



Staff Report to Council

DATE: Monday, October 23, 2023

DEPARTMENT: Administration

SUBJECT: 2023-2027 Draft Council Strategic Plan – Initial Rollup of Public Engagement Feedback

BACKGROUND:

In January of 2023, the City issued a request for proposals to several consultants who specialize in assisting local governments with strategic planning. Through this process, James Ridge was selected to support the creation of Langford's strategic plan. The selection was based on his background in local government and the wealth of experience Mr. Ridge has in this area. In addition, he is a Langford resident, and brings an understanding of the local community.

Throughout the spring and summer of 2023, Mr. Ridge conducted a series of workshops with Council and senior staff to guide the strategic planning process. The 2023-2027 Draft Council Strategic Plan was made available to the public for input in September 2023.

The draft Plan articulates Council's 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. It is centred around six strategic priority areas, and individual objectives in each of those areas. For each objective, the Plan sets out an estimated timeline and whether the planned work is currently funded or will be funded in future budgets. The Plan enables Council – and staff – to carefully prioritize and maximize the use of available resources to ensure that Langford remains sustainable, healthy, vibrant, inclusive, affordable and innovative for generations to come.

The 2023-2027 Draft Council Strategic Plan also recognizes the City's important role as an advocate for those critical services beyond a typical local government mandate, including health care, transportation, housing, and education, and commits to proactively supporting partners undertaking this critical work for the community.

Lastly, in developing the 2023-2027 Draft Council Strategic Plan, it was clear that Langford, like all communities across Canada, is facing a diverse and complex set of crises so immense that they require the entire community to work towards a shared vision and set of goals and to collaboratively address these crises. Engagement on the 2023-2027 Draft Council Strategic Plan was the public's first opportunity to comment on the objectives of Council, recognizing that many of the objectives in the Plan will require robust community engagement in the coming months and years.

The intent of this report is to provide Council with the initial roll-up of feedback received from the public regarding the draft 2023-2027 Draft Council Strategic Plan. Given the volume and quality of written responses received, staff suggest that Council defer approval of the Strategic Plan until staff have had sufficient time to analyze the feedback.

COMMENTARY:

Council invited input from the public through a variety of forums on the 2023-2027 Draft Council Strategic Plan to ensure that the diverse needs of all citizens are heard.

Public engagement opportunities included:

- Online Survey (LetsChatLangford.ca)
 - Launched September 21, 2023 and closed October 15, 2023
- Public Open House
 - Wednesday, October 4, 2023, 3pm to 8 pm, Eagle Ridge Community Centre
- Council Engagement Pop-up Events
 - Goldstream Farmers Market, October 7, 2023, 10 am to 2 pm
 - Poncho's Café, 115-755 Goldstream Avenue, October 10, 2023, 10 am to 12 pm
- Written Submissions
 - Received from September 21, 2023, to October 15, 2023.

Through these engagement opportunities, 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.

This report provides an initial roll-up of the feedback received through the online surveys (see Appendix 1). Given the volume and quality of the feedback received from the public, staff require additional time to review and analyze the results, and to be able to recommend any amendments to the 2023-2027 Draft Council Strategic Plan, based on the public feedback.

FINANCIAL IMPLICATIONS:

The objectives of the 2023-2027 Draft Council Strategic Plan are ambitious and will require substantial resources, with many of the objectives currently unfunded or partially funded. For example, Objective 6h (implementing the recently developed Fire Master Plan) and Objective 6j (support the expansion of the RCMP facility) will both require substantial financial contributions (as detailed during the City's 2023 budget process).

It is important to note that the approval of the 2023-2027 Draft Council Strategic Plan does not secure funding for any of the objectives contained therein. Rather, it is anticipated that for any objective that is

partially funded or unfunded, that further discussion and approval by Council will be required on a case-by-case basis, through the annual budget process or an individual report to Council.

LEGAL IMPLICATIONS:

While there is no legal requirement in provincial legislation for a local government to have a strategic plan, it is considered best practice for local governments to have one, especially those the size of Langford.

OPTIONS:

Option 1

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.

OR Option 2

THAT Council direct staff to make the following amendments to the 2023-2027 Council Strategic Plan, recognizing there is additional public input to come forward:

- a. _____
- b. _____
- c. _____

Option 3

THAT Council approve the 2023-2027 Council Strategic Plan.

SUBMITTED BY: Braden Hutchins, Director of Corporate Services

Donna Petrie, Senior Manager of Communications and Economic Development

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 – Graphs from Let’s Chat Langford

Attachment 2 – Draft 2023-2027 Council Strategic Plan