

Arts and Cultural Development Strategy

Council Presentation

March 16, 2026



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.

This Plan may be enhanced to honour what we learn and will keep the City accountable to our commitments. 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.





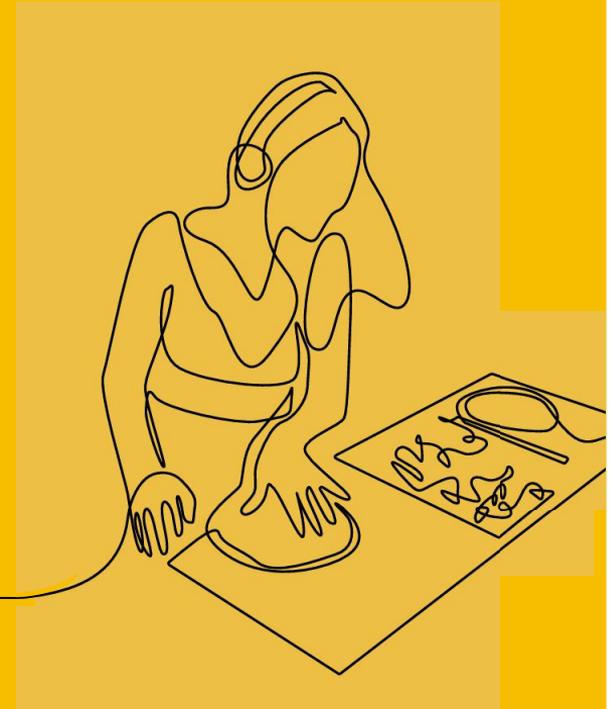
“Everyone has a right to freely participate in the cultural life of the community and to enjoy the arts. This right is foundational for social inclusion, cultural diversity, and peace.”

– Universal Declaration of Human Rights,
UNESCO, Article 27.

Overview

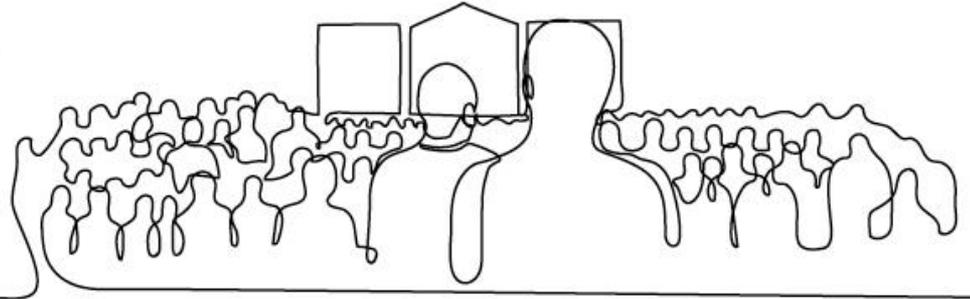
- **Project Context**
- **What We Heard: Engagement Summary**
- **Vision, Drivers, & Values**
- **Objectives & Strategies**
- **Upcoming Action Plan**
- **Council Decision Points**
- **Next Steps**

PROJECT CONTEXT



Purpose

The Arts and Cultural Development Strategy will set the path forward for Langford to become a destination for the arts and will showcase and celebrate the diverse cultures in Langford. It will also clarify the arts and culture space needs of Langford residents, with a focus on inclusivity and accessibility.



Timeline

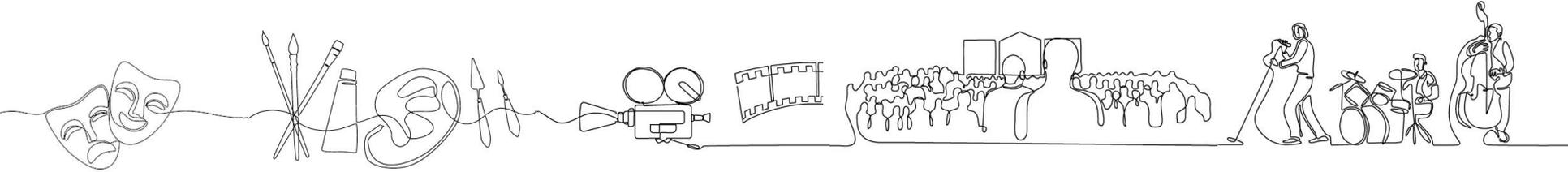
February-March

March-May

June-September

September-February

March-May



Phase 1

Start Up

Phase 2

Background
Research
& Analysis

Phase 3

Communications
& Engagement

Phase 4

Validation
& Synthesis

★ Phase 5

Second Round of
Engagement & Final
*Arts and Cultural
Development
Strategy to Council
for Approval*

Municipal Cultural Development Continuum

1

2

3

4

5

6

BEAUTIFICATION EFFORT	ECONOMIC DRIVER	COMMUNITY AMENITIES	CREATIVE CITY	SUSTAINABLE CITY	INTERCULTURAL CITY
Canadian municipalities became immersed in cultural planning in the 1900s	Cities made the case for the economic value of culture	Tackling urban issues and investment in community features	Integrated in urban planning Creative worker attraction	Culture as a quality-of-life value Social cohesion Social capital	Contributing to community outcomes and cultural identity
Arts and heritage collections Buildings Monuments	Downtown revitalization Tourism	Public art, festivals and events Tangible culture, arts, and heritage infrastructure	Creative industries Cultural mapping Cultural districts	Cultural democracy Cultural vitality	Cultural democracy (Re)defining cultural meanings Intangible culture

Source: Dr. Greg Baeker, Municipal World

Recent Achievements

- Opening the Langford Station Arts and Cultural District in 2022
- \$300,000 annual investment into family-friendly and culturally-diverse festivals and events
- Redeveloping the Official Community Plan in 2025 with a new chapter dedicated to “Embracing the Creative City”
- Street banners featuring the ‘Rainbow Trout’ artwork in 2024



Key Linkages

The Arts and Cultural Development Strategy aligns with these plans where there is a link and touchpoint.



Cultural Scorecard

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; and
- Expanding grant and placemaking programs that engage local creators and cultural communities.

Planning Linkages

- Official Community Plan (2025)
- Council Strategic Plan (2023)
- Tourism Strategy (2023)
- Accessibility Plan (2024)
- Financial Plans (2022/2025)
- Affordable Housing and Community Amenity Contributions Policy (2018)
- Funding Request Policy (2024)
- Land Use Regulation - Zoning Bylaw No. 300 (2025)
- Municipal Parks Regulation Bylaw No. 177 (2023)
- Noise Regulation Bylaw No.2056 (2022)
- Sign Bylaw No. 1250 (2025)

WHAT WE HEARD

Engagement Summary



External Engagement Summary

370 Sounding Board
responses

230 Questionnaire
responses

83 Kudoboard posts

76 Responses from
**Community
Activations**

34 Community
Working Group
Participants

5 Interviews

Examples of External Engagement Materials

Our Process



Purpose

As the third fastest growing municipality in Canada, the City of Langford is in a unique position to engage in an Arts and Culture Strategy development process and further diversify the economy. As identified in the 2025-2027 Council Strategic Plan, developing an Arts and Culture Strategy will help to further strengthen Langford's resilient and diverse economy, while demonstrating the City's reputation as a leader in the sector for the Province.

Timeline

The planning process is being carried out by Arts and Culture + Communication and City of Langford's Core Project. The City of Langford Arts and Culture Strategy development is a six-phase process of research, community engagement, and strategy development.

PHASE 1	PHASE 2	PHASE 3
FEB-MAR 2025 Project Kick-Off	MAR-MAY 2025 Background Research and Analysis	MAY-OCT 2025 Communications, Engagement, and Strategy Development

Why Prioritize Cultural Development?

What is Cultural Development?
Cultural development is the planning and implementation of strategies that leverage a community's unique cultural resources and assets for the social, economic, and environmental benefit of a community. Within a municipality, arts, culture, events, and numerous other services and resources all fall under the wider umbrella of cultural development.



Social and Economic Benefits of a Culturally-Invested Community

- Builds community identity and pride
- Relieves stress and helps well-being
- Improves residents' sense of belonging and attachment
- Builds intergenerational files and promotes volunteering
- Increases inclusion and celebrates diversity
- Reduces misconduct in high-risk youth, lowers crime
- Builds social networks
- Fosters a creative scene that spurs economic growth in creative industries
- Increase the attractiveness of the area to tourists, businesses, new residents, and investors
- Contributes to well-being, mental health, and emotional health
- Each \$1 invested in the BC cultural sector, provides a \$4 return on investment

Culture Counts!

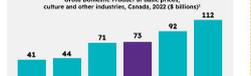
The United Nations has identified the creative economy as one of the world's fastest growing sectors for income generation, job creation, and export earnings.

Canada's Culture Sector's GDP was \$9.8 billion in 2022 (a 6% rise from 2021), which accounts for 3.2% of the total GDP.

BC's Culture Sector's GDP was \$6.3 billion in 2022.

Larger than BC's:

- Sports sector (\$1.16 billion)
- Forestry industry (\$5.1 billion)



LET'S PLAN LANGFORD FOR ARTS & CULTURE Langford

Info Boards

LET'S PLAN LANGFORD. TOGETHER.

BRING YOUR IDEAS!

Join us at the City of Langford's Ideas Fair on Saturday, October 18 at the John Horgan Campus.

Engage with members of staff and subject matter consultants and provide your input around community planning initiatives.

Learn more about current master plans and strategies under development, including:

- Arts & Culture Strategy
- Economic Development Strategy
- Transportation Master Plan
- Active Transportation Plan
- Parks & Trails Master Plan

ATTEND THE CITY OF LANGFORD'S IDEAS FAIR

Date: Saturday, October 18
Time: 11:00am to 2:00pm
Location: John Horgan Campus, 798 Goldstream Avenue

Bicycle parking and EV charging available. Activities for children available.

Sign up to be Notified About Future Engagement Opportunities at:
LetsChatLangford.ca




Flyer (Digital + Print)

LET'S PLAN LANGFORD. FOR ARTS & CULTURE.

PLEASE JOIN US! LANGFORD ARTS AND CULTURE STRATEGY DEVELOPMENT COMMUNITY WORKING GROUP WORKSHOP: JUNE 4

PROVIDING DIRECTION FOR A COLLECTIVE VISION FOR THE ARTS AND CULTURE STRATEGY

Workshop Content Overview

- The workshop will provide an overview of the Arts and Culture Strategy planning process and give participants the opportunity to share their insights and perspectives on current trends and issues facing the community in Langford related to arts and culture. The workshop will be organized under the following three objectives:
 - Build knowledge of the planning context in which the strategy will be developed
 - Collect input on the vision and direction for the strategy and process
 - Build relationships and trust with City decision-makers, and position the members of the group as community liaisons for proceeding community engagement

RSVP

WHERE: Wednesday, June 4, 2025 **WHERE:** 2:00 - 4:00pm **DATE:** June 21, 2025

Light refreshments will be provided.

RSVP BY MAY 28 TO DPETRE@LANGFORD.CA

The insights gained in this workshop are shaping our long-term plan.

Evite

ATTEND THE CITY OF LANGFORD'S IDEAS FAIR



PARKS AND TRAILS IN LANGFORD TODAY

The City of Langford currently manages a variety of parks and trails.

PARKS AND TRAILS MASTER PLAN

What is the Parks and Trails Master Plan?



Let's Chat Langford

Social Media Graphics

Engagement Overall Major Themes

- **Signature and community events** continue to be popular
- **Additional amenities needed;** creation, performance and exhibition spaces
- **Increase inclusion and variety of programming;** focus on equity-deserving groups and youth
- **Grants and operating agreements;** additional funding needed for artists, arts orgs and arts and culture-related projects
- **Nurture and expand partnerships** 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
- **Put Langford on the Map;** Attract tourists, touring artists, and creative workers

Community Working Group

Interest-holders and community members were engaged in three Roundtable sessions. Twice at the Lanford Business Centre and once at the Indigenous Perspective Society office.

Representation from arts organizations and related sectors/professions included:

- Indigenous Perspectives Society
- Langford Station Businesses
- Local Artists
- Victoria Pride Society
- Local Student/Youth
- Inter-Cultural Association of Greater Victoria
- West Shore Parks and Recreation
- Creative Sector Workers
- Local Indigenous Community Development Consultant
- Local Indigenous Artists/Performers
- Greater Victoria Public Library
- Royal Roads University
- Local Musician
- Local Food and beverage business
- Film Commission
- City Planning Staff
- City Economic Development Staff

CWG – Focus Areas and Key Actions

- 1 Diversity, Equity, Inclusion, and Accessibility:** Multi/interculturalism, cultural safety, awareness of Langford's transformation, physical and financial accessibility
- 2 Spaces and Facilities:** New cultural infrastructure, outdoor space/street activation, public plazas and creative placemaking
- 3 Programming for Diverse Audiences:** Tell everyone's story, intergenerational activities, find new ways to celebrate diversity
- 4 Funding and City Support:** Incentives for artists to live/work, establish a dedicated grant program, increase arts and culture philanthropy
- 5 Arts Leadership:** Attracting talent and resources, establish a Cultural Roundtable, accessibility is integrated into all arts and culture offerings

Public Feedback

What do you currently enjoy?

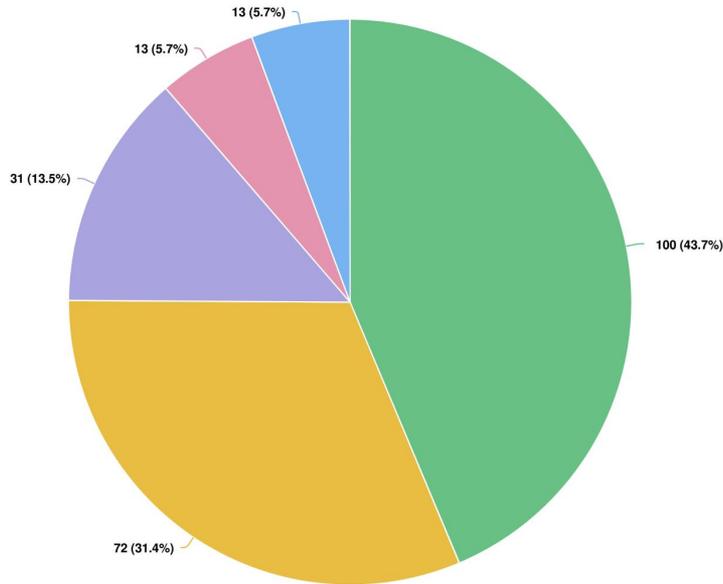
- Community events and festivals
- Local culture and creativity
- Welcoming and safe atmosphere
- Accessible and affordable (low-cost or free, proximity to home, walkability)
- Green spaces and outdoor venues (Langford Station, Veterans Memorial Park, Starlight Stadium)
- Variety of activities and experiences

What do you think is missing?

- Arts, culture, and performance spaces
- Bigger events
- Interactive activities
- Cultural diversity and inclusion
- Public art, placemaking and public history
- Accessibility and amenities (mobility access, outdoor washrooms, wayfinding, parking, benches, shade, public transportation)
- Community connections (partnerships between city and arts groups)

Questionnaire

How **important** are arts and culture in your life?

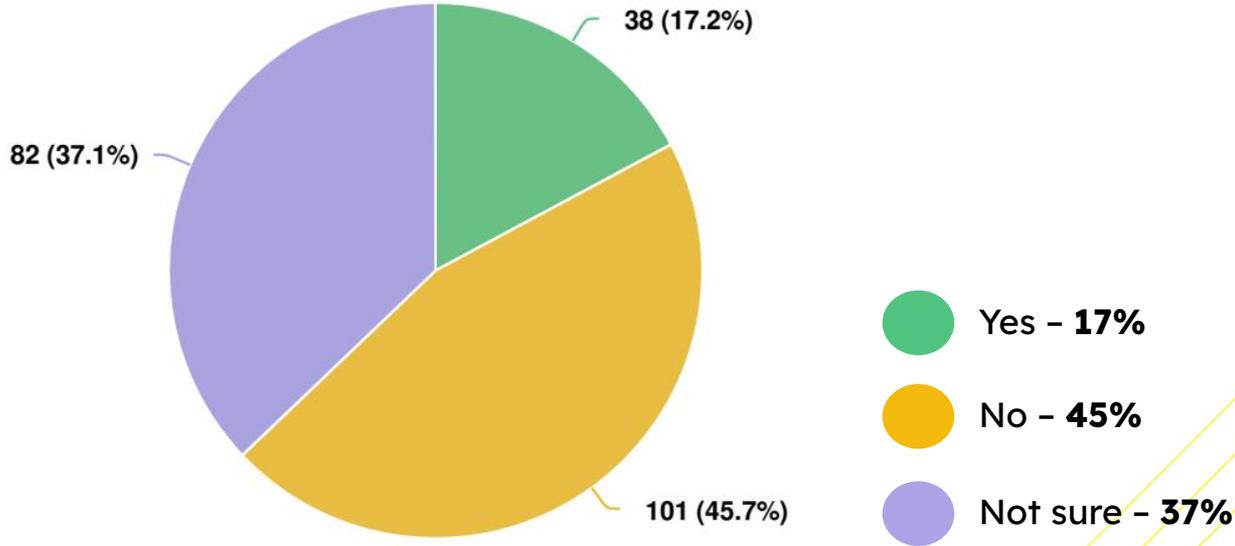


75% of participants said *important or very important*

- Very important - **44%**
- Important - **31%**
- Fairly important
- Slightly important
- Not important

Questionnaire

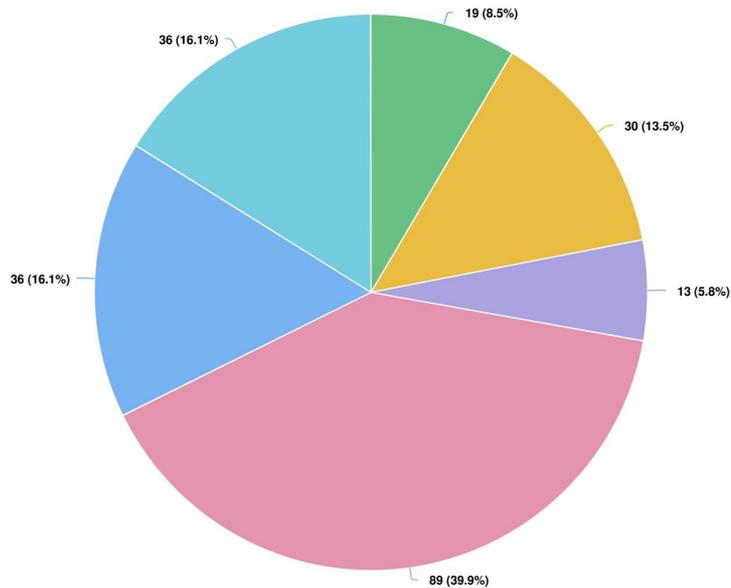
Do you feel the current **arts and culture offerings** reflect the **diversity** of Langford's population?



Comments highlighted the **need for intercultural festivals, Indigenous representation, and programming across age and identity groups**

Questionnaire

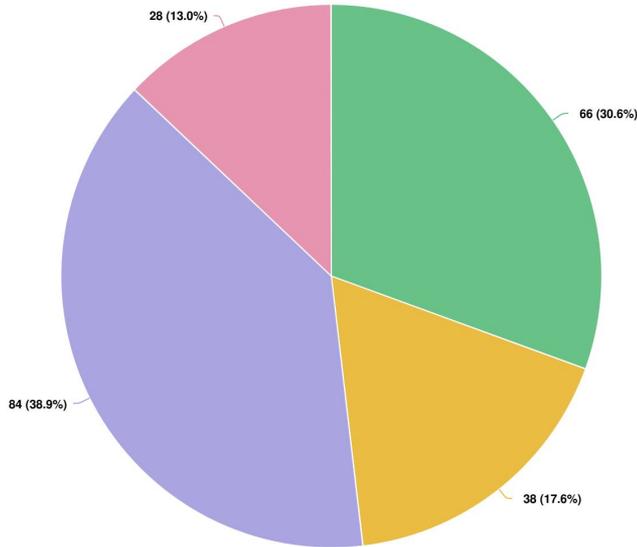
Amount in which participants were most supportive for a hypothetical **annual per-household contribution** towards arts and culture in Langford



- \$5 per household
- \$10 per household
- \$15 per household
- \$20 per household - 40%**
- I would not support any amount - **16%**
- Other - **16%**

Questionnaire

Most sustainable **funding model** for the City to allocate grants to local artists, arts and culture organizations, or arts and culture-related projects



Develop a City of Langford Arts and Culture Grant Program - **31%**



Establish a Langford-focused arts society/ non-profit organization **18%**



Join the CRD's Arts & Culture Service - **39%**



Other

ARTISTIC
VIBRANCY

=

COMMUNITY
RELEVANCY

VISION, DRIVERS & 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.

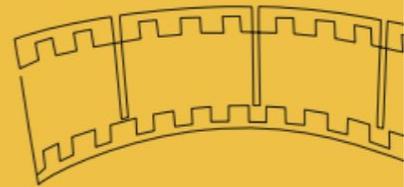
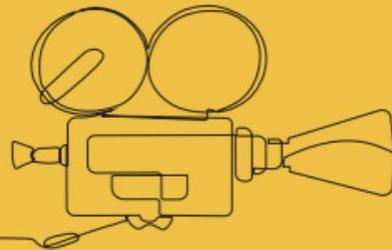
We're growing a creative hub where artists and creatives are integral to our community, nurturing talent and welcoming new voices and fresh thinking.

Community Drivers and Values

Community drivers and values shape this plan, policies, and future initiatives— they 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

OBJECTIVES & STRATEGIES



Four Objectives

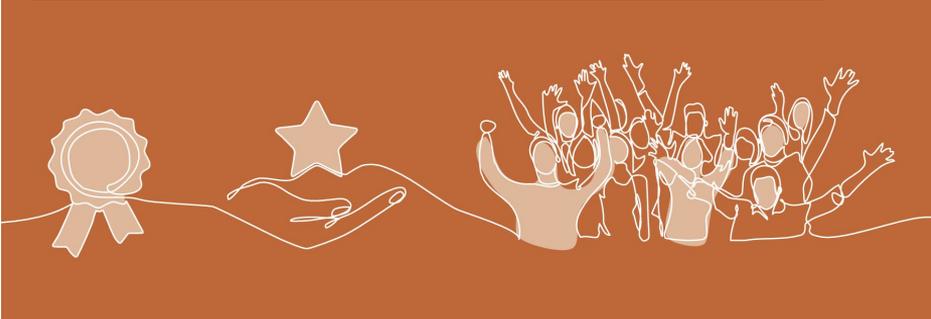
1. Everyone can access the arts!



2. Cultivate a thriving creative economy.



3. Champion arts and culture.



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



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.

Strategies

	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.	✓	✓	✓				✓
2 Celebrate Langford's diverse culture, heritage, growth and changing identity.	✓	✓					
3 Offer varied arts and culture destination experiences for residents and visitors to enjoy.	✓	✓					
4 Build out a distributed and distinctive model of arts and culture.	✓	✓		✓	✓		

OBJECTIVE 1

Everyone can access the arts!

Strategies and Steps We Can Take

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.

Plan Alignment
Official Community Plan
Council Strategic Plan
Transportation Master Plan
Economic Development Plan
Parks and Trails Master Plan
Accessibility Plan

	✓	✓	✓		✓
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OBJECTIVE 1

Everyone can access the arts!

Strategies and Steps We Can Take

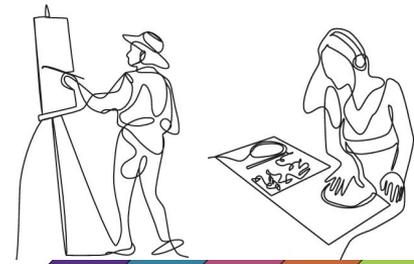
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<p>2 Celebrate Langford’s diverse culture, heritage, growth and changing identity.</p> <ul style="list-style-type: none"> • Work with representatives from the D/deaf and Disabled community to co-develop an Accessible Events Checklist for considering accessibility needs when designing and facilitating City and City-supported events. • Make the checklist available in a permit application package for Community-led events. • Work with members from various ethno-cultural community groups. 	✓	✓				
<p>3 Offer varied arts and culture destination experiences for residents and visitors to enjoy.</p> <ul style="list-style-type: none"> • Develop a Nightlife Strategy and Outdoor Major Events and Festival Plan. 	✓	✓				
<p>4 Build out a distributed and distinctive model of arts and culture.</p> <ul style="list-style-type: none"> • Work with neighbourhood champions to encourage a distributed model of arts and culture activities and connection points in Langford. 	✓	✓		✓	✓	

OBJECTIVE 2

Cultivate a thriving creative economy.

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



Strategies

	Plan Alignment	Official Community Plan	Council Strategic Plan	Transportation Master Plan	Economic Development Plan	Parks and Trails Master Plan	Accessibility Plan
1 Build cultural development capacity within the City and the community.	✓	✓		✓			
2 Foster partnerships, connections, and collaboration among diverse organizations, venues, and creative partners.	✓			✓			
3 Embrace innovation and broaden the economic potential and contribution of arts and culture.	✓	✓					
4 Plan ahead to keep arts and culture in Langford sustainable and resilient to economic shocks or natural disasters.				✓			
5 Leverage local cultural resources and assets to distinguish Langford as a unique cultural destination.	✓	✓					

OBJECTIVE 2

Cultivate a thriving creative economy.

Strategies and Steps We Can Take

Plan Alignment
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<p>1 Build out cultural development capacity both within the City and the community.</p> <ul style="list-style-type: none"> • 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. 	✓	✓		✓		
<p>2 Foster partnerships, connections, and collaboration among diverse organizations, venues, and creative partners.</p> <ul style="list-style-type: none"> • Explore partnership and new grant-in-aid opportunities, including micro-grants for 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. 	✓			✓		

OBJECTIVE 2

Cultivate a thriving creative economy.

Strategies and Steps We Can Take

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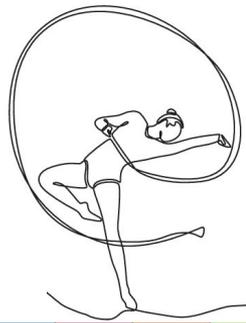
<p>3 Embrace innovation and broaden the economic potential and contribution of arts and culture.</p> <ul style="list-style-type: none"> • Ensure continued alignment on creative economy within economic development planning. • Leverage the Innovation HUB at the John Horgan Campus and work towards developing a Creative Industries Attraction Strategy (film, video, music, entertainment, etc.). • Explore new ways to encourage creative industries to locate in Langford. 	✓	✓				
<p>4 Plan ahead to keep arts and culture in Langford sustainable and resilient to economic shocks or natural disasters.</p> <ul style="list-style-type: none"> • 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. 			✓			
<p>5 Leverage local cultural resources and assets to distinguish Langford as a cultural destination.</p> <ul style="list-style-type: none"> • Encourage local wayfinding to integrate local character, resources and assets as part of broader creative placemaking. 	✓	✓				

OBJECTIVE 3

Champion arts and culture.

Goal:

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



Strategies

	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.	✓			✓			
2 Boldly uphold arts and culture as key to a thriving community.	✓	✓					
3 Develop a strong artistic foundation rooted in local cultural identity.	✓						
4 Build cultural development capacity in the community.	✓	✓		✓			

OBJECTIVE 3

Champion arts and culture.

Strategies and Steps We Can Take

Plan Alignment
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<p>1 Further develop a ‘culture for culture’ at City Hall by integrating arts and culture at a strategic level in City planning.</p> <ul style="list-style-type: none"> • 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 (planning, tourism, transportation, housing diversity and affordability). 	✓			✓		
<p>2 Boldly uphold arts and culture as key to a thriving community.</p> <ul style="list-style-type: none"> • 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. 	✓	✓				

OBJECTIVE 3

Champion arts and culture.

Strategies and Steps We Can Take

Plan Alignment
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<p>3 Develop a strong artistic foundation rooted in local cultural identity.</p> <ul style="list-style-type: none"> 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. 	✓					
<p>4 Build cultural development capacity in the community.</p> <ul style="list-style-type: none"> 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 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.

Strategies

	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.	✓	✓			✓	✓	
2 Identify demand for new creative spaces and cultural facilities, as well as maintenance and improvement, and additional usage of existing ones.	✓	✓		✓			✓
3 Review, update and explore new City planning initiatives, policies and funding mechanisms to increase the development of cultural amenities.	✓	✓		✓			
4 Activate Langford's public realm through creative placemaking.	✓	✓		✓	✓		

OBJECTIVE 4

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

Strategies and Steps We Can Take

- 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.

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Accessibility Plan

	✓	✓			✓	✓

OBJECTIVE 4

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

Strategies and Steps We Can Take

- 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 (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 Cultural Spaces and Facilities Framework 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 redeveloped Arts and Culture Centre.

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✓	✓	✓	✓		
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OBJECTIVE 4

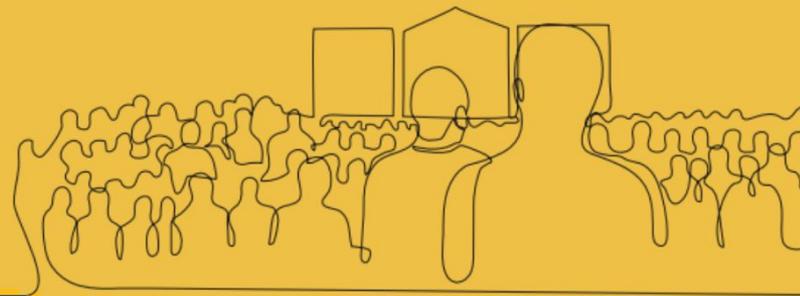
Create more arts and culture spaces, both indoors and outdoors.

Strategies and Steps We Can Take

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<p>3 Review, update and explore new City planning initiatives, policies and funding mechanisms to increase the development of cultural amenities.</p> <ul style="list-style-type: none"> • 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. 	✓	✓		✓		
<p>4 Activate Langford’s public realm.</p> <ul style="list-style-type: none"> • 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 Council Strategic Plan. • Create and fund a Public Art Policy and Plan. 	✓	✓		✓	✓	

UPCOMING ACTION PLAN



Action Plan

This supporting document will be used by Staff to guide the implementation of each Action listed under each Objective and Strategy.

Once the Strategy is approved, the Action Plan will be developed.

The Action Plan will provide guidance for essential implementation items including:

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

Objective

Actions

Resources

Project or Task Lead

Success Metrics

Timelines

Next Steps

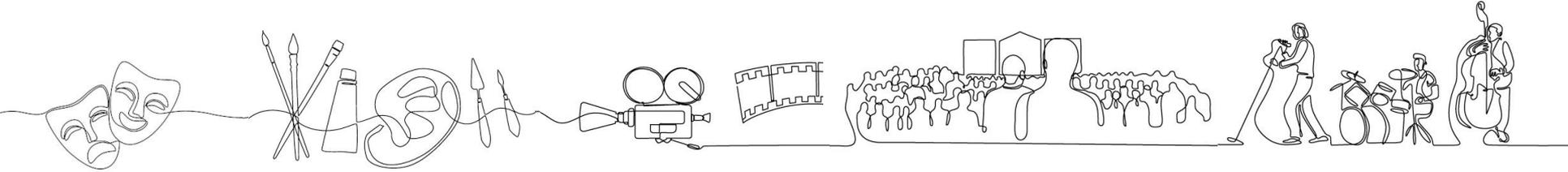
February-March

March-May

June-September

September-February

March-May



Phase 1

Start Up

Phase 2

Background
Research
& Analysis

Phase 3

Communications
& Engagement

Phase 4

Validation
& Synthesis

★ Phase 5

Second Round of
Engagement & Final
*Arts and Cultural
Development
Strategy to Council
for Approval*

Phase Two Public Engagement

Community Feedback Opportunities

- Community questionnaire (LetsChatLangford.ca)
- Community Working Group review



COUNCIL DECISION POINTS

TO CHAMPION
ARTS AND CULTURE



Championing Arts and Culture

Focus on Investing Locally:

1. Establish a Arts and Culture Amenities Contribution Fund.
2. Lead capacity building by hiring an Arts and Cultural Development Coordinator.
3. Develop and fund a new, in-house, Arts and Culture Grant program.
4. Support the renewal/regeneration of the West Shore Arts Council
5. Advocate for a Langford-based Performing Arts Centre
- when the time is right.

CRD Arts Service Request

CRD Arts Service: Key Information

- Serves the whole region, not just Langford.
- Supports: grant funding to artists and non-profit arts organizations, communications, and outreach.
- Funding is pooled with other participating municipalities.
- No guaranteed local return on investment to Langford.
- **If the City of Langford joined the CRD A&C Support Service:**

The City's annual funding requirement was estimated to be \$500,000*+ if it joins as a Tier 1 participant or \$150,000 as a Tier 2 partial participant. The CRD has recently extended Tier 1 membership at the Tier 2 rate of approximately \$150,000. based on CRD Arts and Culture Service Report (2024)

<https://pub-langford.escribemeetings.com/FileStream.ashx?DocumentId=6612>

Recommendation: CRD Arts Service

Short Term:

- Do not join the CRD Arts and Culture Support Service (Arts Service) at this time.
- **Focus investment locally** in keeping with **Langford-first** objectives.
- Ensure the \$1 dollar investment to \$7.93-\$9.82 PROI stays local.
- Hire an Arts and Cultural Development Coordinator: establish in-house expertise to align arts funding to local impacts.
- Convene a Cultural Development Roundtable to encourage community-based collaboration.

West Shore Arts Council

West Shore Arts Council- Key Information

- Operating since 1988.
- Serves the West Shore, not just Langford.
- Langford, Colwood, View Royal, Metchosin, and Highlands
- Shift in arts councils from membership-focused to community impacts
- Now serve as active local arts agents working in collaboration with local governments
- Arts-based community cultural development
- Generational shift mirroring community diversity
- Align with local cultural development goals via service agreements.

West Shore Arts Council Revenues for the Fiscal Year 2023-2024.

- Member dues \$20
- **Langford \$43,740**
- Highlands \$500
- Bank Interest \$676
- BCAC: Grant for JdF Performing Arts Study \$25,000
- Community Gaming Grant \$9,000
- Corporate Contribution \$7,500
- Ticket Revenue / Fund Raising \$697
- BCAC Operating Grant for 2024-5 \$12,000

Total: \$99,132

**44.1% of WSAC
revenue comes
from City of
Langford
contributions**

Recommendation: West Shore Arts Council

Short Term:

- Maintain current level of 2025 funding (\$10,000) for 2026.
- Support capacity building and renewal of local West Shore Arts Council— aligning with practice of arts-based community cultural development.

Longer Term:

- Work towards building the West Shore Arts Council capacity as a community-based arts and culture development service organization through a multi-year Service Agreement.

**West Shore
Performing Arts
Theatre**

Juan de Fuca Performing Arts Centre Society

Actions Taken To-Date

2022/2023

- Arts Centre Feasibility Study
JDF Arts
- PACS hosted “pARTy for the Arts” at the Royal Colwood Golf Club
- Accessibility and Inclusion Study

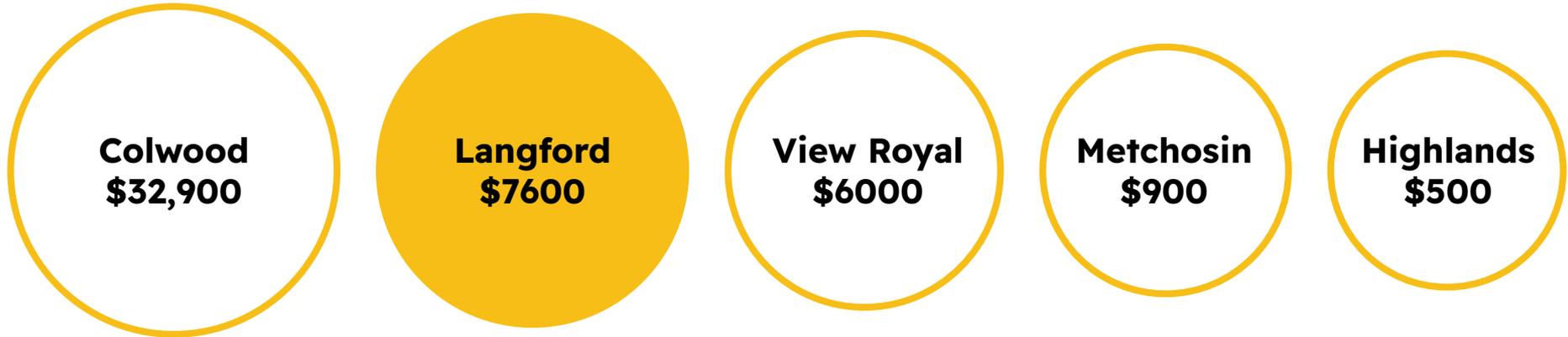
2024

- Formation of the Intermunicipal Committee
- Input to CRD Performing Arts Facilities Select Committee
- Outreach Coordinator contracted

2025

- Building for the Future of Arts Workshop (April)
- Input to CRD Performing Arts Facilities Select Committee
- West Shore Arts Gala, design revealed for the West Shore Arts and Culture Centre (November)
- Development of West Shore Arts Guide (in progress by JDF Arts)

Contributions To Date to Juan de Fuca Performing Arts Society Centre



Total Contributions from 2022-2025

Recommendations: Potential Theatre

- **Near term (1-10 yrs):** focus on identifying, and supporting maximized use of existing under-used facilities across the entire West Shore (schools, public facilities, parks, flexible business spaces)
- Do not contribute further funding to the proposed theatre project until land and funding has been secured.

Recommendation: Potential Theatre

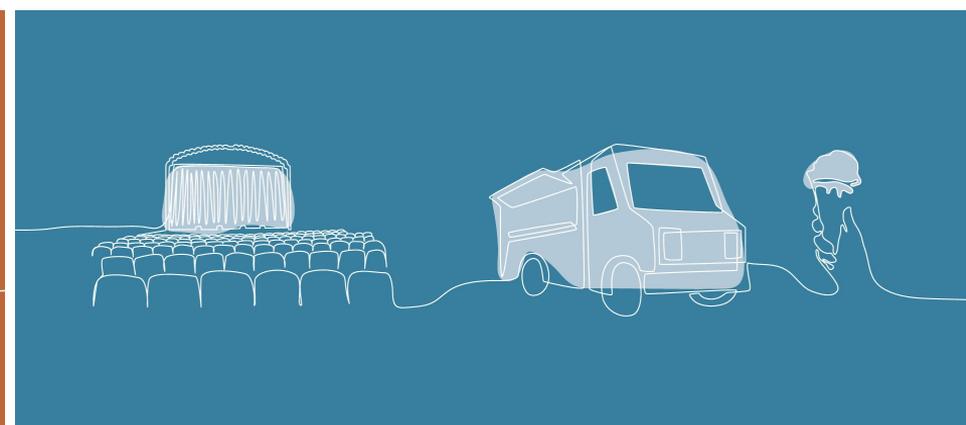
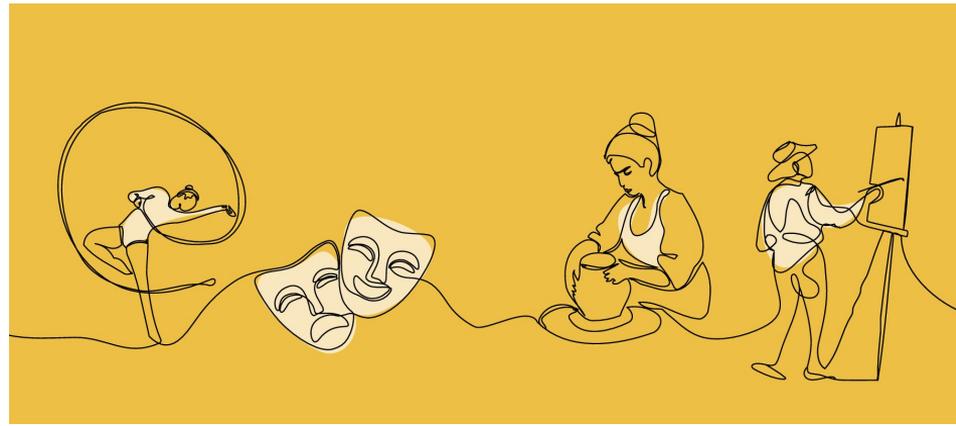
If land is identified and funding confirmed, then:

- Advocate for Langford as the best location given its positioning as the economic hub of the West Shore with supporting amenities (hotels, restaurants, transportation).
- Abstain from further financial contributions, analysis, and studies at this time.

Thank you.
Questions?



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



Culture Lives Here.

City of Langford - Arts and Cultural Development Strategy



For reference

Additional Information



West Shore Arts Council Expenditures for the fiscal year 2023-4.

- Administration \$29,659
- Art & Music in the Community \$1,000
- Light Up the Hills \$14,125
- PACS Study \$31,500
- Metchosin ArtPod \$4,054
- Shadows, Masks + Projections (youth program, 30 students, Belmont High School) \$6,500
- Art & Music Safari (Victoria Conservatory of Music Program, Westhills location) \$8,000
- Virtual Gallery \$450
- School Scholarships \$1,500

Total: \$96,788

**29.5% of WSAC
spending was on
Langford-based
programming**