

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

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

#	D	TOPIC	R	O
1	01/19	<b>Election &amp; Sign Bylaw</b> – prepare amendments		
2	03/19	<b>Public Art Policy</b> – proposed amendments		
3	03/19	<b>Procedure Bylaw</b> – amendments provided		
4	06/20	<b>Progressive Affordable Housing</b> – Township Role		
5	07/20	<b>Willoughby Neighborhood Plan</b> – review zoning standards		
6	07/20	<b>Child Care Action Plan</b> – discussion/direction		
7	10/20	<b>Social Sustainability Strategy</b> – development/\$?		
	02/21	<ul style="list-style-type: none"> <li>• SERVICE/POLICY LEVEL: Essential/Discretionary Review</li> <li>• FUTURE OF FARMING: Task Force Report</li> <li>• WILLOUGHBY ROADS: Priority Projects/Financing Options</li> <li>• COMMUNITY BUILDING: Discussion re: Diverse Values</li> <li>• RCMP DETACHMENT: Discussion re: future</li> <li>• EQUITY/INCLUSION FRAMEWORK: Research</li> <li>• TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots</li> </ul>		

Readiness – information, options or proposal is available

Order – urgency, timeliness, direction required for next step

Date	Item
Jan 21, 2019	<p><b>Amendments to the Election and Political Sign Bylaw</b>  <b>Bylaw No. 5411 Bylaw No. 5443</b>  <b>Report 19-06</b>            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.  <b>REFERRAL</b>            That the amendments to the Election and Political Sign Bylaw be referred to a future Council Priorities Committee for further discussion.</p>
July 13, 2020	<p><b>Willoughby Neighbourhood Plan Review</b>            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.  <b>REFERRAL</b>            That this motion be referred to a future Council Process Committee for further discussion.</p>
July 27, 2020	<p><b>Child Care Action Plan Report 20-95</b> File CD LSP00009            That the Child Care Action Plan be referred to a future Council Process Committee for a detailed policy discussion.</p>

<p>June 15, 2020</p>	<p><b>Progressive Affordable Housing Acquisition Program</b>  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;</p> <p>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.</p> <p><b>REFERRAL</b>  That this motion be referred to the Council Process Committee for further discussion in conjunction with review of the Housing Action Plan.</p>
<p>October 5, 2020</p>	<p><b>Social Sustainability Strategy Report 20-124</b> 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.</p> <p><b>REFERRAL</b>  That this motion be referred to a future Council Process Committee meeting.</p>
	<p><b>Public Art Policy Review and Update Report 21-23</b> 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.</p>
<p>Mar 11, 2019</p>	<p><b>Council Procedure Bylaw Update Report 19-25</b> 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.</p> <p><b>REFERRAL</b>  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</p>

# 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*
- *16<sup>th</sup> 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
  - POLICY/EQUITY/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 POSSIBILITIES CHART

February 2021

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

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

MEETING (Date)/Item/Notes	WHO	TARGET
<ul style="list-style-type: none"> <li>• 16<sup>th</sup> Ave. Status</li> <li>• 24<sup>th</sup> Ave update</li> <li>• North Langley truck route: update</li> <li>• Aldergrove DT Incentives Report: refresh</li> <li>• Willoughby Roads/WORCAP: update</li> </ul> <p><b>FUTURE CPC Meeting</b></p> <ul style="list-style-type: none"> <li>• SERVICE/POLICY LEVEL: Essential/Discretionary Review</li> <li>• FUTURE OF FARMING: Task Force Report</li> <li>• WILLOUGHBY ROADS: Priority Projects/Financing Options</li> <li>• COMMUNITY BUILDING: Discussion re: Diverse Values</li> <li>• RCMP DETACHMENT: Discussion re: future</li> <li>• EQUITY/INCLUSION FRAMEWORK: Research</li> <li>• TOWNSHIP ROAD NETWORK: Traffic Flow Hotspots</li> </ul>		

## ORGANIZATIONAL EXCELLENCE OPTIONS February 2021

STRATEGIC TOPIC	STRATEGIC POSSIBILITIES
<p><b>1. Requests for Decision</b> <i>Guide information collection and assembly of information, highlight recommendation, provide objective assessment of options</i></p>	<ul style="list-style-type: none"> <li>• Revise/review <b>'Request for Decision'</b> format with Council to ensure 'adequate' information for Council decision making</li> </ul>
<p><b>2. Council Direction Clarity</b> <i>Reduce wasted staff time, avoid misalignment of expectations, document council decision requirements, improve decision-making</i></p>	<ul style="list-style-type: none"> <li>• Develop a <b>'Request for Clarity/Direction'</b> template on emerging strategic topics or strategies in progress</li> </ul>
<p><b>3. Council Information/Debate</b> <i>Differentiate staff explanations of information from Council debate, role clarity, ensure accurate public view of who makes decisions</i></p>	<ul style="list-style-type: none"> <li>• Establish a <b>'trigger' point</b> to move from questions involving staff to Council debate in a Council meeting</li> </ul>
<p><b>4. Council Requests of Administration</b> <i>Control impact on staff workload, clarity of Council expectations, focus on strategic priorities, track volume of requests, monitor follow-up</i></p>	<ul style="list-style-type: none"> <li>• Initiate use of a <b>Follow-Up Action List</b> to record and monitor follow-up to council requests (resolution or consent) of administration</li> </ul>
<p><b>5. Committee of the Whole</b> <i>Facilitate more casual conversation, ensure clarity of Council expectations among members and with staff, explore emerging topics before requiring work to be</i></p>	<ul style="list-style-type: none"> <li>• Review to the <b>Committee of the Whole agenda</b> to maximize time to discuss emerging strategic topics, strategies in progress, and sharing information</li> </ul>
<p><b>6. Staff Reports</b> <i>Ensure information meets Council needs, streamline preparation time, focus on highlights vs. activity</i></p>	<ul style="list-style-type: none"> <li>• Discuss <b>staff report</b> format and consider a highlights format – accomplishments, current and planned</li> <li>• Consider inviting one Department to Committee of the Whole</li> </ul>
<p><b>7. Priorities to Operational Strategies</b> <i>Ensure alignment of staff effort with Council expectations,</i></p>	<ul style="list-style-type: none"> <li>• Conduct a <b>Council/management strategic session</b> to translate Council direction into strategic priority action plans and operational strategies</li> </ul>
<p><b>8. Council/Staff Relations</b> <i>Seek opportunities for Council and staff to get to know each other</i></p>	<ul style="list-style-type: none"> <li>• Schedule <b>social activities</b> as add-ons to joint Council/management sessions (see #5)</li> </ul>
<p><b>9. Budget Timelines and Expectations</b> <i>Schedule key activities, provide guidance for preparation</i></p>	<ul style="list-style-type: none"> <li>• Present <b>2020 budget guidance</b> proposal to Council</li> </ul>
<p><b>10. Councillor/Staff Contact Protocols</b> <i>Enable appropriate contact, differentiate available information vs. work requests,</i></p>	<ul style="list-style-type: none"> <li>• Consider adopting <b>roles &amp; responsibilities guidelines</b> with Council and staff contact guidance</li> </ul>
<p><b>11. Project Management Delays</b> <i>Clear expectations, defined timelines, ensure efficiency and timeliness</i></p>	<p>Develop a <b>project charter</b> template for use at the start of the program</p> <p>Assess recent projects to determine strategies to improve</p>
<p><b>12. Follow-Up to Council Requests</b></p>	<p>See # 4</p>

## 2022 BUDGET GUIDANCE

<u>FOCUS</u>	<u>Notes</u>
<b>Process – Timeline for Process</b>	
<ul style="list-style-type: none"> <li>• Capital - Start/Completion</li> <li>• Operating - Start/Completion</li> <li>• Completion</li> <li>• Session(s) duration</li> <li>• Public Engagement</li> <li>•</li> </ul>	
<b>Product – Assembly and presentation of information</b>	
<ul style="list-style-type: none"> <li>• <b>Overall Format</b> – Department or service based</li> <li>• <b>Strategic Priorities</b> – alignment/prerequisite</li> <li>• <b>Consequences</b> – yes/no decisions-positive/negative</li> <li>• <b>Fiscal Impact</b> – short to longer term or ongoing</li> <li>• Background Information</li> <li>• <b>Executive Summary</b> – critical decision-making information</li> <li>• <b>Presentations</b> – suggestions</li> <li>• <b>Longer Term Financial Plan</b></li> <li>• <b>Staffing Impact</b> – work program implications</li> <li>•</li> </ul>	
<b>Principles – overarching guidance</b>	
<ul style="list-style-type: none"> <li>• <b>New Programs</b> – Staff or Council initiated</li> <li>• <b>New Staff</b> – growth or new service related</li> <li>• <b>User Fees</b> – targets &amp; range?</li> <li>• <b>Taxation</b> – range?</li> <li>• <b>Debt Management</b> – New &amp; retiring</li> <li>•</li> <li>•</li> </ul>	
<b>Assumptions – foundational considerations</b>	
<ul style="list-style-type: none"> <li>• <b>COVID</b> – recovery &amp; impact</li> <li>• <b>Cost of Living</b></li> <li>• <b>Growth Factor</b> – new development</li> <li>• <b>Economic Model</b> – forecasts</li> <li>•</li> </ul>	
<b>Areas of Interest – specific aspects for analysis</b>	
<ul style="list-style-type: none"> <li>• <b>Revenue Options</b> - targets</li> <li>• <b>Service levels Alternatives</b> - targets</li> <li>• <b>Cost Containment</b> – targets</li> <li>•</li> </ul>	