

## Attachment #1

*Recommendations and Resources,  
Cost Level and Estimated Timeframe*

**ANVIL CENTRE 10-YEAR REVIEW RECOMMENDATIONS**

**Cost Estimate Key**  
 WB = Within Existing Budgets  
 \$ = up to \$15,000  
 \$\$ = \$15,000-\$75,000  
 \$\$\$ = \$75,000 +

<b>1 ACTIVATION</b>						
	<b>RECOMMENDATIONS</b>	<b>NOTES/CONSIDERATIONS</b>	<b>RESOURCES</b>	<b>CAPITAL</b>	<b>OPERATING</b>	<b>TIMELINE</b>
1.1	Add mobile display cases to expand community art and heritage exhibition programs to the ground floor, facilitate the exhibition of 3-dimensional art works and artefacts, and, support visual displays to celebrate various cultural holidays and commemorative occasions throughout the year. Explore opportunities to potentially rotate displays to other Civic facilities	Design/fabrication, allocation, curation of content, space and date availability	One-time costs related to design and fabrication of the cases; existing staff resources to implement	\$\$	WB	Q2 - 2025
1.2	Explore temporary public art opportunities through the atrium and lobby. This could include art wraps on structural pillars.		New annual allocation from the public art reserve; existing staff resources to implement	\$\$	WB	Q2 - 2025
1.3	Work to regularly activate the ground floor with public activities and vibrant offerings that will bring people into the facility. This could include introducing unstructured, drop-in activities, and interactive educational displays and creative events.	Internal coordination required; expected revenue implications related to lost conference booking days due to increased programming.	Ongoing new staffing resources to program and coordinate; materials and supplies for delivery	None	\$\$	Q2 - 2025
1.4	Expand upon existing partnerships with Library services to activate the ground floor space and respond to needs in the Downtown neighbourhood		Existing staff resources	None	WB	in progress
1.5	Establish a new interdepartmental staff working group to work with all Anvil departments to collaborate on programming, including representation from Recreation and Library Services.		Existing staff resources	None	WB	Q4 - 2024

1.6	Continue to proactively work with community partners in activating the ground floor of Anvil Centre during street festivals and other outdoor events on Columbia Street; seek out new partners to plan and develop new and innovative ways to increase presence at all street festivals.	Internal coordination required; expected revenue implications related to lost conference booking days due to increased programming (shared staff resource).	Existing staff resources augmented by new outreach staff to engage new partners and identify new opportunities.	None	See item 3.2	in progress
1.7	Develop selected flexible/ephemeral programming such as screen-based, sound and light to activate the main floor.	Shared staff resource relative to items 1.6 and 3.2.	Existing staff resources augmented by new outreach staff	None	See item 3.2	Q-1 2025
<b>2</b>	<b>ACCESS</b>					
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	TIMELINE
2.1	Develop a strategic plan for Anvil Centre to provide clarity of purpose and establish priorities and a clear framework for facilitating community usage.		One-time cost to engage a consultant	None	\$	Q1 - 2025
2.2	Identify underutilized times and spaces within the facility. Develop internal programs and work with Recreation and Library staff to develop a plan and support the delivery of new recreation and leisure opportunities at Anvil.		Existing staff resources	None	WB	Q3 -2024
2.3	Establish strategies to create more flexibility in accessing Anvil programs and services.		Existing staff resources	None	WB	Q4 - 2024
2.4	Consider establishing a new funding stream in the City's grants program specific to Anvil Centre activation and use. This could include prioritizing grant funding for applicants who propose activation and utilization of the ground floor.		Coordinate with grants staff and align with planned review of the funding envelope and microgranting process	None	WB	Q3 - 2025
2.5	Develop strategies to simplify booking processes for community access.		Existing staff resources	None	WB	Q4 - 2024
2.6	Provide affordable and flexible catering alternatives for community users.	To be aligned with Fraser Health Authority guidelines and protocols	Existing staff resources	None	WB	in process
<b>3</b>	<b>AWARENESS</b>					
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	TIMELINE

3.1	Engage a consultant to develop a comprehensive communications plan for Anvil Centre	Consulting costs; potential costs related to recommendations	One-time cost to engage a consultant	None	\$\$	Q2 - 2025
3.2	Hire a communications and outreach specialist for the operation in order to action the communications strategy and ground level activations.	This position could also support coordination of ground floor community activations as noted in items 1.6 and 1.7 above.	Ongoing new funding for staff position	None	\$\$\$	Q2 - 2025
3.3	Strengthen internal communications processes to maximize opportunities for collaboration between all Anvil divisions.		Existing staff resources	None	WB	in process
3.4	Develop and install new external signage that is eye-catching and creates greater awareness of the programs and services offered by all Anvil department.	Based on current infrastructure (electrical), signage by-laws, space availability	Capital request	\$\$\$	WB	Q3 - 2025
3.5	Develop and install new internal signage to direct visitors and increase awareness of offerings throughout the facility.		Capital request	\$\$	WB	Q3 - 2025
<b>4</b>	<b>EXPERIENCE</b>					
	<b>RECOMMENDATIONS</b>	<b>NOTES/CONSIDERATIONS</b>	<b>RESOURCES</b>	<b>CAPITAL</b>	<b>OPERATING</b>	<b>TIMELINE</b>
4.1	Engage a space planning consultant to develop a space plan to establish a more welcoming presence at Anvil.	Consultant costs; Recommendations will require capital investment; some can be actioned in Q4 2024	One-time cost to engage a consultant; capital budget TBD	TBD	\$\$	TBC
4.2	Develop and implement an operational plan to identify what is working well, how can improve guest experience and decrease any perceived/real barriers.	If kiosk staff uniforms are changed / eliminated there is a cost savings for uniform cleaning. Security uniforms required due to provincial regulation.		None	WB	Q3/4 - 2024