



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

STRIVE Artistic Excellence						
Objective 1: Maintain resource hub and networks for Artists						
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET
Continued delivery of existing 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 Westminster 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
Objective 2: Recognize Artistic achievements						
TACTICS	ACTIONS	MILESTONES & METRICS	July 1 2021 - June 30 2022	July 1 2022 - June 30 2023	July 1 2023 - June 30 2024	BUDGET
Create 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
Objective 3: Create opportunities for new voices and perspectives						
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

DRIVE							
Broad participation in the Arts							
Objective 1: Expand outreach and diversity							
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
Objective 2: Educate, inform, and engage audiences and sponsors							
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
Objective 3: Support public events							
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
THRIVE							
Sustainability for the Arts							
Objective 1: Maintain a strong ACNW (governance, finance, operations, succession)							
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
Objective 2: Help diversify sources of revenues							
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
Objective 3: Champion common issues							
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