



CITY OF
Langford



2023-2027 Council Strategic Plan



Land Acknowledgment

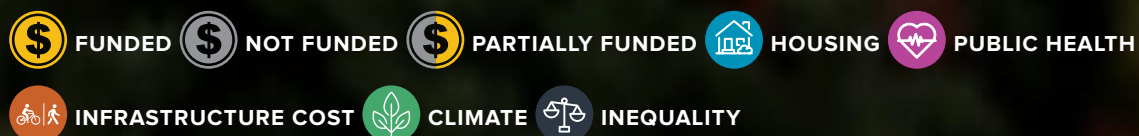
The City of Langford acknowledges and honours the traditional territories of the Coast Salish, specifically Xwsepsum (Esquimalt), Lekwungen (Songhees), Sc'ianew (Beecher Bay), and the WSÁNEĆ Peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations.

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Throughout this document you will notice a variety of icons that detail whether an objective is funded, partially funded or not funded and whether an objective aims to support one of the five noted crises in the introductory commentary.

LEGEND





From left to right: Mary Wagner, Colby Harder, Mark Morley, Scott Goodman, Keith Yacucha, Kimberley Guiry, Lillian Szpak

Message from Mayor and Council

Langford is a dynamic, vibrant city. As one of the fastest growing cities in Canada, it is culturally diverse, a sports and recreation hub, and the commercial centre for the West Shore. The City offers educational options for people of all ages (a unique post-secondary campus is scheduled to open in 2024), a range of housing opportunities including an innovative attainable home ownership program, and consistently delivers a wide range of services to enhance the quality of life for residents.

Individually, and collectively as Council, we are grateful for the opportunity to serve such a vibrant and diverse community and look forward to following through on our promises to:

- Increase deep listening, transparency, and access to the municipal government;
- Establish a shared vision for Langford;
- Consider the diverse needs of all citizens in decision-making;
- Apply the lens of Reconciliation with First Nations to City decisions and projects and;
- Develop and maintain important partnerships with individuals and organizations that can support Langford to achieve its long-term goals.

A critical component of being accountable to these commitments is the development of Langford Council's first strategic plan. Developed over the past months, the plan articulates our vision and values, and sets bold objectives that will guide the City in addressing the urgent challenges related to continued growth in population, public health, housing unaffordability, increasing infrastructure costs, social inequity and climate change.

As we work together to meet these commitments and achieve the objectives in this strategic plan, we commit to governing responsibly, respectfully and strategically, with a focus on transparency, fiscal responsibility, and the careful management of assets. We will do this in collaboration with our key partners, whether local, regional or national, and by expanding public engagement opportunities.

We plan to address the climate crisis by taking urgent, intentional action to both mitigate and adapt to the dramatic changes faced by all. We want Langford to be as prepared as possible to make sound decisions to address the impacts of climate change on every aspect of the community, not just in the short term, but for future generations.

We commit to addressing the housing affordability and inequity crisis by approving a variety of housing options, in a way that is sustainable, and focused on high quality design and amenities in both public and private spaces. We will support quality of life by creating opportunities for community connection through creative placemaking projects.

We will continue to promote the thriving economic engine in Langford with a focus on supporting existing businesses and diversifying the economic base to reduce the need for Langford residents to commute outside of the City for work.

We commit to improving transportation choices for residents by expanding active transportation infrastructure and planning for growth in a way that allows for and encourages a variety of transportation options.

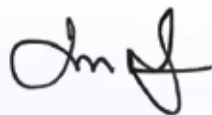
We seek to enhance our role as advocates for those critical services beyond our purview including health care, transportation, housing, and education. Proactive and collaborative working relationships will be essential to building a complete community.

While the strategic plan sets out bold and meaningful steps to address current and future issues, we—and future councils—will need to carefully prioritize and maximize the use of available resources to ensure beneficial and long-lasting outcomes. Our vision is to ensure that Langford remains sustainable, healthy, vibrant, inclusive, and innovative for generations to come.

We look forward to working with you to make this strategic plan a reality.

Sincerely,







A Pathway Forward

This is the City of Langford's first strategic plan. It sets out the shared strategic vision of Council for the next four years, and in some cases beyond. The plan reflects Council's six strategic priorities, and individual objectives in each of those areas. For each objective, the plan sets out an estimated timeline and whether or not the planned work is currently funded or will be funded in future budgets.



In many cases the objectives include the development of other plans. Langford has never had a Master Transportation Plan, an Urban Forest Management Plan, a Parks, Recreation and Trails Master Plan, an Economic Development Plan, an Arts and Culture Plan, a Comprehensive Asset Management Plan, or other plans that are best practices for a City the size of Langford. This strategic plan is the catalyst for beginning that work.

Collectively, the objectives in the plan are ambitious and will require substantial resources and innovative leadership from both Council and City staff. However, once implemented they will substantially improve the quality of life in Langford.

Many of the objectives in this plan will require robust community engagement, and Council is committed to ensuring that happens.

Lastly, this plan will be reviewed by Council annually, and new priorities will be considered as appropriate to reflect the community's changing needs.





To create a **vibrant, thriving, inclusive** and **climate resilient** community by making informed decisions for current and future generations including residents, businesses, and visitors.



Core Values

COMMUNITY INVOLVEMENT

embodies inclusivity, collective progress, and active democracy. It is the commitment to engaging within the community, valuing every voice, and fostering equality. By going further together, we forge unity through diverse participation, communicating democratic ideals of fairness and shared decision-making.

ETHICS AND INTEGRITY

encompass a set of unwavering principles that shape our actions. It involves being reliable and dedicated, consistently choosing the right path. It demands accountability and fairness, upholding moral values that guide our conduct. It's about distinguishing right from wrong and committing to doing what is just and trustworthy.

ENVIRONMENTAL STEWARDSHIP

is the conscientious practice of safeguarding our surroundings for present and future generations. It involves cultivating resilience in the face of an uncertain climate future, responsibly managing and conserving natural resources and spaces. This approach establishes the bedrock for sustainable land use decisions, treating the environment as essential infrastructure, warranting investment and prioritization.

FINANCIAL STABILITY

is the ability to balance current and future needs and demands, while directing resources to maximize social benefits. It ensures goal attainment, while preparing for unforeseen events, creating a resilient and sustainable financial state, while maintaining community well-being.

CONTINUOUS LEARNING

is an ongoing and lifelong pursuit of knowledge, skills, and personal and organizational development. It involves staying receptive to new ideas, adapting to changing circumstances, and consistently acquiring fresh insights. This process fosters adaptability, growth, and improvement.





Our Shared Crises Unite Us for A Better Tomorrow

Langford, like so many communities across Canada, is facing a diverse and complex set of crises so immense that they require the entire community to define a shared set of goals and to continually come together so that we may thrive, and potentially overcome, these crises.

The **Climate Crisis** poses a looming shadow over our collective livelihoods. From the current drought and wildfires throughout much of British Columbia, to the ever-increasing risk of wildfires and smoke on Vancouver Island, to the heat dome and atmospheric river in 2021, Langford and its residents are not immune from the impacts of climate change.

While we grapple with a changing climate, Langford and the rest of the region are also in the midst of a **Housing Affordability Crisis**. Single family homes are now out of reach for the average family, monthly rental costs take up an unsustainable portion of take-home incomes, and the lack of housing is forcing some Langford residents into compromised living situations.

Linked to housing challenges is a growing **Inequality Crisis**. Income levels are not keeping pace with increasing costs of

basic needs and inflation is at levels that has not been seen in over twenty years. These pressures are requiring everyone, but in particular single parent families, low-income earners and underrepresented and marginalized groups, to make trade-offs between the necessities of life – shelter, healthy food, and access to basic amenities.

Both the housing affordability crisis and the inequality crisis are, of course, linked with the ongoing **Public Health Crisis**. Langford and the region are struggling to attract and retain doctors, nurses and other healthcare professionals and, at the same time, the lack of primary care physicians is placing additional demands on hospital emergency rooms, urgent primary care centres and social service providers. Moreover, Langford is encountering an increase in individuals experiencing mental health and addiction challenges.



The increased **Infrastructure Cost Crisis** – driven by the rising price of goods and services is causing all local governments, including Langford, to either significantly raise taxes or reduce service levels to maintain existing public amenities and build essential infrastructure.

This strategic plan is built around the urgent need to collectively address these five crises, all while ensuring quality of life and good governance for the entire community. In the strategic themes that follow, icons are used to illustrate how each objective may support one or more of the five crises.

While working together for a better tomorrow, Council will remain grounded in our core values of community involvement, environmental stewardship, continuous learning, ethics, integrity, and financial stability. We must ensure that all residents and community partners, regardless of their background or views, are seen and heard when working collectively to solve these complex challenges, even if we disagree. Council will strive to enable everyone to feel not only safe – but encouraged – to participate in our democratic system, as it is only when everyone is included that we are capable of meaningful change.

And lastly, we must use these overlapping crises as our inspiration, our driving force, to work together, as we have in the past, for the betterment of current residents, businesses, and community organizations, and, perhaps most importantly, for the generations still to come.



**DESPITE THESE CHALLENGES –
THESE OVERLAPPING CRISES
– WE MUST NOT GIVE UP HOPE.**



STRATEGIC PRIORITY ONE

Sustainable Development

The City is committed to continuing to develop Langford with an intentional and sustainable approach. This requires the careful and deliberate consideration of each decision regarding land use, housing, recreation, transportation and infrastructure.

The City must consider the environmental impact of designs, materials and processes used for all new and renovated buildings, consistently and carefully with the lens of current residents and businesses, as well as future generations. The City will take active steps to help mitigate and manage the impact of construction on the environment.

The City's Official Community Plan will be refreshed. This will stimulate revised and new policies, standards, practices, and initiatives, each designed to support development while protecting the environment and supporting Langford's long-term sustainable development goals.

LEGEND



Develop an Urban Forest Management Plan

An Urban Forest Management Plan will provide detailed information, recommendations and resources needed for the City to effectively and proactively manage and enhance its urban tree canopy.



OBJECTIVES

1a | REFRESH THE OFFICIAL COMMUNITY PLAN (OCP)

The Official Community Plan does not require a full rewrite, but rather needs a refresh to reflect the current realities facing Langford and the region. This refresh will include community and partner engagement to obtain feedback on what is working and not working with the current plan, and to ensure the goals and priorities of the community and Council are incorporated. It will also address inconsistencies between the Official Community Plan and the South Langford Neighbourhood Plan which preceded it.

Targeted Completion Date: Q2 2025



1b | UPDATE AMENITY CONTRIBUTION POLICY

In light of recent announcements from the Province regarding amenity contributions in conjunction with rezoning, the City will review its Amenity Contribution Policy and bring this in line with the Province's proposed Amenity Contribution Charge (ACC) financial tool. The objective of helping align the needs of the community with the financial value conveyed to development through rezoning will remain paramount.

Targeted Completion Date: Q4 2024



1c | CREATE EARLY GUIDANCE FOR THE DEVELOPMENT COMMUNITY

The Early Guidance was approved by Council on May 18, 2023. It provides the development community and residents with information regarding Council's initial priorities and expectations for new development proposals. It is expected that elements of the Early Guidance will be the subject of specific work programs that will include appropriate processes and public engagement and will ultimately lead to Council consideration and decisions.

Targeted Completion Date: Complete





1d | UPDATE DESIGN GUIDELINES AND CONSIDER AN ADVISORY DESIGN PANEL

The Design Guidelines provide guidance and direction on a variety of features related to site layout, architectural design and landscaping. Updated Design Guidelines will incorporate relevant elements of the objectives outlined in the early guidance to the development community and this strategic plan. Part of this update will be the consideration of an advisory design panel, which could support both the review and the implementation of the updated guidelines.

Targeted Completion Date: Q3 2025



1e | DEVELOP A CLIMATE ACTION DEVELOPMENT PERMIT AREA BYLAW

A Climate Action Development Permit Area Bylaw will enable the City to employ new powers granted by the Province, as well as direction set in the forthcoming Climate Action Master Plan, to ensure that development is resilient to a growing community and changing climate.

Targeted Completion Date: Q3 2025



1f | DEVELOP A CONSTRUCTION IMPACT MANAGEMENT STRATEGY AND 'GOOD NEIGHBOUR' POLICY

This strategy and policy will result in a written commitment from each developer and business at the earliest stage of permitting on how they intend to be a "good neighbour". It is in everyone's best interest to accommodate growth, development, and business operations in such a way that is reasonably livable for neighbouring residents. Its success will require an additional Bylaw officer dedicated to site inspections and enforcement of these commitments.

Targeted Completion Date: Q2 2024



1g | DEVELOP AN URBAN FOREST MANAGEMENT PLAN

An Urban Forest Management Plan will provide detailed information, recommendations and resources needed for the City to effectively and proactively manage and enhance its urban tree canopy.

Targeted Completion Date: Q3 2024



LEGEND



FUNDED



NOT FUNDED



PARTIALLY FUNDED



HOUSING



PUBLIC HEALTH



INFRASTRUCTURE COST



CLIMATE



INEQUALITY

OBJECTIVES

1h | DEVELOP AN INTERIM TREE PROTECTION BYLAW

The Interim Tree Protection Bylaw is a stop-gap measure to regulate the cutting of trees outside of the development permit areas until the Urban Forest Management Plan is completed.

Targeted Completion Date: Complete



1i | REVIEW THE ZONING BYLAW PARKING REQUIREMENTS IN THE CITY CENTRE

This review will ensure that off-street parking standards, and other transportation demand management requirements, are suitable for a densifying City Centre, encourage the development of affordable housing in the downtown, and support local business and the new post-secondary campus.

Targeted Completion Date: Q2 2025



1j | REVIEW DOWNTOWN PUBLIC PARKING NEEDS AND RELATED POLICIES

This review will enable the City to better understand the parking needs of residents, businesses, commuters and the forthcoming Langford post-secondary campus, all with the goal of building a thriving downtown core.

Targeted Completion Date: Q2 2024



1k | UPDATE THE HOUSING NEEDS REPORT

A Housing Needs Report is a Provincial requirement for determining current and projected housing needs, especially in the areas of affordable housing, rental housing, housing for families, housing for people with disabilities, housing for seniors and housing for the unhoused. A report and subsequent updates are required every 5-years.

Targeted Completion Date: Q4 2024



Update the Housing Needs Report

A Housing Needs Report is a Provincial requirement for determining current and projected housing needs, especially in the areas of affordable housing, rental housing, housing for families, housing for people with disabilities, housing for seniors and housing for the unhoused. A report and subsequent updates are required every 5-years.



OBJECTIVES

1i | CONTINUE TO MAKE STRATEGIC LAND AND FACILITY ACQUISITIONS

To achieve City goals and objectives (including those outlined in this document), each year the City budgets for strategic acquisitions of land and/or facilities. For example, the City recently secured the last of four residential houses on Atkins and Winster to allow for the planned RCMP facility expansion. The City keeps most planned land/facility acquisitions confidential so not to affect costs or create unnecessary uncertainty and competition.

Targeted Completion Date: Ongoing



1m | PURSUE PROGRAMS AND PARTNERSHIPS FOR AFFORDABLE HOUSING

The City can and does support affordable housing through its Affordable Housing Program, Attainable Housing Program, grants to the not-for-profit sector, tax exemptions, and activation of City owned land. It can also support affordable housing through the strategic development and application of land use. Lastly, the City can pursue Provincial and Federal grants, such as the Housing Accelerator Fund, to support the development of affordable housing. The City will continue to aggressively pursue these initiatives to help address the housing affordability crisis that so many residents are facing.

Targeted Completion Date: Ongoing



1n | TENANT ASSISTANCE SUPPORTS

The City recognizes that tenants experience housing issues in a different way than homeowners and require different forms of support as a result. The City will review best practices for tenant assistance from other similar British Columbia municipalities with the aim of developing tenant assistance supports that are suited for the Langford context.

Targeted Completion Date: Q4 2025



1o | UPDATE THE ZONING BYLAW TO REFLECT THE NEW SMALL-SCALE, MULTI-UNIT HOUSING AND TRANSIT-ORIENTED DEVELOPMENT LEGISLATION

The Zoning Bylaw will require updating to incorporate new or amended Zones that will implement Provincial Legislation aiming to increase the supply of small-scale multi-unit housing in traditional single-family neighbourhoods and to establish minimum heights/densities for new multi-unit housing near transit stations/hubs.

Targeted Completion Date: Q2 2024



1p | REVIEW THE ZONING BYLAW TO ENSURE ALIGNMENT WITH THE HOUSING NEEDS REPORT AND OCP

Building on the shorter-term updates outlined in Objective 1o, the City will be required to review the Zoning Bylaw following the completion of the updated Housing Needs Report (Objective 1k) and OCP Refresh (Objective 1a) in order to ensure that the projected housing need can be achieved on pre-zoned land.

Targeted Completion Date: Q4 2025





STRATEGIC PRIORITY TWO

Climate Change and Environmental Stewardship

Few issues are more critical to health, well-being and, indeed, our very survival, than climate change. The City has a key role to play in mitigating the effects of climate change on the community. It can, for example, reduce the environmental impact of its own activities, particularly with city vehicles and facilities. It can identify and implement food security initiatives, continue to improve stormwater and emergency response systems, and develop strategies for disaster mitigation due to climate change. The City's intentional climate change work will require extensive collaboration and partnerships, as well as ongoing monitoring and creative solutions to issues large and small.



LEGEND



Hire a City Climate Change Specialist

In coordination with the City's Emergency Program, and all city departments, this role would coordinate all City climate action and sustainability initiatives.



OBJECTIVES

2a | DEVELOP A CLIMATE ACTION MASTER PLAN INCLUDING TARGETS FOR EMISSION REDUCTIONS

The climate crisis is bearing down on communities across the country and immediate action is needed. The Climate Action Master Plan will guide Langford's next steps.

Targeted Completion Date: Q3 2025



2b | HIRE A CITY CLIMATE CHANGE SPECIALIST

In coordination with the City's Emergency Program, and all city departments, this role would coordinate all City climate action and sustainability initiatives.

Targeted Completion Date: Q1 2024



2c | REVIEW AND ACTION THE FOOD SECURITY POLICY AS DETAILED IN THE OCP

Identify and implement food security initiatives (e.g. community gardens) and support local farmers through partnerships and funding programs.

Targeted Completion Date: Q2 2025



2d | UPDATE THE STORM WATER MANAGEMENT REQUIREMENTS

Complete an in-depth review and update of the Storm Water Management requirements including consideration for intensity, duration and frequency of significant storm events due to climate change.

Targeted Completion Date: Q4 2024



2e | DEVELOP AN OVERARCHING DISASTER MITIGATION STRATEGY WITH RESPECT TO CLIMATE CHANGE AND BUILD RESILIENCY AS A COMMUNITY BASED ON SPECIFIC INITIATIVES

The City must act swiftly to develop a disaster mitigation strategy to manage the diverse types of climate impacts, including prolonged heat events, significant storms, floods, droughts, wildfires and associated smoke. Examples of specific initiatives include but are not limited to: implementing a FireSmart Neighbourhood Program, installing water fountains in new and existing parks, improving the tree canopy in the downtown core to reduce urban heat concerns, and updating bylaws to include best practices for developments in Wildfire Urban Interface areas.

Targeted Completion Date: Q4 2024





STRATEGIC PRIORITY THREE

Economic Development

Langford enjoys a resilient and economically diverse economy. To sustain and enhance this vitality, the City will need to develop a robust economic development plan that sets out specific goals to retain existing businesses, attract new ones, and in cooperation with partners, grow and diversify employment opportunities, all in a way that mitigates harm to the environment and contributes to sustainable development.

The opening of a downtown post-secondary campus will revitalize the downtown core in many ways, will enable the City to better attract and retain talent, and will contribute to Langford's sustained economic vibrancy.



Soulful Sister

LEGEND





Develop an Economic Development Plan

An Economic Development Plan will support existing businesses, attract needed talent and work to attract new investment into the community.



OBJECTIVES

3a | DEVELOP AN ECONOMIC DEVELOPMENT PLAN

An Economic Development Plan will support existing businesses, attract needed talent and work to attract new investment into the community.

Targeted Completion Date: Q4 2024



3b | ACTIVELY SUPPORT THE EVOLUTION OF THE DOWNTOWN POST SECONDARY CAMPUS

A downtown post secondary campus will enhance the development and vitality of Langford's downtown core, remove barriers to post-secondary and ongoing education for residents, provide an innovation studio for entrepreneurs, and inspire West Shore youth to plan for their future.

Targeted Completion Date: Ongoing



3c | EXPLORE WAYS TO INCENTIVIZE AND ATTRACT TECHNOLOGY COMPANIES

The technology sector will provide well paying jobs and will further diversify Langford's economy.

Targeted Completion Date: Q4 2025



3d | IMPLEMENT THE FIVE-YEAR TOURISM STRATEGY

The Five-Year Tourism Strategy will expand Langford's visitor economy, support destination development and add revenue to Langford businesses.

Targeted Completion Date: Ongoing



3e | CONTINUE TO SUPPORT THE FILM INDUSTRY

The film economy is critical to supporting the local economy as noted in the five-year tourism strategy. The City is working with the Film Commission and developers to attract a Studio which will further support Langford's position as an economic hub, support destination development strategies, provide well-paid jobs and sector specific educational opportunities for youth.

Targeted Completion Date: Ongoing



3f | CREATE AN ARTS AND CULTURE STRATEGIC PLAN

An arts and culture strategic plan will set the path forward for Langford to become a destination for the arts and will showcase and celebrate the diverse cultures in Langford. It will also clarify the arts and culture space needs of Langford residents, with a focus on inclusivity and accessibility.

Targeted Completion Date: Q1 2025





STRATEGIC PRIORITY FOUR

Transportation

Langford's extensive road network primarily accommodates traditional vehicular traffic. With some roads reaching capacity at peak hours, in a rapidly growing community, and given the urgent need for climate action, there is an immediate opportunity to create awareness and to encourage and support residents shift to alternative modes of transportation. Advances in wide-spread transportation research, technology, and resource availability makes incorporating changes to the City's transportation planning and network feasible now. Providing additional alternative modes of public and active transportation infrastructure that are protected, connected, convenient, and cost effective will encourage mode shift, reduce road congestion and reduce greenhouse gas emissions.



LEGEND



OBJECTIVES

4a | DEVELOP A TRANSPORTATION MASTER PLAN

The Transportation Master Plan (TMP) will be Langford's first official long-term guide for the planning, design, and development of multi-modal transportation infrastructure in accordance with Langford's land use and growth strategies, neighbouring municipalities TMPs for continuity at borders, and any multi-modal regional or provincial transportation plans. This study will examine Langford's current transportation system, identify the constraints and opportunities to improve traffic flow with mode shift, and assess potential infrastructure upgrades. The TMP will consider mitigating strategies for high traffic and high-risk areas (e.g., traffic near current and future schools).

Targeted Completion Date: Q3 2025



4b | DEVELOP AN ACTIVE TRANSPORTATION PLAN

An Active Transportation Plan (ATP) will be developed in parallel with a Transportation Master Plan (TMP). It will reduce car dependency by improving the safety and connectivity of the multi-modal network throughout Langford for all travelers. The ATP will identify key corridors and connections, including safe routes to schools, and including recommendations for active transportation infrastructure upgrades that are healthy, enjoyable, and convenient for people of all ages and abilities who choose to travel in many different ways: walking, biking, skateboarding, scooters, wheelchairs, transit, and other active mobility options.

Targeted Completion Date: Q3 2025



4c | IMPROVE AND EXPAND ACTIVE TRANSPORTATION INFRASTRUCTURE

In accordance with Langford's Sidewalk and Multi-Use Path Matrix (until the Active Transportation Plan is established), projects will be identified and completed annually.

Targeted Completion Date: Ongoing



4d | CREATE AWARENESS AND OPPORTUNITIES FOR TRANSPORTATION MODE SHIFT

Staff will continue to work with BC Transit to improve bus-stop infrastructure and allow for more stops where ridership dictates, accommodate requests for car and bike share stalls, expand public EV charging infrastructure, encourage densification in Langford's city-center, and incentivise developments to integrate active transportation infrastructure in their design.

Targeted Completion Date: Ongoing





STRATEGIC PRIORITY FIVE

Good Governance

The City is strongly committed to providing high-quality and responsive public service. As such, it strives to provide services that reflect growing community needs, with the lens of continual evaluation, also improvement, transparency, and fiscal responsibility.

Council is also strongly committed to govern in ways that are responsive, collegial and respectful of the public's need to be informed and engaged. Council strives to foster greater public engagement and to demonstrate, in all of its work, the highest level of fiscal responsibility. It also seeks to work closely with regional partners and provide leadership whenever feasible.

Working collaboratively with staff, Council also must ensure that the City meets all provincially mandated legislative responsibilities; that the City's assets are properly maintained for future generations; and that the City administration is appropriately resourced to provide modern, efficient, high-quality and professional services.



LEGEND



Improve Access to City Information

While the City has a Freedom of Information program, the City will explore an open data program for information that can be routinely released and may provide benefit for business or other public needs.



OBJECTIVES

5a | BE AT THE TABLE FOR STRATEGIC REGIONAL DISCUSSIONS AND DECISIONS

As the third largest municipality in the region, and the economic centre of the West Shore, the City will take a leadership role in regional discussions and decision-making.

Targeted Completion Date: Ongoing



5bi | ENSURE ALL BUDGETS ARE FISCALLY SUSTAINABLE

By ensuring strong financial controls, ensuring services are funded from the appropriate sources, building the City's reserves, applying for a variety of grants, and ensuring that funds are allocated with a lens of equity and future generations, the City will ensure that its budgets are responsible and fiscally sustainable.

Targeted Completion Date: Ongoing



5bii: ENSURE ALL BUDGET DOCUMENTS ARE TRANSPARENT AND USER FRIENDLY

The City recognizes it is important for residents to be able to meaningfully participate in the annual budget process. While robust Council and Committee of the Whole meetings support this, the City will continually strive to improve the budget process and budget documents to ensure the public is best able to understand and participate in related decision-making.

Targeted Completion Date: Q1 2025



5c | EXPAND OPPORTUNITIES FOR PUBLIC ENGAGEMENT

Improved public engagement will better connect the residents with City Hall by promoting inclusivity, collective progress, and active democracy. Council has already implemented the hiring of additional staff and the City has launched its Facebook page and Let's Chat Langford to support this objective.

Targeted Completion Date: Ongoing



5d | IMPROVE ACCESS TO CITY INFORMATION

While the City has a Freedom of Information program, the City will explore an open data program for information that can be routinely released and may provide benefit for businesses or other public needs.

Targeted Completion Date: Q4 2026





Develop an Equity, Diversity, and Inclusion Strategy

Langford's residents, including newcomers, represent a wide range of cultural backgrounds and diverse voices. An Equity, Diversity and Inclusion Strategy will enable all City representatives, be it elected officials, committee members, City staff, contractors, and other volunteers, to understand, respect and celebrate what makes us each unique.



OBJECTIVES

5e | DEVELOP AN EQUITY, DIVERSITY, AND INCLUSION STRATEGY

Langford's residents, including newcomers, represent a wide range of cultural backgrounds and diverse voices. An Equity, Diversity and Inclusion Strategy will enable all City representatives, be it elected officials, committee members, City staff, contractors, and other volunteers, to understand, respect and celebrate what makes us each unique, and importantly, help to ensure all residents are treated equally.

Targeted Completion Date: Q4 2025



5f | IMPLEMENT THE USE OF A DEVELOPMENT TRACKER

To increase transparency and provide ease of access to this information, the City will explore the creation of a Development Tracker that would highlight developments in stream, under construction and those recently completed.

Targeted Completion Date: Q1 2026



5g | MAINTAIN THE CITY'S LONG-STANDING CORPORATE EFFICIENCIES

The City has a strong reputation of being lean, making decisions and minimizing bureaucracy. This approach streamlines approvals, empowers staff and keeps costs down. While many elements of this strategic plan may require additional processes for successful implementation, the City will work to only add these processes when appropriate.

Targeted Completion Date: Ongoing



5h | FINALIZE A COMPREHENSIVE ASSET MANAGEMENT PLAN

The City has a significant asset inventory (valued at over \$500 million). Completing a comprehensive Asset Management Plan will allow for forecasting future maintenance, upgrades, sustainability improvements, and replacement needs for City assets, and will allow the City to budget accordingly and be fiscally responsible.

Targeted Completion Date: Q3 2026





STRATEGIC PRIORITY SIX

Quality of Life

Collectively, all strategic themes support and contribute to the sustainability of a high quality of life for all who live and work in the City.

This theme focuses on those aspects of life that help to make people happy, connected and feel represented and seen in their community. This includes recreational, social and cultural amenities, access to the natural environment, and public safety. Focusing on this theme will help to ensure that for generations to come, Langford will be viewed as welcoming, inclusive, safe, sustainable and forward thinking.

LEGEND



FUNDED



NOT FUNDED



PARTIALLY FUNDED



HOUSING



PUBLIC HEALTH



INFRASTRUCTURE COST



CLIMATE



INEQUALITY

Develop a Parks, Recreation and Trails Master Plan

The Parks, Recreation and Trails Master Plan will provide a framework for decisions related to park acquisition, development and management, accessibility, infrastructure, and public placemaking, along with associated timelines and required budgets.



OBJECTIVES

6a | UNDERTAKE A PARKS NEEDS ASSESSMENT

The Parks Needs Assessment provides an inventory of existing Parks assets and amenities and anticipates future needs for the growing community. This data will be essential for the development of the Parks, Recreation and Trails Master Plan.

Targeted Completion Date: Q4 2023



6b | DEVELOP A PARKS, RECREATION AND TRAILS MASTER PLAN

The Parks, Recreation and Trails Master Plan will provide a framework for decisions related to park acquisition, development, management, accessibility, infrastructure, and public placemaking, along with associated timelines and required budgets.

Targeted Completion Date: Q3 2025



6c | CONTINUE TO TAKE ACTION TOWARDS RECONCILIATION

The City will work to implement the actions specific to local government as outlined in the Truth and Reconciliation Commission of Canada: Calls to Action. The City will continue work with Indigenous partners, celebrate Indigenous culture and will ensure our work is grounded with the intentional lens of truth and reconciliation.

Targeted Completion Date: Ongoing



6d | SUPPORT THE EFFORTS OF COMMUNITY ORGANIZATIONS TO EXPAND SERVICES TO YOUTH, SENIORS, AND OTHER UNDERREPRESENTED AND MARGINALIZED GROUPS

Community organizations play a critical role in the health and vibrancy of the community. Wherever possible, the City will take an active approach to collaboration and partnership to achieve shared community objectives.

Targeted Completion Date: Ongoing





6e | ENGAGE WITH YOUTH TO LEARN ABOUT THE TYPES OF SERVICES AND FACILITIES THEY BELIEVE ARE MISSING IN LANGFORD

By engaging with youth to learn of their wishes and needs, the City will be able to determine a path forward for providing and/or supporting additional resources for youth (e.g. a youth centre, additional programming at recreation facilities).

Targeted Completion Date: Ongoing



6f | DEVELOP AND IMPLEMENT A PLACEMAKING STRATEGY

Effective placemaking activities help to build complete communities and allows residents to feel more connected with each other. From support of neighbourhood associations, to activation of neighbourhood and community spaces, to wayfinding, to grants that supports placemaking initiatives, a strategy will guide the City's development and implementation of placemaking initiatives.

Targeted Completion Date: Q1 2026



6g | DEVELOP AND IMPLEMENT AN ACCESSIBILITY PLAN

The Accessible BC Act requires all local governments to develop an Accessibility Committee and Accessibility Plan, and to provide a tool to receive feedback on accessibility concerns within the community. The City is working in collaboration with neighbouring municipalities on these requirements to ensure the unique needs of Langford's residents and visitors are met.

Targeted Completion Date: Q2 2024



6h | IMPLEMENT THE RECENTLY DEVELOPED FIRE MASTER PLAN

Implementation of the recently developed Fire Master Plan is underway and will continue into 2024.

Targeted Completion Date: Ongoing



LEGEND



FUNDED



NOT FUNDED



PARTIALLY FUNDED



HOUSING



PUBLIC HEALTH



INFRASTRUCTURE COST



CLIMATE



INEQUALITY



Increased Access to Recreation Infrastructure and Services

As the City grows, so to does the City's need to grow recreational offerings. The City will look to achieve this through the implementation of the Parks, Recreation and Trails Master Plan, through the purchase of the Westhills YMCA Aquatic Facility, and through other strategic acquisitions and partnerships.



OBJECTIVES

6i | PROVIDE 24/7 STAFFING TO FIRE HALL 2

The City will ensure 24/7 staffing of Fire Hall 2 by 2025.

Targeted Completion Date: Ongoing to 2025



6j | SUPPORT THE EXPANSION OF THE RCMP FACILITY

Langford, along with its partner municipalities, are committed to expanding the RCMP building to accommodate growth in Langford and the West Shore.

Targeted Completion Date: Ongoing



6k | EXPLORE PUBLIC SAFETY OPTIONS TO ADDRESS EMERGING ISSUES AROUND UNSHELTERED POPULATIONS

Langford, like many communities in BC, is experiencing an increase in those living in precarious situations and who are experiencing homelessness. While sometimes due to economic circumstances, often there are other factors involved, including trauma, addiction, and mental health challenges. The City will work with its key partners to ensure public safety is maintained for all members of the community.

Targeted Completion Date: Ongoing



6l | INCREASED ACCESS TO RECREATION INFRASTRUCTURE AND SERVICES

As the City grows, so to does the City's need to grow recreational offerings. The City will look to achieve this through the implementation of the Parks, Recreation and Trails Master Plan, through the purchase of the Westhills YMCA Aquatic Facility, and through other strategic acquisitions and partnerships.

Targeted Completion Date: Ongoing



6m | EXPLORE CURRENT LIBRARY CAPACITY AND COMMUNITY NEEDS

Currently, the City provides for library services for the residents, through the membership in the Greater Victoria Public Library (GVPL), through the Juan de Fuca Branch (at West Shore Parks and Recreation), the Goudy Branch (on Goldstream Avenue) and the Heritage Branch (in Westhills). The City has not expanded the number or capacity of libraries since 2016, despite the significant growth in population. With this in mind, the City will work with the GVPL to review capacity and community needs, and to potentially identify opportunities to expand library capacity within Langford.

Targeted Completion Date: Ongoing





Collaborative Advocacy

Langford residents and businesses depend on and expect the delivery of quality services. While many services are delivered directly by the City, other critical services, especially those at the forefront of many urgent community needs, are not.

When the service is the responsibility of another level of government, agency or community partner, such as health care and education, the City has a responsibility to advocate to and partner with those organizations, wherever possible. As the population continues to rapidly grow, and complex and diverse challenges continue to emerge, advocacy will play a critical part in guiding Langford's future. It is anticipated that advocacy work will be critical in a variety of areas.

It is anticipated that advocacy work will be critical in the following areas:



SOCIAL AND NON-MARKET HOUSING: Recognizing the increasing challenging economic pressures facing residents, especially those not earning a living wage, Council will build on existing City policies and programs related to affordable and attainable housing by actively engaging with other levels of government, housing providers and developers to support a variety of housing options that will provide equitable housing for all residents.

PUBLIC SAFETY AND COMPASSION FOR ALL RESIDENTS:

Cities across the province, nationally and globally are facing critical challenges and significant community impacts due to the lack of services to support mental health, addiction, poverty reduction and the lack of housing for unsheltered populations. While the provincial government has the primary role in providing support for housing, poverty reduction, healthcare, mental health and addictions care, the City supports regional, provincial and national efforts to improve the conditions faced by unsheltered populations and those at risk of becoming unsheltered. The City is committed to treating unsheltered members of the community with respect, compassion and cultural safety while protecting the vitality, safety and lawful enjoyment of City parks and other public spaces by all members of the community.

SENIORS HOUSING AND CARE FACILITIES: The ability to age within one's own community remains a priority and the most financially viable option for many seniors. In the most recent Housing Needs Assessment, supportive housing for seniors was identified as a key area of need by regional partners. As baby-boomers continue to age, the demand is anticipated to significantly increase unless additional housing is built. As such, the City will play an active role in supporting its partners to provide supportive housing for seniors to age in place.



CHILDCARE SPACES: As a family-oriented community, it is critical that an appropriate number of affordable, quality daycare spaces are available to serve the needs of Langford families. In order to address the shortfall of daycare spaces, Council will engage with higher levels of government, Island Health, and daycare providers to support the creation of additional daycare facilities.

NUMBER OF SCHOOLS IN LANGFORD AND THE WEST SHORE: Schools in School District 62 are beyond capacity in many areas of Langford and the West Shore, including some schools that have not even opened yet. School District 62 has identified that five additional schools are needed in the near future but has not secured funding for all of those schools from the Provincial Government. The City will be at the table with School District 62 and the Province to help secure additional schools for Langford and the West Shore.

ACCELERATE THE IMPLEMENTATION OF TRANSIT SERVICE AND ACTIVE TRANSPORTATION INFRASTRUCTURE:

The City will continue to advocate with the Province and BC Transit for improved mass transit service and supports for active transportation infrastructure to achieve regional GHG reduction and mode shift targets, as well as to rapidly reduce peak hour road congestion and collision potential. This will include, but is not limited to, advocating for additional accessible rapid-transit bus stops in Langford, a dedicated rapid-transit bus lane on the provincial highway, a regional light-rail transit corridor, and more funding for active transportation infrastructure.

ACCESS TO HEALTH CARE FACILITIES AND SOCIAL SERVICES:

Council will engage with medical professionals and higher levels of government to seek funding and innovative partnerships to effectively meet the health care needs of residents, advocate to higher levels of government and medical associations/boards to review outdated policies around medical professionals immigrating to Canada to fast track their certification to practice, and advocate for enhancing existing services within the community (e.g. additional supports for the Goldstream Food Bank, for newcomers to Canada and for those looking for pathways to employment services).





CITY OF
Langford

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