

# AGENDA ADDENDUM

*COUNCIL WORKSHOP*

**Monday, January 25, 2021**

**5:00 p.m.**

**To be held virtually but streamed at  
[dnv.org/council-live](https://dnv.org/council-live)**

**Council Members:**

Mayor Mike Little

Councillor Jordan Back

Councillor Mathew Bond

Councillor Megan Curren

Councillor Betty Forbes

Councillor Jim Hanson

Councillor Lisa Muri



NORTH VANCOUVER  
DISTRICT

[www.dnv.org](https://www.dnv.org)

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## AGENDA ADDENDUM

THE FOLLOWING LATE ITEMS ARE ADDED TO THE PUBLISHED AGENDA

### 3. REPORTS FROM COUNCIL OR STAFF

**3.1. Long-Term Financial Plan Workshop #1**  
File No. Financial Plan Process/2021

Report: Manager – Business Planning and Decision Support, January 21, 2021  
Attachment 1: PowerPoint Presentation

*Recommendation:*

THAT staff be directed to develop options to bring the District's approved plans, strategies and finances into balance by December 31, 2021, following the approach outlined in this report.

AND THAT these options be presented for discussion at a future council workshop.

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## REPORTS

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AGENDA INFORMATION	
<input type="checkbox"/> Council Workshop	Date: _____
<input type="checkbox"/> Finance & Audit	Date: _____
<input type="checkbox"/> Advisory Oversight	Date: _____
<input type="checkbox"/> Other:	Date: _____



## The District of North Vancouver REPORT TO COUNCIL

January 21, 2021

File: Financial Plan Process/2021

**AUTHOR:** Rick Danyluk, Manager Business Planning and Decision Support

**SUBJECT:** Long-term Financial Plan Workshop #1

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**RECOMMENDATION:**

THAT staff be directed to develop options to bring the District’s approved plans, strategies and finances into balance by December 31, 2021, following the approach outlined in this report.

AND THAT these options be presented for discussion at a future council workshop.

**REASON FOR REPORT:**

The Corporate Plan guides work within two time frames: Council’s four-year term and the organization’s ten-year strategic planning framework. The strategic planning framework summarizes directions included in the approved plans and strategies under the organization’s five long-term goals.



The 2021 – 2030 Financial Plan describes how those directions are funded and identifies emerging financial strategies to address any funding gaps over the ten-year period.

After recent updates for investments in transportation and facilities, the total funding gap is estimated at 18% (\$200 million) of the District’s total project plan (\$1.1 billion) over the next ten years. Staff have outlined an approach to bring the plans, strategies and finances into balance and see this as an opportunity to build on the District’s legacy as a leader in sustainable financial planning and service delivery. It also provides an opportunity to share the service vision with the community in new and exciting ways in the future.

**ANALYSIS:**

The Corporate Plan and Financial Plan work together to frame priorities and allocate resources. The Financial Plan supports sustainable financial planning through a set of best practice principles. These principles guide the development of financial strategies. By communicating agreed-upon strategies we can develop a common understanding of the District’s financial future. When emerging needs arise, new strategies are developed.

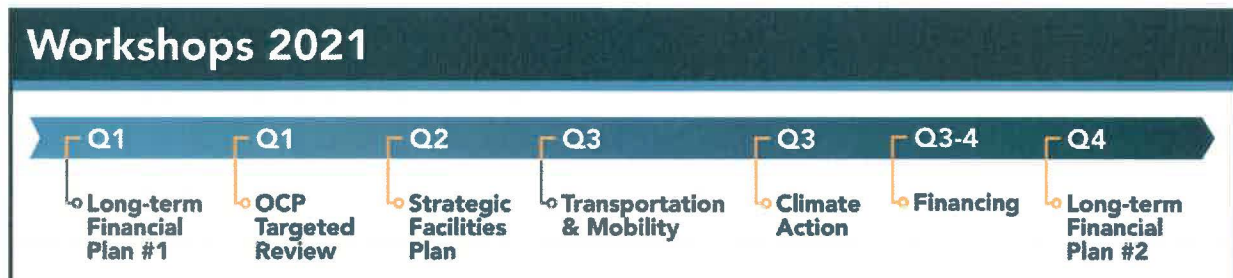
After applying existing financial strategies, including a stable and competitive approach to property taxes and utilities, a funding gap estimated at \$200 million remains. The majority of this gap is in the outer years of the ten-year plan.

(millions)	Next Five Years	Outer Five Years	Total
Funding Gap	\$44	\$156	\$200

The attached presentation frames the issues and risks along with planned service level changes by corporate goal. Staff suggest the funding gap can be resolved within the current approach to property tax (inflation +1%) and utility rates (inflation +3% for Metro Vancouver charges) when supported by the following key emerging financial strategies:

- Rezoning District lands for housing and employment
- Opportunities to leverage other lands and co-locate services
- Consolidating end of life facilities into community hubs
- Demand management and lower cost options to achieve service levels
- Property tax strategy for industry, business and social housing
- Reviewing the accuracy of development charges
- Debt financing options

A series of workshops to be held in 2021 will review plans, strategies, policies and finances. Council direction provided through these workshops will be integrated into the Long-term Financial Plan. Following the workshops, investments in services will be prioritized and options to address any remaining imbalance will be presented to Council.





**Conclusion**

The ten-year strategic planning framework summarizes the directions included in the District's approved plans and strategies under the organization's five long-term goals. Applying a financial lens and prioritizing investments in services will provide the necessary tools to make the plans more affordable.

The recommended approach to bring the plans, strategies and finances into balance is an opportunity to build on the District's legacy as a leader in sustainable financial planning and service delivery and to share the service vision with the community in new and exciting ways.

Respectfully,



Rick Danyluk  
Manager Business Planning and Decision Support

REVIEWED WITH:					
<input type="checkbox"/> Community Planning	_____	<input type="checkbox"/> Clerk's Office	_____	External Agencies:	
<input type="checkbox"/> Development Planning	_____	<input type="checkbox"/> Communications	_____	<input type="checkbox"/> Library Board	_____
<input type="checkbox"/> Development Engineering	_____	<input type="checkbox"/> Finance	_____	<input type="checkbox"/> NS Health	_____
<input type="checkbox"/> Utilities	_____	<input type="checkbox"/> Fire Services	_____	<input type="checkbox"/> RCMP	_____
<input type="checkbox"/> Engineering Operations	_____	<input type="checkbox"/> ITS	_____	<input type="checkbox"/> NVRC	_____
<input type="checkbox"/> Parks	_____	<input type="checkbox"/> Solicitor	_____	<input type="checkbox"/> Museum & Arch.	_____
<input type="checkbox"/> Environment	_____	<input type="checkbox"/> GIS	_____	<input type="checkbox"/> Other:	_____
<input type="checkbox"/> Facilities	_____	<input type="checkbox"/> Real Estate	_____		
<input type="checkbox"/> Human Resources	_____	<input type="checkbox"/> Bylaw Services	_____		

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## Agenda

- Objectives and timeline
- Key issues and risks
- Long-term plans and gap analysis
- Next steps

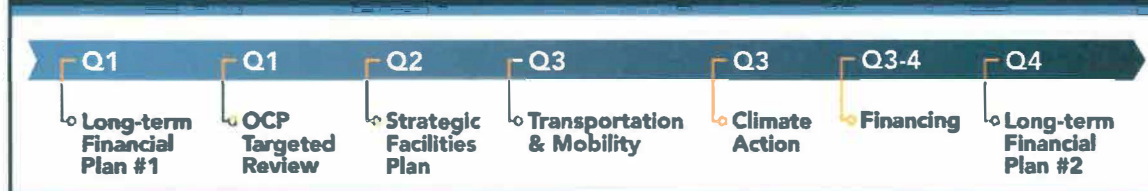


## Objectives

- Describe how services might change over the next ten years as we move towards the community vision
- Share estimated funding gaps and emerging financial strategies
- Lay out a process to bring approved plans and strategies into balance

## Timeline

### Workshops 2021



## Key issues

- COVID impacts and **community recovery**
- Ratepayer affordability and **limits on financing**
- Livability and **limits on municipal role in housing and care**
- Mobility, mode shift and **attracting regional investment**
- **Planning for remaining community hubs**

## Key issues

- Risk tolerance and **role in regional climate adaptation**
- **Implementing climate action, support for innovation**
- Sustainable development, joint planning, **keeping pace with costs**
- Emerging financial strategies, **fairness, changes to legislation**
- **Diverse ways to communicate and engage**

## Risks

- Duration of pandemic and impacts local business
- Provincial legislation and impacts on business and industry
- Changing regional government plans, financing growth
- Capital project delays and increasing costs
- Investment portfolio and declining ROI
- Adapting to a new pace of change

## Long-term Plans

- COVID impacts
- Corporate goals
- Service levels and funding gaps

## COVID Impacts

- Closing and partially re-opening services
- Revenue losses offset by cost management and COVID grant
- Investments in safety (services, workplace, outdoor spaces)
- Local independent business hit hardest
- Senior government first line of support
- DNV limited by legislation

## Corporate Plan



# Livability

Service  
Levels

## Highlights

- Over 2,000 additional rental housing units
- Social housing rents at a minimum 20% below market (median)
- Support for over 500 new child care spaces at a higher quality of care
- Mobility, climate and economic benefits

# Livability

Financial  
Strategies

Imbalance at 2030: **\$60 million (36% of plan)**

## Emerging Strategies

- Rezoning DNV lands for housing (sites identified)
- Allocating % CAC to affordability and housing
- Opportunities to leverage other lands and co-locate services (partnerships with SD44, NFP's; childcare at select park sites etc.)
- Financing options for social housing construction (other partners)



# Mobility

Service  
Levels

## Highlights:

- Active transportation network expanded 42km (walk, cycle)
- Cycling connects centres, regional parks and neighbouring municipalities
- Bus stops are accessible and priority stops are comfortable
- Signal optimization improves people, goods and services capacity
- Crash rates involving vulnerable road users and transit delays are reduced
- North shore planning to attract transit investment to the North Shore
- Climate and economic benefits



FINANCIAL PLAN 2021-2030  
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# Mobility

Financial  
Strategies

Imbalance at 2030: **\$40 million (13% of plan)**

## Emerging Strategies

- Revisit cycling routes and facility types
- Transportation demand management
- Regional planning initiatives
- Prioritize mobility improvements in centres (leverage growth)



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## Safety, Health & Resiliency

Service  
Levels

### Highlights:

- Community hubs in Lynn Valley and Seymour/Maplewood
- Maplewood Fire and Rescue Centre
- Replace fire halls in Norgate and Lynn Valley
- New parks, park facilities, trails and sports fields
- Reimagine library spaces
- Livability and mobility benefits



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## Safety, Health & Resiliency

Financial  
Strategies

Imbalance at 2030: **\$80 million (25% of plan)**

### Emerging Strategies

- Parking revenue in parks
- Consolidation of end of life stand alone buildings into community hubs
- Role and funding models for exclusive use of facilities
- Partnerships with development community



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## Climate & Environment

Service  
Levels

### Highlights

- Climate initiatives to reduce community carbon emissions and energy use
- Adaptation plans for a more resilient community, projects that reduce community risk
- Environment initiatives that support healthier, more biodiverse, and resilient ecosystems
- Education initiatives that support community stewardship and reduce waste, water and fossil fuel use



FINANCIAL PLAN 2021-2030

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## Climate & Environment

Financial  
Strategies

Imbalance at 2030 \$0, excluding provisions for risk

### Emerging Strategies

- Integrating climate action into decision making across the organization
- Third party funding and partnerships
- Eco-levy to support environment projects



FINANCIAL PLAN 2021-2030

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# Economy

Service  
Levels

## Highlights

- Commercial property improvements (LV Village)
- Over 100k square meters of new commercial and light industrial space, over 5,000 new jobs
- Intensifying industrial and employment opportunities
- Strategic land acquisitions

# Economy

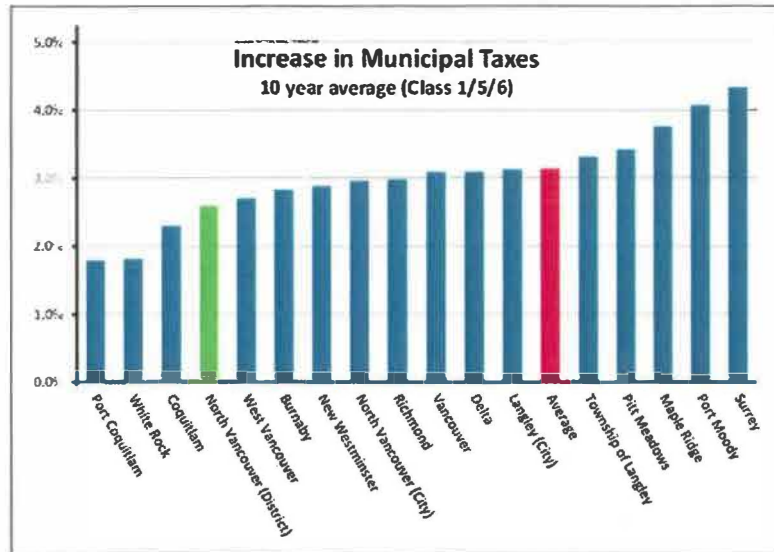
Financial  
Strategies

Imbalance at 2030 \$0, funding source for other goals

## Emerging Strategies

- Rezoning DNV lands identified for employment and mixed use
- New property tax strategies for industry, business and social housing
- Accuracy of development charges
- Financing strategic land acquisitions
- Municipal finance reform

Stable and competitive approach



### Sustainable Service Survival: What's Your Legacy?



"Local Governments too often take core infrastructure for granted until it breaks down. Without robust Asset Management practices, it is too easy for local governments to starve capital replenishment and bring in artificially low tax rates and user fees in order to balance budgets - the long-term consequences of this can be catastrophic. Sustainable service delivery is critical for the guarantee of future livability with our communities."  
- Mike Little, Mayor, District of North Vancouver

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- Mike Little, Mayor, District of North Vancouver



## Organizational Resiliency

Service  
Levels

### Highlights:

- On-line services and back-office automation
- Fibre optic network expansion
- Staff retention and engagement
- Diverse ways to communicate and engage
- Leadership on climate response

## Organizational Resiliency

Financial  
Strategies

Imbalance at 2030: **\$20 million (16% of plan)**

### Emerging Strategies

- Project capacity
- Reimagining workspaces and how services are delivered
- New tools for decision making and innovation
- Limits on financing, rolling over debt

## Gap Analysis

(millions)	Next Five Years	Outer Five Years	Total
Livability & Mobility	27	73	100
Safety, Health and Resiliency	17	63	80
Climate and Environment <sup>(1)</sup>	0	0	0
Economy <sup>(2)</sup>	0	0	0
Organizational Resiliency	0	20	20
Funding Gap	44	156	200

18% of \$1.1 B project plan

1) Excluding provisions for emerging risks

2) Under "steady and competitive" approach to property taxes

## Next Steps

- Develop and apply emerging financial strategies
- Council directions on plans, strategies and policies through future workshops
- Long-term Financial Plan workshop part 2

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