



# Staff Report to Council

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**DATE: Monday, November 20, 2023**

**DEPARTMENT: Administration**

**SUBJECT: 2023-2027 Draft Council Strategic Plan - Additional Information and Proposed Amendments**

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## **EXECUTIVE SUMMARY:**

The intent of this report is to respond to the public input at the October 23<sup>rd</sup> Regular Meeting of Council, provide Council with a detailed analysis of the public feedback received regarding the 2023-2027 Draft Council Strategic Plan (“the Strategic Plan”), and to make recommendations to Council regarding potential amendments to the Strategic Plan based on this feedback.

## **BACKGROUND:**

At the Regular Meeting held Monday, October 23, 2023, Council passed the following resolution:

*THAT Council receive this report for information and given the volume and quality of written responses received from the public, that Council defers approval of the Strategic Plan until after staff has had sufficient time to analyze the public feedback and present it to Council for consideration.*

The Commentary section of this report reviews, in detail, the public feedback received and makes several suggested amendments to the Strategic Plan. Before discussing the feedback received and suggested amendments, it is worthwhile addressing a number of questions and comments that were put forward during public participation at the Regular Meeting of Council held Monday, October 23, 2023, with respect to the Strategic Plan.

### Strategic Plan vs. Official Community Plan (OCP)

An OCP provides a long-term community vision for land use (but can speak to other areas of importance), while a Strategic Plan conveys the current Council’s short-term (four to five year) priorities for achieving their collective goals and mandate. Strategic Plan priorities typically extend well beyond land use, and could include public safety, economic development, quality of life, and other areas of focus not covered in an OCP. Put another way, an OCP creates strategic priority areas (particularly around long-term land use), and identifies supporting policies and objectives, while a

Strategic Plan provides an opportunity for the current Council to provide clarity, resources and specific timelines to the broader objectives for their term (which may draw on strategic priority areas identified in the OCP). Further, an OCP can provide inspiration for the priorities included in the Strategic Plan, but a Strategic Plan can also be used to inspire updates to the OCP should Council introduce new initiatives or priorities that should be reflected in the OCP. It is typical for most British Columbia communities to have both an OCP and a Strategic Plan, and both documents have the ability to set high level direction for the City.

Within Langford's OCP, there is a clear emphasis on land use (as noted on page 1 of the OCP: "This OCP... provides a strong rationale for how and where development and use changes are to occur"), but there are also many policies and objectives related to other areas of the community.

In some instances, there is the strong relationship between Langford's OCP (adopted in 2008) and the Strategic Plan. For example, Langford's OCP sets objectives with respect to active transportation (on page 10: "Achieve an active transportation system that sees 42% of all trips made by walking, cycling, and transit by 2038"), while the Strategic Plan builds on this by committing to developing an Active Transportation Plan by Q3 2025 (objective 4b). As illustrated by this example, the OCP sets a high-level direction for the community, but does not provide a detailed plan, timelines, or funding for achieving that high-level direction. The Strategic Plan allows staff to implement priorities set by Council and allocate the necessary resources to move from high-level community visioning statements to ensure the implementation of prioritized objectives.

It is also worth noting that there are other instances where Langford's OCP does not have any long-term vision, policies or objectives that relate to the objectives in the Strategic Plan. For example, Langford's OCP does not provide any policy statements with respect to the RMCP/Police Services, while the Strategic Plan prioritizes the expansion of the RCMP facility in objective 6j.

#### Council Strategic Plan vs. Community Strategic Plan

As noted above, an OCP provides a long-term vision for land use (and other priority areas), while the Strategic Plan identifies the current Council's short-term (four to five year) priorities for achieving their collective goals and objectives. Given the short timelines of a strategic plan, it is not typical to have a lengthy and drawn-out public engagement process. Put another way, the Strategic Plan is Council's Strategic Plan and not a Community Strategic Plan, as it is Council's opportunity to define their priorities for their term, based on their collective goals, what they hear as priorities from the public, and by drawing on the OCP, and other sources.

#### There Was Not Enough Public Engagement

While there were 198 respondents to the online survey for the Strategic Plan, it should be noted that there were 2800 unique visits to the City's Let's Chat Langford Strategic Plan project page, and 1628

unique downloads of the Strategic Plan. Further, it should be noted that the following organizations and individuals received an email invitation from staff to provide feedback on the Strategic Plan by attending the Open House, completing the survey, or by providing a written submission:

- 4VI (formally Tourism Association of Vancouver Island)
- Aboriginal Coalition to End Homelessness
- BC Housing
- Beecher Bay First Nation
- British Columbia Economic Development Association
- CRD Housing
- Community Social Planning Council of Greater Victoria
- Goldstream Farmers Market
- Goldstream Food Bank
- Greater Victoria Public Library
- Inter-Cultural Association of Greater Victoria
- M'akola Housing Society
- NDP MLA – Ravi Parmar
- NDP MP – Alistair McGregor
- Pacific FC
- Royal Canadian Legion (Langford Branch)
- Royal Roads University
- Rugby Canada
- Superintendent – School District No. 62 (Sooke)
- Vancouver Island Economic Alliance
- Vancouver Island Film Commission
- Victoria Pride Society
- West Shore Arts Council
- West Shore Chamber of Commerce
- West Shore Developers Association
- West Shore Parks and Recreation Society (WSPRS)
- West Shore Rebels
- YMCA Greater Victoria

As the City moves to implement objectives outlined in the Strategic Plan, many projects will include significant public engagement and consultation opportunities. The level of engagement in each instance will be determined based on the scope, size, and timeline of each objective. As an example of further engagement to an objective identified in the Strategic Plan (1g: Develop an Urban Forest

Management Plan), Phase 1 of the public consultation for the Urban Forest Management Plan is currently live on Let's Chat Langford and there was a public open house for this initiative on November 15<sup>th</sup> at City Hall.

It is important to note that in addition to future public engagement opportunities with respect to specific objectives within the Strategic Plan, the Public will also have the opportunity to provide input on whether unfunded and partially funded objectives in the Strategic Plan should be funded through the City's annual budget process.

Finally, progress implementing the Strategic Plan will be discussed by Council regularly, and the Strategic Plan itself may be updated or amended as circumstances evolve. In both instances, the Public will be able to provide further feedback.

**COMMENTARY:**

As noted in the October 23<sup>rd</sup> report to Council, 2023-2023 draft Council Strategic Plan – Initial Rollup of Public Engagement Feedback (attached), almost 200 individuals completed the online survey, approximately 75 individuals attended the public open house and contributed their feedback on poster boards, and approximately 15 individuals contributed written submissions. Informal feedback was also received at several pop-up engagement opportunities, including at the Goldstream Farmers Market, a local coffee shop, and during a student engagement session held at Belmont Secondary School.

Given the volume and quality of feedback received from the public, the October 23<sup>rd</sup> report only provided an initial roll-up of the feedback received through the online surveys. Staff have now had time to review and analyze the feedback, in particular, the open-ended and email responses, and are now able to recommend amendments to the Strategic Plan, based on this feedback.

Before discussing potential amendments, it is important to note the following:

- All six strategic priority areas should be considered equal. In other words, just because Strategic Priority Six: Quality of Life is the last strategic priority area listed in the Strategic Plan (but received the most support from the public), it is not any less important than the other strategic priority area.
- Surveys can have their limitations, based on their design. For example, in the Strategic Plan online survey, residents were asked to rank which objective in each strategic theme was least important to them. The survey did not allow for a response that indicated that all options were important, and therefore, someone's least important objective could still be meaningful to that person. Staff have noted this limitation (in the spirit of Council's core value of

continuous learning) and will ensure that future surveys provide alternative responses.

- The public feedback is representative of those who participated, and while very useful, may not be representative of the broader Langford population. Therefore, there are two instances below where staff recommend not incorporating feedback received, as it is likely that the feedback may not be representative of underrepresented and marginalized groups.

#### Strategic Priority One: Sustainable Development

In this Strategic Priority, the following four objectives received the most support from the public:

- 1g: Develop an Urban Forest Management Plan (Funded, Q3 2024) – 72 votes
- 1g: Develop a Construction Impact Management Strategy and 'Good Neighbour' Policy (Partially Funded, Q2 2024) – 70 votes
- 1a: Refresh the Official Community Plan (Funded, Q2 2025) – 65 votes
- 1m: Pursue Programs and Partnerships for Affordable Housing (Funded, Ongoing) – 63 votes

The following objective received the least amount of support from the public:

- 1j: Review Downtown Public Parking Needs and Related Policies – 37 votes

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that the following area is not sufficiently addressed in this Strategic Priority:

- Supports for Tenants

Based on this community feedback received, Council may wish to make the following substantive amendment to the Strategic Plan:

- Remove the words "and tenant assistance policies" from Objective 1m: Pursue Programs and Partnerships for Affordable Housing, and create the following new objective:

1n: Tenant Assistance Supports (Funded, Target Completion Date Q4 2025, and in support of the following crises: Housing, Climate and Inequality)

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.

On a separate note, over the past several weeks, the Province has introduced new legislation covering three topic areas: 1) amending zones to allow for “Small-Scale, Multi-Unit Housing” (i.e. townhouses and multi-plex homes containing multiple dwelling units) in traditional single-family neighbourhoods, 2) setting minimum densities for housing near transit stations/exchanges, and 3) introducing a new development-finance tool for amenity contributions, such that amenity contributions will be established through a bylaw, similar to Development Cost Charges, rather than through a Policy or negotiated on a case-by-case basis.

While the details relating to the implementation of this legislation will not be released until December 2023, this legislation will certainly transform how local government zoning bylaws are structured and applied to land, essentially ending exclusionary “single-family dwelling only” zoning (although some exemptions are expected to apply) and facilitating a greater number of small-scale and transit-oriented development to proceed without rezoning. While Langford’s Zoning Bylaw has widely permitted secondary suites and duplexes on most residential lots for many years, it is expected that significant work will still be required to respond to this legislation by the anticipated deadline of June 30, 2024.

The new legislation will also update the methodology used to prepare Housing Needs Reports to improve the understanding of the current gaps and needs of the housing market, not just the anticipated needs generated by future growth. It will also be required that local governments adopt updated Housing Needs Reports by January 2025, and ensure OCPs and Zoning Bylaws reflect the Housing Needs Report by December 2025.

The Strategic Plan does include objectives relating to the OCP Refresh project and Housing Needs Report update with completion timelines that align with these deadlines. It does not, however, include an objective to updating the Zoning Bylaw to align with these legislative changes. As such, staff suggest two new objectives, as follows:

- 1o: Update the Zoning Bylaw to reflect the new Small-Scale, Multi-Unit Housing and Transit-Oriented Development legislation (Funded, Targeted Completion Date, Q2 2024, In Support of the Following Crises: Housing, Climate, Inequality).

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.

- 1p: Review the Zoning Bylaw to ensure alignment with the Housing Needs Report and OCP (Funded, Targeted Completion Date, Q2 2024, In Support of the Following Crises: Housing, Climate, Inequality).

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.

Further, while the Strategic Plan does include an objective to update the Amenity Contribution Policy, staff suggest updating the wording to reflect the new Amenity Contribution Charge financial tool to be introduced by the Province, as outlined below.

- Replace the draft language in Objective 1b: Update Amenity Contribution Policy with the following:

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.

In light of this new body of work and provincially mandated timelines, Council may wish to amend the Targeted Completion Dates of the following objectives:

- 1d: Update the Design Guidelines and Consider an Advisory Design Panel: Change Targeted Completion Date from Q1 2025 to Q3 2025.
- 1e: Develop a Climate Action DPA Bylaw: Change Targeted Completion Date from Q1 2025 to Q3 2025.
- 1i: Review the Zoning Bylaw Parking Requirements in the City Centre: Change Targeted Completion Date from Q3 2024 to Q2 2025.

In line with feedback received from the Public, staff will be requesting additional resources during the 2024 budget process to allow for the implementation of Objective 1g: Develop a Construction Impact Management Strategy and 'Good Neighbour' Policy (Partially Funded, Q2 2024). In addition to the above request from staff, Council may also wish to note that several other objectives within this strategic priority are unfunded or partially funded, and as such, staff will include these Objectives within the relevant budget process for Council's consideration to meet the current timelines within the Strategic Plan.

Staff do not recommend amending or removing Objective 1j: Review Downtown Public Parking Needs and Related Policies, despite the low support for this objective from the Public. The intent of this objective is to mitigate the impacts of the opening of the new West Shore Post Secondary Campus and its associated off-street and on-street parking needs on businesses, employees, and residents within

the downtown core. Further, City staff (both Bylaw and Economic Development) frequently hear growing frustrations from small local businesses that the demand on downtown parking has reached its limit. With increasing pressures from residents and business employees on downtown street parking, customers are finding it harder to park in downtown Langford and are also growing frustrated. The downtown parking review will actively seek to find timely and effective solutions to this growing challenge which will help small businesses already navigating a challenging economy.

Beyond the above substantive considerations, staff recommend the following housekeeping amendments to this Strategic Priority in the Strategic Plan:

- Label Objective 1m: Pursue Programs and Partnerships for Affordable Housing as partially funded instead of funded.
- Label Objective 1j: Review Downtown Public Parking Needs and Related Policies partially funded instead of funded.

#### Strategic Priority Two: Climate Change and Environmental Stewardship

In this Strategic Priority, the following three objectives received the most support from the public:

- 2e: Develop Strategies for Disaster Mitigation Due to Climate Change and Build Resiliency as a Community (Partially Funded, Ongoing) – 142 votes
- 2a: Develop a Climate Action Master Plan Including Targets for Emissions Reductions (Unfunded, Q1 2025) – 110 votes
- 2d: Update the Storm Water Management Requirements (Unfunded, Q4 2024) – 102 votes

The following objective received the least amount of support from the public:

- 2b: Hire a Climate Change Specialist

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that the following area is not sufficiently addressed in this Strategic Priority:

- Specific timelines and details around the City's disaster mitigation efforts as it relates to climate change

Based this community feedback received, along with further considerations from staff, Council may wish to make the following substantive amendments to the Strategic Plan:

- Clarify Objective 2e: Develop Strategies for Disaster Mitigation Due to Climate Change and

Build Resiliency as a Community (Partially Funded, Ongoing) by including a specific timeline for an overarching disaster mitigation strategy and providing specific examples of potential initiatives. The amended Objective 2e would read:

2e: Develop an Overarching Disaster Mitigation Strategy with Respect to Climate Change and Build Resiliency as a Community Based on Specific Initiatives (Partially Funded, Targeted Completion Date for the Overarching Disaster Mitigation Strategy is Q4 2024)

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.

Staff do not recommend amending or removing 2b: Hire a Climate Change Specialist, as this role will be central to achieving the other objectives in this Strategic Priority. In fact, should Council wish to achieve the other objectives within this Strategic Priority (in particular 2a and 2e), staff recommend that Council amend the timeline for this objective from Q3 2024 to Q1 2024, as staff believe that the City has grant funding for this new role in the short-term.

As this staff person will play a central role in developing the Climate Action Master Plan (Objective 2a), staff suggest that the Targeted Completion Date for Objective 2a be amended to Q3 2025 to account for the time it will take to recruit a Climate Change Specialist.

Further, and in line with feedback received from the public, staff will be bringing forward a request in the 2024 budget process for resources in support of Objective 2d: Update the Storm Water Management Requirements (Unfunded, Q4 2024).

### Strategic Priority Three: Economic Development

In this Strategic Priority, the following four objectives received the most support from the public:

- 3a: Develop an Economic Development Plan (Unfunded, Q4 2024) – 126 votes
- 3b: Actively Support the Evolution of the Downtown Post Secondary Campus (Partially Funded, Ongoing) – 120 votes
- 3c: Explore Ways to Incentivize and Attract Technology Companies (Funded, Q4 2025) – 98
- 3f: Create an Arts and Culture Strategic Plan (Unfunded, Q1 2025) - 91 votes

The following objective received the least amount of support from the public:

- 3d: Implement the Five-Year Tourism Strategy

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that all areas of importance are sufficiently addressed in this Strategic Priority.

In line with feedback received from the public, staff will be bringing forward a request in the 2024 budget process for resources in support of Objective 3a: Develop an Economic Development Plan (Unfunded, Q4 2024) and Objective 3f: Create an Arts and Culture Strategic Plan (Unfunded Q1, 2025).

Staff do not recommend amending or removing Objective 3d: Implement the Five-Year Tourism Strategy, despite the low support for this objective from the public, as this objective supports Langford's ongoing economic diversity and vibrancy, and supports community events, businesses, and sports teams located in Langford, such as Rugby Canada, Pacific FC and the West Shore Rebels, restaurants, cafes, hotels, shops, and other businesses that visitors to Langford support. Additionally, all costs associated with this objective are fully funded from the Municipal Regional Distance Tax (Hotel Tax), paid by visitors staying at local hotels, and not funded by the individual taxpayer.

#### Strategic Priority Four: Transportation

In this Strategic Priority, the following three objectives received the most support from the public:

- 4c: Improve and Expand Active Transportation Infrastructure (Funded, Ongoing) – 172 votes
- 4a: Develop a Transportation Master Plan (Unfunded, Q3 2025) – 137 votes
- 4b: Develop an Active Transportation Plan (Unfunded, Q3 2025) – 134 votes

The following objective received the least amount of support from the public:

- 4d: Create Awareness and Opportunities for Transportation Mode Shift (Funded, Ongoing)

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that the following area is not sufficiently addressed in this Strategic Priority:

- Traffic near schools and safe routes to schools

Based on the community feedback received, along with further considerations from staff, Council may wish to make the following substantive amendments to the Strategic Plan:

- Amending the language in Objective 4a: Develop a Transportation Master Plan to read:

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).

- Amending the language in Objective 4b: Develop an Active Transportation Plan to read:

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.

Further, and in line with feedback received from the public, staff will be bringing forward a request in the 2024 budget process for resources in support of Objective 4a: Develop a Transportation Master Plan (Unfunded, Q3 2025) and Objective 4b: Develop an Active Transportation Plan (Unfunded, Q3 2025).

Staff do not recommend amending or removing 4d: Create Awareness and Opportunities for Transportation Mode Shift (Funded, Ongoing), despite the low support for this objective from the public, as this objective aligns with the Active Transportation Plan (the top-rated objective in this Priority Area) and is a necessary consideration for every new project.

#### Strategic Priority Five: Good Governance

In this Strategic Priority, the following three objectives received the most support from the public:

- 5b: Ensure all Budgets are Fiscally Sustainable and Transparent (Funded, Ongoing) – 140 votes
- 5c: Expand Opportunities for Public Engagement (Partially Funded, Ongoing) – 87 votes
- 5a: Be at the Table for Strategic Regional Discussions and Decisions (Funded, Ongoing) – 75 votes

The following objective received the least amount of support from the public:

- 5e: Develop and Equity, Diversity and Inclusion Strategy (Unfunded, Q4 2024)

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that the following area is not sufficiently addressed in this Strategic Priority:

- Transparency of Financial Information

Based on the community feedback received, along with further considerations from staff, Council may wish to make the following substantive amendments to the Strategic Plan:

- Split Objective 5b: Ensure all Budgets are Fiscally Sustainable and Transparent (Funded, Ongoing) into two separate objectives:

5bi: Ensure all Budgets are Fiscally Sustainable (Funded, Ongoing)

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.

5bii: Ensure all Budget Documents are Transparent and User Friendly (Funded, Q1 2025)

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.

Staff do not recommend removing Objective 5e: Develop and Equity, Diversity and Inclusion Strategy (Unfunded, Q4 2024), despite the low support for this objective from the public. The intent of this objective is to ensure that all voices can equally participate, especially those who are underrepresented and marginalized (and therefore less likely to participate in the Strategic Plan public consultation). Staff do recommend extending the targeted completion date for this Objective to Q4 2025, to ensure that a meaningful strategy can be completed. In support of this objective, staff will be bringing forward a request for resources in the 2024 budget process.

In addition, Council may also wish to note that other objectives within this Strategic Priority are partially funded, and as such, staff will include these objectives within the relevant budget process for Council's consideration in order to meet the current timelines within the Strategic Plan.

#### Strategic Priority Six: Quality of Life

In this Strategic Priority, the following five objectives received the most support from the public:

- 6b: Develop a Parks and Public Spaces Master Plan (Unfunded, Q3 2025) – 100 votes
- 6k: Explore Public Safety Options To Address Emerging Issues Around Unsheltered Populations (Funded, Ongoing) – 70 votes
- 6j: Support the Expansion of the RCMP Facility (Partially Funded, Ongoing) – 66 votes
- 6l: Increased Access to Recreation Services and Infrastructure (Partially Funded, Ongoing) – 60 votes
- 6d: Support the Efforts of Community Organizations to Expand Services to Youth, Seniors, and Other Underrepresented and Marginalized Groups (Partially Funded, Ongoing) – 56 votes

The following objective received the least amount of support from the public:

- 6c: Continue to Take Action Towards Reconciliation (Funded, Ongoing)

Feedback from the public (received at the open house, via open-ended survey questions, and via email), suggests that the following area is not sufficiently addressed in this Strategic Priority:

- Libraries

Based on the community feedback received, along with further considerations from staff, Council may wish to make the following substantive amendments to the Strategic Plan:

- That the following objective be added to Strategic Priority Six: Quality of Life

Objective 6m: Explore Current Library Capacity and Community Needs (Unfunded, Ongoing)

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) 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.

Further, in line with feedback received from the public, staff will be bringing forward a request in the 2024 budget process for resources in support of Objective 6b: Develop a Parks and Public Spaces Master Plan (Unfunded, Q3 2025).

In addition to this request, Council may also wish to note that other objectives within this Strategic

Priority are partially funded, and as such, staff will include these objectives within the relevant budget process for Council's consideration in order to meet the current timelines within the Strategic Plan.

Staff do not recommend removing 6c: Continue to Take Action Towards Reconciliation (Funded, Ongoing), despite the low support for this objective from the public. The intent of this objective is to ensure that the City implements the actions specific to local government as outlined in the Truth and Reconciliation Commission to Canada: Calls to Action, and that the City works with Indigenous partners, celebrates Indigenous culture and ensures its work is grounded with a meaningful lens of truth and reconciliation. Upon further review, staff recommend amending this objective to relabel it from funded to partially funded, given the volume of work that may be required to achieve this Objective. Should Council support this amendment, staff will be bringing forward a request in a future budget for additional resources.

In addition to the above resource requests, Council may also wish to note that several other objectives within this Strategic Priority are unfunded or partially funded, and as such, staff will include these objectives within the relevant budget process for Council's consideration in order to meet the current timelines within the Strategic Plan.

Beyond the above substantive considerations, staff recommend the following housekeeping amendments to this Strategic Priority in the Strategic Plan:

- That Objective 6b: Develop a Parks and Public Spaces Master Plan be renamed Objective 6b: Develop a Parks, Recreation and Trails Master Plan

### Collaborative Advocacy

The Collaborative Advocacy section of the Strategic Plan recognizes that many critical services, especially those at the forefront of many urgent community needs, are not directly delivered by the City. 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.

Of the seven advocacy areas in the Strategic Plan, all received a significant amount of support from the public. Only four respondents indicated that none of the collective advocacy areas were important to them.

Staff are not recommending any substantive changes to the Collaborative Advocacy Section of the Strategic Plan.

Staff are recommending the following housekeeping amendment to the Collaborative Advocacy Section:

- Amend the Number of Schools in Langford advocacy item to note that schools are needed

both in Langford and the West Shore. The amended language would read:

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.

**FINANCIAL IMPLICATIONS:**

This Strategic Plan is very ambitious and the implementation of many of the objectives in the strategic plan will have costs. Approximately twenty to twenty-five of the strategic objectives are unfunded or partially funded, and will need to be further considered by Council through the 2024 budget process (and future budget processes). If Council determines it wishes to defer a Strategic Plan objective during a budget process as a result of financial considerations, the Strategic Plan will need to be amended to reflect the changing timelines.

**LEGAL IMPLICATIONS:**

While there are no legal implications with Council approving the Strategic Plan, each objective within the Strategic Plan may have its own legal considerations that will need to be considered.

**OPTIONS:**

**Option 1**

1. THAT Council approves the 2023-2027 Council Strategic Plan with the following amendments:
  - a. Remove the words “and tenant assistance policies” from Objective 1m: Pursue Programs and Partnerships for Affordable Housing, and create the following new objective:

1n: Tenant Assistance Supports (Funded, Target Completion Date Q4 2025, and in support of the following crises: Housing, Climate and Inequality)

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.

- b. Create the following new objective:

1o: Update the Zoning Bylaw to reflect the new Small-Scale, Multi-Unit Housing and Transit-Oriented Development legislation (Funded, Target Completion Date Q2 2025, and in support of the following crises: Housing, Climate and Inequality).

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.

- c. Create the following new objective:

1p: Review the Zoning Bylaw to ensure alignment with the Housing Needs Report and OCP (Funded, Target Completion Date Q4 2025, and in support of the following crises: Housing, Climate and Inequality).

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.

- d. Replace the draft language in Objective 1b: Update Amenity Contribution Policy with the following:

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 Charges (ACC). The objective of helping align the needs of the community with the financial value conveyed to development through rezoning will remain paramount.

- e. Amend the targeted completion date from Q1 2025 to Q3 2025 for Objective 1d: Update the Design Guidelines and Consider an Advisory Design Panel.
- f. Amend the targeted completion date from Q1 2025 to Q3 2025 for Objective 1e: Develop a Climate Action DPA Bylaw.
- g. Amend the targeted completion date from Q3 2024 to Q2 2025 for Objective 1i: Review the Zoning Bylaw Parking Requirements in the City Centre.
- h. Label Objective 1m: Pursue Programs and Partnerships for Affordable Housing as partially funded instead of funded.

- i. Label Objective 1j: Review Downtown Public Parking Needs and Related Policies partially funded instead of funded.
- j. Clarify Objective 2e: Develop Strategies for Disaster Mitigation Due to Climate Change and Build Resiliency as a Community (Partially Funded, Ongoing) by (1) including a specific timeline for an overarching disaster mitigation strategy and providing specific examples of potential initiatives. The amended Objective 2e would read:

2e: Develop an Overarching Disaster Mitigation Strategy with Respect to Climate Change and Build Resiliency as a Community Based on Specific Initiatives (Partially Funded, Targeted Completion Date for the Overarching Disaster Mitigation Strategy is Q4 2024)

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.

- k. Amend the targeted completion date for Objective 2b: Hire a Climate Change Specialist from Q3 2024 to Q1 2024.
- l. Amend the targeted completion date for Objective 2a: Develop a Climate Action Master Plan from Q1 2025 to Q3 2025.
- m. Amend the language in Objective 4a: Develop a Transportation Master Plan to read:

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).

- n. Amend the language in Objective 4b: Develop an Active Transportation Plan to read:

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.

- k. Remove Objective 5b: Ensure all Budgets are Fiscally Sustainable and Transparent (Funded, Ongoing) and replace it with the following two separate objectives:

5bi: Ensure all Budgets are Fiscally Sustainable (Funded, Ongoing)

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.

5bii: Ensure all Budget Documents are Transparent and User Friendly (Funded, Q1 2025)

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.

- l. Amend the targeted completion date for Objective 5e: Develop and Equity, Diversity and Inclusion Strategy from Q4 2024 to Q4 2025.
- m. Add the following objective to Strategic Priority Six: Quality of Life

Objective 6m: Explore Current Library Capacity and Community Needs (Unfunded, Ongoing)

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) 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.

- n. Relabel Objective 6c: Continue to Take Action Towards Reconciliation (Funded, Ongoing) from funded to partially funded.
- o. Rename Objective 6b from "Develop a Parks and Public Spaces Master Plan" to "Develop a Parks, Recreation and Trails Master Plan".

- p. Amend the Number of Schools in Langford advocacy item to note that schools are needed both in Langford and the West Shore. The amended language would read:

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.

**OR Option 2**

1. THAT Council approves the 2023-2027 Council Strategic Plan with the following amendments:
  - a.
  - b.
  - c.

**OR Option 3**

1. THAT Council does not approve the strategic plan at this time.

**SUBMITTED BY: Braden Hutchins, Director of Corporate Services**

- Concurrence:** Donna Petrie, Senior Manager of Economic Development and Communications  
**Concurrence:** Yari Nielsen, Director of Parks, Recreation and Facilities  
**Concurrence:** Matthew Baldwin, MCIP, RPP, Director of Planning and Subdivision  
**Concurrence:** Katelyn Balzer, P.Eng., Director of Engineering and Public Works  
**Concurrence:** Michael Dillabaugh, CPA, CA, Director of Finance  
**Concurrence:** Marie Watmough, Deputy Director of Corporate Services  
**Concurrence:** Darren Kiedyk, Chief Administrative Officer

Attachment 1: Analysis of Public Feedback on draft 2023-2027 Council Strategic Plan

Attachment 2: Staff Report from October 23<sup>rd</sup>, 2023

Attachment 3: Draft 2023-2023 Council Strategic Plan