

Attachment #1

Anvil Centre Review Recommendations

ATTACHMENT 1
ANVIL CENTRE 10-YEAR REVIEW RECOMMENDATIONS

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

ACTIVATION							
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	PROJECT START	STATUS UPDATE MARCH 2025
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	Display case design specifications to be developed in March and April 2025 with fabrication to be completed by September 2025. Museum display rotation already in place for Queensborough and City Hall locations.
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	Capture Photography Festival installation on the front façade will take place in April 2025. Banner hardware will be installed in the Atrium in Q2 to support ongoing banner displays. The first display will be children's banner designs, to be installed in Q2.
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	Underway and ongoing. Recent examples include: Library end of summer reading club celebration held in September 2024 and will be hosted again in September 2025. Curatorial round-table talk held in September in the ballroom to accompany feature museum exhibition "Downstream Where the Waters Mix". Tin Soldier Time Capsule items viewing. Pow Wow workshop held on Family Day 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	Ongoing through 2025	Capital was approved for a library book vending machine in 2025 budget. Library staff are in preliminary research stages for the appropriate equipment. End of Summer book reading club celebration will be held in September 2025
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	Completing booking policies and processes to provide clarity of roles, responsibilities, priorities and feasible programming options. Group to meet upon completion in Q2 2025.
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	Currently there is one confirmed Columbia Street festival in 2025 (Pride) and staff continue to work to support and increase presence for the facility during the festival. Anvil team will also continue to work with the Community Events team as they work to develop and support new street festivals
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	Q1 - 2025	On hold due to departure of Art and Technology managers in Dec 2024
2	ACCESS						
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	PROJECT START	STATUS UPDATE MARCH 2025
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	\$	Q3 - 2025	Staff will develop a scope of work and begin procurement process in Q2/Q3 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	Underway and ongoing: Afternoon downtimes have been identified in the Anvil Studios for some daytime periods; regular library programming will be launched in Spring 2025 to begin filling these periods. Recreation programs such as guitar lessons have been added to the studios on level 4. Additional program offerings are being explored in conjunction with work being undertaken through Item 1.5.

2.3	Establish strategies to create more flexibility in accessing Anvil programs and services.		Existing staff resources	None	WB	Q4 - 2024	Guidelines deferred for completion to Q4 2025 due to staffing capacities to complete work in 2024. Additional time required to review current policies relative to other City booking policies.
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	Staff will bring a report to Council addressing this item along with the civic grant program in Q3/Q4 2025.
2.5	Develop strategies to simplify booking processes for community access.		Existing staff resources	None	WB	Q4 - 2024	Initiative will begin in Q2 - 2025
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	Complete	Completed October 2024; catering menu is now available for community groups to access. Fraser Health has worked with City to allow for external community groups to bring own food into facility provided it is prepared in a FH certified kitchen.
3 AWARENESS							
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	PROJECT START	STATUS UPDATE MARCH 2025
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	Staff will develop a scope of work and begin procurement process in Q2/Q3 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	Budget enhancement request for new staff position was deferred until 2026. Staff plan to utilize auxiliary staff resources to advance this recommendation in 2025, following the development of a communications plan (Recommendation 3.1).
3.3	Strengthen internal communications processes to maximize opportunities for collaboration between all Anvil divisions.		Existing staff resources	None	WB	In process / Ongoing	Cross-division collaboration is ongoing, with better information being shared from coordinators and managers surrounding activities that are building-wide.
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	Signage committee and consultant established. Signage research and planning to begin as scheduled in latter half of 2025, with capital budget identified in 2026 to purchase signage.
3.5	Develop and install new internal signage to direct visitors and increase awareness of offerings throughout the facility.		Capital request	\$\$	WB	Q3 - 2025	Planning underway. Signage to be installed by Q4 2025.
4 EXPERIENCE							
	RECOMMENDATIONS	NOTES/CONSIDERATIONS	RESOURCES	CAPITAL	OPERATING	PROJECT START	STATUS UPDATE FEB 2025
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	\$\$	Q3 - 2025	Project scope to be undertaken in Q3+H36 - 2025 in preparation for 2026 capital budget process.
4.2	Develop and implement an operational plan to identify what is working well, how we 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	Initiated in 2024 and ongoing through 2025	New uniforms in place for Information Kiosk attendants that clearly identify staff and are different from security uniforms. Ongoing review of communication from all divisions to kiosk staff so they can better inform visitors on what to experience in the building. New seating purchased and placed through the facility and on the ground level to create spaces for people to sit longer and relax.