



# REPORT TO COUNCIL

To: **Mayor and Councillors**

Subject: **2021 Interim Strategic Plan**

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From: Francis Cheung, P. Eng.  
Chief Administrative Officer

Date: June 10, 2021

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## RECOMMENDATION:

THAT Council adopt the 2021 Interim Strategic Plan.

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## PURPOSE:

The purpose of this report is to present the 2021 Interim Strategic Plan to City Council for consideration and adoption.

## POLICY:

The implementation of the initiatives under the 2021 Interim Strategic Plan may require amendment to existing policies or the creation of new policies.

## COMMENTS/ANALYSIS:

The current 2017 – 2021 Strategic Plan is set to expire at the end of this year. City Council had initially planned to develop a new five-year strategic plan in early 2021; however, the COVID-19 pandemic has altered that plan and City Council decided to create a 1-2 year “interim” strategic plan to take Langley City through the COVID-19 recovery phase. This plan demonstrates that the City cares and understands the unique challenges we face as a community and is taking action by focusing on programs and initiatives that benefit Langley City residents and businesses.

To this end, City Council and senior staff held a workshop in late March to develop an interim plan that will yield positive and actionable results. Through the workshop process we recognized the COVID-19 pandemic has dramatically altered different

facets of our life. Its impacts, in ways both large and small, will be lasting and felt for years to come. The community's response to the pandemic, however, has demonstrated the resiliency of our citizens and businesses and their willingness to pull together and do what is best and right to ensure the overall health of our community. Langley City now has the unique opportunity to look through a new lens and start afresh with ideas to reimagine the way we conduct our business. Through the "interim" strategic plan, Langley City Council will build on the resiliency of the organization and ensure we are prepared to face the next crisis and be equipped to adapt and move forward.

The City's current Vision, Mission, Values and Full-Circle Customer Service remain integral to the successful delivery of the programs and initiatives in the "interim" strategic plan. City Council also identified the following key guiding principles for the "interim" strategic Plan:

- Create a sense of comfort
- Focus on quality of life – affordable housing, environment, community, walkable neighbourhood, pedestrian/cycling friendly streets
- Coordinate the plans and track regularly
- Seek new funding sources
- Develop partnerships
- Demonstrate leadership
- Support staff
- Project a positive image of community
- Communicate

The programs and initiatives in the "interim" strategic plan are structured into three key directions:

1. **Immediate Action** - Ideas that are low-risk and quick, affordable and effective to implement immediately.
2. **Game Changer** - Ideas that are really innovative but doable with a few adjustments to current budget or practices.
3. **Think Ahead** - Ideas that are great for the future.

There are a total of 12 initiatives identified under the three key directions as identified in the attached 2021 Interim Strategic Plan.

The draft 2021 Interim Strategic Plan was presented to all the City's task groups to solicit feedback and it was well received by the members.

City Council intends to initiate the process of developing a new five-year strategic plan when we are well into Step 4 of the BC Restart Plan (earliest start date September 7, 2021) and return to normalcy.

**BUDGET IMPLICATIONS:**

Any budget requirements to support the initiatives under the 2021 Interim Strategic Plan will be brought forward for Council consideration and approval.

**ALTERNATIVES:**

None provided.

Respectfully Submitted,



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Francis Cheung, P. Eng.  
Chief Administrative Officer

Attachments:

1. 2021 Interim Strategic Plan