# SPECIAL MEETING FOR PRIORITY PLANNING FOR BUDGET PURPOSES

Monday, January 18, 2021 at 9:30 AM
Fraser River Presentation Theatre
4th Floor, 20338 – 65 Avenue, Langley, BC

## AGENDA

### A. ADOPTION AND RECEIPT OF AGENDA ITEMS

**A.1** **Special Council Meeting for Priority Planning for Budget Purposes Agenda - January 18, 2021**

***Recommendation:*** That Council adopt the agenda and receive the agenda items of the Special Council Meeting for Priority Planning for Budget Purposes held January 18, 2021.

### B. ITEMS FOR DISCUSSION

**B.1** **Priority Planning for the 2021 Budget**

***Recommendation:*** Council to discuss and identify Council priorities to aid in the 2021 budget preparations with the assistance of Dr. Gordon McIntosh and senior staff.

***Attachments:*** B.1 Priority Planning Session

### C. OTHER BUSINESS

### D. TERMINATE

GORDON A. McINTOSH

To: Mayor & Council
CAO & Management
From: Gordon McIntosh
Subject: January 18 **Priority Setting Session**

I look forward to working with you to maximize organizational and community success.

I have prepared an agenda (attachment 1) with the following aims for consideration:

- Review strategic influences and priority status in 2020
- Determine strategic priorities for 2021/22
- Discuss ways to maximize strategic priority success

As usual, it is your session to address 'real time' issues. Please think about:

**Two matters you want discussed for strategic priority consideration**?

**Two topics you want to discuss to ensure strategic priority implementation success?**

I have also prepared a NOTEPAD for your notes and guidance during this online session. Staff will be using a whiteboard on Zoom to show everyone the key points of discussion. If you have any questions about or suggestions for the session, please do not hesitate to contact me at ga.mcintosh@shaw.ca and we can arrange a call.

Yours truly,



Gordon McIntosh – PHD, CLGM

**Township of LANGLEY**

# To the Finish Line…. And Beyond

**Date:** 9:30 – 2:00 Monday January 18, 2021
LUNCH BREAK AT 12:00
**Facilitator:** Gordon A. McIntosh – PhD & CLGM

***'DRAFT' AGENDA***

*To review 2020 strategic progress; establish Council and operational priorities for 2021; and enhance strategic alignment practices.*

9:30

**WHAT DO WE WANT TO DO?**

1. **Proposed Activities** — *Presentation*
2. **Aims for Session** — *Round Table*

9:45

**1.0 WHAT HAVE WE SEEN?**

1. **2020 Priorities** – progress & status — *Presentations*
2. **Rapid Community Scan** – internal & external influences — *Round Table*

10:15

**2.0 WHAT DO WE WANT TO DISCUSS?**

1. **Current Items** — *Discussion*
2. **Emerging Strategic Topics** — *Round Table*

Deliverables**:** *Strategic Topics List*

**3.0 WHAT DO WE WANT TO IMPLEMENT?**

1. **Develop Strategic Possibilities** – unpack strategic topics — *Discussion*
2. **2021 Priorities & Directions** – Council and Operational — *Discussion*

Deliverables**:** *Updated Council Priorities Work Program and Strategic Priorities Chart*

1:00

**4.0 WHAT WOULD ENHANCE OUR SUCCESS?** (Topics from Feb/2020 Check-in)

1. **Strategic Priorities Chart** – regular review & adjust — *Discussion*
2. **CPC Meetings** – assessment — *Discussion*
3. **Matters Arising** – process — *Discussion*
4. **Public Enquiries** – expectations & volume — *Discussion*
5. **Staff Capacity** – hot spots? — *Discussion*

Deliverables: Organizational Excellence Strategies

1:50

**FOLLOW-UP**

1. **Workshop Outcomes Summary** — *Presentation*
2. **Workshop Follow-Up** — *Discussion*
3. **Feedback** — *Round Table*

# To the Finish Line…. And Beyond

# *NOTE PAD*

*To review 2020 strategic progress; establish Council and operational priorities for 2021; and enhance strategic alignment practices.*

9:30

**WHAT DO WE WANT TO DO?**

1. **Proposed Activities** — *Presentation*
2. **Aims for Session** — *Round Table*

| *MY THOUGHT* |
| --- |
| |

9:45

**1.0 WHAT HAVE WE SEEN?**

1. **2020 Priorities** – progress & status — *Presentations*
2. **Rapid Community Scan** – internal & external influences — *Round Table*

| *MY THOUGHT* |
| --- |
| |

10:15

**2.0 WHAT DO WE WANT TO DISCUSS?**

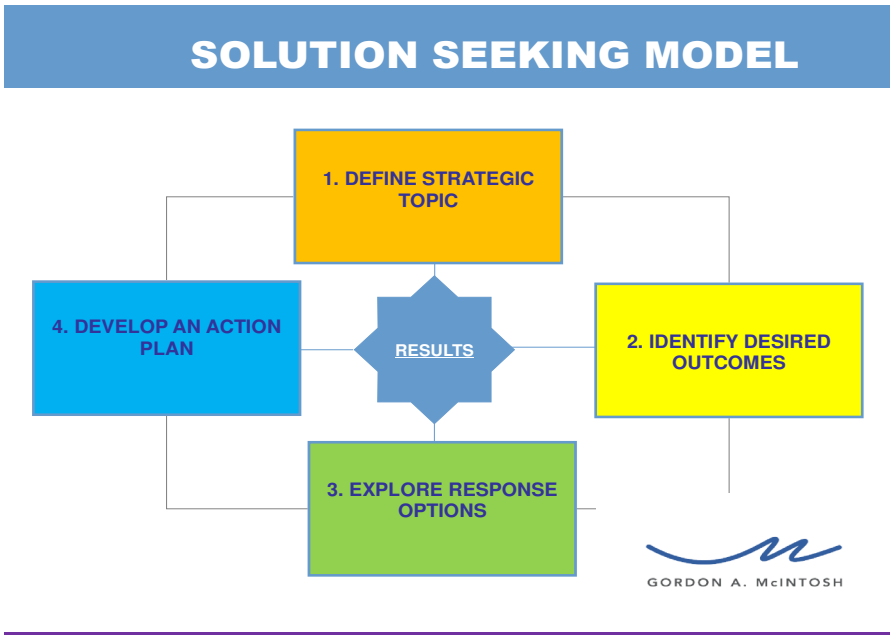
1. **Current Items** — *Discussion*
2. **Emerging Strategic Topics** — *Round Table*

Deliverables: *Strategic Topics List*

| *MY 2 TOPICS* |
| --- |
| |

**3.0 WHAT DO WE WANT TO IMPLEMENT?**

1. **Develop Strategic Possibilities** – unpack strategic topics — *Discussion*



| TOPIC | My Notes |
|---|---|
| 1. | |
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| 16. | |

**2. 2021 Priorities & Directions** – Council and Operational *Discussion*

Deliverables**:** *Updated Council Priorities Work Program and Strategic Priorities Chart*

**Do we have capacity? - Is it urgent? Is it a Council or operational matter?**

| POTENTIAL PRIORITY | Next/Later | Advocacy | Operational |
|---|---|---|---|
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**4.0 WHAT WOULD ENHANCE OUR SUCCESS?** (Topics from Feb/2020 Check-in)

Deliverables: Organizational Excellence Strategies

1. **Strategic Priorities Chart** – regular review & adjust *Discussion*

2. **CPC Meetings** – assessment *Discussion*

3. **Matters Arising** – process *Discussion*

4. **Public Enquiries** – expectations & volume *Discussion*

5. **Staff Capacity** – hot spots? *Discussion*

**Other**

**FOLLOW-UP**

3. **Workshop Outcomes Summary** *Presentation*
4. **Workshop Follow-Up** *Discussion*
5. **Feedback** *Round Table*

# STRATEGIC PRIORITIES CHART December 2019

## COUNCIL PRIORITIES (Council /CAO)

**NOW**

1. **ASE DISTRICT: Concept & Funding** – March
2. **HORN PIT HOUSING PROJECT: Options** – March
3. **DEVELOPMENT MANAGEMENT PROCESS: Review** – June
4. **CANNABIS RETAIL: Licensing & Management** – June
5. **DEBT MANAGEMENT STRATEGY: Options** – April

**NEXT**

- NORTH LANGLEY TRUCK ROUTE: Update
- HOUSING NEEDS ASSESSMENT: ToL Role Report
- ROAD NETWORK: Financing Options
- TOL PROPERTY: Strategy
- FUTURE OF FARMING: Discussion
- COMMUNITY POLARIZATION: Discussion

**ADVOCACY / PARTNERSHIPS**

- *Highway 1 Widening East of 216 Street*
- *Rapid Transit: ToL Options*
- *Kwantlen First Nation: Supportive Housing*
- *BC Housing: University District Interest*
- *Supportive Housing Facility: Assessment*
- *16th Ave.: Widening*

## OPERATIONAL STRATEGIES (CAO and Staff)

**ADMINISTRATION & FINANCE**

- **ASE DISTRICT: Concept & Funding** - March
- **HORN PIT HOUSING PROJECT: Options** – March
- **DEBT MANAGEMENT STRATEGY: Options** – April
- Capital Funding Strategy – April
- Governance Workshop – February
- Respectful Workplace Policy
- E-Vehicle Charging Station: Fees

**PLANNING & DEVELOPMENT**

- **DEVELOPMENT MANAGEMENT PROCESS: Review** – June
- **CANNABIS RETAIL: Licensing & Management** – June
- Aldergrove Revitalization: Next Steps - May
- Urban Forest: Assessment – June
- Housing Action Strategy: Update
- Brookswood Neighbourhood Plan (3): Progress
- Fort Langley Parking: Review
- Aldergrove Parking Options: Review

**PARKS & RECREATION, CULTURE & COMMUNITY INITIATIVES**

- Willoughby Library & Recreation: Scope and Proposal

**ENGINEERING & MAJOR CAPITAL PROJECTS**

- 16th Avenue Safety and Improvements: Status Update
- Old Aldergrove Fire Hall: Options
- Fraser Highway Widening East of 234 Street: Budget
- Horn Pit: Site Assessment – March
- Gloucester Integrated Storm Management Plan: Options

**BOLD CAPITALS** = Council NOW Priorities; CAPITALS = Council NEXT Items; *Italics* = *Advocacy;* Title Case = Departmental Strategic Initiatives

## Items Forwarded to the Council Priorities Workshop By Council Resolution

| Date | Meeting Type | Item Number | Minutes |
|---|---|---|---|
| 2020/07/13 | Regular | P.1 | **Revitalization Tax Exemptions – Commercial Buildings in Downtown Aldergrove Core**<br><br>Moved by Councillor Arnason<br>Seconded by Councillor Davis,<br>Whereas:<br>A. British Columbia legislation allows local governments to create Revitalization Tax Exemption Programmes with specific, and tailored, objectives and conditions;<br><br>B. External renovations to downtown commercial properties can help to achieve momentum on a number of policy fronts, including attracting more businesses and clientele to a targeted area;<br><br>C. It is necessary and desirable, to complement and synergize the recent and substantive investments undertaken by the Township of Langley with respect to water infrastructure, recreational facilities, and the purchase of the Alder Inn site in the downtown core;<br><br>D. Revitalization tax exemptions are a valuable tool to facilitate accelerated redevelopment in identified areas, by allowing foregone property taxes to be directly re-invested into the existing facades and structures of commercial and mixed use buildings;<br><br>E. Many local governments have devised strategies to define such an area and to advance reinvestment in order to promote local business and attract new opportunities to the area;<br><br>F. It is important to review the legislative requirements which include:<br>• the specific area;<br>• the specific property classes;<br>• the classes of land or improvements included; and<br>• the different activities and circumstances related to a property or its uses, as established in the Zoning Bylaw.<br><br>Therefore be it resolved that Council direct staff to review a design of a revitalization area for the area identified as the Aldergrove Downtown Core Plan and begin with consultations with:<br>• the Aldergrove Community Association;<br>• the Aldergrove Business Association; and<br>• any broadly formed business associations in the area.<br>Followed by a review of the findings that are to be brought back to Council to further potential implementation. |

| Date | Meeting Type | Item Number | Minutes |
|---|---|---|---|
| | | | **MOTION DIVIDED**<br>Moved by Councillor Richter,<br>Seconded by Councillor Woodward,<br>That the motion be divided.<br>**CARRIED**<br><br>**MOTION 1**<br>That Council direct staff to review a design of a revitalization area for the area identified as the Aldergrove Downtown Core Plan and begin with consultations with:<br>• the Aldergrove Community Association;<br>• the Aldergrove Business Association; and<br>• any broadly formed business associations in the area.<br>**MOTION 2**<br>That staff provide a review of the findings that are to be brought back to Council to further potential implementation.<br><br>**REFERRAL**<br>Moved by Councillor Richter,<br>Seconded by Councillor Davis,<br>That Motions 1 and 2 be referred to a future Council Priorities Workshop.<br>**CARRIED**<br><br>Councillor Woodward opposed |
| 2020/07/27 | Closed | H.3 | Special Closed Item Provided Separately |
| 2020/09/21 | Regular | O.2 | **Consideration of a Township of Langley RCMP Detachment**<br><br>Moved by Councillor Woodard,<br>Seconded by Councillor Richter,<br>Whereas:<br><br>A. The Township of Langley continues to endeavour to continually improve its provision of law enforcement services to the members of the community that is directed and relevant to the unique issues within the Township of Langley;<br><br>B. A RCMP detachment responsible solely to the Township of Langley would ensure that issues within and unique to the Township of Langley take first priority, and that all law enforcement resources and management attention would be dedicated only to Township of Langley residents, businesses and issues, not those within another municipality; and<br><br>C. The City and Township of Langley Policy Capital and Operations Cost Sharing Agreement includes terms for the eventual separation of the services of the RCMP for the Township of Langley and the City of Langley if reasonable and appropriate to do so. |

| Date | Meeting Type | Item Number | Minutes |
|---|---|---|---|
| | | | Therefore be it resolved that:<br><br>1. Council direct staff to prepare a report as soon as practical, but in time for 2021 budget deliberations, outlining the costs associated with terminating the Cost Sharing Agreement between the Township of Langley and City of Langley for the provision of law enforcement services;<br><br>2. The report include, but not be limited to, a review of the Termination Section of the City and Township of Langley Policy Capital and Operations Cost Sharing Agreement;<br><br>3. The review specifically outline, in accordance with the cost sharing agreement, the purchase costs to be potentially paid to the City of Langley as given in the Cost Sharing Agreement, including, but not limited to:<br><br>a. 35% of the replacement cost value of the Langley RCMP Detachment building, alterations and equipment;<br>b. Less 35% of the depreciation rates for the Langley RCMP Detachment building, alterations and equipment;<br>c. The determination of the depreciated replacement costs be calculated from 1993, the year of the signing of the Cost Sharing Agreement to the potential date of termination within 2020 or 2021; and<br>d. An assessment of the additional expense potentially to be incurred by the City of Langley as a result of the termination, not to exceed 2% of the depreciated replacement cost.<br><br>**REFERRAL**<br>Moved by Councillor Whitmarsh,<br>Seconded by Councillor Richter,<br>That this motion be referred to the next Council Priorities Session for further discussion.<br>**CARRIED**<br><br>Councillors Davis, Long, and Woodward opposed |
| 202009/21 | Regular | O.3 | **Equity, Dignity, and Inclusion Frameworks**<br><br>**MOTION**<br>That staff prepare a report on equity, dignity, and inclusion frameworks in other communities, and to provide Council with an outline of the steps that would be required to implement a framework in the Township of Langley.<br><br>**REFERRAL**<br>Moved by Councillor Richter,<br>Seconded by Councillor Arnason,<br>That the motion for staff to prepare a report be referred to the next Council Priorities Session for further discussion.<br>**CARRIED** |