SPECIAL MEETING OF COUNCIL

Monday, April 19, 2021 at 10:00 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 - April 19, 2021

Recommendation: That Council adopt the agenda and receive the agenda items of the Special Council meeting held April 19, 2021.

B. ITEMS FOR DISCUSSION

B.1 Council Priorities and Budget Process

Recommendation: That Dr. Gordon McIntosh lead an informal Council discussion on the Council Process Committee, Strategic Priorities, and 2022 Budget Guidance.

Attachments: B.1 TOL CI Notepad.pdf

C. OTHER BUSINESS

Councillor Richter presented the following Notices of Motion within the deadlines according to Council's policy:

C.1 Setting Property Tax Increase

Recommendation: That the TOL Council set by resolution the acceptable property tax increase for the next year prior to the commencement of the budget process for that year.

C.2 Cost of Living Plus 1% Tax Increase

Recommendation: That the annual TOL property tax increase be set at no more than the current cost of living plus 1% unless exceptional circumstances warrant a change from this and such a change is fully justified by a detailed business case.

C.3 TOL Priority Projects

Recommendation: That TOL staff be directed to live within the Council-set tax increase for each year and to stop requiring TOL Council members to pick and choose which projects to add and delete each year. It is staff's responsibility as the paid experts to determine which projects should go forward.

C.4 Annual Debt Servicing Costs

Recommendation: That TOL Council set a firm limit on annual debt servicing costs and that this limit be adhered to for the term of the Council; and further that these costs be annually and separately reported out to the public as part of the budget process.

C.5 5-10 Years Debt-Free Plan

Recommendation: That TOL Council adopt a plan for being debt-free within 5-10 years for every major borrowing the Township incurs and that this plan be reviewed annually as a separate budget item and reported out to the public as a clear budget item.

C.6 Climate Action Plan - Budget

Recommendation: That the detailed costs of the "Climate Action Plan" be forecasted in each budget and that compensating costs be cut out of each budget to pay for these costs since the strategy document was approved but not funded.

C.7 TOL Vehicles - Budget

Recommendation: That the lifespan of TOL vehicles be extended to reduce/limit annual vehicle replacement costs to an acceptable and reasonable level.

C.8 Discretionary Reserves

Recommendation: That all the "discretionary" reserves of the Township be amalgamated into one fund and that the total amount of this be clearly reported out each year.

C.9 Budget Timelines

Recommendation: That the entire TOL budget be presented to Council no later than the end of October each year, other than in an election year. In an election year, the budget must be presented to the new Council no later than the end of November so that the new Council's first order of business is the budget for the next year.

C.10 Prior Years Surplus

Recommendation: That "Prior Years Surplus" in each budget be presented to Council as a raw number with no projects attached to it, and that these monies be used in each year by each Council as they see fit to fund their priority projects, not staff's projects.

C.11 Carry Forwards

Recommendation: That each budget includes a separate and detailed "Carry Forwards" Annual Report that specifies what projects are funded, what projects are not completed, what projects are not even initiated, and the year they were funded so that these funds can be re-allocated to current Council priorities as part of their discretionary funds.

C.12 Departmental Budget Reviews

Recommendation: That each annual budget contains two (2) complete and detailed "Departmental Budget Reviews" so that each major department in the Township undergoes a detailed Departmental Review which looks at their growth in costs at least once every four (4) years.

C.13 Departmental Budget Reviews Advisory Committee

Recommendation: That Council appoints an external Advisory Committee of qualified local experts and residents to assist in the detailed annual Departmental Reviews.

C.14 Performance Review - Budget

Recommendation: That Council annually receives in an open meeting prior to the start of the budget process, a specific performance review, a list of current directors, and a separate budget for every non-profit Society controlled by the Township of Langley including but not limited to:

1) Bedford House Rehabilitation Society;
2) Langley Facility Society;
3) Langley Parks and Recreation Foundation;
4) Ten Feet Sports and Entertainment Ltd;
5) TOL Facilities and Housing Development Society; and
6) University District Housing Society.

These should not be consolidated in a general budget but broken out annually for each society as part of the Township's budget process.

C.15 Public Consultation - Budget

Recommendation: That the annual public consultation on the budget must include at least a representative proportion of the taxpayers and be carried out via a statistically significant survey of the tax-paying population prior to budget adoption.

C.16 Assessment Averaging

Recommendation: That TOL Council strongly lobby the Provincial Government to reform their "Assessment Averaging" requirements to be less cumbersome, to be more efficient, and to stop penalizing long term residents in our community from dramatic annual property tax increases.

C.17 Mill Rate for High Density Development

Recommendation: That TOL Council strongly lobby the Provincial Government for a new "mill rate" for high density development which is driving much of the increased municipal costs in terms of required and expected municipal services.

C.18 TOL Growth Rate

Recommendation: That the annual TOL growth rate be set by each Council at the start of its term and in each subsequent budget at a manageable amount to reduce the escalating annual financial pressure on the municipality and its budget due to growth and its required infrastructure costs.

C.19 Budget Process Policy

Recommendation: That Council direct staff to draft a new TOL Council Budget Process Policy document for Council approval that puts all these requirements, and any others that arise, in place for all staff to follow in all future TOL budgets.

D. TERMINATE

Township of LANGLEY

Strategic Check-In

NOTE PAD

10:00 - 4:00 Monday - April 19, 2021

To update Council priorities and operational strategies, prioritize CPC topics and provide 2022 budget guidance (as directed at the February Session).

OVERVIEW

Proposed Agenda & Confirmation *(Roundtable)*

1. **COUNCIL PROCESS COMMITTEE** *see attachment 1 - I have proposed some criteria to prioritize topics referred from meetings and the February session*

2. **STRATEGIC PRIORITIES** *see attachment 2 - I have included the current chart & notes from the February session*
   - Progress
   - Discussion current & emerging
   - Priorities & Follow-up Items
   - Practices

3. **BUDGET GUIDANCE** *see attachment 3 - to help the conversation I have proposed a framework*
   - Process
   - Product
   - Principles
   - Assumptions
   - Areas of Interest

WRAP UP

Summary & Follow-Up *(Roundtable)*

CPC TOPICS CHART

 # = Locater; D = Date; R= Readiness; & O = Order

#	D	TOPIC	R	O
1	01/19	**Election & Sign Bylaw** – prepare amendments		
2	03/19	**Public Art Policy** – proposed amendments		
3	03/19	**Procedure Bylaw** – amendments provided		
4	06/20	**Progressive Affordable Housing** – Township Role		
5	07/20	**Willoughby Neighborhood Plan** – review zoning standards		
6	07/20	**Child Care Action Plan** – discussion/direction		
7	10/20	**Social Sustainability Strategy** – development/$?		
	02/21	• SERVICE/POLICY LEVEL: Essential/Discretionary Review • FUTURE OF FARMING: Task Force Report • WILLOUGHBY ROADS: Priority Projects/Financing Options • COMMUNITY BUILDING: Discussion re: Diverse Values • RCMP DETACHMENT: Discussion re: future • EQUITY/INCLUSION FRAMEWORK: Research • TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots		

Readiness – information, options or proposal is available
Order – urgency, timeliness, direction required for next step

Date	Item
Jan 21, 2019	**Amendments to the Election and Political Sign Bylaw** **Bylaw No. 5411 Bylaw No. 5443** **Report 19-06** File ADM 3900-25 That Council give first, second, and third reading to "Township of Langley Election and Political Signs Bylaw 2015 No. 5034 Amendment Bylaw 2018 No. 5411"; That Council give first, second, and third reading to "Fees and Charges Bylaw 2007 No. 4616 Amendment Bylaw 2019 No. 5443"; and That Council direct staff to bring forward an amendment to the "Bylaw Notice Enforcement Bylaw 2008 No. 4703" to provide ticketing provisions should General Local Election signage be placed prior to the submission of the required refundable fee. **REFERRAL** That the amendments to the Election and Political Sign Bylaw be referred to a future Council Priorities Committee for further discussion.
July 13, 2020	**Willoughby Neighbourhood Plan Review** Whereas the development of the Willoughby OCP and all other existing Neighbourhood Plans guiding the green field development of Willoughby have taken place over a number of decades; Whereas there has been no comprehensive interim review of the associated zoning and parking objectives related to these Neighbourhood Plans which would enhance the development of walkable communities, reduce parking, and address other evolving community design objectives related to smart growth; and Whereas this lack of substantive review has resulted in a misalignment between existing standards, evolving policies, and community expectations with respect to advancing the model of mixed use and less auto-oriented communities in Willoughby; Therefore be it resolved that Council direct staff to bring back a report for Council's review regarding next steps in the design and funding of a broad-based review of existing zoning standards and options as a precursor to more effectively address low-rise developments by expanding mixed use opportunities in all Willoughby neighbourhoods. **REFERRAL** That this motion be referred to a future Council Process Committee for further discussion.
July 27, 2020	**Child Care Action Plan Report 20-95** File CD LSP00009 That the Child Care Action Plan be referred to a future Council Process Committee for a detailed policy discussion.

June 15, 2020	**Progressive Affordable Housing Acquisition Program** Whereas: Due to the high cost of housing out of reach to many, the Township of Langley has acknowledged the need for more affordable rental housing within our communities; The Township of Langley now has a development-based funding source affordable housing to consider becoming a guaranteed, minimal-risk buyer for qualified residential units for the purposes of providing Affordable Housing — the Affordable Housing Reserve Fund; The Township of Langley so far has been pursuing Affordable Housing via additional density with significant financial incentives to development proponents — such as a waived CACs and DCCs for market units — forgoing needed revenue for infrastructure and community amenities; Affordable Housing provided by development corporation have so far been secured with time-limited restrictive covenants that expire, which does not provide a stable, long-term, guaranteed supply of Affordable Housing; and The Township of Langley taxpayer could otherwise capture and utilize this rental income from its Affordable Housing to then acquire additional Affordable Housing units over the long-term with the aim of creating a meaningful quantity of permanent Affordable Housing within the Township of Langley secured by public ownership; Therefore be it resolved that staff be directed to review and report back to Council on the following: The merits of a potential, new Council Policy for the Township of Langley to acquire residential units from qualified development proponents at the cost of construction plus a reasonable profit as an option for proponents and Council to consider in exchange for additional density, and/or other incentives; The merits of requiring single-story commercial developments to provide mixed-use residential developments with the Township of Langley becoming a guaranteed, minimal-risk buyer for qualified residential units at the cost of construction plus a reasonable profit; The merits of founding a new non-profit association to administrate and otherwise manage a permanent, affordable housing supply in partnership with the Township of Langley; and The current cash balance of the Affordable Housing Reserve Fund within the Community Amenity Contributions program, and its projected revenue over the next 5, 10 and 20 years, as best as can be reasonably forecasted.Within the context of a new Affordable Housing Acquisition Program to ensure a long-term, permanent, guaranteed supply of Affordable Housing to qualified residents, with all net revenue therefrom accruing to the Program for additional acquisitions over time for the economic and community benefit accruing to Township of Langley taxpayers. **REFERRAL** That this motion be referred to the Council Process Committee for further discussion in conjunction with review of the Housing Action Plan.
October 5, 2020	**Social Sustainability Strategy Report 20-124** File CD LSP00006 That Council endorse the Social Sustainability Strategy, presented as Attachment A to this report; and further That Council refer to 2021 budget deliberations consideration of annual operating funding in the amount of $50,000 to support implementation of the Social Sustainability Strategy. **REFERRAL** That this motion be referred to a future Council Process Committee meeting.
	Public Art Policy Review and Update Report 21-23 File ACCI 7970-01 Moved by Councillor Richter, Seconded by Councillor Long, That Council receive this report and refer the attached Public Art Policy with proposed amendments to a Council Process Committee session for discussion and consideration.
Mar 11, 2019	**Council Procedure Bylaw Update Report 19-25** File ADM 3900-25 That Council direct staff to prepare an Amendment Bylaw for the Township of Langley Council Procedure Bylaw 2016 No. 5199 to incorporate the amendments provided as the red text in Attachment A. **REFERRAL** That this motion be referred to a future Council Priorities Committee meeting. Note: Amendment Bylaw with amendments to date has been adopted. Schedule to complete Council discussion. March 2, 2020 CPC Meeting Insert the discussion whenever the CPC meeting ends early

STRATEGIC PRIORITIES CHART February 2021

COUNCIL PRIORITIES (Council /CAO)

NOW

1. **ASE DISTRICT: Recommendation** – Sept.
2. **BUDGET GUIDANCE: debt, service targets** (COVID) – April
3. **COVID RECOVERY: Community Impact Analysis** – Dec.
4. **WATER POLICY: Method & Pricing** – April – Metro Tentatively Coming in May
5. ~~**WILLOUGHBY LIBRARY: Direction** – March~~

NEXT

- HORN PIT HOUSING: Options - March – Consultation process underway
- EQUITY/INCLUSION FRAMEWORK: Research
- TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots
- ART/AMENITY INSTALLATION POLICY - Referred to CPC
- PUBLIC ART RESERVE: Policy - Referred to CPC
- TOL PROPERTY: Strategy
- SERVICE/POLICY LEVEL: Essential/Discretionary Review

LATER

- FUTURE OF FARMING: Task Force Report
- WILLOUGHBY ROADS: Priority Projects/Financing Options
- COMMUNITY BUILDING: Discussion re: Diverse Values
- RCMP DETACHMENT: Discussion re: future

ADVOCACY / PARTNERSHIPS

- *BC Housing: University District Interest*
- *Kwantlen First Nation: Supportive Housing*
- *Supportive Housing Facility: Assessment*
- *Highway 1 Widening East of 216 Street*
- *Rapid Transit: ToL Options*
- *16th Ave. Widening*
- *New RCMP CO Priorities*
- *Metro Water: Presentation*
- *EDC COVID Business Recovery Update*
- *Library Presentation*

OPERATIONAL STRATEGIES (CAO and Staff)

ADMINISTRATION & FINANCE

1. **ASE DISTRICT: Recommendation** - July
2. **COVID RECOVERY: Community Impact Analysis** - Dec
3. **BUDGET GUIDANCE: 2021** – Feb.- April Council discussion April 2021
4. **WATER POLICY: Method & Pricing** –April - Metro Tentatively Coming in May

- SERVICE/POLICY LEVEL: Essential/Discretionary
- TOL PROPERTY: Strategy
- RCMP DETACHMENT: Discussion re: future

PLANNING & DEVELOPMENT

1. Development Management Procedures – June
2. HORN PIT HOUSING PROJECT: Options - March **– Consultation process underway**

- NEIGHBORHOOD PLANS: Completion
- FUTURE OF FARMING: Task Force Report
- Housing Needs Action Plan Update

PARKS, RECREATION, CULTURE & COMMUNITY INITIATIVES

1. ~~**WILLOUGHBY LIBRARY: Direction** – April~~
2. **PUBLIC ART RESERVE: Policy** - March **- Referred to CPC**
3. COMMUNITY BUILDING: Discussion - Dec.
   - ART/AMENITY INSTALLATION **- Referred to CPC**
   - POLICYEQUITY/INCLUSION FRAMEWORK: Research
   - PUBLIC ART RESERVE: Policy **- Referred to CPC**

ENGINEERING & MAJOR CAPITAL PROJECTS

- TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots
- WILLOUGHBY ROADS: Priority Projects/Financing Options

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

STRATEGIC POSSBILITIES CHART February 2021

TOPIC	Notes	
1. **ASE District:** Recommendation	Review proposals ***submitted*** Prepare recommendation report	**Council NOW**
2. **Horn Pit Development**: Options	Prepare options report Determine strategy *(pending Brookwood NP)*	Council NEXT
3. **Neighborhood Plans**: Completion	Brookswood NP	Council NEXT
4. **24th Ave.**: Update	Current & Planned Status	Follow-Up
5. **Development Management Process**: Procedural Adjustments	Task Force Report – ***done*** Prepare proposed changes report	Operational
6. **Cannabis Retail**: Applications & Guideline Review	Consider proposed bylaw *Approve & debrief process* OR *defer & review guidelines*	***Done***
7. **Debt Management**: Strategy	Prepare policy framework & strategy	**Council NOW**
8. **N. Langley Truck Route**: Funding	Options analysis	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
11. **Future of Farming**: Status	Task Force Report – *December*	Council LATER
12. **Community** ~~Polarization~~ **Building**: Strategy	Research 'community of communities' practices (re: rural/urban values)	Council LATER
13. **Equity Framework**: Policy & Strategies	Research local government practices	Council LATER
14. **Budget Model**: 2022 Process & Framework	Conduct session to develop 2022 approach	**Council NOW**
15. **2021 Budget**: Guidance	Council service adjustment targets, scenario thresholds & COVID recovery expectations	Council NEXT
16. **Willoughby Roads:** Priorities	Priority Projects & Financing	Council LATER
17. **Road Network**: Hot Spots	Approve priority projects	Capital Budget
18. **Art/Amenity**: Installation Policy	Prepare draft policy	Council NEXT
19. **Public Art Policy:** Draft	Prepare options report	Council
20. **RCMP Update**	Send Invitation	Follow-Up
21. **RCMP Detachment:** Future	Explore options	Council LATER
22. **CPO Position: Implementation**	Start-up	Operational
23. **Service Levels: Review**	Conduct session re: service retention & levels	Council NEXT
24. **Revitalization Tax Exemptions: Review**	Review updated existing report Council direction	Council NEXT
25. **Water Policy:** Model	Review delivery options Review pricing formula	**Council NOW**
26. **Willoughby Library:** Direction	Review proposed agreement	**Council NOW**
27. **COVID Recovery:** Impact Analysis	Report on the community impact from EDC Deal with COVID impact on TOL budget (see #15)	**Council NOW**

FOLLOW-UP ACTION LIST (FUAL) *Date: January 29, 2021*

MEETING (Date)/Item/*Notes*	WHO	TARGET
• 16th Ave. Status • 24th Ave update • North Langley truck route: update • Aldergrove DT Incentives Report: refresh • Willoughby Roads/WORCAP: update **FUTURE CPC Meeting** • SERVICE/POLICY LEVEL: Essential/Discretionary Review • FUTURE OF FARMING: Task Force Report • WILLOUGHBY ROADS: Priority Projects/Financing Options • COMMUNITY BUILDING: Discussion re: Diverse Values • RCMP DETACHMENT: Discussion re: future • EQUITY/INCLUSION FRAMEWORK: Research • TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots		

ORGANIZATIONAL EXCELLENCE OPTIONS February 2021

STRATEGIC TOPIC	STRATEGIC POSSIBILITIES
1. Requests for Decision *Guide information collection and assembly of information, highlight recommendation, provide objective assessment of options*	• Revise/review **'Request for Decision'** format with Council to ensure 'adequate' information for Council decision making
2. Council Direction Clarity *Reduce wasted staff time, avoid misalignment of expectations, document council decision requirements, improve decision-making*	• Develop a '**Request for Clarity/Direction'** template on emerging strategic topics or strategies in progress
3. Council Information/Debate *Differentiate staff explanations of information from Council debate, role clarity, ensure accurate public view of who makes decisions*	• Establish a **'trigger' point** to move from questions involving staff to Council debate in a Council meeting
4. Council Requests of Administration *Control impact on staff workload, clarity of Council expectations, focus on strategic priorities, track volume of requests, monitor follow-up*	• Initiate use of a **Follow-Up Action List** to record and monitor follow-up to council requests (resolution or consent) of administration
5. Committee of the Whole *Facilitate more casual conversation, ensure clarity of Council expectations among members and with staff, explore emerging topics before requiring work to be*	• Review to the **Committee of the Whole agenda** to maximize time to discuss emerging strategic topics, strategies in progress, and sharing information
6. Staff Reports *Ensure information meets Council needs, streamline preparation time, focus on highlights vs. activity*	• Discuss **staff report** format and consider a highlights format – accomplishments, current and planned • Consider inviting one Department to Committee of the Whole
7. Priorities to Operational Strategies *Ensure alignment of staff effort with Council expectations,*	• Conduct a **Council/management strategic session** to translate Council direction into strategic priority action plans and operational strategies
8. Council/Staff Relations *Seek opportunities for Council and staff to get to know each other*	• Schedule **social activities** as add-ons to joint Council/management sessions (see #5)
9. Budget Timelines and Expectations *Schedule key activities, provide guidance for preparation*	• Present **2020 budget guidance** proposal to Council
10. Councillor/Staff Contact Protocols *Enable appropriate contact, differentiate available information vs. work requests,*	• Consider adopting **roles & responsibilities guidelines** with Council and staff contact guidance
11. Project Management Delays *Clear expectations, defined timelines, ensure efficiency and timeliness*	Develop a **project charter** template for use at the start of the program Assess recent projects to determine strategies to improve
12. Follow-Up to Council Requests	*See # 4*

2022 BUDGET GUIDANCE

FOCUS	Notes
Process – Timeline for Process	
• Capital - Start/Completion • Operating - Start/Completion • Completion • Session(s) duration • Public Engagement •	
Product – Assembly and presentation of information	
• **Overall Format** – Department or service based • **Strategic Priorities** – alignment/prerequisite • **Consequences** – yes/no decisions-positive/negative • **Fiscal Impact** – short to longer term or ongoing • Background Information • **Executive Summary** – critical decision-making information • **Presentations** – suggestions • **Longer Term Financial Plan** • **Staffing Impact** – work program implications •	
Principles – overarching guidance	
• **New Programs** – Staff or Council initiated • **New Staff** – growth or new service related • **User Fees** – targets & range? • **Taxation** – range? • **Debt Management** – New & retiring • •	
Assumptions – foundational considerations	
• **COVID** – recovery & impact • **Cost of Living** • **Growth Factor** – new development • **Economic Mode**l – forecasts •	
Areas of Interest – specific aspects for analysis	
• **Revenue Options** - targets • **Service levels Alternatives** - targets • **Cost Containment** – targets •	