SPECIAL MEETING OF COUNCIL

Monday, July 5, 2021 at 10:00 AM
Fraser River Presentation Theatre
4th Floor, 20338 – 65 Avenue, Langley, BC

AGENDA

ACKNOWLEDGEMENT OF THE TRADITIONAL TERRITORIES OF THE COAST SALISH PEOPLES

A. ADOPTION AND RECEIPT OF AGENDA ITEMS

A.1 Special Council Meeting - July 5, 2021

Recommendation: That Council adopt the agenda and receive the agenda items of the Special Council Meeting held July 5, 2021.

B. ITEMS FOR DISCUSSION

B.1 Council Priorities and Budget Process

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

Attachments: B.1 TOL JULY 5 CI agenda.2021.pdf

C. OTHER BUSINESS

D. TERMINATE

Township of LANGLEY

STRATEGIC CHECK-IN NOTE PAD

Date: 10:00am – 4:00pm Monday JULY 5, 2021 – Via Zoom
30 Minute LUNCH BREAK AT 12:00
Facilitator: Gordon A. McIntosh – PhD & CLGM

ACTIVITIES

To follow-up on topics raised at the April session.

GETTING STARTED

1.	**Aims for Session**	*Round Table*

1. SERVICE AREAS of INTEREST (Please review preparation note – Attachment 1)

1.	**Identify areas of interest**	*Round Table*
2.	**Discuss Adjustment Options**	*Discussion*
3.	**Confirm Service Adjustment Targets**	*Discussion*

2. STRATEGIC PRIORITIES (regular review item) - See Attachment 2

1.	**Review Progress** – status & adjustments	*Presentation & Discussion*
2.	**Discuss Implementation**	*Discussion*
2.	**Confirm NOW Priorities** (& Next/later)	*Discussion*

Deliverable: *Strategic Priorities Chart Update*

3. BUDGET (2022) GUIDANCE (from APRIL 2020 session) - See Attachment 3

1.	**Budget Framework**	*Presentation*
2.	**Confirm Guidance**	*Discussion*
3.	**Confirm Assumptions**	*Discussion*

Deliverable: *2022 Budget Checklist*

FOLLOW-UP

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

Township of Langley

SERVICES – Areas of Interest REQUEST

PURPOSE

To determine council's areas of interest to adjust service status, levels, delivery method, costs and/or revenue (as directed by Council April 19).

PROCESS

1. Review Service Functions List (next page). The complete inventory from the *Service Capacity Review Report* (December 2016)
2. Consider the following to identify specific areas of interest for further review:
    a. Is the service still required? IF SO,
    b. Could the service level be adjusted?
    c. Could it be delivered differently to save costs or enhance efficiency?
    d. Could it be more effective in meeting community or client needs?
    e. Could the cost recovery or alternate funding source (vs. property taxes) be examined?
3. List the specific services you wish to propose for council consideration on July 5

Engineering & Capital Projects
Planning & Development
Administration & Finance
Parks, Recreation, Culture & Community Initiatives
OTHER

SERVICE FUNCTIONS AT-A-GLANCE

FUNCTION	Services
RCMP SUPPORT	Administration, Clerical support, Records Management, IT, Community Policing, Telecommunication, Client Support and Victim Services & Cells
PROTECTIVE SERVICES - FIRE	Incident Response, Public Education, Inspections, Investigations, Training, Emergency Preparedness
ENGINEERING & CAPTIAL PROJECTS	Construction, Parks/Open Space, Roads & Sidewalks, Water Utility & Sewer Utility, Equipment & Fleet, Facilities Planning, Construction and Maintenance, Solid Waste Management, Energy Management, Transportation, Water Resources and Environment, Sustainability, Asset Management, and Airport
COMMUNITY DEVELOPMENT	Development Planning, Development Engineering, Community & Policy Planning, Permits, Licencing & Inspection Services & Development Services, Green Infrastructure, Bylaw Enforcement
FINANCE	Accounting, Fiscal Reports, , Risk Management, Annual Audit, Purchasing, Accounts Receivable, Accounts Payable, Revenue & Tax Collections, Financial Planning and Budget
HUMAN RESOURCES	Recruitment and Selection, Health & Safety, Training and Development, Labour Relations, Payroll, Compensation and Benefits, Employee Recognition
RECREATION	Recreational Programs (including, but not limited to arenas, aquatics, and fitness), Recreation Special Events, Facility Management, and Facility Bookings,
ARTS, CULTURE & COMMUNITY INTIATIVES	Library Services, Cultural Services, Museum, Volunteers Recruitment, Community Grants, Public Art, Community Events, Community Groups Liaison and Support, Arts and Cultural Programs, Multi-cultural Connections, Indigenous Relations, Initiatives and Partnership Development and Fundraising
CORPORATE ADMINISTRATION	Policy System, Council Support, Legal Services, Property/Real Estate, FOIPP, Filming, Records Management, Elections, Legislation Monitoring, Economic Development, Corporate Communication & Events, Corporate Print Services, Corporate Mail Services, Information Technology

ATTACHMENT 2

STRATEGIC PRIORITIES CHART June 2021

COUNCIL PRIORITIES (Council /CAO)

NOW

1. **ASE DISTRICT: Recommendation** – September.
2. **BUDGET GUIDANCE: debt, service targets** (COVID) – July
3. **COVID RECOVERY: Community Impact Analysis** – December.
4. ~~**WATER POLICY: Blended or Metro**~~
5. **SERVICE LEVEL: Areas of Interest** - July

NEXT

- HORN PIT HOUSING: Options
- EQUITY/INCLUSION FRAMEWORK: Research/Direction
- TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots
- ART/AMENITY INSTALLATION POLICY
- PUBLIC ART RESERVE: Policy
- TOL PROPERTY: Strategy - Paused
- GLOUCESTER: ALR Removal Land Lifts *(new)*

LATER

- FUTURE OF FARMING: Task Force Report
- WILLOUGHBY ROADS: Priority Projects/Financing Options
- COMMUNITY BUILDING: Discussion re: Diverse Values
- RCMP DETACHMENT: Discussion re: future
- CHILDCARE: Direction
- SOCIAL SUSTAINABILITY STRATGY: Direction *(new)*

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*~~

OPERATIONAL STRATEGIES (CAO and Staff)

ADMINISTRATION & FINANCE

1. **COVID RECOVERY: Comm. Impact Analysis** – December
2. **BUDGET GUIDANCE: Session** – July
3. **SERVICE LEVEL: Areas of Interest** – July

- TOL PROPERTY: Strategy - Paused
- RCMP DETACHMENT: Discussion re: future
- COUNCIL PROCEDURE BYLAW

PLANNING & DEVELOPMENT

~~1. Development Management Procedures – done~~

2. HORN PIT HOUSING PROJECT: Options ~~– March~~
3. Amenity: Research re: Industrial uses – June (new)

- NEIGHBORHOOD PLANS: Completion
- FUTURE OF FARMING: Task Force Report
- HOUSING NEEDS ACTION PLAN Update
- GLOUCESTER: ALR Removal Land Lifts (new)
- CHILDCARE: Direction
- SOCIAL SUSTAINABILITY STRATGY: Direction (new)

RECREATION, CULTURE & COMMUNITY INITIATIVES

1. PUBLIC ART RESERVE: Policy – Oct.
2. ART/AMENITY INSTALLATION
3. EQUITY/INCLUSION FRAMEWORK: Research
4. Facility Program Subsidy Analysis

- EQUITY/INCLUSION FRAMEWORK: Research
- COMMUNITY BUILDING: Discussion

ENGINEERING & MAJOR CAPITAL PROJECTS

1. Water Treatment: Design – August (new)
2. **ASE DISTRICT: Recommendation** – Sept.
3. TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots

- WILLOUGHBY ROADS: Land Acquisition (new)

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

STRATEGIC DIRECTIONS LIST June 2021

TOPIC	Notes	
ASE District: Recommendation	Prepare recommendation report	**Council NOW**
1. **Horn Pit Development**: Options	Prepare options report & Determine strategy	Council NEXT
2. **Neighborhood Plans**: Completion	Brookswood NP	Council NEXT
3. **Development Management:** Process	Task Force Report – Implement	Completed
4. **Debt Management**: Strategy	Prepare policy framework & strategy	Council LATER
5. **N. Langley Truck Route**: Funding	Options analysis	Capital Budget
6. **Housing Needs**: Action Plan	Update current action plan	Operational
7. **Civic Property Inventory**: Future Use	Prepare analysis report (*expected in Sept.*)	Council LATER
8. **Future of Farming**: Status	Task Force Report (*expected in Dec.*)	Council LATER
9. **Community Building**: Strategy	Research 'community of communities' practices	Council LATER
10. **Equity/Inclusion Framework**	Research local government practices	Council NEXT
11. **2022 Budget Model**: Guidance	Conduct session to develop 2022 approach	**Council NOW**
12. **Willoughby Roads:** Priorities	Priority Projects & Financing	Capital Budget
13. **Road Network**: Hot Spots	Approve priority projects	Capital Budget
14. **Art/Amenity**: Installation Policy	Prepare draft policy	Council NEXT
15. **Public Art Reserve: Policy**	Prepare options report	Council NEXT
16. **RCMP Detachment:** Future	Explore options	Council LATER
17. **Service Levels:** Areas of Interest	Conduct session re: service retention & levels	**Council NOW**
18. **Revitalization Tax Exemptions**	Review updated report & Council direction	Council NEXT
19. **Water Policy**	Review pricing formula	Completed
20. **COVID Recovery:** Impact Analysis	Report on the community impact from EDC	**Council NOW**
21. **Council Procedural Bylaw**	Refresh	Council NEXT
22. Social Sustainability: Strategy	Direction *(new)*	Council LATER
23. Childcare	Direction *(new)*	Council LATER
24.		
25.		

ATTACHMENT 3

2022 BUDGET GUIDANCE 06.06.2021

FOCUS – *Council Expectation*	Administration Notes – **Council DISCUSSION Prompt**
Start & Completion Timeline approval by Council – October	
Earlier capital approval for favourable tenders	Schedule – Partial – January
Interim budget by year end	Schedule – December
Earlier council input – guidance and priorities	Scheduled - July
Earlier projections – surplus, DCC, growth	Schedule - December
Public Awareness and Engagement - techniques	**Suggestions?**
Model	
Executive Summary – context & key highlights	Pilot template to be provided
Department-based with Areas of Interest	Identify via July Service Review
Long term financial plan	Annual review of 5-year plan & assessment projections
Scenario Format (Construction vs. reduction model)	MPI%,1.5%, 3.0 %
Information	
Fiscal Impact – new item – ongoing costs	Template prompt exists
Staff Impact – new item – ongoing requirement	Template prompt exists (*Staffing Review Report* – June)
Council or staff initiative	Template prompt exists – budget process referral
Services	
Defined service agenda & Clear service levels	Scheduled July Service Review Workshop
Targeted services for close review in 2022	Explore specific targets via Service Review
Cyclical Department Reviews	Discuss at July Workshop

Assumptions	
COVID Impact	October Analysis Report
Increased Metro Requestion	?
Less/no government support – operations/capital	None included
Resident/Business Taxpayer concerns	Acknowledged
MPI %	for region – Salaries, utilities, supplies
Strong Growth – tax base increase	Calculation and allocation done
Competitive tax rate to regional peers?	Use multiple comparison criteria
New resident – service impact	Staffing ratio used (& Staff Review Report – June)
Reduced recreation $/increased demand	Acknowledged
Past policies & decisions	Acknowledge
Revenues	
Alternate Revenue	Explore via Service Review
Use of previous year surplus	Define Allocation process
Debt Management – retiring, philosophy, load	No debt in abeyance policy exists
Use of reserves – status	Depletion rate is a concern
User Pay – cost recovery review & rationale	Public to Private Good Policy
Use of levies	Rationale required to guide feasibility
Grants in Aid – still required?, accountability	Policy exists - Explore specific targets via Service Review
Differentiated mill rate	Rationale required to guide feasibility
Assessment Averaging	Complex & rationale is required
Expenditures	
Equipment – end of life – paper-based or real	Preventive Maintenance Program in Place – (to reduce O&M)

NOTES