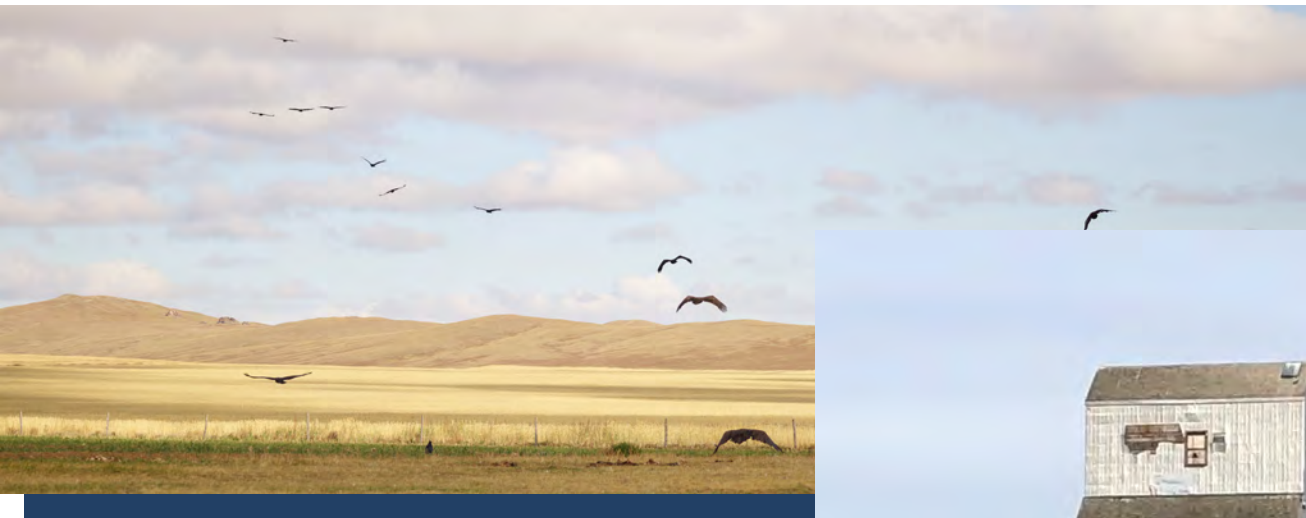


*Town of*  
**LANGHAM**

**STRATEGIC PLAN 2022-2025**



Prepared by



The contents of this four-year strategic plan were created by the Town Council of Langham in April 2021 for the betterment of their community and with the future of their Town in mind.

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## 1. Letter from Town Council

It is our honor and great pleasure to present the Town of Langham's Four-Year Strategic Plan. In April of 2021, members of Council, along with Town staff, met to identify a strategic direction for our community and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

This plan reflects Council's vision for Langham's future, as well as the strategies we will take to ensure that our community is prepared for growth. A vision, mission, and set of values was developed, as well as a series of goals and strategies to help us attain our vision of success and help Council and Administration ensure a sustainable and successful future for Langham.

Included in this document are the short and long-term goals that Council prioritized based on their importance and timeliness. Council identified a smaller set of high priority strategies that will guide Administration's work throughout the next year. Key performance indicators have also been included to help Council and Administration track and measure our success at delivering our priorities.

This plan was created with the full knowledge that the economic and political environment is always changing, and with awareness of significant public health issues at play, so the Town of Langham will need to be flexible and prepared for what lies ahead.

We believe this plan will help Langham achieve our desired common future.

Sincerely,

Mayor Gary Epp on behalf of Town Council

## 2. Executive Summary

### 2.1 Background

The Town of Langham Council and Administration met in April 2021 to develop a Strategic Plan for 2022-2025. This plan comprises the expressed desire of elected officials and provides citizens, businesses, Administration and other stakeholders with an indication of the planned future of the Town. Council identified a series of goals and strategies to work towards a common future for the community, which are outlined in this document.

A strategic plan is essential to ensure that over the next four years, Council is aligned in their vision for Langham. Through the plan and its associated priorities, Town Administration has clear direction, and both Council and Administration can measure and track success.

### 2.2 Cascading Integrated Planning

Town Council's governance role includes the mandate to provide strategic direction for Langham. This high-level plan comprises that direction. It builds on the Town's Official Community Plan and other historic strategic documents, and it will help Administration construct operational plans.

Once Council has set the Town's strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Business Plan, Operational Plan, Recreation Master Plan, Capital Plan, and Recreational Facility Master Plan, among others.

The following figure depicts the relationship between Council's strategic vision for Langham, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of the Town, while Administration is responsible for implementing that direction.

#### Municipal Governance and Management Plans



Within the Strategic plan itself, there is a cascade from the Vision, through the Mission and Values, to a set of Goals and Strategies, and then to a set of performance measures that help identify when the Goals have been met.



## 2.3 Vision, Mission and Values

In looking towards the future of Langham, it is important that Council members agree on what the final destination looks like. With this in mind, Council first decided on the Town’s ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

### 2.3.1 Vision

A community’s vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Langham’s Council and Administration. The vision also indicates what makes Langham unique.

*Prosperous, progressive, playful, peaceful. Langham – Welcome Home*

### 2.3.2 Mission

A town’s mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Langham does and who benefits from Council’s activities. This mission statement was created based on key ideas about how to achieve the Town’s vision.

*Celebrating a rich heritage and promoting a vibrant future by enhancing the economic, cultural, and social well-being of all who live and work here.*

### 2.3.3 Values

The values expressed here are the guiding principles that help determine how the Town will operate, both in public and privately.

#### ***Commitment***

We are focused on seeing the completion of what we say we will do, to the betterment of all who live in Langham.

#### ***Communication/ Engagement***

We will provide information freely and work with citizens to make Langham the best it can be.

#### ***Growth***

We will help create economic opportunities for our citizens by encouraging business development that makes our town attractive and sustainable.

#### ***Independence (Loyalty)***

We will build towards becoming a whole community, where citizens, business and organizations can become the best they can imagine.

#### ***Inspiration***

We take the lead from those around us. We want to be the best because people in Langham put their trust in us.

#### ***Succession***

We know that those who serve Langham now are part of a legacy that runs back through the town's history and will run forward into the future imagined by this plan.

#### ***Wisdom***

We will use scarce resources thoughtfully, knowing that the decisions we make now will have an impact on future generations.

## 2.4 Langham's Goals

Town Council created a list of 12 goals for the duration of this Strategic Plan. Each of these goals represents a change that Council wants to see during the course of this plan. The plan references are to the full Goals in Section 3 of this plan.

Sustainability Pillar	Plan Reference	Goal
Good Governance	3.1.1	To Ensure that Governance is Town Council's Focus
Good Governance	3.1.2	To be an Active Partner in Working with Other Governments
Good Governance	3.1.3	To Actively Engage with Langham Residents and Organizations
Economic Support	3.2.1	To Encourage the Growth and Diversity of the Local Economy
Economic Support	3.2.2	To Promote Balance in Development
Economic Support	3.2.3	To Encourage Langham Residents to Remain, and Attract New People
Environmental Sustainability	3.3.1	To Set up the Fire Department for Future Success
Environmental Sustainability	3.3.2	To Ensure that Town Infrastructure Meets Community Needs
Environmental Sustainability	3.3.3	To Use Land and Open Space Prudently
Environmental Sustainability	3.3.4	To Make Langham as Attractive as Possible
Social and Cultural Life	3.4.1	To Provide Places in Langham for Recreational, Cultural, and Social Expression
Social and Cultural Life	3.4.2	To Promote a Vision of Langham as a Community



## 2.5 Langham’s 2022 Top Priorities

The previous section of this plan deals with the Goals that Council identified. Each Goal has a series of Strategies that help to accomplish the Goal. Within the full list of Strategies that appear in Section 3 of the strategic plan, Council has created a subset of eight ‘high’ ranked strategies. The items on this list reflect the priorities that Council saw as both important and timely.

Many other Strategies are identified as having a moderate priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority Strategy list will change over time as some high priority items near completion and new priorities emerge for the Town.

### Langham’s High Priority Strategies

Sustainability Pillar	Plan Reference	Strategy
Good Governance	3.1.1	<b>Continue a unified team approach between Town Council and staff.</b>
Economic Support	3.2.1	<b>Promote the Town broadly.</b>
Economic Support	3.2.2	<b>Consider a highway business development.</b>
Environmental Sustainability	3.3.1	<b>Respond to Emergency Services’ needs as they grow.</b>
Environmental Sustainability	3.3.2	<b>Upgrade water and wastewater systems where needed.</b>
Social and Cultural Life	3.4.1	<b>Explore a new indoor sports complex for the Town.</b>
Social and Cultural Life	3.4.2	<b>Recognize the energy that volunteers bring to Town life.</b>
Social and Cultural Life	3.4.2	<b>Encourage people to stay in the community for social reasons.</b>

### 3. Goals and Strategies

Each strategy in the tables in Section 3 below contains a colour coded prioritized ranking of relative strategies for 2021 and beyond as determined by Langham’s Town Council. This ranking is used by Town managers to determine the relatively high, moderate and low priorities for the year as Council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the Town works toward achieving its vision. Priority is not purely an indication of ‘importance’ of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Langham’s Town Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is colour coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies. In some cases, low priority strategies must be achieved first.

#### Identifying Langham’s Priorities

Langham’s priority rankings for 2022-2023 are defined and colour coded as:

- **High Priority** - Work on this strategy must be conducted in fiscal year in order for the goal to be achieved within the scope of this strategic plan. High priorities are highlighted in blue.
- **Medium Priority** - When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy. Medium priorities are highlighted in grey.
- **Low Priority** - Limited action is expected on this strategy in the current calendar year. Low priorities are not highlighted.

Throughout the tables on the following pages, the term ‘Lead Role’ is used, indicating the primary point person responsible for implementing the strategy. This list identifies the lead role:

- Council ..... Town Council
- Admin..... Administrator (Town Manager)
- EcDev..... Economic and Community Development
- P&D..... Planning and Development
- Fire ..... Fire Department
- PW ..... Public Works / Facilities
- Rec ..... Recreation

### 3.1 Delivering Good Governance

#### 3.1.1 Governance Focus

Goal: To Ensure that Governance is Town Council's Focus		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Continue a unified team approach between Town Council and staff.	There are no surprises between Council and Staff. All who work for the Town, whether elected or appointed, feel like they are pulling in the same direction.
b)	Complete an asset management program.	Council and Administration is aware of the lifespan of Town infrastructure is and can plan accordingly. The Town can (re)invest in asset improvements that make Town life better for all.
c)	Encourage members of Town Council to develop expertise in governance.	Each member of Council takes on a portfolio of interest, supported by Town staff, while being sure to remain in the realm of governance.
d)	Ensure that Town Bylaws and Policies are current	Community members know that their safety and enjoyment are important to the Town. Bylaws are enforced.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Staff turnover is lower than industry average.	2024 Q4	Admin
b)	Council considers a completed asset management program outline.	2023 Q4	P&D
c)	Portfolios are assigned to all members of Council.	2022 Q1	Council
d)	Council adopts a schedule of bylaw and policy review.	2022 Q1	Council

### 3.1.2 Intermunicipal Cooperation

Goal: To be an Active Partner in Working with Other Governments		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Engage with local and provincial governance bodies.	Langham actively works with regional municipalities, libraries, municipal associations, and other orders of government.
b)	Develop intermunicipal agreements that are beneficial to Langham.	Regional or bilateral agreements to provided services to Langham residents are considered in the areas of emergency services and municipal services.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council meets with at least two external groups every year.	2025 Q4	Council
b)	Council considers at least one new intermunicipal agreement every year.	2025 Q4	Admin

### 3.1.3 Engagement

Goal: To Actively Engage with Langham Residents and Organizations		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Make Council meetings as accessible as possible.	Record and make available to the public audio recordings of Council meetings.
b)	Interact with residents and others through traditional and social media.	Communications policies will include references to print and social media to drive community engagement.
c)	Conduct a regular citizen satisfaction survey.	Encourage engagement with citizens to identify what they need, what they want, and how well they think their town is responding.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Town website hosts publicly-accessible recordings of all public Council meetings.	2022 Q4	Admin
b)	Updated Communications and/or Media policies are considered by Council.	2022 Q4	EcDev
c)	Bi-annual citizen satisfaction survey is launched.	2022 Q4	EcDev

## 3.2 Supporting the Local Economy

### 3.2.1 Encourage Growth

Goal: To Encourage the Growth and Diversity of the Local Economy		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Promote the Town broadly.	A strategic marketing plan is developed that increases the awareness of Langham's opportunities and locational advantages.
b)	Ensure that sufficient serviced commercial and industrial land is available.	Town zoning and the OCP includes dedicated areas designed for commercial and light industrial growth. The Town will ensure that there is enough available raw land by purchasing it or by collaborating with others to secure it.
c)	Advertise that Langham is a great place to build and do business.	Increased local employment is available due to business expansion, both in the construction stage and afterwards.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a strategic Town marketing plan.	2022 Q4	EcDev
b)	No business or industry partner is unable to locate in Langham due to unavailable land.	2024 Q4	EcDev
c)	Citizen satisfaction survey indicates that more residents are also working in Langham.*	2022 Q4	EcDev

\* This measure is based on the bi-annual citizen satisfaction survey identified earlier in this plan.

### 3.2.2 Balanced Development

Goal: To Promote Balance in Development	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Consider a highway business development.	A business hub off Highway 16 attracts commuter traffic and keeps trucks out of the core of the town. More employment is created for Langham residents.
b) Work with the business community to make sure that services are present in Langham.	More downtown activity is brought about through a revitalization plan that may include tax incentives for downtown locations. Reduce the administrative burden, and increase access for businesses that want to open in Langham

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council chooses whether to accept a highway business development strategy.	2023 Q4	EcDev
b)	Additional grocery shopping options open in Langham.	2023 Q4	Council
b)	Business licenses and development permits can be applied for online.	2022 Q4	Admin

### 3.2.3 Keep Citizens in Langham

Goal: To Encourage Langham Residents to Reman, and Attract New People	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Work with citizens and groups to build well-being in Langham	More people in Langham are actively involved in making their community the best it can be. Host or partner on events that boost the Town and its residents.
b) Push for a variety of housing types.	People at all life and family stages will find an appropriate home in Langham.
c) Identify ways for seniors to remain in Langham.	Market and non-market seniors' housing developments are attracted to Langham due to Town actions in finding developers and assisting with the creation of a market niche.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Include questions about involvement ideas as part of the Town's bi-annual citizen satisfaction survey. *	2022 Q4	EcDev
b)	Housing starts rise year over year.	2025 Q4	EcDev
c)	Additional seniors housing options are available in Langham. **	2025 Q4	P&D

\* This measure is based on the bi-annual citizen satisfaction survey identified earlier in this plan.

\*\* This measure is not entirely within the Town's control.



### 3.3 Sustaining Our Environment

#### 3.3.1 Fire Services

Goal: To Set up the Fire Department for Future Success	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Respond to emergency services' needs as they grow.	Work with the Fire Department to ensure their space meets their long-term needs. Fire department has the water pressure it requires.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A new fire hall opens in Langham.	2024 Q4	Fire
a)	Fire Department identifies that water pressure and availability meet the department's needs.	2023 Q4	Fire

### 3.3.2 Infrastructure Needs

Goal: To Ensure that Town Infrastructure Meets Community Needs	
Strategies (We Will...)	Desired Result(s) or Achievement(s)
a) Upgrade water and wastewater systems where needed.	Drainage strategy is completed. All waterlines are looped. Cast iron waterlines are all replaced. Add a third water well for the Town.
b) Increase the Town's involvement in the community garden program.	More community garden spaces are available along Railway Ave. Volunteers are found to assist with the program.
c) Make sure that roads, sidewalks, and trails are in good repair.	Capital needs for road patching, sidewalk expansion and repair, and linear parks are funded.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Citizens and businesses are satisfied with the quality, amount and reliability of water available to them.	2025 Q4	PW
b)	There are enough community garden spaces to meet demand.	2023 Q4	PW
c)	The Town's capital plan is funded for at least the next 10 years.	2025 Q4	Council

### 3.3.3 Environmental Sustainability

Goal: To Use Land and Open Space Prudently		
Strategies (We Will...)	Desired Result(s) or Achievement(s)	
a)	Consider how best to approach urban agriculture ideas.	Bylaws and policies are in place to support an urban agriculture program that could include chickens, bees, and other ideas.
b)	Reduce the Town's overall carbon footprint.	Barriers to individuals' use of renewable energy sources are reduced or eliminated. The Town considers how it can reduce its own reliance on non-renewable energy sources.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A community survey indicates what Town Citizens are looking for in terms of an urban agriculture policy.	2022 Q4	P&D
b)	Council considers a plan to move away from non-renewable energy sources as much as possible.	2024 Q4	Admin

### 3.3.4 Beautification

Goal: To Make Langham as Attractive as Possible		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Revitalize Main Street.	Beautification such as more lighting and planters are installed and maintained.
b)	Make Langham more visually appealing.	Dilapidated buildings and unsightly lots are remediated, ideally by the owner. Celebrate festive seasons such as Christmas with lights and signage.
c)	Increase the amount of park space available.	Langham's parks have programming available at times through the year. The linear park is completed.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	A Main Street Beautification Program is considered by Council.	2023 Q4	PW
b)	A majority of respondents indicate that they are very satisfied or satisfied with the look of downtown Langham. *	2024 Q4	EcDev
c)	Parks identified in the parks and open space plan are completed according to that schedule.	2025 Q4	Rec

\* This measure is based on the bi-annual citizen satisfaction survey identified earlier in this plan.

### 3.4 Celebrating Langham’s Social and Cultural Life

#### 3.4.1 Facilities

Goal: To Provide Places in Langham for Recreational, Cultural, and Social Expression		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Explore a new indoor sports complex for the Town.	Citizens and visitors can recreate indoors without having to leave Langham. Town teams can practice and play at home. Non-resident teams are encouraged to support the economy of Langham.
b)	Provide space for an off-leash dog park.	Dog owners in Langham have a safe and contained space in which to exercise their dogs and socialize with each other.
c)	Partner to explore a new library facility.	Langham citizens can explore learning and literacy in their own town.
d)	Assist in securing adequate childcare spaces and options for working parents in Langham.	A Mayor’s Task Force on childcare is established. Assistance is provided to existing childcare providers.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council decides whether to proceed with a new indoor sports facility.	2023 Q4	Council
b)	A fenced-in off-leash dog park opens.	2023 Q4	PW
c)	A majority of respondents indicate they are very satisfied or satisfied with library service available in the Town. *	2024 Q4	EcDev
d)	There are enough childcare spaces available to meet demand.	2025 Q4	EcDev

\* This measure is based on the bi-annual citizen satisfaction survey identified earlier in this plan.

### 3.4.2 Town Identity

Goal: To Promote a Vision of Langham as a Community		
Strategies (We Will...)		Desired Result(s) or Achievement(s)
a)	Recognize the energy that volunteers bring to Town life.	The number of people who volunteer in Langham know their contributions are valued. Volunteers are recognized in an annual Volunteer Day or Week.
b)	Encourage people to stay in the community for social reasons.	People identify Langham as a place where they know their neighbors and feel a sense of civic pride.
c)	Understand what types of programs and services people would like to see in their town.	A regular survey of community needs and wants is conducted by the Town.

Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The first annual volunteer celebration event is held.	2022 Q4	EcDev
b)	A majority of respondents identify they are very satisfied or satisfied with formal and informal social opportunities available within Langham. *	2022 Q4	EcDev
c)	Council receives the results of a community needs and wants survey.	2024 Q4	EcDev

\* This measure is based on the bi-annual citizen satisfaction survey identified earlier in this plan.

## 4. Conclusion

The pages of Langham's 2022-2025 Strategic Plan provide a roadmap that was developed by the Town's elected officials and Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the Town operates is always shifting. In response, the Town's plans also must change to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

### 4.1 Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

#### Members of Council

1. Gary Epp, Mayor
2. Carey Zacharias, Councillor
3. Carol Epp, Councillor
4. Dione Wall, Councillor
5. Dylan Smart, Councillor
6. Peter Srok, Councillor
7. Randy Kary, Councillor

#### Members of Administration

1. Jamie Paik, Administrator
2. Darcey Wiebe, Administrative Assistant
3. Rebecca Peterson, Administrative Assistant
4. Andrea Carroll, Director, Economic and Community Development
5. Don Garvie, Facilities Manager
6. Jason Danroth, Utility Operator
7. Steve Wiebe, Town Foreman
8. Bill McCombs, Fire Department

*Professional assistance in working with Council and Administration was provided by:*

#### External Advisors

- Ian McCormack, CMC, Strategic Steps Inc.

