

2017 –2021 STRATEGIC PLAN



“OUR STRATEGIC
PLAN IS A LIVING
DOCUMENT THAT
WILL GUIDE
LANGLEY CITY
COUNCIL AND STAFF
OVER THE NEXT
FIVE YEARS.”

MESSAGE FROM THE MAYOR



On behalf of City Council, I am pleased to introduce the 2017 – 2021 Strategic Plan.

The City of Langley continues to be a thriving community as we move into 2017. Development, arts and culture, and recreational opportunities are all flourishing. Ongoing improvements to transportation and infrastructure are evident throughout the City, as are key environmental initiatives. Council and Staff are working diligently on several fronts to build a strong sense of community that provides a high quality of life where people choose to live, work and prosper.

Our new Strategic Plan will focus on seven result areas where we believe changes and improvements can be made to enhance the livability of our community for all citizens. Those areas are: improving our infrastructure; enhancing the quality of life in our City; communicating with our residents more effectively; revitalizing our downtown core; protecting, preserving, restoring, sustaining, and enhancing our environment; ensuring our citizens' safety and security; and investing in organizational development.

As the City and the surrounding communities continue to grow, we are faced with unique and important opportunities and challenges that need to be proactively addressed in order for us to achieve our vision and mission to sustain the high quality of life that we currently enjoy. Our new Strategic Plan is a living roadmap that will guide the City over the next five years and will help us to prioritize and balance all of the issues facing our community.

Ultimately, we must continue to improve and challenge ourselves to maintain our reputation as “The Place to Be”.

Ted Schaffer, Mayor



COUNCIL

The Mayor and Councillors are the elected representatives who, together, make up City Council.

Langley City Council (Left to Right)

COUNCILLORS

Jack Arnold

Paul Albrecht

Rudy Storteboom

MAYOR

Ted Schaffer

COUNCILLORS

Gayle Martin

Val Van Den Broek

Nathan Pachal

Welcome to Langley City



THE PLACE TO BE



Langley City 2017 – 2021 STRATEGIC PLAN

- ▶ VISION
- ▶ MISSION
- ▶ VALUES
- ▶ CUSTOMER SERVICE



VISION

The Place to Be

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

MISSION

A vibrant, healthy and safe community

*A statement of the role of the City of Langley and its
purpose.*

VALUES

*Beliefs and Principles that guide City staff and
Council.*

VALUES

The Strategic Plan guides all planning processes within the City of Langley based on three fundamental elements: our vision, our mission, and our values. Built on input from Council, staff, citizens and other stakeholders, the Strategic Plan is a living document that will change as goals are achieved, and the needs of the community evolve. Each key result area shares the same significance as the others in order to achieve our vision and our mission.

Progress on the Strategic Plan initiatives is reported publicly in the City's Annual Report and the departmental Business Plans each year. Every five years, plans and goals are extensively reviewed and updated.

PEOPLE

Our customer service priority and our way of doing business.

Our commitment to people will be demonstrated by:

- ▶ Using effective two-way communication, seek input, actively listen and respect diversity and other points of view.
- ▶ Providing timely and reliable customer service by being proactive, courteous, friendly, helpful, open-minded and results oriented.
- ▶ Practicing leadership through our own actions, empowering employees, clarifying expectations, expecting accountability, providing growth opportunities and building leaders.
- ▶ Achieving greater potential and results by actively pursuing partnership with our customers and partners.

RESPECT

How we treat people.

We will maintain a respectful working environment 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 understanding.

INTEGRITY

How we carry out our responsibilities in an open and transparent fashion.

We use integrity to get our work done 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.

DYNAMICS

How we strive for innovation and search out ways to be more effective.

We will promote a dynamic workplace that values a freedom to explore which will foster creativity, entrepreneurship and innovation by:

- ▶ Being a customer-focused workforce.
- ▶ Being accepting of failure in trying new ideas.
- ▶ Celebrating successes.

EXPECTATION

How we strive to exceed expectations

We will create a business approach that anticipates the needs of the community by:

- ▶ Protecting, preserving, restoring, sustaining, and enhancing our environment.
- ▶ Striving to be the best we can be and exceed expectations.
- ▶ Having a lasting effect on creating and sustaining a progressive community.
- ▶ Respecting the need for ongoing change and new innovative solutions.
- ▶ Recognizing the need for lifelong learning, training and education.

PEOPLE
RESPECT
INTEGRITY
DYNAMICS
EXPECTATION



FULL CIRCLE CUSTOMER SERVICE

The City of Langley places very high value on exceptional Customer Service. We are committed to providing training and resources that empower our staff to provide the best service possible to citizens and others who depend on our services, and with whom we interact.

For us, exceptional Customer Service is based on:

COURTESY AND
RESPECT

TIMELY RESPONSE

CLEAR AND
ACCURATE

FOLLOW UP

ACCOUNTABILITY

We believe that “Full-Circle Service” embodies these ideals. From the first to last encounter with our organization, our citizens and partners should expect and receive a complete experience. While not all outcomes may be the desired ones, the process should positively meet or exceed the expectations of those with whom we interact.

Customer service will be an essential ingredient for service delivery in all key result areas.

KEY RESULT AREAS

In this plan, we have identified seven (7) areas in which we will focus our efforts and make progress for the community:

1 Infrastructure Renewal

We recognize the need for, and are committed to, establishing, a long-term, financially-responsible infrastructure renewal plan for all municipal assets.

2 Quality of Life

We are a community that is an ideal place to raise a family, offers a welcoming and affordable living environment, boasts great leisure and recreational opportunities, and supports healthy, safe and diverse neighbourhoods.

3 Communication

We communicate effectively with our citizens, customers, partners, and stakeholders, involving them in decisions which impact and interest them, and engaging them in public life.

4 Revitalization

We have a revitalized downtown core that is vibrant, clean and safe, is a desirable location for industry, and our policies and strategies create a vibrant economy that position the City as the Regional Hub in the Fraser Valley for innovation, education, technology, shopping, health industry, leisure, and entertainment.

5 Environment

We continue to focus on protecting, promoting and enhancing environmental assets in the community.

6 Protective Services

We maintain and foster partnerships with law enforcement agencies, community groups, neighbourhoods, and citizens to address public safety and socio-economic issues in the community.

7 Organizational Excellence

We stand out as a results-oriented, engaged and innovative work force with a strong service ethic and high level of customer service, and a City Council that is accessible to its citizens.

Making progress in these Key Result Areas (KRAs) will define our success over the next five years, and anchor our accountability to our individual and corporate citizens. The specific initiatives we will undertake to achieve results are set out in the following section of this Strategic Plan.

INITIATIVES

We have identified a number of specific initiatives under the seven KRAs that frame and drive our annual budgets and work plans. In most cases, the first steps will be more detailed planning and/or the development of a business case for moving forward.

LEAD DEPARTMENT DEFINITIONS

EPE	Engineering, Parks & Environment
DSED	Development Services & Economic Development
CS	Corporate Services
RCCS	Recreation, Culture & Community Services
CAO	Administration (Office of the Chief Administrative Officer)
FRS	Fire Rescue Service
ALL	Corporate Initiative - All Departments

INFRASTRUCTURE RENEWAL

INITIATIVES	LEAD DEPARTMENT			YEAR
Develop an asset management policy to establish the organization's commitment to asset management with stable, long-term funding for the operation, maintenance, renewal, replacement or decommissioning of municipal assets.	EPE			2017
Update Development Cost Charges Bylaw.	EPE	DSED	CS	2017
Enhance the multi-modal transportation network within the community and to encourage greater pedestrian and cyclist use as per the Master Transportation Plan.	EPE			On-going
Support a Regional rapid transit system to downtown Langley under the Metro Vancouver Mayors' 10-Year Vision for Metro Vancouver Transit and Transportation.	EPE			On-going
Explore the feasibility and conduct a business case analysis for a municipal fiber-optic utility program.	EPE			2018

QUALITY OF LIFE

INITIATIVES	LEAD DEPARTMENT	YEAR
Implement the strategies identified in the Parks, Recreation & Cultural Master Plan and Nature Trail Network Plan aimed at enhancing recreation, trail and park amenities and leisure opportunities in the community.	EPE RCCS	On-going
Partner with community groups to create culturally diverse programs in the community.	RCCS	On-going
Develop a community events and festivals strategy.	RCCS	2017
Partner with community groups to host more organized events and activities in the downtown.	RCCS	On-going
Support community pride and civic engagement programs to promote neighbourhood identity and image.	RCCS	2017 On-going
Develop a healthy and active living strategy.	RCCS	2018
Update the Social Plan.	DSED RCCS	2018
Update Affordable Housing Strategy.	DSED	2018
Explore the feasibility of developing a Performing Arts Centre in partnership with other levels of government, philanthropists, private and service organizations, and other stakeholders.	CAO	2017

COMMUNICATION

INITIATIVES	LEAD DEPARTMENT	YEAR
Develop a Civic Engagement Plan to improve the levels of engagement and communication with our citizens, businesses and stakeholders.	CAO	2018
Develop a Communication Plan based upon new City Branding and Strategic Plan.	CAO	2017
Conduct a Community Survey tri-annually.	DSED	2019
Hold regular neighbourhood meetings and other forums, for City Council to communicate and interact directly with residents.	CAO	On-going
Develop a communication committee to steer consistent plans, procedures and policies for external communication.	CAO	2018

REVITALIZATION

INITIATIVES	LEAD DEPARTMENT		YEAR
Support and actively participate in shaping a vibrant, safe and clean downtown.	EPE	DSED	On-going
Develop a funding strategy to implement streetscape plans identified in the Downtown Public Realm Plan.	EPE	CS	On-going
Collaborate with property owners interested in improving their streets through local improvement areas and seek senior government levels of funding where possible.	EPE	DESD	On-going
Update and implement the recommendations from the Economic Development Strategy.	DSED		On-going
Implement the recommendations from the Business Recruitment & Retention Strategy.	DSED		On-going
Access feasibility to create a hub for innovation, education, technology, health, and entertainment.	DSED		On-going
Update City Bylaws, such as zoning, land use contract, business license, sign, building & plumbing, subdivision & development servicing, to maintain economic competitiveness.	DSED		On-going
Update the Downtown Master Plan.	DSED		2019

ENVIRONMENT

INITIATIVES	LEAD DEPARTMENT	YEAR
Develop an invasive species inventory and management strategy.	EPE	2017
Update Tree Inventory and Develop a Tree Asset Management Plan.	EPE	2018
Develop an Urban Forest Management Strategy.	EPE	2019
Use an adaptive management approach to implementation of the Upper Nicomekl River Integrated Storm Water Management Plan.	EPE	2018

PROTECTIVE SERVICES

INITIATIVES	LEAD DEPARTMENT		YEAR
Implement the strategies from the Homelessness Strategic Plan.	CAO		On-going
Partner with social service agencies to develop programs to mitigate social and homeless issues in the community.	CAO	RCCS	On-going
Work with other municipalities to advocate for provincial government action on social and homeless challenges.	CAO	RCCS	On-going
Implement the strategies from the Crime Prevention Plan.	CAO		On-going
Create a multi-departmental Core Enforcement Team to address public safety and homelessness issues.	CAO		2017
Update Emergency Response Preparedness Plan.	FRS		2017
Update Hazardous, Risk and Vulnerability Assessment.	FRS	CAO	2017

ORGANIZATIONAL EXCELLENCE

INITIATIVES	LEAD DEPARTMENT	YEAR
Maintain our results-oriented work force that possesses a 'can do' attitude.	ALL	On-going
Create performance metrics to ensure that progress made with our strategic plan and master plans.	CAO	On-going
Deliver efficient and effective services and programs by performing regular reviews to ensure services remain efficient and reflect what the community wants.	ALL	On-going
Explore partnership opportunities with other levels of government, public and private organizations and service organizations to deliver services and programs to our citizens.	ALL	On-going
Develop mechanisms to promote, and indicators to measure, an engaged, safe, innovative, and involved work force.	ALL	On-going
Develop an internal communication committee to strengthen communication amongst departments and staff.	CAO	2018



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