





ARTS COUNCIL
of NEW WESTMINSTER



STRIVE. DRIVE. THRIVE.
Strategic Plan 2021-2024



At the Arts Council of New Westminster, we live and work on the unceded, traditional territories of the Coast Salish peoples of the QayQayt (qiqéyt) Nation as well as all Coast Salish Nations.

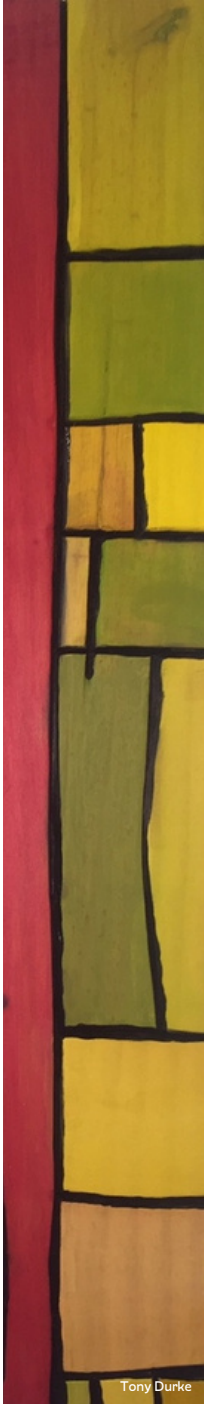


02 Executive Summary

The Arts Council of New Westminster (ACNW) is an active and engaged charitable arts organization that supports and nurtures artists and arts audiences in New Westminster. We remain focused on bringing community together through the arts. Through partnerships across various sectors, including health, social, tourism, and economic development, we infuse the arts into the cultural tapestry of our community. Our work provides opportunities for community to experience and enjoy arts and cultural activities within the visual, literary, and performing arts in New Westminster.

Before March 2020, the ACNW regularly delivered eight unique programs and over a dozen community arts projects throughout the year. The COVID-19 pandemic significantly impacted how we operate and serve our community. Over the last 18 months, we have had to reduce programming and human resources, shift to online program and service delivery, and close The Gallery at Queen's Park for seven months. Amid this uncertainty, Board and Staff undertook a re-prioritization of the use of our three main resources: our voice, our platform, and our resources. We mobilized to support artists, arts-based businesses, and arts organizations through information and resource sharing throughout the pandemic. The Gallery has since reopened, and our programs are making a gradual return.

Looking to our future, the development of this strategic plan has allowed us to reconfirm our commitment to the growth and development of arts and culture in New Westminster. This plan will reorganize the ACNW's programming approach and focus on three main priorities: arts education, arts outreach, and arts enhancement. We will continue to be an information and resource centre, facilitate arts and cultural events, and provide advocacy and representation of the arts. With a renewed lens on equity, diversity, and inclusion, our organization will unpack our history and reapproach our practices to serve a broader range of stakeholders in New Westminster. We will reach participants at all socio-economic levels. We continue with low-barrier art programs that are open to all community members. Through Strive, Drive, and Thrive, the ACNW will continue our 54-year history of being responsive to the needs of artists and arts audiences and celebrate the immense richness of the arts in New Westminster.



03

Who We Are



Vision

An active and engaged
Arts Council in a creative, diverse city

Mission

Bringing Community
Together Through the Arts

The Arts Council meets our mission by fostering, supporting, and promoting arts for all age groups, cultures and Indigenous community members.

We do this by:

- Acting as an information and resource centre for artistic and cultural projects
- Advocating for and supporting the arts and artists in our city
- Facilitating arts and cultural events in New Westminster
- Providing advocacy for and representation of the arts at all governmental levels
- Providing opportunities for the community to come together through the enjoyment and experience of the arts and arts events
- Being an arts and culture community partner across a variety of sectors in New Westminster

04 Core Values



Inspiration and Artistic Excellence:

Providing meaningful experiences in a welcoming environment for visitors, participants and volunteers by offering a variety of high-quality artistic experiences for all ages; and creating opportunities to nurture and support our artists, so they may continue to grow and strive for artistic excellence.

Diversity and Recognition:

Creating a broad range of programs and gallery exhibitions to reflect the diversity of our community; and being inclusive and respectful of all cultures which have influenced both the history of and present-day New Westminster.

Partnerships:

Involving and reaching out to others in formal, informal, new and established projects and working with the City and other like-minded community groups to ensure an arts presence in all celebrations and events.

Partnering with the Indigenous Communities:

Holding and creating space for Indigenous communities so as to provide opportunities to engage in artistic experiences and performances; and creating an awareness and appreciation of Indigenous cultures within the larger community of New Westminster.

Governance:

Ensuring the use of fair and transparent processes that adhere to principles of accountability, independence, merit, and equity.

Communications and Engagement:

Ensuring active communication and community engagement through our approach to planning, strategic directions and goals and program development, so as to serve and maintain relevancy to members and to the community.

05

Strive. Drive. Thrive.

Strategic Direction 2021-2024

STRIVE ARTISTIC EXCELLENCE

OBJECTIVES AND PRIORITIES

1. Maintain the resource hub and networks for Artists

- Return of New West Craft
- Expand ACNW podcast series

2. Recognize Artistic Achievements

- Develop Annual Arts Awards
- Continue Hilda Cliffe Scholarship

3. Create opportunities for new voices and perspectives

- Develop indigenous programming
- Develop Inclusion Newcomers programming

DRIVE BOARD PARTICIPATION

OBJECTIVES AND PRIORITIES

1. Expand outreach and diversity

- Establish EDI achievements and report

2. Educate, inform, and engage audiences and sponsors

- Redevelop ACNW website

3. Support public events

- Develop annual in-kind marketing grants
- Curate artistic components of selected events as resources allow.

06

Strive. Drive.Thrive.

Strategic Direction 2021-2024

THRIVE SUSTAINABILITY

OBJECTIVES AND PRIORITIES

1. Maintain a strong Arts Council

- Board succession planning
- Leadership Change

2. Help diversify sources of revenues

- Develop the donor program
- Research options for new revenues

3. Champion common issues

- Representation on key City committees: Arts Commission, Economic Development
- Advisory Committee, Public Art advisory Committees
- Support Arts BC initiatives with the BC Government



07 Operating Plan: Strive

Objective 1: Maintain resource hub and networks for Artists

TACTICS	ACTIONS
Multi-disciplinary programming with The Gallery at Queen's Park	<ul style="list-style-type: none"> • Monthly exhibition program within the Gallery • Quarterly Literary arts series • Summer Performing arts series • Quarterly New Westminster Cultural Roundtable Series, by artistic discipline
Return of New West Craft	<ul style="list-style-type: none"> • Study opportunities and partnerships for regular episodic markets • Return of Summer and Winter markets • Return to twice-monthly market and large scale events
Expand ArtsNW Podcast series	<ul style="list-style-type: none"> • Study additional funding sources: granting, sponsorship, patreon • Formalize hosts role within the ACNW • Expand with 2nd season of podcast per year

Objective 2: Recognize Artistic achievements

TACTICS	ACTIONS
Create an Annual Arts Awards	<ul style="list-style-type: none"> • Study the partnerships, method, framework, business case, for annual arts awards • Run pilot project with Vagabond Players • Design and run repeatable annual event
Continue Hilda Cliffe Scholarship program	<ul style="list-style-type: none"> • Evaluate current HC Scholarship program • Fundraise to expand program, and promote awarded artists • Evaluate effectiveness of program, impact for artists, and opportunities to reach into community.

Objective 3: Create opportunities for new voices and perspectives

TACTICS	ACTIONS
Develop Indigenous Programming	<ul style="list-style-type: none"> • Study additional opportunities for funding and expansion • Expand role of the Indigenous Curator • Embed Indigenous programming across all three programs
Develop Inclusion Newcomers Programming	<ul style="list-style-type: none"> • Study additional opportunities for funding and expansion • Expand role of the Outreach Coordinator • Embed newcomers programming at community events

08 Operating Plan: Drive

Objective 1: Expand outreach and diversity

TACTICS

Establish EDI achievements and reporting

ACTIONS

- Study how other organizations are approaching EDI and establish baseline
- Measure and communicate annual reportcard on ACNW EDI efforts
- Evaluate ACNW EDI efforts and recommend new initiatives and education opportunities

Objective 2: Educate, inform, and engage audiences and sponsors

TACTICS

Redevelop ACNW website

ACTIONS

- Study the needs of the ACNW and the look/function of other Arts Council websites. Study funding opportunities
- Hire contactor to redevelop ACNW website
- Evaluate website to ensure it is meeting intended goals of the project

Objective 3: Support public events

TACTICS

Annual in-kind Arts Marketing Grants

ACTIONS

- Study the need for arts marketing and promotions in New West, define granting system
- Run pilot project distributing grants to member groups
- Design and run repeatable annual marketing grants



09 Operating Plan: Thrive

Objective 1: Maintain a strong ACNW (governance, finance, operations, succession)

TACTICS	ACTIONS
Succession Planning	<ul style="list-style-type: none">• Ongoing renewal of Board membership• Annual Board Retreat• Annual Board Equity Diversity and Inclusion Training• Annual Board Governance Workshop
Leadership Change	<ul style="list-style-type: none">• Prepare job description, develop operations manual• Post job and hire new Executive Director• Transition and provide support to new Executive Director

Objective 2: Help diversify sources of revenues

TACTICS	ACTIONS
Develop donor program	<ul style="list-style-type: none">• Study donor programs by comparable organizations, develop case for support• Create donation campaign and raise funds• Create annual donor recognition activity and evaluate donor program
Develop Sustainability	<ul style="list-style-type: none">• Research market opportunities for additional social enterprise opportunities• Develop pilot project to test marketplace• Evaluate social enterprise pilot project and recommend for continuation

Objective 3: Champion common issues

TACTICS	ACTIONS
Ongoing Participation on key City Committees	<ul style="list-style-type: none">• Economic Development Advisory Committee• Arts Commission• Public Art Advisory Committee

10 Acknowledgments

The STRIVE. DRIVE. THRIVE. Strategic Plan was shaped by the 2021 ACNW Board of Directors:

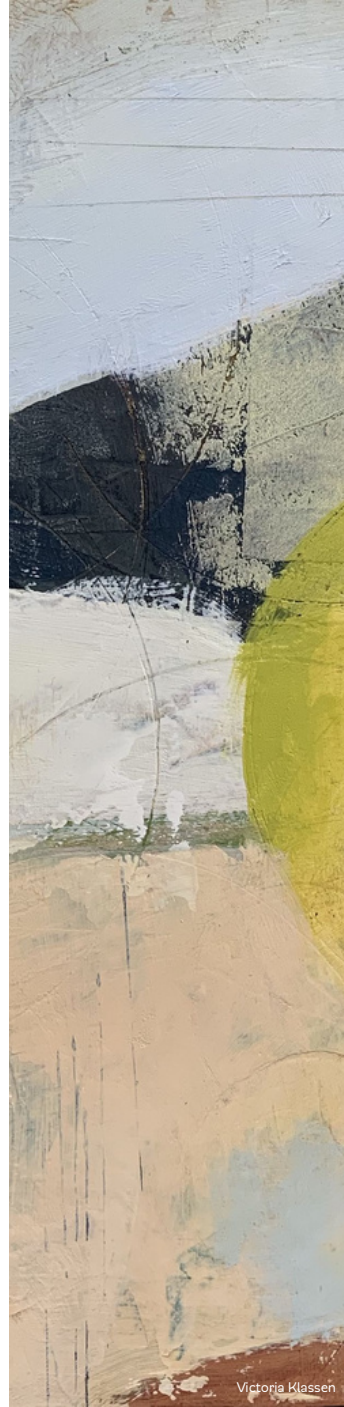
- Bob Crockett, President
- Rosie Anza-Burgess, Vice President
- Andrew Koltek, Treasurer
- David Vivian, Secretary
- Leah Chang
- Simrit Kainth
- Lindsay Sands
- Ruby Campbell
- George Leontowicz

Staff:

- Stephen O'Shea, Executive Director
- Laura Grady, Program Manager

Photo Credits:

Cover Page: Dey Rose, Studio Eighteen, Sheri Lynn Seitz, Fawnda Bullshields
02: Tony Durke
03: Kaya Kurz, Vegan Pudding Co
04: Victoria Mitchell, New West Craft
06: Boostani, Expression of Hope in the Time of COVID Mural at RCC
08: Clasrissa Banos
10: Victoria Klassen





ARTS COUNCIL
of NEW WESTMINSTER

© 2021-Arts Council of New Westminster