

Arts and Cultural Development Strategy



**LET'S PLAN LANGFORD.
FOR ARTS & CULTURE.**

CITY OF
Langford

Land Acknowledgement

The City of Langford acknowledges and honours the traditional territories of the Coast Salish, specifically Xwsepsum (Esquimalt), Lekwungen (Songhees), Sc'ianew (Beecher Bay), and the WSÁNEĆ Peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations. We thank them for sharing this beautiful land.

The *Arts and Cultural Development Strategy* and associated *Action Plan* will be enhanced to honour what we learn and will keep the City accountable to Truth and Reconciliation. This approach to building relationships with local First Nations will be applied to all City projects and initiatives with the commitment of being accountable partners, and strong allies to the Indigenous community.

The City will work to implement the actions specific to local government as outlined in the Truth and Reconciliation Commission of Canada: Calls to Action.



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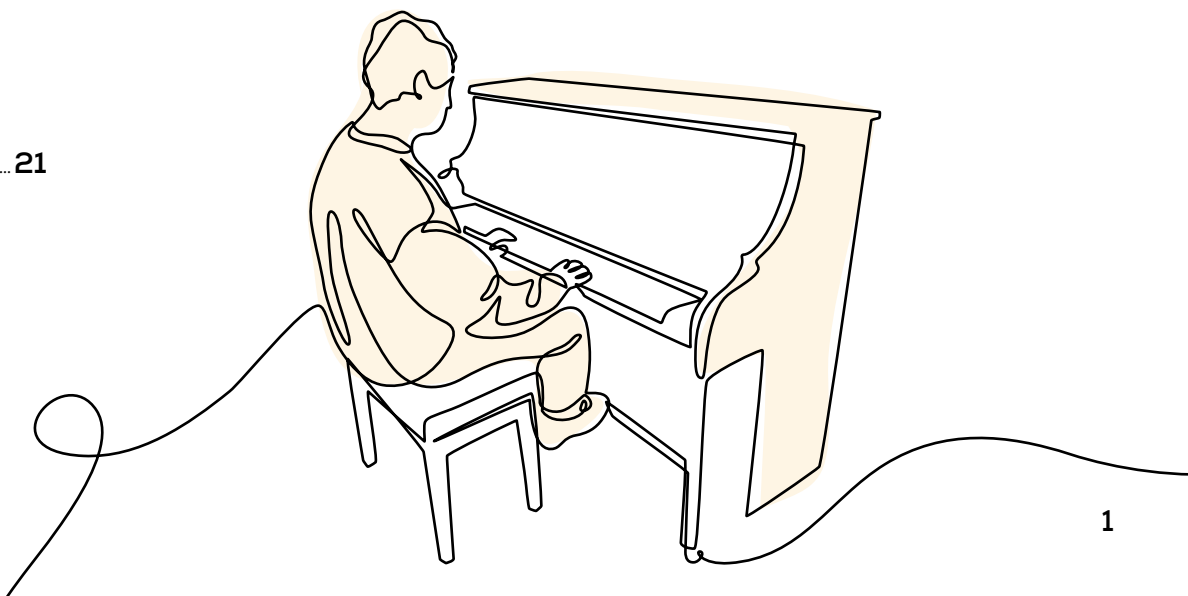
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Key Takeaways

1

The City of Langford is becoming known as a vibrant city in the region for its range of festivals and events, with an emphasis on family-friendly programming.

To build on this recognition, the City of Langford has created its first *Arts and Cultural Development Strategy* to help strengthen our resilient economy and set the path forward for Langford to become a destination for the arts that showcases and celebrates the diverse cultures in our community.

2

The *Arts and Cultural Development Strategy* will help the City of Langford grow a strong, vibrant arts and culture scene, one that reflects who we are and welcomes everyone.

It will act as a guide in how the City will support the creative community, host events, and create spaces that bring people together through creativity.

3

The City of Langford *Arts and Cultural Development Strategy* was developed over 12 months of research, community engagement, and strategy formulation. Engagement activities included:

- An Interdepartmental Staff Team Workshop Session: 15 participants
- Three workshops with a Community Working Group, including an online feedback form: total of 34 participants
- Sounding boards: 370 responses
- Digital Kudoboard on the Let's Chat Langford webpage: 83 posts
- Interest holder interviews: 5
- Community activations: 76 responses
- Community questionnaire: 230 responses

4

Overall key themes we heard across all engagement activities were:

- Continue to support signature and popular community events.
- Address the need for additional amenities; creation, performance and exhibition spaces.
- Increase inclusion and offering a variety of programming; focus on equity-deserving groups and youth.
- Offer grants and operating agreements; additional funding needed for artists, arts organizations and arts and culture-related projects.
- Nurture and expand partnerships within Langford's creative ecosystem for increased service delivery.
- Improve accessibility, affordability and availability of facilities and events.
- Continue to support a vibrant public realm with art and artistic opportunities.
- Attracting visitors, touring artists, and creative workers (put Langford on the map).

5

Culture lives in Langford. This plan, our policies, and future initiatives are shaped by community values. They are the lens through which cultural development will take place and grow. These values include:

- Sustainable and stabilized through on-going, intentional strategic investment.
- Rooted in nature, and the Indigenous cultural heritage of this place.
- Healthy creative ecosystem: culture is integrated into everyday life and planning.
- Place to grow: creative talent is nurtured and spaces are welcoming and accessible to all.

6

Throughout the project, three Big Moves to champion arts and culture emerged:

1. Establish an Arts and Culture Amenities Contribution Fund.
2. Lead the capacity-building of Arts and Cultural Development.
3. Develop and fund a new, in-house Arts and Culture Grant program.

7

The Objectives for the *Arts and Cultural Development Strategy* were developed from the analysis of public engagement feedback and local context.

Each Objective includes a goal, a rationale, strategies, actions, and ways to measure progress. Each Objective is of equal value, numeric order does not indicate priority.

OBJECTIVE 1:

Everyone can access the arts!

OBJECTIVE 2:

Cultivate a thriving creative economy.

OBJECTIVE 3:

Champion arts and culture.

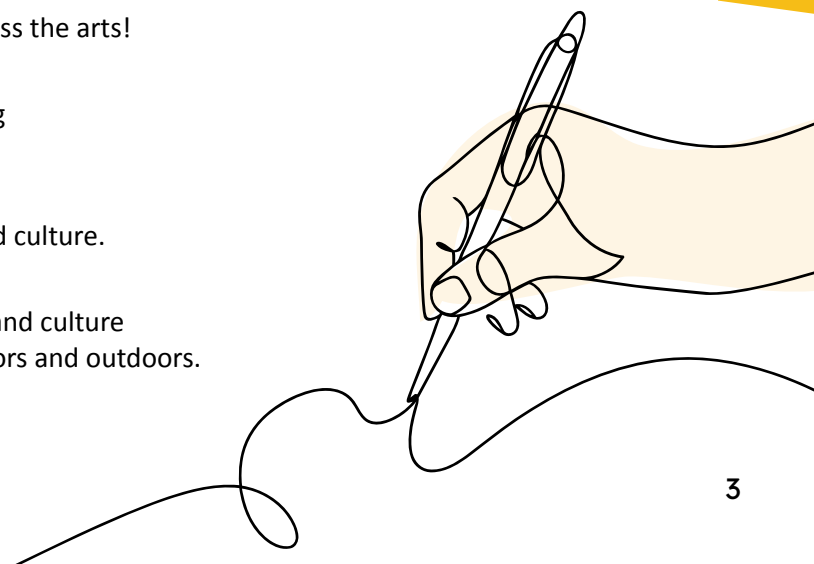
OBJECTIVE 4:

Create more arts and culture spaces, both indoors and outdoors.

8

The *Arts and Cultural Development Strategy* sets a long-term vision for Langford, positioning the city as a vibrant arts destination and an inclusive community that celebrates and showcases cultural diversity.

This is a 'living document' and may be enhanced to honour what we learn and will keep the City accountable to our commitments.





SECTION 1

Vision + Strategy

Vision + Strategy

As Langford sets the path forward to become a Creative City, integrating economic development and supporting enriching cultural experiences is not an either/or scenario. Investing in arts and culture spaces, focusing on inclusivity and accessibility, and showcasing diverse cultures in our community are at the core of a city known as a destination for the arts.

The Vision and Strategy reflect what we heard from the community and emphasize the following:

- Embracing innovation, diversity, and creative expression.
- Incorporating arts and culture into community planning and development to build a high quality city.
- Supporting infrastructure needs (venues, partnerships, creative placemaking, and spaces for programmed and spontaneous cultural experiences).
- Adjusting corporate culture to value open-mindedness, integrate new ideas, and expand competent risk-taking.
- Investing in culture to drive and enable economic, social, and environmental development.

The City of Langford's first *Arts and Cultural Development Strategy* is a commitment to Langford's residents, visitors, and the overall creative ecosystem.

Vision + Values

Vision

Culture lives here.

We champion culture through our collective imagination and stewardship, building a city where arts and culture fuels well-being, belonging, and economic vitality.

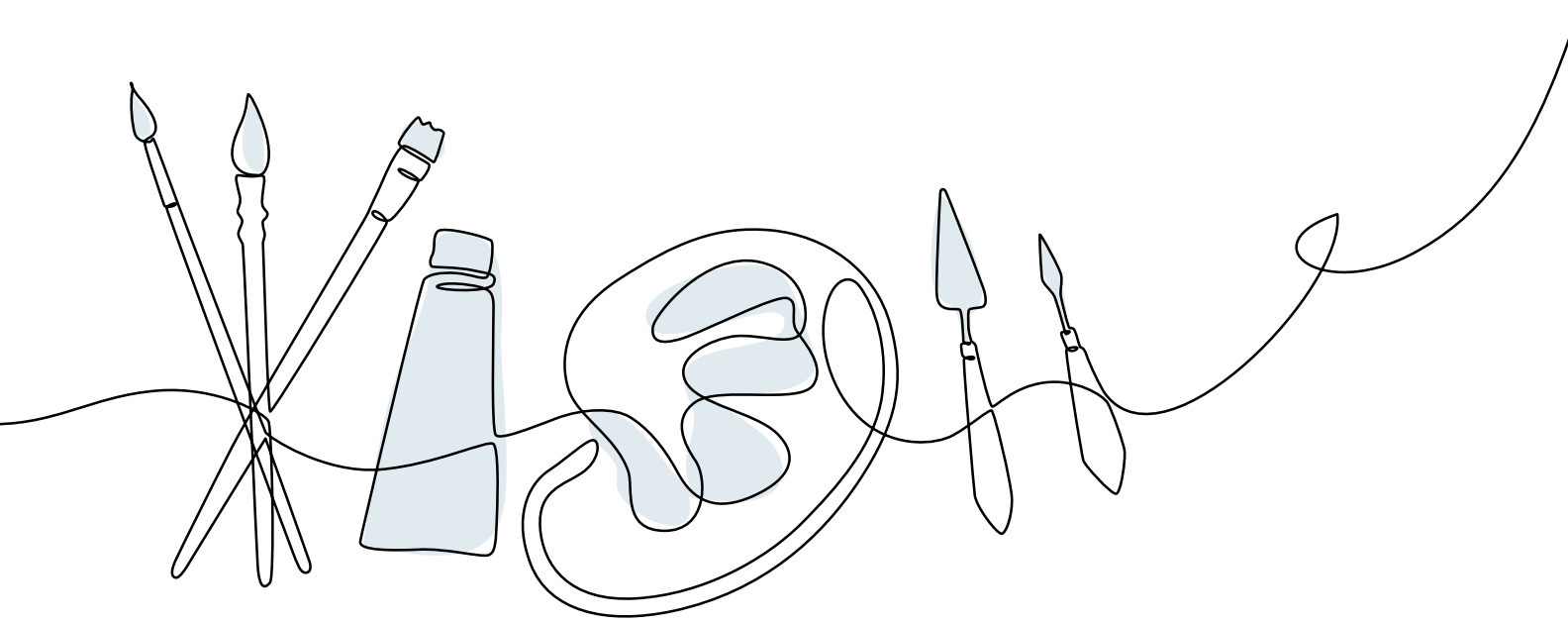
We're growing a creative hub where artists and creatives are integral to our community, nurturing talent and welcoming new voices and fresh thinking.

Values

Community drivers and values shape this plan, our policies, and future initiatives, and are the lens through which cultural development will take place and grow.

- Sustainable and stabilized: through ongoing, intentional strategic investment.
- Rooted: in nature and the Indigenous cultural heritage of this place.
- Healthy creative ecosystem: with culture integrated into everyday life and planning.
- Place to grow: where creative talent is nurtured and spaces are welcoming to all.





Big Moves to Champion Arts and Culture

A *Big Move* is a strategic direction, objective, or action that marks a significant step forward in cultural development, such as considering new ways to solve challenges and issues in a community, advancing the conversation, or demonstrating leadership that inspires others to emulate. The implementation of the three Big Moves will depend on future budget decisions and partnerships.

Three Big Moves were identified for the City of Langford.

1

Establish
an Arts and Culture Amenities
Contribution Fund.

2

Lead
the capacity-building of Arts
and Cultural Development.

3

Develop
and fund a new, in-house Arts
and Culture Grant program.

Objectives and Strategies

Strategy Alignment

The *Arts and Cultural Development Strategy* aligns with other major City of Langford plans that are either in development or already being implemented. Descriptions for the Plans that will be referenced in this section are included below.¹



Official Community Plan

The *Official Community Plan* is a high-level, long-term plan that guides and manages Langford's growth. The Plan integrates collaborative planning that is rooted in the community, guided by evidence, and prepared to meet future challenges.



Economic Development Plan

The *Economic Development Plan* will provide a strategy to support existing businesses, attract talent, create jobs, and spark investment in our community.



Council Strategic Plan

The *Council Strategic Plan* guides the City in addressing the urgent challenges related to continued growth in population, public health, housing unaffordability, increasing infrastructure costs, social inequity and climate change.



Parks and Trails Master Plan

A *Parks and Trails Master Plan* will guide long-term planning on how we acquire, develop, and manage parks. It will also focus on making parks accessible, improving park facilities, and creating public spaces.



Transportation Master Plan

A *Transportation Master Plan* will guide long-term planning to support all forms of transportation in Langford.

Active Transportation Plan

An *Active Transportation Plan* will be developed alongside the *Transportation Master Plan* to make it safer, easier and more fun to walk, bike or roll around Langford.



Accessibility Plan

The *Accessibility Plan* will guide the City's projects, strategic planning efforts, and day-to-day operations to improve access for people with disabilities.

¹ <https://LetsChatLangford.ca/LetsPlan>

Section Overview

The **Objectives** presented below, each with a specific **Goal** reflect the priorities of the community and current context. The **Strategies** are realized through **Actions** to support implementation activities over the next five years and set the path forward for Langford in becoming a Creative City and destination for the arts.

Each of the **Objectives** is of equal value and is not priority-ranked.

OBJECTIVE 1:

Everyone can access the arts!

OBJECTIVE 2:

Cultivate a thriving creative economy.

OBJECTIVE 3:

Champion arts and culture.

OBJECTIVE 4:

Create more arts and culture spaces, both indoors and outdoors.

- **Objectives:** reflect the key focus areas and desired outcomes that emerged from the strategic planning process.
- **Goals:** set the direction or pathway for a desired result in which the City aims to achieve.
- **Strategies:** are outcome-driven and present how these goals will be achieved and what is expected to be accomplished in the next five years.
- **Actions:** are the specific activities the City will undertake to support each strategy and include clear ways to measure progress.

Key Plan Linkages



OBJECTIVE 1:**Everyone can access the arts!****Goal**

Everyone is able to access culturally-relevant and distinctive arts and culture programming and services as participants, facilitators, and creators.

What's the rationale?

Langford is home to people with diverse cultures and identities, making it a multigenerational and vibrant city. Offering a diverse range of opportunities to participate, guided by a shared understanding of **EDIA**,* will attract a broader range of audiences and foster welcoming, supportive environments for creating, exhibiting, and engaging in arts and culture in Langford.

***Equity, Diversity, Inclusion, and Accessibility**

OBJECTIVE 1: Everyone can access the arts!

Strategies and Steps We Can Take		Plan Alignment	Official Community Plan	Council Strategic Plan	Transportation Master Plan	Economic Development Plan	Parks and Trails Master Plan	Accessibility Plan
1	Ensure affordable and accessible arts and culture programming for all.							
	• Work to minimize physical and transportation barriers for those accessing indoor and outdoor spaces where arts and culture programming and events occur.							
	• Monitor provincial accessibility regulations and ensure that arts, culture, and events conform to any future regulations and requirements.							
	• Engage local Indigenous, Black, multicultural, 2SLGBTQ+, D/deaf and disability groups to identify diverse and needs-specific programming, accessibility concerns, and foster interculturalism.	✓	✓	✓				✓
	• Work with the Inter-Cultural Association of Greater Victoria and Victoria Immigrant and Refugee Centre Society to better understand the needs of newcomers to ensure cultural needs are met.							
	• Continue to support free or low-cost access to spaces, creative tools, and resources, especially for emerging artists, equity-deserving groups and youth.							
2	Celebrate Langford's diverse culture, heritage, growth and changing identity.							
	• Work with representatives from the D/deaf and Disabled community to co-develop the upcoming Accessible Events Checklist for considering accessibility needs when designing and facilitating City and City-supported events.	✓	✓					✓
3	Offer varied arts and culture destination experiences for residents and visitors to enjoy.							
	• Develop a <i>Night-Time Economy Strategy</i> and <i>Outdoor Major Events and Festival Plan</i> .	✓	✓		✓			
4	Build out a distributed and distinctive model of arts and culture.							
	• Work with neighbourhood champions to encourage a distributed model of arts and culture activities and connection points in Langford.	✓	✓		✓	✓		



OBJECTIVE 1: Everyone can access the arts!

How Will We Measure Progress?

Quantitative

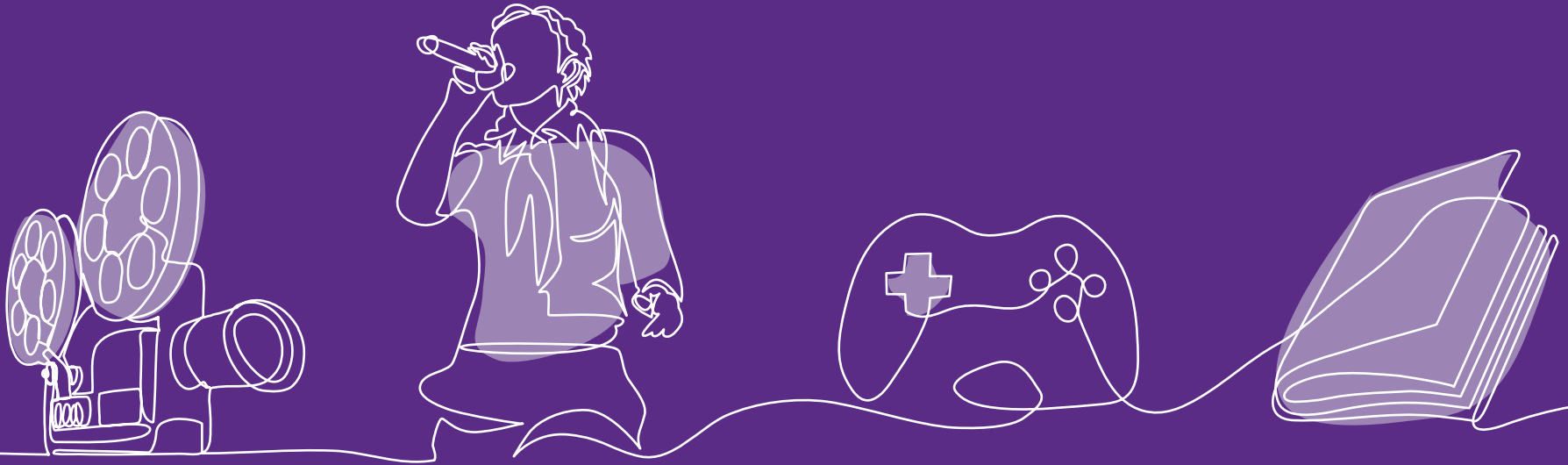
- Status of recommended actions identified in The Langford Station Cultural District accessibility audit in 2023 and total number completed by staff.
- Number of free or low-cost spaces, tools, and resources offered.
- Number of consultations with artists from equity-deserving groups.
- Number of new partnerships developed with artists from equity-deserving groups.
- Cultural programming online brochures available in digital PDF format align with accessibility requirements (WCAG 2.0 Level AA standards or higher).
- Number and dollar value of tiered ticket pricing options for paid programs and events.
- Number of actions outlined in other major City plans (complete or in development) that align with the *Arts and Cultural Development Strategy*.
- Number of events added to the online community event calendar each year (broken down by type).

Qualitative

- Improved perceptions of the ease of accessing arts and cultural events in Langford.
- Positive testimonials on the impact of municipal-led initiatives to remove barriers for participation.
- Positive feedback on the availability of information relevant to cultural events, programming, and professional development opportunities.
- Positive experience navigating the City's websites (in general and specific to arts and culture updates).
- Residents and art participants indicate that they believe arts and culture are distributed geographically across the community.

OBJECTIVE 2:

Cultivate a thriving creative economy.



Goal

The City and its partners support a resilient creative economy that is sustained through continuing **capacity-building**,* collaboration, and strategic investment.

***capacity-building is the process of developing and strengthening the skills, resources, and systems an organization needs to better achieve its purpose.**

What's the rationale?

Thriving communities understand that investment in arts and culture drives economic growth, enhances tourism, attracts workers from creative industries, fosters social cohesion, and supports community well-being. Supporting a creative economy requires cross-sector collaboration between governments, non-profits, and the community. Local governments rely on partnerships with non-profit organizations, institutions, artists, and businesses to co-deliver services and amplify impact.

OBJECTIVE 2: Cultivate a thriving creative economy.

Strategies and Steps We Can Take

Plan Alignment

Official Community Plan

Council Strategic Plan

Transportation Master Plan

Economic Development Plan

Parks and Trails Master Plan

Accessibility Plan

1	Build out cultural development capacity both within the City and the community. - Develop and fund a new Arts and Culture Grant program to allocate grants to local artists and arts and culture organizations for operations, professional development and skills building, and arts and culture-related projects. - Expand professional development, mentorship, and skill building opportunities for artists, administrators, and cultural organizations.	✓	✓		✓		
2	Foster future partnerships, connections, and collaboration among diverse organizations, venues, and creative partners. - Explore partnership and new grant-in-aid opportunities, including micro-grants with First Nations, Urban Indigenous Peoples and Artists, and Indigenous youth. - Identify partnership opportunities with developers, business associations, venue operators and event producers to generate increased cultural economic activity and raise the profile of culture as an economic driver. - Foster partnerships with and among under-represented groups including people with disabilities to foster knowledge-sharing as well as individual and organizational development.	✓			✓		✓
3	Embrace innovation and broaden the economic potential and contribution of arts and culture. - Ensure continued alignment on creative economy within economic development planning. - Leverage the Innovation HUB at the John Horgan Campus and work towards developing a <i>Creative Industries Attraction Strategy</i> (film, video, music, entertainment, etc.). - Explore new ways to encourage creative industries to locate in Langford.	✓	✓		✓		
4	Plan ahead to keep arts and culture in Langford sustainable and resilient to economic shocks or natural disasters. Collaborate with artists and arts organizations to encourage climate change awareness, and encourage the integration of circular strategies in arts and culture programming and services.	✓	✓		✓		
5	Leverage local cultural resources and assets to distinguish Langford as a cultural destination. Encourage local wayfinding to integrate local character, resources and assets as part of broader creative placemaking.	✓	✓				



OBJECTIVE 2: Cultivate a thriving creative economy.

How Will We Measure Progress?

Quantitative

- Total number of artists, cultural activities, and programs (annual).
- Generated economic activity from creative community (annual).
- Establishment of the new *Arts and Culture Grant* program, including dollar value and number of applicants/recipients.
- Total inquiries received related to new creative placemaking opportunities.
- Level of engagement with local artists, arts and culture organizations, and community groups.
- Number of professional development, mentorship, and skill building opportunities offered.
- Number of partnerships with developers, business associations, venue operators and event producers.
- Number of new creative wayfinding initiatives.
- Development and/or completion of a *Creative Industries Attraction Strategy*.
- Digital engagement (social media, website traffic, time spent, new and repeat visitors, and conversions).

Qualitative

- Cultural development is viewed as a necessity by the City as demonstrated by its links to other principal plans.
- National, provincial, and regional awareness of Langford's creative ecosystem.
- Recognition of Langford as a must-visit destination.
- Reputation of being a strong location for artistic professional development and economic growth.
- Local residents demonstrating pride of place.

OBJECTIVE 3:

Champion arts and culture.



Goal

The City is a convener, investor, supporter, and advocate for arts and culture.

What's the rationale?

A true leader in the arts is a government body that acts as:

- A **convener** (bringing together agents within the creative ecosystem, and empowering them as capable decision-makers).
- An **investor and supporter** (strategically providing funds and resources for organizations and community groups to build up their capacity for effective arts delivery).
- An **advocate** (advocating for the continued prioritization of arts and culture in government and society at-large).

OBJECTIVE 3: Champion arts and culture.

Strategies and Steps We Can Take		Plan Alignment					
		Official Community Plan	Council Strategic Plan	Transportation Master Plan	Economic Development Plan	Parks and Trails Master Plan	Accessibility Plan
1	Further develop a ‘culture for culture’ at City Hall by integrating arts and culture at a strategic level in City planning. - Create a dedicated full time Community Cultural Development role in the Economic Development Department to expand capacity both within the City and community. - Foster and nurture interdepartmental collaborations to identify opportunities for community wide cultural development (i.e., planning, tourism, transportation, housing diversity and affordability).	✓			✓		
2	Boldly uphold arts and culture as key to a thriving community. - Identify, amplify, and support the potential and achievements of established and emerging artists, as well as arts and culture organizations in Langford. - Attract and engage champions to advocate for and invest in arts and culture. - Continue to act as an amplifier and supporter of community-organized events, news and resources. - Advocate for arts and culture with all levels of government and arts funding bodies. - Work towards developing a campaign to increase awareness of the need for public, private sector, and philanthropic support in the creative community.	✓	✓		✓		
3	Develop a strong artistic foundation rooted in local cultural identity. Collaborate with local First Nations to respectfully co-create initiatives that build public awareness of the true history of Langford’s territorial lands and the Nations who have stewarded them.	✓			✓	✓	
4	Build cultural development capacity in the community. - Establish and convene a Community Cultural Roundtable for ongoing dialogue and engagement, and convene organization leaders within the local community ecosystem on a regular basis. - Offer an array of lecture series, seminars, panels and community dialogues on arts, culture and heritage issues.	✓	✓		✓		



OBJECTIVE 3: Champion arts and culture.

How Will We Measure Progress?

Quantitative

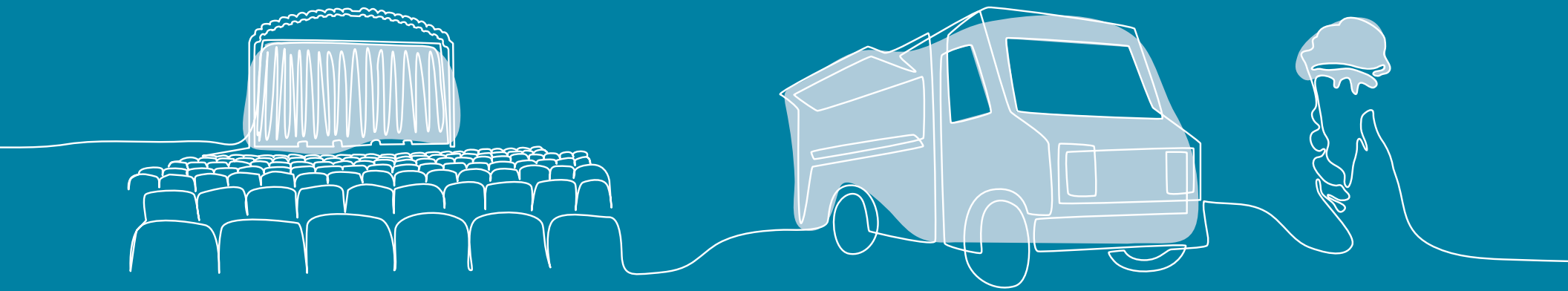
- Number of staff hours dedicated.
- Creation of a new full time Community Cultural Development role.
- Number of interdepartmental collaborations.
- Number of established and emerging artists/arts and culture organizations promoted by the City (via web/print/social channels).
- Establishment of the Community Cultural Roundtable.
- Total new strategic relationships established.
- Participation in regional cultural development initiatives.
- Number of meetings with local First Nations.
- Number of champions engaged.
- Breadth and number of lecture series, seminars, panels, and community dialogues on arts, culture and heritage.
- Number of advocacy requests to levels of government and arts funding bodies.
- A campaign to increase awareness of the Strategy and support for Langford's creative community.

Qualitative

- Reputation as a cooperative and bold municipality.
- Positive feedback from artists and arts organizations on the effectiveness of municipal grants and opportunities.
- Success stories demonstrating positive outcomes from strategic partnerships.
- Community Cultural Roundtable members provide positive feedback about their involvement in the Roundtable.
- Increased awareness, support, and advocacy for arts and culture in Langford.

OBJECTIVE 4:

Create more arts and culture spaces, both indoors and outdoors.



Goal

Langford provides accessible, affordable, and inspiring cultural facilities and art in public spaces initiatives for creative participation, to support artistic production and foster community enjoyment.

What's the rationale?

Accessible cultural facilities, public art, and creative placemaking* initiatives foster vibrant, inclusive communities where people can connect, express themselves, and build a shared sense of identity. Creative placemaking in particular helps transform public areas into engaging, people-centered places that promote everyday encounters with art.

***Creative placemaking is a collaborative approach to improving public spaces by using arts, culture, and creativity to reflect community identity, meet local needs, and drive positive change and growth.**

OBJECTIVE 4: Create more arts and culture spaces, both indoors and outdoors.

Strategies and Steps We Can Take		Plan Alignment					
		Official Community Plan	Council Strategic Plan	Transportation Master Plan	Economic Development Plan	Parks and Trails Master Plan	Accessibility Plan
1	Collaborate with local First Nations to explore the opportunity to share and reflect Indigenous stories in the public realm. Collaborate with local First Nations to explore the opportunity to increase the recognition of Indigenous culture, knowledge and language in the public realm through name restoration, public art, wayfinding initiatives, and community events.	✓	✓			✓	✓
2	Identify demand for new creative spaces and cultural facilities, as well as maintenance and improvement of existing ones. - Create an inventory of arts-ready, programmable public spaces, including the identification of priority sites for public art and creative placemaking. Include the details of any accessibility features in the surroundings (e.g. seating, shade, washrooms, and parking). - Support The Langford Station in realizing its potential as the central outdoor cultural and community gathering place by reviewing and addressing gaps related to accessibility, visibility, wayfinding, public art, and lighting/seating to increase linger time. - Develop a <i>Cultural Spaces and Facilities Framework</i> to serve as a guide for phased investment and planning, including but not limited to: - A Performing Arts Centre, maker/studio spaces, indoor live-music venues and exhibition spaces, and smaller art galleries for local arts displays. - City-owned, partner and community spaces and facilities. - Support the activation of the Centennial Arts and Culture Centre.	✓	✓	✓	✓	✓	✓
3	Review, update or explore new City planning initiatives, policies and funding mechanisms to increase the development of cultural amenities. - Ensure that creative placemaking principles are embedded in the City's broader urban planning policies, zoning bylaws, and development regulations. - Continue to explore funding opportunities for art in public spaces through Community Amenity Contributions or provincial and federal grants.	✓	✓	✓			
4	Activate Langford's public realm. - Identify and utilize parks and other public areas as key gathering and performance spaces for multiple kinds of arts and culture activities. - Fund the Placemaking Strategy included in the <i>Council Strategic Plan</i>. - Create and fund a Public Art Policy and Plan.	✓	✓	✓	✓		



OBJECTIVE 4: Create more arts and culture spaces, both indoors and outdoors.

How Will We Measure Progress?

Quantitative

- Total number of cultural spaces available (accessible inventory including amenities).
- Number of cultural spaces identified for expansion or growth.
- Number of First Nations cultural initiatives in the public realm and overall increase.
- Building and development timelines for facility improvements and new cultural spaces.
- Number of services, supports, presentation and studio spaces provided for creative community.
- Regular accessibility audits/needs assessments for cultural spaces (e.g. The Langford Station Cultural District).
- Linger time at The Langford Station Cultural District increases.
- Development or completion of a *Cultural Spaces and Facilities Framework*.
- Amount of additional funding for art in public spaces.

Qualitative

- Positive feedback received about utilizing and/or visiting cultural spaces (availability, booking, cost, experience).
- Visibility of local artists in the community and beyond.
- Reputation of an inspiring municipality that fosters artistic expression and creation.
- Positive feedback received from the public that The Langford Station is an accessible community gathering space.



SECTION 2

Planning Context

A Few Key Terms

What is Culture?

Culture is a broad term and relates to who we are and how we live when used in a cultural development context.

What are the Arts?

The subdivision of culture, composed of many expressive and creative disciplines. The term encompasses: visual and applied arts (e.g. painting, printmaking, drawing, sculpture, crafts, pottery and ceramics, photography, film and video), theatre, music, song, spoken word, literary arts, and dance.

What is Cultural Development?

Cultural development is defined as strategic and integrated planning that leverages a community's unique cultural resources and assets for the social, economic, environmental, and cultural benefit of the city and society. Strategies may include, but are not limited to:

- Investing in arts and cultural facilities (art galleries, museums, theatres, concert halls, etc.).
- Producing public festivals and events, and programming arts and culture activities.
- Implementing public art and creative placemaking initiatives (transformed underused public spaces for creative or playful uses).
- Attracting and supporting creative industries (film, television, publishing, design, fashion, music, etc.).



Cultural Resources

- **Community Cultural Organizations**

Arts and culture non-profits, community non-profits, Indigenous organizations, arts and culture support organizations

- **Public Art & Installations**

Public art (sculptures, murals, installations), monuments

- **Performing Arts**

Theatre, dance, music, circuses

- **Natural Heritage**

Parks and trails, gardens, conservation areas

- **Intangible Culture**

History, traditions & customs (including Indigenous intangible cultural heritage & knowledge), artistic expression, stories

- **Spaces & Facilities**

Formal venues (theatres, performing arts centres, galleries, cultural centres, museums), occasional venues

- **Creative Cultural Enterprises & Services**

Radio & TV, sound recording, publishing, film & media, interior design, graphic design, architecture, advertising, public relations

- **Public Institutions**

Libraries, community centres, municipalities, places of worship

- **Visual Arts**

Painting, photography, crafts, sculpture

- **Education**

Art schools, incubators & makerspaces, post-secondary school, elementary and secondary schools

- **Built Heritage**

Heritage buildings/properties, museums

- **Festivals & Events**

Arts and culture festivals & events, other festivals & events with arts and culture components

Background

The impact of Canada's arts and culture sector was an estimated \$65 billion in direct contribution to Canada's GDP and supported 1.1 million jobs across the country in 2024.²

Arts and Culture play a strong role in placemaking, community building, tourism, and economic development. There are numerous direct and indirect social and livability benefits resulting from cultural development.

In 2024, the arts and culture sector in Canada supported a total number of jobs that is nearly 24x the size of Langford's population!²

2 Statistics Canada

Social Return on Investment

- Builds community identity and pride.
- Improves residents' sense of belonging and place attachment.
- Builds interpersonal ties and promotes volunteering.
- Increases inclusion and celebrates diversity.
- Builds social networks.
- Enhances perceptions of safety and comfort.
- Reduces misconduct in high-risk youth, lowers crime.
- Relieves stress and helps well-being.
- Contributes to improved physical, mental, and emotional health.
- Opportunities to support climate action and resilience.

Economic Advantages

- Each \$1 invested in the cultural sector, provides ~\$6 direct return on investment and up to \$12.
- Economic generator: induces spending as do their audiences.
- Fosters a creative scene that spurs economic growth in creative industries.
- Fast-growing job categories
- Cultural infrastructure projects generate economic activity.
- Critical to investment and attraction strategies: tourists, businesses, new residents and investors.
- Outperforms traditional areas of Canada's economy.

These benefits have led to an understanding that cultural amenities and delivery are no longer a 'nice to have' or a 'frill' in local government. Increasingly, cultural development is included in the core suite of municipal services offered to strengthen a community's cultural identity and grow its creative economy.

Key Recent Achievements in Langford's Cultural Development include:

- Opening The Langford Station Arts and Cultural District in 2022, featuring thirteen custom retrofitted shipping containers that host six artist studios and seven business incubators.
- \$300,000 annual investment into family-friendly and culturally-diverse festivals and events, including Change Makers Gathering Festival, Brewery and the Beast, Canada Day Festival, Food Truck and Music Festival, Lantern Festival, Fridays at The Station, and more.
- Street banners featuring the 'Rainbow Trout' artwork, ideated by Russ Chipps, Chief of Sc'ianew First Nation (Beecher Bay) and designed by his daughter Jeannie Chipps, were displayed downtown to celebrate Pride Month and National Indigenous Peoples Month in 2024.
- Redeveloping the *Official Community Plan* in 2025 with a new chapter dedicated to "Embracing the Creative City," as well as arts and culture-based objectives listed in their chapter dedicated to "Economic Prosperity and Resilience."



Municipal Cultural Development Continuum



About the Project

Developing an *Arts and Cultural Development Strategy* was identified in the 2023-2027 *Council Strategic Plan* to further strengthen Langford's resilient and diverse economy, while demonstrating the City's reputation as a leader in the sector. The City of Langford is becoming known in the region for its range of festivals and events, with an emphasis on family-friendly programming. Many cities have reached out across the Province for suggestions on how to replicate success for arts and culture in their community.

This Strategy will help the City of Langford grow a strong, vibrant arts and culture scene, one that reflects who we are and welcomes everyone. It will act as a guide in how the City will support the creative community, host events, and create spaces that bring people together through creativity.

Developed through research and consultation, the *Arts and Cultural Development Strategy* serves as a framework for Langford's future vision to solidify that Langford is a destination for the arts and an inclusive place that celebrates and showcases diverse cultures.



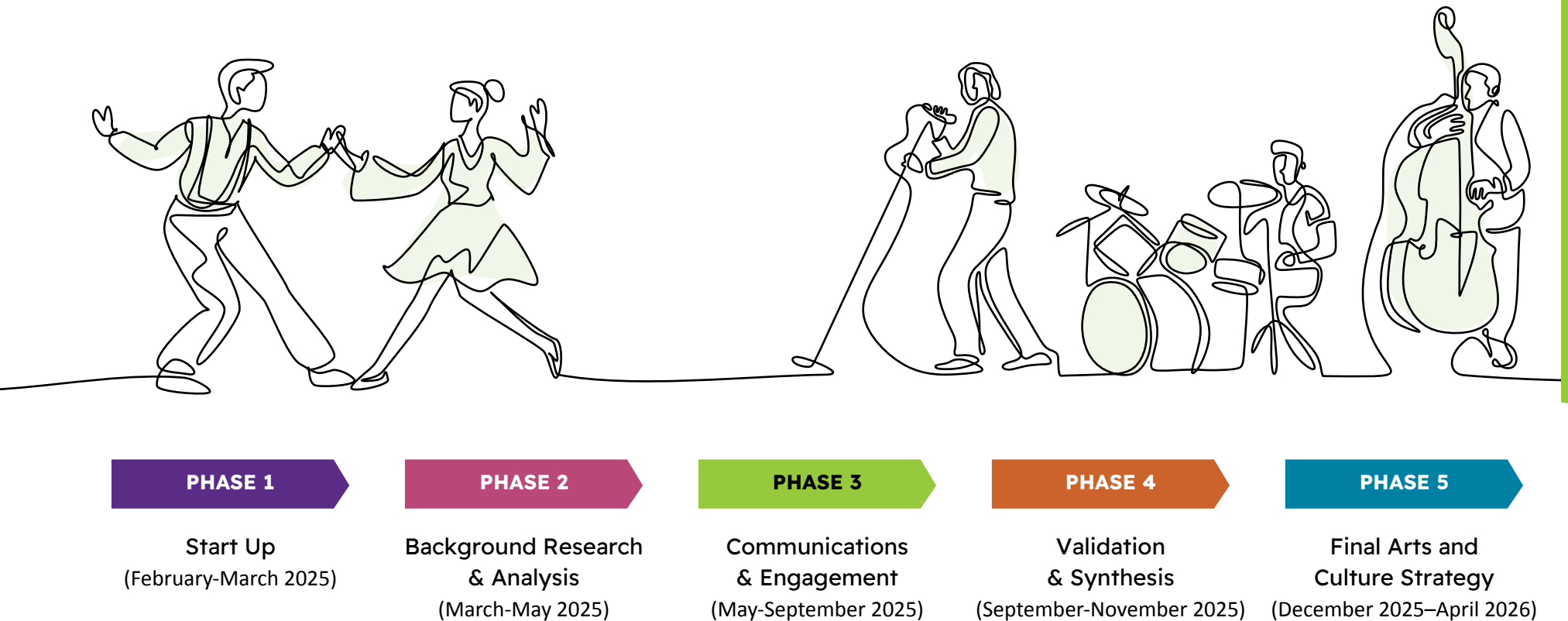
The purpose of the Arts and Cultural Development Strategy is to:

- Increase awareness of the arts and culture sector in Langford by identifying organizations and artists that are active in the community.
- Engage the community and key interest holders on their needs and priorities, including space needs for programming.
- Develop a vision for arts and culture that is inclusive, diverse, and accessible.
- Clarify the roles and responsibilities of the City and its partners.
- Increase capacity and collaboration between the City and its partners.
- Support the integration of arts and culture into City-wide planning and placemaking processes.
- Guide and support Council decision-making and service delivery in a context of limited resources, to establish and maintain an engaging, prominent arts and culture scene.

Approach and Timeline

The City of Langford *Arts and Cultural Development Strategy* was developed over a 12-month-long process of research, community engagement, and strategy development that began in February 2025. The planning process was carried out by a project team of consultants and City of Langford's Communications & Economic Development team.

The process unfolded through five phases. The Strategy was completed by Spring 2026 and implementation will begin in Fall 2026.



Planning Context

Community and Regional Profile

The City of Langford is one of thirteen municipalities that makes up the Capital Regional District located on southern Vancouver Island and occupies the traditional territories of the Coast Salish, specifically Xwsepsum (Esquimalt), Lekwungen (Songhees), Sc'ianew (Beecher Bay), and the WSÁNEĆ Peoples, represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations. The neighbouring four communities, including Colwood, Highlands, Metchosin, and View Royal, comprise the region of West Shore, home to over 96,500 people.

On the whole, Langford feels different than other places on Vancouver Island, with a growing young, diverse, highly-educated and family-oriented population. Compared to other Vancouver Island municipalities, Langford is noted to have low crime rates and a welcoming atmosphere.³ The local public-school district is SD62 Sooke, with four elementary schools, one middle school and one secondary school located within the city limits.⁴ In response to the growing educational needs of the community, a proposal for a new secondary school in Langford is currently in development.

Langford is well known for its natural beauty and outdoor recreation opportunities, and with an increase in population in recent years, Langford is evolving from its agricultural and rural roots to a more culturally active and diverse community. While Langford continues to have strong ties to nature, heritage, and farming, its current focus is on economic diversification by prioritizing and attracting key industries such as tech, manufacturing, retail, hospitality, film, and creative entrepreneurs. In April 2025, Langford placed second on the list of British Columbia's Most Economically Resilient City by BCBusiness Magazine.⁵

Langford also boasts an extensive and highly-celebrated trail network and active transportation infrastructure. As is common to many suburban communities; however, the transportation share is primarily vehicular, (62.5% auto driver and 18.2% auto passenger) with lower active and public transportation rates (3.7% transit, 3.4% bicycle and 8.7% walking).⁶ A *Transportation Master Plan* and an *Active Transportation Plan* are being developed in parallel with the *Arts and Cultural Development Strategy*, and will examine the opportunities to encourage and support residents' shift to alternative modes of transportation. On the following pages are highlights from the 2021 Statistics Canada Census Profile.

3 Sweetman, Mick. "Breaking down crime statistics on Vancouver Island." CHLY FM Local News. August 8, 2023. Available online:

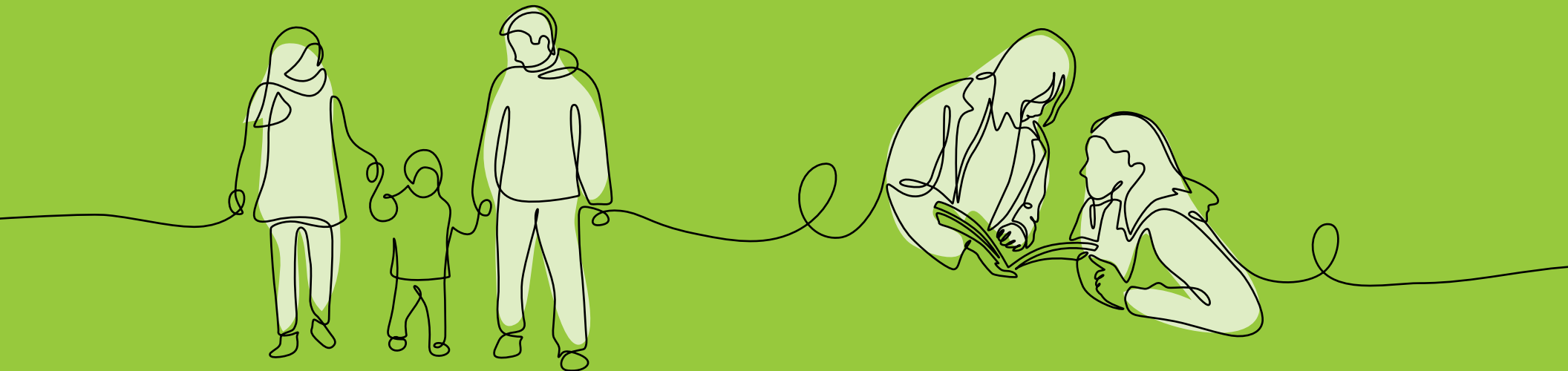
<https://www.chly.ca/local-news/2023/8/8/breaking-down-crime-statistics-on-vancouver-island>

4 City of Langford. "Schools." Available online: <https://langford.ca/residents/education/schools>

5 <https://bcbusiness.ca/business/general/b-c-s-most-economically-resilient-cities-in-2025>

6 CRD. 2022 Capital Regional District Origin destination Household Travel Survey: Final Report. September 2023.





Census Profile⁷

POPULATION⁸

46,584

(31.8% increase since 2016)

MEDIAN AGE

38.4

years old

Generational breakdown:

- 0-14 years:
17.2% of the population
- 15-64 years:
69.1% of the population
- 65+ years:
13.7% of the population

MEDIAN TOTAL INCOME (in 2020)

\$47,600

FAMILY/HOUSEHOLD COMPOSITION

2.8

Average family size

2.4

Average household size

INDIGENOUS IDENTITY

5.8%

of the population

IMMIGRANT IDENTITY

15.8%

of the population
(up from 12.6% in 2016)

Places of birth:

- Americas: 15.6%
- Europe: 32.7%
- Africa: 6.7%
- Asia: 44.2%
- Oceania: 0.8%

VISIBLE MINORITY IDENTITY

16.6%

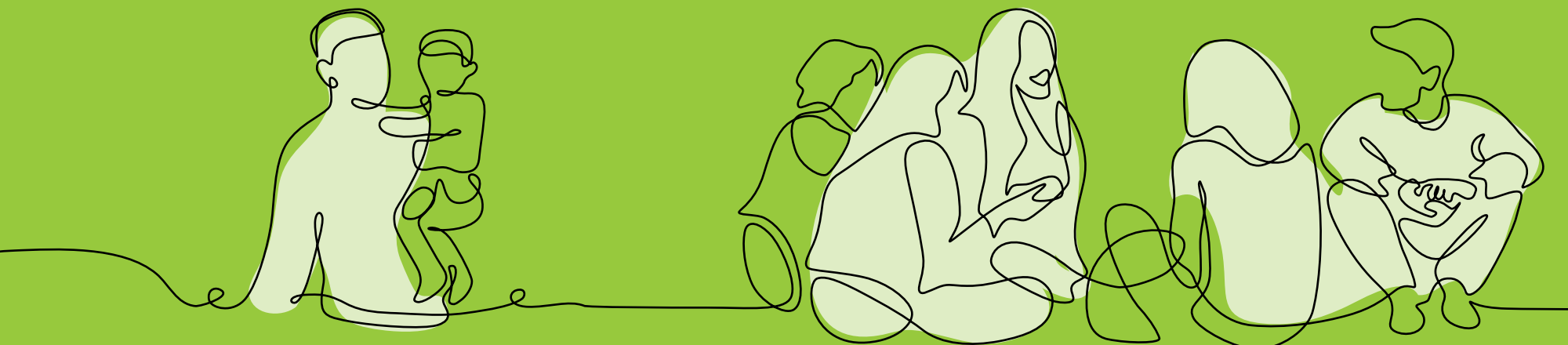
of the population
(up from 10.3% in 2016)

Ethnographic breakdown:

- South Asian: 4.1%
- Chinese: 2.4%
- Black 1.6%
- Filipino: 3%
- Latin American: 1.4%
- Southeast Asian: 1.1%

⁷ Statistics Canada. Langford, BC. Census Profile, 2021 Census of Population.

⁸ In 2025, the estimated population, according to the City of Langford website, was 59,664.



HIGHEST EDUCATION LEVEL ACHIEVED

(Aged 15 years or older)

12.2%

None

32.2%

High school

55.5%

Postsecondary

EMPLOYMENT RATE

67.9%

of the population

Occupations:

- Sales/service: 27.5%
- Business/finance/admin: 18.1%
- Trades/transport/equipment: 17.5%
- Education/law/social/community/government: 13.3%
- Arts/culture/recreation/sport: 2.5%

OFFICIAL LANGUAGES

(English and French) spoken as mother tongue

84.9%

of the population

NON-OFFICIAL LANGUAGES SPOKEN AS MOTHER TONGUE

12.4%

of the population

Top-spoken non-official languages:

- Tagalog
- Punjabi
- Spanish
- Korean
- Mandarin

Linkages to City Planning Initiatives

The City of Langford's current policy landscape shows strong intent and Council support for cultural development.

To realize its full potential, the City will need to focus on:

- Creating dedicated financial tools and transparent evaluating and reporting.
- Updating language and zoning frameworks to explicitly support arts and cultural use.
- Building stronger cross-departmental integration.
- Expanding grant and placemaking programs that engage local creators and cultural communities.

To align planning efforts with parallel and intersecting strategic initiatives, the City of Langford *Context and Engagement Summary Report* identified key policies, plans, strategies, and practices that informed the strategic objectives for the future *Arts and Cultural Development Strategy* in Langford.

Pride of Place

“ The aim of creative city-making is to think of your City as a living work of art, where citizens can involve and engage themselves in the creation of a transformed place. ”

—Charles Landry, *Creative and the City: Thinking Through the Steps*



Family of Plans

The plans listed below will establish how new amenities and community benefits are integrated into developments, guide strategic property acquisitions and capital investments, and identify opportunities for arts and culture to enhance the multi-modal ecosystem and improve the quality of life for Langford residents.

Plan	Key Linkages with Cultural Development
Official Community Plan	• Part 11: Economic Resilience and Prosperity • Part 12: Embracing the Creative City
Council Strategic Plan	• Priority 3: Economic Development • Priority 6: Quality of Life
Transportation Master Plan & Active Transportation Plan	• Objective: Design the transportation network to provide safe mobility options that serve all ages and abilities.
Economic Development Plan (early draft, subject to change)	• Objective 1: Strengthen Foundations for Economic Resilience and Growth • Objective 3: Build Langford's Investment Advantage • Objective 4: Build Langford's Talent Advantage • Objective 6: Prioritize Quality of Life as a Core Foundation for Growth • Objective 7: Create a Vibrant, People-First Downtown and Neighbourhood Centres • Objective 8: Prioritize Community Wealth Building • Objective 10: Lead and Grow Langford's Innovation and Entrepreneurship Economy
Parks and Trails Master Plan	• Objective 6: Expand and Diversify Unstructured Outdoor Recreation Opportunities and Amenities • Objective 7: Inspire Residents to Experience Langford's Parks and Trails
Accessibility Plan	• Delivery of Services • Built Environment



Plans Outlined in the Council Strategic Plan

Linkages to Broader Cultural Sector & BC Context

In broader context, important trends in Canada's cultural industry will continue to have a significant influence on arts and culture development for the foreseeable future. The City of Langford *Context and Engagement Summary Report* provides a detailed overview of the major trends that contribute to a complex and evolving cultural landscape.



Truth and Reconciliation
Calls to Action



Rapid Scale Prototyping
to Respond to
Community Issues



Festivals and Events,
Participatory Experiences



Justice, Equity, Diversity &
Inclusion (JEDI)
Accessibility Arts



Family
Arts



Creative Placemaking and
Co-Activating Spaces



Lifecycle of
Arts Organizations



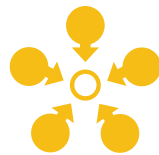
New Approaches to
Art Making (at odds with
funding models)



Climate Crisis
(e.g. wildfires, floods,
hurricanes)



Interpretative
Assistance



New Operating Models
(e.g. Epoch model)



Generational
Considerations



COVID-19
Recovery



Digital
Strategies

Summary of Major Trends

1. Broad societal and global pressures

- The climate crisis and the role arts and culture plays in mitigating climate change.
- The role of technology and changing nature of work through artificial intelligence (AI).
- The affordability crisis; cost of living and cost of art-making/creative spaces are too high.
- Economic and political instability; tariffs' impacts on Canadian cultural imports/exports.

2. Policy, funding, and structural shifts

- Scaled-back corporate sponsorships and art in public spaces funding.
- Lifecycle of arts organizations: many arts organizations in BC are having difficulty moving to an established phase or shifting to a turnaround mode after a period of gradual decline.
- New operating models for arts organizations that are more entrepreneurial in nature.
- Further capacity-building within community groups, supporting grass root community-driven programming, shifting a City's role to be more of a facilitator and convener (rather than a direct-supplier of services).

3. Audience trends and cultural participation

- Festivals are struggling to rebuild audiences; challenges in funding, climate change adaptation, and safety concerns.
- Shifting from passive consumption of arts and culture to more participatory arts experiences.
- Generational shifts in arts audiences and increased arts experiences for families.
- Outdoor arts, creative placemaking and co-activations of spaces.

4. Equity, Diversity, Inclusion and Accessibility (EDIA) and Reconciliation

- Upholding Calls to Action of Truth and Reconciliation (specifically #67 and #70, which directly call up the Canadian Museums Association and Canadian Association of Archivists).
- Innovations in D/deaf, and Disability arts and accessibility to the arts.
- The *Accessible British Columbia Act* (2021) sets a provincial precedent for all municipalities (and organizations including, schools, school districts, and health authorities), to create their own accessibility plans for the inclusion of people with disabilities in civic life.
- Creating safer and more inclusive spaces for community dialogue through the arts (e.g. social-change arts practices).



SECTION 3

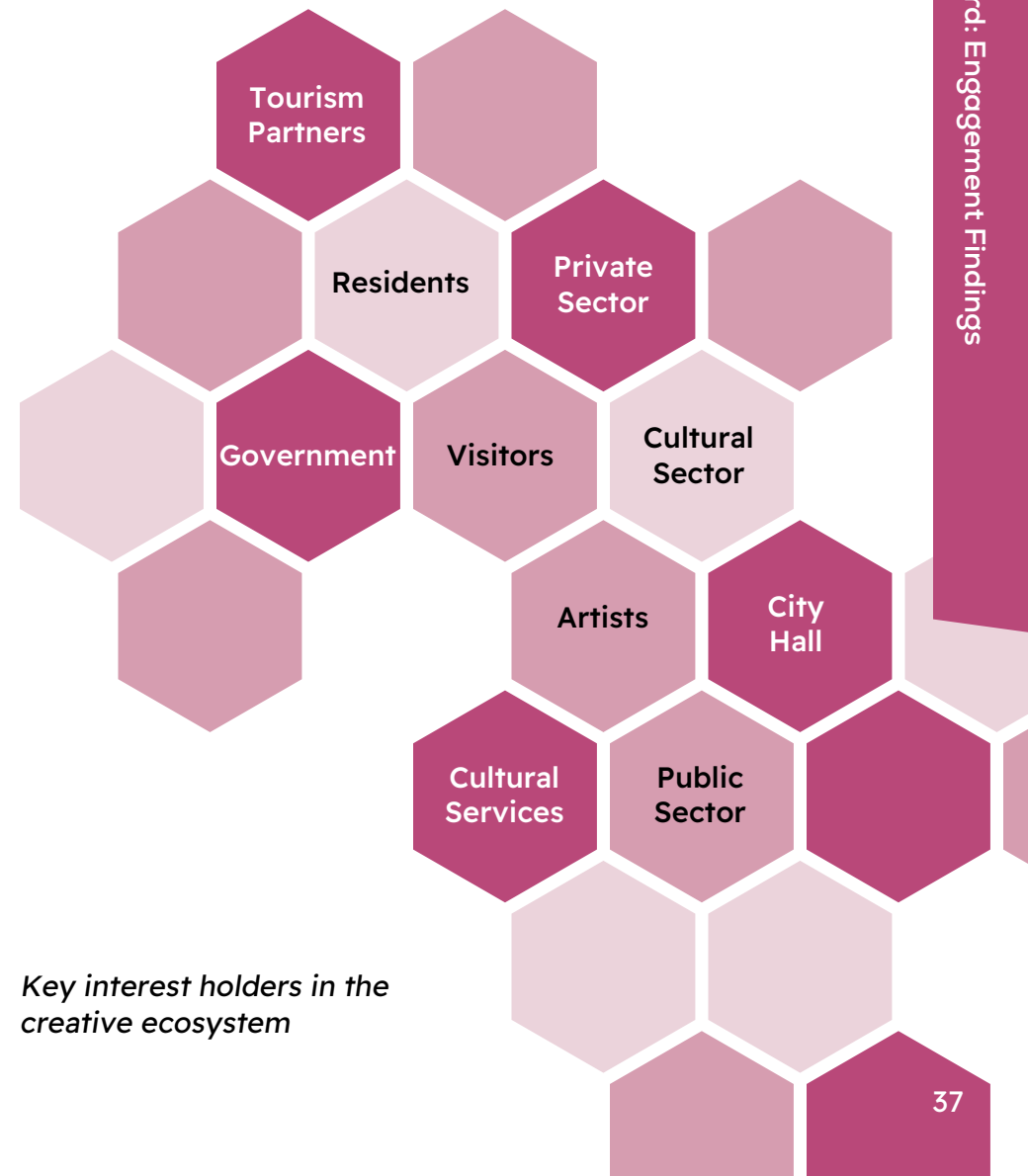
What We Heard: Engagement Findings

Our Process

Following the project's *Community Engagement and Communications Framework*, the Consulting Team engaged with the City, interest holders, a Community Working Group, and residents to develop a municipal *Arts and Cultural Development Strategy*—through the lenses of innovation and equity—to promote inclusion and accessibility to arts and culture in Langford.

Using proven engagement techniques that centre creativity, the engagement approach was designed to develop a sense of community pride and belonging. Specifically through Interactive Workshops, Cultural Mapping and Community Activations, the engagement process focussed on celebrating diverse culture and heritage, expressing shared values, defining Langford's unique identity, and aligning the plan with the City's future Plans.

The final Strategy was shaped and developed *with* community. The following section is a summary of the engagement with key interest holders within Langford's creative ecosystem, as well as members of the general public.



Engagement Activities by the Numbers

Engagement Activity	Where?	Who was engaged?	Dates (2025)	# of Participant/Attendees
Workshop	Council Chambers	Interdepartmental Staff Team	March 20	15
Workshops + Online Feedback Form	Langford Business Centre	Community Working Group	Session 1: June 4	19
			Session 2: July 23	15
Sounding Boards	(JDF) Recreation Centre YMCA Fridays at The Station Starlight Stadium Goudy Field Eagle Ridge Community Centre Goldstream Farmers Market Library–Heritage Branch	General Public	June-August	370 responses
Digital Kudoboard	Let’s Chat Langford Webpage	General Public	July-August	83 posts
One-on-one Interviews	Virtual and In-Person	Interest Holders	August-November	5
Community Questionnaire	Let’s Chat Langford Webpage	General Public	August-September, reopened October-November	230 responses
Community Activations	Food Truck and Music Festival Fall Ideas Fair	General Public	September 19 & 20 October 18	22 responses
				54 responses
Total Points of Engagement				813

Overall: Major Themes

Across workshops, public events, questionnaires, interviews, and creative engagement activities, residents and interest holders voiced strong support for expanding cultural facilities, enhancing year-round programming, improving communication, and investing in a sustainable creative ecosystem.

The engagement process revealed a clear and consistent pathway for the future of arts and culture in Langford—one rooted in inclusivity, accessible experiences, and meaningful cultural spaces that reflect the community's identity and diversity.

This collective input provided a solid foundation for the *Arts and Cultural Development Strategy*—ensuring it was shaped by community priorities—and positions Langford to grow as a vibrant, welcoming, and culturally connected city.



Major Themes Include:

- Supporting signature and community events that continue to be popular.
- Addressing need for additional amenities; creation, performance and exhibition spaces.
- Increasing inclusion and offering a variety of programming; focus on equity-deserving groups and youth.
- Offering grants and operating agreements; additional funding needed for artists, arts orgs and arts and culture-related projects.
- Nurturing and expanding partnerships for increased service delivery.
- Improving accessibility, affordability and availability of facilities and events.
- Continuing to support a vibrant public realm with art and artistic opportunities.
- Attracting visitors, touring artists, and creative workers (put Langford on the map).

Interdepartmental Staff Session

City of Langford Staff from a diverse array of departments were engaged to evaluate the strengths, gaps, opportunities, and aspirations for arts and culture in Langford. Staff were engaged to also think critically on their own role in prioritizing cultural development in Langford and how City Hall generally cultivates a 'culture for culture.'

Summary

The team was comprised of staff from across eight City departments:

- Economic Development
- Planning
- Land Development
- Parks and Recreation
- Engineering
- Finance
- By-law Enforcement

Staff expressed a clear aspiration for a well-funded, inclusive, culturally rooted city where arts and culture are integrated into municipal operations, with City Hall acting as a facilitator, leader, and connector in cultural development. They highlighted opportunities to expand community partnerships, activate underused spaces, strengthen interdepartmental collaboration, and plan for both new indoor and outdoor cultural infrastructure.

One-on-One Interviews

Five key interest holders were engaged in one-on-one interviews from the following organizations:

- City of Langford, Planning Department
- Arts & Culture Colwood Society
- Juan de Fuca Performing Arts Centre Society
- West Shore Arts Council
- Capital West Accessibility Advisory Committee
- Victoria Conservatory of Music

Summary

The data collected through these interviews helped shape the structure of the *Arts and Cultural Development Strategy*, including confirming the emerging objectives and shaping several strategies and actions. The interviews provided key insights into the City's knowledge gaps in:

- Cultural service and space needs and gaps in Langford.
- Support needs of cultural service providers.
- Lived experience perspectives on accessibility barriers and supports.
- Clarity on the roles, responsibilities and capacity of the City and its partners in delivering cultural services.
- Critical inputs on arts and culture funding and service delivery needs.

Community Working Group Sessions

A Community Working Group of 19 key interest-holders and community members were engaged in three Roundtable sessions. The purpose of the group was to build relationships and trust between the community and City decision-makers, and position the members of the group as community liaisons for engagement activities and future implementation of the *Arts and Cultural Development Strategy*.

Summary

Across three sessions, the Community Working Group represented the diversity of Langford in the creative ecosystem and carried the interests of the community at its core.

The following arts organizations and related professions provided invaluable inputs toward a shared vision and strategic directions for the *Arts and Cultural Development Strategy*:

Local Arts Organizations and Related Sectors

- Indigenous Perspectives Society
- The Langford Station Businesses
- Inter-Cultural Association of Greater Victoria
- West Shore Parks and Recreation
- YM/YWCA
- BC Economic Development Association
- The Village Initiative
- Greater Victoria Public Library
- Royal Roads University
- Climate action community planner
- Indigenous communications professional
- Tourism business representative
- Food and beverage business owner

Creative Community Representatives

- Artists
- A magician and performer
- An author
- A musician
- Student/Youth
- Creative sector workers

For the City of Langford to be a culturally vibrant, diverse, and accessible city that is supported by collaborative networks, intercultural hubs, and strong City-led cultural leadership. The Community Working Group identified five key focus areas:

- Equity, Diversity, Inclusion and Accessibility
- Spaces and Facilities
- Programming for Diverse Audiences
- Funding and City Support
- Arts Leadership

Sounding Boards

Over the course of two months, sounding boards were posted in various high foot traffic locations around the city, giving the general public an opportunity to offer their input for a unifying vision for arts and culture in Langford. Several key themes were identified in the participants' contributions, in response to the question:

What is your vision for arts and culture in Langford?

Summary

Through this initial public engagement technique, the Sounding Boards provided key insights and priorities for a unified vision and strategic directions for arts and culture in Langford:

- Dedicated Arts and Culture Facilities
- Events, Festivals and Performances
- Diverse Arts and Culture Programming and Offerings
- Placemaking, Public Realm, and Spaces for Gathering
- Accessibility and Affordability

What is your vision for arts and culture in Langford?

Pop your thoughts into the bubbles below—share what really matters to you and what you think should be in the future strategy!

The City of Langford is carrying out an engagement process for its first Arts and Culture Strategy and we need your help to determine what to include. The new Strategy will serve as a framework for Langford's future vision for arts and culture, solidifying Langford as a destination for the arts and an inclusive place that celebrates and showcases diverse cultures.

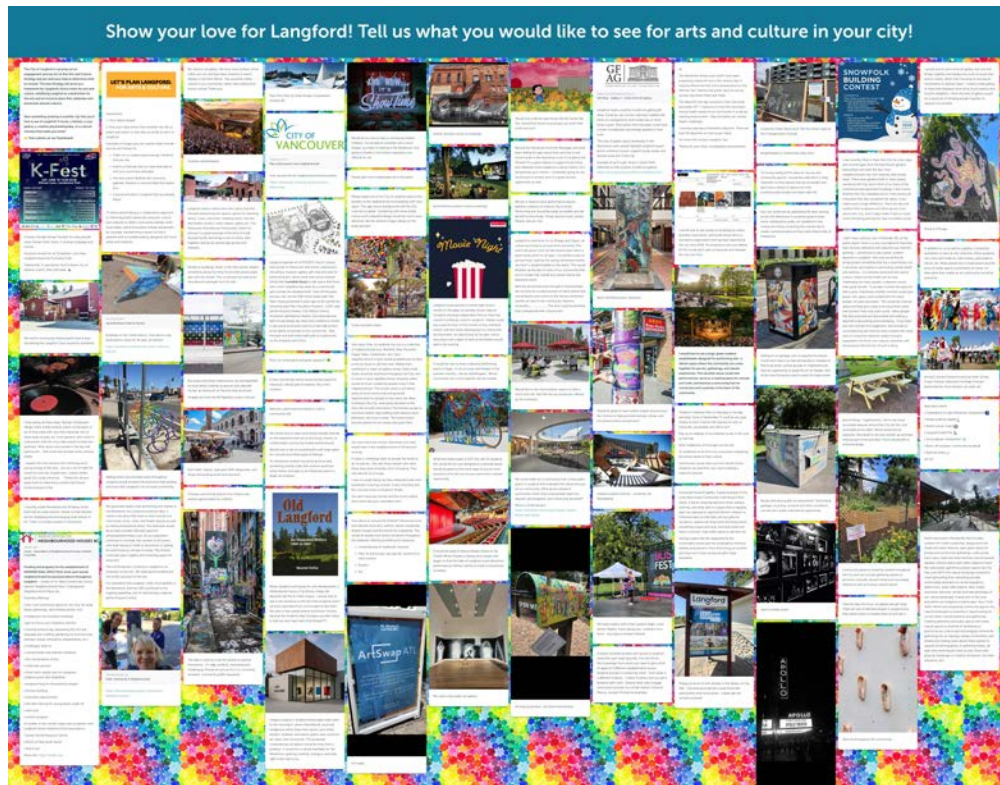
WANT TO SHARE MORE?

Scan the QR Code or visit [Let'sChatLangford.ca/Arts](https://letschatlangford.ca/arts) to learn more about engagement opportunities.

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Kudoboard

We asked residents to show their love for Langford by telling us what they would like to see for arts and culture in their city. For two months, a link to a 'Kudoboard' was live on the Let's Chat Langford webpage, where residents could anonymously post a picture and caption describing their vision for a more vibrant and inclusive arts and culture scene in Langford.



Me and my friends are from the Okanagan and have been talking for ages about how we'd like to see more murals in the downtown core of Langford and Victoria! It's a great chance to support local artists and celebrate more indigenous cultural history. As a kid growing up in Vernon, I remember going on city mural tours in school, and it's a great tourism opportunity as well.

We are in need of more performance spaces, whether outdoors or indoors, big or small. Performing arts should be easily accessible and will benefit economically. Things like live music, poetry, theatre, dances, DJs

Excerpts from Kudoboard

Summary

By asking participants to look to positive examples, we gathered numerous responses on how Langford might evolve into a desirable destination for visitors and an animated home for residents. **Several key themes were identified in the participants' contributions:**

Creative Opportunities

- Community-driven programming, events, and spaces—emphasis on accessibility/diversity.
- Festivals, cultural events, art swaps, pop-ups, cultural fairs.
- Neighbourhood houses/associations, art kiosks, block parties.
- Recognition of Indigenous heritage and settler history.

Long-Term Sustainability

- Opportunities to link tourism, economic growth, and ways to support artists.
- Arts infrastructure—galleries, gift shops permanent hubs, venues, theatres, bulletin boards, artist promotion.
- More welcoming, creative, and community-oriented feeling to the city.

Ways to Elevate Spaces

- Public art in everyday spaces—murals, street furniture (benches), gardens, bus stops, amphitheatres, labyrinths, outdoor stages, public galleries, beautification of strip malls, street activities, etc.
- Build a strong reputation by offering signature festivals, literary events, placemaking opportunities.



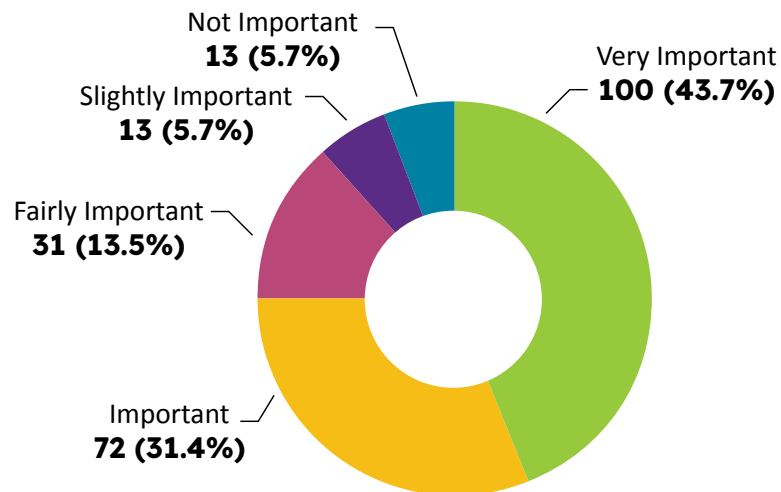
Community Questionnaire

A community questionnaire was circulated via the Let's Chat Langford website for over two months to gather broader resident insights on the perception of arts and culture in Langford today, key gaps and opportunities, and a vision and strategic directions for the future of arts and culture in Langford.

Respondents included residents who attend, create, or support arts and culture in Langford. Most respondents identified themselves as **consumers of cultural experiences** (208), with **smaller groups of creators** (71) and **providers** (11), though several selected multiple descriptors.

75% of participants said important or very important in response to the question:

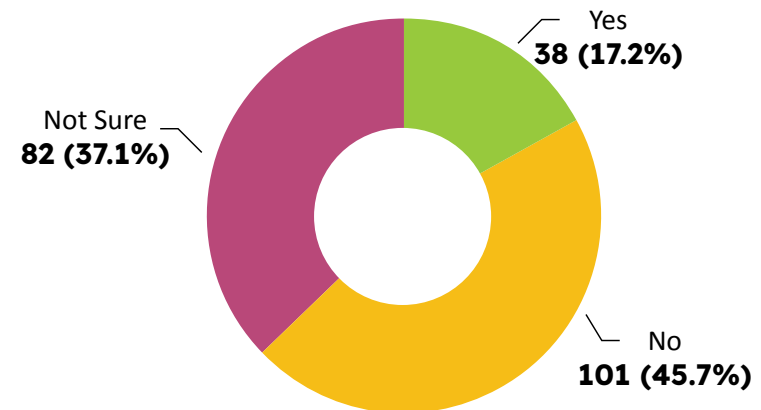
How important are arts and culture in your life?



Diversity and Inclusion

Only 17% of respondents felt current offerings reflect Langford's diversity; 46% said no, and 37% were unsure. Comments highlighted the need for **multicultural/intercultural festivals**, **Indigenous representation**, and **inclusive, accessible programming across age and identity groups**.

Do you feel the current arts and culture offerings reflect the diversity of Langford's population?



Where People Go for Arts and Culture

Most respondents said that they leave Langford for cultural activities—with the highest number responding "Victoria." They seek **greater variety**, **larger venues**, and **more frequent events** elsewhere.

Strategic Priorities

The respondents ranked the priority levels of each of the Strategic Focus Areas developed with the Community Working Group. **The top choice was accessible and affordable cultural spaces** (148). The remaining choices were: sustainable creative economy (137), diverse, culturally meaningful programs (127), everyone feels welcome and encouraged to take part in Langford's arts and culture activities (116), and positioning Langford as a cultural champion (112).



Vision for Arts and Culture

Overall, respondents envisioned a vibrant, inclusive, and connected cultural ecosystem. Emerging themes included:

1. Cultural spaces and events

- More cultural facilities and events.
- Distributed more equitably throughout the city.

2. Inclusive and welcoming community

- Diversity is celebrated.
- Inclusive, accessible, and affordable experiences.
- Wide variety of offerings (all ages, cultures, times of day).

3. Capacity-building and support

- Artists supported to grow and launch careers.
- Partnerships nurtured; organizations thriving.
- Connection to the regional arts sector.

4. Everyday cultural life

- Thriving downtown and/or cultural district.
- Residents don't need to leave the city to participate in arts and culture.
- Residents know what's going through clear communication/promotion from the City.

5. Broader impact and visibility

- A vibrant hub for arts and culture.
- The public realm is full of art and artistic opportunities.
- Attractive to visitors, touring artists, and creative workers (Langford is 'on the map').

Funding Preferences

Respondents were asked what they thought would be the most sustainable funding model for the City to allocate grants to local artists, arts and culture organizations, or arts and culture-related projects. A nearly equal split of respondents **supported joining the CRD Arts & Culture Service (38%) or a City-run grants program (31%)**. Fewer (18%) were supportive of funding a non-profit arts organization to distribute grants.

Respondents were also asked what amount they would be most supportive for a hypothetical annual per-household contribution towards arts and culture in Langford. **40% responded that they would support a \$20 per household annual contribution**, while many suggested in the 'Other' category that they would be willing to pay more.



Big Ideas

Residents proposed transformative ideas such as:

- A performing arts centre or cultural hub
- Neighbourhood-based festivals and maker spaces
- Murals, public art, and creative placemaking
- Partnerships with schools and diverse organizations
- Dedicated arts leadership positions at City Hall

Summary

Survey respondents value Langford's friendly, accessible outdoor events but feel the overall arts and culture landscape lacks diversity, indoor venues, year-round options, and dedicated cultural spaces. Most residents travel to other municipalities—especially Victoria—for a wider variety of cultural experiences, stronger promotion, and better access. Across consumers, creators, and providers, there was a clear desire for more inclusive programming, improved communication from the City and between creators/providers, affordable and accessible facilities, and long-term investment in a cultural hub and creative ecosystem.

Community Activitations

The primary purpose of the Community Activitations was to gather feedback from the community on the emerging themes towards a vision, strategic directions and objectives for the upcoming *Arts and Cultural Development Strategy*. Through two key engagement events, the Food Truck and Music Festival at The Langford Station (September 19 and 20, 2025) and the Fall Ideas Fair (October 18, 2025), participants offered their feedback through creative engagement, including colouring activities, Sounding Boards, and a bean counting exercise.

Participants were asked to colour in the emerging focus area that they identified as a leading priority. Based on this exercise, the most important focus areas were, in order of popularity:

- 1. Offer affordable, accessible and diverse programming opportunities.**
- 2. Create more indoor and outdoor arts and culture spaces.**

Make Your Mark!

Colour in the emerging focus area that feels most important to you in the corresponding colour.

1

Offer affordable, accessible, and diverse programming opportunities.



2

Grow a healthy and vibrant creative economy.



3

Position Langford as a champion of arts and culture.

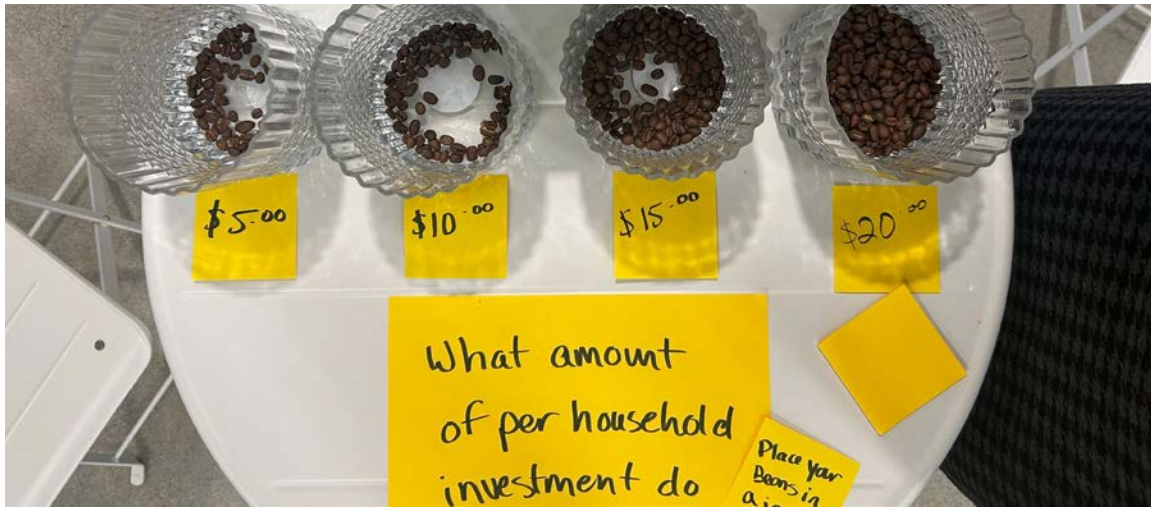


4

Create more indoor and outdoor arts and culture spaces.



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Participants were also asked to add a coffee bean into the amount they would be most supportive of for a hypothetical annual per-household contribution towards arts and culture. Based on this exercise, it would appear that participants would be supportive of a higher contribution, with the majority placing beans into the \$15 and \$20 cups.

Potential strategies to complement the focus areas included:

- Create more opportunities for and partnerships with youth, 2SLGBTQIA+ groups, and cultural organizations.
- Find new ways to celebrate arts and culture in Langford—collaborate with diverse organizations, artists and businesses.
- Increase funding opportunities for artists and arts organizations.
- Develop an indoor arts centre/cultural hub for performances/exhibitions.
- Maintain and improve existing cultural amenities like The Langford Station, and leverage underused spaces for low-rent multi-purpose cultural activities or creative placemaking.
- Find ways to improve the public realm through artistic interventions and that promote accessibility and inclusivity (i.e., installations that provide seating or shade).
- Improve transit network connections to bring visitors to Langford and help those without cars attend arts and culture activities.
- Improve connectedness of artists and awareness of what is going on in Langford through online directories and news portals.
- Improve accessibility and affordability of existing and future cultural activities.

Summary

Through two final engagement events (the Food Truck and Music Festival, and the Fall Ideas Fair), participants offered more insights to validate the input from previously collected data. Similarly to the feedback gathered from the Questionnaire, participants were supportive of the emerging focus areas and an annual per household contribution towards arts and culture. Participants also highlighted supporting strategies to achieve goals through improving inclusion, enhancing public spaces, expanding cultural facilities, increasing funding, and strengthening community partnerships.



SECTION 4

Going Forward: Role of the City and Implementation

Going Forward:

Role of the City and Implementation

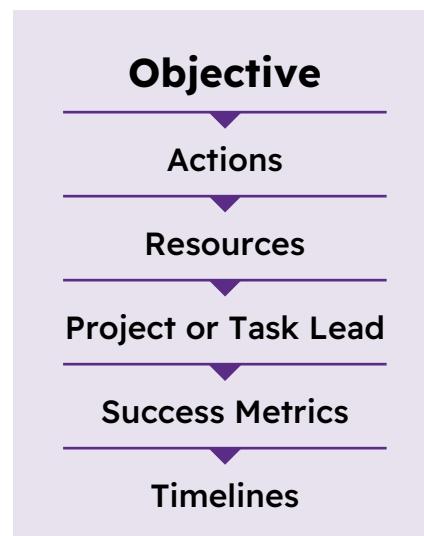
This Strategy is intended to provide high-level guidance to cultural development in Langford. It is a ‘living document’ and may be enhanced to honour what we learn and will keep the City accountable to our commitments.

Detailed implementation will be outlined in the associated *Action Plan*, which will provide guidance for essential items including:

- Roles and Responsibilities
- Communications and Ongoing Engagement
- Priority-Setting and Timelines
- Metrics
- Resource Considerations

This supporting document will be used by City of Langford Staff to guide the implementation of the Actions listed under each Objective and Strategy. Identifying leading and supporting partners will help determine the resources required for the implementation of the Strategy, while continued community participation will ensure the Strategy may be assessed, adapted, and revised in response to changing needs of Langford’s ecosystem.

Engagement opportunities will be explored to build awareness and celebrate Langford’s first *Arts and Cultural Development Strategy*.



Going Forward: The Role of an Arts Council

Arts councils have a critical role to play as arms-length local arts and cultural development agencies in their communities. Currently, a major shift is happening in arts councils around the province that is part of a broader cycle of generational renewal and revitalization of the important roles arts councils play in their communities. This period of change stems in part from these organizations historically working in a member-focused model whereas today, arts councils focus on community impacts through arts-based community cultural development.

In keeping with the above strategies and sub-strategies of the *Arts and Cultural Development Strategy*, it is recommended that the City engage a consultant with experience supporting long standing arts council organizations through periods of change. The consultant would work alongside the West Shore Arts Council and other key partners to help explore how the organization could continue to evolve in response to rapid population growth and changing demographics, and to better align with the needs of the broader West Shore community, including increasing cultural diversity. This work would focus on identifying opportunities for a refreshed, modern arts organizational model, one that strengthens member and community engagement and is guided by a representative board reflective of local artists, creators, and residents.

Going Forward: Working Towards a New Theatre Space

As shared in Objective 4, Strategy 2, Step 3 above, it is recommended that the City advocate for a new theatre space if and when opportunities present themselves, as part of broader arts infrastructure planning. To this end, with the recent approval of the Sooke School District's business case for a new high school that is envisioned to have a 600-700 seat theatre, the City will work with the school district to explore all options for the development of a theatre space in North Langford. This work should consider site opportunities, shared use models, and potential partnerships, and result in a report back to Council outlining feasible delivery options, potential funding requests, and joint project opportunities that align with community needs and long term cultural infrastructure goals which will be dependent on future budget decisions and partnerships.



Acknowledgements

The *Arts and Cultural Development Strategy* was created in collaboration with Langford's community and is an important milestone that sets the path forward for sustainable cultural development in the City of Langford.

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We extend our appreciation to the Community Working Group members for their knowledge and expertise in shaping the strategy.

The process and development of the *Arts and Cultural Development Strategy* was guided by the following consulting team from Patricia Huntsman Culture + Communication:

- Patricia Huntsman, *Arts and Culture Strategist and Project Lead*
- Laurel Lawry, *Community & Cultural Strategist*
- Justine Bochenek, *Research Analyst and Project Support Specialist*
- Em Cussen, *Creative Strategist*
- Winnie Doyle-Marshall, *Strategic Advisor*
- Amanda McCulley, *Planner and Project Coordinator*
- Katie Lapi, *Graphic Designer*



Appendices

Appendix A

Context and Engagement Summary Report

<https://www.LetsChatLangford.ca/48178/widgets/219480/documents/166262>

Cultural Amenities Map

<https://www.LetsChatLangford.ca/48178/widgets/219480/documents/167600>



Appendix B

Glossary of Terms

Arts

A subdivision of culture, composed of many expressive and creative disciplines. The term encompasses: visual and applied arts (e.g. painting, printmaking, drawing, sculpture, crafts, pottery and ceramics, photography, film and video), theatre, music, song, spoken word, literary arts and dance.

Capacity-Building

The process of developing and strengthening the skills, resources, and systems an organization needs to better achieve its purpose.

Community Activations

Fun and interactive engagement activities that use arts-based methods (e.g. drawing, colouring, making, and gamifying) to brainstorm a shared vision and strategic directions for a plan. Community Activations can be a mix of temporary and permanent installations, ranging from activities such as a family-friendly 'Chalk-Party,' to community bench or mural painting.

Community Working Group

Groups that contribute to the development of a strategy and are often composed of multigenerational and multicultural members mirroring the local ecosystem and the various aspects of life in the community. Includes key arts and culture partners, equity-deserving groups, business owners, tourism and related sector partners.

Creative Community

Communities where the local government considers urban investment in culture and creativity significant to prosperity and quality of life. These are municipalities where creative and cultural activity is considered important to the community's quality of place, and to help reclaim and revitalize neighbourhoods. In creative communities, local government enables more innovative thinking and problem solving across all departments and sectors of the economy to shape a community's identity in the face of increasing competition for talent, investment, and recognition. Creative and cultural activity is supported as a powerful vehicle for community development and engagement, providing opportunities for economically disadvantaged neighbourhoods and social groups. These communities represent a new generation and an evolving model for community planning and culture.

Creative Economy

An economy driven by ideas, innovation, knowledge, diversity, collaboration, and creativity. It encompasses the creative industries in which ideas and intellectual property produce value and generate wealth. It represents an aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing, and interactive software development.

Creative Ecosystem

The interconnection of cultural resources in a community. The arts function as a part of a larger network of industries with each cultural resource playing an important role in shaping the city's arts and culture scene. Facilities, spaces, festivals, makers, artists, designers, arts organizations, tourism, and business all interact with and rely on each other to support the well-being and vitality of a vibrant, Creative City.

Creative Placemaking

A collaborative approach to improving public spaces by using arts, culture, and creativity to reflect community identity, meet local needs, and drive positive change and growth.

Culture

The arts, multiculturalism, and heritage resources and activities as practiced and preserved in a community. These practices reflect the beliefs, experiences, and creative aspirations of people in a specific geographic and/or political area.

Cultural Development

Strategic and integrated planning that leverages a community's unique cultural resources and assets for the social, economic, environmental, and cultural benefit of the city and society. Strategies may include, but are not limited to:

- Investing in arts and cultural facilities (art galleries, museums, theatres, concert halls etc.).
- Producing public festivals and events, and programming arts and culture activities.
- Implementing public art and creative placemaking initiatives (transformed underused public spaces for creative or playful uses).
- Attracting and supporting creative industries (film, television, publishing, design, fashion, music, etc.).

Equity, Diversity, Inclusion, and Accessibility (EDIA)

Equity is a principle and process that promotes fair conditions for all persons to fully participate in society. It recognizes that while all people have the right to be treated equally, not all experience equal access to resources, opportunities or benefits. Achieving equality does not necessarily mean treating individuals or groups in the same way, but may require the use of specific measures to ensure fairness.

Diversity means all the ways we differ as individuals. It includes visible differences (e.g. age), gender, ethnicity, and physical appearance and underlying differences, such as thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation, and education. It means respecting, valuing, and harnessing the richness of ideas, backgrounds, and perspectives that are unique to each individual (i.e. a new worldwide source of creativity).

Inclusion means an environment where everyone contributes their skills and talents for the benefit of the community. The aim is to create a community in which individuals are involved, supported, respected, and connected.

Accessibility means that everyone, with varying abilities, has the right to participate fully in society. It can also be understood as “a set of solutions that empower the greatest number of people to participate in the activities in question in the most effective ways possible” (UNESCO, 2021). In the arts and culture sector, accessibility refers to the quality in which cultural experiences and activities can be fully participated in, experienced, and enjoyed through the practice of removing physical, technological, financial, sensory, and social barriers for individuals of all abilities and backgrounds.

Heritage

Resources include artifacts and architecture, historic and prehistoric resources, and archival and interpretive material and activity. Significant objects and structures are protected by legislation distinguishing between items that are merely old and those deemed valuable according to notable public aesthetic, educational, and social significance.

Interculturalism

Support for cross-cultural dialogue.

Multiculturalism

Respects all cultural and/or racial groups in a society equally, affording all the same rights and opportunities.

Public Art

Works of art in any media that have been planned and executed with the specific intention of being sited or staged in the physical public domain, usually outside and accessible to all.

Sounding Boards

An engagement tool utilized for collecting both passive and active insights from the general public and to generate excitement for the project. Interactive and suitable for participants of all ages and backgrounds. Often include a QR code or website URL for participants to learn more information about the project and other engagement opportunities.







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