NEW WESTMINSTER

NEW WESTMINSTER ARTS STRATEGY



Floralume, Monkey C Interactive, 2018

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Compendium On-Line (website)
Background information available on-line:

- Review 2008-2013 Arts Strategy
- Survey results for 2nd Reframed Draft of Arts Strategy
- Community consultation process 2016-2017
- Summary of the results of the surveys, focus groups and workshops.
- Glossary of terms
- National Survey – Canadian's Arts. Culture and Heritage Participation in 2016

The City of New Westminster is undergoing a Truth and Reconciliation process. A protocol directive will guide acknowledgement statements and will be noted in this document.

OUR ARTS STRATEGY HAS FIVE THEMES

Communicate - ARTS IN NEW WEST
This is about more people from all backgrounds hearing about, talking about and enjoying the arts in New West. We want to make sure everyone has a chance to love the arts in New West and knows where to find them! We want to make sure everyone involved in the arts in New West is speaking together.

Nurture - ARTS + GOOD GROWTH
This is about us caring for our arts people, our arts places and our creative output. We want to be a city that nurtures the arts; where the City believes in the arts and supports them wholeheartedly. We want artists to have opportunities at home, to make a fair living and have affordable places to work and show. We want businesses and organizations in New West to have opportunities to support the arts in ethical, sustainable and innovative ways.

Include - ARTS FOR ALL
This is about making sure we're on the right path so that everyone living in and visiting New West has a fair chance to enjoy and participate in the arts. We want our arts to give our people new ways to understand the world. We want arts to give people new ways to see and understand us.

Generate – ARTS GROWTH
This is about generating all kinds of interest, appreciation, development and growth of the Arts both inside and outside New West. We want everyone to understand and appreciate how important the arts are to the growth and well-being of a city. We want to help our City find sustainable ways to develop and fund the arts. We want to find innovative ways to help the arts to flourish in our city.

Innovate – ARTS MOVE FORWARD
This is about being brave, pushing boundaries and looking for new ways to create, present and support New West arts. We want to reward creative innovation in the arts and consider new ways of developing and supporting the arts. We want everyone to understand that supporting the growth of imagination and creative/critical thinking is where innovation begins.

WHAT ARE NEW WEST ARTS

These include the creative output, ideas, support and presentation of the arts from and for all the different communities in New Westminster.

WHAT IS AN ARTS STRATEGY

An Arts Strategy lays out the overall plans for how the arts will shape our city over a long period of time.

INTRODUCTION

The Arts Strategy is where goals are driven by vision and values. The goals translate the needs and requirements of the arts into a tool for implementing objectives and actions. This document builds on the achievements of the Arts Strategy 2008-2013 and celebrates the major accomplishments that include the opening of the Anvil Centre in 2014 and adoption of a Public Art Policy and implementation of its program.

The Purpose

The Arts Strategy 2019-2024 should inspire and connect the creative energy within the arts community and the City of New Westminster to strengthen its relationship. It lays out a well-considered process by providing high-level planning strategies for arts development and tactics to achieve them. It is used to inform public policy development, priority setting and the distribution of resources.

The Process

An extensive community consultation initiated by the Arts Commission resulted in the establishment of an Arts Strategy Task Force. Focus group meetings, workshops and roundtable discussions set out issues to be considered. The strengths, weaknesses, opportunities and threats were identified. The results of the consultation were documented and used as the framework for the Arts Strategy.

COMMUNITY PROFILE

The City of New Westminster is in an enviable position in terms of arts infrastructure.

The City of New Westminster:

- is home to a resilient non-profit arts sector,
- is inhabited by a high per capita ratio of professional artists,
- has developed a long-standing tradition of community arts engagement and appreciation,
  has attracted significant commercial art galleries and artist studios, and
- contains a comparatively large number of theatre and gallery facilities which are active and diverse in function, usage and appeal.



Hong Kong Exile
Photo Credit: Remi Theriault

A SNAPSHOT OF THE ARTS NOW



Madeleline Suddaby & Company, Anything Goes
RCMT, Massey Theatre 2017

The artistic character of the city is mostly defined by the long-standing work of the Arts Council New Westminster, Massey Theatre Society, Royal City Youth Ballet, Royal City Musical Theatre, New Westminster Symphony, the Vagabond Players, and the multi-generational development accomplished by the New Westminster Secondary and Douglas College arts programs. Some of these organizations have a history of 50 years or longer in New Westminster which is a testament to their leadership and tenacity. They have survived the verities of financial challenges with the downturns in the economy, local funding that was static, and grants from foundations, BC Gaming, provincial and federal departments that were eliminated or reduced. Nevertheless, in New Westminster the entrepreneurial spirit and the support of local audiences and participants allowed the major institutions to continue their mandates.

In this enriched cultural setting, individual artists and artists cooperatives, guilds, private studios, graphic arts, small live music venues, photography clubs, pottery works, literary and film societies have grown and generated the broadest scope of the arts. The effect ripples across the seven square miles of New Westminster and draws audiences and the participation of volunteers to performances, exhibitions and special events.

BACKGROUND OF CULTURAL SERVICES IN NEW WESTMINSTER

The commitment of the City of New Westminster to the arts began early in its history. Officially an Arts Policy was adopted in 1997, during a time when municipalities understood the importance of arts and culture as one of the four pillars of urban planning for a healthy and creative city. The first Arts Strategy 2008-2013 informed the development of a public art policy and a funding commitment for a public art program. The City of New Westminster now proudly boasts a collection of fourteen public artworks. In 2014, the Anvil Centre opened providing new galleries and workspaces for the 65-year-old New Westminster Museum and Archives and its heritage mandate. It also houses the New Media Gallery with its cutting-edge focus on curated exhibitions, the Anvil Centre Theatre, a community gallery, studios, music rehearsal rooms and meeting rooms.



Popart Exhibition, New Media Gallery

Arts services staff facilitate the public art program, exhibitions in the Community Art Space and the arts programming in the Anvil Centre studios. The Massey Theatre Society oversees the performing arts operation of the Anvil Theatre.

New Westminster's Poet Laureate program has been sustained by Art Services. The Poet Laureate acts as a literary ambassador for the City of New Westminster and the community; advocating for literacy and the literary arts and helping to raise the status of poetry, language and the arts in the everyday consciousness of New Westminster residents.

The City offers Arts Grants and Partnership Grants to community arts organizations. Volunteer committees exist to advise the City on its arts activities. They are the Arts Commission and the Public Art Advisory Committee.

The City also owns and maintains arts facilities such as the Centennial Lodge and the Bernie Legge Theatre. In the Parks and Recreation Department, introductory arts programs are offered at the community centres, and Parks support special events and festivals throughout the year. The City of New Westminster's economy benefits from the activity and dynamism of the arts infrastructure. The impact of focused growth and improvements through the Arts Strategy will see this impact grow.

FACING THE FUTURE

Along with the achievements, there are challenges to be confronted and risks to be circumvented. The Arts Strategy 2018-2023 seeks to address these issues head-on. As a living document, the actions and tactics suggested to achieve the goals will be adjusted and re-prioritized over time. The City of New Westminster and the artists and arts community see a positive future that will be strengthened through collaboration and co-operation.

There are opportunities for the arts right now. The Massey Theatre will be transferred from the School District to the City in 2020, and important governance protocols will need to be addressed. Understanding and strengthening the arts sector and investing in sustainable models by mobilizing the talents and skills of local organizations and individuals will help to determine the best service models. Communication across all arts disciplines is critical, and the City can play a key role in facilitating communication and collaboration amongst all arts partners and the community.

In the midst of the many priorities facing the City now, there is an understanding that artists, arts organizations, infrastructure investment and local arts generation are significant and valued components of a healthy and creative community. New Westminster is boldly stating an obligation that its exceptional story of the working artists and creative energy in New Westminster will not go unattended.



ALIGNMENT WITH OFFICIAL COMMUNITY PLAN

In the Official Community Plan 2017-2041, the City of New Westminster laid out its commitment to arts and culture.

The OCP is the City of New Westminster's roadmap for managing future growth and change in our community over the next 25 years. It provides a comprehensive picture of priorities for decision making and connects the community's "big picture" aspiration with the tools needed to achieve it. Within this document:

New Westminster encourages opportunities to generate and encounter the diverse, creative, spiritual, intellectual and material features of the city and its development.

Policy 2.1: *Foster a deeper understanding of the city's continuum of cultural heritage.*

Policy 2.2: *Support and promote arts and cultural activities that celebrate and contribute to the city's distinct identity.*

Policy 2.3: *Enhance the city's cultural facilities and creative community spaces.*

Policy 2.4: *Incorporate public art into the public realm to reinforce a sense of place.*

OCP Page 33



Pop Up Home, Annie Briard, 2017

VISION

New Westminster aspires to be a vibrant artistic centre known for supporting outstanding innovative, creative and indigenous arts; a leader in arts presentation and delivery. This city welcomes the classical, the contemporary and the challenging. We strive to build a truly accessible cultural environment that is inclusive and respectful and that celebrates the rich diversity of creative expression.



Cassius Khan and Amika Kushwaha, Mushtari Begum Festival

VALUES

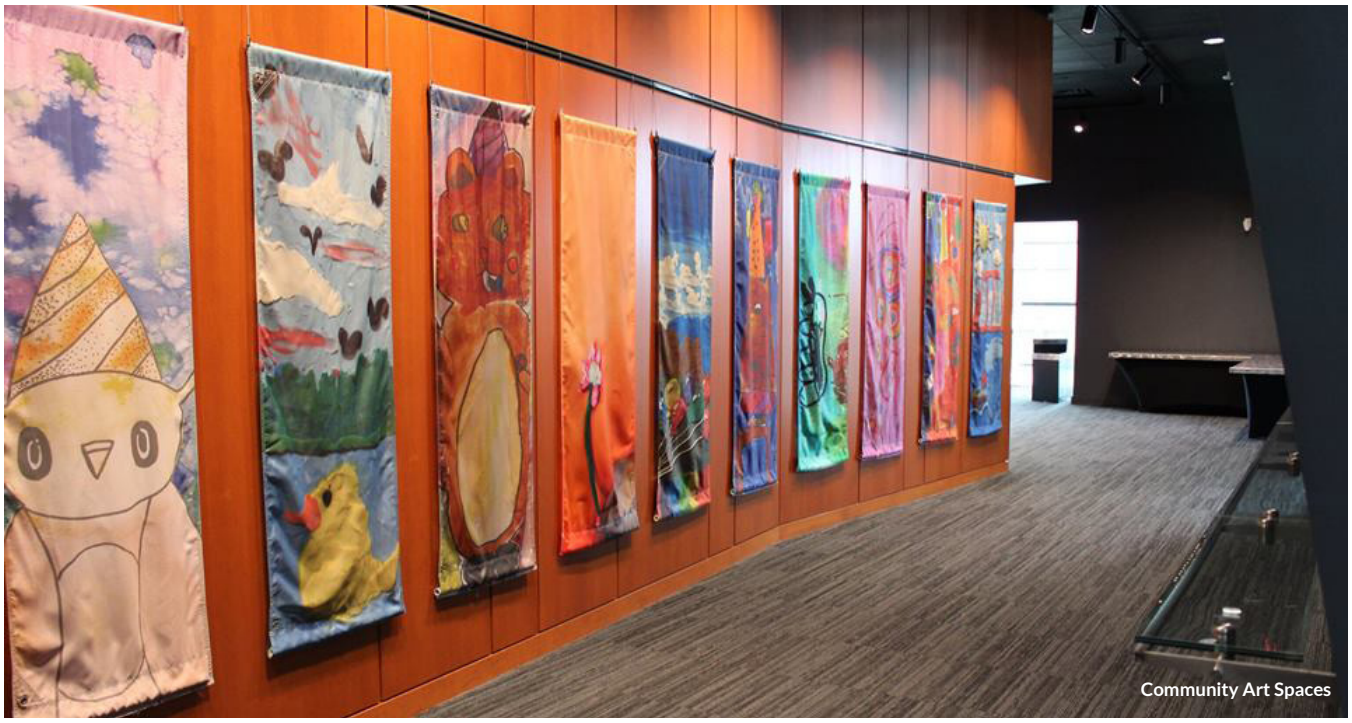
People • Places • Creation • Communication

We value creative imagination that provides distinct arts opportunities for people in all stages of life. Participation in the arts should become an integral part of life through programs and classes, performances and creation; available and affordable.

We value creation and the people who create art. The people who tell our stories, stir our emotions, makes us think, provoke and challenge us. Their music, words and art can depict the beauty around us and imagine the future. These people are indispensable in our society.

We value the presentation and display of the arts. The places that house the arts are the building block of a strong community. In these places, the arts bring people together, broaden understanding and enrich community spirit.

We value communication between people enhanced by the arts. Awareness and interaction, networking and mentorship can allow our artists and our community to celebrate.



Community Art Spaces

GOALS

Communicate: Increase public awareness of the arts

Nurture: Cultivate support for artists and develop audiences

Include: Increase inclusion and accessibility in the arts

Generate: Create economic opportunities and increase contribution to the arts

Innovate: Embrace and encourage innovative ideas

THE PLAN: INTENTIONS, ACTIONS & TACTICS

COMMUNICATE

INCREASE PUBLIC AWARENESS OF THE ARTS

Intention: **A successful and vibrant arts community requires a robust and adaptive arts comunication platform.**

Action:

1. Initiate and participate in a collective effort to develop and maintain an arts communication strategy and delivery model. Include ways to adapt to new and emerging communication technologies and mediums.

   Tactics:

   a. Strengthen communication models and methods building awareness of the arts in New Westminster.
   b. Create an arts calendar or other tool(s) that coincide with ongoing events and festivals.
   c. Encourage the collaboration between all New Westminster arts organizations and individual artists.
   d. Collaborate with arts organizations to create a central hub for promotion of arts activity and opportunities for participation. Resource the creation of a central hub with technologically skilled staff.
   e. Establish direct promotion to regional events calendars and cross-discipline advertising.
   f. Maintain a profile for New Westminster arts in regional promotional print materials.
   g. Integrate arts and culture way-finding signage at major public intersections, transit hubs, retail nodes, and gateways.

Action:

2. Support the Arts Commission in the effort to communicate the gaps and needs of the arts community to municipal staff with ongoing reporting to City Council.

   Tactics:

   a. Participate in the Arts Commission role and mandate renewal.
   b. Create an annual arts report by the City of New Westminster's Arts staff.
   c. Identify a full needs assessment and the resources necessary to achieve the Arts Strategy.
   d. Develop indicators and metrics for annual monitoring the advancements of the Arts Strategy.

NURTURE

CULTIVATE SUPPORT FOR ARTISTS AND DEVELOP AUDIENCES

Intention: **Active relationships between the municipality, artists, and arts organizations advance the arts.**

Action:

1. The City of New Westminster to play a key role in sustaining and growing the arts community by supporting facilities, programs and services, as well as encouraging entrepreneurial initiatives by local artists and arts organizations.

   Tactics:

   a. Develop processes for connecting artists and arts organizations to opportunities for creation and presentations.
   b. Support initiatives for art incubation, unique collaborations and partnerships.
   c. Support and encourage networking opportunities and knowledge sharing for artists, arts professionals and arts organizations.
   d. Support fair compensation for artists.

Action:

2. Assess and strengthen existing City arts programs and partnerships.

   Tactics:

   a. Continue to support and evolve the City of New Westminster's Poet Laureate program and other ambassador programs in the arts and highlight them through regular communication.
   b. Assess the New Westminster Cultural Map as a database of art and culture, individuals and organizations. If viable, establish a methodology to keep it current and easier to navigate.
   c. Continue to support the Public Art policy and program.
   d. Establish apprenticeships and internships for local artists to work with experienced and renown artists.





birds on a branch, Jacqueline Metz & Nancy Chew, 2017

Intention: **Active audience participation and engagement in the arts cultivates a healthy community and instills a sense of place.**

Action:

3. Include art in alternative spaces to encourage broader community participation, encounter and appreciation of the arts.

   Tactics:

   a. Simplify process and information sharing for street performance artists, outdoor art events and temporary art presentation spaces.
   b. Encourage events to surprise and engage the residents of New Westminster.

Intention: **Stable and consistent municipal investment in the arts cultivates a vibrant community.**

Action:

4. Increase financial investment and funding in grant programs.

   Tactics:

   a. Review and strengthen the Partnership Grant Program for operational support to local established arts organizations.
   b. Consider fee for service agreements and delegating specific arts program and services to existing non-profit partners.
   c. Continue to support and expand the arts and culture grant program to promote/serve new and existing arts organizations and programs.
   d. Expand grant support for the creation of emerging art forms.
   e. Establish clear roles and responsibilities for city staff and non-profit partners in achieving the greatest benefit for the community.

INCLUDE

INCREASE INCLUSION AND ACCESSIBILITY IN THE ARTS

Intention: Inclusion and equitable access in the arts develops an enriched community.

Action:

1. Support and encourage arts organizations to increase inclusion and accessibility in their processes, projects, programming and facilities.

   Tactics:

   a. Encourage diversity at the board tables and membership in arts organizations.
   b. Connect and support artists in navigating processes by hosting professional workshops and networking opportunities to overcome barriers.
   c. Add inclusion and accessibility as guiding principles in arts and culture grants.
   d. Expand and encourage the arts in all New Westminster neighbourhoods.

Action:

2. Accept responsibility to create space for Indigenous voices and cultural presence in whatever way they emerge in our community.

   Tactics:

   a. Consult, listen, support and develop opportunities.
   b. Propose opportunities like apprenticeships, internships and assistant positions between artists to build capacity.

Intention: The arts should be accessible for all citizens of New Westminster.

Action:

3. Expand arts access for all citizens regardless of age, ability, gender expression, socioeconomic status, ethnicity or sexual orientation.

   Tactics:

   a. Foster initiatives with youth networks, program staff and associations to increase opportunities for youth and intergenerational art production and presentation.
   b. Foster initiatives with senior networks, program staff and associations to increase opportunities for senior and intergenerational art production and presentation.
   c. Resource and support initiatives that make arts participation affordable.

GENERATE

CREATE ECONOMIC OPPORTUNITIES AND INCREASE CONTRIBUTION TO THE ARTS

Intention: **The arts encourage talent and attract entrepreneurial initiatives, business, and tourism to the local economy.**

Action:

1. Work with local agencies to promote New Westminster as an arts centre and destination.

   Tactics:

   a. Collaborate with local arts and business sectors to connect artists with patrons.
   b. Collaborate with local tourism organizations to identify presentation opportunities for artists in local special events, markets and festivals.
   c. Continue to expand and promote public art as a place maker and tourist destination.
   d. Host an annual event to recognize distinguished artists and arts organizations and jointly celebrate local businesses, agencies and developers that support the arts.

Intention: **Identify the ongoing need for accessible and affordable spaces for artists, arts organizations, and presentations.**

Action:

2. Invest in current and future facility infrastructure, including renewal and revitalization.

   Tactics:

   a. Increase access to civic theatres and arts spaces throughout the city.
   b. Identify opportunities for arts programming in existing and future infrastructure projects.
   c. Expand artist in residence programs in civic facilities and departments.
   d. Establish use policy to expand community arts access to Anvil Centre.
   e. Develop a mutually beneficial policy for shared use of the Anvil Centre for arts and conferences.
   f. Work with the Planning Division to explore innovative ways to incorporate spaces in (re)development that support arts.
   g. Explore incentives for property owners to incorporate spaces for art production and presentations.

INNOVATE

EMBRACE AND ENCOURAGE INNOVATIVE IDEAS

Intention: **Innovation creates an evolving and vibrant community**

Action:

1. Encourage creative hubs and startups to cultivate collaboration, innovation and experimentation.

   Tactics:

   a. Augment inter-departmental collaboration within the City of New Westminster to generate opportunities for art creation, presentation and educational programming.
   b. Encourage and promote challenging and innovative art programming by supporting and encouraging artists and arts organizations.
   c. Initiate partnerships or collaboration with educational institutions to leverage the creation, production, presentation and sponsorship opportunities.
   d. Work with educational partners to promote, support and incorporate STEAM learning in educational programming (curriculum focused on science, technology, engineering arts and mathematics).
   e. Develop a system to integrate artists, education and technology partners for collaborative projects.



Stanza, The Agency at the End of Civilization, New Media Gallery

ACKNOWLEDGEMENTS

The New Westminster Arts Strategy is a result of the thoughts and ideas of many people. Thank you to all the individuals that participated in the community consultation and then responded to the draft strategy. Your clarity and insights have been most useful.

We thank Mayor Jonathan X Coté, and Councillors Bill Harper, Patrick Johnstone, Jaimie McEvoy, Chuck Puchmayr, Lorrie Williams and Mary Trentadue for their leadership and commitment to the arts.

We acknowledge the work of municipal staff of the City of New Westminster that devoted time to this process, and the guidance of the Chief Administrative Officer, Lisa Spitale.

Members of the Arts Strategy Task Force through both phases of work:

Councillor Mary Trentadue (Chair)

PHASE 1

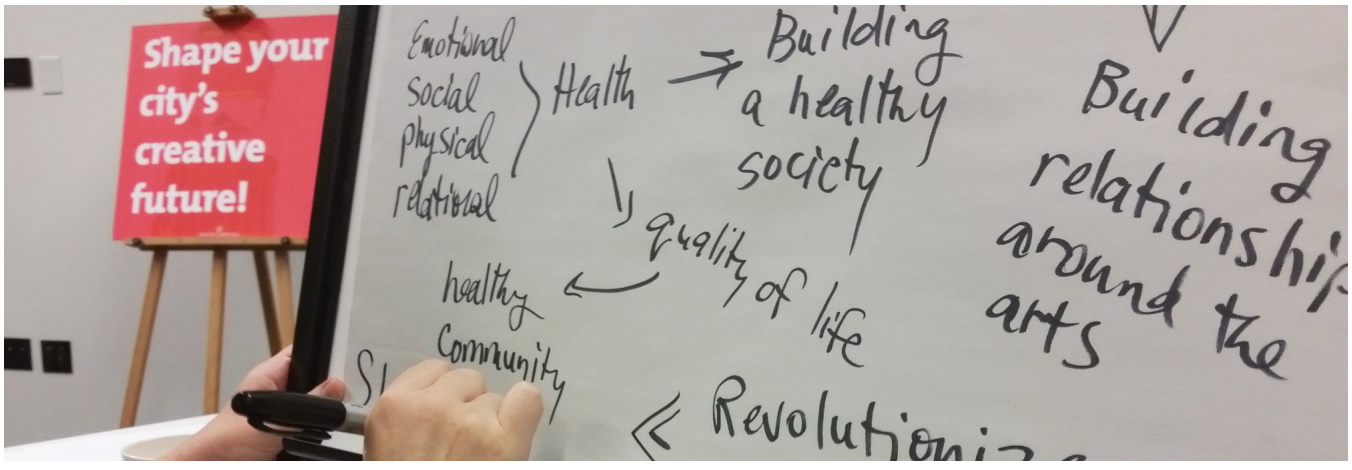
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APPENDIX A

PARKING LOT - GOOD IDEAS FOR IMPLEMENTATION OF THE ARTS STRATEGY

Community Consultation Workshop - October 27, 2018

Communicate:

- Research all the event calendars in the City and use them effectively, so people don't have to go multiple ones for event information.
- Posters will work well for letting people know what is happening – create poster boards in high pedestrian traffic areas. Maintain and groom them so info is current.
- Keep the information simple – Make administrative tasks for artists to share information as much as "one stop" as possible.

Nurture:

- Establish a home for Arts – permanent office and easily spontaneously accessible meeting space
- Establish a "real" art gallery for exhibiting local artists – permanent large space with staff. Does not need to be a A level space.
- There should be a central list of organizations that are looking for artist collaboration.
- Support Board recruitment to Arts Organizations. Provide Board development workshops.
- Artists have a bad rap for business management. It doesn't have to be that way. Provide regular workshops and info sessions, mentorship where possible.
- Workshops and events for arts business owners to develop creative businesses and help them learn basic business know how.
- Will there be an Arts Department to implement and support the work of the Arts Strategy? Community will be looking for leadership.
- Do not form new committees but seek leadership from existing ones, like the Arts Council.
- Community artists should have access to City buildings at reasonable rates: Anvil, Massey and Bernie Legge.
- Support local businesses that feature visual and performing arts – but are not municipal venues.
- Important to keep all venues full and busy – establish bonus rates or discounts for official venues in not prime times.
- Ensure that arts groups can access grants without non-profit status. If it is necessary, assist groups to register as a society to qualify. Many creative people are not part of a non-profit society. Find innovative ways to provide support.

Include:

- Consult with Qaqayt to establish preferred land acknowledgement. Provide information for involvement opportunities for Indigenous artists.

Generate:

- Use "creative sector" instead of local arts. Language matters and will elevate the artistic endeavours.

- Establish a co-op collaboration so that artists and supporters that can buy real estate help artists establish themselves in the City. Find a way to include below market rental accommodation affordable housing for artists.
- Evaluate and reinforce programs not necessarily expand artist in residence and public art commission.

Collected from notes on worksheets during priority setting session.

Communicate:

- Activate existing city communication tools for the arts
- Streamline existing tools
- Find a way to translate information into different languages to share with various communities

Include:

- The work to engage is indigenous artists is the work of the City and the local creative sector. They have not been included in this process to date. **The process is challenging as reconciliation is more than just saying the words. The conclusion of the group was that this is an important tactic even though not fully formed and articulated.**
- The words foster and support are secret words for funding. It should be clear, that these tactics will require funding.
- Providing free tickets and put art where people are.
- There are unrepresented communities in the arts. Do people identify themselves in these groups? Are we making it more difficult by naming the silos? *(Philosophical and thoughtful discussion ensued with no answers other than we must be aware and keep trying to include people.)*
- Where there are empty store fronts why not use them for pop up exhibits. Take art to the people.
- Explore Vantage Point program from Vancouver for inclusiveness.

Innovate:

- Need to add a tactic that would outline how innovative proposals could come from business.
- Second Tactic – should be specific and directed to a theme – e.g. Creativity Symposia.
- The tasks needed to accomplish any of these innovative projects are: establish budgets, define resources available and how to deploy them, leverage investment strategies.
- In place of "emerging artists" the idea of a large scope of people that would include a variety of participants.
- Innovation often implies technological innovation, however there are many different kinds and it is important in the arts to be broad in the definition.
- Professional development session for arts organizations to allow for free flow of new ideas.
- Hold a Pecha Kucha on innovation.
- Create kits for schools that make it easy for teachers to engage.
- With all collaborations it is important to establish structures that will support them.

APPENDIX B

THE WHO'S WHO IN THE ARTS AND CULTURE IN NEW WESTMINSTER

New West Arts, November 20, 2018

This is a snapshot of active arts organizations within New Westminster, however we recognize we may have missed a few groups and so it is likely to have a few gaps. One of the tactics of this Arts Strategy to develop a more robust and living list of arts organizations and this list below is simply a starting point.

REGIONAL CONTEXT

New Westminster is a historic city with a diverse population, many of whom are involved in and passionate about arts in the community. As a result, New Westminster is home to community-based arts groups and organizations that have over time defined it. Resilient and tenacious, these organizations are the magnet that draws people from Metro Vancouver to participate in their activities or come as spectators. With its heritage homes and safe neighbourhoods, improved skytrain link, many nationally recognized and distinguished artists have made New Westminster their home.

The arts of New Westminster are strongly meshed with the larger Metro Vancouver arts environment. The population does not recognize municipal boundaries when it comes to the arts and cultural experiences. With better transportation and the desire to see the best, audiences and artists travel to and work where opportunities exist. They also want and demand community-based experiences and want their home town to be the incubator for entry level arts opportunities through educational institutions, strong arts organizations and community and professional arts facilities.

ARTS COUNCIL NEW WESTMINSTER

The Arts Council is a community arts organization built by individuals and member groups who share an interest in visual, performing and literary arts. The Arts Council fosters, supports and promotes arts and culture in the community. The Arts Council partners with the City, School District #40 and other community organizations to encourage artistic exploration and events. The ACNW has operated The Gallery at Queen's Park, a community art gallery in Centennial Lodge within Queen's Park, since 1985. Through the Gallery exhibitions both emerging and established artists introduce the community to various applications and media used in artistic expression. Annual arts scholarships and bursaries are awarded through the Douglas College Foundation and the Hilda Cliffe Grant to a New Westminster Secondary student. The Arts Council also offers a wide variety of community arts and culture initiatives including: New West Craft, artisan market; Last Monday the Movies, film series showcasing independent and foreign movies; ArtsToGo, hands-on arts workshops for children and families; LitFest New West, an annual literary arts festival; New West Cultural Crawl, an annual art crawl across New Westminster; Momentum Youth Arts, showcasing youth artists from New Westminster; and Music by the River, a summer concert series in Westminster Pier Park. The Arts Council works to achieve its mandate of "bringing community together through the arts".

ARTS BUSINESSES AND CULTURAL INDUSTRIES

There are several businesses throughout the city that support the arts and/or provide arts supplies and services. They include but are not limited to; Van Dop Gallery (also coordinates the Cultural Crawl in New West), 100 Braid Street Gallery, Gallery Fourteen, Heritage Grill, Old Crow Coffee Co, Coming Home Café, Neil Douglas Music Store, Bully's Studios, The Frame Shop, The Stage New West, Music Box New West, Kids in Motion, Polka Dot Arts School, RusArt Fine Arts Co, The FAT Paint Co.

ART VISUAL, FINE CRAFTS AND LITERARY ORGANIZATIONS/ FACILITIES

ANVIL CENTRE THEATRE

The Anvil Centre Theatre is a state-of-the-art performance space, thoughtfully designed to offer a vibrant and engaging audience experience. The flexibility of the theatre allows for a diverse offering of performances and genres, from intimate music encounters to dynamic multidisciplinary and theatre happenings, immersive dance shows and everything in between.

Since opening in 2014, the Anvil Theatre has been overseen by the Massey Theatre Society. The Theatre has offered audiences many professional theatre and music performances, has regularly hosted productions from The Arts Club Theatre, The VSO's Tiny Tots Concerts, Royal Canadian Theatre Company, PuSH International Performing Arts Festival and an array of community and International arts and celebrations. The City has also invested in selected programming to provide a greater range and increase performance opportunities for the public.

ARTISTS IN THE BORO

Artists in the Boro (AB) was formed in 2011 to encourage and celebrate the talents of visual artists involved in New Westminster's Queensborough area. Participants share and learn in a supportive environment at monthly meetings, with current membership at approximately 25. Members exhibit at various venues, including Anvil Centre, Fraser River Discovery Centre and The Gallery at Queen's Park. AB fosters creativity and their community's enjoyment of original art at events such as Queensborough Children's Festival and NW Cultural Crawl—and hosts Arty Afternoon for local children and Family Art in the Park sessions annually. AB regularly curates exhibitions in Queensborough Community Centre's Art in the Atrium space.

CENTURY HOUSE

Century House has a small well-equipped pottery studio. It is supported by participants in the programs offered and Parks, Culture and Recreation. The classes offered in the studio concentrate mainly on hand building as there are only two wheels in the studio. All classes are on Tuesdays and are led by a well-trained instructor. Registration fees include the instructor, glazes and all kiln firings. Students are required to purchase clay from Century House. The class sessions run for ten weeks and are offered in Fall, Winter and Spring. The Studio can be accessed by those who are registered in a class and while Century House is open. Currently, there is a Seniors class, a Children's class for 6-12 and an Adult class for 19 and over. It is a fun and creative environment that supports all levels from beginner to advanced. Some of the creations of the Senior group can be seen and purchased in the lobby of Century House.

CENTURY HOUSE ARTISTS

Century House Artists are all 55+, members of Century House and participating in the art program.

An inclusive group with many different skill levels from beginners to accomplished artists being represented. Many of the artists are involved in various art classes at Century House and work in watercolour, acrylics and pencil crayon. The CH Artists Activity Group meets weekly, providing a studio setting for artists to work on their own projects. There is no teacher but group mentorship to help each other or to assist new artists experiment with art projects.

CHURCHES
Local churches hold musicals and other arts performances.

CITY STAGE NEW WEST
City Stage New West which was formed in New Westminster in 2006 is a not for-profit society. Their mission is to bring professional theatre to New Westminster. At present they do not have a permanent home and have performed at Massey, Plaskett Gallery, Holy Trinity Cathedral and the Orange Room Café. They attract audiences from New Westminster and from across Metro Vancouver. Last listing on website Feb 2017

CITY OF NEW WESTMINSTER, ARTS SERVICES
Arts Services fall under the portfolio of the CAO office. Staff include an Arts Coordinator (vacant at the time of this report) and a programmer, and Director/Curators of the New Media Gallery.

The City has an Arts and Culture Endowment Grant program whereby arts groups are funded for projects or events that contribute to the artistic life of the City. The grants are available on an annual basis. A Council appointed committee reviews the grant applications and make recommendations to City Council. A Public Art program has developed that initiates projects with annual funds, with a public art advisory committee, and works closely with Engineering and Parks staff. It also encourages private developers to install public art to add to the growing inventory. The City initiated and supports a Poet Laureate who serves as an ambassador for the Literary Arts. The outdoor Queen's Park Bandshell and the Queensborough Outdoor Stage are good venues for performing arts groups and community theatre groups.

The Parks & Recreation provides a variety of arts programs primarily for children and seniors with limited arts services for youth. Parks and Recreation partners with several community organizations such as Century House Association, Hyack Festival, Queensborough Special Programs Committee, School District #40, and Arts Council to support events and festivals throughout the year.

COLUMBIA THEATRE
The Columbia Theatre facility has been in existence in New Westminster since 1927. It is a 300-seat theatre and during its time as the Burr Theatre was home to local performing arts groups. The theatre is now home to the LAFFLINES Comedy Club.

DOUGLAS COLLEGE
Douglas College has a 350-seat theatre as well as a studio theatre and a dance studio. Credit programming includes a 2-year theatre program (which is the only program in B.C. that offers full conservatory training), a 2-year Stagecraft program (also unique in the province), and a 1-year Basic Music and a 2-year University Transfer program. The College is also home to the Community Music School, the Douglas College Community Choir, and the Amelia Douglas Gallery for the visual arts. Douglas College hosts a variety of events open to the public, including a popular "Arts at One"

concert. The Theatre is primarily used by the programs throughout the school year, but is frequently booked by community groups during the summer.

JUSTICE INSTITUTE OF BRITISH COLUMBIA (JIBC)

The JIBC has an auditorium/theatre space for meeting, seminars and sessions. The primary business of the JIBC is to provide education and training to individuals involved with criminal and social justice and public safety (Police, Fire, Paramedic, Corrections, Courts, Conflict Resolution, Counseling and Emergency Management). The 200-seat theatre is available to local and regional groups.

GARDEN GALS

Garden Gals are members of New Westminster Horticultural Society (NWHS). We are a vibrant group of sketchers and painters with a passion for art in nature. Our group has been actively showing for over ten years. We have displayed our art in many venues, such as the Anvil Centre, Arts Council Gallery, New Westminster Cultural Crawl and a revolving show at the New Westminster Senior Service Society. We meet monthly, sketching, sharing and encourage members with their art projects. Members of our group have been involved in various large community art projects throughout New Westminster.

GREATER VANCOUVER WOODTURNERS GUILD

The Greater Vancouver Woodturners Guild meets in New Westminster, BC. The aim of the guild is to promote woodturning as a craft to the public at large and to educate its members in woodturning skills. They hold public demonstrations and displays of members' work at various locations throughout the year to raise awareness of the craft and interest people in joining the guild. The guild learns through presentations from their own members and elite woodturners from across North America and the world. The guild is a chapter of the American Association of Woodturners.

MASSEY THEATRE

Massey Theatre opened in 1949. It is a 1260 seat theatre that is owned by the School District, leased to the Massey Theatre Society for the past forty years. The theatre is also home to the Plaskett Gallery. Usage and operating costs of the theatre and the gallery are shared between the School District and the Society. The Society's vision is to provide a catalyst for an expressive community and a stage where any dream is possible. The mandate supports artistic excellence in educational, community and professional contexts. Improvements to the theatre, lobby, concession, and Plaskett Gallery have been funded by the Society. The Society delivers a diverse artistic and social program on stage and within the facility, filling an important niche in touring networks and in community life. Local and regional organizations access the Massey Theatre resulting in the performance offerings being highly diverse. The Society subsidizes a three-tiered rental structure and offers a free access program called Massey Helps to provide further relief to good causes and fledgling or ambitious artistic projects. Programming has recently focused on increased Indigenous cultural visibility and access to Indigenous programming for Indigenous people within the urban context. A community ticket centre was launched in 2007 and services are available for any event online, over the phone or in person at the Massey Theatre. On average, over 100,000 audience members attend Massey Theatre and hundreds of performers take the stage each year. Massey Theatre is a notable employer in New Westminster with over 30 regular employees and the majority of its budget flowing to artists and the arts sector's labour force.

The City of New Westminster will take over the ownership of the Massey Theatre from the School District. Funds have been set aside for a major renovation to the building. Governance research for a theatre strategy have started.

MAPLE LEAF SINGERS

The Maple Leaf Singers (MLS), one of Vancouver's oldest choirs and the longest-standing member of the BC Choral Federation, originated in 1968 with 24 members under the leadership of New Westminster couple George and Marie Gillis. In 2000, Wilson Fowlie took up the baton, directing the MLS until May 2018, the group's 50th anniversary year. Rob Gillis, son of the founding couple, then stepped up as musical director, ready to take the group into the next 50 years. As a registered charity, the MLS deliver professional, upbeat, no-fee entertainment at special events, private bookings, and fundraisers, in many cases taking their show to those who could not otherwise see such a performance. Known for their varied repertoire, the MLS perform with full-on enthusiasm and lively choreography. Currently featuring 55 voices, the group invites others to join their community of song.

MY ARTIST'S CORNER

My Artist's Corner is an arts program for adults living with mental health issues. We support the MAC artists to achieve their artistic potential on their mental health journey. 'Creativity can be deeply healing, and is often a powerful force for recovery' (Program Coordinator). The Program has been running for over 10 years; two years under the auspices of the My Artist's Corner Society, BC. Through partnerships with community art guilds, MAC artists participate in 10 – 15 artistic events per year. MAC also hosts two major Art Shows and Sales annually.

NEW WEST ARTISTS

New West Artists is an inclusive, non-profit society that endeavours to inspire, encourage, and celebrate visual artists through connection, education, and promotion. The group welcomes visual artists of all levels, from hobby artists to full-time professional veterans, from anywhere. Shows and sales take place throughout New Westminster at a variety of facilities and events, as well as venues around the Lower Mainland. Many artists open their studios to visitors. Meetings are used as an opportunity to share information about exhibits; sign up for shows; announce calls to artists; promote member work, and connect with other artists.

NEW MEDIA GALLERY

New Media Gallery (NMG) is a public gallery and the civic gallery for the City of New Westminster. NMG provides strong cultural support and is a place of pride for the community, offering ground-breaking exhibitions, curatorial tours, exceptional school programs, and unique performative events. It presents artists from around the world who make art that incorporates new ways of looking at and understanding technologies (Interactive, VR, Robotics, AI, Genetics, Light, Sound, Digital, Data-Streaming etc.). NMG develops advanced STEAM programming and has strong relationships with all Vancouver Universities, Art Colleges and Schools K-12. NMG opened in 2014 and by 2018 had presented eighteen international group exhibitions to date with more than 90 artists from 26 countries. NMG has quickly become one of the best-attended galleries in metro Vancouver with an international following and a loyal local fan base.

NEW WEST FILM SOCIETY

New West Film Society is a not-for-profit, volunteer-run organization that supports the exhibition

of independent films of national and international origin. Our intent is to encourage dialogue and reflection on the art of filmmaking and on the issues conveyed through this medium. Our annual signature event, NewWest FilmFest, has been steadily growing in popularity since its inception in 2014. Today, the society is spreading its wings to offer more events throughout the year, in partnership with others organizations.

NEW WESTMINSTER AND DISTRICT CONCERT BAND

The New Westminster and District Concert Band had its beginning in the 1930's when, known as the Royal City Boys and Girls Band, it was directed by Arthur Delamont, the founder and director of the famed Kitsilano Boys Band. During the war years of the 1940's, the band served as a the representative band of all three of our armed forces under the direction of Fred Turner. In the early 1950's, the band was sponsored by the Lion's Club of New Westminster. The band has continued to exist as a community group and until recently saw its membership made up by mainly high school students. Today, the four levels of the bands; beginner, intermediate,senior and jazz sections, all have a large representation of adult and youth players providing an excellent musical opportunity for graduating high school musicians and young and mature adults who wish to continue making music in a concert band setting. The bands rehearse in various venues in New Westminster.

NEW WESTMINSTER MUSEUM AND ARCHIVES

The New Westminster Museum & Archives is a significant cultural institution and although not an arts facility deserves mention in this listing. In 2014 it moved into its new home at the Anvil Centre after a 65-years of preserving the Cities heritage. New Westminster Museum and Archives managed across three city locations: Anvil Centre, Irving House and the Samson V Maritime Museum. The New Westminster Museum and Archives also present off site interpretive activities and installations throughout the City.

NWMA services are guided by the following mission:
The New Westminster Museum and Archives strive to enhance knowledge and deepen understanding of the City and its diverse peoples – from the First Nations cultures to the multicultural community of today – by illuminating past events, exploring current issues and facilitating conversations around future possibilities.

Further the Mandate states that the New Westminster Museum and Archives will:

1. collect, preserve and house the objects, archival materials, natural history specimens and collective memories that best serve to illustrate the first peoples, environment, founding, settlement, relationships and development of the New Westminster area;
2. research, make available, interpret and exhibit its collections for the use and benefit of the public;
3. engage with all peoples and organisations that can inform and support the narratives of the New Westminster area.

NEW WESTMINSTER SYMPHONY

The New Westminster Symphony has been operating in New Westminster for 80 years. The Symphony performs at Massey Theatre four times per year offering free concerts of classical and new symphony compositions. The members of the orchestra come from throughout the region.

NEW WESTMINSTER PHOTOGRAPHY CLUB

New Westminster Photography Club has been active in this city for over 65 years, fostering the art form and appreciation of photography. A member of CAPA (the Canadian Association for Photographic Art), NWPC participates annually in print and digital competitions held throughout the Lower Mainland.

Members have exhibited at numerous venues, including Anvil Centre, NWPL, Fraser River Discovery Centre, and the Kay Meek Centre in West Vancouver. Their images have appeared in Georgia Straight, Vancouver Sun, Canadian Camera, and other local and international journals and periodicals. Current members number approximately 60, attending meetings twice monthly.

NEW WESTMINSTER PUBLIC LIBRARY

New Westminster Library has three community art spaces for the visual arts and hosts monthly exhibitions throughout the year. The library also provides meeting space for writers' groups. The Library is a lead partner on the annual LitFest New West festival.

NEW WEST WRITERS

New West Writers are a group of emerging and established writers, poets, and authors. Meetings are held on the third Saturday of most months, where members critique each other's work. Members of the group are experienced in providing constructive feedback. All the aspiring authors of New West are invited to attend a meeting and receive feedback on their work. All types of writing are critiqued - poetry, essays, novels, non-fiction, and children's stories.

PATRICK STREET PRODUCTIONS

Patrick Street Productions is a professional theatre company founded in 2007 by Artistic Producers Peter Jorgensen and Katey Wright. After 7 productions, 4 tours and dozens of nominations and awards (including a Jessie Award for Best Production), the company moved to New Westminster in 2016 and created its production of the Stephen Sondheim musical, A Little Night Music, at the Anvil Theatre in May 2017. Upcoming: Herringbone - The Musical, at the Anvil Theatre, May 2019.

POTTERY WORKS

Pottery Works was founded on June 14th, 2000 in Burnaby, British Columbia. The working artists and the artists they support all began making art at various stages in their lives. Pottery Works is a collective of talented painters, potters and jewellers creating original works of art for exhibition and sale. The artists styles and techniques vary greatly, guaranteeing they stand out and every piece is one of a kind and staff come from a range of backgrounds with educations in fine arts and design. All the artists love making art as a way to express themselves; a way to help overcome their own disabilities or help those they support overcome their challenges. Pottery Works has been in shows all over the lower mainland, in galleries, and permanently features and sells their work at the River Market in New Westminster. Artists are supported by Community Living Society and of course each other. Every artist hopes to inspire everyone to reach their artistic aspirations.

ROYAL CITY CONCERT BAND

Royal City Concert Band is a band of enthusiastic and motivated amateur musicians, established in 1987. They play an eclectic and ambitious blend of world class compositions, drawn from the best arrangements in the worlds of Pop & Rock, Jazz & Big-Band, Broadway Classics, Movies & Television, Contemporary & Traditional Band music, Classical Arrangements for wind, Canadian

Folk & Contemporary and traditional marches.

ROYAL CITY LITERARY ARTS SOCIETY
The Royal City Literary Arts Society's mission is to maintain and build a welcoming community of writers and readers, to support the goals of writers at all stages of their development, and to promote an appreciation of all forms of literary arts. They are committed to building community capacity through the literary arts, promoting literacy, social connection and cross cultural understanding and the central importance of the written and spoken word in community life.

ROYAL CITY MUSICAL THEATRE
The Royal City Musical Theatre Company was formed in 1989 and presents universally popular musical performances. Their performances at Massey Theatre have become a local tradition. The New Westminster company provides local youth with the opportunity to develop their musical talent resulting in several performers progressing to starring roles in stage productions and movies in Metro Vancouver, other Canadian cities and in Hollywood, California. Hiring professional directors, stage managers and producers plus Equity performers for lead roles, the company engages large casts of performers for their three week runs.

ROYAL CITY YOUTH BALLET
Royal City Youth Ballet was formed in the late 1980's to bring together young, enthusiastic dancers from various studios in the Lower Mainland to learn and rehearse full length ballets. The Company principals recognize the need for a youth company to "bridge" the gap between dance studio and professional company. The RCYB performs locally at the Massey Theatre and has performed in theatres throughout the Metro Vancouver, Vancouver Island, and throughout British Columbia. They have represented our community in Disneyland, Disney World and have had successful performance aboard various cruise lines. For the past 20 Christmas seasons, Royal City Youth Ballet Company has presented the traditional "Nutcracker", with beautiful sets, extravagant costumes and featuring a cast of over one hundred talented, dedicated and enthusiastic dancers to "sold-out" performances. This non-profit organization is the only one of its kind in Canada.

SHADOWS AND DREAMS THEATRE COMPANY
Shadows and Dreams is a local theatre company that produces professional quality plays. The company was formed in 2004 from the simple desire to reconnect with their theatre roots. Their vision is that through fulfilling themselves as artists, they can extend this enjoyment to their audience and allow them to rediscover old classics or be exposed to new works. Their summer productions are Shakespearean comedies and their fall and spring productions cover the gambit from contemporary works, other plays from Shakespeare and other classical works. Their summer show is held at the Queen's Park Bandshell and their other productions are held in rented locations.

VAGABOND PLAYERS / BERNIE LEGGE THEATRE
The Vagabond Players which is one of the oldest community theatre groups in B.C. is based out of the Bernie Legge Theatre. Since their inception in 1937, the Vagabonds Players have staged more than 300 productions. They have raised the funds to equip the facility and provide a learning centre for people interested in becoming actors, directors, lighting or sound technicians, set designers, and costumers. The Vagabond Players are an integral part of the community presenting up to six productions annually and as well as a variety of special events and co-productions. The Bernie Legge Theatre is used primarily by the Vagabond Players has 140 seats, is owned by the City and leased to

the Vagabond Players.

RIVERFRONT ESPLANDE (WESTMINSTER QUAY)
The esplanade is a picturesque place to showcase performing arts groups with its wide and open view bordering on the Fraser River. It is attractive to local residents and visitors from outside the community. Several community events and festivals are held on the waterfront or in downtown New Westminster, including Fraserfest, the New Westminster Multicultural Festival and the Show and Shine.

SCHOOL DISTRICT # 40
Arts education in SD40 schools is varied depending on the school community. Every school has a music specialists, and some offer dedicated arts education experiences for children. New Westminster Secondary has strong and robust programs in studio arts, media arts, photography, dance, drama and music. Along with traditional studio arts courses, there are growing media arts and photography programs. The award-winning music program is known throughout the region for excellence in performance as well as a strong, inclusive community philosophy. It is progressive, multi-faceted and is supported by a dedicated volunteer parent group. The musical theatre, drama and dance programs provide examples of models for leadership and mentorship, have exceptional outcomes in performance and are highly regarded.

APPENDIX C

	Implementation - Arts Strategy 2019-2024 Workplan		
	Short term: 1-1.5 years | Medium 1.5-3 years | Long term: 3-5 years		
	Communicate: Increase public awareness of the arts		
	Intention: A successful and vibrant arts community requires a robust and adaptive arts communication platform.		
1	**Action: Initiate and participate in a collective effort to develop and maintain an arts communication strategy and delivery model. Include ways to adapt to new and emerging communication technologies and mediums.**		
	Tactics	**Timeframe**	**Resources**
a	Strengthen communication models and methods building awareness of the arts in New Westminster.	ongoing	min
b	Create an arts calendar or other tool(s) that coincides with ongoing events and festivals.	medium	min
c	Encourage the collaboration between all New Westminster arts organizations and individual artists.	long term	min
d	Collaborate with arts organizations to create a central hub for promotion of arts activity and opportunities for participation. Resource the creation of a central hub with technologically skilled staff.	medium	mid
e	Establish direct promotion to regional events calendars and cross discipline advertising.	short term	mid
f	Maintain a profile for New Westminster arts in regional promotional print materials.	ongoing	mid
g	Integrate arts and culture way-finding signage at major public intersections, transit hubs, retail nodes, and gateways.	long term	high
	Intention: Mutual responsibility for realizing the Arts Strategy fall to the community and the City		
2	**Action: Support the Arts Commission in its effort to communicate the gaps and needs of the arts community to municipal staff with ongoing reporting to City Council.**		
	Tactics	**Timeframe**	**Resources**
a	Participate in the Arts Commission role and mandate renewal.	ongoing	min
b	Create an annual arts report by the City of New Westminster's Arts staff.	annual	min
c	Identify a full needs assessment and the resources necessary to achieve the Arts Strategy.	annual	min
d	Develop indicators and metrics for annual monitoring the advancements of the Arts Strategy.	short term	min

	Nurture: Cultivate support for artists and develop audiences		
	Intention: Active relationships between the municipality, artists and arts organizations advance the arts.		
1	**Action: The City of New Westminster to play a key role in sustaining and growing the arts community by supporting facilities, programs and services, as well as encouraging entrepreneurial initiatives by local artists and arts organizations.**		
	Tactics	**Timeframe**	**Resources**
a	Develop processes for connecting artists and arts organizations to opportunities for creation and presentations.	short term	min
b	Support initiatives for art incubation, unique collaborations and partnerships.	medium	min
c	Support and encourage networking opportunities and knowledge sharing for artists, arts professionals and arts organizations.	short term	min
d	Support fair compensation for artists.	ongoing	med
2	**Action: Assess and strengthen existing City arts programs and partnerships.**		
	Tactics	**Timeframe**	**Resources**
a	Continue to support and evolve the City of New Westminster's Poet Laureate program and other ambassador programs in the arts and highlight them through regular communication.	short term ongoing	med
b	Assess the New Westminster Cultural Map as a database of art and culture individuals and organizations. If viable, establish a methodology to keep it current and easier to navigate.	long term	min
c	Continue to support the Public Art policy and program.	ongoing	med
d	Establish apprenticeships and internships for local artists to work with experienced and renown artists.	medium to long term	med

	Intention: Active audience participation and engagement in the arts cultivates a healthy community and instills a sense of place.		
3	**Action: Include art in alternative spaces to encourage broader community participation, encounter and appreciation of the arts.**		
	Tactics	**Timeframe**	**Resources**
a	Simplify process and information sharing for street performance artists, outdoor art events and temporary art presentation spaces.	ongoing	min
b	Encourage arts events to surprise and engage the residents of New Westminster.	medium	med
	Intention: Stable and consistent municipal investment in the arts cultivates a vibrant community.		
4	**Action: Increase financial investment and funding in grant programs.**		
	Tactics	**Timeframe**	**Resources**
a	Review and strengthen the Partnership grant program for operational support to local established arts organizations.	S/M/long term	med
b	Consider fee for service agreements and delegating specific arts program and services to existing non-profit partners.	medium	min
c	Continue to support and expand the arts and culture grant program to promote/serve new and existing arts organizations and programs.	short term	med
d	Expand grant support for the creation of emerging art forms.	short term	med
e	Establish clear roles and responsibilities for city staff and non-profit partners in achieving the greatest benefit for the community.	ongoing	min
	Include: Increase inclusion and accessibility in the arts		
	Intention: Inclusion and equitable access in the arts develops an enriched community.		
1	**Action: Support and encourage arts organizations to increase inclusion and accessibility in their processes, projects, programming and facilities.**		
	Tactics	**Timeframe**	**Resources**
a	Encourage diversity at the board tables and memberships in arts organizations.	short term	min

b	Connect and support artists in navigating processes by hosting professional workshops and networking opportunities to overcome barriers.	medium	med
c	Add inclusion and accessibility as guiding principles in arts and culture grants.	short/med	min
d	Expand and encourage the arts in all New Westminster neighbourhoods.	long term	med
2	**Action: Accept responsibility to create space for Indigenous voices and cultural presence in whatever way they emerge in our community.**		
	Tactic:	**Timeframe**	**Resources**
a	Consult, listen, support and develop opportunities.	short term	med
b	Propose opportunities like apprenticeships, internships and assistant positions between artists to build capacity.	medium	med
	Intention: The Arts should be accessible for all citizens of New Westminster.		
3	**Action: Expand arts access for all citizens regardless of age, ability, gender expression, socioeconomic status, ethnicity or sexual orientation.**		
	Tactics	**Timeframe**	**Resources**
a	Foster initiatives with youth networks, program staff and associations to increase opportunities for youth and intergenerational art production and presentation.	medium ongoing	med
b	Foster initiatives with senior networks, program staff and associations to increase opportunities for senior and intergenerational art production and presentation.	medium ongoing	med
c	Resource and support initiatives that make arts participation affordable.	ongoing	med
	Generate: Create economic opportunities and enlarge contribution to the arts		
	Intention: The Arts encourage talent and attract entrepreneurial initiatives, business and tourism to the local economy.		
1	**Action: Work with local agencies to promote New Westminster as an arts centre and destination.**		
	Tactics	**Timeframe**	**Resources**
a	Collaborate with local arts and business sectors to connect artists with patrons.	short	min
b	Collaborate with local tourism organizations to identify presentation opportunities for artists in local special events, markets and festivals.	short term ongoing	min

c	Continue to expand and promote public art as a placemaker and tourist destination.	ongoing	med
d	Host an annual event to recognize distinguished artists and arts organizations and jointly celebrate local businesses, agencies and developers that support the arts.	short	high
	Intention: Identify the ongoing need for accessible and affordable spaces for artists, arts organizations and presentations.		
2	**Action: Invest in current and future facility infrastructure including renewal and revitalization**		
	Tactics	**Timeframe**	**Resources**
a	Increase access to civic theatres and arts space throughout the city.	short term ongoing	med
b	Identify opportunites for arts programming in existing and future infrastructure projects.	medium term	med
c	Expand artist in resident programs in civic facilities and departments.	long term	med
d	Establish use policy to expand community arts access to Anvil Centre.	short	min
e	Develop a mutually beneficial policy for shared use of the Anvil Centre for arts and conferences.	short	min
f	Work with the Planning Division to explore innovative ways to incorporate spaces in (re)development that support arts.	long term	min
g	Explore incentives for property owners to incorporate spaces for art production and presentation.	long term	min
	Innovate: Embrace ideas that foster innovation		
	Intention: Innovation Creates an evolving and vibrant community.		
1	**Action: Encourage creative hubs and startups to cultivate collaboration, innovation and experimentation.**		
	Tactics	**Timeframe**	**Resources**
a	Augment inter-departmental collaboration within the City of New Westminster to generate opportunities for art creation, presentation and educational programming.	medium	min
b	Encourage and promote challenging and innovative art programming by supporting and encouraging artists and arts organizations.	ongoing	med
c	Initiate partnerships (collaborations) with educational institutions to leverage creation, production, presentation and sponsorship opportunities.	ongoing	min

d	Work with educational partners to promote, support and incorporate STEAM learning in arts programming (curriculum focused on science, technology, engineering arts and mathematics).	ongoing	med
e	Develop a system to integrate artists, education and technology partners for collaborative projects.	medium	min
f	Encourage cross-sectional collaborations to present exhibition opportunities, artist in residence programs and arts presentations within their sectors.	short	med