residencies – Sarah Joyce**
- 6.2 Library Update – Chris Koth**
- 6.3 Report from Arts Commission Representative on Public Art Advisory Committee (Standing Item) – Peter Leblanc**
- 6.4 Arts Council of New Westminster (Standing Item) (Report Attached) – Bob Crockett**
- 6.5 Vagabond Players (Standing Item) – Ted Drabyk**

**7.0 CORRESPONDENCE**

**8.0 NEXT MEETING**

Thursday, September 2, 2021

**9.0 ADJOURNMENT**



## ARTS COMMISSION

April 1, 2021

Meeting held electronically under Ministerial Order No. M192/2020 and the current Order of the Provincial Health Officer - *Gatherings and Events*

### MINUTES

#### VOTING MEMBERS PRESENT:

Councillor Trentadue	- Chair, City Council Member
Bob Crockett	- Alternate Chair/ Arts Council of New Westminster Representative
Ted Drabyk	- Community Based Arts Sector
Erin Jeffery	- Community Based Arts Sector Non-Profit Representative
Vesna Maljkovic	- Education Sector Representative
Kelly Proznick	- Community Member
Julia Schoennagel	- Community Member
Janet Tilley	- Douglas College Representative
David Vivian	- Community Member
Katey Wright	- Community Member

#### VOTING MEMBER REGRETS:

Utkarsha Kale	- Community Member
Peter Leblanc	- Community Based Arts Sector, Non-Profit Representative

#### STAFF PRESENT:

Todd Ayotte	- Manager, Community Arts and Theatre
Sarah Joyce	- Director/Curator, New Media Gallery
Chris Koth	- Manager of Programs and Community Development
Heather Corbett	- Committee Clerk
Carilyn Cook	- Committee Clerk

The meeting was called to order at 5:30 p.m.

## **1.0 ADDITIONS / DELETIONS TO THE AGENDA**

### **MOVED AND SECONDED**

*THAT the Arts Commission agenda of the April 1, 2021 meeting be adopted with the addition of New Business Item 5.2: Royal City Musical Theatre Update by Katey Wright.*

**CARRIED.**

All members of the Commission present voted in favour of the motion.

Councillor Trentadue advised that the topic of contracting arts programming services, currently being reviewed by the Culture and Economic Development Task Force and the Economic Development Advisory Committee, will be added to agenda for the next Arts Commission meeting.

## **2.0 ADOPTION OF MINUTES**

### **2.1 Adoption of the Minutes of February 11, 2021**

#### **MOVED AND SECONDED**

*THAT the Arts Commission minutes of the February 11, 2021 meeting be adopted as circulated.*

**CARRIED.**

All members of the Commission present voted in favour of the motion.

## **3.0 PRESENTATIONS**

There were no items.

## **4.0 UNFINISHED BUSINESS**

### **4.1 Poet Laureate 2021-2024 Update**

Todd Ayotte, Manager of Community Arts and Theatre, thanked Commission members for their past feedback on the revised call and advised that the deadline for submissions is midnight tonight. He noted that the adjudication team will receive submission packages for their review and scoring, and that a consensus meeting will be held on April 15, 2021 to prepare a recommendation for the City's next Poet Laureate. Final appointment will be made by Council.

A Commission member commented that former Poet Laureate, Alan Hill's legacy project, 'A Poetry in Place: Journeys Across New Westminster' is a meaningful part of what the City does and it was nice to see work about familiar places.

## **4.2 Anvil Centre Performing Arts Residencies Update**

Todd Ayotte, Manager of Community Arts and Theatre, shared a presentation on the Anvil Centre Performing Arts Residencies noting that this initiative stemmed from the post-pandemic recovery plan for the Anvil Theatre. Mr. Ayotte provided an overview of the selection process and some information about the selected artists and artist teams which included both community-based and professional artists in theatre, dance and music.

## **4.3 Cultural Gig Workers**

Sarah Joyce, Director/Curator, New Media Gallery, advised that the research has started regarding cultural gig workers and virtual programming considerations and that a report will be provided to the Commission in June 2021. Ms. Joyce encouraged Commission members to contact her if they had anything to share with respect to either of these issues.

## **4.4 Virtual Programming Considerations**

Sarah Joyce, Director/Curator, New Media Gallery, provided an update during Item 4.3: Cultural Gig Workers.

## **5.0 NEW BUSINESS**

### **5.1 Decline in Space for Artists and Cultural Groups in New Westminster**

Bob Crockett, Arts Council of New Westminster representative, referred to the Arts Council of New Westminster's (ACNW) report, which was circulated with the meeting agenda package, noting a decline in space for artists and cultural groups that is currently being experienced locally and regionally.

Todd Ayotte, Manager, Community Arts and Theatre, advised that the City's Arts Strategy speaks to the need to identify current and future needs in the City in order to inform future planning. Staff are aware of the local challenges that have been outlined in the report.

In response to questions from the Commission, Mr. Ayotte provided the following comments:

- While vacant commercial spaces can be viable for short term use, they generally cannot provide long term stability; and,

- First steps in addressing the issue would be to establish an inventory of existing spaces available for arts uses, followed by a needs assessment to support long term planning.

Discussion ensued, and Commission members provided the following comments:

- The move into the new high school has resulted in the loss of access to music rooms in the former high school, which were previously rented out five nights a week to community groups for rehearsals and construction at the McBride Elementary School site has affected space availability;
- To date, a discussion has not occurred regarding the use of space in the new high school;
- Use of school equipment by community groups may not be feasible unless a fund for repairs and replacement is created; and,
- It is important that we stay the course on the Arts Strategy, although some of the actions have been delayed due to limited resources.

## **5.2 Royal City Musical Theatre Update**

Katey Wright, Community member, provided an update on some of challenges that the Royal City Musical Theatre have been facing.

## **6.0 REPORTS AND INFORMATION**

### **6.1 New Media Gallery Update: MirNs Exhibit**

Sarah Joyce, Director/Curator, New Media Gallery, shared that the MirNs Exhibition has brought a whole new audience to the Gallery and that bookings to view the Exhibition are filling up which demonstrates the desire that people have to engage and talk about art. She noted that the Exhibit asked probing questions about technology and the direction the world is taking with respect to artificial intelligence, etc., and that artists who use technology do not necessary support it.

### **6.2 Library Update (Standing Item)**

Chris Koth, Manager of Programs and Community Development, in addition to his written report which was included in the meeting agenda package, shared that the library has decided upon next year's exhibits and announced the Indigenous Film Series which will run from April to June 2021.

### **6.3 Report from Arts Commission Representative on Public Art Advisory Committee (Standing Item)**

In the absence of Peter Leblanc, Todd Ayotte, Manager of Community Arts and Theatre, shared that at the March 4, 2021 Public Art Advisory Committee meeting, members discussed the following:

- The Sportsplex public art installation by artist Nathan Lee is nearing completion, with lighting and landscaping to be completed. Due to gathering restrictions, a traditional unveiling celebration is not possible, and instead a virtual artist talk is being planning in collaboration with the Arts Council; and,
- The 2021 work plan will include advancing major public art projects, initiating community art projects, completing a policy review, and finalizing the public art plan for Council's endorsement.

### **6.4 Arts Council of New Westminster (ACNW) (Standing Item)**

Bob Crockett, Arts Council of New Westminster representative, advised that the ACNW is working of their long term plan which includes the following goals, for which they will be seeking community input on and which their activities will be centred around:

- Artistic excellence;
- Broadening participation; and,
- Sustainability for the arts.

### **6.5 Vagabond Players (Standing Item)**

Ted Drabyk, Vagabond Players representative, shared that the Vagabond Theatre has been approached by a number of groups interested in using their auditorium for meetings as it is large enough to facilitate physical distancing requirements.

## **7.0 CORRESPONDENCE**

There were no items.

## **8.0 NEXT MEETING**

Thursday, June 10, 2021

**9.0 ADJOURNMENT**

**ON MOTION**, the meeting was adjourned at 6:57 p.m.

Certified Correct,

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**Councillor Mary Trentadue**  
**Chair**

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**Carilyn Cook**  
**Committee Clerk**

DRAFT



## **SPECIAL MEETING OF THE ARTS COMMISSION**

**April 29, 2021**

**Meeting held electronically under Ministerial Order No. M192/2020 and  
the current Order of the Provincial Health Officer - *Gatherings and Events***

### **MINUTES**

#### **MEMBERS PRESENT:**

Bob Crockett	- Alternate Chair Arts Council of New Westminister Representative
Ted Drabyk	- Community Based Arts Sector
Erin Jeffery	- Community Based Arts Sector Non-Profit Representative
Peter Leblanc	- Community Based Arts Sector, Non-Profit Representative
Kelly Proznick	- Community Member
Julia Schoennagel	- Community Member
Janet Tilley	- Douglas College Representative
David Vivian	- Community Member
Vesna Maljkovic	- Education Sector Representative

#### **VOTING MEMBER REGRETS:**

Councillor Trentadue	- Chair, City Council Member
Utkarsha Kale	- Community Member
Katey Wright	- Community Member

#### **STAFF PRESENT:**

Todd Ayotte	- Manager, Community Arts and Theatre
Sarah Joyce	- Director/Curator New Media Gallery
Chris Koth	- Manager of Programs and Community Development
Carilyn Cook	- Committee Clerk

The meeting was called to order at 5:32 p.m.

## EXCLUSION OF THE PUBLIC

***MOTION:***

*THAT pursuant to Section 90 of the Community Charter, members of the public be excluded from the Closed Meeting of the Arts Commission immediately following the Regular Meeting of the Arts Commission on the basis that the subject matter of all agenda items to be considered relate to matters listed under Section 90(1) (a):*

*90(1) (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality.*

**CARRIED.**

All members of the Committee present voted in favour of the motion.

## ADJOURNMENT

**ON MOTION**, the meeting was adjourned at 5:35 p.m.

Certified Correct,

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**Bob Crockett**  
**Alternate Chair**

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**Carilyn Cook**  
**Committee Clerk**



NEW MEDIA GALLERY

## Memorandum

**To:** CNW Arts Commission

**Date:** May 26, 2021

**From:** Sarah Joyce, Director/Curator New Media Gallery, CNW with Chris Jung - Programming Coordinator New Media Gallery

**SUBJECT:** Virtual Programming Insights - Summary Report

**INTENT:** New Media Gallery supports critical thinking and innovation in support of technology-based contemporary art. This report highlights some key insights to date around virtual programming.

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For the past year, under Covid restrictions, most arts organizations have, often by necessity, developed their virtual programming. New Media Gallery + Learning Lab are no different. Staff have developed and delivered a large number virtual public workshops, curatorial talks, artist talks + interviews, university seminars, school programs, artist residencies as well as filming video modules to accompany our virtual programming. Because of our public/civic mandate we are trying to understand and develop a best practice around virtual programming. Like many organizations we have also been trying to gauge the public attitude and interest toward virtual programming.

### Four current areas of interest :

1. How do we try to Understand our Virtual Spaces?
2. Safety Measures for Kids
3. Making the Virtual Connection.
4. The Continued Value of Virtual Connection

#### 1. How do we try to Understand our Virtual Spaces?

- When creating a long-term, virtual program, the embodied human experience should be considered. How will the participant understand the spaces they inhabit? There are many different ways to conceive of virtual space (and often simultaneously). A thoughtful consideration of the virtual space the audience inhabits will allow the programmer or instructor to make more creative, innovative and meaningful decisions. These decisions could lead to more effective ways of introducing the space(s), more innovative choices of technology, platforms or tools, more thoughtful ways of creating or arranging workspaces. These choices may avoid participant burn-out, better learning experiences, more creative decision-making, and more enjoyable and engaging experiences.

### **Thinking of Virtual Spaces:**

- As a real-world, separate, segregated space(s) from which the participant operates and into which other participants and the instructor have limited or no access.
- As a screen-filtered series of heads or names/icons on screens - the only 'real' space being the one you're in.
- As a fluid space connected through screen doors, which has the potential to open to many parts of the world and diverse participants.
- As one large, multi-nodal, extended activity space, that has the potential to be partially visible and 'accessible' to all participants.
- As an imaginary, constructed space from which participants interact through their avatars.
- As an imaginary, constructed and connected (or disconnected) space, accessible through virtual technologies like VR.
- As a masked participant participating in a real or imaginary environment (eg. Spark AR Mask Making).
- Conventional Teacher/Student, Speaker/Listener relationships (compared to) Communal Synchronous Activity.
- A freely accessible space to enter and leave at will, or a space that keeps certain hours and has a gate-keeper.
- A space in which to roam or a fixed space.
- A space in which to be creative and build, or a pre-built space.
- A space that connects with nature or does not connect with nature.

## **2. Safety Measures for Kids (Mitigation)**

Safety measures for Kids is one important example of a section we're calling **Mitigation**. Teaching in the Virtual World is a completely different way of teaching : planning + mitigation take on additional importance. The instructor must consider all the things that could possibly happen in the virtual space(s) where the instructor is not present to help, and doesn't have the power to change.

There has been very little consideration of safety in virtual programming spaces with Children's Programs. After a concern was raised by a parent about inappropriate conversations, we began enquiring about safety, we did a survey of Art Galleries in Vancouver and we found that little was available. We wrote a procedure that gives our instructors parameters around Safety Considerations in the virtual space (Document is Available upon request).

### **Safety Considerations:**

- Identify the child participant by sight before beginning the program and at the End. Do not allow a child to participate without seeing the child.
- Turn off the Chat function between Households. Private Chat between Households should not occur.
- Don't allow Children to remain unaccompanied in Chat Rooms.
- If a program finishes early ensure that guardian/parent is present before ending the program.
- If a child disappears during a session and does not reappear, the Instructor should contact the parent.
- Virtual Video Recordings must be handled with Care. New Media Gallery does not record Virtual Programs for a number of different reasons.

### **3. Making the Virtual Connection**

How do you create an effective Virtual Program? Instead of relying on Zoom, can you explore the variety of platforms, apps, programs that are available to create a more engaging experience?

Covid has witnessed an explosion of new ways to engage in Virtual Space. One story was relayed to us by a professor from Emily Carr who described the high levels of student burn-out in virtual classrooms. A young Assistant Instructor suggested two alternative platforms that offered more innovative, creative and intuitive ways of connecting with participants in virtual spaces. We're currently researching these for use in programs. Her suggestion was so successful in increasing engagement and avoiding burn-out that this Arts-based university has now adopted both for all virtual classroom use.

New Media Gallery Learning Lab has been developing and experimenting with a hybrid form of instruction that involves pre-recorded video modules. The prerecorded Video Modules allow participants to review difficult or technical information in their own time. The Zoom session can focus on creative discussion, trouble-shooting and making the human connection. But we think there are better ways to connect. We will be exploring new ways of thinking about space and virtual connection.

### **4. The Continued Value of Virtual Connection**

Much has been written about screen fatigue and virtual burn-out during Covid. Often these opinions are voiced by relatively privileged people who have jobs, have the ability to travel and are able to get out. And the fact remains that even with Zoom or Team burn-out, most of us willingly use and still desire virtual connections.

#### **Some significant issues:**

- Accessibility Barriers...The cost of devices that connect and the lack of all the supports around purchasing, running and maintaining a virtual connection.
- Age Barriers...the struggles with which certain older people accept or try to adopt the virtual connection. Barriers to flexibility, dexterity and physical use.
- Language Barriers...to understanding and acquiring the technology in the first place, and then to using it and connecting when you don't speak the prevailing language.
- Safety + Health
- Freedom of Expression and Speech
- Maintaining humanity & haptics: reading body language, encouraging empathic communication.
- We have observed that the attention span of children is greatly underestimated and that if the instructor and the material is entertaining and engaging, children will stay engaged for long periods of time. This doesn't mean that we want to stretch out program times. But the reasons for cutting programs short should be clear.
- Our Programming Coordinator has come up with an equation:  
Double the Work = Half the Value. Virtual Programming done well requires a great deal of planning and significantly more work. Yet it is undervalued and people are sometimes unwilling to pay as much as an in-person class.

We believe there is significant and continued value to Virtual Connections outside of a Covid world. Virtual connections must be seen as a valuable and necessary tool. We intend to continue exploring virtual connections in the areas of accessibility issues, older adults and for those where English is a barrier. We will be thinking about how to understand the Virtual Spaces in each of these cases, and how we can improve the experience for these demographics.



## ARTS COUNCIL OF NEW WESTMINSTER

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ACNW Update to the Arts Commission

From: Bob Crockett, President, Arts Council of New Westminster

Date: June 1, 2021

### 1. Planning for the Future

The Board has finalized the Strategic Direction for the next three years. (See details in file submitted separately) Under the theme of “Strive, Drive, and Thrive” we see three main goals to pursue:

1. Artistic excellence
2. Broad participation in the Arts
3. Sustainability for the Arts

### 2. Strengthening the organization

Continuing in our commitment to our statement of intent for equity, diversity and inclusion, the ACNW Board has committed significant time at our meetings for the rest of the year to review our organization and take concrete action. The EDI Statement has been posted in our newsletter and website's main page.

### 3. Activities

- CANADA SUMMER JOBS PLACEMENTS 2021 – May 17 to Aug 29 Our two newest employees who will be working with us for 16 weeks: Music Programmer: Casey Thomas-Burns Cultural Programmer: Crystal Lan
- INDIGENOUS CURATOR – TIMOTHY ELIJAH INTER/ACTION - EXPRESSIONS OF RECLAMATION – Artist Talk Series Tim has finalized the selection of five Indigenous artists for this series. The Series will begin on June 21st for National Indigenous Peoples Day and continue through July/ August.
- SFU SCHOOL FOR CONTEMPORARY ARTS – INTERNSHIP Aakansha has travelled home to India this past month to visit family. Weekly meetings with Aakansha Ghosh continue online for the coming months. Aakansha has been researching the ACNW’s history, learning about our programming, and preparing to curate the ACNW Permanent Collection for an exhibition in Dec 2021/January 2022.
- QUEEN’S PARK ARTS FESTIVAL – Pilot Project ACNW staff are developing a pilot project for future Summer programming to replace Music by the River and the New West Craft Summer Night Market. Proposed Activities:
  - Queen’s Park Arts Festival (in-person or online)
  - Music festival June 24-27, 2021 Including outdoor art gallery in the Queen’s Park Farm The Gallery at Queen’s Park –art exhibition



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- Bernie Legge Theatre –pre-registered theatre tours by Vagabond Players
- THE GALLERY AT QUEEN’S PARK – Exhibition Schedule
  - June 2021 NWSS Student Exhibition – Beyond Boundaries
  - July 2021 – Cedar Sage and Sweetgrass Group Exhibition Pop Up Exhibition – Heritage Uke Club Group Exhibition: July 28-August
  - August 2021 – Wade Comer – Time Passages





<b>Vision</b>	<b>An active and engaged Arts Council in a creative, diverse city</b>		
<b>Mission</b>	<b>To bring community together through the Arts</b>		
<b>Goals</b>	<b>Strive: Artistic Excellence</b>	<b>Drive: Broad participation</b>	<b>Thrive: Sustainability</b>
<b>Objectives and priorities</b>	<b>1. Maintain the resource hub and networks for Artists</b> <ul style="list-style-type: none"> <li>Return of New West Crafts</li> <li>Expand ACNW podcast series</li> </ul>	<b>1. Expand outreach and diversity</b> <ul style="list-style-type: none"> <li>Establish EDI achievements and report</li> </ul>	<b>1. Maintain a strong Arts Council</b> <ul style="list-style-type: none"> <li>Board succession planning</li> <li>Leadership Change</li> </ul>
	<b>2. Recognize Artistic Achievements</b> <ul style="list-style-type: none"> <li>Develop Annual Arts Awards</li> <li>Continue Hilda Cliffe Scholarship</li> </ul>	<b>2. Educate, inform, and engage audiences and sponsors</b> <ul style="list-style-type: none"> <li>Redevelop ACNW website</li> </ul>	<b>2. Help diversify sources of revenues</b> <ul style="list-style-type: none"> <li>Develop the donor program</li> <li>Research options for new revenues</li> </ul>
	<b>3. Create opportunities for new voices and perspectives</b> <ul style="list-style-type: none"> <li>Develop indigenous programming.</li> <li>Develop Inclusion Newcomers programming</li> </ul>	<b>3. Support public events</b> <ul style="list-style-type: none"> <li>Develop annual in-kind marketing grants</li> <li>Curate artistic components of selected events as resources allow.</li> </ul>	<b>3. Champion common issues</b> <ul style="list-style-type: none"> <li>Representation on key City committees: Arts Commission, Economic Development Advisory Committee, Public Art advisory Committees</li> <li>Support Arts BC initiatives with the BC Government</li> </ul>

<b>STRIVE Artistic Excellence</b>						
<b>Objective 1: Maintain resource hub and networks for Artists</b>						
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET
Multi-disciplinary programming with The Gallery at Queen's Park	1 Monthly exhibition program within the Gallery					\$0
	2 Quarterly Literary arts series					\$0
	3 Summer Performing arts series					\$0
	4 Quarterly New Westminister Cultural Roundtable Series, by artistic discipline					\$0
Return of New West Craft	1 study opportunities and partnerships for regular episodic markets					\$0
	2 Return of Summer and Winter markets					\$0
	3 return to twice-monthly market and large scale events					\$0
	4					\$0
Expand ArtsNW Podcast series	1 Study additional funding sources: granting, sponsorship, patreon					\$0
	2 Formalize hosts role within the ACNW					\$0
	3 Expand with second season of podcast per year					\$0
	4					\$0
<b>Objective 2: Recognize Artistic achievements</b>						
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET
Create an Annual Arts Awards	1 Study the partnerships, method, framework, business case, for annual arts					\$0
	2 Run pilot project with Vagabond Players					\$0
	3 Design and run repeatable annual event					\$0
	4					\$0
Continue Hilda Cliffe Scholarship program	1 Evaluate current HC Scholarship program					\$0
	2 Fundraise to expand program, and promote awarded artists					\$0
	3 Evaluate effectiveness of program, impact for artists, and opportunities to reach					\$0
	4					\$0
<b>Objective 3: Create opportunities for new voices and perspectives</b>						
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET
Develop Indigenous Programming	1 Study additional opportunities for funding and expansion					\$0
	2 Expand role of the Indigenous Curator					\$0
	3 Embed Indigenous programming across all three programs					\$0
	4					\$0
Develop Inclusion Newcomers Programming	1 Study additional opportunities for funding and expansion					\$0
	2 Expand role of the Outreach Coordinator					\$0
	3 Embed newcomers programming at community events					\$0
	4					\$0

<b>DRIVE</b>							
<b>Broad participation in the Arts</b>							
<b>Objective 1: Expand outreach and diversity</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Establish EDI achievements and reporting	1 Study how other organizations are approaching EDI and establish baseline						\$0
	2 Measure and communicate annual reportcard on ACNW EDI efforts						\$0
	3 Evaluate ACNW EDI efforts and recommend new initiatives and education						\$0
							\$0
<b>Objective 2: Educate, inform, and engage audiences and sponsors</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Redevelop ACNW website	1 Study the needs of the ACNW and the look/function of other Arts Council websites. Study funding opportunities						\$0
	2 Hire contactor to redevelop ACNW website						\$0
	3 Evaluate website to ensure it is meeting intended goals of the project						\$0
	4						\$0
<b>Objective 3: Support public events</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Annual in-kind Arts Marketing Grants	1 Study the need for arts marketing and promotions in New West, define granting						\$0
	2 Run pilot project distributing grants to member groups						\$0
	3 Design and run repeatable annual marketing grants						\$0
	4						\$0
<b>THRIVE</b>							
<b>Sustainability for the Arts</b>							
<b>Objective 1: Maintain a strong ACNW (governance, finance, operations, succession)</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Succession Planning	1 Ongoing renewal of Board membership	<i>ongoing</i>					\$0
	2 Annual Board Retreat						\$0
	3 Annual Board Equity Diversity and Inclusion Training						\$0
	4 Annual Board Governance Workshop						\$0
Leadership Change	1 Prepare job description, develop operations manual						\$0
	2 Post job and hire new Executive Director						\$0
	3 Transition and provide support to new Executive Director						\$0
	4						\$0
<b>Objective 2: Help diversify sources of revenues</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Develop donor program	1 Study donor programs by comparable organizations, develop case for support						\$0
	2 Create donation campaign and raise funds						\$0
	3 Create annual donor recognition activity and evaluate donor program						\$0
	4						\$0
Develop arts sustainability	1 Research market opportunities for additional social enterprise opportunities						\$0
	2 Develop pilot project to test marketplace						\$0
	3 Evaluate social enterprise pilot project and recommend for continuation						\$0
	4						\$0
<b>Objective 3: Champion common issues (e.g. working space)</b>							
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET	
Ongoing Participation on key City Committees	1 Economic Development Advisory Committee	<i>ongoing</i>					\$0
	2 Arts Commission	<i>ongoing</i>					\$0
	3 Public Art Advisory Committee	<i>ongoing</i>					\$0
	4						\$0