



Langley City 2026 - 2031 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**

Top Priority Initiatives for 2026-2031

The following five top priority initiatives have been identified under the Core Focus Areas are the focus for action in 2026. These initiatives were confirmed through staff review of progress on the 2023-2028 strategic plan as well as staff and council-identified emerging issues and opportunities.

Cultivate an Inclusive Community:

Develop 20411 Fraser Highway: The City plans to partner with either a for-profit or a for-profit developer to create a new mixed-use facility that will include market and non-market homes, with potential grant funding from senior levels of government. The proposal links directly to the Nexus: Langley City strategy and would secure a transit-oriented, walkable hub near the future SkyTrain station.

To deliver on this priority, the City will need to develop a business case, secure program funding, and confirm financing. Completion is subject to a purchase agreement with the current property owner. *Anticipated completion March 2026.*

Develop Standards of Maintenance Bylaw: Members of the public and local businesses have identified concerns with the quality of maintenance of certain buildings. In some cases, lack of maintenance by property owners is compromising the safety and quality of experience for residential and commercial tenants. Staff and Council have agreed to pursue development of a Standards of Maintenance Bylaw that will compel property owners to meet certain standards.

To further develop a delivery strategy for this priority, City Staff will prepare an action plan and proposed timing for review with Council. *Timing to be confirmed.*

Tenant Relocation Plans Policy (CO-84) Update: This is an ongoing area of concern for Council, Staff and local residents and businesses as redevelopment in Langley City continues and the province-wide challenge of rental affordability continues. To help better protect local residents and businesses, the City identified a need to review and consider updates to the existing policy.

To deliver on this priority, the City will need to conduct research and identify potential options, draft a policy update, consult with council and the development community, and finalize the policy. *Anticipated completion 2026.*

Provide Reliable Municipal Infrastructure:

Amenity Cost Charges (ACC) Bylaw: In 2024, the Province introduced ACCs as a development finance tool for local governments to help pay for new amenities that will maintain and enhance livability as municipalities continue to grow and densify. ACCs are intended to replace Community Amenity Contributions (CACs). Unlike CACs which most municipalities have only applied to residential developments, ACCs can also be applied to commercial developments. Because ACCs are based on a mathematical formula and applied at the time of Development Permit Approval, they are widely viewed within the development community as a fairer, more transparent approach to funding amenities. City Council has directed Staff to develop an ACC Bylaw for Langley City to fund municipal amenities and public realm enhancements that help make Langley City a more complete, connected and welcoming community.

To deliver on this priority, the City will need to test potential rate increases and report back to Council on Inclusionary Zoning options, prepare a 2025-2026 budget amendment request, draft the new bylaw, seek legal review, finalize rates, submit to the Inspector of Municipalities for approval, confirm Council approval, and notify the development community. *Anticipated completion Q3 2026.*

Achieve Organizational Excellence:

Develop Long-term Staffing Plan: First identified in 2023 but unactioned due to resourcing constraints, this priority was brought forward for near-term completion in recognition of the significant challenges City Staff are facing due to a variety of growing issues and opportunities. These include long-term staff retirements, growth in social issues, increased development in Langley City, and Council's desire to increase and enhance community engagement.

To deliver on this priority, City Staff will prepare a budget request, retain external support to develop the plan, review staffing needs following provincial decision on shared RCMP and Animal Control services with the Township of Langley, and draft a long-term staffing resource needs assessment and staffing plan (including job descriptions) for Council review and endorsement. *Anticipated completion Q2 2026.*

Additional Key Initiatives for 2026-2031

The following additional high priority initiatives under the Core Focus Areas will be pursued, time and resource permitting are the focus for action in 2026. These initiatives were confirmed through staff review of progress on the 2023-2028 strategic plan as well as Staff and Council-identified emerging issues and opportunities.

Cultivate an Inclusive Community

- Pursue [Portland Loo](#) style public washroom facility to support safe, inclusive and accessible washroom facilities for unsheltered City residents
- Pursue regulation and enforcement bylaw/policy and a supporting communications plan to ensure safe use of e-scooters/micromobility devices as more people adopt them

- Continue working with BC Housing to advance the HEART and HEARTH application that will provide shelter for City residents who are currently unsheltered

Integrate Holistic Approach to Community Safety

- Act on illegal spas to improve community safety and ensure commercial space is used as intended within the City's zoning policy
- Continue respond to the opioid crisis by advancing a continuum of care within Langley City (details to be confirmed)
- Conduct Bylaw operations review (as identified in 2023) for Langley City Fire Rescue Service and Bylaw Enforcement Service, to support a safer, inclusive approach to enforcement that considers lived experience and works to reduce the 'revolving door' of illegal activity

Build Climate Resiliency

- Implement the recently completed Urban Forest Management Plan (identified in 2023 and draft recently completed) to continue progressing development of enhanced tree canopy and greenspace on City streets, parks and facilities

Ongoing and New Initiatives For Future Consideration

On a rolling five-year budgeting cycle, City council and staff will continue to prioritize specific initiatives in these areas that will be funded and implemented through the annual Business Plan. The following activities will be reviewed annually for consideration. Activities noted in red are newly identified (2025), whereas other activities were identified in previous years. 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

- 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.
- Create a vibrant and clean downtown
 - 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.
 - Support sanctioned community groups to implement other community-building events by expediting required permits and providing supportive municipal services that facilitate event success.
 - Plan and host edutainment events and activities on the One-Way Fraser Highway focused on healthier living and climate change resiliency.
- Continue working with Indigenous Groups to develop DRIPA/UNDRIP alignment (noted that staff are continuing to build relationships with local First Nations).
- 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.
- **Prioritize Langley City residents for aquatic programming and work with Township of Langley to conduct an aquatic operations assessment.**

2. Provide Reliable Municipal Infrastructure

- 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.

3. Support a Vibrant Economy

- Explore the feasibility of implementing selected community accelerator strategies from the Intelligent Community Forum.
- Continue developing land use and economic development policies to support KPU's 2050 Plan, building on the Innovation District strategy.
- Complete planning for and implement Invest Langley City.

4. Build Climate Resiliency

- 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.
- Promote recycling at City events.
- Develop climate resiliency guidelines and policies and develop green policies for a circular economy.
- Adopt a zero waste education approach for the new City Operations Centre.

5. Integrate Holistic Approach to Community Safety

- Develop a temporary winter shelter program.

6. Strengthen Public Communication and Engagement

- 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.
- Create Socio-Economic Opportunities:
 - 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).
- Develop a corporate community engagement team to enhance and expand communicate and consult with our citizens.
- Undertake a community survey every three years to help identify areas for improvement.

7. Achieve Organizational Excellence

- Develop a comprehensive Truth & Reconciliation training program for staff.
- Conduct City-wide service training.