SPECIAL MEETING FOR PRIORITY PLANNING FOR BUDGET PURPOSES

Friday, January 29, 2021 at 2:00 PM
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 29, 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 29, 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 TOL PSU Notepad

C. OTHER BUSINESS

D. TERMINATE

Township of LANGLEY

To the Finish Line…. And Beyond

NOTE PAD

2:00 Friday, January 29, 2021

To establish Council and operational priorities for 2021; and enhance strategic alignment practices.

OVERVIEW

Proposed Agenda & Confirmation *(Roundtable)*

1. **STRATEGIC POSSIBLITIES** *see attachment 1 - to help the conversation I have summarized the outcomes for strategic topics discussed*

   Complete discussion of remaining strategic topics:
   - Water Policy
   - Willoughby Library
   - COVID Recovery

2. **STRATEGIC PRIORITIES** *see attachment 2 - to help the conversation I have proposed allocation of strategic possibilities*
   - Council NOW and NEXT/LATER
   - Advocacy Items
   - Operational Items

3. **STRATEGIC PROCESS** *see attachment 3 - to help the conversation I have proposed some ideas*
   - Strategic Priorities Chart
   - Emerging Strategic Topics
   - Council Matters Arising
   - Councillor Requests
   - CPC Meetings
   - Public Requests
   - Staff Capacity
   - Other

WRAP UP

Summary & Follow-Up *(Roundtable)*

STRATEGIC POSSBILITIES CHART

TOPIC	Notes	
1. **ASE District** Recommendation	Review proposals ***submitted*** Prepare recommendation report - *July*	**Council NOW**
2. **Horn Pit Development**: Options	Prepare options report – *February* Determine strategy *(pending Brookwood NP)*	**Council NOW**
3. **Neighborhood Plans**: Completion	Brookswood NP – *December*	Council NEXT/LATER
4. **24th Ave.**: Update	Current & Planned Status – *February*	Follow-Up
5. **Development Management Process**: Procedural Adjustments	Task Force Report – ***done*** Prepare proposed changes report – *March*	Operational
6. **Cannabis Retail**: Applications & Guideline Review	Consider proposed bylaw - *January* *Approve & debrief process* OR *defer & review guidelines*	**Council NOW**
7. **Debt Management**: Strategy	Prepare policy framework & strategy – April	**Council NOW**
8. **N. Langley Truck Route**: Funding		Capital Budget
9. **Housing Needs**: Action Plan	Report – ***done*** Update current action plan	Operational?
10. **Civic Property Inventory**: Future Use	Prepare analysis report – *September*	Council NEXT/LATER
11. **Future of Farming**: Status	Task Force Report – *December*	Council NEXT/LATER
12. **Community** ~~Polarization~~ **Building**: Strategy	Research 'community of communities' practices (re: rural/urban values) - *nd*	Council NEXT/LATER
13. **Equity Framework**: Policy & Strategies	Research local government practices - *nd*	Council NEXT/LATER
14. **Budget Model**: 2022 Process & Framework	Conduct session to develop 2022 approach - *April*	**Council NOW**
15. **2021 Budget**: Guidance	Council service adjustment targets, scenario thresholds & COVID recovery expectations – *January*	Council NEXT
16. **Willoughby Road**:	WARCAP: ***approved***	Capital Budget
17. **Road Network**: Hot Spots	Approve priority projects	Capital Budget
18. **Art/Amenity**: Installation Policy	Prepare draft policy – *nd*	Council NEXT
19. **Public Art Policy**	?	Operational
20. **RCMP** Update	Send Invitation – *nd*	Follow-Up
21. **RCMP Future**:	Explore options – *nd*	Council NEXT
22. **CPO Position**: Implementation	Start-up – *nd*	Operational
23. **Service Levels**: Review	Conduct session re: service retention & levels – *nd*	Council NEXT
24. **Revitalization Tax Exemptions**: Review	Review updated existing report – *nd* Council direction – *nd*	Council NEXT
25. Water Policy	?	
26. Willoughby Library	?	
27. COVID: Recovery	?	

WORK IN PROGRESS
STRATEGIC PRIORITIES CHART

COUNCIL PRIORITIES (Council /CAO)

NOW

1. **ASE DISTRICT: Recommendation** – July
2. **HORN PIT HOUSING: Options** – Feb.
3. **DEV. MAN. PROCESS: Procedures** – March
4. **CANNABIS RETAIL: Guidelines/Applications** – Jan.
5. **2021 BUDGET GUIDANCE: % & service targets** (COVID) – Feb.
6. **MANAGEMENT OF RESIDENT INQUIRIES** - July

NEXT/LATER (requires prioritization)

- DEBT MANAGEMENT STRATEGY: Options – April
- 2022 BUDGET MODEL: Review – April
- NEIGHBORHOOD PLANS: Completion - Dec.
- FUTURE OF FARMING: Task Force Report – Dec
- HOUSING NEEDS ASSESSMENT: Action Plan – Dec
- EQUITY FRAMEWORK: Research
- TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots
- WILLOUGHBY ROADS: Priority Projects/Financing Options
- TOL PROPERTY: Strategy
- COMMUNITY BUILDING: Discussion
- RCMP FUTURE: Discussion
- SERVICE/POLICY LEVEL: Review
- ART/AMENITY INSTALLATION POLICY

ADVOCACY / PARTNERSHIPS

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

FOLLOW-UP

- 16th Ave. Status
- 24th Ave update
- North Langley truck route: update
- Aldergrove DT Incentives Report: refresh
- Willoughby Roads/WORCAP: update
-

OPERATIONAL

- CPO: Start-Up?
- Public Art Policy?
- Development Management: Procedural Adjustment Report
- Housing Needs Action Plan Update

CAPTIAL BUDGET

- Willoughby Road
- North Langley Truck Route
- Road Network: Priority Projects

WORK IN PROGRESS
STRATEGIC PROCESS STRATEGIES

1. Strategic Priorities Chart

Regular Reference – last page of every council package *(but not on agenda)*
Regular Update – management and then review with Council May, September & January
Annual Review – pre-budget process – September

2. Emerging 'Strategic' Topics

Notice of Motion – referred to CPC as appropriate because it needs to be unpacked using Request for Clarity form (3.a)
OR
Referred to future council or CPC if required re: resourcing implications – using a modified Request for Decision to obtain direction to proceed or not (3.b)
if a priority – resolution to change and update the Strategic Priorities Chart

3. Council Matters Arising ('Not Strategic' – update, information requests)

Notice of Motion or Council Motion – referred to staff for resource implications and placement on the follow-up action list (3.c)

4. Councillor Requests (update, information requests)

Readily available information – staff response cc all of council
Work program implication – referral to CAO who advises if it needs to go to council

5. CPC Meetings – assessment

Review **agenda** format – in progress & new items
Review **tools** – consider Request for Clarity (3.a)
Maintain prioritized emerging strategic topics **list** – CPC meeting or strategic priority update session

6. Public Enquiries – expectations & volume

Guidelines re: response or acknowledgement; response prioritization criteria , response time & repeat requests or frequent requesters

7. Staff Capacity – hot spots?

2021 Budget – CAO submission as needed for council consideration
Staff Alignment – CAO/management adjustments as required

OTHER

REQUEST for CLARIFICATION

SUBJECT: *Discussion Topic title*

SUGGESTED FOLLOW-UP ACTION: *Next steps for further discussion or decision?*

CAO COMMENTS: *Any additional comments regarding the suggestion.*

BACKGROUND: Report/Document: Attached Available Nil

1. DEFINE THE TOPIC

KEY INFORMATION: *Key summary of existing information to understand the topic.*

RELEVANT OBSERVATIONS: *Note issues or opportunities related to the topic*

STRATEGIC QUESTIONS: *What information is required for council consideration?*

ESSENTIAL QUESTION: *The key question to guide staff analysis*

_____ **?**

2. DETERMINE DESIRED OUTCOMES if the essential question is addressed

KEY RESULT: *The tangible output to address the essential question*

** _____

DESIRED BENEFITS*: What positive outcomes are expected?*

REQUISITES: *What must happen before the key result can be achieved?*

UNINTENDED OUTCOMES: *Are there possible undesirable impacts that could occur?*

3. EXPLORE RESPONSE OPTIONS to achieve the key result (Pros & Cons)

1. _____

2. _____

3. _____

Submitted by: Writer _____ **Reviewed by:** CAO _____

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REQUEST for DECISION

SUBJECT: *Decision-making topic title*

RECOMMENDATION: *Decision-making resolution answering What?, Who?, How? & When?*
CAO COMMENTS: *Any additional comments regarding the recommendation*

Report/Document: Attached __ Available __ Nil __

KEY ISSUE(S)/CONCEPTS DEFINED: *Define the topic, reference background material and state question to be answered*

RELEVANT POLICY: *Cite existing policies, practices and/or legislation*

STRATEGIC RELEVANCE: *To Goals or priorities of current work program*

DESIRED OUTCOME(S): *Main Result along with - highlighted requisites & benefits*

RESPONSE OPTIONS: *Possible ways to achieve the main result with analysis highlights*
1. _____
2. _____
3. _____

PREFERRED STRATEGY: *Rationale for selected option –including pros & cons*

IMPLICATIONS OF RECOMMENDATION:

GENERAL: *Consequences to community, overall organization and/or other agencies*

ORGANIZATIONAL: *Policy change or staff workload requirements*

FINANCIAL: *Current and/or Future Budget impact*

FOLLOW UP ACTION: *Timelines, decision-making milestones and key products*

COMMUNICATION: *Strategy to inform, consult or involve stakeholders*

OTHER COMMENTS: *By others reviewing this RFD*

Submitted by: Writer_____ **Endorsed by:** Other Reviewers_____
Reviewed by: **CAO**_____

Attachment 3.c

FOLLOW-UP ACTION LIST *(FUAL)*

Date: January 24, 2021

MEETING (Date)/Item/*Notes*	WHO	TARGET (Status)
• 16th Ave. Status • 24th Ave update • North Langley truck route: update • Aldergrove DT Incentives Report: refresh • Willoughby Roads/WARCAP: update **CPC Meeting**		