"City of the Arts" SWOT Brainstorming

Strength	Weaknesses
- Dynamic arts community - Breadth of art disciplines - Boutique shops (e.g., Olive the Best) - Geographically small area - Events like the Arts Shuffle, Ribfest, Car Free Days, Golden Spike Days, Summer Concert Series (some of these bring in a regional audience) - Arts is an economic driver - Arts assets - Financing built into the budget (0.3% allocated to arts, arts reserve) - Artist in residence program - Negotiated arts component with developers - Arts Centre - Waivers for arts related murals - Art grant program - Banner program - There's a readiness for making the City of the Arts really happen - momentum / window of opportunity	- Some art events/programs have disappeared (e.g., used to have wearable arts, arts walk, studio tours) – lost some champions - Inadequate promotion of arts - Lack of identifying with arts from the public - Limited concept of the arts currently (both in type and in geography) - City Hall red tape e.g., charges for murals (these have now been removed) - Lack of arts coalition - Lack of knowledge of what's available (resources, organizations, artists) – e.g., do people know about the Port Moody Foundation - Not enough anchor events - Funding available for the arts - Disconnect between businesses and the arts (e.g., unused space in businesses) - Lack of affordable spaces for art, and lack of affordable housing for artists - Lack of coordination (e.g., new business marketing) - Lack of full cultural representation - Weak media market for getting the word out; history of previous unsuccessful attempts to centralize event promotion

Opportunities	Threats
- Redefine "Arts" – beer-making, culinary, architecture, etc. – not over complicating it, but making it inclusive - Use arts identity to leverage arts events/offerings - Tell the stories around City of the Arts - Find ways to work together, cross promote - Main place to go to find out about arts offerings - Some way to centralize – portal, tagline, "City of the Arts presents…", etc - Identify the experiences that will define the City of the Arts - Heritage as part of the arts story - Satellite of hubs (rather than having one centralized place) - TOD development opportunity - Supporting framework for new businesses (incentives for things like murals) - Explore how to make facility spaces more affordable for artists - Facility audit to assess current offerings, accessibility, affordability - Find synergies between groups across Metro Vancouver (cross promotion, attract regional audience, bring $ into the community) - More resources for how to run an arts businesses, tax incentives, grants, and other supports - Identify cultural and tourist drivers for the arts - Create simple, repeatable events (e.g., annual winter festival) – "simplify and go" - Find ways to connect offerings (e.g., museum/arts exhibit, events) - City leadership on the arts – City as a central connector for arts groups, artists - Explore how CACs are used - Leverage existing funding with grants - Incorporate arts into our infrastructure; integrating arts into the mundane elements of daily life (bus stops, lighting, architectural design, gardening) - bring art into businesses (e.g., health and wellness) - look at regional best practices (e.g., cultural summit) - Kyle Centre development opportunity - Pop up shops and experiences - Take advantage of business down time (e.g., paint nights in a business) → brings in new patrons - New business marketing package - Take advantage of underutilized City Hall outdoor forum - Develop a culture of unique small businesses - Grassroots marketing tactics	- Not moving fast enough for the window of opportunity/momentum - Regional context (strength of arts in surrounding communities, larger funds from sources such as casino revenues) - City of the Arts concept too broad? - Financing – matching vision with a sustainable resourcing model - Affordability for artists, art businesses, small businesses, boutique shops, etc - NIMBY perspective (e.g., Suter Brook Friday music nights, Gallagher's open mic night → closed due to complaints) - Parking availability, accessibility barriers, transportation ease - Competing amenity needs from developers (developer contributions go to a wide range of amenities that the City needs)