



Attachment # 1
Anvil Centre – A Year in Review Report
March 2020

REPORT

Office of the CAO

To: Mayor Côté and Members of Council **Date:** March 9, 2020

From: Lisa Spitale
CAO **File:** Doc#1580056

Item #:

Subject: Anvil Centre – A Year in Review

RECOMMENDATION

That Council receive this report as information.

PURPOSE

To provide Council with the Anvil Centre operating and capital projects budget information for 2019 and 2020.

BACKGROUND

Anvil Centre is a unique, award-winning building, located at the gateway to downtown. Originally designed to elevate Columbia Street and attract business, this downtown location provides the community and users with an 84,000 square foot, multi-use building, essential, cultural amenities and flexible spaces for events and programs. Designed as a fusion of 'Culture, Commerce & Community', this state-of-the-art centre was always intended to attract those wanting rich cultural experience, along with those wishing to engage in commerce and the business of events. Anvil Centre has indeed become a draw for visitors to the city from across the lower mainland and beyond. Anvil Centre is home to Conference Services and Cultural Services. The Canadian Lacrosse Hall of Fame and New Westminster Tourism are also located in the Anvil Centre.

CONFERENCE SERVICES

Anvil Conference Centre, in its 5th full year of operation is positioned strongly in the very competitive regional marketplace with Corporations, Labour Associations, Government and Non-Profit Organizations as an exciting backdrop for business meetings, conferences, tradeshow, banquets and galas. In 2019 the conference services team made the following significant accomplishments and has the following plans for 2020.

- 1.) Sustained growth and continued development of a strong and loyal client base for the conference centre with 68 repeat events and 36 new clients events in 2019.
- 2.) Continued development of new business from within Metro Vancouver through targeted marketing and promotional activities including: print advertising in media publications & magazines, online / digital advertising, active social media platforms and promotional tactics such as tradeshow and direct sales.
- 3.) Increase in out of province business including Toronto, Calgary, Edmonton and Victoria – indicating that with the building of a 200+-room hotel more multi-day conferences could be brought to the City. Anvil Centre currently conducts business with accounts from the following Cities:
 - a. Vancouver – 316
 - b. New Westminster – 223
 - c. Burnaby – 158
 - d. Surrey – 74
 - e. Richmond – 34
 - f. Coquitlam – 38
 - g. North Vancouver – 27
 - h. Toronto – 22
 - i. Port Coquitlam – 15
 - j. Ottawa – 9
 - k. Calgary - 6
- 4.) 2019 total gross revenues of \$1,902, 034 including \$1,045, 345 in catering revenues and \$145,350 in audio-visual revenues. Projected 2020 revenues of \$2.19 million
- 5.) Contributed to the advancement of City Initiatives by servicing and supporting 36 City meetings and events and 30 cultural event days in the ballroom
- 6.) To address community feedback, the Anvil Centre website was redesigned to feature a Global Calendar that is indicative of building-wide events, programs and activities both cultural and conference
- 7.) Successful partnership with Corus Entertainment on CKNW's 75th Anniversary Celebration brought extensive media exposure for both the City and Anvil Centre
- 8.) Continued partnerships with organizations such as Corus / Global National on events that bring contra advertising such as the featuring of Anvil Centre Cultural Program or Exhibitions on the Global BC Community Calendar
- 9.) Conference Services 2020 forecasted revenues are \$2.19 million

CULTURAL SERVICES

Cultural Services comprises four sections:

- Heritage Services (Museum & Archives)

- Art Services (& Community Art Gallery)
- New Media Gallery (& Learning Lab)
- Anvil Theatre

Eight full-time staff, research, develop and deliver unique cultural programming and support collections for the enrichment of the New Westminster community. Three staff connected with Massey Theatre, also work part-time at Anvil Centre.

Cultural Staff:

- research & support civic collections
- research, document & develop innovative programs and best practice
- engage, collaborate and support visitors, researchers and program users
- research, design & build exhibitions for Museum & New Media Gallery
- manage the Community Art Gallery
- book, manage and support Theatre performances
- develop, organize & deliver rich cultural workshops, events + civic outreach
- manage, book and support programming spaces for the community
- manage the Learning Lab, a tech-rich programme space
- develop & deliver collaborative civic events (eg. Culture Days, Family Day, YEET)
- manage various cultural booking databases on behalf of the city
- manage registration, shipping and documentation of collections + exhibition loans
- support and engage with the community on a daily basis
- market and design promotional materials through print and traditional/social media

ANVIL CENTRE GOALS

In 2019 the Anvil Centre Goals were consolidated. These goals are supplemented in Cultural Services by Art Strategy and Theatre Strategy Goals and by individual strategic plans followed by each section.

1. To provide a vibrant gathering place for residents and visitors that will inspire community spirit and pride, cultivate commerce; promote tourism, and foster learning in arts, culture and heritage.
2. To create a cultural hub that is home to festivals, exhibitions, shows, performances and celebrations.
3. To generate positive economic and social impacts for the community by bringing people to the City of New Westminster when hosting events and performances.
4. To expand business hours of operations to allow for additional services, programs and revenue generation which will provide additional community access at Anvil Centre.

ANVIL CENTRE REVENUE MODELS

As we complete our fifth year of operations, Anvil Centre is now recognized as an increasingly busy community hub. On any given day, a wide variety of cultural and conference activities will be taking place across all four floors. Some activities will be

revenue-generators, other activities will be Subsidized or operate on a cost recovery model. In 2019, about 110,000 guests visited Anvil Centre, participating in over 800 activities (including multiple sessions); exhibitions, registered community programs, civic events, conferences, meetings, gala dinners, talks, tours, performances and school workshops. The clients and guests from all activities combined have generated over \$2.2 million in annual revenue in 2019, primarily from Conferences. Cultural Services is not considered a revenue-generator, but does receive revenue from community sources, corporate donations as well as grants from other levels of government. Cultural Services programming is delivered on either a cost recovery model or is considered subsidized civic programming (such as free, public exhibitions or free community events).

ANVIL CENTRE BUILDING

Anvil Centre is a relatively new building located in a developing downtown core. The nature of the building and the location brings with it certain challenges that have budget implications:

- Vandalism & security
- Water run-off /Sewage
- Loading Docks demand from restaurant clients, cultural services & conference
- Cleaning due to glass surfaces
- Space restrictions (office, storage)

ANVIL CENTRE STAFF ISSUES & SERVICES

There are several factors affecting the successful growth and delivery of Conference and Cultural Services at Anvil Centre, and the successful maintenance of the building. These are:

- significant increase in attendance / increased public demand in all areas require staff
- best practice / expectation that cultural institutions and conference services will offer standard services
- building design challenges /limited space, equipment breakdown
- security for the building, guests, clients and staff and for cultural loans to the city

In 2019 Anvil Centre managers conducted a staffing overview to examine working schedules and workloads and to determine how and where staffing efficiencies could be created. Areas of review & response included:

- identifying areas of workload
- reduce duplication of work / consolidate specified tasks
- attempt to adjust workloads in some areas
- reclassification of staff / a shift to auxiliary in some areas

Since opening, significant increases in attendance and public demand has increased in areas such as cultural programs, exhibitions, theatre performances and conference events. In 2016, 396 activities took place at Anvil Centre. In 2019, over 800 activities were developed, delivered and hosted. These activities, events or programs often comprise

multiple sessions, each requiring the organization and management of numerous staff and program/event details, often over weeks or months before a project or event is realized. During the first 5 years of operations, the venue experienced total growth of 25% - 30% annually in activities and attendance.

Anvil Centre Consolidated Budget 2019 – 2020

	2019	2019	2020
	2019YTDActuals	Approved Budget 2019	2020 Budget
100 Revenue			
200 Sale of Services	(165,426)	(45,000)	(55,000)
300 Other Revenue	(1,990,216)	(2,120,519)	(2,450,619)
350 Contribution Revenue	(40,427)	(2,500)	(2,500)
Total 100 Revenue	(2,196,069)	(2,168,019)	(2,508,119)
200 Expenses			
400 Salaries/Benefits/Training	2,417,976	2,403,826	2,639,715
450 Contracted Services	495,084	420,151	497,651
500 Supplies and Materials	566,312	400,373	546,273
600 Cost of Sales	1,420,525	1,174,562	1,395,462
725 Amortization	2,616,000	2,616,000	2,602,000
Total 200 Expenses	7,515,897	7,014,912	7,681,101
600 Reserves			
910 Transfers to Reserves	972,868	972,862	1,242,862
Total 600 Reserves	972,868	972,862	1,242,862
700 Internal Transactions			
920 Internal Recoveries	(72,478)	(169,000)	(75,000)
940 Interdepartmental Charges	242,481	259,251	251,964
Total 700 Internal Transactions	170,003	90,251	176,964
Total Anvil Centre	6,462,699	5,910,006	6,592,808

Net Operations not including Amortization & Transfers to Reserves

2,873,831	2,321,144	2,747,946
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Please note the above figures do not include annual debt payments of \$674,972

Anvil Centre 2019-2020 Capital Projects

	Description	2019 Adjusted Budget	Total Actual Expenses	2020 Budget
1.	Anvil Centre Building	121,000	5,612	143,000
2.	Anvil Centre Equipment/Machinery	423,000	395,443	259,800
4.	Grand Total	544,000	401,055	402,800

INTERDEPARTMENTAL LIAISON

Input from the CAO, Director of Finance, Manager, Finance Services and Anvil Centre Cultural and Conference Managers and the General Manager was provided for this report.

OPTIONS

There are two options for Council's consideration; they are:

1. To receive this report for information
2. To provide staff with further direction

CONCLUSION

Over the past five years, Anvil Centre has developed to become a known provider of unique and valuable services for New Westminster residents, visitors and corporate clients. Judging by comments and feedback it has become a place of community pride. Anvil Centre is increasingly known across Metro Vancouver as a place to access a full range of cultural and conference offerings and services. Cultural and conference clients are drawn from New Westminster, nationally and internationally and this has resulted in significant economic impact and attention for the city. Our programs and services advance a number of the City's strategic priorities. From an operational perspective core building components, location and services are complex to maintain in the face of increased demands, and will require additional resources going forward. Within this matrix Anvil Centre staff strive to provide exceptional, multi-tiered services while effectively managing workloads, mandates, and goals while being fiscally responsible. At the same time the best interests of the community, whether through research, engagement or exceptional service remain paramount.

ATTACHMENTS

- A – Anvil Centre Operational Overview
- B – Anvil Centre Capital Projects Budget
- C – 5 Year Capital Plan
- D – NWMA 2020 Operational Overview
- E – NMG Sustainability Fact Sheet

Approved for Presentation to Council

 Lisa Spitale
 Chief Administrative Officer

Signatures:

Todd Ayotte Manager, Community Arts & Theatre	Gordon Duggan Executive Director, NMG
Diane Heal Manager, Conference Services	Heidi Hughes Manager, Conference Sales & Marketing
Sarah Joyce Director-Curator, NMG	Vali Marling General Manager, Anvil Centre
Rob McCullough Manager, Museums & Heritage Services	Jessica Schneider Manager, Anvil Centre Theatre