

A black and white photograph of a group of children of various ages looking up from a play structure. The structure is made of large, interconnected hexagonal shapes, creating a honeycomb pattern. The children are positioned around the structure, some leaning over the edges, all looking towards the camera with various expressions of curiosity and interest. The background is a bright, clear sky.

LANGLEY CITY VISION: RECOMMENDATIONS AND IMPLEMENTATION REPORT

This report was prepared by the Arlington Group Planning + Architecture Inc. on behalf of the City of Langley, as a companion document to Langley City: Nexus of Community.

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In 2017, Langley City initiated a strategic visioning project to steer the City to its most successful future. As a Regional City Centre, Langley City has been designated as a focal point and future transit hub for the south-eastern sub-region of Metro Vancouver.

The City recognised its need to plan progressively to find a unique “Made in Langley” solution to create a new future that takes advantage of its untapped opportunities. This document summarizes the approach undertaken to understand Langley City’s potential, develop a clear vision for the future, and undertake measures to implement the vision.

This report summarizes the findings of the project and provides key recommendations for implementing the final Vision - Langley City: Nexus of Community. The recommendations provided are intended to be a companion to the final Vision document, providing high-level ideas and specific actions that should shape the goal setting and project prioritisation for Langley City. As a small municipality with a strong base, these recommendations have the potential to create significant and transformative change.

Background

The strategic visioning project began with information gathering and market intelligence to identify the key challenges to be addressed to advance the City’s initiative. The Arlington Group worked with a broad team of consultants including Andrew Yan Consulting, MVH Urban Planning & Design Inc. and Rennie Market Intelligence to provide a detailed picture of the current state of Langley City, the challenges to be overcome as well as the opportunities that merit exploration and future action. The background research consisted of:

- A review of the 2016 census results, current market conditions and recent development patterns;
- A review of existing strategic land-use planning tools including the Official Community Plan (adopted 2006) and Zoning Bylaw (adopted 1996);
- Interviews with key stakeholders and local agencies concerning the City’s current image, future potential and key indicators for change; and
- Exploration of potential triggers for change in the community including, but not limited to, a Rapid Transit* connection.

* Rapid transit means a high capacity electric railway transportation link that may include light rail, SkyTrain or other form of technology

Vision Workshop

The background research was followed by two visioning workshops over two days. The workshops were organized and facilitated by Lucent Quay Consulting Inc. The first session, held on February 20, 2018 brought together a carefully selected group of experts from a variety of fields. The second session was held on February 27, 2018 with the Mayor and all Langley City Councillors.

Through both sessions, participants were invited to help craft a future vision for Langley City that describes how residents, businesses and visitors will experience the community into the future. Langley City: Nexus of Community (the Vision) has been developed from the themes that emerged through these workshops. The Vision includes aspirational goals and implementation measures, including a Communication Plan, to ensure that the City continues to move from dream to on-the-ground outcomes.

Recommendations and Implementation

Langley City is committed to a new direction and is looking to proactively leverage its assets to develop and strengthen the City's identity. This report provides recommendations from the Arlington Group, providing additional detail and rationale for the actions included in the Vision document.

Recommendations are categorised by the Vision theme they best address, including 'community', 'connected', 'experiences' and 'integration'. High-level policy recommendations that reach across all theme areas, such as updating the Langley City Official Community Plan, are categorised as "Building a Strong Foundation".

These recommendations are supported by an Implementation Plan that outlines the proposed timeline for rolling out projects and the approximate time frame for each project. The recommendations provide implementation measures that address the four themes of the Vision.

INTRODUCTION

Langley City is one of 21 municipalities in Metro Vancouver (Greater Vancouver Regional District) and is centrally located in the South Fraser area. With a population of 25,888, the City represents slightly over 1% of the Metro Vancouver population of 2,558,000. The 10-square-kilometre urban centre is located south east of Cloverdale in the City of Surrey and south of Willowbrook in the Township of Langley. Langley City is bounded on the north, east and south by the Township of Langley and on the west by the City of Surrey.

While Langley City is one of the smaller municipalities in Metro Vancouver, both in geographic area and population, it plays an important role as a Regional City Centre. With its central location in rapidly developing communities south of the Fraser River, it is an active business and service hub that also provides a diversity of housing choices and the amenities of a strong urban centre. Together with the Township of Langley and the City of Surrey, this sub-region has a combined population of 694,000, with Langley City serving a market area of approximately 250,000.

Significant development is taking place in the City but there is concern about the direction it is taking. Langley City currently lacks a comprehensive vision, making it vulnerable to incremental, piecemeal changes that may not best reflect the City's future needs. Household incomes in the City are lagging well behind other South Fraser municipalities and the housing mix lacks diversity, which is limiting opportunities for families to stay or locate in the area.

Fortunately, Langley City's current assets are well positioned to be in greater demand a decade from now. Much of its land base is underutilized and although the City lacks greenfield sites, there is considerable potential for redevelopment. The City has a compact form of development with more efficient infrastructure than other Metro Vancouver municipalities. With significant commercial and industrial sectors and a distinct and walkable Downtown, the City is well positioned to become a complete community.

The City has recognised the need to plan progressively to find a unique "Made in Langley" solution to create a new future that takes advantage of its untapped opportunities. This document summarizes the approach undertaken to understand Langley City's potential, develop a clear vision for the future, and undertake measures to implement the Vision.

The background research explored Langley City's current demographics, housing market, land-use planning policies and perceptions of the City from inside and outside of the community. It also examined the potential triggers for change in the community, such as future Rapid Transit and shifting lifestyle and economic trends. This high-level analysis was used to build a picture of the current state of Langley City, to help shape the discussion of future potential and possibilities. This section summarises the key findings of the background research. Supporting data is provided in Appendix A – Summary of Findings.

COMMUNITY PROFILE

Population Growth

25,888 (2016 Census) people currently reside in Langley City. While steady growth has been apparent in the past decade, the limited land base of the City has meant that population growth has generally lagged behind the larger, surrounding municipalities of the Township of Langley and the City of Surrey. The Regional Growth Strategy (RGS) has projected a 2021 population of 30,140 with a total of 13,800 dwelling units for Langley City. Growth has accelerated in the past two years but is lagging slightly below regional projections.

Demographics

A comparison of demographic data against its neighbouring municipalities and the Metro Vancouver average shows a unique community profile for Langley City.

Older Population

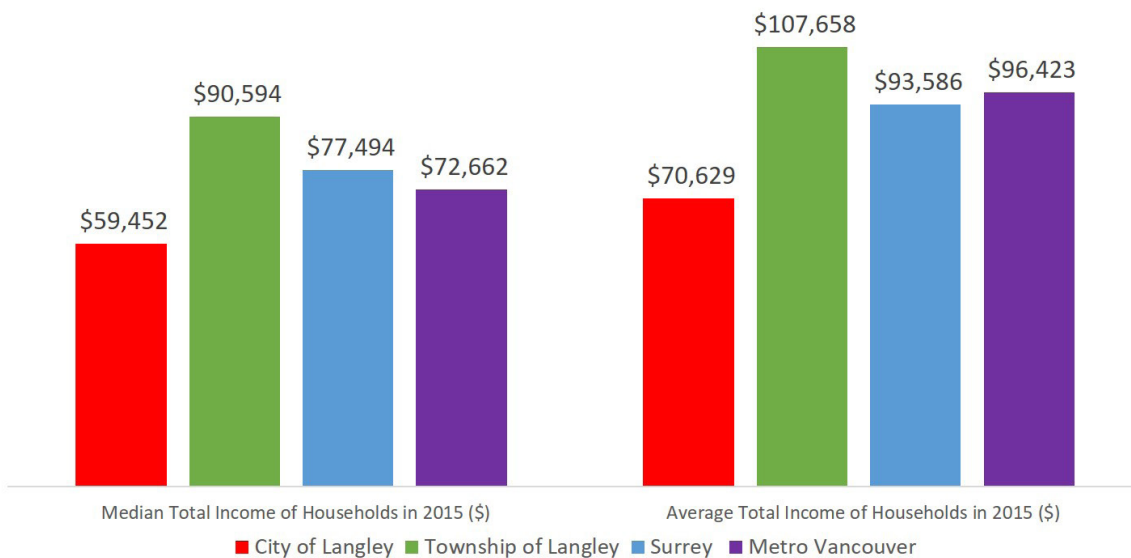
- 19.2 % of Langley City's population is 65 years and over, which is several percentage points higher than the surrounding municipalities and the Metro Vancouver average. As a result, there are fewer residents in the working age population of 15-64 years, compared to its peers.

Small Households

- Nearly 40% of households in Langley City consist of one person. This is double the proportion in the City of Surrey and Township of Langley (both 20%). Large households (3 or more persons) are much less common in Langley City than in other South Fraser municipalities and the Metro Vancouver average.

Lower Incomes

- Median and average (i.e. mean) household incomes are significantly lower in Langley City compared to other South Fraser municipalities and Metro Vancouver as a whole. Median household incomes have also declined relative to the City's peers. From 85% of the Metro Vancouver average in 1995, median household incomes dropped to 82% in 2015. Median household incomes in the Township are over 50% higher. Smaller household sizes account for part but not all of this difference.



Source: Statistics Canada, 2016 Census

- Langley City has a higher proportion (17.3%) of its population with low incomes (based on the Low-Income Measure, After Tax¹) compared to its peers - Township of Langley (9.7%) and City of Surrey (14.8%).

¹ The Low-income measure after tax (LIM-AT) is a fixed percentage (50%) of median adjusted after-tax income of households observed at the person level, where 'adjusted' indicates that a household's needs are taken into account.

- Low-incomes particularly apply to the youth (17 and under) and seniors (65 and over) population. Over one fifth of these age groups experience low incomes. Smaller household sizes account for part of the difference.
- Low incomes are much less prevalent in Langley City's working age population. While there are still a higher number of low incomes reported (14.4%) in this age group compared to the Township of Langley (8.6%) and City of Surrey (13.6%), this is lower than the Metro Vancouver average of 15.8%.

Large Employment Base

- Langley City provides significant industrial and mixed employment areas that will allow a range of future industrial and commercial uses. Although all land in the City is developed, the Metro Vancouver Regional Growth Strategy identifies that there is capacity for an additional 10,000 population and 6,000 jobs within the Langley Regional City Centre over the next 30 years.
- The City of Langley is a job magnet. Over 2,000 more workers commute into the City than commute out of the City. A large majority of workers in Langley City (80%) come from the City and adjacent South Fraser municipalities in Metro Vancouver.
- Less than 15% of the Langley work force live in Langley City. Nearly three quarters of workers commute to nearby municipalities. Less than 5% commute to any one municipality outside the South Fraser area.

HOUSING MARKET ANALYSIS

Langley City provides a diversity of housing types that are more affordable than surrounding communities. Housing typologies are segmented throughout the City, with apartments and most townhouses concentrated north of the Nicomekl River and nearly all single family dwellings located south of the Nicomekl River.

The current community profile of the City suggests that there has been limited opportunity for families to live within the downtown core and surrounding residential areas, particularly due to the predominance of smaller apartments and a limited number of townhouses.

Affordability

The latest Canada Mortgage and Housing Corporation (CMHC) survey (October 2017) indicates that homes in Langley City are selling at a discount to the overall Surrey/Township of Langley market. Detached home prices are 23% lower, townhouses 11% lower and condos 10% lower. On a price per square foot basis, condos in the City are 24% lower and townhouses are 9% lower than the Surrey/Township of Langley aggregate.

Detached homes in the City sell for an average of \$901,514 (22%), townhouses for \$508,550 (11%) and condos for 326,609 (+41%). Average per square foot sales in the City are currently \$355 for condos and \$344 for townhouses. They have climbed steadily since end the of 2015 and have risen faster than surrounding municipalities (CMHC 2017).

Apartment rental prices in Langley area are well below the average for the Vancouver CMA. One bedroom apartments in Langley average \$975 monthly rent compared to the CMA average of \$1,340. Two bedroom apartments in Langley have an average monthly rent of \$1,223 compared to \$1,552 for the CMA (CMHC 2017). This offers an significant opportunity for Langley City to provide housing at a more affordable level in the context of the affordability crisis in the Metro Vancouver area.

Housing Stress

- Despite competitive rents, nearly half of City of Langley tenant households (46.7%) spend 30% or more of their income on shelter.

Density and Housing Typologies

No census dissemination area in the City of Langley has a density of more than 100 units/hectare. Most are under 50 units/hectare - a typical overall townhouse density. Existing housing densities along the future Fraser Highway Rapid Transit corridor are low - typically under 25 units/hectare. Housing densities south of the Nicomekl River are very low – typically under 10 units/hectare.

Low-Rise Apartment Dwellings

- Langley City has a much higher proportion of low rise apartment dwellings (57%) compared to other South Fraser municipalities and Metro Vancouver. This trend is continuing as 85% of all residential building permits issued over the past decade were for apartments. The remainder consisted of townhouses or row houses (9.3%) and single family dwellings (5.7%).
- The proportion of single family dwellings in Langley City is much lower (23%) than other South Fraser municipalities and Metro Vancouver as a whole.

Small Rental Units

- Nearly all rental apartments in Langley are one bedroom or two bedroom units (94%).

Unrealized Density

- There is significant potential for growth, with housing densities in RM1 and RM2 zones largely unrealized.
- The high densities allowed in existing zoning means that there is little leverage to achieve affordable housing or environmental upgrades through density bonuses.

Aging Housing Stock

- The Langley rental apartment stock (2,086) is relatively old with only 22% (455 units) constructed since 2000.
- Nearly 60% were constructed before 1980.
- A small number of purpose built rental townhouses in the City were constructed before 1980 (87%).

CURRENT PLANNING POLICIES

Langley City has a range of land-use planning policies, along with community, sustainability and transportation planning policies, designed to shape how the community will grow. This review focuses on the Langley City Official Community Plan (OCP) and Zoning Bylaw, as the core land-use plans for setting the tone of land-use development.

Current trends have shown a stronger push toward more connected, walkable and vibrant communities. Lifestyle factors, such as the ability to bike or walk to work, and accessibility to diverse and unique retail, dining and entertainment options are driving where people chose to live, with access to jobs often a secondary factor. This review considered how well the current planning policies support these trends.

Official Community Plan

The OCP guides decisions on planning and land-use management through a series of objectives and policies. The OCP also shows the intended use of all parcels of land in the City through land use designations. The land use designations and their policies set the built form character, the density and the capacity for growth within all land uses. Subsequent zoning and development decisions must be consistent with the OCP.

Vision Statement

- The existing OCP does not have a Vision statement, thus missing a crucial opportunity to communicate the future direction for the City. A clear Vision statement would also guide OCP objectives for the City of Langley.

Separation of Land Uses

- The OCP land use designations provide a clear separation of land uses but function as silos, rather than land uses that blend together.
- Low density residential areas are separated from all other land uses with a substantial green buffer along the Nicomekl River. The single-family areas are thoroughly separated from all other land uses.
- The OCP does not allocate significant or virtually any growth for approximately half the City's area south of the Nicomekl River. The OCP does indicate that smaller

lot sizes and/or secondary suites should be investigated as tools for attracting new investment to older single family residential areas. The minimum lot size in the Residential Designation is 557 m² (5,995.5 ft²), which effectively prevents infill development.

Limited Housing Diversity

- More than 80% of the City's population growth from 2006 to 2031 is expected to be accommodated within the lands designated for multiple family residential development (13.9% of the City's land).
- Most of the City's housing stock consists of apartments. Townhouses and other forms of ground oriented multi-family housing are lacking in the City.
- Generous densities are provided for medium (173 units/hectare, 70 units/acre) and high (198 units/hectare, 80 units/acre) but no distinction between ground and non-ground-oriented land uses is provided.
- The low density multiple residential zone (62 units/hectare, 25 units/acre) allows either townhouses or apartments.
- The OCP does not prevent housing diversity but lacks incentives for addressing the 'missing middle'.

Zoning Bylaw

The Zoning Bylaw is the main legislative tool for implementing the policies of the OCP. As such, the zones reflect the character and densities put forward in the land use designations of the OCP. This review largely focused on the residential zones, as these zones play the strongest role in creating a suitably dense urban centre that will house the existing and future population of the City.

Two of the residential zones RM2 (Medium Density Multi-family Residential) and RM3 (High-Density, Multi-Family Residential), along with C1 (Downtown Commercial), which also allows multi-family residential, were significantly up-zoned as amendments in 2013 (prior to the drafting of the new Zoning Bylaw). The intent of the amendments was to take proactive steps to increase multi-family residential development in the community.

The higher density allowance was intended to encourage diversity in housing, accelerate the renewal of the downtown and make redevelopment feasible for more properties. These higher density limits may have facilitated downtown growth as the value of building permits increased by over 120% from 2016 to 2017 to a total of \$100 million. However, 2017 was a record year for many Lower Mainland municipalities and the relative contribution of the 2013 zoning changes cannot be isolated. The review of the Zoning Bylaw was undertaken to identify which housing forms are missing and what steps are needed to achieve a desirable urban form in the future.

Fewer Residential Zones

- Other South Fraser municipalities have a wider and more focused range of residential zones than Langley City. This limits the City's ability to manage growth and regulate the appropriate blend of building forms except through site specific CD zoning (see Appendix B for a comparison of South Fraser municipal zones).
- Langley City has two single family zones that accommodate suburban residential and estate residential lots. There is no provision for lots under 557 m² in area. This means a lot up to 1,100 m² cannot be subdivided in two. Every other municipality south of the Fraser River has three or more residential infill zones under 500 m² in area with a width of under 15 m.
- Infill and low-density multi-family zones such as duplex residential, semi-detached residential and townhouse/row home residential are noticeably absent. RM2 and RM3 zones allow very high densities but do not encourage townhouses or any street presence due to large setback requirements (7.5 m), which discourages townhouses or other street friendly housing.
- New zones that fill the gaps of different housing types would provide opportunities for more widespread redevelopment applications, rather than relying on CD zoning.

No Neighbourhood Commercial

- No commercial uses are designated in the OCP or zoned south of the Nicomekl River. Local neighbourhood centres providing local services within walking distance are necessary in any complete neighbourhood.

High Parking Requirements for Some Needed Uses

- Current parking requirements for family oriented residential land uses such as larger apartments (3+ bedrooms) are higher than other South Fraser municipalities. These additional parking requirements, particularly when underground parking is involved, make new family oriented development in Langley City costlier in comparison to other South Fraser municipalities.

COMMUNITY PERCEPTION

To add depth and a qualitative analysis to the review of the current state of Langley City, knowledgeable stakeholders in a variety of fields were asked how they perceive the City as a place to live, do business and visit. A total of 12 interviews were conducted, with stakeholders across a range of specialties including developers, housing providers, health providers, tertiary education institutions and market analysts.

Despite a belief that Langley City has a range of assets and great potential for the future, strong concerns were expressed by nearly all participants that Langley City must undertake significant steps to revitalize its downtown. The advent of Rapid Transit was seen as a golden opportunity to undertake needed transformative change.

Lack of Clear Identity

- For those who know it well, there is a belief that there is something special about Langley City that needs to be captured and promoted. Langley has the potential for a bright future. However, its boundaries are unclear and not easily distinguished from the Township of Langley.

Disconnected

- The existing transportation network is seen as a major impediment to development in Langley City.

Old, Tired and Unsafe

- Much of the existing building stock is old and tired and reflects poorly on the City's image.
- An unsafe perception is holding Langley City back. This was confirmed by a much higher rate of non-violent crime than the B.C. average (although the violent crime rate is low).
- Concerns expressed about the number of homeless people in the community, the number of thrift stores and the closing of banks, indicating apprehension for the future.

Small Size an Advantage

- Downtown Langley has a walkable street friendly presence; it is much more than a mall or a series of highway commercial sites.
- Its limited footprint provides an opportunity to densify and grow in, grow up and then grow out. Housing stock in the area south of the River is aging and ripe for redevelopment or rejuvenation to provide more aging in place and other diversity and choice of units.

Favourable View of City Representatives and Staff

- Residents and businesses appreciate that the Mayor and members of Council are approachable and responsive. The City can move quickly and in a coordinated fashion to respond to issues and the development approval process is seen as positive, efficient, and short.

KEY TAKEAWAYS - AREAS TO ADDRESS

- Langley City represents just over 1% of the regional population but it serves a regional population of one quarter million. Langley City has major opportunities to reposition itself as a Regional City Centre within Metro Vancouver and a gateway to the Fraser Valley.
- With Langley City's proximity to a Metropolitan Centre (Surrey) and future improved connectivity through Rapid Transit, the City has the potential to become a key regional centre in an expanding community south of the Fraser.
- The City has the benefit of large industrial and mixed employment zones located close to transport routes and the City's downtown. Its current employment sectors draw a large workforce in from surrounding communities.
- The City has 'good bones'. It is a compact municipality with an efficient infrastructure network, a distinct and walkable downtown, significant commercial and industrial sectors and a residential sector with substantial single family and multi-family development.
- The demographic profile of the community is not static and will naturally shift as community members move through different stages of life. The City has an opportunity to provide a diverse range of housing forms to meet the changing housing needs of its residents.
- Much of Langley City's housing stock is ready for redevelopment (including infill), provides a golden opportunity to recalibrate the housing mix. In the past 10 years, less than 10% of new developments have included row or townhouse forms. Proactive planning for diverse housing forms will support a vibrant and diverse community into the future.
- Engaging with emerging economic trends, particularly expanding knowledge fields, is likely to be a trigger for change in the future. The goal should be to enhance the productive capacity of the land, particularly its job creating commercial and industrial sectors, as core drivers of Langley City's future identity.

Two visioning workshops were held over two days, following the background research. The first session, held February 20, 2017 brought together over 20 experts and leaders from a diverse range of fields including architecture, public service, post-secondary education, technology, finance, sustainability, communication and development. Participants were carefully selected to ensure a cross-section of interests and experiences, as well as age, gender and cultural diversity. The second session was held February 27, 2017 and included the Mayor and all Langley City Councillors.

Through both sessions, participants were invited to help craft the vision for Langley City that describes how residents, businesses and visitors will experience the community into the future. In its final form, the vision story will be used as a framework for decisions by all City departments and as a briefing document for businesses and developers looking for opportunities in Langley City.

Themes that arose through the workshops consisted of the following:

Community

- Concentrating growth, access to green zones, and designing for transit and walkability will be the markers for a new sense of community.

Connected

- Rapid Transit will be a catalyst for change, but its success will involve more than transport. A Rapid Transit exchange at 203 Street will be part of a community hub where people live, work and play.

Experiences

- Langley City will offer lifestyle experiences that rival those of a big city, but on a scale that respects and reflects its history and character.

Integration

- Langley City is a community where residents are welcome and supported at all stages in their lives.

RECOMMENDATIONS

Langley City: Nexus of Community (the Vision), includes aspirational and functional goals and initiatives, including a Communication Plan, to ensure that the City continues to move from dream to on-the-ground outcomes. Its recommendations seek to help build an authentic, positive image of the Langley City through action, communication and building on the successes, innovation and support of the broader community.

This section details the recommendations provided by the Arlington Group to implement the Vision. Some of the recommendations are far reaching and extend across all themes. This category of recommendations is referred to as 'Building a Strong Foundation' and are addressed first.

The further recommended actions and initiatives address the four Vision themes:



Community



Connected



Experiences



Integration

It should be recognized that some initiatives can be detailed now while others will need to be refined, depending on partnerships and opportunities such as land availability. Each category of recommendations seeks to address a spectrum of implementation - from plans and policies that should be put in place to direct and support positive change, partnerships that the City should instigate to drive mutual objectives, and 'quick win' projects that will demonstrate revitalisation of the City.

Some initiatives can proceed immediately while others will be ongoing or long term, and some will require extensive consultation. While none of the recommendations are mutually exclusive, the focus of actions will evolve depending on the opportunities that are prioritized. The City has limited resources and there will be a need to be strategic in the timing of initiatives. The recommendations are summarized in a chart at the end of the section to include project prioritization and timing.

The recommendations included in this section seek to consolidate the Vision in the City's land-use planning tools, resourcing and staffing for the City. If the key policy documents and bylaws such as the Official Community Plan and Zoning Bylaw are not reflective of the City's goals and objectives, unnecessary roadblocks will be faced in implementing the Vision. Likewise, establishing the funding mechanisms and appropriate staff resources will ensure that the City is ready to take on projects and has the capacity to implement the Vision. Many of these initiatives will require substantial community consultation, providing an ideal mechanism to communicate the Vision and interpret with the help of the broader community.

OFFICIAL COMMUNITY PLAN

Recommendation - Update the Langley City Official Community Plan (OCP).

Rationale - The OCP provides the blueprint for the future, with objectives and policies to guide decisions on planning and land-use management. The current OCP is dated 2005. An update to the OCP is essential to provide the desired policy direction, set the stage for the advent of Rapid Transit, broaden the zoning toolkit and regulate design quality. It also offers an excellent opportunity to bring the broader community into the process.

Timeframe - Short-term..

Resources - City staff supplemented by consulting assistance.

Project Details - The OCP update should be one of the first tasks to be undertaken to bring the Vision elements into policy and to inform and engage the community in implementing the Vision.

Core considerations for an OCP update should include:

- Consultation to develop a community supported vision to drive the OCP.
- Refining community objectives specific to Langley City. The existing six objectives are very generic and could apply to any Lower Mainland community.
- Consider consultation with Metro Vancouver to increase the City's share of regional growth, in line with a Regional City Centre.

- Updating Development Permit Guidelines. The existing design guidelines are organized by land use and do not vary for different geographical areas or roads except section 17.5.1 that states “Downtown Commercial area development shall adhere to the design guidelines and regulations set out in Sections 5.2 and 5.3 of the Downtown Master Plan”. While the language in the Downtown Master Plan provides good advice, it is not regulatory. Typical language refers to features to be “considered in design review and encouraged in implementation”. This limits the City’s authority. A developer must consider but can choose not to proceed with any element. Looking as development permits in conjunction with zoning, it means a site zoned Downtown Commercial (C1) can be developed for 100% commercial or 100% residential uses. Similarly, a site zoned Multiple Density High Density Residential zone (RM3) can have 100% family units or no family units and no requirement to provide any affordable units. In preparing for Rapid Transit to Downtown Langley, the City can and should determine where ground oriented commercial uses and street oriented residential uses are required. The Downtown Master Plan can provide important guidance, but Development Permit guidelines should be in the OCP and aligned with the new community vision. These form and character guidelines should apply to both commercial and multi-family development, as specified in the Local Government Act s. 488 and 490.
- Developing more integrated land-use designations that promote a diversity of uses. For example, determining areas appropriate for including neighbourhood retail/commercial nodes and supporting mixed-used zones.
- Determining stronger sustainability and environmental intentions to signify that Langley City is striving to be a modern urban core, setting the example for the region.
- Setting strong affordable housing targets and manage densities to use density bonuses as incentives for affordable housing projects.
- Clearly defining the City’s economic strengths and the policies that will help drive the growth of existing businesses, support emerging industries and target unique sectors for Langley.

Refocus densification levels:

- Offering additional density will not be an incentive until the market is there. Additional density should only be considered as a lever to produce better community outcomes, such as more affordable housing, or energy efficient homes.
- Overly generous densities can also run the risk of locking all development uptake into a few buildings, rather than creating transformation across a wider scope. The City can achieve density with low rise and mid-rise buildings that recognize floodplain and airport restrictions.
- The City can set the conditions for achieving permitted densities through development permit controls to address the form and character.

ZONING BYLAW

Recommendation - A Zoning Bylaw update should be considered in conjunction with OCP changes to address the Future Vision.

Rationale - The Zoning Bylaw needs to align with the objectives and policies of a new OCP and provide the tools to implement desired land-use changes. A draft new Zoning Bylaw has already been prepared by staff to streamline the existing Zoning Bylaw. This is good start to build upon.

Timeframe - Medium-term. Updated formatting has already been prepared by staff but needs additional tools to implement the new OCP Vision. Interim changes can be made in the short-term but a more comprehensive review should follow the OCP update.

Resources - City staff supplemented by consulting assistance.

Project Details - An updated Zoning Bylaw needs to provide the appropriate tools to proactively facilitate change in the community. It should consider the following:

- Expansion of the number of residential zones to accommodate demographic changes, infill opportunities and ground oriented multi-family needs. Every other municipality south of the Fraser River provides 3 or more residential infill zones under 500 m² in area and with a width of under 15 m. Accommodation for semi-detached housing on corner lots, coach and fee simple row houses represent other infill opportunities which add to housing diversity. These zoning tools would also provide opportunities for existing residents to downsize while remaining in their neighbourhoods.
- Increasing zoning flexibility including innovative solutions to repurpose existing large retail spaces for mixed and integrated uses and industrial zoning that protects jobs but recognizes the driving force of technological change. Innovative zones that could encourage diverse live-work housing forms that support artists, start-ups and other creative/ knowledge industries. While CD zones are not encouraged, they should not be ruled out to address unique opportunities on a site specific basis.
- Some areas of Downtown Langley have very generous densities. Rezoning to lower densities is possible but will send a negative message to the development community. Providing incentives and clear guidance sends a positive message and is preferred, particularly if they are developed through a consultative process with stakeholders
- Creating additional multi-family zones will expand the City's toolbox and reduce the need for Comprehensive Development zones. The existing RM2 and RM3 zones allow high residential densities subject to a four storey height limit. This encourages the developer to avoid family oriented housing in order to achieve the allowable density within the height limit. Opportunities include zones where townhouses only are permitted, where townhouses are required at ground level to encourage an active street friendly presence, and where a greater height is permitted for multi-

family development as an incentive for larger family oriented housing (e.g. 3 bedroom units). New multi-family zones will enable a more targeted response to the Downtown and Transit Corridor Masterplan.

- Reviewing and revising parking requirements to reflect best-practices. Excessive parking requirements are a disincentive as they increase the cost of a project and provide no added value. The City of Langley's parking requirements are high compared to some of the other South Fraser jurisdictions, notably so for family oriented multi-family housing.
- In commercial development, complementary land uses and a mix with different peak hours can result in a synergy that reduces demand below the aggregate of the individual land uses. This also occurs where on-street parking is essential to the success of commercial areas such as parts of downtown Langley. Parking patterns and demand where storefronts are built to or close to the front property line are different compared to suburban areas where walking from one commercial area to another is either difficult or impractical. The advent of Rapid Transit or frequent bus service provides an opportunity to reduce parking requirements. For example, the Surrey Zoning Bylaw allows a 20% parking reduction within the Surrey City Centre area. Squamish also has had a much lower off-site parking requirement for downtown multi-family residential and commercial uses. Preparing for lower parking demand can be done in advance; it doesn't have to wait until Rapid Transit infrastructure has been constructed. See Appendix C – Parking Comparison.
- Enhancing sustainability to accommodate or encourage green features, not penalize them. For example, the definition of density measures the outer perimeter of a building. As a result, a building built to a passive house or other high insulation standard will have less usable space than conventional construction. Several Lower Mainland municipalities have taken a proactive approach to ensure this does not happen. One approach has been to define wall thickness (e.g. Vancouver, North Vancouver City, Squamish) so a building with more insulation does not lose useable floor space. The other approach has been to increase the Passive Design incentives in single detached zones (i.e. increased floor space) depending on the level reached under the new

Energy Step Code (e.g. New Westminster). Other measures where the Zoning Bylaw can encourage sustainability include bicycle parking and storage, making allowance for the extra height of rooftop solar panels, and incentives for vehicle charging and vehicle sharing.

- Updating the industrial zones to reflect the diversity of desired future uses coupled with performance standards through form and character guidelines.

CAPITAL PLAN

Recommendation - Develop the City's upcoming Capital Plan, or Financial Plan, in line with the Vision.

Rationale - The best opportunity for the implementation of the Vision to be successful is to ensure that is the driving force behind City decision-making.

Timeframe - Annual updating of the City Capital Plan.

Resources - No additional resources to develop the Capital Plan are anticipated. The specific capital requirements will depend on the assessment of needs and ranking of priorities.

Project Details - The City's Capital Plan is updated annually. Reflecting the objectives of the Vision will introduce new priorities which will need to be evaluated in conjunction with existing priorities and City resources. This may include investment initiatives to implement Vision priorities in addition to infrastructure upgrading and public amenities.

EXPANDING DEVELOPMENT SERVICES

Recommendation - Review staffing levels to ensure the City has sufficient resources to implement the Vision.

Rationale - The City's Development Services staffing level is modest and has remained so for many years. Appendix D – Municipal Comparison Data, compares Langley City with the three local governments in the region closest to Langley's population in terms of building permit values issued in 2016 and 2017, taxation, and planning resources. Existing staff levels have been and remain very modest compared to other municipal peers. The number of development applications processed by Langley City planners and the value of construction dramatically increased in 2017 compared to previous years (Source: Statistics Canada). The City will need additional resources to implement the Vision. This could occur in a variety of ways including additional permanent employees, the use of contracted staff for a specified time period, and the expanded use of consultants for specialized purposes.

Timeframe - Ongoing through the annual budget process.

Resources - Review of needed resources through the annual budget process.

Project Details - An adaptable City team that works quickly and collaboratively with a range of local and regional advocates will see Langley City transform. The City's small size enables a quick response. The City's current regulatory approach provides a rapid approval to applications which provides a comparative advantage to other local governments. However, this requires a trade-off. To maintain the City's competitive advantage for fast approval times while driving a more stringent design quality, the Development Services Department and possibly other departments will require additional resources.

ADVISORY DESIGN PANEL

Recommendation - Create an ADP to review the design quality and integration of uses of major developments.

Rationale - The creation of an independent advisory body can offer significant benefits in promoting economic development and taking advantage of emerging opportunities. All other local governments south of the Fraser River have created this review process (i.e. Township of Langley and Cities of Surrey, Delta, Abbotsford and Chilliwack). In addition, the City of Surrey has an in-house architect to review smaller projects that are not subject to ADP review.

Timeframe - Short-term..

Resources - No addition of City staff but consideration of design recommendations through the development approval process.

Project Details - Implementation of an ADP will require a bylaw identifying the composition of the advisory body, its role and procedures. The process is typically managed by planning staff with members appointed by Council for a term or one or more years. No compensation is provided to appointees who see their role as a voluntary contribution to their community but derive a benefit from having close scrutiny of new development.

Appointees typically include a cross section of architects, landscape architects, and engineers and may include police, affordable housing advocates and disability advocates. The trade-off of creating an ADP is the approval process for those developments subject to such scrutiny will be slower. However, the cost to the local government is very modest and the trade-off is worthwhile if the result enhances the quality of development. An alternative approach is to retain specialized service on a contract basis.



Community is a place where one feels known; a place to raise children, to grow-up and to grow old. It is a place where people are happy to live, work and play, and a place where everything you need is close by.

Langley City has a unique size and location within BC; a vibrant and historic downtown core; mix of commerce, industry, services and institutions; and building mix ripe for redevelopment. These recommendations seek to concentrate growth, improve access to green zones and design for transit and walkability as markers of the new sense of community.

DOWNTOWN AND TRANSIT CORRIDOR MASTERPLAN

Recommendation - Update the existing Downtown Masterplan and expand to include the Rapid Transit Corridor along Fraser Highway.

Rationale - The existing Downtown Master Plan is dated November 16, 2007. While much is still valid, the Downtown Plan needs to be reviewed, broadened in scope and with an added focus on the Rapid Transit corridor. The Masterplan should create the framework for a precedent setting, mixed-use development near the future Rapid Transit hub and set an updated vision for the urban core. The result will be a strategic and comprehensive plan that guides development from the perspectives of land use planning, design and economic resilience.

Timeframe - Medium-term.

Resources - A cost of approximately \$150,000 to 200,000.

Project Details - The time to initiate the Master Plan is now, well in advance of Rapid Transit construction. Langley can benefit from the lessons of earlier SkyTrain development. The Cambie Corridor planning was reactionary rather than proactive as

it took place well after construction of the Canada Line. The phase 2 plan was adopted by Vancouver City Council in May 2018. Redevelopment along the Expo Line has been highly variable. In over 30 years, zero redevelopment has taken place within walking distance of the 22nd Street Station while massive redevelopment has taken place around the New Westminster Station in the same city.

NEIGHBOURHOOD PLANS

Recommendation - Initiate a Neighbourhood Plan for the residential area south of the Nicomekl River that introduces gentle density and more housing options, undertaken with sensitive and inclusive community engagement.

Rationale - The residential area south of the Nicomekl River represents nearly half the City's area. With an aging demographic, the existing OCP projects a population decline of 270 persons from 2016 to 2041. Nearly all this area is designated Urban Residential (243 ha) where the minimum lot size is 557m² and the remainder is designated Estate Residential where the minimum lot size is even larger at 930 m². The combination of these designations and minimum lot areas has minimized any subdivision potential. A Neighbourhood Plan provides the opportunity to identify redevelopment potential that goes beyond incremental change while retaining the existing character of ground-oriented family housing. There is a need to accommodate existing residents who wish to age in place as well as provide affordable housing for young families.

Timeframe - Medium-term. This project should follow the implementation of higher-level planning document updates such as the OCP and Zoning Bylaw.

Resources - This will depend on the project scope and could take the form of an additional staff person, contract employee or use of consulting services.

Project Details - Introducing seamless density into established single-family neighbourhoods requires a sensitive approach and a clear rationale to improve the quality of neighbourhood services, enhance the lifestyle and provide opportunities for existing residents to downsize, while remaining part of the community.

A Neighbourhood Plan could take the form of high level guidance for the area or proceed on a more detailed basis for each of the City's six identified neighbourhoods. The OCP can set the tone by addressing the need for increased housing diversity through infill housing and will be a good time to introduce these ideas to the community. A successful process will require extensive consultation and should not be rushed.

PROSPERITY FUND

Recommendation - Establish a fund dedicated to projects that implement the Vision.

Rationale - The City needs to be consistently putting funds towards creating change, not just maintaining the status quo. A Prosperity Fund, by name and function, is intended to shift City spending to include asset development, partnership development and wealth creation.

Timeframe - To be reviewed annually as part of the City's Financial Plan.

Resources - To be determined through opportunities available and as part of City's Financial Plan.

Project Details - This fund should support real estate acquisitions and development projects, as well as contributing to 'quick-win' projects. It should be matched with a strong investment and portfolio management strategy to increase the City's ownership of strategic sites that generate a reasonable economic return and support public objectives

DEVELOPMENT COST CHARGES REVIEW

Recommendation - Review the current City Development Cost Charges (DCCs) for opportunities to incentivize development within the Downtown core.

Rationale - DCCs are a common means to funding growth-related infrastructure and are an important funding mechanism for the City. However, the City's DCCs could provide financial incentives for development that advances the City's Vision, by reducing or waiving DCCs for developments that provide for-profit affordable housing or designed for low environmental impact.

Timeframe - Medium-term.

Resources - To be undertaken as an internal review within existing operating budget or with additional consultant resources.

Project Details - The benefits of incentivising desired development through reducing or waiving fees needs to be carefully balanced to ensure that funds are available to complete important infrastructure related to a growing City. An economic development zone could be established around the future Rapid Transit hub were fees are reduced, subject to affordability or environmental criteria being met.

PRE-ZONING

Recommendation - Following a Zoning Bylaw update, the City should take a proactive approach by rezoning areas where it wants to encourage redevelopment

Rationale - Proactively rezoning specific area would allow the City to clearly express its vision and provide certainty to developers. The Moodyville area in the City of North Vancouver is a good example of how this has been achieved. Higher density zoning was adopted (double the base case) along with detailed Development Permit guidelines requirements and passive house (i.e. high energy conservation) standard.

Timeframe - Medium-term.

Resources - This project should follow higher-level planning updates.

Project Details - Pre-zoning should occur following good community conversations about the place-making of Langley City and the establishment of a new OCP and zoning options. Actions to the City rezoning a designated area should follow:

- Considering rezoning properties in advance where the City wishes to encourage development provided the OCP has designated the areas subject to Development Permit regulation for the form and character of development.
- Implementing new zoning designations for a variety of desired housing types. Priorities should be to accommodate ground oriented multi-family housing not included with apartments (e.g. townhouses, row houses, semi-detached and coach houses).
- Identifying an appropriate opportunity. Consideration should be given to an area that is appropriate for densification, that is part of a current or future transportation corridor and that has good connectivity to the downtown.
- Consider density bonuses to provide incentives for desired objectives such as high energy efficient buildings, rental housing and affordable housing.
- Some areas north the Nicomekl River already have generous zoning densities. Changes will have to be approached cautiously. One approach is to require specific land uses that are desired, say ground oriented multi-family housing, to be provided as a condition of achieving other permitted land uses and densities in that zone.

SITE ASSEMBLY

Recommendation - Explore opportunities for the City to provide large sites for large developers who can help transform the City and advocate positive change by leadership and special projects.

Rationale - Langley City has the same challenges as other established communities where land is fractured and difficult/expensive to assemble (e.g., City of North Vancouver, Downtown Chilliwack, Haney in the City of Maple Ridge, and New Westminster).

Timeframe - As opportunities arise.

Resources - Variable depending on site specific project.

Project Details - This initiative should focus on community amenities, such as a Children's Museum and a Performing Arts Centre that should be centralized.

MONITORING, EVALUATION AND REPORTING

Recommendation - Develop an annual monitoring, evaluation and reporting system to record progress on the Vision Implementation.

Rationale - An annual "report card" will facilitate ongoing publicity and evidence of the City's commitment to the Vision. This will provide an additional mechanism to keep the Vision in the public and provide incentive to the community, Council and staff to keep moving forward.

Timeframe - Annual Review.

Resources - Resource requirements through in-house resources or consulting assistance will be modest.

Project Details - Will require development of indicators and their measurement to evaluate progress in implementing the Vision. Could be undertaken as part of the Plan.



Increasingly, employers are locating in areas with transit-oriented developments. That's because their employees are looking for so much more—they are seeking lifestyle, to experience something unique and authentic; to feel connected.

These recommendations seek to enhance connection through place, easy access and pedestrian-scale, walkable areas—whether in the heart of downtown, along the Nicomekl Flood Plain, or along a residential street in upland areas.

TRANSIT HUB

Recommendation - Develop a comprehensive plan for the Transit Hub, both to leverage from the improved rapid bus connection (2019) and to prepare for future fixed rail. This project could most effectively follow from the Downtown Master Plan and Transit Corridor update.

Rationale - As a precursor to the new fixed rail Rapid Transit, TransLink will be introducing B-Line rapid bus service along Fraser Highway, between downtown Surrey and downtown Langley, in late 2019. The limited stop, high-frequency bus route will significantly increase the connectivity of downtown Langley to the Expo Line at Surrey Central and King George Stations. The transit hub can precede the Rapid Transit connection. Treating the terminus as another bus stop would be a missed opportunity. The potential is much greater than that. Comprehensive planning for the transit hub needs to begin now to enhance the place-quality of the downtown with a welcoming, well-lit transit hub that attracts adjacent development.

Timeframe - Phased implementation with short-term start prior to implementation of the B-line.

Resources - Transportation and architectural design consulting services.

Project Details - Designing the Transit Hub could include cost-effective and fast (even temporary) solutions to providing better lighting, abundant seating, beautification measures, secure bike facilities, and connected retail should also be considered to fill the gaps while more extensive transformation occurs. It will serve as an opportunity to pilot ideas, receive community feedback and maintain momentum during the larger planning project. A future Rapid Transit connection could be the catalyst for new housing development, a stronger downtown and a shift of Langley City into a destination.

REVIEW OF TRANSPORTATION PLANNING

Recommendation - Review the Transportation Master Plan to determine any conflicting objectives and use the Vision to establish future project priorities.

Rationale - Rapid Transit must be a catalyst to transform the entire City not simply the 5-minute walking radius around a Rapid Transit station. The City should begin to focus on the walkability of the downtown and transit linkages throughout the City. Proactive initiatives in anticipation of Rapid Transit (e.g. reduced parking standards within 500 metres) can begin now.

Timeframe - Should be undertaken during OCP update to ensure alignment of objectives through all City plans.

Resources - May require the use of a transportation consultant to assist the City.

Project Details - The review of transportation planning should include:

- Ensuring decisions about local bus networks, park and ride facilities and bike paths are made in consideration to their connection to the future transit hub.
- Leveraging Langley City's existing features to create the walkable, urban neighbourhood that is missing from much of the sub-region. This should be the goal for each small neighbourhood, not just the Downtown core.

- Ensuring separated bike lanes are considered for key bike transit routes. Even small barriers can greatly increase the real and perceived safety of cyclists and encourage use by a broader demographic.
- Measures to encourage car sharing companies to expand their operations to the City of Langley.

ECONOMIC DEVELOPMENT

Recommendation - Consider an economic development function separate from the Development Services Department.

Rationale - The City's regulatory role and promotion of economic development are functions within one department and with personnel wearing two hats. Combining the City's regulatory role with economic development in the same municipal department is not common for several reasons. First, the regulatory role of local government is typically distinct and could conflict with promoting and expediting economic development. As a result, the role of promoting economic development is typically undertaken by a separate municipal department or by an outside organization. Second, the City could benefit in having the role of promoting economic development undertaken at arms length from City Council. The promotion of economic development often requires liaison with other businesses, research and marketing. Although a strong working relationship with local government is needed, some independence from local government is also beneficial.

Timeframe - Short-term..

Resources - Economic Development Officer, may be part-time.

Project Details - There are several forms this could be taken including a position reporting directly to the Chief Administrative Officer, an economic development commission and a separate development corporation. There are two separate but interrelated functions. One is an economic promotion/advocacy role. The second is an advisory role. The latter is often undertaken through an economic development commission that uses the expertise of outside advisors with the best interests of the

City in mind. A role that operates at arm's length from the municipal structure may offer the best potential by providing an opportunity to tap into private sector expertise that was freely given during the background review interviews and at the February 20, 2018 Vision session.

EDUCATION PARTNERS

Recommendation - Initiate a partnered project, or series of projects with Kwantlen Polytechnic University (KPU) and other local tertiary education providers.

Rationale - The KPU Langley City Campus is a major asset to the City and the relationship between the institution and the City could be strengthened. There are numerous opportunities for partnership with KPU and other education partners to integrate the skills of its students and graduates with opportunities in the downtown.

Timeframe - As opportunities arise.

Resources - Will depend on specific project.

Project Details - Project details will emerge from further discussions with potential partners. Examples of possible projects could include innovative “hubs” that combine established businesses with start-up retail and office spaces, which are emerging in downtowns throughout the world. These hubs can take specific directions that compliment the strengths of the University and existing sectors within Langley City. Potential projects could include:

- A food-hall style space that incorporates a food market with boutique food and beverage retailers, eateries and displays of urban agriculture/outdoor garden area, could provide space for emerging business while providing a destination within the City. Such a space would be representative of the agricultural heart of surrounding communities and the strengths of some of KPUs programs. It could easily incorporate with brewery uses.
- A creative design hub that takes advantage of the industrial/mixed-employment spaces available in the City could be considered. Established businesses could be mixed with short-term leases or collaborative spaces for emerging

design businesses. Incorporating gallery and retail spaces, as well as cafes, would make these exciting areas for visitors as well as local workers. Education partners could utilise these spaces for learning opportunities and showcasing of student/graduate work.

- KPU currently offers a Bachelor of Science in Nursing at the Langley Campus. Additional expansion of healthcare education with KPU and other education partners could contribute to growing an innovative Community Health Centre.
- The film industry is very active in the Lower Mainland. Langley cannot compete head to head in all areas but it can offer good transportation access, economical shooting locations and repurposed studio space in industrial areas.
- The aerospace industry is an expanding industry where Canadian expertise is recognized around the world. The Langley Regional Airport (YNJ) has the potential to serve a niche market for the helicopter industry.

BUSINESS PARTNERSHIPS

Recommendation - Continue to work closely with the Urban Development Institute (UDI), the Downtown Langley Business Improvement Association and the Greater Langley Chamber of Commerce.

Rationale - To advance partnership opportunities that connect the City to economic opportunities.

Timeframe - Ongoing.

Resources - Will require regular attention by Council and senior staff as part of their overall responsibilities.

Project Details - The City needs to work closely with business stakeholders to advance the City's Vision. This will include organizations promoting economic development in general and may include site specific initiatives. The City needs to continually promote its interests to ensure the new Vision is heard and acted upon by investors.



Developing lifestyle is as important to a city's health as developing infrastructure. Langley City is already proof-positive that destination entertainment, food and retail is possible.

Experience is the realization of more of all of these in a way that creates something truly unique and appealing to locals and tourists alike. These recommendations seek to build Langley City as a destination within the south of Fraser region.

ICONIC ENTERTAINMENT/CULTURAL DEVELOPMENT

Recommendation - Provide an iconic entertainment or cultural development for the downtown.

Rationale - Langley City lacks an iconic development that differentiates the City and meets a regional need, anchoring Langley City as a Regional City Centre. While this will likely emerge as a partnership opportunity, the City should work to define and drive the appropriate iconic development. A project of this scale could function as a catalyst to City development. Its development would signify progress and a shifting direction for the City.

Timeframe - As opportunities arise. To be considered as a key project within the review of the Downtown and Transit Corridor Masterplan. Timeframe is dependent on a partnership with a suitable proponent.

Resources - To be determined.

Project Details - The City should establish a suitable site and appropriate partner to develop a cultural/entertainment facility, including a range of performance spaces, restaurants, gallery spaces and connection to outdoor public space. The facility should

be easily accessible by future Rapid Transit, have strong connections to existing and future eateries and be a highly visible location within the downtown. Funding should be prioritized in upcoming budgets.

DOWNTOWN FACADE PROGRAM

Recommendation - Continue and expand the successful Downtown Façade Program.

Rationale - Phase 1 has provided significant benefits to downtown merchants through the BIA at a modest cost to the City. Phase 2 and 3 will continue and expand this program.

Timeframe - Ongoing

Resources - Cost sharing assistance from the City to downtown businesses to be administered through the Downtown Langley BIA. Design consulting cost provided by the City.

Project Details - The Downtown Façade Program has the opportunity to create a unique design for each façade, which is singularly unique in Metro Vancouver. The program strategy is complete and ready for roll-out.

NEIGHBOURHOOD MATCHING FUND

Recommendation - Develop a neighbourhood matching fund that is public realm focused. Establish a set amount of funding to support projects that aim to activate public space. Conditions are that the local group financially matches the payment through volunteer hours, fundraising or in-kind donations.

Rationale - Small-scale projects that beautify the City, enhance interaction with the City's assets and build local advocacy should be supported. Arts and cultural initiatives are important opportunities to enhance and promote the community's strengths and help build an authentic identity for the City.

Timeframe - Medium-term - ongoing.

Resources - To be determined through the annual budget process and allocated on a project by project basis.

Project Details - The Neighbourhood Matching Fund should establish criteria for project support but could consider projects that achieve the following:

- Create strong connections between neighbours and community members.
- Stronger promotion and connectivity of the City's green spaces.
- Tell the City's story and enhance wayfinding with interpretive signage.



For a community to be fully realized its residents and visitors must feel safe, capable and valued. These recommendations seek to build services that and employment that take care of people according to their needs provides a feeling of general safety and wellbeing that benefits everyone.

HOUSING PARTNERS

Recommendation - Langley City should work with housing partners to implement housing pilot projects that address the “missing middle”.

Rationale - The missing middle refers to ground-oriented multi-family housing that can be provided at an affordable price to key workers. The intent is for this style of housing to be integrated into lower-density neighbourhoods to gently increase density. Financial assistance from the Province is available, as outlined in the February 2018 budget.

Timeframe - Ongoing subject to project-based opportunities.

Resources - The City could serve as a facilitator or take a more active role depending on the nature of the project and partnership.

Project Details - Work should begin with potential partners throughout the Zoning Bylaw update to understand the zoning mechanisms to support housing diversity and promote housing affordability.

HEALTHCARE PARTNERS

Recommendation - Seek partnerships with healthcare providers to create an innovative Community Health Centre that co-locates Public Health, Home Health (i.e. outreach) and Mental Health facilities in a single location with Rapid Transit access.

Rationale - Langley City is uniquely positioned as a regional centre to develop partnerships with developers, institutions and community groups to develop integrated community-based care that attracts health care professionals to live and work in Langley City. A health-related focus could inform both the services that the City attracts and the City's approach to accessible development and an active transport strategy.

Timeframe - Implementation would be over the medium-term as opportunities arise and as current leases expire, where applicable.

Resources - The current government is strongly committed to public health care and will likely allocate the necessary resources to complete the implementation of Community Health Centres as opportunities arise.

Project Details - Actions should include partnering with leading organizations to develop and promote the health and financial benefits of a community-based approach to personal health. For example, a partnership with UBC Health and Community Design Lab could develop a project using the City of Langley to document and measure health outcomes. The advent of Rapid Transit and improved downtown walkability initiatives offers several opportunities for research, including monitoring transportation patterns and development activity before and after the advent of Rapid Transit. Partnerships with other healthcare providers should also be explored.

IMPLEMENTATION PLAN

Langley City needs to show leadership and initiative in driving transformative projects. The City has the opportunity to take the lead in projects that range in scale from large property acquisitions to drive innovative development, to small community-based initiatives that enhance the physical and lifestyle experience of the City. The following chart outlines the recommended projects and their proposed phasing. These projects seek to build a strong planning base for the ongoing work of the City, prioritize resourcing to ensure these projects are realised and embark on showing a commitment to implementing the Vision.

RECOMMENDATIONS	SHORT TERM (1 YEAR)	MEDIUM TERM (2-3 YEARS)	LONG TERM (3-5 YEARS)	ONGOING	AS OPP. ARISE
COMMUNICATION PLAN					
Communication Plan Council Approval	█				
Community Outreach Launch	█				
BUILDING A STRONG FOUNDATION					
Official Community Plan Update	█				
Zoning Bylaw Update		█			
Capital Plan				█	
Expand Development Services				█	
Advisory Design Panel	█				
COMMUNITY					
Downtown and Transit Corridor Masterplan		█			
Neighbourhood Plan(s)		█			
Prosperity Fund				█	
Review of Development Cost Charges				█	
Pre-Zoning		█			
Site Assembly					█
Monitoring, Evaluation and Reporting				ANNUAL REVIEW	

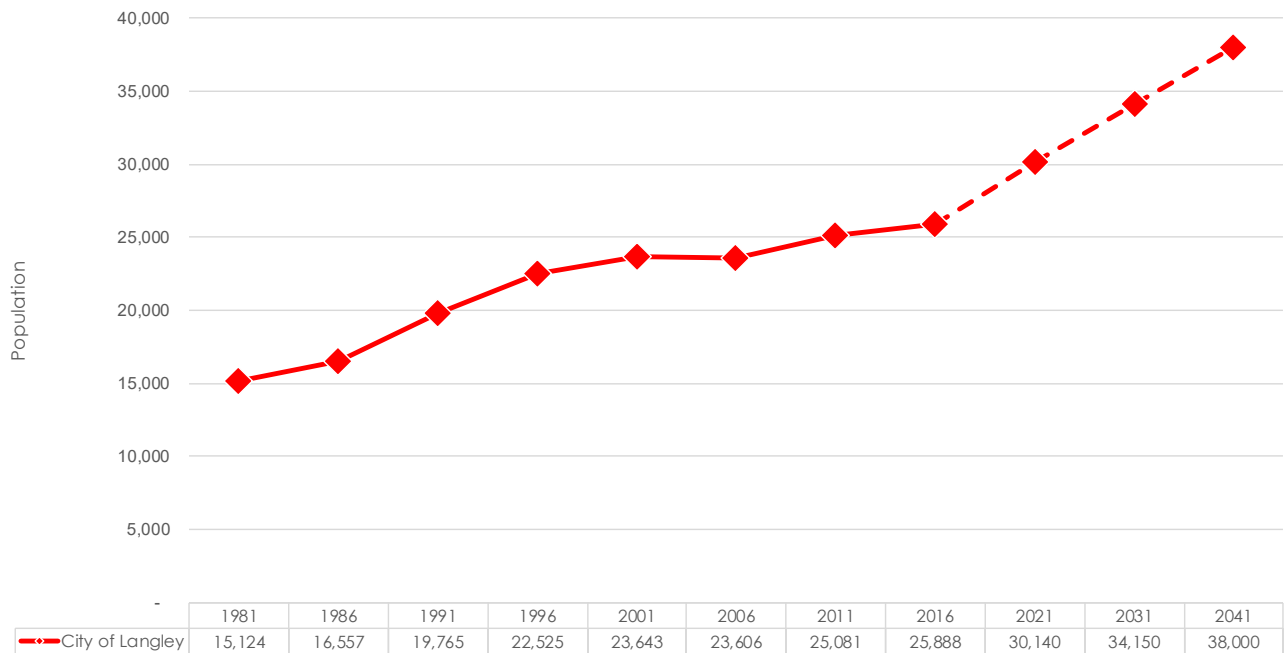
RECOMMENDATIONS	SHORT TERM (1 YEAR)	MEDIUM TERM (2-3 YEARS)	LONG TERM (3-5 YEARS)	ONGOING	AS OPP. ARISE
CONNECTED					
Transit Hub					
Review of Transportation Planning					
Economic Development Commission					
Education Partnerships					
Business Partnerships					
EXPERIENCES					
Iconic Entertainment/Cultural Development					
Downtown Façade Program					
Neighbourhood Matching Fund					
INTEGRATION					
Healthcare Partnerships					
Housing Partnerships					

LEGEND	
Existing program revised to reflect new Vision	
Ongoing program annually updated	
Site specific partnership/initiative	
New or expanded program	

APPENDIX A - SUMMARY OF FINDINGS

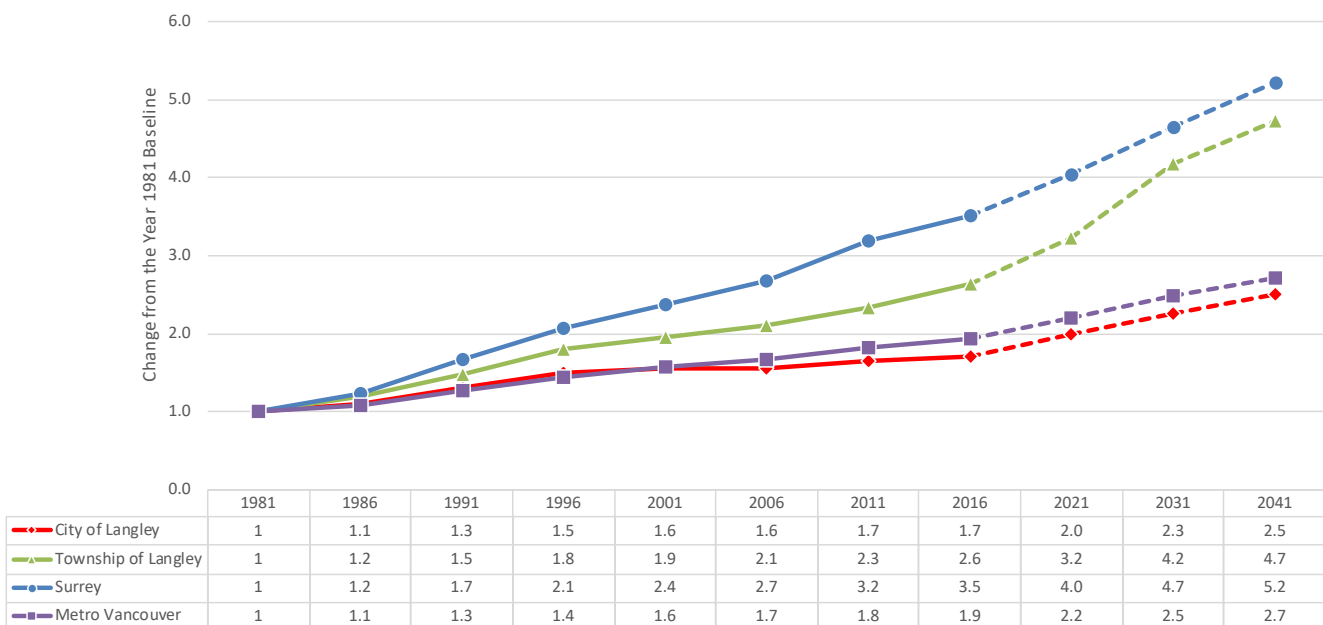
COMMUNITY PROFILE

Population Change for the City of Langley, 1981-2041



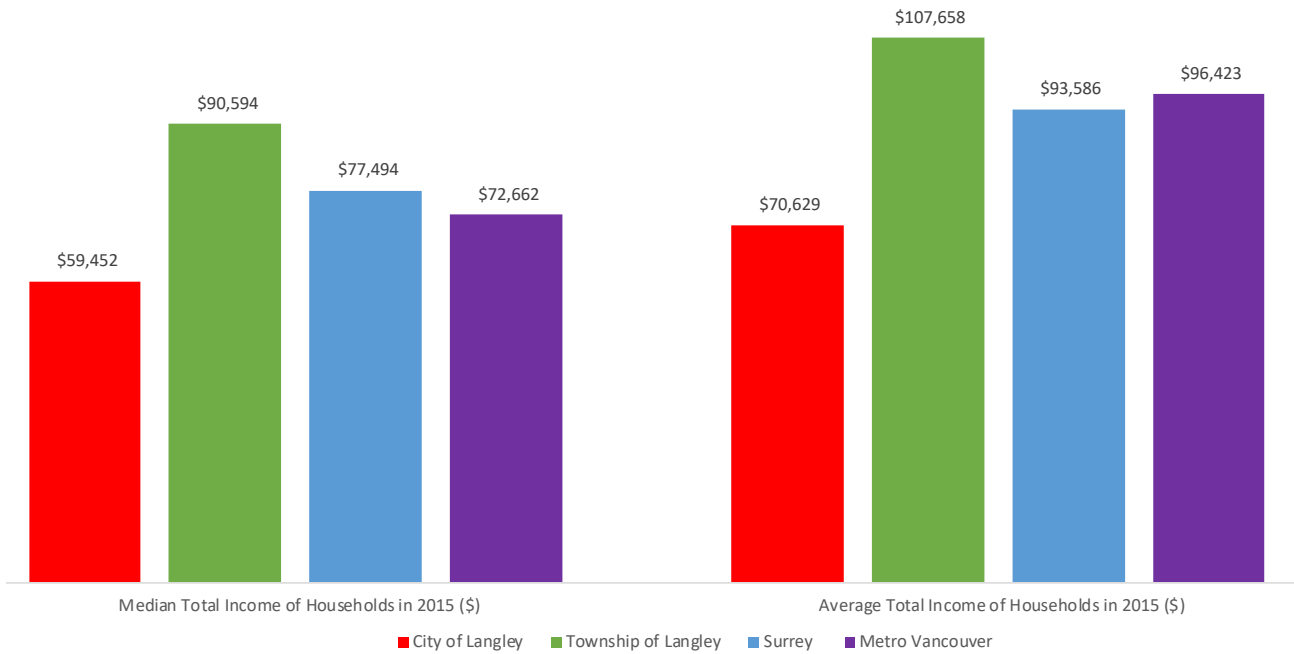
Sources: Metro Vancouver, Statistics Canada

Population Change for the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 1981-2041(Baseline Year 1981)



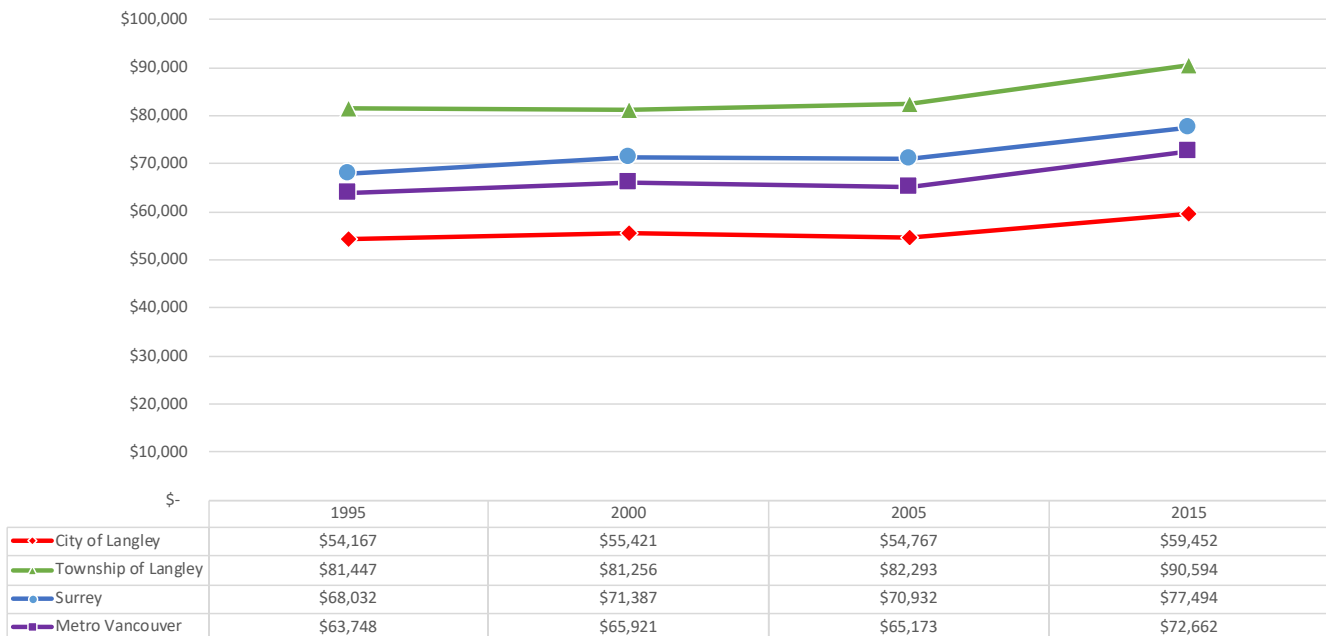
Sources: Metro Vancouver, Statistics Canada

Median and Average Total Incomes in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2015



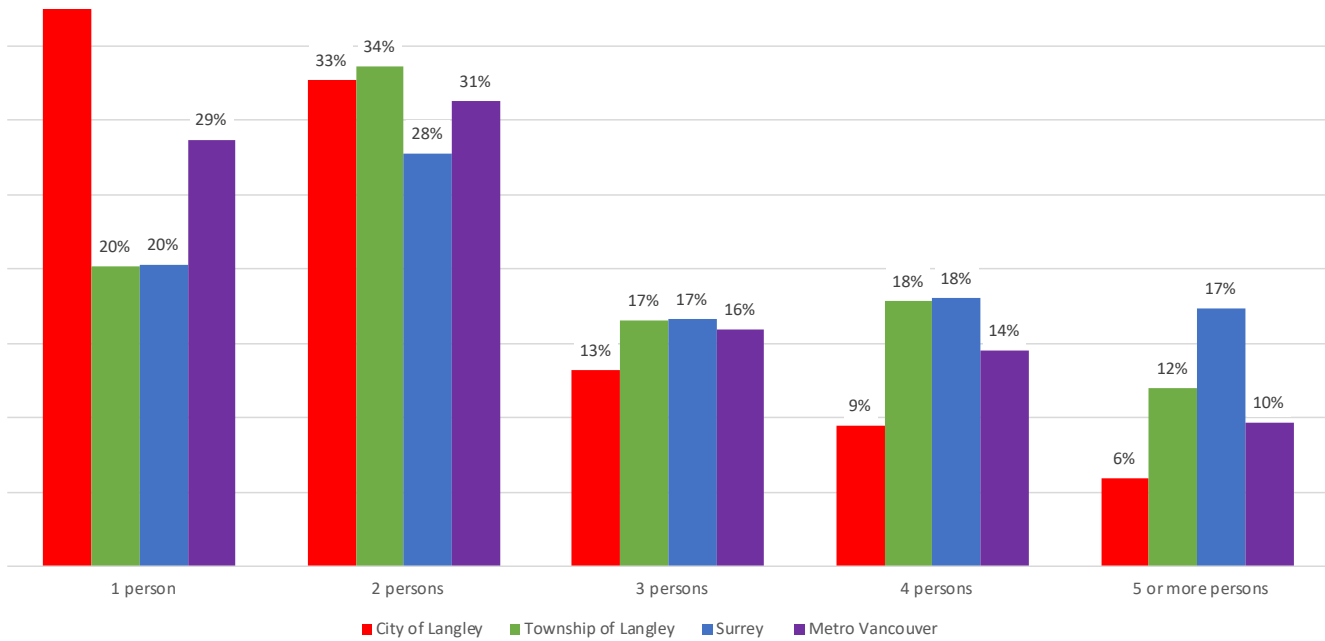
Sources: Metro Vancouver, Statistics Canada

Median Household Incomes in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 1995 to 2015



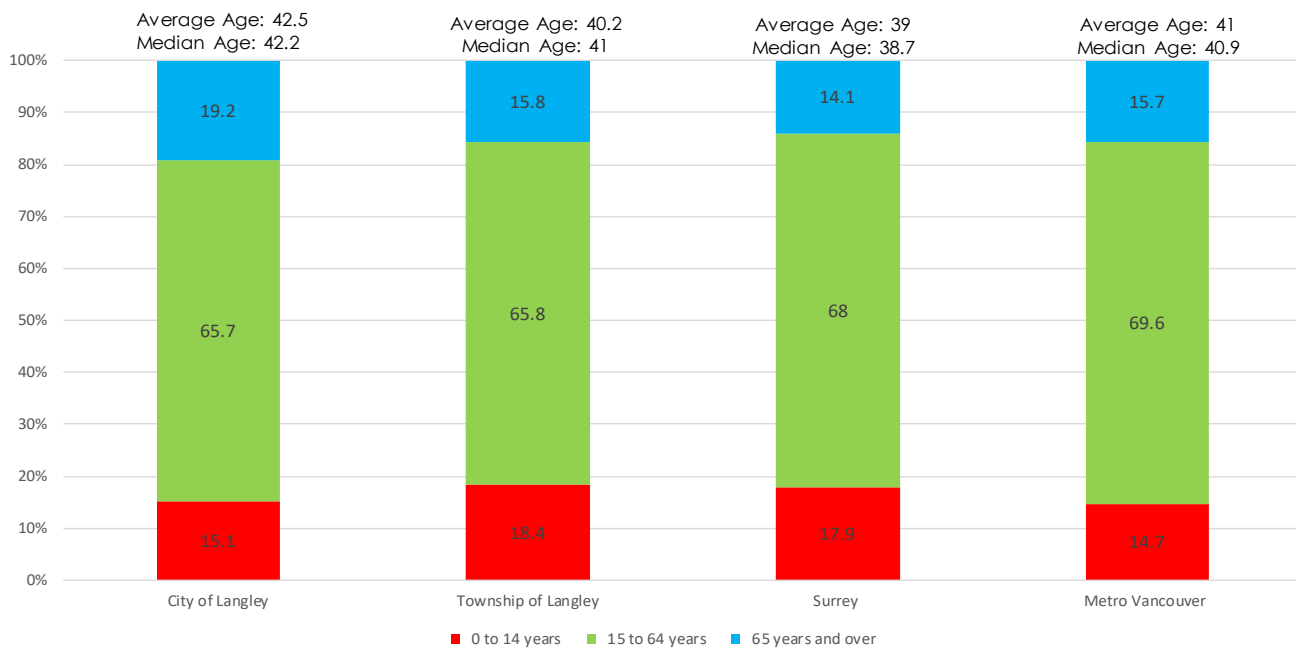
Sources: Metro Vancouver, Statistics Canada

Private Household by Household Size in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



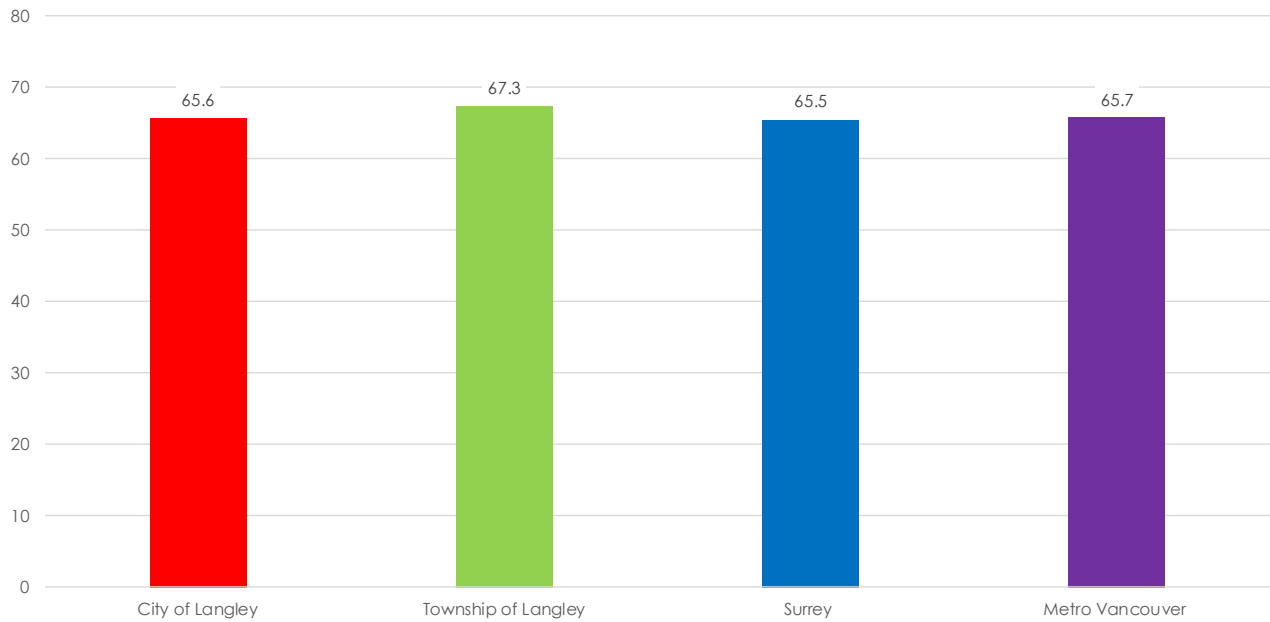
Sources: Metro Vancouver, Statistics Canada

Age Distribution in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: Metro Vancouver, Statistics Canada

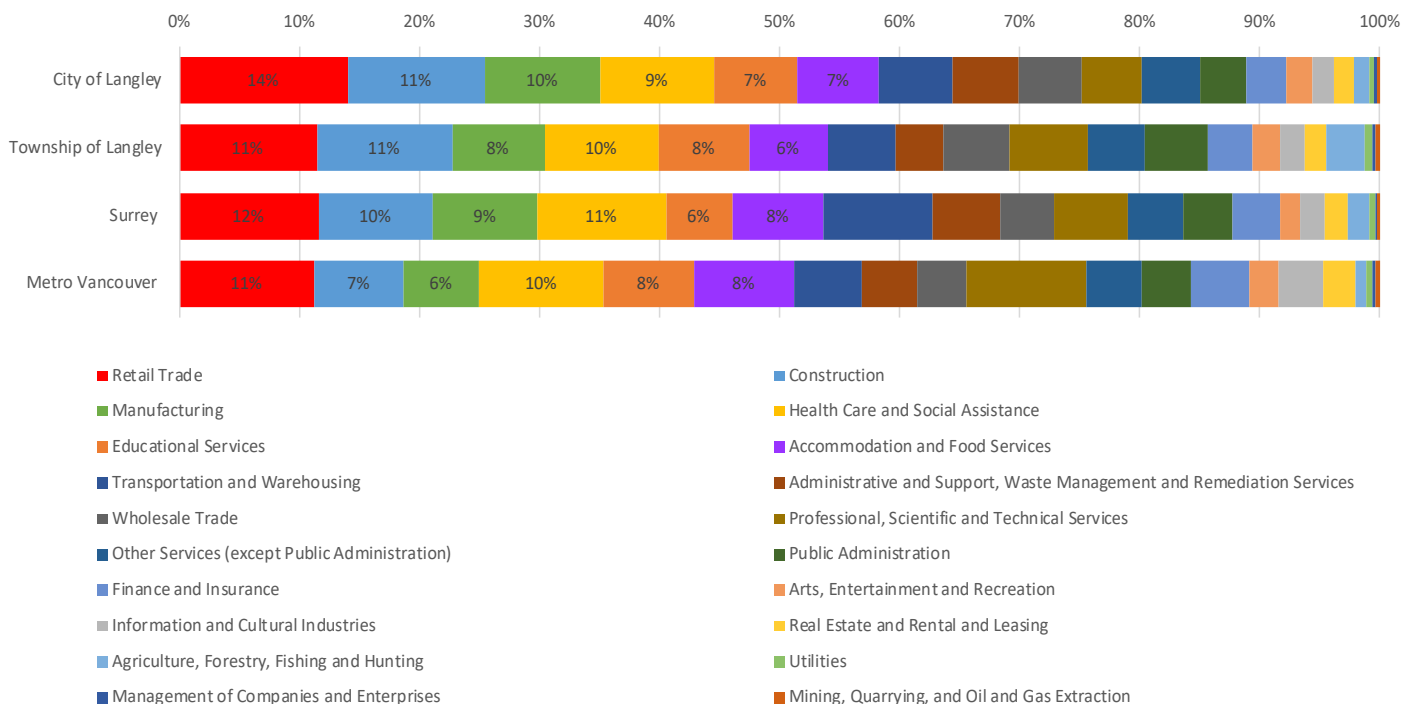
Labour Force Participation Rates in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Labour Force Participation is the percentage of the population (15 and over) that is either working or actively looking for work.

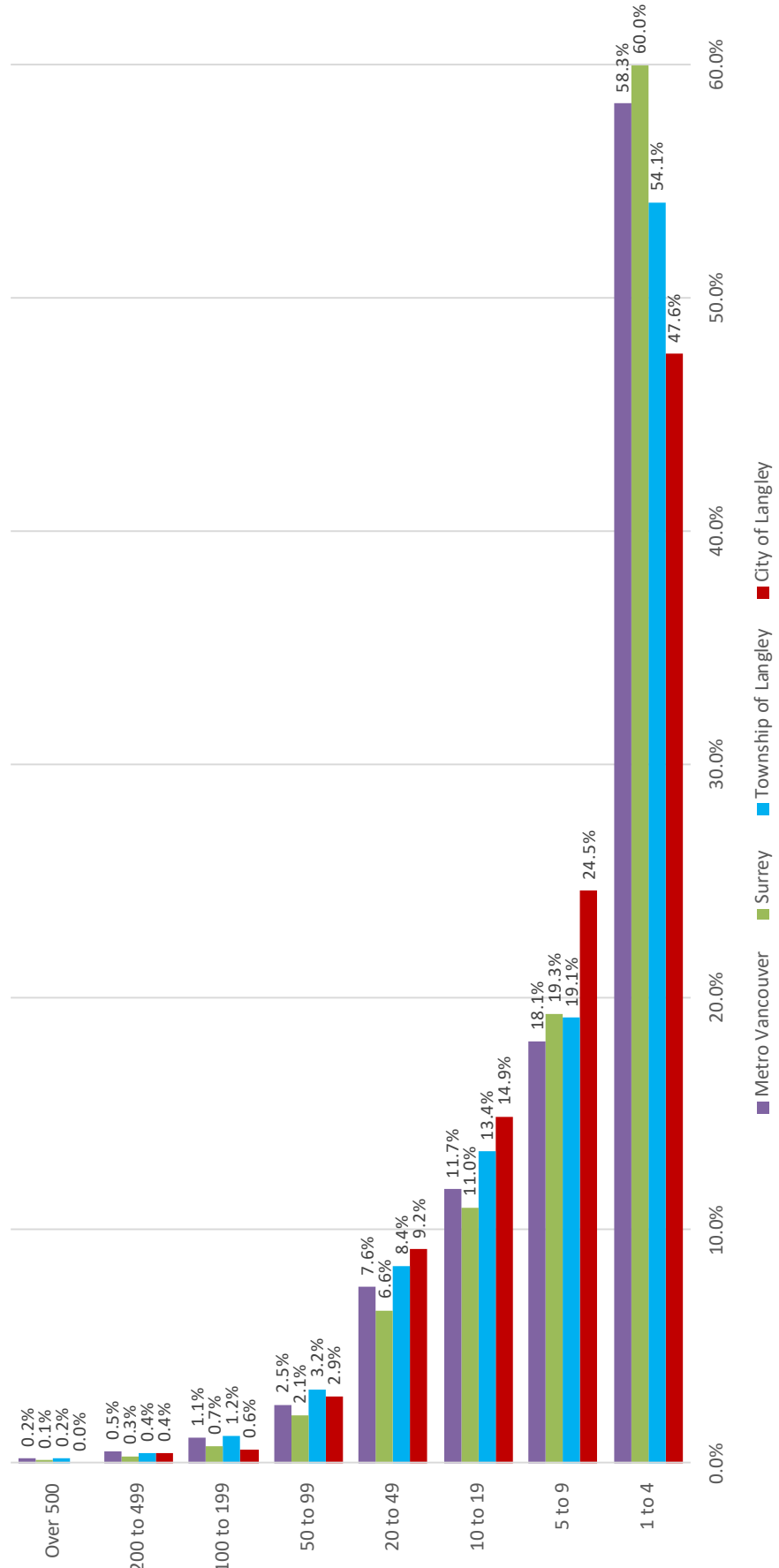
Sources: Metro Vancouver, Statistics Canada

Percentage of Total Labour Force (Population aged 15 years and over) by Industry (in order of Highest to Lowest) in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: Metro Vancouver, Statistics Canada

Business Counts with Employees by Employee Size in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: BC Stats, Statistics Canada Business Register

Main Mode of Commuting for the Employed Labour Force aged 15 years and over in Private Households with a Usual Place of Work or no Fixed Workplace Address in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016

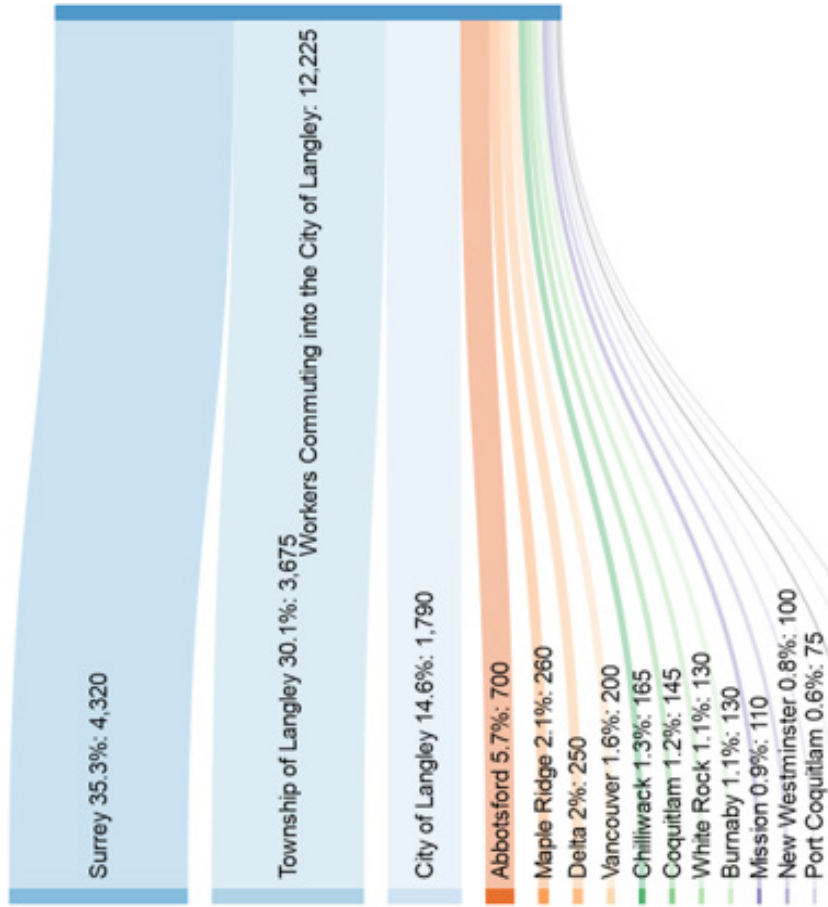


■ Car, truck, van - as a driver ■ Car, truck, van - as a passenger ■ Public transit ■ Walked ■ Bicycle ■ Other method

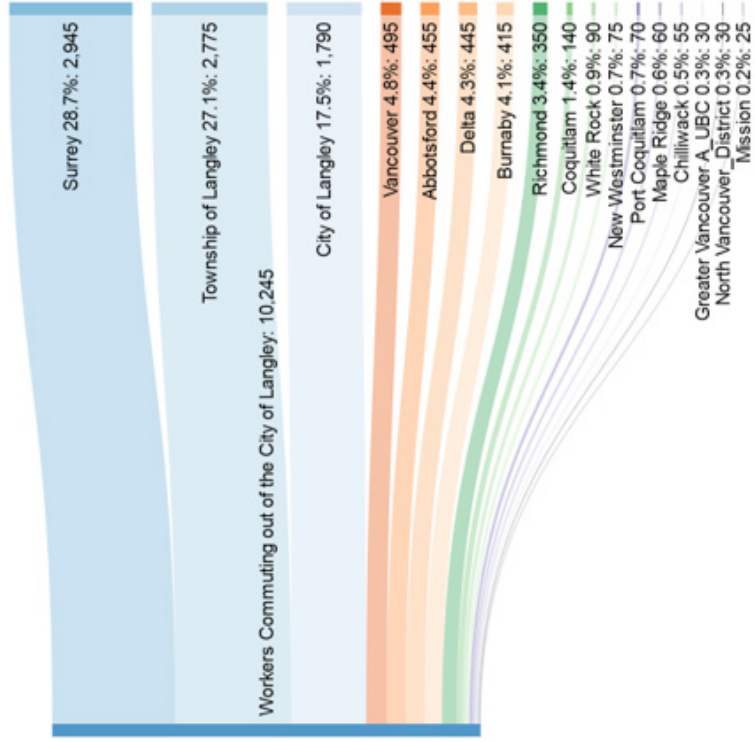
Sources: Metro Vancouver, Statistics Canada

Worker and Resident Commuting Flows in the City of Langley by Municipality, 2016

Originating Municipality by Order of Size
 (% of Workers in the City of Langley):
 (Number of Workers Commuting into the
 City of Langley)



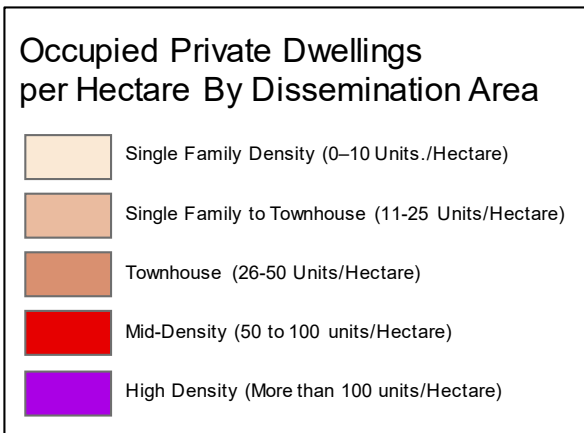
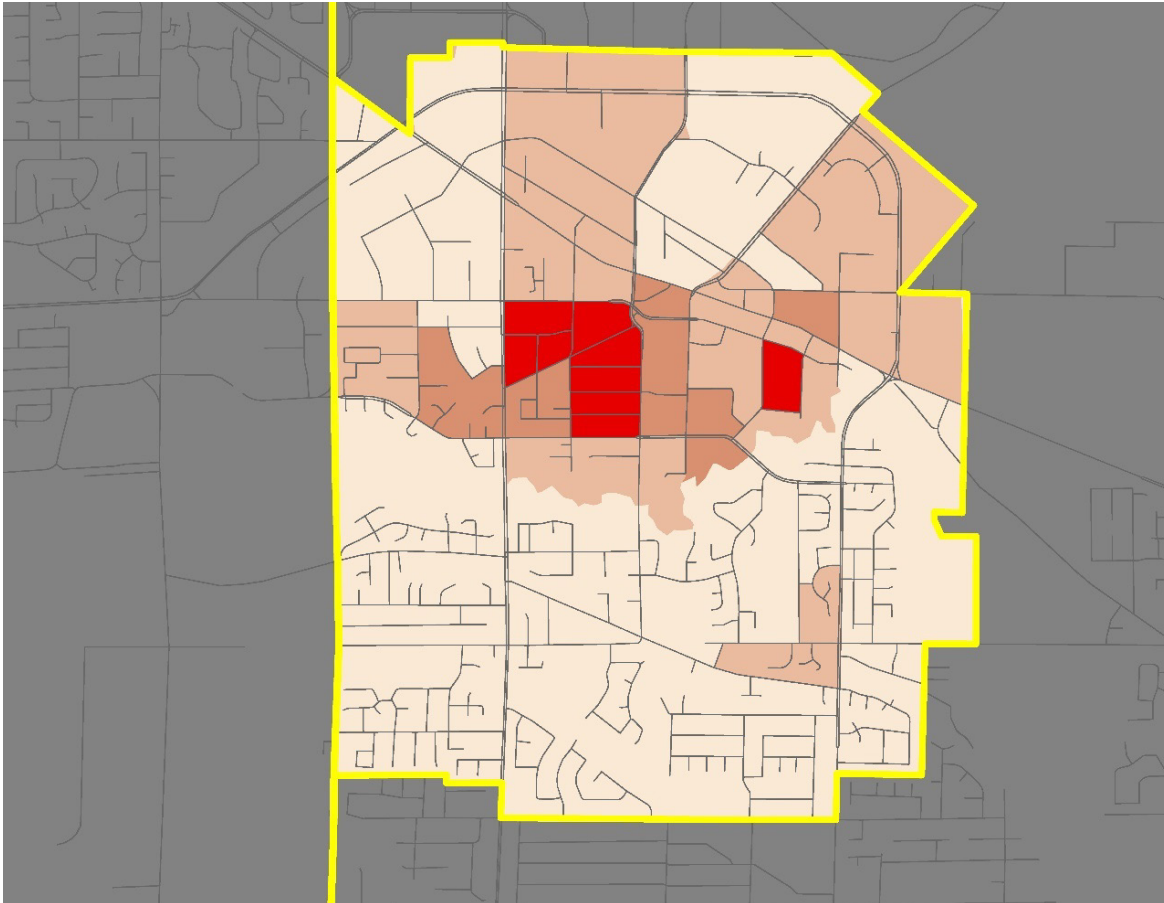
Destination Municipality by Order of
 Size (% of Workers Commuting out of
 the City of Langley)



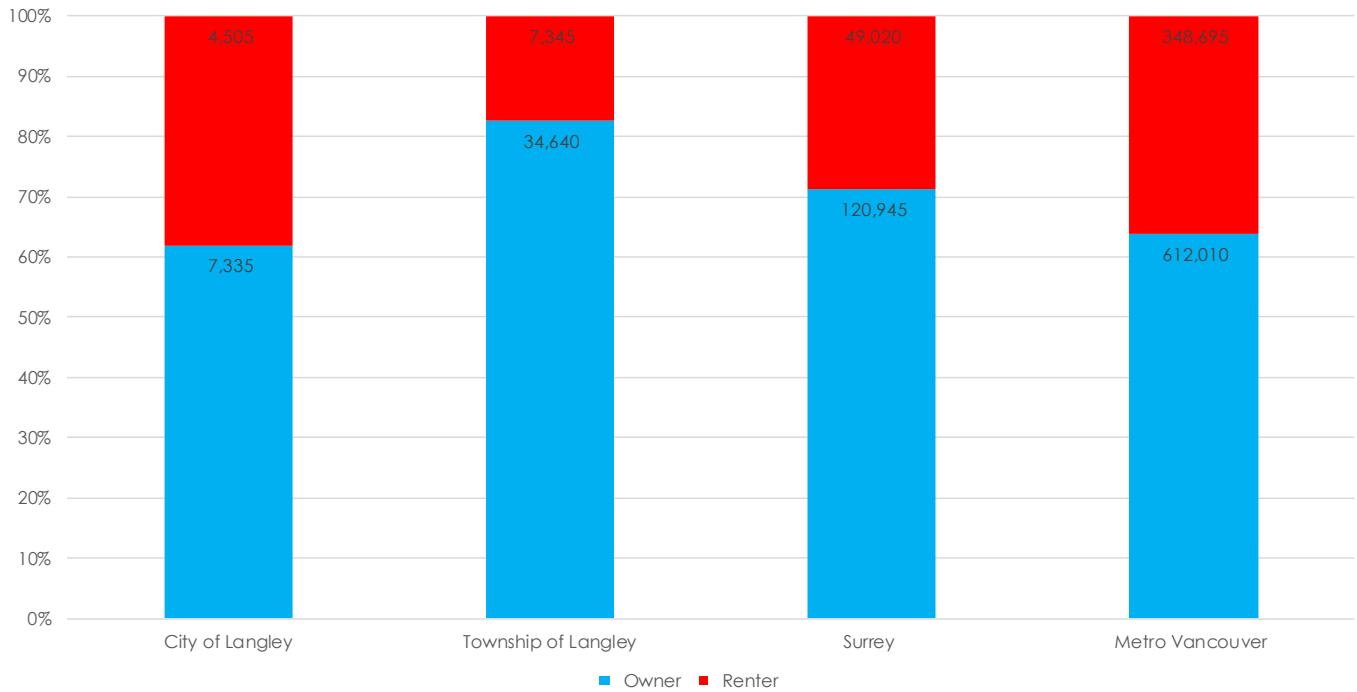
Sources: Metro Vancouver, Statistics Canada

HOUSING MARKET ANALYSIS

Occupied Private Dwellings per Hectare by Dissemination Area in the City of Langley, 2016

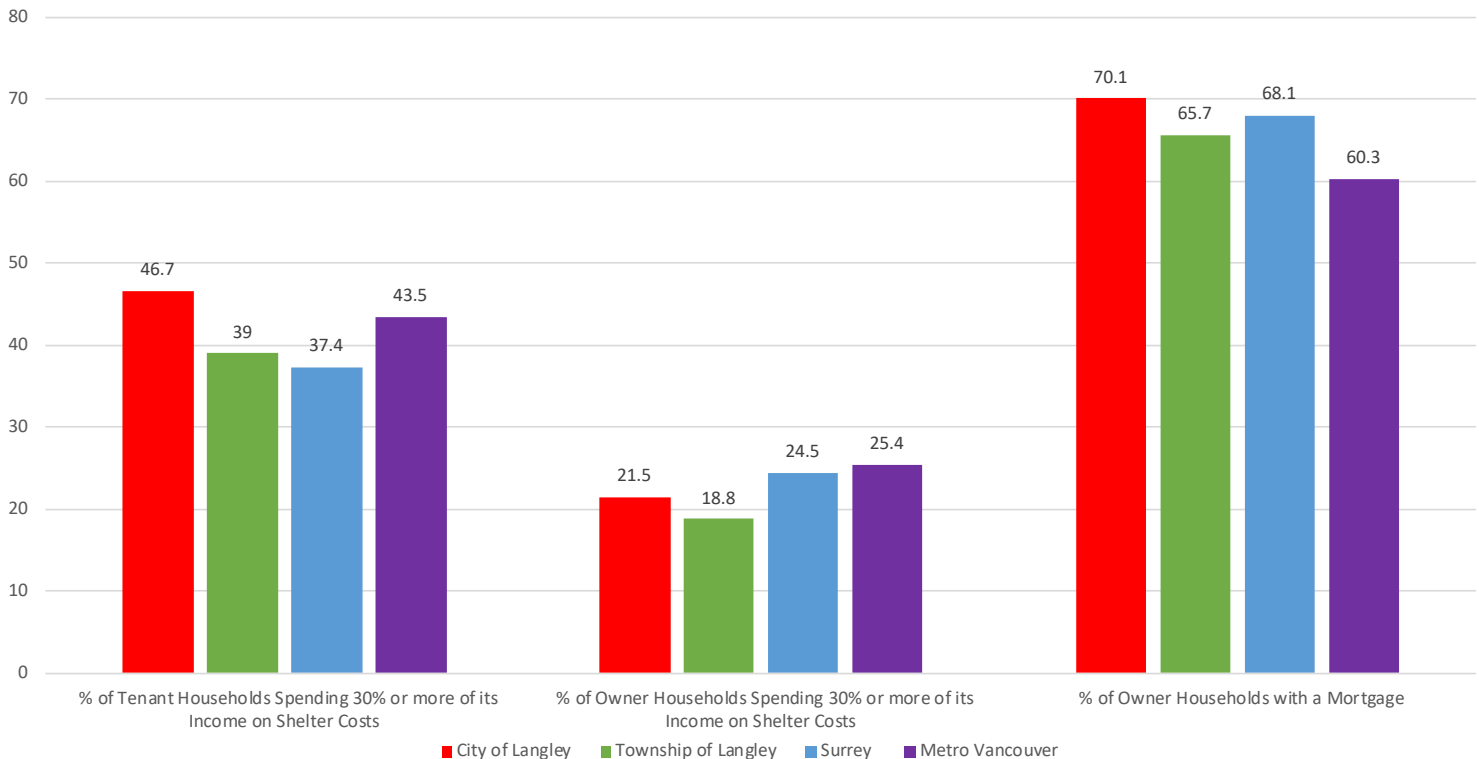


Private Households by Tenure in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: Metro Vancouver, Statistics Canada

Selected Housing Affordability Measures in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: Metro Vancouver, Statistics Canada

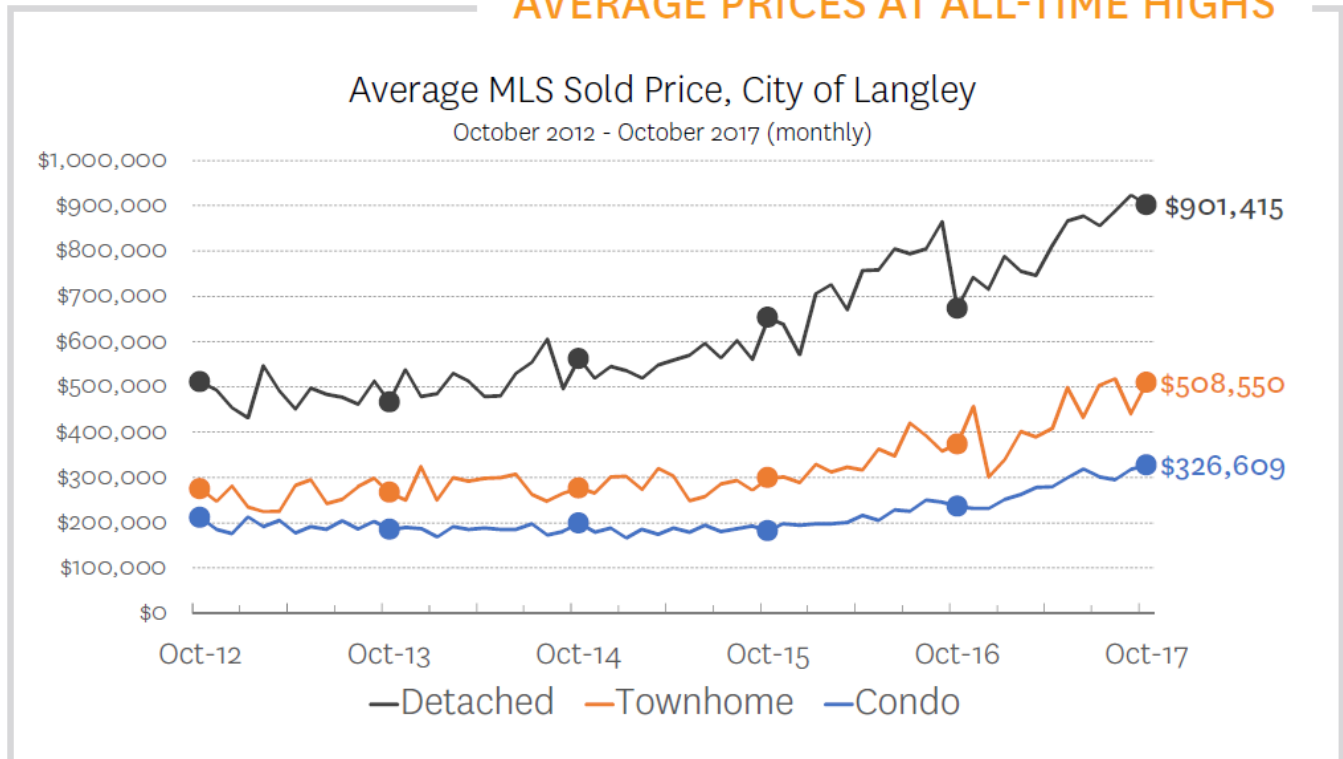
Occupied Private Dwellings by Structural Type of Dwelling in the City of Langley, Township of Langley, Surrey, and Metro Vancouver, 2016



Sources: Metro Vancouver, Statistics Canada

Sold Prices 2012-2017

AVERAGE PRICES AT ALL-TIME HIGHS

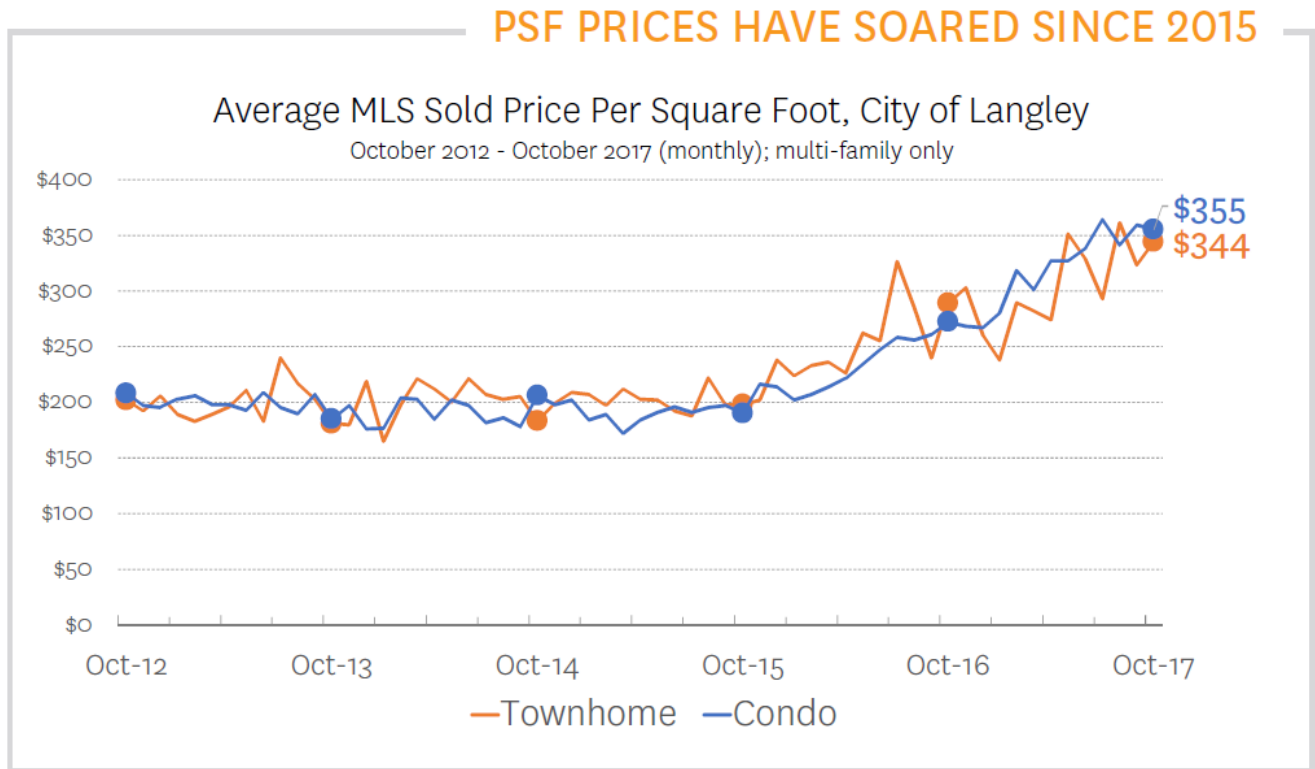


Sources: Multiple Listing Services, Canada

— Detached **— Townhome** **— Condo**

- Average sold prices in Langley City began rising in late 2015.
- Detached & condo prices have risen more slowly in the Surrey-ToL aggregate, but prices have risen faster for townhomes.
- Homes in Langley City currently trade at a discount to those in the Surrey-ToL aggregate.

Average Price Per Square Foot (multi-family)



Sources: Multiple Listing Services, Canada

— **Townhome** — **Condo**

- Average per square foot sold prices (PPSF) have seen an upward trajectory since the end of 2015.
- Prices in the City have increased by 32% for condos and 14% for townhomes, to \$355 and \$344 respectively.
- Current average prices in Surrey-ToL aggregate are \$464 for condos and \$378 for townhomes.

APPENDIX B - COMPARISON OF SOUTH FRASER MUNICIPAL ZONES

Zone Category	Single-Family Residential				Duplex Residential	
Subdivision/Lot Size/ Density Range	301sqm - 400sqm 11-13m	401sqm - 500sqm 13-14m	501sqm - 700sqm 15m-16m	701sqm - 1000sqm 17m-24m	500sqm- 1000sqm 15m-24m	<30u/ha
Langley City (New)	NA	NA	RS1 (SINGLE FAMILY RES)	RS2 (ESTATE RES)	NA	NA
Township of Langley	R-1A-E (RES) R-CL (B) R-CL (CH) (RES COMPACT LOT)	NA	R-2 (RES) R-CL (MH) (RES COMPACT LOT) MANOR HOMES)	Suburban and Rural Residential Zones	NA	NA
City of Surrey	RF-12 RF-13 (SINGLE FAMILY RES) RF-12C (SFR + COACH HOUSE)	NA	RF (SINGLE FAMILY) RES) RF - SS (SFR + SEC. SUITE)	Suburban and Rural Residential Zones	RM-D (DUPLEX RES)	RM-10 (MULTI RES)
City of Abbotsford	NA	RS5 - SDD (RES)	RS3 (URBAN RES)	Suburban and Rural Residential Zones	RS4 (DUPLEX RES)	RM16 (LOW DEN. TWNHSE)

Semi-Detached Residential, Townhouse, Row-House, Apartments + Mixed Use

31 - 40 u/ha	41 - 60 u/ha	61 - 80 u/ha	81-120 u/ha	121-160 u/ha (4 Storeys)	161 - 200 u/ha (4-6 Storeys)	6-12 storeys	NA
NA	NA	RM1 (LOW DEN MULTI)	NA	NA	RM2 (MED DEN MULTI) RM3 (HIGH DEN MULTI)	C1 (DT CML)	NA
R-CL(SD) RES COMPACT LOT (SEMI-DETACHED) RM-1 (TWNHSE)	RM-2 (TWNHSE)	RM-3 RM-3A (TWNHSE) C2 C-2A,2B (COMM. CML)	NA	RM-4 (APART)	NA	NA	NA
RF-SD (SEMI-DETACHED RES) RM-15 (MULTIPLE RES)	RM-23 (MULTI RES)	RM-30 (MULTI RES)	RM-45 (MULTI RES)	RM-70 (MULTI RES)	RMC-135 (MULTI RES CML)	RM-135 (MULTI RES)	RMC-150 (MULTI RES CML)
NA	RM45 (MED. DEN. TOWNHOUSE) RM60 (HIGH DEN. TWNHSE) RMF (MULTI-UNIT RES FLEX) RMR (ROWHSE RES)	NA	NA	NA	RML RMU (LOW RISE APART)	RMM (MID RISE APART)	RHR (HIGH RISE APART)

APPENDIX C - PARKING COMPARISON

Land Use	Required Parking Spaces			
	City of Langley	City of Surrey	Township of Langley	City of Abbotsford
Multi-Family Apartment				
Studio	1.2	1.5	1.0	1.2
1 BR unit	1.2-1.5	1.5	1.5	1.7
2+ BR unit	1.3-2.0	1.7	1.5	1.7
3+ BR unit	2.0	1.7	1.5	1.7
Townhouse	not specified - see above	2.2	2.2-2.5	2.2
Retail Store	3.1/100 m ²	see below	5.0/100 m ²	see below
Retail store (under 372 m ² in ToL, under 400 m ² in Abbotsford)		2.75/100 m ²		2.78/100 m ²
Retail store (372-4,645 m ² in ToL, 400-4,000 m ² in Abbotsford)		3.0/100 m ²		3.33/100 m ²
Commercial Office	3.1/100 m ²	2.5/ 100 m ²	3.57/100 m ²	2.5/ 100 m ²
Commercial Office (City Centre)	NA	1.4/100 m ²	NA	NA
Commercial Office (medical)		3.5/100 m ²		3.33/100 m ²
Service Commercial	3.1/100 m ²	3.0/100 m ²	5.0/100 m ²	same as retail
Tourist Accommodation	"1.0/sleeping unit + 1.0/3 employees"	1.0/sleeping unit	1.0/sleeping unit + 1.0/ employee	1.0/sleeping room + 5.0/100 m ² meeting room space

Land Use	Required Parking Spaces			
	City of Langley	City of Surrey	Township of Langley	City of Abbotsford
Restaurant	3.0/100 m ²	see below	5.0/100 m ²	"5.0/100 m ² 2.0/100 m ² for coffee shop"
Restaurant (under 150 m ²)		3.0/100 m ²		
Restaurant (150-950 m ²)		10/100m ²		
Restaurant (over 950 m ²)		14/100m ²		
Industry (inc. warehouses)	2.0/100 m ²	1.0/100 m ²	5.38/100 m ²	1.08/100 m ²
Public Assembly (except church)	10/100 m ²	10/100 m ²	5.28/100 m ² + 1/10 seats	10/100 m ²
Church		7.5/100 m ²	5.28/100 m ² + 1/10 seats	10/100 m ²
Convention Centre/ Gaming	10/100 m ²	NA	NA	NA

Notes:

- Key but not all land uses are included
- Area requirements for each municipality converted to number of parking spaces/100 m² for comparability
- City of Langley apartment requirements vary by zoning district
- Surrey multi-family parking requirements include 0.2 visitor spaces/unit
- Surrey City Centre parking requirements reduced by 20% for most uses
- Township of Langley townhouse parking requirements include 0.2 visitor space / unit and are higher for tandem parking
- Abbotsford townhouse parking requirements include 0.2 visitor spaces/unit

APPENDIX D - MUNICIPAL COMPARISON DATA

Comparative Data	City of Langley	City of White Rock	City of Port Moody	District of Squamish
Population (2016 census)	25,888	19,952	33,551	19,152
Value of Building Permits (2016)	\$44,872,000	\$69,564,000	\$32,528,000	\$120,358,000
Value of Building Permits (2017)	\$99,440,000	\$148,256,000	\$30,269,000	\$109,118,000
Municipal Taxes per Capita	\$435	\$944	\$713	\$862
Municipal Mill Rate - Class 1 Residential	3.6028	3.0206	3.2136	4.4092
Municipal Mill Rate - Class 6 Business & Other	8.9529	6.9014	8.6951	12.3164
Development Services Divisions (2018)	Planning Building & Licencing Economic Development	Planning Building Bylaw Enforcement & Animal Control Economic Development Customer Services	Planning Building Bylaw & Licencing	Planning & Building Engineering Public Works Environment
Planning Staff (2018)	Total of 2 + clerical 1 Director of Development Services & Economic Development 1 Deputy Director	Total of 4 + clerical 1 Director of Planning & Development Services 1 Manager of Planning 1 Planner 1 Planning Tech	Total of 10 + clerical 1 General Manager 2 Managers 4 current planners 1 policy planner 1 social planner 1 energy planner	Total of 8 + clerical 1 Director of Development Services 5 planners, mainly current planning 2 planners, mainly long-range planning 2 FT clerical/admin + 1 PT

Sources: Government of B.C., 2016 census, UBCM, municipal annual reports, interviews with senior staff from comparable municipalities.

