
TOWNSHIP OF LANGLEY
ARTS & CULTURAL SERVICES PLAN
APRIL 2011



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In particular, we appreciate the time given by members of the Arts & Cultural Planning Steering Committee. They provided input on identifying key stakeholders, and critiqued the draft materials. Members emphasized the importance of heritage; community input through the public online survey; and, supported the feedback from the Promising Practices section.

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The committee met with consultants and provided insights and information over the planning window, as the consultation process took form.

We also want to acknowledge the support and guidance of David Leavers, Director of the Recreation, Culture, and Parks Division.



Executive Summary

Listening to residents of the Township and nearby municipalities, we explored the extensive cultural assets already enjoyed by residents and key players in the community.

Key staff and volunteers at museums, theatre groups, tourism and business groups, educational institutions, historical societies, the music school, artists, writers, dancers, craftspeople, weavers, quilters, private enterprise, festivals, and historical societies were canvassed for input and opinions.

Municipal staff, deeply informed about every aspect of life in their “community of communities”, were generous with their time and provision of details about current assets and needs, and planning for the future.

Critical to the planning process was the development of a partnership with, and among, all the key players. Many of these relationships already existed. Over and over, one of the crucial components identified as required moving forward was communication.

While funding did not emerge as a top three priority for stakeholders, nonetheless it remains a significant component as residents make their choices for expansion of programs and infrastructure that deliver meaningful arts and cultural resources to the community. The current/immediately past recession has impacted spending on arts and culture in many communities. Nearly all stakeholders and Plan participants identified funding as a core need.

Federal Minister James Moore (MP, Port Moody, Westwood, Port Coquitlam; Minister, Canadian Heritage, responsible for arts and culture) said in a fall 2010 address in B.C., “Any government which says it has a plan for economic recovery and doesn’t have a plan in place for arts and culture doesn’t have a plan for economic recovery.” Ongoing support and funding is critical for arts, cultural, heritage, and aboriginal groups. Raising awareness of the importance of arts and culture as part of economic life locally is an underlying platform of an economically viable Arts and Cultural Services Plan.

The vision that can be provided by encouraging the involvement of young people is seen as vital to arts and culture thriving in the Township. Connecting youth with the wisdom and experience already in place with existing residents is dependent on broadening communication methods, and embracing new media while not losing sight of conventional pathways.

Participants also showed determination to reach out to all age groups or as one workshop group phrased their goal, “Promote culturally age-relevant art experiences”. Seniors, families with young children, youth, and residents and workers of all ages should find accessible arts and culture experiences in the Township in the future.

*“I have three small children
and would like to see more
family friendly events!”*

A central space in a geographically diverse area remains a touchstone for many supporters of arts and cultural endeavours in the Township. Over and over, in workshops, in Key Informant interviews, and in data collected in the community-wide online survey, a central arts

performance space was placed at or near the top of priorities by numerous stakeholders and residents.

At the same time, the cherished centres of the separate communities that make up the Township are identified as remaining important to residents, and preservation of these cultural identities was identified as key to enjoyment of the rural-urban lifestyle that makes up day-to-day life in the Township.

"I'm so thankful that Langley is developing this Plan. We have so many talented people in our community and it would be nice to not only showcase them but also to inspire others with Arts and Culture from all over."

Culturally diverse population groups were also identified as being of key importance to community stakeholders. The participation of as many organizations and demographically distinct populations as possible, especially the Kwantlen First Nation, was noted as vital to the success of arts and cultural planning going forward.

Input was sought and received from the community over the course of three stakeholder sessions, through key informant interviews, and from an online public survey, as well as at a public open house.

Vision and Mission

A Vision and Mission for the Arts and Culture Plan was developed early on in the process based on stakeholder consultation and key informant interviews. They helped to provide direction for the development of the Goals and Strategies. Both were refined by stakeholders later in the process.

The Vision:

"The Township of Langley is committed to the enrichment of an arts and cultural community that creates a diversity of opportunities for future generations. "

The Mission:

"To support and encourage partnerships that contribute to a diverse arts and cultural community."

Goals

Five Goals were created:

1. Create *new* spaces and maximize *existing* spaces for arts and culture to thrive.
2. Improve communications among all artists and arts and culture groups in the area.
3. Establish new collaborations, connections & partnerships among arts and cultural stakeholders.
4. Ensure diversity of programming is included in service delivery through creative marketing.
5. Promote culturally age-relevant arts and cultural experiences.



Recommendations

Based on the consultation process, review of promising practices in other municipalities, and detailed analysis, key results and recommendations were developed by the consultancy team. Fourteen recommendations follow:

1. Establish new collaborations, connections and partnerships among arts and cultural stakeholders that allow art to thrive in all its forms.

The Township to formalize a relationship and/or partnership with one “leadership” organization: recommended is the Langley Arts Council, to spearhead change; staffing to be shared to accomplish goals. Working title: Langley Arts Council (LAC) Partnership.

Langley Arts Council to undertake simultaneous strengthening exercise with assistance from BC Arts Council – ArtsBC to increase performance and fundability profile.

Short-term taskforce to be struck to initiate these changes made up of Township’s Cultural Services Manager; Langley Arts Council representative; one community representative.

2. Develop media partnerships to broadly market arts and cultural events, recruit participants, partners, sponsors and volunteers, and assist with bidding for festivals and events.

The Township to promote events within its boundaries to stimulate arts & cultural events, and to benefit economically from increased audience and community activity.

3. Establish new connections among artists, and arts and cultural groups, with local municipal cultural planning staff.

To meet the ongoing needs for broadened communication channels both among artists, and between artists, the municipality, and the community-at-large, the Cultural Services Manager to

take a leadership role in fostering online and face-to-face meeting opportunities, including the social networking and Roundtable and symposium opportunities suggested by stakeholders.

4. **Support the sustainability and diversity of arts and cultural service organizations in the municipality.**

The Township promotes age-relevant programming.

The Township to broaden stabilization funding of arts and cultural services organizations.

Introduce funding incentives such as bursaries and scholarships as part of a financial accessibility initiative.

5. **Develop the specialized capabilities of cultural services staff within the Township of Langley.**

The Township to retain appropriately qualified arts and cultural staff who can move the adopted Plan forward through its critical implementation phases.

6. **Increase reach of arts and cultural information to all stakeholders through creative marketing.**

The Langley Arts Council (LAC) Partnership to help ensure audience growth and organizational stability through growth in awareness of art and cultural experiences, by use of diverse marketing methodologies, using social media and technology.

7. **Promote accessibility to arts and cultural activities for all residents.**

Ensuring full accessibility for residents, based on all delineators of transportation, age, sex, race, physical ability and language, is a given in all planning in which the Township participates.

Ensure youth representation on the municipally-sponsored partnership or taskforce which is set up to guide arts and culture in the Township.

8. **Ensure First Nations contributions to arts and cultural planning in the Township are ongoing.**

Include and encourage First Nations representation at Roundtable and on LAC Partnership workgroups.

9. **Maximize existing places for arts and culture to thrive.**

The Langley Arts Council (LAC) Partnership to complete a detailed inventory of cultural venues and organizations, and eliminate barriers inhibiting use of viable venues for arts showcases. Inventory to be posted and kept updated online.

Rental rate structures to reflect discounts for not-for-profit arts & cultural organizations based on sustainability formulae.

10. Create new spaces for arts and culture to thrive.

The Township to pursue multi-layer operational and financial partnerships with service clubs, foundations, educational institutions, corporations and provincial and federal governments to promote arts and cultural service initiatives, including the acquisition of additional spaces for the expansion of opportunities.

The Township to participate in a new public/private/educational partnership, with a mandate to prepare a business plan for a new multi-use arts centre.

11. Ensure an environment that demands excellence.

LAC partnership to work with existing arts & cultural groups and organize training & sustainability opportunities. Participate in new adjudication panels to accredit local arts groups to assist in allocating operating & project funding.

12. Stimulate economic & cultural growth through increased investment.

Identify & quantify cultural development priorities, which will facilitate the economic growth and impact of arts and culture in the Township of Langley.

Increase municipal spending on arts & cultural programs. Develop matching program to leverage increased funding from government & private sources.

13. Establish a public art policy that could include a formula for a funding contribution encompassing both private and public property.

Participate in a committee that would create and implement policy.

14. Establish a Cultural Roundtable or Summit to include participation by all artists, the Township's Cultural Services Manager, and selected members of the business community.

The Roundtable to meet quarterly, to cement support among artists and cultural groups, to disseminate information on arts and cultural endeavours in the Township.



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INTRODUCTION

The Township of Langley is made up of at least six communities which are, of themselves, sometimes self-contained, and presenting geographic challenges in terms of transit and communication.

In a geographically divergent area, communication is not only a challenge but also an opportunity to strengthen groups' abilities to solidify partnerships and alliances that will enrich the delivery of arts and cultural services to residents.

The unique rural and urban mix that defines the Township of Langley, combined with its measured growth and projections for expansion over the next five years, is one of the important features that must be kept in sight as the Township evolves.

Arts and Culture is one of the fastest growing economic drivers in British Columbia. Reviewing Promising Practices, it became clear that many municipalities are benefiting from neighbourhoods given new life by galleries and performance spaces and increased tourism. The arts and culture sector stimulates growth throughout communities, including restaurants and retailers. The combination of this growth, plus the immigration of new residents, stabilizes neighbourhoods through job creation and heightened social awareness.

Cultural Development is widely recognized across Canada to be of vital importance to the quality of community life and for its economic and social benefits. Cultural planning and development is an important role local government must play in the growth of our community to ensure that we have a creative and livable city.

Cultural growth in the Township of Langley will enable the Township to increase investment in arts and culture, and improve cultural services. This investment will strengthen the local economy, improve quality of life for residents and visitors, and enhance community identity and reputation. It also gives the Township opportunities to celebrate arts and cultural achievements and build a legacy of cultural development.

Cultural organizations, in partnership with the Township of Langley, will be instrumental in further developing an aesthetic environment and cultural opportunities for residents and visitors.

COMMUNITY PROFILE

The Township of Langley is located in the BC Lower Mainland and is part of the largest single market area in western Canada.

The Township is made up of the communities of Aldergrove, Fernwood, Brookwood, Willoughby (including Willowbrook & Carvolth), Walnut Grove, Murrayville and Fort Langley; and, is bounded on the west by the City of Surrey; to the north by the Fraser River; to the east, by the City of Abbotsford, and to the south, by the international boundary with the US. Geographically incorporated, but municipally distinct, is the City of Langley with a population about 20% that of the Township.

The Township of Langley covers an area of 316 square kilometers (122 square miles) and has a population of 101,900. This population has been growing at a steady rate over the last 50 years, and the recent pace of growth is expected to continue. By 2031, expected capacity is estimated to be approximately 181,500.

- ✦ 79% are younger than 55 years old
- ✦ 34% are in prime employment ages (20-44 years old)
- ✦ 22% are under 15 years old
- ✦ 33.2% “baby boomers”

The population age distribution closely mirrors that of the City of Vancouver. Over 80% are native English speakers. As in the rest of Canada, household size is declining. There are implications on transit, taxation, education, and leisure activity patterns, among others. Presently, households are smaller, with more people living alone; and, families are having fewer children.

However, in the Township of Langley, there is a high proportion of young families in the communities, alongside one of the highest home-ownership rates in Metro Vancouver. Due to the Township’s lower housing prices, first-time homebuyers more readily find an affordable home for purchase as opposed to renting



ECONOMIC & SOCIAL IMPACT OF ARTS & CULTURE

The economic impact of arts and culture is important to growing communities. The spin-off value of investing in the arts is sound, strategic economic policy. Research by the Conference Board of Canada has shown that for every \$1 of real value-added GDP produced by Canada’s culture industries, \$1.84 is added to overall real GDP. The same research also shows that performing arts organizations generate \$2.70 in revenues for every dollar they receive from governments (Valuing Culture: Measuring and Understanding Canada’s Creative Economy).

WHY INVEST IN CULTURE?

The arts and culture sector brings numerous economic, social, and national benefits to residents and workers in the Township of Langley. Nationally, the sector:

- ✿ Boosts economic growth and development, including contributing \$46 billion to Canada's GDP, \$25 billion in taxes, and \$25 billion in consumer spending. Arts and culture represents over 630,000 jobs in the Canadian economy: in perspective, the arts and culture sectors are larger than Canada's insurance industry and Canada's forest industry combined.
- ✿ Builds social cohesion and intercultural understanding within an increasingly diverse population.
- ✿ Responds to an enhanced demand for creativity and innovation as essential skill sets in local, national and international labour markets
- ✿ Advances Canadian culture as a centre of excellence on the international stage.

Canadians view the arts as cornerstones of excellence, innovation, and creative leadership in Canada. They recognize that these attributes are the contemporary building blocks of an internationally competitive society. In fact, the arts are the driving force behind the advancement of Canada's position in a global society that values economic prosperity, social cohesion, creativity, innovation and excellence.

WHY INVEST IN CULTURE LOCALLY?

In a provincial study in 2006 (Socio-Economic Impacts of Arts and Cultural Organizations in BC: Grant Applicants to the BC Arts Council) the return on public investment in the arts in the form of tax revenues is \$1.36 for every dollar invested.

Healthy provincial revenues mean healthy returns to municipalities, and better bottom lines for artists, businesses, municipalities and all those who live and work in a vital area which is culturally alive. The arts and cultural industry improves the quality of life in a community, creating cornerstones that allow the collective activities of artists to make a difference. In a recent CBC survey of "The 100 Greatest Canadians Ever", 36 were artists; 17 were athletes.

In BC, the arts and culture industry employs 80,000 people, with \$5.2 billion a year in spending. The Township of Langley, to produce a balanced society among business, education, tourism, and arts and culture, must ensure that it is well-positioned to support workers in this vital, exciting industry, and that its educational support for this industry is one of excellence and innovation.

Students involved in the arts have better grades and lower dropout rates; higher empathy and tolerance toward racial groups other than their own; higher scores in creative thinking, expression of ideas, and risk-taking in learning. Young people involved in the arts are

"I think the Olympics opened the door for entertainment to be brought into the communities. Local talent is a valuable resource and artists should be appreciated and supported in their own communities."

much less likely to become involved in gangs or drugs. An overwhelming majority of parents want arts incorporated into their children's lives.

There is a bank of educational research that supports music education in the schools. Studies from the US Department of Education indicate that students who are involved in the arts perform better on eighth and 10th grade achievement tests and make up 65 to 75 percent of the top two quartiles of scores. Similar percentages are evident in students who achieve A and B grades in English. Math scores are also positively impacted when students are involved in the arts. And studies also show that dropout rates for students involved in music are lower than for those who are not involved in the fine arts.

Involvement in the arts is healthful. Seniors involved in the arts have significantly lower rates of doctor visits and need for medication. Active people, the kind who participate in and attend the arts, perform better at work with increased productivity, less absenteeism, and fewer on-the-job accidents.

"Some of the most powerful works of art have been produced by older Americans by hands that have engaged in years of hard work, eyes that have witnessed decades of change, and hearts that have felt a lifetime of emotions." -- Hillary Rodham Clinton

Such work shows that today's elders are not only the healthiest, highest-educated cohort of wrinklies ever seen but people who fit the motivational pattern of entrepreneurs and innovators: people who've made their mark and gained economic independence, enough to be motivated now by intrinsic interest and fun.

And to further support the value of creativity and aging wellness, the ageless and elegant Sophia Loren wisely added, "There is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of people you love. When you learn to tap this source, you will truly have defeated age."



The arts build community pride and social cohesion – the support by Langley residents for visiting arts groups such as the Vancouver Symphony to Langley and area, makes it clear that residents' enthusiasm is a huge reason for their living in Langley, for studying here, living here, aging in place here.

Arts and culture are part of the solution for any downturn in the economy, current or future. Arts and culture return good value to the communities in which they thrive.

WHAT ABOUT HERITAGE?

Throughout the study, heritage groups and supporters offered their informed insights and guidance. Heritage champions in the Township work tirelessly to identify, preserve, teach and motivate. The rich heritage of Fort Langley, especially, has not been forgotten. Rather, it has been highlighted for local,

national and international visitors. The historical importance of the area has ensured that with restoration and ongoing planning, the pioneering spirit of Langley will endure.

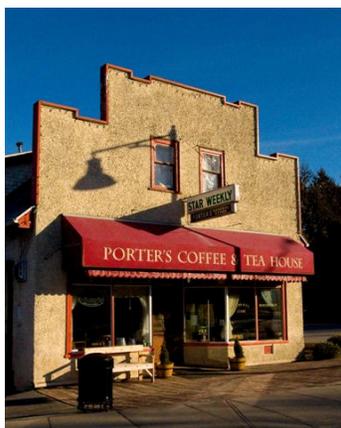
The numerous museums in the Township are proof that the business of heritage touches all residents, students, pioneers and visitors, while providing insights into the original experiences of area residents.

“Promoting the performing arts will be an incredible addition to the culture and economy of Langley. From my experience as a music teacher, the celebration of the musical arts allows us ways of knowing and feeling that, arguably, are the pinnacle of civilization.”

Heritage supporters attended workshops and worked with other stakeholders, enabling the arts and cultural service plan's vision, mission and goals to reflect their views and needs going forward.

A Heritage Strategy is currently being prepared, under the auspices of the Heritage Advisory Committee, which will provide direction for the community with respect to heritage matters in the coming decade.

The goal of the strategy is to provide an effective, sustainable, and realistic strategic plan that will enhance the sustainability and long-term viability of heritage resources in the Township. The five stage Strategy will encompass a renewed vision, strategies and actions and a long term implementation plan for heritage in the Township.



A public consultation process will comprise a significant portion of the study. Its purpose is to determine the importance and values collectively placed on heritage, understand the broad perspectives and aspirations related to heritage, align heritage conservation to broader community and civic aspirations, develop a values-based vision, build public awareness of local conservation efforts, and set goals and priorities based on public input.

The Strategy is planned to conclude in early 2012.

PLANNING METHODS AND PHASES OF THIS STUDY

Key informant interviews and key stakeholder workshops formed the basis for identifying key needs and themes in the Township's arts and cultural services plan process.

Reviews with the Arts and Cultural Services Plan Steering Committee, and two-way communication reviews with Township staff in the Recreation, Culture, and Parks Division (RCP) ensured that the planning process was focused on existing and emerging issues important to the Township, its residents and workers.

The Township has a well-developed and much respected group which supports leisure services through its RCP Division. Its periodic award-winning Leisure Guide, available in hard copy and online, provides

detailed information on a wide range of programs designed to serve residents of the entire municipality, and of all ages and income and interest levels.

Expanding the cultural component meant, first, asking residents and stakeholders to more closely define “culture” which is a semantically broad term with hosts of individual meanings and levels of importance to residents. Likely, no one definition will ever suit all residents, but for the purpose of the Municipality, a definition that will allow thoughtful and effective financial planning is of lasting value.

A “cluster” process was employed throughout the planning window, to assist participants to examine their own definitions, and find ways to communicate with other participants on meaningful definitions of culture. “Cluster analysis” is a class of statistical techniques that can be applied to data that exhibit “natural” groupings. Cluster analysis sorts through the raw data and groups them into clusters. A cluster is a group of relatively homogeneous cases or observations. Objects in a cluster are similar to each other. They are also dissimilar to objects outside the cluster, particularly objects in other clusters.

Steering committee meetings were held October 19 and December 16.

Stakeholder workshops were held November 17 and January 25, with members of arts and cultural service organizations, Township staff, and members of the public interested in arts and culture in attendance.

On January 20, a first draft of the Plan report was delivered to the RCP Division by the consultants.

A public online survey was conducted between January 13 and February 7, 2011. A series of questions, including ranking, multiple choice, open-ended comment, and demographic information was included. The depth of enthusiasm for the subject on the part of participants was notable, as was the time respondents gave to writing thoughtful and insightful suggestions and open-ended comments.

On February 24, a public open house was held at the Township hall, at which stakeholders and members of the public gave their feedback to the specific planning information that had been gathered and reported to date, and which was available to attendees. Members of the RCP Division and consultants answered questions.

On March 3, a second draft of the Plan report was delivered to the RCP Division by the consultants.

On March 9, two presentations were made by the consultants: to the RCP staff at an operations meeting, and to the full RCP Advisory Committee. Feedback was received at both meetings on the draft report.

The overall planning process undertaken by the Township was praised repeatedly, both in the workshops and in the online survey. Responses made it clear that residents and workers felt the time for planning and implementation of arts and culture plans was now, and that the Township’s cultural life could be vastly enhanced by thoughtful implementation of new initiatives, and a recommitment to incorporating arts and culture activities into the daily life of the municipality.

BACKGROUND MATERIALS

Background materials were examined, including planning documents from municipalities of similar sizes and growth patterns across Canada. Information from these materials was used as a basis of comparison with input from stakeholder workshops, key informant interviews and the public. Included were:

City of Kelowna, Cultural Plan 2002

City of Langley Cultural Master Plan 2007

City of Richmond, Arts Strategy 2003

City of Surrey Parks, Recreation & Culture 10-year Strategic Plan 2008 and updates

Nothing Without Effort: A History of Langley 2008

The Creative Sector in Kelowna, BC: An Economic Impact Assessment 2010

Township of Langley Business Plan 2000

Township of Langley, Community & Heritage Services Department 2008

Township of Langley, Cultural Tourism Economic Impact Study 2003

Township of Langley Sustainability Charter 2008

PROMISING PRACTICES

Research was conducted to obtain information on arts and cultural services in other communities of a comparable size across Canada, including neighbouring municipalities. The information was analyzed and was used in order to form the recommendations. A summary of the data collected is presented in the appendices. The comparative analysis data was gathered early in the study process.

The BC list includes:

1. Arts & Heritage Master Plan for the City of Abbotsford (2004)
2. Central Cariboo Arts and Culture Service Delivery Plan (2009)
3. Cultural Strategic Plan for the City of Kelowna (2010-2011)
4. Cultural Master Plan for the City of Langley (2007)
5. Arts and Cultural Plan for the District of Maple Ridge (1996; reaffirmed in 2001)

“Langley does need an arts centre that can work for all groups, dance, film festivals, theatre, etc. Find out which city has done it right, and emulate them. Find out which city has not drawn the numbers, and find out what went wrong before moving ahead with this.”

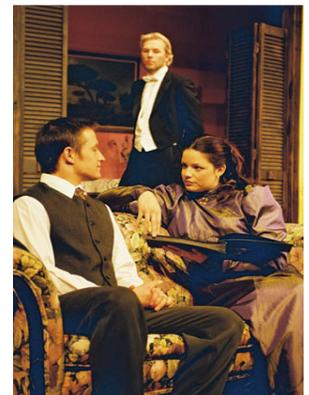
6. Cultural Strategy Plan for the City of Nanaimo (2008)
7. Cultural Policy and Plan for the City of Port Coquitlam (2002-2012)
8. Cultural Strategic Plan Update for the City of Port Moody (2008)
9. Arts and Culture Strategic Plan for the City of Surrey (2008)

The Ontario List includes:

1. An Integrated Community Arts and Cultural Plan for the Town of Ajax (2006)
2. Building a Creative Future A Plan for Culture 2006 -City of Barrie
3. Arts and Culture Master Plan (2009) - City of Cambridge
4. Cultural Master Plan 2009-2019 -Town of Newmarket
5. Enabling Culture to Thrive in Oakville - Oakville's Strategic Directions for Culture (2009)

Other Provinces:

1. Red Deer, Alberta
2. City of Sherbrooke, Quebec
3. Trois-Rivières, Quebec
4. Province of Newfoundland and Labrador



EXISTING ARTS & CULTURAL LANDSCAPE

Evolution and change in any municipality's cultural organizations is a given.

Since 2009, the deep cuts in the amount of provincial gaming funds distributed to not-for-profit, education, sports, museums, heritage and community service organizations, and, the intrinsically disparate nature of arts organizations, have caused cutbacks in programming, changes in volunteer bases, and uncertainty in short- and medium-term planning windows. This Plan will include lists of community organizations, but it must be noted that the pace of change in these organizations will outstrip any attempt to freeze such a list at any given moment in time.



The Langley Arts Council is an ongoing resource for up-to-date information on activities being carried on in the community, and can and should be consulted for current membership and activity information.

CULTURAL INVENTORY

The collection of data on current cultural venues and assets is an essential process that requires ongoing updating. It has been suggested by Stakeholders that the Langley Arts Council is best-positioned to carry out this audit. Limited information was reviewed over the duration of the planning process. Several municipalities canvassed for input on this subject reported that the process is time-consuming, and best suited to summer student staff, or as a task to be assigned to recreation staff who are required to fill desk positions in off-peak evening hours and who may have available time for this task of calling and logging information.

A detailed inventory of venues, costs, management policies, location, transportation, insurance, accessibility, available hours for rentals or partnership use, contact information, and amenities (offices, meeting spaces, performance spaces, rehearsal spaces, sound, parking, and security) must be included in the venue inventory.

Matching this venue inventory must be a detailed inventory of all arts and cultural organizations: their mandate, incorporation information, charitable status, membership, history, partnerships, board or volunteer information, contact information, reach, and financial status in broad terms. Individual artists should also be logged.

Finally, these inventories must be maintained in an electronic format, available online to stakeholders, and are only of value if complete and up-to-date. The better part of a year will be taken up in completing these vital inventories. Recommendations for staffing and costs are found in the Recommendations.

Useful assistance when carrying out a cultural inventory can be accessed from many sources, including 2010 Legacies Now publications. Toolkits can be used by the proposed Township of Langley/Langley Arts Council Partnership to complete the data portion of the cultural mapping exercise carried out by the consultants.

The consultancy, over the period of the planning exercise, completed exercises which will assist the cultural audit by:

- helping to define the local culture
- identifying resources and groups that have low awareness among their publics
- assisting arts and cultural organizations gain a fresh perspective by looking at data from new viewpoints
- helping stakeholders and community participants gain broader views of local potential
- locating gaps, strengths, needs, and overlaps – a detailed data map will further refine this area
- identifying some networks and the need for expanding communication
- preparing RCP staff for the future by introducing clustered topics for future discussion



COMMUNITY CONSULTATION

STAKEHOLDER WORKSHOPS

Two stakeholder workshops were held on November 17, 2010, and one on January 25, 2011. The invitation lists were large and diverse. A number of organizations was represented at the workshops, from community organizations to educational institutions to municipal representation.

The objectives of the first workshops were to have participants engage in a discussion on “What is Culture?” and “What is Art?” and then to focus on the identification of gaps and opportunities in arts and cultural services in the Township of Langley. The information from these workshops was used to develop preliminary vision and mission statements and draft goals.

The results of the workshops are outlined in the Appendices as is a complete list of attendees at the workshops ; and the Workshop information sheet for the initial sessions.

PUBLIC OPEN HOUSE

An Open House was held on February 24, 2011 to present the draft Vision, Mission and Goals, as well as the preliminary results of the on-line survey. Participants were asked to complete a questionnaire which provided the



opportunity to rate their level of support for the Vision, Mission and Goals, and to provide comments on the Plan highlights.

The response was overwhelmingly positive with no “do not supports”. The highlights from the open ended comments follow:

- Need more processes that result in public art!
- To strengthen existing organizations, I would prefer that TOL fosters and utilizes Langley Arts Council as it is a longstanding community organization, rather than create a new roundtable organization.
- I think the Township has the resources in place and the people with the vision and passion to help make these goals a reality. At a time when there is so much focus on financial responsibility, I believe the Township has the infrastructure existing in place to carry out these goals in an accountable manner.
- Excellent work – looks like it has “reach” but is still practical/do-able. I’m looking forward to seeing an influential community group (like the one that drove development of the Event Centre/Summer Games). My greatest fear is that this will languish on someone’s desk.

CULTURAL AND COMMUNITY GROUPS; STAKEHOLDER ORGANIZATIONS

Input was sought from as many cultural and community groups, as well as business organizations, both inside the Township and in closely-neighbouring municipalities as possible. Responses and information were forthcoming from representatives of a majority of groups.

Key informant interviews were conducted with seventeen individuals representing a diverse range of organizations.

A complete list of the organizations which were contacted for input, and the key informant interviewees are contained in the Appendices.



PUBLIC ON-LINE SURVEY

A public online survey was conducted between January 13 and February 7, 2011. A series of 21 questions, including ranking, multiple choice, open-ended comment, and demographic information was used. Definitions of culture from stakeholders, informants, workshops, the steering committee, and common terminology currently in use in other municipalities were used. The depth of enthusiasm for the subject on the part of participants was gratifying, as was the time respondents gave to writing thoughtful and insightful suggestions and comments. A total of **360** surveys were completed. See appendix for full survey findings.

“Great to see this survey taking place. I will be most interested in the results. Langley has great strengths in the arts and should be able to build capacity in several areas to keep people from having to cross a bridge to get good culture.”

KEY RESULTS

The “key results” of the study came out of the consultation process, consultant observation and analysis. They are:

- ➔ Need for an inventory of existing venues, and removal of barriers of use
- ➔ Need for age-inclusive arts and cultural policies, and other policies encouraging expansion of the sector
- ➔ Need for diversity across arts and cultural services
- ➔ Need for sustainability in planning for arts and cultural changes
- ➔ Need for an arts centre
- ➔ Need for inclusion of heritage and education in arts and cultural services
- ➔ Need for core and operating funding assistance relative to the level of sport and recreation
- ➔ Need for organizational oversight of partnerships
- ➔ Need for new and creative solutions to communications about arts involvement and events
- ➔ Need for partnerships:
 - across municipal and arts and cultural organizations
 - among arts and cultural organizations
 - between educational organizations and arts and cultural organizations



VISION AND MISSION

In order to build a vision and mission, stakeholders need to agree on key issues. The workshops which were held brought stakeholders together to discuss key issues and find coherence in thinking and planning.

The first key issue raised was “What is Culture?”

Using cluster analysis, the following information emerged in priority order from most important to least important:

- ✚ Culture is an understanding of diversity – not just the arts – but the make-up of the community and the city.
- ✚ Culture is our link to our past, and our path to our future.
- ✚ Culture defines our community and how people relate to one another.
- ✚ Culture is the shared beliefs, customs, values and aspirations of a people within a fixed geographic area.

The Vision and the Mission Statements for the Township of Langley Arts & Cultural Services Plan

Why does the Township need a Vision and Mission Statement for its plan?

Good vision and mission statements provide strategic vision and direction for any organization and should not have to be revised every few years. A vision looks forward; a mission looks at today. Goals and strategies are the measures used to get there.

Vision/Mission Statements incorporate the very best thinking of stakeholders, and clearly state the purpose of programs and their ongoing evolution, reflecting the needs of residents and workers in the Township, and of arts & cultural services providers and educators.

Support from elected officials at Council and Mayoral level is important to ensure the Vision and Mission are carried out effectively going forward.

Such support then ensures that employees of the municipality have a clear sense of the goals set by both the Township's administration, and the residents, and they can carry out their tasks, knowing that they have the green light to act on the municipality's vision and mission.

Three workshops were held, and in part, developed the Vision and the Mission statements. A vision is what the organization would like to happen as a result of the action. Participants were reminded that a mission is what an organization does, its actions.

Vision: *"The Township of Langley is committed to the enrichment of an arts and cultural community that creates a diversity of opportunities for future generations. "*

Mission: *"To support and encourage partnerships that contribute to a diverse arts and cultural community."*



GOALS AND STRATEGIES

Over a five-month period, key stakeholders of the Township of Langley provided input to setting forth goals for the 2011 Arts and Cultural Services Plan. At the same time they were developing the Mission and the Vision for the Plan, as the two tasks are fully integrated.

Finally, the same workgroups focused in on specific strategies to ensure the success of achieving each goal. Measurement of the success of implementing the goals, and returning to the Mission and the Vision for direction, are ongoing tasks required for the successful realization of the Plan.

Goal 1: Create new spaces and maximize existing places for arts and culture to thrive.

FIVE STRATEGIES FOR GOAL 1

1. Create an environment that demands, expects and thrives on art in all its forms, utilizing community partnerships to identify facility needs.
2. Inventory existing spaces to determine what can be achieved and what needs to be done.
3. Pursue financial partnerships with service clubs, foundations, educational institutions, corporations and all levels of government.
4. Create a building timeline and management strategy for a new arts centre.
5. Eliminate barriers that inhibit use of viable venues for art showcases.

Goal 2: Improve communications among all artists and arts and culture groups in the area.

THREE STRATEGIES FOR GOAL 2

1. Develop physical information and a resource centre for the arts.
2. Mount an online resource for the arts through the use of social networking.

3. Develop media partnerships in order to:

- ✿ market events
- ✿ recruit participants
- ✿ recruit partners and sponsors
- ✿ recruit volunteers
- ✿ assist with bidding for festivals and events
- ✿ distribute tickets

"If there was just one website (not several) advertising all cultural events that would be so easy. Also please make this website free for event organizers to advertise otherwise we will only hear about some events and not all."

Goal 3: Establish new collaborations, connections & partnerships among arts and cultural stakeholders.

FIVE STRATEGIES FOR GOAL 3

1. Langley Arts Council

- ✿ Formalize relationship between the Township of Langley and the Langley Arts Council
- ✿ Provide funding via fee for service agreement

2. Langley Festivals Network

- ✿ Township to work towards development of a society to serve as an umbrella for festival organizers
- ✿ Look at other models
- ✿ Develop plan to create efficiencies in:
 - fundraising
 - volunteers
 - sponsors
 - venue management

"The Township should continue to support the existing partnerships and various collaborations by identifying ways it could assist more. Such things as providing in kind use of facilities would go a long way to assist groups involved in Arts and Culture."

3. Tourism Langley

- ✦ Use existing structure to the advantage of arts and cultural development in the cultural tourism sector.

4. Institutions – Trinity Western University and Kwantlen Polytechnic University

- ✦ Develop long-term partnerships which further the goals of providing world-class arts and cultural infrastructure in the Township of Langley through:

- Cooperative land use and building partnerships
- Apprenticeships and accredited programs for students
- Labour and professional contract sharing
- Communication initiatives

“I think the Township has the resources in place and the people with the vision and passion to help make these goals a reality”

5. Chamber of Commerce/Chamber of Community Service

- ✦ Work with the Chamber of Commerce and other service organizations to follow models being established in the US, to create a Chamber of Community Service to balance the needs for community services beyond only commerce. This is an emerging model.



Goal 4: Ensure diversity of programming is included in service delivery through creative marketing.

SIX STRATEGIES FOR GOAL 4

1. Inventory and frequently update existing arts and culture experiences, products and services by working with others such as the Langley Arts Council in the Township; ensure information is available online to all residents and workers in the Township.
2. Strategize with an umbrella arts oversight organization, such as the Langley Arts Council, to ensure financial accessibility for residents for arts and cultural experiences, to a mixture of paid and free events and festivals.
3. Consult population on its needs and wants, and feedback to events and future planning.
4. Broaden the range of times offered for programming, to increase accessibility.
5. Facilitate international student exchange program in arts and culture.
6. Interact with provincial and federal government agencies for core funding for arts and culture.

Goal 5: Promote culturally age-relevant arts and cultural experiences.

FOUR STRATEGIES FOR GOAL 5

1. Listen to a diverse representation of age groups and cultural areas.
2. Form advisory councils for planning purposes.
3. Increase awareness of arts and cultural experiences by diverse marketing using social media and technology: a one-stop shop.
4. Increase and develop support of funding to ensure accessibility through bursaries, subsidies and scholarships.

RECOMMENDATIONS AND IMPLEMENTATION PLAN – THE FUTURE

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>1. Establish new collaborations, connections and partnerships among arts and cultural stakeholders that allow art to thrive in all its forms.</p> <p>The Township to formalize a relationship and/or partnership with one “leadership” arts organization, the Langley Arts Council, to spearhead change, and that staffing to be shared to accomplish goals. Working title: Langley Arts Council (LAC) Partnership.</p> <p>Langley Arts Council to undertake simultaneous strengthening exercise with assistance from BC Arts Council-ArtsBC to increase performance and fundability profile.</p> <p>Short-term taskforce to be struck to initiate these changes, made up of Cultural Services Manager TOL; Langley Arts Council representative; one community representative.</p>	<p>Funding via fee for service agreement is central to the partnership.</p> <p>None</p> <p>None</p>	<p>Cultural Services Manager TOL to negotiate relationship with LAC Agreement to stipulate management agreement.</p> <p>LAC/BC Arts Council</p> <p>Cultural Services Manager TOL; President, LAC</p>	<p>Immediate Priority (1 year)</p> <p>High Priority (2 years)</p> <p>Immediate Priority (1 year)</p>
<p>2. Develop media partnerships to broadly market arts and cultural events, recruit participants, partners, sponsors and volunteers, and assist with bidding for festivals and events.</p> <p>The Township to promote events within its boundaries to stimulate arts & cultural events, and to benefit economically from increased audience and community activity.</p>	<p>Little funding required.</p>	<p>LAC Partnership</p>	<p>Medium priority (5 years)</p>

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>3. Establish new connections among artists, and arts and cultural groups, with local municipal cultural planning staff.</p> <p>To meet the ongoing needs for broadened communication channels both among artists, and between artists, the municipality and the community-at-large, the Cultural Services Manager to take a leadership role in fostering online and face-to-face meeting opportunities, including the social networking and Roundtable and symposium opportunities suggested by stakeholders.</p>	<p>Little funding required.</p>	<p>LAC Partnership.</p>	<p>Medium priority (5 years)</p>
<p>4. Support the sustainability and diversity of arts and cultural service organizations in the municipality.</p> <p>The Township promotes age-relevant programming.</p> <p>The Township to broaden stabilization funding of arts and cultural service organizations.</p> <p>Introduce funding incentives such as bursaries and scholarships as part of a financial accessibility initiative.</p>	<p>Minor funding required.</p> <p>Operating budgets would require increased spending to bring the Township in line with like-size municipalities.</p> <p>Operating budgets; matching funding</p>	<p>LAC Partnership</p> <p>Township Council RCP Staff</p> <p>Township Council, RCP Staff, LAC Partnership</p>	<p>High priority (2 years)</p> <p>Low Priority (7-10 years)</p> <p>Medium priority (5 years)</p>

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>5. Develop specialized capabilities of cultural services staff within the Township of Langley.</p> <p>The Township to retain qualified arts and cultural staff who can move the adopted Plan forward through its critical implementation phases.</p>	Operating budgets	Township Council RCP Staff	Immediate priority (1 year)
<p>6. Increase reach of arts and cultural information to all stakeholders through creative marketing.</p> <p>The LAC Partnership to help ensure audience growth and organizational stability through growth in awareness of arts and cultural experiences is increased, by use of diverse marketing methodologies using social media and technology.</p>	Minor funding implications. More a state of mind and a change in the way of thinking to a move to social media	LAC Partnership TOL Staff (website)	High priority (2 years)
<p>7. Promote accessibility to arts and culture for all residents.</p> <p>Ensuring full accessibility for residents, based on all delineators of transportation, age, sex, race, physical ability and language is a given in all planning in which the Township participates.</p> <p>Ensure youth representation on the municipally-sponsored partnership or taskforce which is set up to guide arts and culture in the Township.</p>	<p>Minor funding implications; more a state of mind.</p> <p>Bursaries, scholarships rewarding participation and excellence.</p>	<p>Township Council RCP Staff Arts & Cultural organizations GVRD; Education partners</p> <p>Appoint youth representatives, & education representatives, who can spearhead inclusive decisions</p>	<p>High Priority (2 years)</p> <p>Medium Priority (5 years)</p>

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>8. Ensure First Nations contributions to arts and cultural planning in the Township are ongoing.</p> <p>Include First Nations representation at Roundtable and on LAC partnership.</p>	Low	Cultural Services Manager	High Priority (2 years)
<p>9. Maximize existing places for arts and culture to thrive.</p> <p>The LAC Partnership to complete a detailed inventory of cultural venues and organizations, and eliminate barriers inhibiting use of viable venues for arts showcases. Inventory to be posted and kept updated online.</p> <p>Rental rate structures to reflect discounts for not-for-profit arts & cultural organizations based on sustainability formulae.</p>	<p>Operating budgets; summer student or existing RCP staff at recreation venues to complete survey over ~ 8 month period.</p> <p>Comparable rate structure to be developed to reflect fair compensation to venues.</p>	<p>LAC Partnership</p> <p>Venue Providers LAC Partnership</p>	<p>Immediate Priority (1 year)</p> <p>Medium Priority (5 years)</p>
<p>10. Create new spaces for arts and culture to thrive.</p> <p>The Township to pursue multi-layer operational and financial partnerships with service clubs, foundations, educational institutions, corporations and provincial and federal governments to promote arts and cultural service initiatives including the acquisition of additional spaces for the expansion of opportunities.</p> <p>The Township to participate in a new public-private-educational partnership, with a mandate to prepare a business plan for a new multi-use arts centre.</p>	<p>No funding implications.</p> <p>Planning funding</p>	<p>RCP Division</p> <p>LAC Partnership New P3 or P4 partnership Township Council</p>	<p>High Priority (2 years)</p> <p>High Priority (2 years)</p>

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>11. Ensure an environment that demands excellence.</p> <p>LAC partnership to work with existing arts & cultural groups and organize training & sustainability opportunities.</p> <p>Participate in new adjudication panels to accredit local arts groups to assist in allocating operating & project funding.</p>	<p>Low; opportunities available through Canada Council Flying Squad, and BC Arts Council.</p> <p>Low</p>	<p>LAC Partnership</p> <p>LAC Partnership</p>	<p>Medium Priority (5 years): evaluate semi-annually.</p> <p>Medium Priority (5 years)</p>
<p>12. Stimulate economic & cultural growth through increased investment.</p> <p>Identify & quantify cultural development priorities which will facilitate the economic growth and impact of arts and culture in the Township of Langley.</p> <p>Increase municipal spending on arts & cultural programs. Develop matching program to leverage increased funding from government and private sources.</p>	<p>No funding implications</p> <p>Operating Budgets</p>	<p>RCP; Economic Development; LAC Partnership; Chamber of Commerce; BIA; Tourism Langley</p> <p>Township Council; LAC Partnership</p>	<p>Medium Priority (5 years); evaluate annually</p> <p>Medium Priority (5 years) net financial change.</p>

RECOMMENDATION AND ACTIONS	FUNDING IMPLICATIONS	LEADERSHIP	TIMELINE/PRIORITY
<p>13. Establish a public art policy that could include a formula for a funding contribution encompassing both private and public property.</p> <p>Participate in a committee that would create and implement policy.</p>	<p>Contribution to Township funds, with matching and/or contributing funds to be verified.</p>	<p>Cultural Services Manager and Long Range Planner</p>	<p>Medium Priority (5 years)</p>
<p>14. Establish a Cultural Roundtable or Summit to include participation by all artists, the Township’s Cultural Services Manager, and selected members of the business community.</p> <p>The Roundtable to meet quarterly, to cement support among artists and cultural groups, and to disseminate information on arts and cultural endeavours in the Township.</p>	<p>Low</p>	<p>LAC Partnership</p>	<p>Medium Priority (5 years)</p>



CONCLUSION

The population of the Township of Langley is ready for a wider and more local experience of arts and culture.

Residents, whose numbers will grow by 80,000 in the next decade, increasingly want to attend events nearer to where they live, as commute times and challenges increase in the lower mainland. While Township residents will continue to travel to neighbouring municipalities, and to Vancouver for numerous arts and cultural experiences, they are becoming more vocal in their demands to live in a municipality where there is balance: balance between work and play; and balance between offerings of and expenditure on sport/recreation and arts/culture.

Local artists and art producing groups will benefit from this growing interest, and theatre and music productions, local festivals and performing artists will find growing audiences for their work, who are willing to pay higher prices for professional quality work. A central ticketing agency alongside central information will only grow these endeavours.

At the same time, educational ventures, such as the Fine Arts School, Trinity Western University, Kwantlen Polytechnic and the Langley Community Music School will mature into larger and more effective centres of excellence for growth in artistic study and production.

Through partnerships, the Township, and arts and cultural organizations, particularly the Langley Arts Council, will develop streamlined communication methodologies which will reach existing and new audiences more effectively. At the same time, they will develop new and creative marketing streams and partnerships to enhance awareness and attendance, and ultimately, the bottom line, of arts in the Township.

Public art will increase in importance as the Township's built environment continues to evolve. Residents and tourists respond positively to high quality art installations in public and private spaces, and the production and installation of public art is an important avenue through which the municipality can enhance its 21st century look and feel.

Heritage remains an important pillar of the arts and cultural life in the Township. Building on the solid foundation already in place with its museums, heritage homes and farms, its trails and societies, the Township continues to burnish its history and the memories of its pioneers as new generations open their eyes to the unique blend of the past and present in the heart of history in the lower mainland. Many more people will be exposed to the area's heritage if wider display and access to archives and artifacts are established.

First Nation studies are vital to the ongoing understanding and awareness of the origins of society in the Langley area, and to the pathways being carved into the future as societies and peoples continue to blend, yet remain culturally and historically distinct. Better and wider display of First Nation life and society through heritage and other venues, will ensure exposure to the parallel world of local aboriginal life and greater empathy and curiosity going forward.

Agriculture and equestrian pursuits are an important viewing port through which arts and culture in the Township shine, particularly for tourists, and those who have a special affection for outdoor life. Farmers markets, art and winery tours, crafts markets, summer festivals – featuring both the bounty of the rural area and the joy of being part of arts outdoors: the International Festival; Bard in the Valley; the Cranberry Festival – are strong indicators of the importance of arts and culture in the lives of Township residents and visitors alike.

Municipal staff are dedicated to expanding the reach of arts and culture in the lives of their citizens, realizing the health-giving effects for youth, elders, and especially families who have chosen to live in the Township and raise their families in the unique “community of communities” which celebrates the rural and the urban (sometimes within blocks of each other).

New cultural amenities will rise alongside existing venues, and the search for a “centre” of activities where the populace can go may remain challenging in this era of automobile transit. However, as pressures to increase public transit grow, new solutions to the challenge of “where is here?” could emerge, given public will, and time. Those venues which can be updated, will be; funding will remain a challenge, but good management, creative thinking and the pressure from ever-expanding arts groups and audiences will ensure renewal. Here, especially, partnerships between arts organizations, between arts and education, and between the Township and key partners in the community will speed up the development of new bricks and mortar, and new success stories.

The demographic make-up of the Township will also continue to evolve, as the 80,000 new residents make their way into the Township: either being born within Township limits; moving in from other municipalities, and moving from across Canada, and from countries around the world.

Many of these new taxpayers will bring with them their unique tastes for music and art, for food and language, for theatre and educational excellence. These infusions of change will allow and force the Township’s arts and cultural scene to bloom, and add a richness of layers that will work with, and allow, existing arts ventures to shine.

Township residents are rightly proud of their arts and cultural life at present, while clearly speaking about the need for growth and renewal. Municipal services are creatively delivered, but are challenged to keep up with demand. Centralized services may seem an ideal solution to some, but as the Township continues its geographic spread, while roadways become busier, and while neighbourhoods simultaneously densify, it is clear that arts and cultural services will need to be delivered across the community. Artist-run spaces greatly enhance the lives of residents within discrete neighbourhoods.

Art galleries will be established in community-based public facilities which have high volumes of use, with gallery space and studios being highlighted in a central facility, as well as at existing community and athletic centres, such as the Langley Events Centre. At the same time, the expanding need for rehearsal and meeting spaces for a wide range of groups must be met through a creative blend of new and existing venues, a critical first step being the suggested inventory and public posting of all potential venues by the proposed Langley Arts Council and Township partnership.

The focus on children, youth and families in arts and heritage studies, exploration and performance must be fulfilled with a wide range of services; planned and produced in cooperation with the school system and local not-for-profit organizations, this initiative alone will help guarantee a healthy regard for, and demand for, arts and cultural services for the future in the Township.

The Recreation, Culture, and Parks Division of the Township of Langley is to be commended, and congratulated, on its work on this new vision for all its residents. The numerous residents who participated in the planning process played starring roles, generously donating time and thoughtful introspection to help provide guidance for this new path. It's now time for sleeves to be rolled up, telephone calls to be made, emails to be sent, and change instituted; while keeping all that is good and great about Langley for all residents and visitors to enjoy!

