



# CITY OF PORT MOODY

## *Arts and Culture Master Plan*



2018–2027

**PORT MOODY**  
CITY OF THE ARTS







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This document was prepared by MDB Insight in consultation with the City of Port Moody.



## *How we define ARTS*

### THE TERM 'THE ARTS' INCLUDES, BUT IS NOT LIMITED TO:

- music (instrumental & vocal);
- dance;
- drama;
- folk art;
- literary arts (creative writing, poetry, etc.);
- architecture and allied fields;
- painting;
- sculpture;
- photography;
- graphic arts;
- craft arts;
- industrial design;
- costume and fashion design;
- motion pictures and film;
- television;
- radio;
- tape and sound recording;
- the arts related to the presentation, performance, execution, and exhibition of art forms; and
- traditional arts practiced by the diverse peoples of any country.

## *How we define CULTURE*

Culture can mean many things to many people. Simply put, culture is both the expression and celebration of the values and aspirations of a community. This is done through all manner of human activities that characterize a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through individual and locally authentic community expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history. To engage in cultural planning therefore, requires knowing how people live, work, and play and relate to their local environment.



A vibrant night scene featuring a large, bright firework exploding in the sky over a body of water. The firework's light reflects on the water's surface. In the background, a long pier or bridge is illuminated with warm lights, and silhouettes of trees are visible on the right side. The sky is a deep blue with some lighter clouds.

## *A note about the Arts and Culture Master Plan Technical Report*

The City of Port Moody's Arts and Culture Master Plan is supported by a Technical Report, which contains select background research that underpins the recommendations and findings found in this document. The Technical Report is meant to be a supplementary document that accompanies the main report, and includes details that support the Master Plan.



**VIEW THE TECHNICAL REPORT  
AT [PORTMOODY.CA/ACMP](https://portmoody.ca/acmp)**



# EXECUTIVE *Summary*

The Arts and Culture Master Plan for the City of Port Moody serves two purposes. First, it defines a vision and a set of strategic directions and actions to help guide the development of arts and culture resources and activities in the city over the next 10 years. Second, it provides a guide on how best to connect these resources to advance the City's overarching social and economic development agendas. The Plan incorporates the identified cultural needs and interests of Council, City staff, residents, arts and culture groups, and business and community leaders, and demonstrates a commitment by the City to continually position itself as City of the Arts for years to come.

## *What does the Arts and Culture Master Plan do?*

- develops a shared vision and framework for action
- increases awareness of the arts and culture sector
- strengthens relationships and builds opportunities for collaboration between the City, arts and culture groups, and business and community interests
- integrates arts and culture into planning and decision-making across City departments
- defines concrete recommendations to advance arts and culture development in Port Moody for the next 10 years



Community Banner Painting Session



## The Planning Process

The process used to develop the Arts and Culture Master Plan combined research and analysis of the current social, demographic, and economic context in Port Moody with a comprehensive consultation and engagement process. The goal is a Master Plan that is inclusive, comprehensive, and encourages collaboration in advancing the Plan's vision, strategic directions, and actions.

Work on the Arts and Culture Master Plan began in August 2016, with the draft report presented to the Port Moody Committee of the Whole in April 2017 for feedback. The entire project process is illustrated below.



## Community Engagement Activities

The planning process for the Arts and Culture Master Plan prioritized four key consultation activities:

<i>Telephone Survey of Residents</i>	<i>Focus Groups</i>	<i>Cultural Forum</i>	<i>Stakeholder Interviews</i>
A statistically relevant telephone survey of Port Moody residents, with a total of 400 interviews.	Five focus group sessions hosted in Port Moody, with City staff, artists, arts and culture stakeholders, Council, and the City's Arts and Culture Committee.	A cultural forum, hosted in Port Moody, to obtain public input.	11 one-on-one telephone interviews, conducted with cultural, business, community, and municipal leaders in Port Moody.

Key findings from these engagement activities, combined with earlier research, shaped the preparation of the draft Arts and Culture Master Plan. A thematic summary of community engagement is set out later in this report.



# VISION STATEMENT

City of the Arts - Port Moody is a community where creativity and the arts are supported and encouraged, and cultural expression is woven into everything we do

*Port Moody will earn this reputation by being a city:*

- where arts and culture are integrated across all areas of City planning and decision-making;
- that is recognized nationally as a destination for artists, tourists, and new residents, known for its creative atmosphere, beautiful cityscape, and collaborative environment;
- where cultural opportunities, resources, and activities are accessible to residents of all ages, abilities, ethnicities, and economic circumstances across all parts of the community;
- that brings continuous innovation to the development of its arts and culture assets and environment;
- where arts and culture are drivers in creating the quality of life and quality of place that attracts a talented workforce and new investment opportunities; and
- where arts and culture, and creative enterprises, become drivers in growing and diversifying the local economy.

*Coming and Going by Soren Henrich. Photo by Joep Olthuis*



## *Strategic Objectives and Goals*

Based on the planning and community engagement process, three strategic objectives were identified to guide arts and culture development in the City of Port Moody over the next 10 years. Figure 2 sets out these strategic objectives, which define the context for a range of associated goals and actions.

### **1. ADOPT A CULTURAL LENS IN DECISION-MAKING**

- incorporate arts, culture, and creativity into City planning
- expand the role of arts and culture in economic development and tourism

### **2. BUILD CULTURAL CAPACITY**

- strengthen communication and collaboration
- invest in arts and culture infrastructure

### **3. ENHANCE PUBLIC SPACES THROUGH ARTS AND CULTURE**

- expand public art
- raise the profile of arts and culture
- utilize public spaces as venues for arts and culture activities

*Figure 2 : Strategic Objectives And Goals*



# 1. *The* CONTEXT

## 1.1 *Leading Trends in Cultural Planning Today*

### EVOLVING GOVERNMENT ROLES

There is a shift occurring in all levels of government, from a traditional “planner-provider-deliverer” model to an increasingly collaborative “enabler-convener-catalyst-broker” model or approach to advancing public agendas. Collaboration, within and between local government departments, and between local government and the wider community and business spheres, offers local government the chance to pool talent and resources as it addresses social, economic, and cultural goals. During the community engagement process for the Arts and Culture Master Plan, there was a call from participants for the City to play a strong role in facilitating these wider partnerships and collaborations.



**Welh Aynexw  
Nseyxnitm (The  
Guardian Spirits)  
by Jody  
Broomfield**

### WHOLE CITY APPROACHES

The primary focus of attention in many past cultural plans has been a city's downtown areas. Cultural planning is increasingly turning to “whole-city” approaches and perspectives that call for a balancing of attention to downtowns and neighbourhoods, as well as an examination of connections between different parts of the city. The need to balance the cultural development of downtown areas and neighbourhoods was a strong finding in the statistically relevant telephone survey conducted as part of the engagement process for the Master Plan.

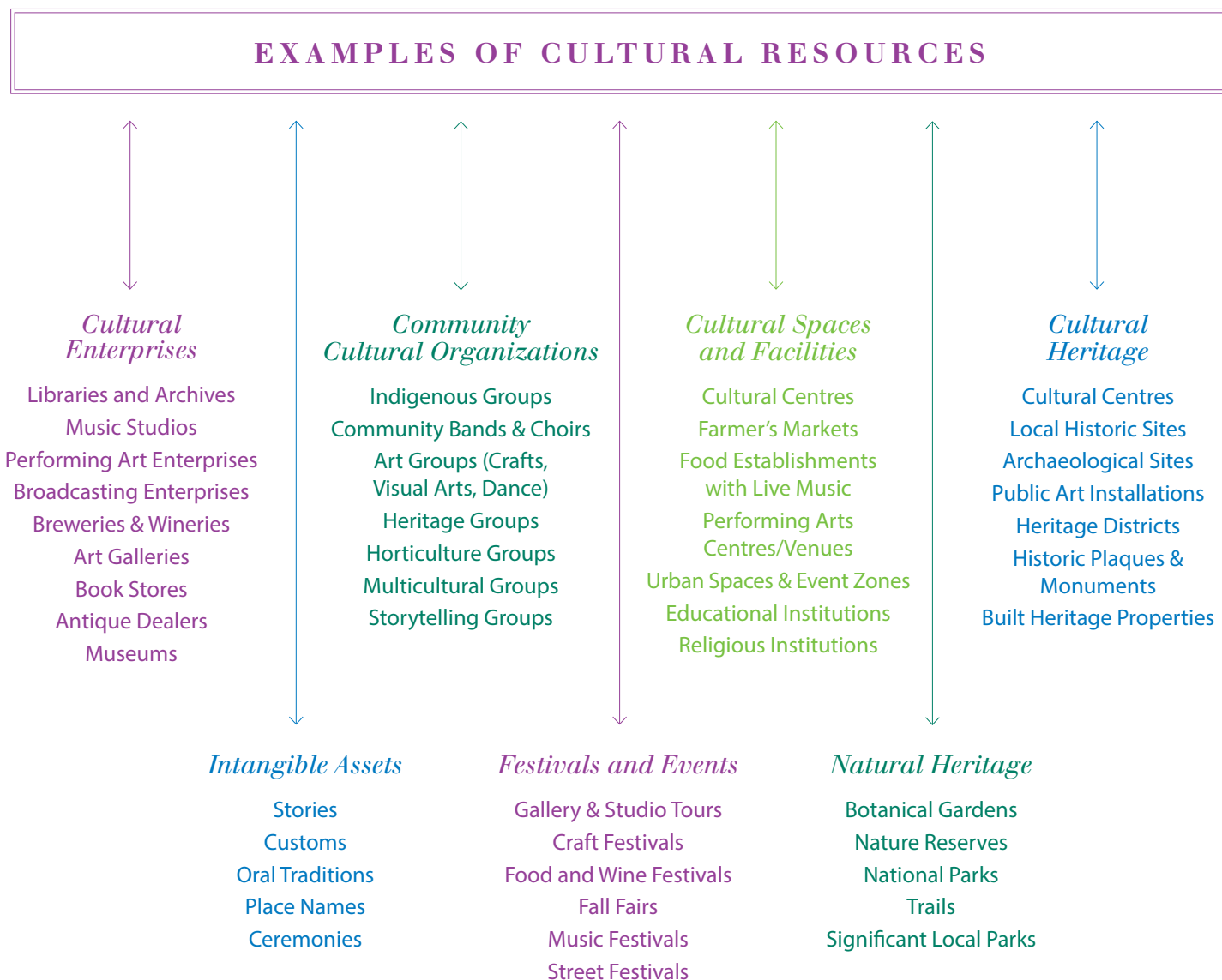
### DIVERSITY AND INCLUSION

Rising levels of diversity in cities across Canada pose both opportunities and challenges in cultural development. This diversity is making Port Moody a more cosmopolitan city, with access to a much wider range of food, cultural traditions, and forms of artistic expression. However, this same diversity brings with it a range of challenges to ensure a city is a welcoming place, with responsive and relevant cultural programs and services. During the consultation process, many participants said they felt there was a lack of diversity among the individuals who participated in the cultural forum and the focus groups. The Arts and Culture Committee itself identified the challenge of building its membership to reflect the diversity found in the community.



## CULTURAL RESOURCES

A shift has been underway for some time in Canadian municipalities to move away from the language of arts and culture, or arts, culture, and heritage, to the broader idea of cultural resources. In *Cultural Resource Mapping: A Guide for Municipalities*<sup>1</sup>, cultural resources are defined as tangible and intangible cultural assets that fuel local cultural vitality, and contribute to defining a unique local cultural identity and sense of place. Intangible cultural assets are types of cultural expression that do not necessarily manifest in physical form. Tangible cultural assets include cultural occupations (e.g. musician, video game designer); cultural industries (e.g. book publisher, opera company); community cultural organizations (e.g. ethno-cultural association, historical society); cultural spaces and facilities (e.g. museums, community centres, places of worship); and cultural events and festivals (e.g. county fairs, film festivals, multicultural events). Figure 3 provides examples of the categories and sub-categories that can be considered when looking at cultural resources.



<sup>1</sup> Canadian Urban Institute (2012). *Cultural Resource Mapping: A Guide for Municipalities*.

Figure 3 : Examples of Cultural Resources



SHARED RESOURCES AND SUPPORT

Those who work in the arts often move between different creative and cultural sectors, and between the public, private, and not-for-profit sectors. Their flexible, contract-based work style is heavily reliant on networks. Research undertaken for the Canada Council for the Arts notes the importance younger artists place on mentoring; networks; professional communities (real and virtual); increasingly multi-disciplinary, collaborative, creative practice; and technology, for the exchange of ideas. The emergence of shared work spaces reflects the advantages to arts and creative organizations of access to shared resources and support in a multi-tenant environment. There was a strong call during consultations for additional facilities of this kind.

CULTURE AND THE FOURTH PILLAR OF SUSTAINABILITY

Port Moody has already demonstrated leadership in identifying culture as a pillar of sustainability alongside social, economic, and environmental sustainability. Building on this foundation, leading municipalities are broadening the concept of integrated planning for culture by embracing the ideas of adopting a cultural lens on planning and decision-making, as illustrated in Figure 4. Twenty-five years ago we learned to adopt a green lens to assess the impact of decisions on our natural environment. Today the same concept is being applied to culture. Success in adopting a cultural lens requires building a shared vocabulary and understanding, so that municipalities can support communication and collaboration across departments and with external partners.

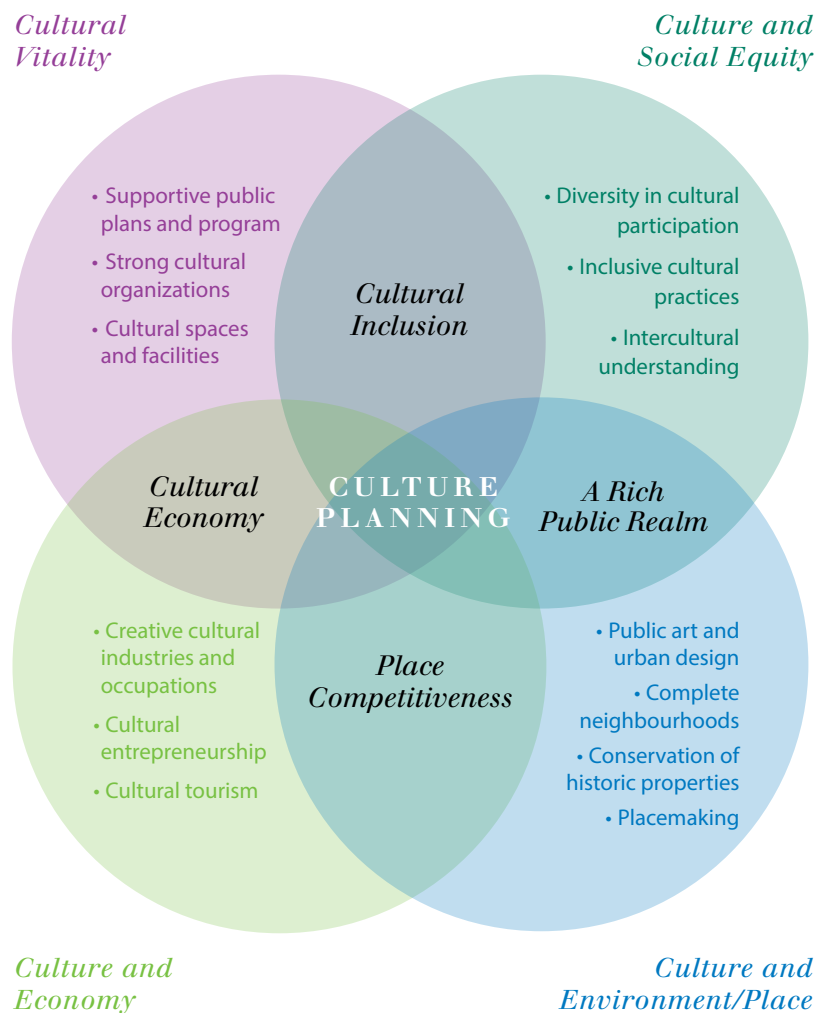


Figure 4 : Culture and Sustainable Development<sup>2</sup>

<sup>2</sup> Figure 4 is based on work by Agenda 21 for Culture, an international network of cultural cities and a leading advocate of cultural policies and plans integrated into larger frameworks of planning for sustainability.



## 1.2 Arts and Culture Planning in Port Moody

One of the first steps in the planning process was examining a wide range of City plans and reports to gain an understanding of the planning and decision-making context within which the Arts and Culture Master Plan was developed.

<i>2015-2018 Council Strategic Plan</i> (2015)	<i>Heritage Strategic Plan 2016-2022</i> (2016)	<i>Official Community Plan</i> (2014)
<i>Arts and Culture Master Plan</i> (2011)	<i>Parks and Recreation Master Plan</i> (2016)	<i>Arts and Culture Committee meeting minutes</i>
<i>Draft Tourism Strategic Plan</i> (2017)	<i>Arts and Culture Committee Annual Reports</i> (2013-2015)	<i>Public Visual Art Master Plan</i> (2003)
<i>Community Sustainability Plan</i> (2011)	<i>Public Art Policy</i> (2014)	<i>Citizen Survey</i> (2014 and 2016)
<i>Draft Sustainability Report Card</i> (2017)	<i>Parks and Recreation Master Plan</i> (2003)	<i>Heritage Strategic Plan</i> (2007)

Figure 5 : Reviewed documents

These documents illustrate that the City of Port Moody has identified arts and culture as an important contributor to community well-being and economic development. The plans focus on using City policies and resources to support the continued growth of the arts and culture sector, as well as looking for opportunities to leverage arts and culture resources to advance larger City plans and priorities.





*The following key themes capture summary findings from the document review:*

## QUALITY OF PLACE

Quality of place and quality of life opportunities are key considerations in both the Official Community Plan and the 2011 Arts and Culture Master Plan. These documents recommend using art, culture, and heritage to beautify public spaces and to expand educational, recreational, and cultural opportunities within the community. The Official Community Plan calls for the City to capitalize on Port Moody's natural environment and unique character to support community and economic development, and highlights the opportunity to use parks and open spaces to support health and wellness. The 2011 Arts and Culture Master Plan also discusses the opportunity of leveraging the natural environment to enhance the quality of place and to provide venues to expand cultural opportunities. The Plan's priorities include using the City's outdoor amphitheatre for more events, and starting an all-day, summer-time Art-in-the-Park event. The 2011 Arts and Culture Master Plan calls for the use of performances and busking to animate public spaces, while the Heritage Strategic Plan recommends the redevelopment of Clarke Street to create a vibrant destination for residents and tourists.

Focusing on quality of place not only enriches quality of life and supports arts and culture development, but also contributes to economic growth. The 2015-2018 Council Strategic Plan prioritizes enhancing the uniqueness of Clarke Street and leveraging existing cultural, heritage, and art assets to support economic development. It also points to the economic development opportunity associated with enhancing arts and culture locally. Providing opportunities for people to experience arts and culture is a proven method to attract and retain knowledge-based industries. Using arts and culture to animate the public space and enhance the quality of place helps to strengthen and diversify the local economy, and supports local artists at the same time. The Tourism Strategic Plan states that the cultural and creative experiences that are available in Port Moody will positively affect a visitor's experience, and help to create a perception of Port Moody as a destination for cultural and other attractions, and as a great place to live, work, and play.

## COMMUNITY AWARENESS

The 2011 Arts and Culture Master Plan highlights the need to increase awareness of arts, culture, and heritage in Port Moody. The previous Master Plan discussed the opportunity to increase promotion and marketing of arts and culture locally, as well as the functional need to build a stronger online presence for the benefit of residents and visitors to the city. It also highlights the desire for renewed commitment to the "City of the Arts" brand. The Arts and Culture Committee's 2015 Annual Report also highlights the need to support increased communication and cooperation between arts and culture stakeholders and organizations, so that all groups can work together to raise the profile and awareness of arts and culture activity in the community.



## TOURISM DEVELOPMENT

Gaps in tourists' awareness of Port Moody as an arts and culture destination have been identified in the Tourism Strategic Plan, which states that visitor research revealed the "City of the Arts" tagline has no relevance to visitors and, as a result, Port Moody has an unclear tourism brand/reputation. The Tourism Strategic Plan recommends developing this brand recognition further and ensuring that arts, culture, and heritage attractions and events have a strong presence in the content marketing strategy for the destination. However, leveraging the brand will not be possible if Port Moody does not offer a critical mass of creative and cultural activities and experiences. Raising expectations and not delivering on promises can produce cynicism among residents and visitors and tarnish the city brand.

## PARTNERSHIP AND COOPERATION

Multiple documents focus on the goal of maximizing partnerships and cooperation between groups. The 2011 Arts and Culture Master Plan calls for cooperation in the development of traditional (e.g. performing arts facility) and non-traditional (e.g. cafes or restaurants, business offices, commercial spaces) venues for arts and culture activities, and the exhibition of art. The Heritage Strategic Plan also highlights the need for partnership and cooperation to provide enhanced support to heritage preservation and celebration activities, as well as heritage and cultural tourism activities. The Parks and Recreation Master Plan discusses opportunities to expand partnerships in the community and between service providers, to maximize cultural opportunities in Port Moody.

## PUBLIC ART

The use of public art is connected to some of the themes previously identified, including quality of place and partnership development. Public art is highlighted in the Official Community Plan as an opportunity to support cultural development in the community and enhance the quality of place for residents. The Public Art Policy prioritizes the use of public art to create an interesting physical environment, which contributes to the quality of place and the economic development of Port Moody. Goals of the Policy include partnership development through advocacy for increased community participation in: developing public art; establishing public art in public and private spaces; integrating public art considerations into planning decisions; and using public art to enhance the quality of life in the city. Additionally, the 2011 Arts and Culture Master Plan calls for enhancing the public art program by building an inventory of public art, facilitating the creation of murals, and creating a guide for public art in Port Moody.



*Mother and Child on a Bike*  
by Parvaneh Roudgar

## CULTURE AS A PILLAR OF SUSTAINABILITY

The importance of culture to planning for a sustainable future in Port Moody is enshrined in the City's Community Sustainability Plan. This Plan outlines four pillars of sustainability: environmental, economic, social, and cultural. Canadian municipalities are gradually taking action to include culture in planning for sustainability; Port Moody is among the leading municipalities that have embraced this planning perspective.

Specific to culture, the Plan lays out two main focus areas:

- **cultural diversity** – supporting multi-lingual services, diversity of cultures, and recognizing various religions; and
- **cultural services** – ensuring the City provides opportunities for public art, promoting local artists and the cultural sector, and supporting arts and culture organizations, events, and performances.

Elements of culture as the fourth pillar of sustainability are incorporated in other Port Moody plans. This includes the Official Community Plan, where quality of place and quality of life opportunities underpin a number of recommendations. The 2015-2018 Council Strategic Plan also highlights the role of arts and culture to animate public space and enhance the quality of place, to diversify the economy, and to support local artists. The City's Sustainability Report Card identifies culture as an important driver in creating a complete community, and encourages the development of more arts-related spaces (e.g. live/work studios, new businesses). The Sustainability Report Card also encourages the provision of public art in publicly-accessible or publicly-owned spaces as elements of major developments.







### 1.3 *Best Practices*

Another step in the planning process was studying other jurisdictions and learning from their success. The City took a look at 12 programs, events, or projects that have been successful in other municipalities, to identify best practices in cultural planning that will be helpful in guiding the planning process for future arts and culture activities in Port Moody.

In particular, the City was interested in practices that were successful in achieving the following:

- funding and choosing public art;
- developing intercultural events;
- funding community events and festivals;
- enhancing collaboration between municipal departments;
- building collaboration between arts and culture stakeholders;
- supporting neighbourhood events and activities; and
- supporting creative cultural industries.



Read about the work done in other jurisdictions, and the best practices identified as useful for Port Moody, in the Arts and Culture Master Plan Technical Report at [portmoody.ca/acmp](https://portmoody.ca/acmp)

## 2. *Voice of the* COMMUNITY

The planning process for the Arts and Culture Master Plan included an engagement process involving a range of stakeholders in Port Moody, including residents, arts and culture organizations and businesses, individual artists, Council and City staff, and the Arts and Culture Committee. These consultations were designed to encourage participants to share their insights, ideas, and opinions on challenges and opportunities facing the city in arts and culture development, and on a vision to guide this development. As well, participants were asked to identify priority action items for the future.

### **Outreach activities included:**

 <p><i>Telephone Survey of Residents</i></p>	<p>Forum Research conducted a statistically relevant telephone survey using a Computer-Assisted-Telephone-Interviewing (CATI) methodology of randomly selected residents, aged 18 years or older, in the City of Port Moody. A total of 400 interviews (each approximately 15 minutes in length) were completed, with quotas established to ensure interviews were conducted in proportion to the population of each neighbourhood area in the city.</p>
 <p><i>Focus Groups</i></p>	<p>The City hosted three focus group sessions – with City staff, artists, and arts and culture stakeholders – throughout the week of December 5, 2016. Two additional sessions, on March 6 and 7, 2017, focused on discussions with Council and the City's Arts and Culture Committee.</p>
 <p><i>Cultural Forum</i></p>	<p>The City hosted a cultural forum, open to the public, on December 7, 2016. Participants gathered in small groups for discussion, guided by a framework of questions. Each small group then presented a summary of its findings to the bigger group.</p>
 <p><i>Stakeholder Interviews</i></p>	<p>A consulting firm, MDB Insight, conducted 11 one-on-one telephone interviews with cultural, business, community, and municipal leaders in Port Moody. These interviews were open-ended, lasting approximately 20 to 30 minutes.</p>

This section contains a summary of results from the consultation activities listed above. The telephone survey responses are not presented in full, due to space limitations in this report. The full survey is available in the Arts and Culture Master Plan – Technical Report.



## 2.1 Telephone Survey Summary

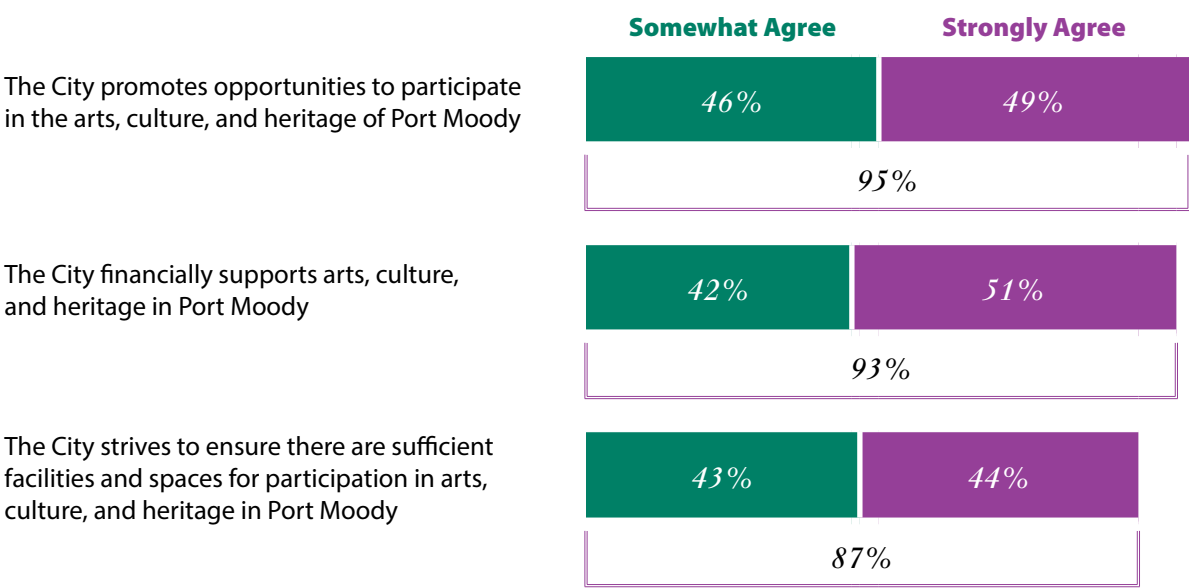
The large majority of respondents (93%) to the telephone survey said arts, culture, and heritage in Port Moody are very/somewhat important to them personally.

FIGURE 6. “HOW IMPORTANT WOULD YOU SAY ARTS, CULTURE, AND HERITAGE IN PORT MOODY ARE TO YOU PERSONALLY?”



The large majority of respondents agreed (either strongly or somewhat) that the City promotes opportunities to participate in the arts, culture, and heritage of Port Moody (95%); financially supports arts, culture and heritage (93%); and strives to ensure there are sufficient facilities and spaces for participation in arts, culture and heritage (87%).

FIGURE 7. “TELL ME THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH EACH OF THE FOLLOWING STATEMENTS”

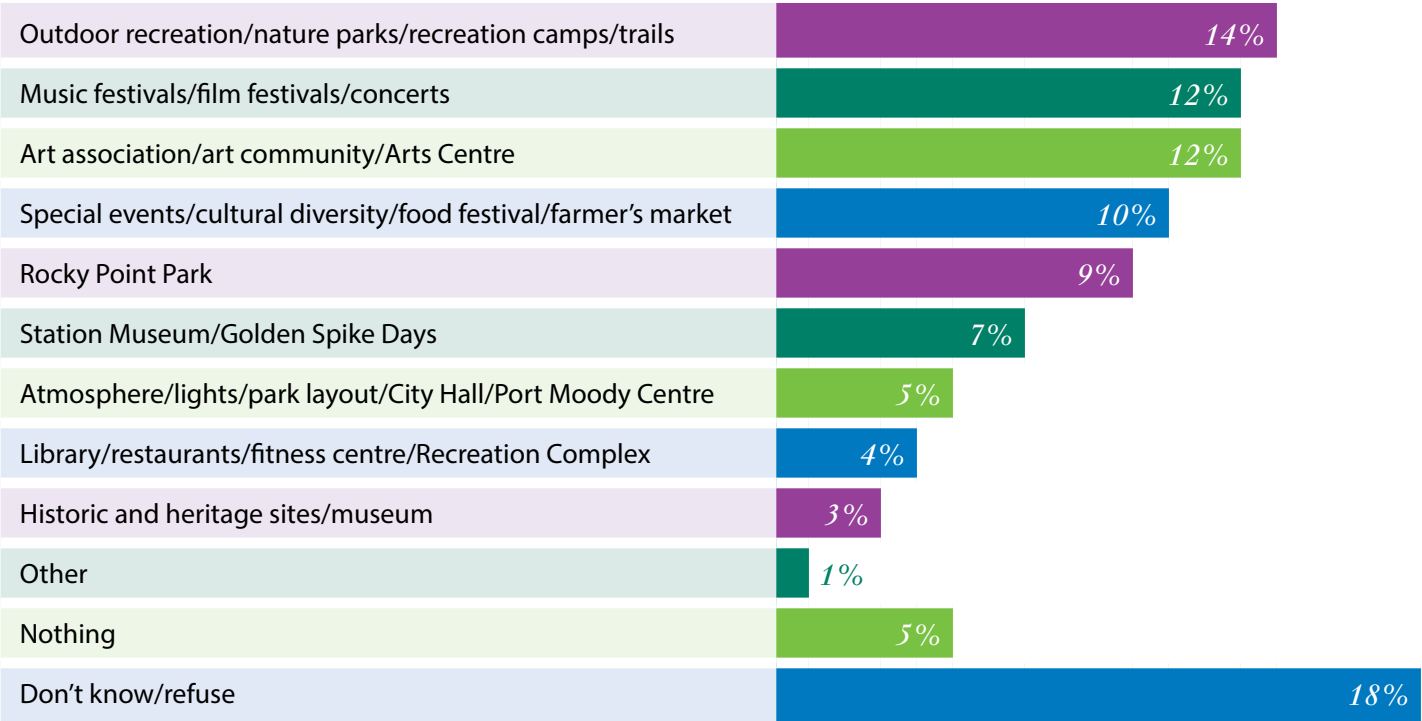


Number of completed surveys: 400

When it comes to the cultural aspects of the city in which Port Moody residents take the most pride, and which contribute to making the city culturally vibrant, the top five assets identified by respondents were the following:

1. Outdoor recreation/ nature parks	2. Music or film festivals/concerts	3. Art associations/ art community	4. Special events/ cultural diversity	5. Rocky Point Park
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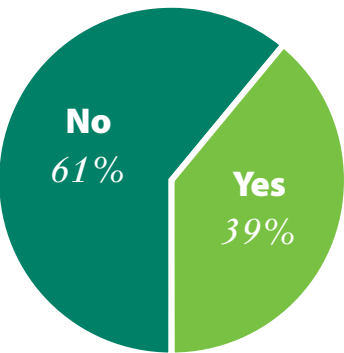
**FIGURE 8. “THINKING ABOUT ARTS, CULTURE, AND HERITAGE IN PORT MOODY, IS THERE ANY PARTICULAR ASPECT YOU TAKE MOST PRIDE IN AS A RESIDENT OF PORT MOODY? IN OTHER WORDS, IN YOUR MIND, IS THERE ONE THING THAT CONTRIBUTES TO MAKING YOUR CITY CULTURALLY VIBRANT?”**



Number of completed surveys: 400



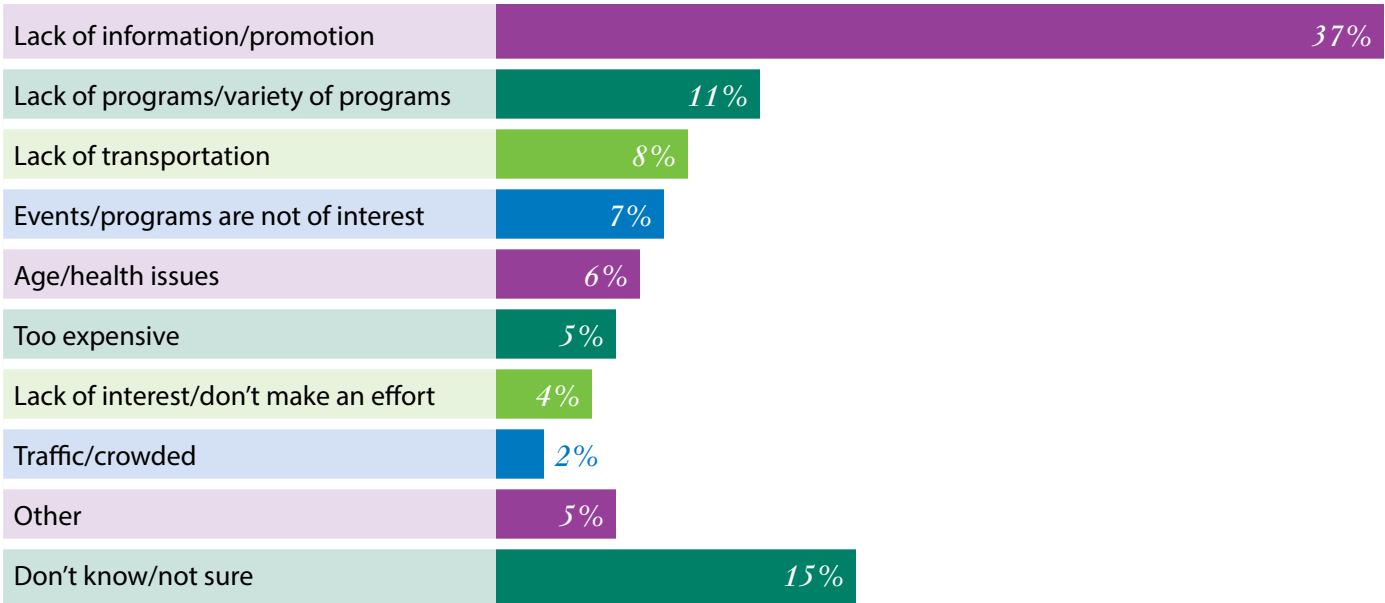
A majority of residents (61%), however, feel that they do not participate in arts and culture as much as they would like to in Port Moody (Figure 9). By far the biggest barrier to participation mentioned (as seen in Figure 10) is a lack of information/promotion of events, followed by a lack of programs/variety of programs, a lack of transportation, and events/programs that are not of interest.



**FIGURE 9. “IN YOUR OPINION, DO YOU PARTICIPATE IN PORT MOODY’S ARTS, CULTURE, AND HERITAGE ACTIVITIES AS MUCH AS YOU WOULD LIKE TO?”**

Number of completed surveys: 400

**FIGURE 10: “OTHER THAN LACK OF TIME (I.E. A BUSY SCHEDULE), WHAT WOULD YOU SAY IS THE NUMBER ONE THING THAT PREVENTS YOU FROM PARTICIPATING IN PORT MOODY’S ARTS, CULTURE, AND HERITAGE ACTIVITIES AS MUCH AS YOU WOULD LIKE TO?”**



Number of completed surveys: 246 (this represents only those respondents who identified they did not participate in arts and culture as much as they would like).

Figure 11 identifies respondents’ priorities for City investment in arts, culture, and heritage. The top six responses, which clustered quite closely, included (in order of priority):

1. Promote and encourage neighbourhood cultural activities	2. Increase promotion of cultural activities to residents of Port Moody	3. Increase access to free and low-cost cultural activities
4. Support the development and growth of creative industries	5. Provide more funding to the Public Art Program and provide more opportunities for public art	6. Provide more funding to sustain arts and culture organizations

It is important to remember that respondents were randomly selected members of the public. It is perhaps not surprising that items such as “create more (arts/cultural) spaces” was a key priority for stakeholders in the sector, but did not figure as prominently among the wider public. Both perspectives must be taken into account in the formulation of proposed actions in the Arts and Culture Master Plan.

**FIGURE 11: “THINKING ABOUT THE NEXT 10 YEARS, WHAT DO YOU THINK ARE THE ARTS, CULTURE, AND HERITAGE AREAS THAT ARE MOST IMPORTANT FOR THE CITY OF PORT MOODY TO INVEST IN?”**





## 2.2 SOAR Analysis of Engagement Findings

The Strengths, Opportunities, Aspirations, Results (SOAR) analysis provides a means of synthesizing input from the community engagement process. SOAR differs from the more traditional SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis by focusing on the positive things that already work and the opportunities that present themselves, rather than weaknesses and threats. The idea is to build on what works rather than fixating on what does not. The SOAR analysis lends itself to identifying positive actions and steps forward and, as such, provides a strong foundation for the Arts and Culture Master Plan. Details on each of the four components of the SOAR analysis are included in the table below.

<b>S</b>	<b>STRENGTHS</b> What can we build on?	<ul style="list-style-type: none"> <li>• What are we doing well?</li> <li>• What key achievements are we most proud of?</li> <li>• What positive aspects have individuals and organizations commented on?</li> </ul>
<b>O</b>	<b>OPPORTUNITIES</b> What are our best possible future opportunities?	<ul style="list-style-type: none"> <li>• What changes in demand do we expect to see over the next 10 years?</li> <li>• What external forces or trends may positively affect development?</li> <li>• What are key areas of untapped potential?</li> </ul>
<b>A</b>	<b>ASPIRATIONS</b> What do we care deeply about?	<ul style="list-style-type: none"> <li>• What are we deeply passionate about?</li> <li>• As a City, what difference do we hope to make (e.g. to residents, for institutions, to businesses)?</li> <li>• What does our preferred future look like?</li> </ul>
<b>R</b>	<b>RESULTS</b> How will we know we are succeeding?	<ul style="list-style-type: none"> <li>• What meaningful measures will indicate that we are on track to achieving our goals?</li> <li>• What resources are needed to implement our most vital projects and initiatives?</li> <li>• What are the key goals we would like to accomplish in order to achieve these results?</li> </ul>

Figure 4: SOAR Framework

The SOAR findings that follow represent a summary of responses from participants in all methods of community engagement.

## STRENGTHS – what can we build on?

- the City has embraced a vision of sustainability encompassing social, economic, environmental, and cultural considerations;
- the Sustainability Report Card for Mixed Use Development contains a series of cultural sustainability performance measures to be addressed in proposed developments;
- there is support for interpreting “City of the Arts” to mean the City’s commitment to incorporating arts and culture into everything it does;
- the Artist-in-Residence Program is a tremendous step forward by the City in advancing arts and culture development;
- many people who participated in the engagement process are passionate about being the “City of the Arts” and believe the tagline is attracting new residents and artists to the city;
- a number of great arts and culture assets (e.g. strong and well-attended festivals and events, the Arts Centre, Station Museum, Inlet Theatre, commercial galleries, public art, among others);
- many artists call Port Moody home, some with national and international reputations;
- there is a welcoming atmosphere in the community that makes newcomers feel comfortable;
- there is an atmosphere in the community where arts and culture create a “buzz” and help build momentum for the sector;
- the City’s Cultural Services staff are seen as approachable and responsive to requests from the arts and culture community and the public-at-large;
- there is strong support and involvement in arts and culture from the community, businesses, and volunteers;
- the City is working with developers to incorporate public art and design in new buildings;
- locating the Inlet Theatre and Galleria in City Hall has created a community hub that attracts people to City Hall;
- artist studio space has been established (but there is strong demand for more);
- collaboration among arts, culture, and community groups is increasing in areas such as cross-promotion and coordination of events (although more can be done);
- many artists feel supported, listened to, and believe the city is a place where they can advance their work and careers;
- strong, independent businesses and enterprises (as opposed to chain stores) exist in the city that support the development of local arts and culture initiatives;
- the City’s Advisory Design Panel is working to ensure that quality in architecture and urban design are strong considerations in urban planning; and
- some support is being provided by the City to expand a variety of creative industries (e.g. craft breweries).



## OPPORTUNITIES – what are our best possible future opportunities?

- define concretely what “City of the Arts” means in terms of actions and commitments by the City;
- promote the idea of adopting a cultural lens when making decisions;
- provide practical examples of what it means to incorporate art into what the City does (e.g. public infrastructure, street furniture, signage, utility boxes, etc.);
- define what “arts and culture” actually means in Port Moody, and the types of activities that are included;
- strive to make the membership of the Arts and Culture Committee reflect the diversity of the city, and the breadth of arts and culture activities/disciplines that exists within the community;
- develop a better sense of “who does what” and how arts and culture groups can work together more effectively;
- facilitate regular forums (culture talks) that bring together a diverse mix of arts and culture groups to share information and discuss issues of common concern;
- examine the opportunity to work with the Station Museum to establish an archive for the City;
- build on the success of the existing Artist-in-Residence Program by using Old Orchard Park as a location for a second artist-in-residence;
- embrace a vision of making art a part of people’s everyday lives through things such as public art, arts and culture programs, opportunities in neighbourhoods and community centres, and performances/exhibitions in prominent shopping areas (among others);
- define strategies to further leverage City of the Arts branding in tourism promotion and in economic development strategies aimed at attracting creative enterprises to the area;
- support the growth and concentration of arts and culture businesses in the city (e.g. a gallery row), and find ways to connect them (e.g. a promenade, map);
- update the artist directory created at the KaBoom!<sup>3</sup> event and develop a strategy for maintaining and updating the resource;
- address the demand for more artist studio space and ensure that new spaces accommodate a wide variety of artists and art forms (i.e. musicians, writers, etc.);
- create new arts and culture hubs or gathering spaces in the city – this could involve harnessing the use of public gathering spaces such as Queens Street Plaza (and perhaps covering the plaza with a roof), or creating new ones;
- develop a Public Art Master Plan to define a strategic approach to the way public art is implemented in the city;
- establish signature works of public art at entry points to the city (alongside City of the Arts signs) to mark the entrances to a city where art is valued and promoted;

<sup>3</sup> KaBoom was an event held in 2014 that showcased Port Moody artists of all genres. The legacy of the event is a Port Moody artist directory.

## OPPORTUNITIES – what are our best possible future opportunities?

- build a small black box theatre with a sprung floor that can be a versatile, small space for a variety of performing arts activities;
- define strategies for reaching out to new immigrants and diverse communities currently underrepresented in arts and culture programming;
- build on the City's current efforts to work with developers to enhance the aesthetic appeal of the city through quality in built form, urban design, and the incorporation of public art;
- strengthen connections between parks planning and arts and culture planning, and address opportunities for public art and expanded cultural activities in park spaces (ensuring there is programming in parks beyond Rocky Point Park);
- enhance branding and recognition for events organized or supported by the City;
- build on current efforts to expand cross-departmental collaboration by incorporating arts and culture planning at the early stages of project development when budgets are being discussed;
- decentralize arts and culture events and activities out to neighbourhoods, and make it easier to organize these events (e.g. facilitating street closures, processing permits);
- create more arts-focused festivals and events to raise awareness of arts and culture in the city and provide opportunities for artists to promote themselves;
- focus on beautification of the city;
- make the city a place where artists can be supported using tools such as zoning (e.g. identifying areas for artists who need work space within light industrial zoning);
- explore the opportunity to create (and add to the Official Community Plan) incentive programs for developers to incorporate live/work space for artists, and to encourage closer working relationships between developers and the City;
- increase communications about arts and culture activities and experiences available to residents and visitors through social media tools like Facebook and Snapchat;
- create an online hub for information about what is happening in the City, and build on the City's strong existing use of social media to promote activity;
- reach out to Indigenous groups to identify opportunities to collaborate on projects or events that recognize and celebrate Indigenous cultural traditions and aspirations;
- connect with universities in the region (e.g. invite professors to assist in assessing or adjudicating public art) to draw attention to the city; and
- increase Tri-Cities collaboration in programming and communication among arts and culture groups.



## ASPIRATIONS - what do we care deeply about?

- create a critical mass of arts and culture businesses and creative industries that connect with one another;
- create a city that is both more walkable and a more interesting place in which to walk, and support this with public gathering areas where people can congregate to people-watch, play music, view public art, engage with buskers or other artists, etc.;
- create an environment where artists are not priced out of the city due to housing and work space costs, and ensure that rent is affordable for studio space;
- establish an umbrella organization in the community to provide leadership and promote collaboration among arts and culture groups (examine mechanisms in other communities extending beyond an arts council);
- establish a festival entirely devoted to the arts in all its many forms;
- install public art in strategically chosen locations (e.g. in neighbourhoods, not just the city centre) that communicate the message of City of the Arts, and create “discovery pieces” that catch people off guard;
- expand the number of independent businesses that provide venues for the arts (e.g. bistros, bars and restaurants with live music, business offices, and other private sector spaces/venues), especially in Moody Centre;
- build an expanded library facility (the existing library has strong programs but has outgrown its current space); and
- create a broad awareness across the province and the country of Port Moody as a City of the Arts, attracting residents, visitors/tourists, and artists of an international calibre.

### **Port Moody is a place where:**

- artists of all different stripes are bumping shoulders and creating a “cauldron of creativity” (i.e. musicians, painters, architects, film-makers, etc.);
- arts and/or culture is a part of everything the City does;
- there is ongoing communication between the Arts and Culture Committee and other Council committees, such as Economic Development;
- there is stronger integration of, and coordination between, heritage activities and arts and culture activities, recognizing that both are needed to realize the potential of City of the Arts;
- a wide range of arts and culture activities and experiences are offered after 6pm, making it a vibrant community in the evening as well as the daytime;
- public art and artist live/work spaces are incorporated into new developments, owing to a growing number of developers who see economic benefits to incorporating these elements;
- people are able to live, work, and play; and
- visionary architects and developers are building great signature buildings that people travel to see and which contribute to the city’s identity as an arts destination.

### **Port Moody is:**

- recognized by community members as having an innovative and avant-garde art scene; and
- **The** Canadian city for the arts.





*Coast Salish House Post, by James Harry*



## RESULTS - how will we know we are succeeding?

- widespread understanding and appreciation of the importance of arts and culture within the City and across the community, leading to higher levels of support;
- increased investment in arts and culture from all sources;
- integration of arts and culture horizontally across all City departments, and consideration in Council planning and priority setting;
- the existence of diverse, vibrant galleries, small cafes, artist studios, boutiques, etc. located in walkable neighbourhoods;
- a broader range of arts groups in the community, representing all disciplines (e.g. there is currently no community theatre group in Port Moody);
- increased per-capita funding in infrastructure for the arts, and the creation of purposeful space where artists can live and work;
- increased connections with arts educational institutions, with the potential for a post-secondary arts institution to be established in Port Moody (such as a satellite campus of Emily Carr University of Art + Design);
- an agreed-upon definition of “City of the Arts,” which the City embraces and puts into action;
- development and implementation (with the necessary resources) of a Public Art Master Plan;
- strong communications tools and materials promoting arts and culture activities and opportunities in the city, with continued smart use of social media and interactive web tools;
- artists are included as advisors on Council committees and for staff, making use of their creativity and insights on a range of planning and policy issues; and
- an expansion in the number of spaces where artists can create (e.g. live/work spaces, studios open and closed to the public).



## 3. A strategy for ARTS & CULTURE

### 3.1 A Vision for Arts and Culture

A vision statement is meant to capture the goals, aspirations, and collective desires of a community, and act as a clear guide for choosing future courses of action. The following statement is firmly grounded in the findings from the City's research and community engagement activities.

*City of the Arts - Port Moody is a community where creativity and the arts are supported and encouraged, and cultural expression is woven into everything we do.*

#### PORT MOODY WILL EARN THIS REPUTATION BY BEING A CITY:

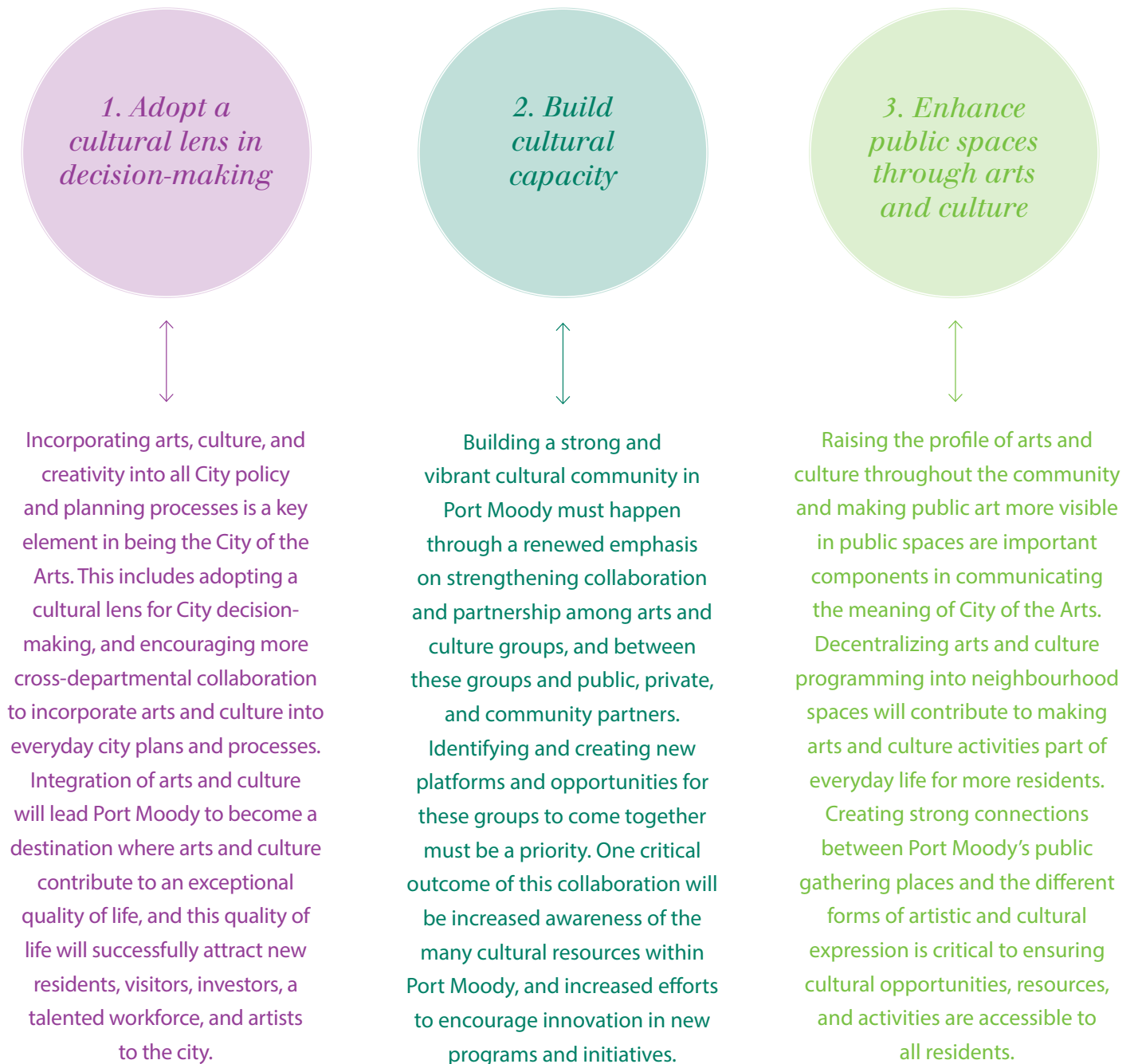
- where arts and culture are integrated across all areas of City planning and decision-making;
- that is recognized nationally as a destination for artists, tourists, and new residents, because of its creative atmosphere, beautiful cityscape, and collaborative environment;
- where cultural opportunities, resources, and activities are accessible to residents of all ages, abilities, ethnicities, and economic circumstances across all parts of the community;
- that brings continuous innovation to the development of its arts and culture assets and environment;
- where arts and culture are drivers in creating the quality of life and quality of place that attract a talented workforce and new investment opportunities; and
- where arts and culture, and creative enterprises, become drivers in growing and diversifying the local economy.





## 3.2 Strategic Objectives

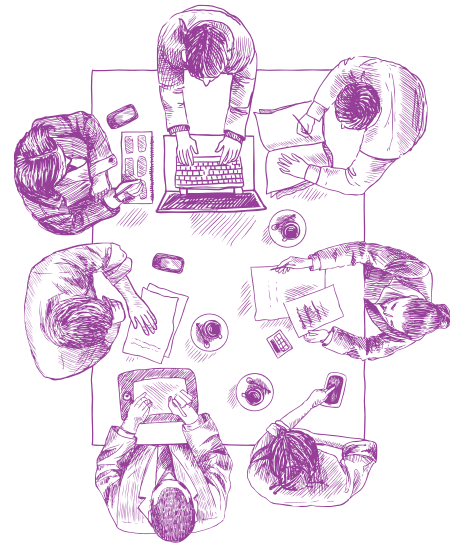
Based on the planning process, three strategic objectives are outlined to guide arts and culture planning in the City of Port Moody over the next 10 years. These strategic objectives are intended to define the context for a range of goals and actions that will help to advance arts and culture planning and development.



### 3.3 The City's Role

From the perspective of the City of Port Moody, the following roles are critical to the success of arts and culture development in the community:

- **planner and policy maker** – considering how arts and culture can add value to plans and policies across departments;
- **partner** – establishing and sustaining relationships internally, i.e. between departments, and externally, with stakeholder groups, and business and community leaders;
- **facilitator and convenor** – building connections and strengthening collaboration;
- **promoter and champion** – acting as an advocate for arts and culture development within the City and beyond; and
- **funder and provider** – investing in arts and culture development, including support for cultural programs and facilities.



### 3.4 Goals and Actions

Each of the three strategic objectives is supported by a series of goals, which in turn provides a framework for proposed actions. For each action, a level of priority has been identified. The level of priority has been based on several criteria, including:

- the level of immediacy and relevance based on the City's objectives;
- the resources required; and
- the logical sequence of actions (i.e. some early actions are intended to build the capacity to undertake later actions, while some actions rely on earlier actions being addressed).

*Each action in the following tables corresponds to a specific timeline:*

- **short term (S)** 1–2 years
- **medium term (M)** 3–5 years
- **long term (L)** Beyond 5 years
- **continuous (C)** Over the lifetime of the plan



## STRATEGIC OBJECTIVE #1: ADOPT A CULTURAL LENS IN DECISION-MAKING

#	Actions	Timeline			
		S	M	L	C
Goal #1.1 – Incorporate Arts, Culture, and Creativity into City Planning					
Action #1.1.1	Convene a cross-departmental meeting with City staff to review the Arts and Culture Master Plan. Explore the potential to meet on a regular basis (frequency to be determined - quarterly, twice a year) to review progress in implementing the Master Plan and identify new opportunities for applying a cultural lens to planning and decision-making across – and between – departments.	▲			▲
Action #1.1.2	Introduce the following questions for City staff to consider when applying a cultural lens to their work: <ul style="list-style-type: none"><li>How can Port Moody’s arts and culture resources contribute and add value in addressing the City’s goals and priorities?</li><li>How do City planning decisions affect (negatively or positively) Port Moody’s arts and culture resources?</li><li>How can Port Moody’s arts and culture resources enhance the quality of place, form, and function of the built environment and public spaces in the city?</li></ul>	▲			▲
Action #1.1.3	Continue to develop cultural sustainability performance measures for use in reviewing development proposals. Examine leading practices in other municipalities to build on the strong foundation already in place in Port Moody.	▲			▲
Action #1.1.4	Explore the feasibility of supporting artists through the retention and creation of light industrial zoning for specific areas.		▲		▲
Action #1.1.5	Examine opportunities to incorporate the arts into City infrastructure (e.g. utility boxes) and to use the arts and creative initiatives to enhance public infrastructure, with elements such as street furniture or new signage.		▲		▲

short term **(S)** 1–2 years    Medium term **(M)** 3–5 years    long term **(L)** beyond 5 years    continuous **(C)** over the lifetime of the plan

## STRATEGIC OBJECTIVE #1: ADOPT A CULTURAL LENS IN DECISION-MAKING

#	Actions	Timeline			
		S	M	L	C

### *Goal #1.2 – Expand the Role of Arts and Culture in Economic Development and Tourism*

<b>Action #1.2.1</b>	When promoting Port Moody to potential tourists and visitors, use the City of the Arts brand and profile arts, culture, and heritage attractions along with the physical beauty of the city.	▲			▲
<b>Action #1.2.2</b>	Complete an economic impact assessment of the arts, culture, and creative industries sector in Port Moody. Communicate findings widely to expand perspectives on the economic contributions to the city. Use findings to give meaning and substance to the City of the Arts brand.		▲		
<b>Action #1.2.3</b>	Leverage the City of the Arts brand as one element in economic development strategies aimed at attracting creative workers and enterprises to the city.		▲		▲
<b>Action #1.2.4</b>	Support the growth and concentration of arts and culture related businesses and creative industries in the city, and create more physical connectivity between them where possible (e.g. walkable distances, production of an art map). Examples of strategies could include the provision of subsidized studio space, and reduced business licence cost for arts-related businesses.		▲		▲

short term (S) 1–2 years

Medium term (M) 3–5 years

long term (L) beyond 5 years

continuous (C) over the lifetime of the plan



## STRATEGIC OBJECTIVE #2: BUILD CULTURAL CAPACITY

#	Actions	Timeline			
		S	M	L	C
Goal #2.1 Strengthen Communication and Collaboration					
Action #2.1.1	Consider expanding the membership of the Arts and Culture Committee to include members who represent a broader range of arts disciplines, as well as individuals representing youth, Indigenous peoples and ethnocultural groups, the business community, educational institutions, etc.	▲			
Action #2.1.2	Organize regular Culture Talks to bring together individuals working across the arts, culture, and heritage fields to share information, develop partnerships, and support peer-to-peer learning. Speakers can occasionally be invited to stimulate discussion and professional development. Use the Culture Talks to build stronger connections between arts, culture, and heritage resources and activities in the city.	▲			▲
Action #2.1.3	Enhance communication approaches to sharing information on arts and culture events and initiatives in Port Moody. Guide the messaging to bring more people into the community and improve Port Moody residents' awareness of local arts and culture activities. <ul style="list-style-type: none"><li>Consider developing and maintaining an interactive website and/or cultural map (and/or an arts and culture app) that stands alone from the City site for the promotion of cultural events. This site should include profiles on artists in Port Moody.</li><li>Build on the City's existing strength in the use of social media to promote events/activities. Collaborate with sector stakeholders to increase communications through social media like Facebook, Twitter, Instagram, and Snapchat.</li><li>Identify opportunities to celebrate local accomplishments or successes (profile success stories) in arts and culture developments via social media channels to the general public.</li></ul>	▲	▲		▲

short term (S) 1–2 years

Medium term (M) 3–5 years

long term (L) beyond 5 years

continuous (C) over the lifetime of the plan

## STRATEGIC OBJECTIVE #2: BUILD CULTURAL CAPACITY

#	Actions	Timeline			
		S	M	L	C
Goal #2.1 Strengthen Communication and Collaboration (Continued)					
Action #2.1.4	Undertake a cultural mapping process to identify, classify, and document the range of arts and culture resources in Port Moody. Consider opportunities presented by geocoding resources for use in interactive cultural maps or portals, profiling the full range of assets and activities in the city. In the context of such a mapping initiative, consider updating and maintaining the artist directory created at the KaBoom! event. (KaBoom was an event held in 2014 that showcased Port Moody artists of all genres. A legacy of the event is a Port Moody artist directory.)		▲		
Action #2.1.5	Convene an annual Port Moody Cultural Summit to bring arts and culture groups together to review what has been achieved in implementing the Master Plan over the past year, to celebrate other cultural achievements, and to explore new initiatives or opportunities. Leverage the Summit to build collective capacity by strengthening networks and collaboration across the sector and in the wider community.		▲		▲
Action #2.1.6	Define strategies for reaching out to segments of the community currently under-represented in arts and culture audiences/participants, such as new immigrants and ethnocultural communities.		▲		▲
Action #2.1.7	Seek to honour the history and culture of Indigenous communities in the area through programming, including representation in public art.		▲		▲

short term (S) 1–2 years

Medium term (M) 3–5 years

long term (L) beyond 5 years

continuous (C) over the lifetime of the plan



## STRATEGIC OBJECTIVE #2: BUILD CULTURAL CAPACITY

#	Actions	Timeline			
		S	M	L	C

### *Goal #2.1 Strengthen Communication and Collaboration (Continued)*

<b>Action #2.1.8</b>	<p>Explore opportunities to build relationships with universities and colleges in the region with strong arts specializations to, among other benefits, give meaning to City of the Arts.</p> <ul style="list-style-type: none"> <li>• Invite professors and graduate students to participate as artists, adjudicators, or educators.</li> <li>• (In the longer term) examine opportunities to establish a presence for a university or college in the city, potentially in the form of a satellite campus.</li> </ul>				
			▲		▲
<b>Action #2.1.9</b>	<p>Explore the potential for extending this cultural mapping initiative across the Tri-Cities. Coquitlam has already completed cultural mapping as part of its development process for the cultural segment of the City's Parks, Recreation and Culture Master Plan.</p>				
				▲	

short term **(S)** 1–2 years

Medium term **(M)** 3–5 years

long term **(L)** beyond 5 years

continuous **(C)** over the lifetime of the plan

## STRATEGIC OBJECTIVE #2: BUILD CULTURAL CAPACITY

#	Actions	Timeline			
		S	M	L	C

### *Goal #2.2 Invest in Arts and Culture Infrastructure*

<b>Action #2.2.1</b>	Establish a long-term commitment to an expanded library facility.		▲		
<b>Action #2.2.2</b>	Investigate opportunities for additional studio space. Ensure that new spaces can accommodate a wide variety of art disciplines.		▲		▲
<b>Action #2.2.3</b>	Investigate the cost and feasibility of building a small black box theatre as a flexible, low-cost performance space.			▲	
<b>Action #2.2.4</b>	Investigate the feasibility of the City collaborating with the Station Museum to establish a City archive that would preserve municipal and community collections.			▲	
<b>Action #2.2.5</b>	Establish a long-term commitment to an expanded museum facility.			▲	

short term (**S**) 1–2 years

Medium term (**M**) 3–5 years

long term (**L**) beyond 5 years

continuous (**C**) over the lifetime of the plan



## STRATEGIC OBJECTIVE #3: ENHANCE PUBLIC SPACES THROUGH ARTS AND CULTURE

#	Actions	Timeline			
		S	M	L	C
Goal #3.1 Expand Public Art					
Action #3.1.1	Develop a Public Art Master Plan to create a strategic, long-term approach to increasing the amount and profile of public art in the community.	▲			
Action #3.1.2	Consider the feasibility and tourism potential of commissioning a destination public art piece that could draw visitors to the community.			▲	
Goal #3.2 Raise the Profile of Arts and Culture					
Action #3.2.1	Develop deeper levels of collaboration and knowledge-sharing between the Cultural Services division and other City divisions.	▲			▲
Action #3.2.2	Create an inventory of all existing City-run arts and culture events and initiatives. Conduct an audit to determine the barriers to participation in City events/activities, and work strategically to overcome these barriers (e.g. inadequate parking, ineffective communication with new immigrants and ethnocultural communities).	▲			▲

short term (S) 1–2 years

Medium term (M) 3–5 years

long term (L) beyond 5 years

continuous (C) over the lifetime of the plan

short term **(S)** 1–2 years

Medium term **(M)** 3–5 years

long term **(L)** beyond 5 years

continuous **(C)** over the lifetime of the plan

## STRATEGIC OBJECTIVE #3: ENHANCE PUBLIC SPACES THROUGH ARTS AND CULTURE

#	Actions	Timeline			
		S	M	L	C

### *Goal #3.3 Utilize Public Space as Venues for Arts and Culture Activities*

<b>Action #3.3.1</b>	Consult with Planning staff regarding future plans for public spaces and gathering places, to ensure these spaces are animated with arts and culture activity.		▲		▲
<b>Action #3.3.2</b>	<p>Further develop programming that decentralizes arts and culture events or activities out to neighbourhoods within the city.</p> <ul style="list-style-type: none"> <li>Create a streamlined process to make it easier to organize neighbourhood events (e.g. securing street closures, getting necessary permits, covering event liability insurance). Provide a quick reference or “how-to” guide on event planning.</li> <li>Consider establishing a program such as “First Fridays,” designating one day each month when there will be a concerted effort to program a specific site with music or other types of cultural performance.</li> </ul>		▲		▲
<b>Action #3.3.3</b>	Encourage greater use of all Port Moody’s park spaces for festivals and events, incorporating other parks into event planning beyond Rocky Point Park.		▲		▲
<b>Action #3.3.4</b>	Continue to enhance the City parks and trails systems with public art.		▲		▲
<b>Action #3.3.4</b>	Develop programming that encourages artists to create art in public spaces, such as expanding the busking program or other forms of performance to include SkyTrain stations, if possible.		▲		▲

short term (S) 1–2 years

Medium term (M) 3–5 years





long term (L) beyond 5 years

continuous (C) over the lifetime of the plan



### 3.5 Implementation, Monitoring and Evaluation

This Arts and Culture Master Plan is meant to cover a ten year timeframe, from 2018 to 2027. Over this time, Council will prioritize the actions outlined in Section 3.4 for implementation. As individual actions are identified as priorities, an implementation plan will be developed for each action and will include:

 <p><i>Approach and/or steps to implement the action</i></p>	 <p><i>A timeline for implementation</i></p>	 <p><i>Any budget required</i></p>	 <p><i>How progress will be monitored, evaluated, and reported</i></p>
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[PORTMOODY.CA](http://PORTMOODY.CA)

 [FACEBOOK.COM/CITYOFPOMO](https://FACEBOOK.COM/CITYOFPOMO)

[INLETTHEATRE.CA](http://INLETTHEATRE.CA)

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