



Langley City 2023 – 2028 Strategic Plan A Rolling Five-Year Plan

Vision

The Place to be

Mission

Building a vibrant, safe and inclusive community together with current and future generations

Core Values

People - We are committed to community service and to each other every day. We demonstrate this by:

- Using effective two-way communication, seeking input, actively listening, respecting diversity and considering multiple points of view.
- Providing timely, reliable service through proactive, courteous, friendly, helpful, and results-oriented actions.
- Being leaders through our own actions and empowering others, clarifying expectations, being accountable, and providing growth opportunities to build the next generation of leaders.
- Pursuing partnerships with customers, community groups and other levels of government to achieve greater potential and better results.

Respect - We welcome and uplift people through dignity and teamwork. We do this by:

- Acknowledging and supporting decisions and being part of the team.
- Being sincere and consistent in words and actions.
- Listening and being supportive of the needs of others.
- Being caring and seeking to understand.

Integrity - We are transparent and inclusive in all our actions. We use integrity to get our work done. We do this by:

- Maintaining consistency between stated values and actions.
- Following through on commitments.
- Correcting errors and omissions in a timely manner.
- Practicing open, transparent and honest two-way communications.

- Being responsive and forgiving.

Dynamics - We promote and celebrate diversity and freedom to explore and foster creativity, entrepreneurship and innovation. We do this by:

- Striving for a workforce that reflects the cultural mix of our community.
- Embracing Reconciliation and seeking equity of persons.
- Driving change through purposeful progress.
- Taking initiative and trying new ideas.
- Celebrating successes and learning from failures.

Expectation - We strive to anticipate and respond to the needs of the community. We do this by:

- Protecting, preserving, restoring, sustaining, and enhancing our environment.
- Striving to be the best we can be.
- Stretching our capabilities and accepting our limitations.
- Having a lasting effect on creating and sustaining a progressive community.
- Respecting and being flexible to change and innovative solutions.
- Recognizing and embracing lifelong learning, training and education.

Full Circle Customer Service

Langley City places the highest value on exceptional Customer Service. We are committed to providing the best in training and resources to empower our staff to provide exceptional Full Circle customer service, which includes:

- Courtesy and Respect – We value and work to address concerns, no matter how big or small.
- Timely Response – We deliver as quickly as possible.
- Clarity and Accuracy – We provide the most current and complete information available.
- Follow-up – We close the loop, to ensure we've delivered.
- Accountability – We measure our individual success by our demonstrated commitment to delivering full-circle service.

Full Circle customer service means that from the first to last encounter with Langley City's people and services, our customers and partners can expect to receive a complete experience – one where our process positively exceeds expectations, even if the outcome is different than desired.

Customer service is a key component of our service delivery in all core focus areas.

Terminology Used in this Plan

Vision: A clear and concise statement of the desired future. What the community will be like when Langley City's goals and core focus areas are achieved.

Mission: A statement of the role of the Langley City and its purpose.

Core Values: Beliefs or principles that guide City staff and Council.

Core Focus Areas: The priorities expressed by Council and the desired results to be achieved in support of the vision that is longer term in nature.

Core Focus Areas

Aligned with Nexus Langley City foundations of community, experiences, connected and integration, this strategic plan provides the framework for achieving better results for individuals and corporate citizens in seven core focus areas:

- 1. Cultivate an Inclusive Community**
- 2. Provide Reliable Municipal Infrastructure**
- 3. Support a Vibrant Economy**
- 4. Integrate Holistic Approach to Community Safety**
- 5. Build Climate Resiliency**
- 6. Strengthen Communication and Public Engagement**
- 7. Achieve Organizational Excellence**

Initiatives

The following key initiatives have been identified under the Core Focus Areas. On a rolling five-year budgeting cycle, City council and staff will prioritize specific initiatives in these areas that will be funded and implemented through the annual Business Plan. In most cases, the first steps will be more detailed planning, and/or developing a business case for moving forward.

1. Cultivate an Inclusive Community

- a. Work with senior levels of government, developers and interested parties to develop supportive local policies, processes, programs and partnerships that will provide a diverse mix of housing options for people of all life stages identified under the [Official Community Plan](#), Zoning Bylaw, [Housing Needs Report](#)¹, Below Market Housing Study, Tenant Relocation Policy, and other related planning documents.
- b. Expand recreation, trail, park and plaza amenities and opportunities.

¹ Langley City's Housing Needs Assessment provides a key foundation for new OCP policies and Zoning Bylaw regulations that support the development of new housing that meets the City's needs, and help facilitate affordable housing initiatives.

- c. Work with local Indigenous Nations to develop and implement Langley City specific policies aligned with the objectives under UNDRIP and DRIPA including seeking consent and opportunities to partner and incorporating Indigenous knowledge into the city's planning processes.
- d. Partner with service organizations to facilitate and support culturally diverse and inter-cultural programs that reflect and respond to the needs of city's broad demographic mix.
- e. Support School District 35's efforts to construct new facilities and renovate existing spaces to accommodate the growing number of students in Langley City.
- f. Create a vibrant and clean downtown.
 - i. Develop and implement a wider range of community and cultural events and festivals to complement and augment events organized by the DLBA and community groups that align with Langley City's Nexus of Community vision.
 - ii. Support sanctioned community groups to implement other community-building events by expediting required permits and providing supportive municipal services that facilitate event success.
 - iii. Plan and host edutainment events and activities on the One-Way Fraser Highway focused on healthier living and climate change resiliency.
- g. Provide accessible multi-modal and active transportation facilities to improve connectivity within Langley City and offer seamless transitions to regional networks outside of the city.
- h. Celebrate and educate about Langley City's heritage as a longstanding hub and business centre.

2. Provide Reliable Municipal Infrastructure

- a. Fund, implement and maintain the Asset Renewal Plan to ensure Langley City provides reliable core municipal assets such as water, sewer, drainage, road infrastructure, parks, trails, and facilities.
- b. Develop revenue-generating strategies, policies and bylaws such as Amenity Cost Charges and Density Bonus to fund non-core municipal amenities and public realm enhancements that help make Langley City a more complete, connected and welcoming community.
- c. Establish long-term financial priorities and funding strategies to build new municipal service facilities needed to serve our growing population such as Operations Centre, RCMP Detachment, Performing Arts and Cultural Centre, Indoor Aquatic Centre, Timms Community Centre Expansion, etc.

3. Support a Vibrant Economy

- a. Partner to build Langley City as the Regional Hub of the Fraser Valley for education, technology, shopping, health industry, entertainment, and innovative development.
- b. Use technology to make it easier to submit compliant applications.

- i. Expand the digital building permit application requirements.
 - ii. Partner with the Province of BC to finalize the Digital Building Permit Process pilot project.
- c. Explore the feasibility of implementing selected community accelerator strategies from the Intelligent Community Forum.
- d. Amend rezoning application requirements to make the public hearing and approval process more transparent and efficient, so we process applications faster.
- e. Promote new and mixed-use development in the community with emphasis on Transit-Oriented Development (TOD), high quality, pedestrian-friendly building and site design, and high performance and sustainable built form that attracts business, employees and future residents.
- f. Develop land use and economic development policies to support KPU's 2050 Plan.
- g. Support the Innovation Boulevard Plan, including new and innovative employment – generating and research-based development and housing opportunities along Glover Road in partnership with KPU.
- h. Update the *Retain and Attract Business* Plan to identify and generate potential investment leads and develop business attraction strategies and tactics to create awareness of the community and attract suitable opportunities.

4. Integrate Holistic Approach to Community Safety

- a. Develop an implementation plan for the Citizen Assembly on Community Safety on reform related to police service, fire-rescue service, BC Emergency Health Services, bylaw department, parks department, and engineering department.
- b. Develop an implementation plan to create the Langley City RCMP Detachment.
- c. Conduct an Operations Review for Langley City Fire Rescue Service.
- d. Conduct an Operations Review for Bylaw Enforcement Service.
- e. Create operations and emergency response plans with RCMP, Transit Police, Bylaw Enforcement, and City services for SkyTrain.
- f. Collaborate with social service agencies to facilitate cross-agency, coordinated response to support the needs of vulnerable and unsheltered individuals and individuals experiencing mental health crisis.
- g. Advocate to senior levels of government to shift from crisis and emergency response to early intervention and prevention.

5. Build Climate Resiliency

- a. Develop an implementation plan for the Urban Forest Management Plan to enhance tree canopy and green space, and tree protection policy.
- b. Expand tree canopy on City streets, parks and facilities.
- c. Develop guidelines and policies on climate resilient development that support sustainable and green building.
- d. Develop green policies organization-wide that enable Langley City to be a leader in circular economy.
 - i. Encourage city staff to take a zero-waste approach to resource recovery and conservation by prioritizing recycling and composting and procure sustainable materials where applicable and feasible.
 - ii. Promote recycling and composting practices at community events.
- e. Explore opportunities to partner with senior levels of government, public and private organizations, service organizations to create and implement local food security and affordability strategies that respond to impacts of climate change.

6. Strengthen Public Communication and Engagement

- a. Concurrent with finalizing the Citizens' Assembly project on community safety reform (ref. 4a), re-imagine associated governance and operation models, and develop an action plan that will encourage meaningful participation.
- b. Use Citizens' Assembly as a model, where feasible and appropriate, to increase public input and engagement on policies and programs.
- c. Create Socio-Economic Opportunities.
 - i. Develop an implementation plan for the Community Dialogue Project that will focus on poverty reduction (income, access, opportunity and inclusion); community wellness (mental health, substance use, homelessness, and community health and well-being); community infrastructure and community assets (housing, community, and economic development); and community integration (equity, cultural diversity, and inclusion).
- d. Develop a corporate community engagement team to enhance and expand communicate and consult with our citizens.
 - i. Undertake a Community Survey once every three years to help identify areas for improvements.
- e. Overhaul Langley City's website to modernize and refresh the layouts, improve navigation for better conversions and site performance, and update streamline overall structure.

7. Achieve Organization Excellence

- a. Create a corporate education program on recognizing and acknowledging Truth and Reconciliation that is informed by the knowledge of local Indigenous Nations that want to partner with the City.
- b. Develop a city-wide customer service training program to ensure City Council and City staff live up to the beliefs and principles of our Core Values.
- c. Develop a long-term staffing resource needs assessment to maintain and meet new levels of service as our city continues to grow.
 - i. Create and / or update job descriptions for positions we do not currently have.
- d. Develop strategies to attract, retain and compensate qualified staff for positions.
 - i. Develop Manager and Supervisor training in Health and Safety.
 - ii. Work with Finance, Payroll, IT and facilities to streamline employee lifecycle processes.
- e. Leverage emerging technologies such as Artificial Intelligence to enhance efficiency and streamline processes with appropriate governance, training and privacy protection for the organization, City employees and the public.