



City of Langley Interim Strategic Plan

June 2021

Introduction

The City's 2017 – 2021 Strategic Plan will expire at the end of 2021. While City Council had intended to initiate the process of developing a new five-year strategic plan at the start of 2021, the COVID-19 pandemic has altered that plan and we are now focused on creating a 1-2 year "interim" strategic plan to take Langley City through the COVID-19 recovery phase. Thereafter, City Council will embark on developing a new 5-year strategic plan.

The COVID-19 pandemic has dramatically altered different facets of our life. And its impacts, in ways both large and small, will be lasting and felt for years to come. The response to the pandemic, however, has demonstrated the resiliency of our citizens and businesses and the 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 start afresh with new lenses and ideas to reimagine the way we conduct our business. With this in mind, the heart of the "interim" strategic plan will demonstrate the City cares; understand the challenges and is taking action with programs and initiatives that support and benefit Langley City residents and businesses. Through the "interim" strategic plan, Langley City Council will build resiliency and redundancy in the organization to ensure we are prepared to face the next crisis and 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

Key Directions

1. Immediate Action

	Initiatives	Lead Department
a)	Close out the 2017-2021 strategic plan: Confirm which outstanding initiatives continue to meet the City’s and which should be retired as no longer needed.	CAO
b)	Support arts, culture and recreation: Continue to fund arts, culture and recreation initiatives, as developed in conjunction with the Arts and Culture Task Force.	RCCS
c)	Waste Management: Complete a review of event waste management with a goal to improve waste diversion.	RCCS/EPE
d)	Official Community Plan and Zoning Bylaw: Complete and adopt and advance work to achieve the OCP, the Nicomekl River District Neighbourhood Plan and Zoning Bylaw.	DS
e)	Ensure we have funding: Revisit the financial plan, and pursue FCM, COVID recovery and other grant funding with a focus on priority infrastructure renewal projects.	CS
f)	Revisit the Council Blue Sky ideas: with intent to confirm which ideas have already been advanced, are now part of the interim strategic plan, should be retained for future consideration, or are no longer relevant	CAO
g)	Review Council Motions: with intent to confirm which motions remain outstanding to advance, or are no longer relevant	CAO

2. Game Changer

	Initiatives	Lead Department
a)	Develop and implement a sustainability framework: The framework will illustrate the intersection between three key areas of focus – social, environment and fiscal programs and initiatives.	Together
b)	Implement priority initiatives: This includes confirming funding and timeline for a performing arts centre and the Fraser Highway/Douglas Crescent Rehabilitation project.	Together
c)	Create new protective and supportive services: Explore creative opportunities for a CPO liaison, block watch and other activities that help everyone feel safe and supported.	CAO
d)	Recommit to the environment: This includes budget provision to complete a streetscape waste audit (2022) and an Urban Forest Management Strategy (2023).	EPE

3. Think Ahead

	Initiatives	Lead Department
a)	Revisit/reconfirm the City's vision as a destination city: one where everyone has a job and a roof over their head; can feed their family, and feels connected, safe and included.	Together