

AGENDA

COUNCIL WORKSHOP

Monday, June 29, 2026

7:00 p.m.

Committee Room, Municipal Hall

355 West Queens Road

North Vancouver, BC

Watch at <https://dnvorg.zoom.us/j/64484156494>

Council Members:

Mayor Mike Little

Councillor Jordan Back

Councillor Betty Forbes

Councillor Jim Hanson

Councillor Herman Mah

Councillor Lisa Muri

Councillor Catherine Pope



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AGENDA

We respectfully acknowledge the original peoples of these lands and waters, specifically the səlilwətał (Tsleil-Waututh), Skwxwú7mesh Úxwumixw (Squamish), and xʷməθkʷəy̓əm (Musqueam), on whose unceded ancestral lands the District of North Vancouver is located. We value the opportunity to learn, share, and serve our community on these unceded lands.

1. ADOPTION OF THE AGENDA

1.1. June 29, 2026 Council Workshop Agenda

Recommendation:

THAT the agenda for the June 29, 2026 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

2. ADOPTION OF MINUTES

2.1. January 13, 2026 Council Workshop Minutes

p.7-10

Recommendation:

THAT the minutes of the January 13, 2026 Council Workshop are adopted.

2.2. February 3, 2026 Council Workshop Minutes

p.11-18

Recommendation:

THAT the minutes of the February 3, 2026 Council Workshop are adopted.

2.3. February 23, 2026 Council Workshop Minutes

p.19-26

Recommendation:

THAT the minutes of the February 23, 2026 Council Workshop are adopted.

2.4. March 9, 2026 Council Workshop Minutes **p.27-33**

Recommendation:

THAT the minutes of the March 9, 2026 Council Workshop are adopted.

2.5. April 7, 2026 Council Workshop Minutes **p.35-40**

Recommendation:

THAT the minutes of the April 7, 2026 Council Workshop are adopted.

2.6. April 20, 2026 Council Workshop Minutes **p.41-46**

Recommendation:

THAT the minutes of the April 20, 2026 Council Workshop are adopted.

2.7. May 11, 2026 Council Workshop Minutes **p.47-52**

Recommendation:

THAT the minutes of the May 11, 2026 Council Workshop are adopted.

3. REPORTS FROM COUNCIL OR STAFF

3.1. 2027 Budget Outlook **p.55-101**

File No.

Report: General Manager – Finance and Chief Financial Officer, June 19, 2026

Attachment 1: Anatomy of a Budget

Attachment 2: Non-tax Revenue and Economic Development

Attachment 3: Service Level Framework, Fire and Rescue Services example

Attachment 4: 2027 Budget Outlook presentation

Recommendation:

THAT Council direct Staff to develop options for the 2027 Budget incorporating tax adjustments, service level adjustments, and revenue measures and report back to Council in fourth quarter of 2026.

4. PUBLIC INPUT

(maximum of ten minutes total)

5. ADJOURNMENT

Recommendation:

THAT the June 29, 2026 Council Workshop is adjourned.

MINUTES

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**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 7:05 p.m. on Tuesday, January 13, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back
Councillor Betty Forbes
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri
Councillor Catherine Pope

Staff: Dan Milburn, Acting Chief Administrative Officer
Nicola Chevallier, General Manager – Engineering Public Works
Tina Atva, Director, Community Planning and Housing
Rhonda Schell, Deputy Corporate Officer
Zeralynne Te, Manager – Community Planning
Yan Zeng, Manager – Development Planning
Jason Smith, Senior Community Planner
Cheryl Archer, Confidential Council Clerk
Jillian Holden, Administration Clerk

1. ADOPTION OF THE AGENDA

1.1. January 13, 2026 Council Workshop Agenda

MOVED by Councillor BACK

SECONDED by Councillor FORBES

THAT the agenda for the January 13, 2026 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

2.1. October 27, 2025 Council Workshop

MOVED by Councillor BACK

SECONDED by Councillor MURI

THAT the minutes of the October 27, 2025 Council Workshop are adopted.

CARRIED

2.2. November 24, 2025 Council Workshop

MOVED by Councillor BACK

SECONDED by Councillor MURI

THAT the minutes of the November 24, 2025 Council Workshop are adopted.

CARRIED

3. REPORTS FROM COUNCIL OR STAFF

3.1. 2026 Strategic Planning Priorities for Community and Development Planning

File No.

Jason Smith, Senior Community Planner, reviewed the 2026 Community and Development Planning priorities and their timelines, including Small-Scale Multi-Family Housing (SSMUH) and updates to the Zoning Bylaw, noting there are legislative deadlines for some key projects. Mr. Smith advised that staff are seeking direction regarding Town and Village Centre Implementation Plans.

Council discussion ensued and the following comments and concerns were noted:

- Expressed support for reviewing area plans where significant change has occurred and commented on the progress of implementation of existing plans;
- Requested more business and economic data to inform planning decisions;
- Expressed concern regarding the loss of businesses and the economic and community impacts;
- Commented on transit and transportation planning;
- Commented on changes in the housing market and demand for specific unit types;
- Commented on the impacts of legislation changes eliminating Community Amenity Contributions and implementing Amenity Cost Charges;
- Commented on the District's different planning documents and the need for departments to work together and communicate effectively internally and externally;
- Discussed community engagement;
- Provided an update on transit approvals and funding, noting that additional funding is required to fulfill transit goals;
- Commented on increased need for infrastructure and services to accommodate population growth, including schools, transportation, transit services, parks, and recreation facilities;
- Noted that funding from the provincial and federal government is required for investments in most of these areas;
- Commented on potential updates to local area plans;
- Discussed the protection of economic development and employment lands and current challenges;

- Expressed support for the protection of existing older residential rental buildings and businesses that support areas outside of Town Centres;
- Noted that Parkgate has many businesses and services in place;
- Commented on the impact of additional housing on District roads;
- Commented on competing priorities;
- Expressed concern regarding the impact of speculation on property values and property taxes;
- Expressed support for prioritizing the Lynn Creek and Lions Gate centres, noting the District does not own many properties in the western portion of the municipality;
- Commented on potential development south of Marine Drive and Pemberton Avenue to 1st Street and discussed the impacts of incorporating housing into light industrial zones and the current practice of allowing daycares in all zones;
- Discussed the time required to complete larger projects, noting they would not be completed prior to the Local Government Elections in October 2026; and,
- Commented on the potential to more narrowly restrict some property uses.

In response to a question from Council, staff advised that each community plan is approached differently and involves approximately one year of community consultation prior to bringing a draft plan forward for Council consideration. Staff noted that a full update prior to the October 2026 Local Government Elections is not feasible.

In response to a question from Council, staff advised that the highlighted priorities do not include planning processes for other departments. Staff noted that an update will be provided in the future on the recreational facilities review.

In response to a question from Council, staff advised that the Official Community Plan will be updated in 2030 and will be informed by the most recent census data.

In response to a question from Council, staff advised that smaller centres that do not have implementation plans such as Parkgate and Queensdale have not seen as much growth as in larger centres. Staff noted that significant growth in the City of North Vancouver on Lonsdale Avenue near the District's Queensdale neighbourhood shows potential for the redevelopment of larger lots in that area of the District if there is interest from Council to do so.

In response to a question from Council, staff advised that they do not recommend introducing residential uses into industrial lands due to the scarcity of industrial lands in the District.

In response to a question from Council, staff advised that a public hearing will be held for the Zoning Bylaw update, which will include Small-scale Multi-unit Housing (SSMUH) and that public engagement prior to bringing the bylaw forward will be

presented to Council. Staff noted that provincial deadlines preclude more extended outreach.

In response to a question from Council, staff advised that public engagement regarding the Zoning Bylaw continues work from the engagement on the Official Community Plan engagement in 2025 and will involve outreach to the business community through the Economic Development office. Staff noted there will be a webpage on the District website that will provide draft language on key changes in plain language and staff will use social media and other tools to direct people to the page.

Councillor POPE left the meeting at 8:20 p.m. and returned at 8:23 p.m.

In response to a question from Council, staff advised that there will be future conversations regarding the current practice of allowing childcare in all zones and protecting light industrial lands.

MOVED by Mayor LITTLE

SECONDED by Councillor BACK

THAT the December 18, 2025 report of the Senior Community Planner entitled 2026 Strategic Planning Priorities for Community and Development Planning is received for information.

CARRIED

4. PUBLIC INPUT:

5. ADJOURNMENT

MOVED by Councillor POPE

SECONDED by Mayor LITTLE

THAT the January 13, 2026 Council Workshop is adjourned.

CARRIED
(8:27 p.m.)

Mayor

Corporate Officer

**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 5:02 p.m. on Tuesday, February 3, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back (5:06 p.m.)
Councillor Betty Forbes
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri
Councillor Catherine Pope

Staff: Mike Fox, Chief Administrative Officer
Nicola Chevallier, General Manager – Engineering Public Works
Peter Cohen, General Manager – Engineering Infrastructure Services
Rick Danyluk, General Manager – Finance and Chief Financial Officer
Brett Dwyer, Acting General Manager – Planning, Properties and Permits
Caroline Jackson, General Manager – Climate Action and Parks
Saira Walker, General Manager – Corporate Services
Tina Atva, Director – Community Planning and Housing
Carolyn Grafton, Director – Strategic Communications and Community Relations
Genevieve Lanz, Director – Legislative Services and Corporate Officer
Mike Gamble, Manager – Civic Facilities
Richard Burberry, Section Manager – Project Delivery
Sandra Corbeil, Section Manager – Parks Capital Projects
Naizam Jaffer, Section Manager – Parks Operations
Adam Vasilevich, Section Manager – Parks Planning
Cheryl Archer, Confidential Council Clerk
Amanda Day, Administration Clerk

1. ADOPTION OF THE AGENDA

1.1. February 3, 2026 Council Workshop Agenda

MOVED by Councillor MURI

SECONDED by Councillor MAH

THAT the agenda for the February 3, 2026 Council Workshop is adopted as circulated.

CARRIED

Absent for Vote: Councillor BACK

2. ADOPTION OF MINUTES

2.1. November 10, 2025 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor POPE

THAT the minutes of the November 10, 2025 Council Workshop are adopted.

CARRIED

Absent for Vote: Councillor BACK

2.2. November 25, 2025 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor POPE

THAT the minutes of the November 25, 2025 Council Workshop are adopted.

CARRIED

Absent for Vote: Councillor BACK

2.3. December 2, 2025 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor POPE

THAT the minutes of the December 2, 2025 Council Workshop are adopted.

CARRIED

Absent for Vote: Councillor BACK

Councillor BACK arrived at this point in the proceedings (5:06 p.m.)

3. REPORTS FROM COUNCIL OR STAFF

3.1. Council Priorities and Budget

File No. 2026 Budget

Rick Danyluk, Chief Financial Officer and General Manager – Finance, provided an introduction to the Council Workshop, noting that the 2026 Budget workbook will be introduced to Council and the public on February 17, 2026. Mr. Danyluk provided an update on strategies and adjustments required to balance the 2026 budget and reviewed the budget scenarios for Council consideration with a focus on Scenario 1 including a property tax increase of two percent plus 1.5 percent for asset renewal, for a total recommended property tax increase of 3.5 percent for 2026. Mr. Danyluk provided dates for next steps in the budget process, including opportunities for public input.

Council discussion ensued and the following comments and concerns were noted:

- Expressed concern regarding long-term debt and the cost of infrastructure asset renewal;
- Commented on funding for affordable housing projects;
- Noted that the strategy acknowledges economic uncertainty and affordability concerns for both businesses and residents;
- Expressed support for the proposed 3.5 percent increase to the tax levy;
- Commented on the impacts from the cost the North Shore Wastewater Treatment Plant (NSWWTP) on affordability, noting reserve funds are being used in the current year to reduce impacts;
- Stated that increases to utility fees are primarily due to issues with Metro Vancouver;
- Opined that the NSWWTP project has been mismanaged by Metro Vancouver and expressed concern that they have not agreed to an independent inquiry into the project;
- Expressed concern regarding funds that a youth centre has still not been opened in Lynn Valley despite funds allocated in reserve funds for many years and suggested allocating funds to open a temporary facility;
- Suggested taking additional measures to reduce costs and improve efficiency;
- Suggested exploring options to improve housing affordability without cost to the municipality;
- Commented on opportunities to lobby for changes to legislation;
- Commented on services residents have asked for and defining service levels;
- Suggested exploring additional revenue sources;
- Expressed concern that services are proposed to be reduced while property taxes and fees are increasing;
- Commented on long-term return on investment for District facilities;
- Expressed concern regarding continued downloading from the Province to local government, noting local governments are having powers taken away while being required to do more;
- Discussed the potential sale of District land;
- Expressed concern regarding increased density without sufficient recreational facilities;
- Expressed concern regarding the deferral of projects to later years, including potential cost increases;
- Expressed concern regarding the future replacement costs of amenities originally funded by developers;
- Expressed concern regarding the uncertainty of future Metro Vancouver decisions that will impact the District;
- Noted that the plan takes a balanced and reasoned approach regarding maintaining service levels and keeping the tax increase reasonable;
- Commented on the need to focus on the broader goals of the community;
- Noted that if Council identifies additional projects for the Financial Plan, either projects or the tax rate will require revision;

- Commented on the need for Council and staff to make hard choices;
- Expressed concern regarding reductions in parks funding as greenspace is very visible and highly valued;
- Commented on revenue from DCCs and amenity contributions and how development will impact revenues in the future;
- Commented on the return on investment for various District assets, including properties;
- Expressed support for pay parking in high volume locations, noting that the costs are to visitors and not residents;
- Discussed biweekly garbage collection and continuing to have organics collection weekly;
- Commented on District costs associated with developer-funded amenities;
- Commented on the cost of living in other municipalities, noting many are as expensive as the District;
- Commented on the impact of federal decisions on international students and immigration on housing availability;
- Requested staff provide a tool similar to that used by a previous Chief Financial Officer to show how any changes proposed by Council would affect the property classes;
- Expressed concern that Council does not have real-time information;
- Commented on unintended consequences of measures intended to reduce housing costs, such as large numbers of strata units being purchased by investors when the District implemented regulations preventing rental restrictions;
- Commented on the disparity between increases in the cost of living and wages;
- Expressed concern regarding public engagement for the budget and suggested more information is posted to the District website and promoted via social media;
- Requested earlier publication of the Draft Financial Plan Workbook to allow Council and the public time to review;
- Commented on other jurisdictions that divert mental health calls away from police to other programs;
- Expressed concern that supportive housing could increase mental health calls;
- Commented on factors that increase overtime costs to the North Vancouver RCMP;
- Commented on the impact of decriminalization of illegal drugs on policing and drug users; and,
- Expressed concern regarding pressures on local businesses and commented on the positive impact of small businesses on the community.

In response to a question from Council, staff advised that they normally address funding gaps mid-year with the Finance and Audit Committee and they are working to include this information earlier than in previous years. Staff noted weather events have had a significant impact on District infrastructure and the Stormwater Management Plan.

In response to a question from Council, staff advised that a small group including approximately five municipalities works with the Province on long-term asset planning and has accomplished significant work to date. Staff noted that they need to extend financial planning from ten to 20-years due to provincial housing legislation and that longer-term planning is good practice.

In response to a question from Council, staff advised that they are working with other municipalities and the regional district regarding reporting on asset management as a measure of the financial health of a municipality and are optimistic that the Province will follow through on setting up province-wide reporting by 2030.

In response to a question from Council, staff advised that planning for affordable housing projects includes infrastructure servicing and charges, averaging 45,000 per unit for infrastructure and up to 10,000 dollars per unit for servicing.

In response to a question from Council, staff advised that the infrastructure funding deficit is approximately 24 million dollars per year and the proposed 1.5 percent levy for infrastructure renewal is intended to reduce it. Staff noted that they review infrastructure funding annually and hope to include information in the Draft Financial Plan Workbook.

In response to a question from Council, staff advised that quarterly reviews include services and consideration of adjustments and new and innovative practices to reduce costs and manage risk, noting challenging economic conditions have increased the need to do so.

In response to a question from Council, staff advised that the review of outdoor sport and recreational facilities was to assess the portion of costs that are recovered, noting that sports fields currently recover less than ten percent of costs and Council has considered a cost recovery rate closer to 25 percent in the past. Staff noted that increasing cost recovery would require funding for a new booking system to improve utilization and revenue.

In response to a question from Council, staff advised that there is pressure to reduce development cost charges (DCCs) from senior levels of government. Staff will continue to monitor developments and report back as new information becomes available. Staff noted that actual replacement costs for the District's infrastructure and amenities is approximately 100,000 dollars per home. Staff further noted that DCCs are less than five percent of development costs per project and that they would review again following updates to the Official Community Plan (OCP) in June 2026;

In response to a question from Council, staff advised that there has been discussion at the Union of BC Municipalities (UBCM) regarding land development and housing

corporations, noting several municipalities in the province have been successful and may be able to share their models.

In response to a question from Council, staff advised that work on the Strategic Facilities Plan has included reviewing lease rates for District-owned properties and considering where some should be leased at commercial rates or, if not providing a public benefit, divested.

In response to a question from Council, staff advised that a sponsorship policy and the current donation policy are being reviewed and information will be brought forward to Council.

In response to a question from Council, staff advised that on the operating side, staff have identified ongoing savings of five million dollars, which will be challenging to implement. Staff further advised that infrastructure requires longer-term strategy. Staff noted that Council has been supportive of measures to address the growing infrastructure deficit and that they are making progress.

In response to a question from Council, staff provided some examples of service level tracking and benchmarks such as parkland to population and emergency response times that show where more services are needed for a growing population. Staff noted that additional discussion is needed over the longer-term regarding service levels and risk reduction.

In response to a question from Council, staff advised that there are capital reserves set aside for the ongoing replacement of infrastructure and operating and risk management reserves that include funds to stabilize rates and to address emerging issues.

In response to a question from Council, staff advised that the reserves are healthy, but targets are set higher. Staff noted that they are capable of addressing risks and adjusting the Financial Plan to achieve objectives with Council direction.

In response to a question from Council, staff advised that they are committed to making the required adjustments to reduce costs and if one is not achievable, they will find a substitute.

In response to a question from Council, staff advised that they have been tracking social and supportive housing and have recently reached a milestone of five percent of units in the District. Staff noted that they believe this is above the regional average and will confirm this. Staff advised that social and supportive housing is an example of a service level that is subject to discussion of whether it is appropriate, too high, or too low, as is the number of RCMP members, which was recently discussed with

the detachment's Officer in Charge. Staff advised that more members are needed for the local RCMP; however, recruiting and retaining staff remains challenging.

In response to a question from Council, staff advised that there is provision for additional investment in parks in the Facilities Plan, including park bathrooms, which will be reflected in the Financial Plan amendment later in the year. Staff advised that the reduction in parks funding will be primarily noticed in smaller neighbourhood parks as staff will focus on the maintenance of higher profile parks. Staff noted that some park improvements have been deferred.

In response to a question from Council, staff advised that reductions under climate action are proactive risk reduction, forest resilience, and deferral of some investments in charging infrastructure in the outer years of the plan.

In response to a question from Council, staff advised that some financial policies may make it more difficult to reduce costs and increase reserves. Staff advised that balancing goals, including intergenerational fairness, may require changes to current practices such as how much is set aside for future replacement of a new major asset at the time of construction. Staff noted they could provide different scenarios for Council consideration and that there is some flexibility in this area.

In response to a question from Council, staff advised that they will bring forward a debt policy including amortization periods and limits, noting that the District's debt is relatively low and will remain so over the period of this Financial Plan;

In response to a question from Council, staff clarified that demographic changes associated with an ageing population may influence the demand for municipal services over time. Staff noted that this factor is considered to be outside the District's direct control. Staff advised that an explanatory note can be added to the Draft Financial Plan Workbook to clarify this context.

In response to a question from Council, staff advised that the Communications Department promotes the Financial Plan process once materials are available, including web, print and social media, noting that they have found that a shorter timeline encourages more response. Staff advised that they can add the information to the website to receive input sooner.

In response to a question from Council, staff clarified that the public safety category includes Fire and Rescue Services, Police, Bylaws, and Emergency Management. Staff advised that the 6.1 million dollar reduction in this category of the capital plan relates to the deferral of work on Fire Halls.

In response to a question from Council, staff advised that the North Vancouver RCMP have been working to reduce overtime costs. Staff noted that the objective is to keep

policing cost increases to inflation and that the detachment also needs to increase staffing levels.

In response to a question from Council, staff advised that they are preparing materials and there may be changes prior to Council deliberations on the Financial Plan on March 9, 2026.

In response to a question from Council, staff advised that funds are allocated for scoping studies for renewal of Ron Andrews Community Recreation Centre (RACRC) and expansion of the Karen Magnussen Community Recreations Centre (KMCRC). Staff noted that there is no funding in the Financial Plan for the detailed design phase for Ron Andrews Community Recreation Centre (RACRC) and this means that the project is outside of the five-year plan. Staff further noted that they are reviewing the timeframe, feasibility and options regarding the Karen Magnussen Community Recreation Centre (KMCRC) to bring forward in the near future.

MOVED by Mayor LITTLE

SECONDED by Councillor BACK

THAT Budget Scenario 1, including a property tax increase of 3.5% (2.0% + 1.5% for asset renewal), based on the key budget strategies and adjustments shared, is supported;

AND THAT Staff prepare the Draft Financial Plan Workbook for introduction to Council and the public on February 17, 2026.

CARRIED

4. PUBLIC INPUT:

Nil

5. ADJOURNMENT

MOVED by Councillor BACK

SECONDED by Mayor LITTLE

THAT the February 3, 2026 Council Workshop is adjourned.

CARRIED
(6:40 p.m.)

Mayor

Corporate Officer

**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 5:01 p.m. on Monday, February 23, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back
Councillor Betty Forbes
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri (via Zoom)
Councillor Catherine Pope

Staff: Mike Fox, Chief Administrative Officer
Peter Cohen, General Manager – Engineering Infrastructure Services
Rick Danyluk, General Manager – Finance and Chief Financial Officer
Caroline Jackson, General Manager – Climate Action and Parks
Dan Milburn, General Manager – Planning, Properties and Permits
Tina Atva, Director, Community Planning and Housing
Genevieve Lanz, Director – Legislative Services and Corporate Officer
Andy Bell, Manager – Engineering Services
Zeralynne Te, Manager – Community Planning
Yan Zeng, Manager – Development Planning
Ehab Taha, Section Manager – Transportation
Tamsin Guppy, Senior Development Planner
Daniel Broderick, Development Planner
Cheryl Archer, Confidential Council Clerk
Jillian Holden, Administration Clerk

Also in

Attendance: Adam Mattinson, Associate, West Coast Lead, B&A Studios
John Turecki, Founder & Principal, Step One Mobility

1. ADOPTION OF THE AGENDA

1.1. February 23, 2026 Council Workshop Agenda

MOVED by Councillor BACK

SECONDED by Councillor MAH

THAT the agenda for the February 23, 2026 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

Nil

3. REPORTS FROM COUNCIL OR STAFF

3.1. Zoning Bylaw Rewrite – Project Update ***Continued from February 10, 2026***

Yan Zeng, Manager – Development Planning, provided an overview of the material covered at the February 10, 2026 Council Workshop. Staff and consultants provided clarification of non-conforming use and information and options for supporting commercial and industrial zones and improving neighbourhood vibrancy, parking, and mobility in the District. Information was provided on demographic, market, and other factors affecting how development occurs and where.

Council discussion ensued and the following comments and concerns were noted:

- Opined that vibrant commercial areas have parking and that removing or reducing parking has had a negative impact on areas such as the Marine Drive corridor;
- Recommended caution when considering restricting uses;
- Compared areas in Burnaby Heights where there has been success providing parking lots off the main street to maintain availability;
- Expressed concern regarding taking a standard approach to commercial zones across the District;
- Noted that commercial areas are different and require different approaches;
- Commented on the population density of the District and its impact on commercial areas;
- Expressed concern regarding the proposed timeline and incremental approach;
- Noted that ground-level businesses determine street vibrancy;
- Expressed support for consolidating some zones;
- Commented on the continuing need for services and the possibility of accommodating services in a separate zone;
- Noted there are market forces that impact the survival of individual businesses;
- Commented on the growing demand for commercial space;
- Opined that the District has a reputation for being difficult for businesses to work with;
- Requested information on the reasons businesses in some areas have left;
- Suggested looking at commercial areas that work well and what contributed to that success or detracted from it;
- Expressed concern regarding individual neighbourhoods and the commercial business that are or are not available to residents;

- Expressed support for continuing to provide areas for heavy industrial and other 'dirty' businesses;
- Commented on the future new Zoning Bylaw;
- Opined that people visit specific businesses on Marine Drive and do not walk around;
- Expressed support for main and side street businesses;
- Commented on parking availability at Lynn Valley Centre;
- Stated that many people prefer surface parking to underground lots;
- Commented on customer service improvements at the District;
- Stated that the City of North Vancouver is more successful at creating vibrant commercial areas;

In response to a question from Council, staff advised that newer buildings have higher ceiling heights, which increases building heights for the same number of floors. Staff advised that allowing more building height would reduce the need for variances in the future.

In response to a question from Council, staff advised that C9 Zoning on Marine Drive has had some success at encouraging vibrancy. The zone eliminated vehicle-focused uses such as car dealerships that had been prevalent and some redeveloped sites have a good mix of uses. Staff noted that zoning is only one of many factors that influence redevelopment, many of which are outside of municipal control.

In response to a question from Council, the planning consultant recommended caution and additional review prior to considering restrictions on uses such as medical and dental uses, noting that more strictly limiting some uses may not result in desired businesses filling those spaces, could increase pressure on vacancies, and might limit investment opportunities. Staff noted that businesses not permitted at ground level on the main street could be allowed on the side street or on an upper floor where those options exist and over time as sites redevelop.

In response to a question from Council, the planning consultant advised that the usual approach to mixed-use buildings is to have one storey of commercial use, noting that the City of Surrey requires two storeys in higher density buildings. Staff noted that if a developer is requesting additional density, different uses on the first and second storeys can be negotiated.

In response to a question from Council, staff advised that Vancouver is able to more strictly limit uses such as medical in commercial zones due to the size of the city and its larger population.

In response to a question from Council, the planning consultant advised that the District's geography necessitates vehicle travel to reach commercial areas.

In response to a question from Council, the transportation consultant advised that when businesses are located in strip mall style developments with surface parking lots, the units are oriented to the parking lot as opposed to the street taking away from the vibrancy of the street. Staff provided examples of restaurants with at-grade and below-grade parking, noting those with below-grade parking are more connected with the street.

Councillor POPE left the meeting at 6:36 p.m. and returned at 6:39 p.m.

In response to a question from Council, staff advised that pre-zoning is not proposed as the ability to rezone sites provides advantages and enables some requirements to be met that can only be achieved through rezoning. Staff noted that standard zones could be created and could be tailored to specific sites through the use of modifiers reducing the need for more complicated Comprehensive Development Zones and providing consistency within commercial districts.

Staff and consultants provided information and options for protecting heavy and light industrial zones, noting staff recommend restricting commercial uses such as childcare and fitness uses in light industrial zones, as well as future zoning for business parks to improve consistency for that use. Staff noted that additional policy work and more intense study is required prior to making a recommendation regarding business parks for Council consideration.

Council discussion continued and the following comments and concerns were noted:

- Commented on Comprehensive Development Zones;
- Noted busy and successful commercial areas on Main Street;
- Expressed support for protecting industrial zones for industrial uses;
- Requested more details on the light industrial businesses that have left the District;
- Expressed concern that some light industrial land has been rezoned to other uses;
- Noted that there are many medical buildings near the District in the City of North Vancouver;
- Stated that commercial realtors have advised that commercial space is not in high demand;
- Expressed concern that higher paying light industrial jobs have been lost to rezone lands to commercial uses with lower wages;
- Recommended further discussion with realtors and industrial businesses in Lynn Creek where there is pressure on the light industrial area due to increased densification;
- Expressed concern that accessory uses in light industrial areas may undermine industrial uses;
- Noted that it is difficult to replace lost industrial areas;

- Expressed appreciation for industrial businesses as employers;
- Discussed the advantages and disadvantages of allowing housing in industrial zones;
- Expressed concern regarding the loss of businesses in the Pemberton Avenue area;
- Commented on a future development in the City of North Vancouver near the Pemberton Avenue area and potential opportunities for the District;
- Noted that if residential uses are added to light industrial zones, Transit-Oriented Areas (TOA) regulations would apply for sites that fall within those areas, which would allow minimum heights of 12 storeys;
- Commented on noise associated with industrial activities, noting that the laser tag facility operates when adjacent industrial businesses are closed;
- Suggested considering a distinction between daytime and weekend and evening uses;
- Expressed concern regarding potential property value increases and impacts to owner and tenant costs where childcare facilities open;
- Noted blanket zoning can have unintended consequences;
- Requested an inventory of industrial and greenbelt land that has been lost in the District; and,
- Commented on additional considerations such as infrastructure and neighbouring uses.

In response to a question from Council, staff advised that existing light industrial zones permit certain types of offices as accessory uses at ground level and more flexibility on the second storey and above, which can be retained if Council decides to take that approach. Staff noted that ground level uses are in most critical need of protection in industrial zones.

In response to a question from Council, staff advised that existing restaurants conform to both existing and proposed zoning and that staff recommend continuing to allow restaurant use in light industrial zones so they do not become non-conforming.

In response to a question from Council, staff provided examples of the mix of uses permitted in light industrial and business park zones, including uses that are not traditional industrial uses like laser tag and climbing walls, noting that there are also service and retail uses. Staff stated that with further study some sites may be suitable for more intense development and an associated broader mix of uses, similar to the newer developments seen in the south Main industrial area in the City of Vancouver.

In response to a question from Council, staff advised that industry can only operate in industrial zones but other uses such as health care, retail, or child care have more options and may operate in a variety of zones. Staff noted that there may be suitable sites for combining a broader mix of uses with light industrial uses in business park areas or other commercial areas based on future study. The planning consultant advised that there have been issues with speculation where residential uses have been allowed in industrial areas, which has led to the loss of industrial businesses, such as in Yaletown in the City of Vancouver. It was noted that specific sites could be evaluated regarding housing for employees near industrial businesses. Staff added that there could be conflicts between uses.

In response to a question from Council, staff advised that they receive many inquiries regarding childcare in light industrial zones and they generally do not meet health authority requirements. Staff noted that continuing to allow childcare in industrial zones may lead to more unsuccessful applications and frustration for applicants and may lead to the erosion of industrial zones. Staff noted that if the zoning changes to prohibit childcare in industrial zones, there would be one business that would become non-conforming.

In response to a question from Council, staff advised that large restaurant uses should be restricted to commercial zones to protect industrial businesses that cannot operate outside of industrial zones. Staff noted that light industrial zones have a 1.4 percent vacancy rate and the space is needed for industrial uses.

In response to a question from Council, staff clarified that the zoning update project does not include policy changes or updates to the Official Community Plan, which will be considered in the future.

In response to a question from Council, staff advised that general regulations in the Zoning Bylaw include a Good Neighbour Policy for the Employment Zone – Light Industrial (EZLI) where the zone is near a residential area. Staff noted that they are proposing more flexibility in the bylaw rewrite and simplifying the distance requirements from residential and school sites.

Councillor BACK and Councillor FORBES left the meeting at 7:50 p.m. and returned at 7:53 p.m.

Staff and consultants provided an overview of challenges and opportunities for updates to parking in residential, commercial, industrial, and institutional zones, as well as goods and passenger loading zones, and bicycle parking.

Council discussion continued and the following comments and concerns were noted:

- Commented on proposed blended parking rates;
- Commented on the history of parking challenges in Deep Cove, including the location of residential and commercial development, the types of businesses that operate in Deep Cove and their parking needs, and changes to street parking;
- Recommended coordinating with the City of North Vancouver and District of West Vancouver to use one parking provider to allow people to pay for parking using a single app;
- Commented on areas where Council has approved residential and commercial developments that have negatively impacted on-street parking availability, including Bond Street and Maplewood Village;
- Stated that business parks have substantial amounts of parking that could have been shared with residents outside of business hours as they are empty at night;
- Expressed concern regarding the shortage of parking in Lynn Creek;
- Noted that the District Operations Centre has a significant parking shortage;
- Expressed concern regarding increasing density without providing parking or increased transit service;
- Stated that residents are opting not to buy parking in their buildings due to high cost, pushing more resident parking onto the street;
- Noted that delivery drivers frequently block cycling lanes;
- Stated that people who work in Maplewood park on the street as there is no staff parking provided;
- Opined that people prefer to park above ground;
- Noted that larger personal vehicles and work vehicles with may have difficulty fitting into spaces in underground parking lots;
- Stated that many people who travel by bicycle also own vehicles;
- Cautioned against targeting parking to reduce developer costs;
- Stated that parking and flexible space for vehicles is needed for a variety of uses;
- Stated that a scarcity of parking is causing conflict in some areas;
- Reported that residents have expressed concern regarding theft from vehicles when they park a distance from home due to parking shortages;
- Noted that the Park and Ride lot at Phibbs Exchange was replaced with housing;
- Noted that some areas are underserved by transit and providing transit passes as a Transportation Demand Management (TDM) tool is not effective in those areas;
- Opined that making parking inconvenient is not an effective TDM;
- Expressed concern on commercial business viability without sufficient parking;
- Questioned whether the District has enough infrastructure to further increase density;
- Noted the City of North Vancouver has been increasing density for many years and has on street pay parking; and,
- Questioned the amount of parking in the future buildings in the Lynn Creek Town Centre.

In response to a question from Council, the transportation consultant provided additional information on the use of blended parking rates, noting that it avoids the need to recalculate parking rates based on tenant changes.

In response to a question from Council, the transportation consultant advised that parking spaces for businesses that operate at different hours could be shared. Staff noted that there is a variance process for parking.

In response to a question from Council, the transportation consultant noted that Bond Street is located within a Transit Oriented Area (TOA) and the District is not allowed to require more resident parking in developments, noting that requiring more visitor parking and passenger pick-up zones is a possibility. The consultant noted that the interaction between curbside space and curbside use needs to be evaluated and that residential development address their needs parking off-street.

In response to a question from Council, the transportation consultant advised that below-grade parking at Lynn Valley Centre has been evaluated and found to have available spaces during busy weekend periods and poor weather conditions.

In response to a question from Council, staff advised that alternative parking rates are not in the old Zoning Bylaw and adding them would avoid the need to negotiate with every new development and provide certainty and transparency in the development application process.

4. PUBLIC INPUT:

Nil

5. ADJOURNMENT

MOVED by Councillor MAH

SECONDED by Mayor LITTLE

THAT the February 23, 2026 Council Workshop is adjourned.

CARRIED
(8:38 p.m.)

Mayor

Corporate Officer

**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 7:08 p.m. on Monday, March 9, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back
Councillor Betty Forbes
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri
Councillor Catherine Pope

Staff: Mike Fox, Chief Administrative Officer
Nicola Chevallier, General Manager – Engineering Public Works
Andy Bell, Acting General Manager – Engineering Infrastructure Services
Rick Danyluk, General Manager – Finance and Chief Financial Officer
Carolyn Grafton, Acting General Manager - Corporate Services
Caroline Jackson, General Manager – Climate Action and Parks
Dan Milburn, General Manager – Planning, Properties and Permits
Tina Atva, Director, Community Planning and Housing
Heather Turner, Director – North Vancouver Recreation and Culture Commission
Mike Gamble, Manager – Civic Facilities
Jaskaran Gill, Manager – Financial Planning and Reporting
Elio Iorio, Manager – Financial Services
Rhonda Schell, Deputy Corporate Officer
Richard Burberry, Section Manager – Project Delivery
Sandra Corbeil, Section Manager – Parks Capital Projects
Naizam Jaffer, Section Manager – Parks Operations
Sacha Jones, Section Manager – Financial Planning
Ehab Taha, Section Manager – Transportation
Cheryl Archer, Confidential Council Clerk
Jillian Holden, Administration Clerk

1. ADOPTION OF THE AGENDA

1.1. March 9, 2026 Council Workshop Agenda

MOVED by Councillor MURI

SECONDED by Councillor BACK

THAT the agenda for the March 9, 2026 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

CARRIED

2. ADOPTION OF MINUTES

Nil

3. REPORTS FROM COUNCIL OR STAFF

3.1. 2026 Budget Deliberations

File No. 2026 Budget

Rick Danyluk, General Manager – Finance and Chief Financial Officer, provided an introduction to the Council Workshop, noting that the intent of the meeting is to seek Council direction on the preparation of the 2026-2030 Financial Plan Bylaw and any possible changes prior to bringing the bylaw forward on March 16, 2026. Mr. Danyluk reviewed department-level impacts of the reduction of five million dollars required to balance the budget, public input, anticipated financial pressures in the current and subsequent years, financial health indicators, and next steps.

A member of Council proposed a motion to add \$25,000 to the 2026 Budget to support the opening of a temporary youth centre in Lynn Valley.

MOVED by Councillor POPE

SECONDED by Councillor BACK

THAT Council allocate \$25,000 pilot funding in the 2026 Budget to retain the youth coordinator and enable the opening of a temporary youth centre this year in Lynn Valley while longer-term facility planning proceeds.

CARRIED

A member of Council proposed a motion to add \$40,000 to the 2026 Budget for invasive species management.

MOVED by Mayor LITTLE

SECONDED by Councillor FORBES

THAT Council amend the draft 2026-2030 Financial Plan by adding 0.03% to the operating budget for an additional allocation of approximately \$40,000 annually to manage and remove invasive species.

AND THAT staff increase communication with the public regarding invasive plant pull events.

CARRIED

Council discussion ensued and the following comments and concerns were noted:

- Expressed concern regarding the use of reserve funds and when reserve funds could be restored in the future;
- Noted the ongoing need to keep careful track of budgeting;
- Commented on reserve funds, noting they are collected and must be used for specific purposes;
- Provided information on escalating policing overtime expenditures and when information on strategies to reduce overtime and progress might be made public;
- Expressed concern that there are parts of the Financial Plan that carry the risk of spending beyond the District's means;
- Expressed concern regarding drawing on reserve funds to meet budgetary needs;
- Expressed concern regarding the impacts of the deferral of filling staff vacancies on service levels, additional overtime costs, staff burnout, and deferred and cancelled projects;
- Requested information on increased policing costs for mental health calls;
- Commented on police accountability;
- Provided information on the structure of independent policing services, noting that most of the votes on police boards are assigned by the province and that municipalities do not directly approve their budgets;
- Expressed support for starting engagement and deliberations sooner in the future;
- Requested comments from public engagement, including contact information for people with comments and questions to allow Council to speak with them directly;
- Requested details on what individual departments reduced or eliminated to find savings;
- Commented on Metro Vancouver's intentions to increase borrowing capacity;
- Commented on the loss of funding from senior levels of government;
- Questioned the basis of projected increases to developer contributions;
- Stated that there will be less building than anticipated in the current climate;
- Questioned how consultants are being used by the District and the costs;
- Stated that the implementation of the Official Community Plan (OCP) has led to additional spending;
- Stated that the District paid a portion of the costs of the Lynn Creek Community Recreation Centre over the amount provided by the developer;
- Recommended finding innovative ways to do more with less;
- Expressed concern regarding the cost and time to replace Karen Magnussen and Ron Andrews Community Recreation Centres;
- Commented on potential new revenue sources including sponsorship opportunities and donations program;

- Questioned what the item showing a reduction in affordable housing represents;
- Expressed concern regarding the date range for public input and the lack of response to date;
- Noted the significant increase in the levy from Metro Vancouver;
- Expressed concern regarding increased NVRCC fees;
- Stated that technology requires sustained funding;
- Questioned the general statement that more funding will come in later years of the plan;
- Expressed concern that line items to reduce expenditures have different levels of detail between different departments;
- Suggested going out to meet the public and get their feedback;
- Noted that access to budget materials has improved and that there is significant competition for people's attention;
- Stated opposition to considering a casino as a revenue source;
- Noted the current situation is not business as usual; and,
- Requested more information on the impact of OCP implementation on projects such as parks and infrastructure.

In response to a question from Council, staff advised that the base operating budget includes use of reserves to replace existing District infrastructure, which is supported by the 1.5 percent levy for ongoing funding. Staff noted that reserve funds are healthy when considered over a five-year period, with some years lower and some where funds can be replenished. Staff look at target service levels, capital reserves, lands, and stabilization of operations as part of the longer-term financial policy framework.

In response to a question from Council, staff advised that the Finance and Planning, Properties, and Permits departments will work together to update the growth forecast.

In response to a question from Council, staff advised that reserves will help support the five-year financial plan. Staff noted that they will be bringing forward items regarding risk and reserves for review by the Finance and Audit Standing Committee and that difficult decisions will need to be made.

In response to a question from Council, staff advised that closing roads for construction rather than trying to keep them open to accommodate some traffic has been successful at some sites, noting that there are significant costs associated with traffic control.

In response to a question from Council, staff advised that they can provide additional details on where reductions are made, where there is value for money, and where trade-offs are made. Staff noted that they share Council's concerns regarding growth

and noted that while there has been a decline over the past two years, less growth also means lower costs.

In response to a question from Council, staff advised that there are funds in the Financial Plan for early concept planning for Ron Andrews and Karen Magnussen Community Recreation Centres, noting that replacement of both facilities is not feasible at the same time.

In response to a question from Council, staff advised that they have made a commitment to addressing deferred maintenance through allocation in the tax levy and consider other strategies to reduce costs. Staff noted that they will consider services holistically over the next six months to determine where trade-offs could be discussed and that adjustments have been made to accommodate increased technology needs.

In response to a question from Council, staff advised that they need to evaluate public benefit and cost prior to consideration of one-time funding to support technology needs in libraries.

In response to a question from Council, staff advised that they will consider all services through an accessibility lens, including how recreation fee increases affect access and equity, particularly for lower income residents, and raising the threshold for financial assistance. Staff noted that they are also working to simplify application processes and take age and ability into consideration. Staff further noted that they are not considering different fees for different facilities as that would make assumptions about income by neighbourhood.

In response to a question from Council, staff advised that more information will come forward to Council regarding the ten-year framework after it is considered by the Finance and Audit Standing Committee.

In response to a question from Council, staff advised that they are reviewing the general-purpose vehicles at Municipal Hall to consider where reductions could be made by sharing vehicles between departments, noting that some vehicles have been reassigned to the Operations Centre and that there may be further reductions possible. Staff advised that vehicles no longer in use are sold at auction.

In response to a question from Council, staff advised that outreach and awareness efforts take advantage of new technology as well as traditional methods to attract more attention and increase participation, noting that significant increases or decreases in a service bring more people out in support or opposition. Staff noted that ongoing, year-round input would be helpful, although they cannot guarantee public response.

MOVED by Mayor LITTLE

SECONDED by Councillor HANSON

THAT staff prepare the financial plan bylaw in line with the Draft Financial Plan that was introduced on February 17, 2026 with the addition of 0.03% for invasive species management (status quo, 3.53% property tax increase).

CARRIED

4. PUBLIC INPUT:

4.1 Tracey Lazenby:

- Advised that she represents Lynn Valley Services Society (LVSS);
- Expressed concern that the District is considering cancelling a 25,000 dollar contribution to LVSS;
- Stated that the funds are to be used for a youth coordinator position, which is important to their programming; and,
- Stated that the youth coordinator is important to cross-programming with seniors' programs.

4.2 John Charles:

- Thanked the District for funding LVSS;
- Stated that hiring a youth coordinator will allow LVSS to start providing youth programming two days a week and, without it, they will not be able to provide youth programs at all;
- Expressed concern that there are no other organizations who can fill the gap in youth programming;
- Acknowledged there are competing demands on the District's budget;
- Stated that the funds would be an investment in the future that would save more money in the future addressing crime, drug use, and hospitalization; and,
- Noted that LVSS would request additional funding in future years to continue to fund the position.

4.3 Adele Wilson:

- Stated that the LVSS request for funding is to allow them to start providing youth programming in Lynn Valley, where there have been no programs for youth for many years; and,
- Commented on the growth in Lynn Valley, including more children and youth, noting that they will require services in the future.

4.4 Corrie Kost:

- Provided feedback from an artificial intelligence (AI) review of the District's Financial Plan, noting service changes and unknown impacts.

5. ADJOURNMENT

MOVED by Councillor FORBES

SECONDED by Mayor LITTLE

THAT the March 9, 2026 Council Workshop is adjourned.

CARRIED
(9:30 p.m.)

Mayor

Corporate Officer

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**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 7:03 p.m. on Tuesday, April 7, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri

Absent: Councillor Betty Forbes
Councillor Catherine Pope

Staff: Mike Fox, Chief Administrative Officer
Nicola Chevallier, General Manager – Engineering Public Works
Rick Danytluk, General Manager – Finance and Chief Financial Officer
Dan Milburn, General Manager – Planning, Properties and Permits
Tina Atva, Director, Community Planning and Housing
Neonila Lilova, Manager – Business and Economic Development
Rhonda Schell, Deputy Corporate Officer
Zeralynne Te, Manager – Community Planning
Kevin Zhang, Manager – Development Planning (Acting)
Tamsin Guppy, Senior Development Planner
Kaitlin Hebron, Confidential Council Clerk
Jillian Holden, Administration Clerk

Also in

Attendance: Colton Kirsop, Division Manager, Planning McElhanney
John Turecki, Founder & Principal, Step One Mobility
Adam Mattinson, Associate, West Coast Lead, B&A Studios

1. ADOPTION OF THE AGENDA

1.1. April 7, 2026 Council Workshop Agenda

MOVED by Councillor MURI

SECONDED by Councillor MAH

THAT the agenda for the April 7, 2026 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

2.1. February 9, 2026 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor BACK

THAT the minutes of the February 9, 2026 Council Workshop are adopted.

CARRIED

3. REPORTS FROM COUNCIL OR STAFF

3.1. Zoning Bylaw Rewrite – Commercial Zoning Options

File No. 09.3900.30/003.001

Neonila Lilova, Manager, Business and Economic Development, and Tamsin Guppy, Senior Development Planner, provided an introduction to the third installment of the zoning bylaw rewrite series, noting the workshop will provide an overview of the District's employment and commercial zones.

Council discussion ensued and the following comments and concerns were noted:

- Commented on limited municipal involvement in the direct curation of businesses;
- Discussed ground floor commercial uses in new developments;
- Raised concerns regarding changes to the Capilano Road/Lions Gate Plaza, including screening and commercial rental unit consolidation;
- Commented on the success of Burnaby Heights municipal investment in parking;
- Commented on land acquisition for parking;
- Discussed zoning as a potential tool to support vibrancy in town centres;
- Highlighted the importance of public realm improvements and placemaking;
- Commented on challenges related to patios and outdoor dining;
- Expressed concern regarding business closures and the need for further analysis and assessment;
- Commented on the complexity of balancing competing interest and risks to commercial vitality;
- Commented on the presence of daycares along main streets;
- Commented on the diversity of communities within the District;
- Commented on tourism in the District;
- Emphasized the need for further work to define and support successful community outcomes;
- Expressed general support for Options One and Two, subject to broader Council alignment;
- Noted the proposed process changes will impact all businesses;

- Recommended minimizing changes and focusing on modernization of the bylaw;
- Commented on incorporating historical context into decision making; and,
- Stated additional work is required and timelines will be extended beyond June 2026.

In response to a question from Council, staff advised that the Burnaby Heights area has been supported by their municipality through providing a significant number of parking spaces (approximately 1,200). Staff noted the District does not typically provide parking at a similar scale in most areas.

In response to a question from Council, staff advised that zoning is one tool that can help create vibrancy in town centres, particularly in new or emerging areas, it is most successful where there is little existing development, such as Port Moody.

In response to a question from Council, staff advised that while specific dollar comparisons are not available, some municipalities, such as the City of North Vancouver, are investing at a higher level in placemaking initiatives than the District. The District has taken initial steps through the placemaking task force, and staff noted that many municipalities leverage partnerships with business associations to share costs and collaborate on implementation.

Staff further advised that Amenity Cost Charges (ACCs) are intended to provide clarity and transparency for businesses, Council, and the public, and are generally treated similarly to Development Cost Charges (DCCs). Staff noted that historically, off-site improvements were sometimes deprioritized in favour of broader objectives such as housing, however, ACCs can no longer be used to fund housing.

In response to a question from Council, staff advised that with respect to parking, some communities have implemented local area service models where property owners contribute financially in lieu of meeting on-site parking requirements. These funds are used for the capital construction and ongoing maintenance of shared parking facilities, ensuring that those who benefit from the service contribute to its cost.

In response to a question from Council, staff advised that key barriers for outdoor dining include competing demands for limited public space between users , as well as ongoing pressure to maintain adequate parking supply. Staff noted they are prepared to fine tune the existing outdoor patio regulations and return with an updated policy for further discussion with Council.

In response to a question from Council, staff advised that retail vacancy rates are currently low.

In response to a question from Council, staff advised that findings from a restaurant and food study in November 2025 indicate the primary challenge facing businesses is reduced consumer spending with fewer people dining out or purchasing alcohol, additional pressures include rising labour costs. Staff noted that these broader economic factors are significantly impacting the vibrancy of commercial spaces.

In response to a question from Council, staff advised that some communities are relatively new and were not historically commercial areas, meaning they are still in early stages of development. Staff noted that it typically takes a sufficient population base, approximately 10,000 residents, to support a full range of commercial services. As a result, emerging areas such as Lions Gate, require time to establish and sustain retail and service offerings.

In response to a question from Council, staff advised that there may be an option to identify specific streets where more restrictive zoning could be applied.

Councillor MURI left the meeting at 8:13 p.m. and returned at 8:15 p.m.

In response to a question from Council, staff advised that there are approximately 20 daycare facilities located within commercial sites.

In response to a question from Council, staff advised that there is strong demand for housing with continued interest from people wanting to live in the District. Staff noted that there is a need to create additional space to accommodate growth, while recognizing the constraints of a finite land supply.

In response to a question from Council, staff advised that there is an opportunity to streamline and consolidate regulations in order to simplify processes and make them easier to navigate for applicants and businesses. Staff noted that other jurisdictions, such as the City of North Vancouver, are also undertaking similar efforts to modernize regulatory frameworks.

In response to a question from Council, staff advised that caution is warranted as an overly curated approach could potentially be inconsistent with the broader intent of the zoning bylaw rewrite.

In response to a question from Council, staff advised that zoning could restrict or prevent certain uses or occupants from establishing in an area, however, it cannot on its own guarantee the opening of a specific type of retail store or restaurant once permitted uses are in place.

In response to a question from Council, staff advised that where a business may fit into multiple use categories, there is no formal arbitration process in most cases as overlap is expected. Staff noted that distinctions are typically addressed through definitions such as principal use versus accessory use and may also consider factors such as square footage allocation. Staff further advised that if both uses are permitted within a zone, this is generally acceptable as many businesses operate as a combination of uses rather than a single defined category.

In response to a question from Council, staff advised that applied and implied exclusion rules are used to interpret permitted uses, and that accessory uses are regulated to ensure they remain limited and secondary to the principal use. Staff further noted that there is an application review process, supported by a committee that can assess use interpretations and seek legal advice where necessary to ensure consistency. If an applicant disagrees with staff interpretation or decision, they also have the option to bring the matter forward to Council for consideration.

In response to a question from Council, staff advised that the various inputs and considerations are brought together through the zoning bylaw process to help guide decision making. Staff noted that additional work is expected as part of the upcoming zoning bylaw update, with further information and recommendations to be brought forward over time. This process helps staff determine how best to address identified issues and opportunities. Staff further noted that Council will have additional opportunities to provide input.

In response to a question from Council, staff advised that engagement has included a range of stakeholders across the business and development community, including individuals involved in commercial real estate, development, permitting, and those with interest in commercial space. Staff noted outreach to the Chamber of Commerce, developers, real estate professionals, and business organizations with an interest in commercial and retail space, in order to gather a broad range of perspectives.

In response to a question from Council, staff advised that the District receives approximately 12,000 inquiries annually and process approximately 5,000 business licence applications.

In response to a question from Council, staff advised that proposed changes in use are being brought forward through the bylaw and that if Council requires additional time to fully consider the implications, the projected timeline may need to be adjusted.

4. PUBLIC INPUT:

4.1 Paolo Puccini:

- Expressed support for mixed-use buildings with retail units at grade, rental housing, and office uses above;
- Expressed support for three-storey and four-storey buildings;
- Raised concerns regarding high property taxes;
- Expressed support for increased building height in appropriate locations;
- Expressed support for local businesses and neighbourhood retail; and,
- Stated increased density would bring more people into the area and support local activity and vibrancy.

4.2 Corrie Kost:

- Opined additional time is needed to fully consider the subject;
- Expressed concern regarding a lack of refinement in the current approach;
- Discussed the potential for both upzoning and downzoning of properties;
- Expressed support for maintaining flexibility in the planning framework;
- Queried whether artificial intelligence could be used to explore ways to enhance vibrancy in Edgemont Village; and;
- Queried if artificial intelligence tools have been used in staff's work.

4.3 Robert Delany:

- Stated Edgemont Village was previously described as the “crown jewel” of the North Shore;
- Raised concerns that the area has long faced challenges, including an overconcentration of banks and the loss of key services;
- Commented on ongoing structural challenges within the commercial mix;
- Commented on planning opportunities regarding Lynn Valley; and,
- Emphasized the importance of achieving the right mix of uses and spaces to support a healthy and vibrant community.

5. ADJOURNMENT

MOVED by Councillor MURI

SECONDED by Mayor LITTLE

THAT the April 7, 2026 Council Workshop is adjourned.

CARRIED
(9:20 p.m.)

Mayor

Corporate Officer

**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 5:01 p.m. on Monday, April 20, 2026 in the Committee Room of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Betty Forbes
Councillor Jim Hanson
Councillor Herman Mah
Councillor Lisa Muri
Councillor Catherine Pope

Absent: Councillor Jordan Back

Staff: Mike Fox, Chief Administrative Officer
Rick Danyluk, General Manager – Finance and Chief Financial Officer
Elio Iorio, Manager – Financial Services
Rhonda Schell, Deputy Corporate Officer
Daniel So, Section Manager – Revenue and Taxation
Kaitlin Hebron, Confidential Council Clerk
Jillian Holden, Administration Clerk

1. ADOPTION OF THE AGENDA

1.1. April 20, 2026 Council Workshop Agenda

MOVED by Councillor MURI

SECONDED by Councillor FORBES

THAT the agenda for the April 20, 2026 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

Nil

3. REPORTS FROM COUNCIL OR STAFF

3.1. Distribution of 2026 Property Tax Levy

File No. Property Tax Distribution

Rick Danyluk, General Manager, Finance and Chief Financial Officer, provided an introduction to the Council Workshop, noting that the purpose is to discuss how the 2026 municipal property tax levy is distributed across property classes.

Elio Iorio, Manager, Financial Services, stated direction is needed tonight from Council in order to provide a final tax rates bylaw and issue tax notices in May.

Mr. Iorio presented four tax levy distribution options. Option One, proposed maintaining an even distribution of the municipal tax levy to provide stability and predictability. Option Two, focused on supporting the District's tax competitiveness strategy by reinvesting tax growth within the Light Industry Class. Option Three A, proposed a three-year shift of \$107,000 per year in tax burden from the light industry class to the Major Industry Class, potentially adding pressure to a sector where risk already exists despite tax rates remaining below the regional average, while Option Three B, proposed a similar three-year shift of \$107,000 per year in tax burden to the Residential Class. Option Four, proposed shifting \$43,000 in tax burden from the Light Industry Class to the Business Class to begin harmonizing the two commercial tax rates.

Council discussion ensued and the following comments and concerns were noted:

- Commented on the Options proposed by staff;
- Expressed general support for either an even distribution approach or a slight shift from the Light Industry Class to the Business Class;
- Commented on the *Ports Property Tax Act* (PPTA);
- Commented on the proposed Union of BC Municipalities (UBCM) resolution;
- Commented on bringing forward an initiative to lobby the Province regarding the PPTA;
- Noted that lobbying efforts have occurred over many years and emphasized the importance of continuing to apply pressure on the issue;
- Stated that increased attention on the issue through UBCM is beneficial;
- Expressed general support for Option Two, reinvest light industry growth;
- Commented on the discrepancies between capped and uncapped properties;
- Noted the need to review highest and best use valuation impacts on small businesses;
- Commented on multiple business closures within the community;
- Discussed external factors contributing to property tax increases;
- Commented on the importance of understanding what living within our means entails;
- Commented on market volatility, including shipping and tariff concerns; and,

- Emphasized the importance of supporting businesses.

In response to a question from Council, staff advised that progress on review of the PPTA initiative has been slower than anticipated as the group of 10 municipalities is only now finalizing a data licensing agreement with BC Assessment.

Staff further noted that discussions with other municipalities are ongoing with most generally supportive but wanting to review the data to better understand impacts.

In response to a question from Council, staff advised that several major assessment appeals remain outstanding with some ongoing matters and new appeals continuing to emerge, particularly related to the uncapped portion of the Major Industry class, including a 2026 appeal involving the Seaspan property. Staff noted that recent appeal outcomes from 2024 and 2025 have resulted in some loss of tax revenue.

Staff further commented on a pollution abatement adjustment applied to the property at Seaspan more than 20 years ago, noting a recent assessment appeal decision provided improved guidance to BC Assessment regarding the treatment of contamination and remediation orders in property assessments.

In response to Council's inquiry regarding Option Two, reinvesting light industrial growth, and why it is not being pursued, staff explained that the current practice is to reserve growth-related revenues within the financial planning cycle. This approach supports tax rate stability over time, while any incremental revenue generated through growth is incorporated into the plan to help offset service pressures associated with that growth.

In response to a question from Council on whether uncapped businesses are making up the shortfall for the capped businesses, staff advised that the shortfall has not shifted solely to the Major Industry class but rather has impacted all property tax classes over time.

In response to a question from Council, staff advised that the distinction between capped and uncapped businesses relates to land ownership, noting that properties within the capped designation are generally located on leased port lands.

In response to a Council inquiry, staff advised that compensation associated with capped properties is indexed to the Consumer Price Index (CPI) and has been adjusted annually for approximately 20 years. Staff noted that the District began receiving this compensation in 2007 and currently receives about \$1.069 million from the Province to help offset the impacts of capped assessments; however, this funding has not fully offset the financial impacts experienced by the District.

In response to a question from Council, staff advised that the matter of the PPTA had previously been raised at UBCM around 2017.

In response to a question from Council, staff advised that there is a working group consortium for the UBCM proposed resolution.

In response to a question from Council, staff advised that they have been working with BC Assessment over the past several months to structure a data sharing agreement which is currently awaiting ministerial approval. Staff further advised that the agreement would allow municipalities to gather specific information for all 10 participating municipalities in order to better understand the impacts on each community. Staff stated that once the information is compiled into a comprehensive overview of municipal impacts, it will be shared with the participating municipalities.

In response to a question from Council, staff advised that not all property improvements generated within the industrial classes are considered growth. Staff further noted that based on discussions with BC Assessment, certain major industrial plant equipment may be assessed under special rules where value is not captured on a dollar-for-dollar basis, resulting in only a portion of value being realized for taxation purposes.

In response to a question from Council, staff advised that under Option Two, the rate would only increase from the 2025 level if there were a significant change in assessment values within the class. Staff further noted that assessment values in the light industrial class have declined by almost 10 percent, which is contributing to the decrease in the rate.

In response to a question from Council, staff advised that Class 5 light industrial businesses vary significantly in size and assessed value, ranging from smaller, lower-value properties to much larger portfolios, making it difficult to identify an average amount paid.

In response to a question from Council, staff advised that the objective of reducing the tax rates for the uncapped classes was to bring rates more in line with the regional average and to use growth within the uncapped class to help keep rates down.

Staff further noted that BC Assessment does not always assess on a regional basis but rather looks at specific market areas or pockets. Staff stated that one of the best ways to address fairness has been to compare land area, including hectares of land and the amount of tax paid per hectare.

In response to a question from Council, staff advised that Council could include language to support bringing a motion forward to UBCM regarding port properties at the UBCM convention and could identify a representative to speak to the motion. Staff further advised that a letter could also be sent at this time.

At the request of Council, the motion was bifurcated to consider the clauses as separate propositions.

MOVED by Councillor HANSON

SECONDED by Councillor MAH

THAT the Committee of the Whole recommend that Council endorse Option 2 distribution of the 2026 municipal property tax levy in the report titled “Distribution of 2026 Property Tax Levy” dated April 7, 2026;

AND THAT the Committee of the Whole recommend that Council direct administration to bring forward the 2026 Tax Rates Bylaw for adoption prior to the May 15, 2026, statutory deadline.

CARRIED

MOVED by Councillor POPE

SECONDED by Councillor HANSON

THAT the Committee of the Whole recommend that Council direct administration to prepare a resolution to the Union of British Columbia Municipalities (UBCM) regarding the Port Property Tax Act for consideration at the next regular council meeting for submission to the 2026 UBCM Convention.

CARRIED

Opposed: Councillor MAH

4. PUBLIC INPUT:

4.1 Paolo Puccini:

- Expressed support for Options One and Two;
- Noted they own and operate a family business;
- Stated that they have never seen business tax rates decrease;
- Stated that taxpayers and businesses need support; and,
- Noted concerns that assessments are decreasing while taxes continue to rise.

4.2 Mark McLaren:

- Noted they are the speaking on behalf of Allied Shipbuilders Ltd.;
- Commented on efforts to stabilize taxes in light of substantial increases;
- Stated that they do not enjoy appearing before the District annually regarding municipal tax concerns and feel overburdened by municipal taxes;

- Expressed concern that any further increases could threaten the viability of their business;
- Stated that the major industry sector contributed more than \$14.5 million in municipal taxes in 2025;
- Stated that major industry does not create a shortfall in the District and is instead an over contributor;
- Noted that major industry represents approximately 1 percent of the assessment roll;
- Stated that major industry draws very little on District services relative to the amount of municipal taxes paid;
- Opined that comparisons of regional tax rates should focus on actual tax dollars paid rather than assessment values alone; and,
- Highlighted that the sector provides thousands of jobs.

5. ADJOURNMENT

MOVED by Councillor MURI

SECONDED by Mayor LITTLE

THAT the April 20, 2026 Council Workshop is adjourned.

CARRIED
(6:25 p.m.)

Mayor

Corporate Officer

**DISTRICT OF NORTH VANCOUVER
COUNCIL WORKSHOP**

Minutes of the Council Workshop for the District of North Vancouver held at 7:01 p.m. on Monday, May 11, 2026 in the Council Chambers of the District Hall, 355 West Queens Road, North Vancouver, British Columbia.

Present: Mayor Mike Little
Councillor Jordan Back
Councillor Betty Forbes
Councillor Jim Hanson (via Zoom)
Councillor Herman Mah
Councillor Lisa Muri
Councillor Catherine Pope

Staff: Mike Fox, Chief Administrative Officer
Nicola Chevallier, General Manager – Engineering Public Works
Rick Danyluk, General Manager – Finance and Chief Financial Officer
Caroline Jackson, General Manager – Climate Action and Parks
Dan Milburn, General Manager – Planning, Properties and Permits
Tina Atva, Director, Community Planning and Housing
Michael Gamble, Manager – Civic Facilities
Janine Ryder, Manager – Real Estate and Properties
Rhonda Schell, Deputy Corporate Officer
Kaitlin Hebron, Confidential Council Clerk
Amanda Day, Administration Clerk

1. ADOPTION OF THE AGENDA

1.1. May 11, 2026 Council Workshop Agenda

MOVED by Councillor MURI

SECONDED by Councillor BACK

THAT the agenda for the May 11, 2026 Council Workshop is adopted as circulated.

CARRIED

2. ADOPTION OF MINUTES

2.1. December 8, 2025 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor MAH

THAT the minutes of the December 8, 2025 Council Workshop are adopted.

CARRIED

2.2. February 10, 2026 Council Workshop

MOVED by Councillor MURI

SECONDED by Councillor MAH

THAT the minutes of the February 10, 2026 Council Workshop are adopted.

CARRIED

3. REPORTS FROM COUNCIL OR STAFF

3.1. Strategic Facilities Plan Update

File No.

Nicola Chevallier, General Manager, Engineering Public Works, provided an introduction to the Council Workshop, noting that the purpose is to provide an opportunity for Council to discuss the Strategic Facilities Plan (SFP).

Michael Gamble, Manager, Civic Facilities, provided an overview of the current state of the facilities portfolio, introduced the service and risk-based framework, and outlined what is underway and what is next to come.

Council discussion ensued and the following comments and concerns were noted:

- Referred to the matrix report prepared for the school commission and suggested a similar approach be taken for this matter;
- Stated additional factors must also be considered, including what is important to the community and how public consultation will be undertaken;
- Highlighted the need for complete information in order to make informed decisions;
- Expressed concerns regarding pressures from facility users to rebuild a structurally sound building;
- Highlighted the distinction between current demand, future growth needs, and the physical condition of facilities;
- Expressed support for extending the lifespan of existing facilities where possible;
- Noted the District has many aging facilities;
- Commented on population growth and continued densification of town centres;
- Suggested a creative and proactive approach to replacing infrastructure while remaining financially sustainable;
- Suggested exploring alternative partnerships and funding opportunities;
- Opined the current model is not sustainable long term;
- Suggested prioritizing facilities that are currently well used, such as recreation centres;
- Suggested considering opportunities for a new art and performing arts centre;
- Requested a better understanding of risk levels in relation to prioritizing facilities;

- Commented that the cost and standards associated with building washrooms and parks have changed significantly over time;
- Requested that staff return with a list of priority items, a broader community vision, and information on projects currently underway, potentially using colour coding to identify staff focus areas;
- Noted that substantial information is required to properly understand the issues;
- Queried how risk is being assessed and determined;
- Queried how leased properties affect responsibility and whether some obligations could be transferred to leaseholders; and,
- Requested information regarding existing building-related policies and the associated costs of those policies.

In response to a question from Council, staff advised that the physical condition rating is based on the Facility Condition Index (FCI) score which measures the amount of maintenance or deferred maintenance relative to the building's replacement value. Staff stated as a result, facilities of different ages can receive the same rating depending on how that ratio compares at a given point in time.

In response to a question from Council, staff advised that the Strategic Facilities Plan (SFP) considers the eventual closure of buildings reaching the end of their useful life. Staff further advised that the analysis is service based and includes collaboration with service providers to assess utilization and community value, which is reflected in the overall scoring process.

In response to a question from Council, staff advised that the framework is intended to provide Council with a series of evaluation tools to support decision making, including identifying how dependent specific services are on individual facilities and the risks associated with service levels falling below established targets.

In response to a question from Council, staff advised that factors such as functional performance and demand capacity ratings are incorporated into the grading framework, including consideration of user dissatisfaction and how well facilities are meeting community needs.

In response to a question from Council, staff advised that discussions regarding major capital projects are brought forward to Council for consideration and direction.

In response to a question from Council, staff advised that functional and demand capacity assessment reflect feedback and concerns raised by facility users and are evaluated separately from the physical condition of the building.

In response to a question from Council, staff advised that Council has not historically had a policy of intentionally deferring maintenance on recreation facilities, aside from planned deferred maintenance initiatives, and staff could not recall a situation where deferred maintenance was pursued as a deliberate strategy for a recreation facility.

In response to a question from Council, staff advised that physical condition ratings are based on the proportion of building systems that are at or near the end of their service life relative to the overall replacement value of the building.

In response to a question from Council, staff advised that a low demand capacity score may reflect either underutilization of a facility or that the facility is not adequately meeting current demand levels.

In response to a question from Council, staff advised that the Deep Cove Cultural Centre does not have sufficient parking or space to support performances, and that portions of the facility are undersized relative to current programming needs.

In response to a question from Council, staff advised that the assessment framework considers more than physical condition alone, including service value, community use, historical context, and other qualitative factors where relevant. Staff stated that when a building is deficient across multiple conditions, it triggers a more detailed review and prioritization discussion, particularly given limited resources and the need to determine how to best allocate funding.

Staff further advised that for facilities requiring significant investment, Council is engaged in the process to ensure decisions are made before options become limited. Staff stated there is a recognized funding gap and work is ongoing to maintain planning efforts while developing additional information on affordability, potential revenue options, and opportunities for consolidation, which will be brought forward as part of the next phase of discussions.

In response to a question from Council, staff advised that information on facilities is gathered through a combination of internal staff input and engagement with tenants operating within each facility whose feedback contributes to the assessment of facility conditions and needs.

Staff further advised that, for example, at the Deep Cove Cultural Centre, the primary service it supports is Recreation and Culture led by the North Vancouver Recreation Commission (NVRC), and condition and operational information is collected through regular quarterly meetings with staff involved with the tenants and buildings on a day-to-day basis.

In response to a question from Council, staff advised that the intent of the presentation was to provide a high-level overview of the current state of the District's facilities.

In response to a question from Council, staff advised that the most recent asset management report was completed in Summer 2025.

Staff further noted that the intent of going to the Finance and Audit Standing Committee in July 2025 was to consider funding strategies with a subsequent report back to Council. Staff stated that next steps will depend on the range of funding scenarios that are developed and assessed.

In response to a question from Council, staff advised that the Lynn Valley Plaza asset is currently rated in poor condition and there is scheduled work underway to help improve its condition.

In response to a question from Council, staff advised that there is ongoing work which may result in changes to the condition ratings of certain structures as these assessments are subject to updates as new information becomes available.

MOVED by Councillor BACK

SECONDED by Councillor MAH

THAT the Committee of the Whole support the current approach and development of the Strategic Facilities Plan;

AND THAT the Committee of the Whole direct administration to bring forward a subsequent report on the Strategic Facilities Plan to the Finance and Audit Committee in July outlining progress to date and next steps.

CARRIED

4. PUBLIC INPUT:

4.1 Corrie Kost:

- Noted that this issue has been discussed on multiple occasions;
- Commented on the Capital Plan and the need for additional funding;
- Raised questions regarding the status and availability of existing funds;
- Expressed concern that current staff may not be fully aware of past decades of work undertaken to renew infrastructure in a sustainable manner; and,
- Expressed concern that progress is not translating into tangible outcome needed by the community.

5. ADJOURNMENT

MOVED by Councillor MURI

SECONDED by Mayor LITTLE

THAT the May 11, 2026 Council Workshop is adjourned.

CARRIED
(8:27 p.m.)

Mayor

Corporate Officer

REPORTS

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AGENDA INFORMATION	
☐ Regular Meeting	Date: _____
☒ Other: Workshop	Date: June 29, 2026

 Dept. Manager	 GM/ Director	 CAO
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The District of North Vancouver REPORT TO COUNCIL

June 19, 2026

AUTHOR: Rick Danyluk, GM, Finance & CFO

SUBJECT: 2027 Budget Outlook

RECOMMENDATION:

THAT Council direct Staff to develop options for the 2027 Budget incorporating tax adjustments, service level adjustments, and revenue measures and report back to Council in fourth quarter of 2026;

REASON FOR REPORT:

To provide Council with a comprehensive overview of the financial pressures facing the District over the next five years, including:

- the structural funding gap between approved tax increases and the cost of maintaining current service levels;
- key external cost drivers; and
- implications for the operating budget and long-term financial sustainability.

SUMMARY:

The District is facing a structural funding gap driven by external cost pressures that exceed revenue growth. The approved Five-Year Financial Plan is based on a 3.5% annual property tax increase, allocated as:

- 2.0% for operating costs; and
- 1.5% for infrastructure renewal (capital reserves).

The District's Municipal Price Index (MPI)—the cost of delivering municipal services—is projected to range from 6% to 9% annually, with an assumed average of 7.5% over the next five years.

This results in an estimated:

- annual operating gap of approximately \$3.4 million to \$7.5 million; and
- cumulative gap of approximately \$14 million to \$34 million over five years.

To maintain the 3.5% tax increase in 2026, staff implemented \$5.1 million in reductions, building on \$4.0 million in reductions in 2025, for a total of \$9.1 million in cumulative savings over two years.

The majority of cost pressures affecting the total property tax and utility bill are external and include:

- Metro Vancouver annual utility charges (projected to increase from ~\$38 million in 2024 to ~\$84 million by 2030);
- global inflation in fuel, materials, and construction;
- wage settlements and protective services costs; and
- provincial cost downloading.

As a result, approximately 75% of the operating budget is not easily adjustable, leaving only about 25% of services within Council's direct control in the short term. Consequently, any savings must come from the portion of the budget that supports the day-to-day services residents rely on.

Public engagement in fall of 2024 reflected mixed perspectives, with approximately 40% of residents supporting maintaining or enhancing current services, 37% supporting some level of reduction, and the remainder undecided. However, updated financial analysis indicates that maintaining current service levels within the 3.5% tax target would require more substantial and ongoing reductions than previously anticipated in order to achieve a balanced budget.

In response, staff recommend Council use a combination of tax adjustments, service level adjustments, and revenue measures to develop options for the 2027 Budget and report back in the fourth quarter of 2026.

BACKGROUND:

The District's financial planning framework has evolved to better support long-term financial sustainability through:

- adoption of the Municipal Price Index (MPI) as the core cost framework;
- implementation of service-based budgeting; and
- development of a 10-Year Rolling Financial Plan (10YRFP).

These initiatives are improving transparency and highlight that external cost pressures are outpacing planned revenue growth, resulting in a structural funding gap.

Council has expressed a desire to moderate tax increases in 2026 and beyond, following higher increases in recent years. Since the budget deliberations meeting on March 9, 2026, Council has provided the following direction on the Five-Year Financial Plan:

- [2026 Budget Approval](#), including a 3.53% property tax increase - April 13, 2026 (starting on page 7, [Minutes](#)),

- [Tax Rates Bylaw](#), including even distribution of the property tax increase and reinvestment of growth revenue in the light industry class - April 20, 2026
- [Resolution to UBCM](#) to repeal or amend the Ports Property Tax Act - May 11, 2026

The Finance and Audit Standing Committee received updates in [March](#), [April](#), and [June](#) on the 10YRFP, debt impacts, user fee policy, donation policy, and the 2027 Budget Outlook.

EXISTING POLICY:

The Financial Plan supports sustainable financial planning through a set of guiding financial principles that aim to bring the plan into balance each year and over the long term. When emerging needs arise, new strategies are developed in alignment with these principles.

10-Year Rolling Financial Plan (10YRFP)

The 10YRFP continues to evolve as a central tool for long-term financial planning. Updates provided to the Finance and Audit Standing Committee have included enhancements to the financial principles and policies, introduction of the Municipal Price Index (MPI), the 2027 Budget Outlook, and the advancement of service-based budgeting.

As work progresses, staff are developing baseline information on current service levels, including costs and performance. This information will be used to inform service level scenarios and support Council's consideration of trade-offs between service levels, affordability, and risk.

In order to create a clear path forward, both the service delivery level and resource allocation level will be assessed. Service delivery levels and resource allocation are directly linked, with higher service levels requiring increased funding. This relationship is illustrated below:



Service targets will be guided by the Official Community Plan (OCP), reflecting Council's community vision, overarching principles, and values. As supporting plans are developed or updated, service targets will be refined accordingly.

Additionally a service level framework is being developed to support service-based decision-making and prioritization by Council. Additional details on the framework, including an illustrative Fire and Rescue Services example, are provided in Attachment 3.

ANALYSIS:

The District is facing a significant and on-going structural funding gap driven by cost pressures that are largely outside the District's control and exceed planned revenue growth. Attachment 1 - *Anatomy of a Budget*, illustrates that this gap is primarily driven by rising costs, including Metro Vancouver utility costs, inflation, and labour, combined with

limited flexibility in the operating budget, where approximately 75% of costs are constrained or not easily adjustable.

As a result, maintaining current service levels under existing tax targets would require substantial and ongoing reductions to the remaining 25% of services within Council's control, directly affecting frontline services relied on by residents. At the same time, the District's population has been growing (~1.45% annually since 2020¹), increasing demand for services. Decisions to adjust service levels will also need to account for this rising demand, alongside the organization's capacity to deliver the services residents depend on.

The options listed in Attachment 1 demonstrate that there is no single solution. Each approach involves trade-offs between affordability, service levels, and long-term financial sustainability.

The Combined Approach (Option 1 – recommended) balances moderate tax increases, targeted service adjustments, and incremental revenue generation to distribute impacts across multiple levers and provide flexibility. By comparison, other options either concentrate impacts on service reductions (Option 2), increase financial burden on taxpayers (Option 3), or rely on more limited or gradual measures such as non-tax revenue and service prioritization (Options 4 and 5).

Overall, addressing the structural funding gap in the near term will require clear Council direction on acceptable trade-offs and a coordinated strategy that balances affordability, service delivery and long-term sustainability while protecting District-delivered services.

Approach	Illustrative Range (Tax Increase)	What It Means
Combined Approach	3.5% → 7.5%	Council can determine where to position between affordability (3.5%) and full cost recovery (~7.5%), through a combination of tax adjustments, service-level adjustments, and non-tax revenue.

If Council supports the Combined Approach, staff will return with further analysis and options in the fourth quarter of 2026 to support Council's consideration of target tax increases, service level adjustments, and non-tax revenue strategies. Service level adjustments and non-tax revenue strategies are further explained in Attachments 2 to 3.

Timing/Approval Process:

Council direction will guide the development of the 2027 budget, including:

- establishing target tax levy increases;
- identifying priority service levels;

¹ BC Population Estimates <https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates>

- assessing non-tax revenue opportunities;
- reviewing service-level scenarios (reduce, maintain, enhance);
- advancing the 10-Year Rolling Financial Plan.

Concurrence:

This report has been prepared with input from senior management.

Financial Impacts:

The District is managing a sustained structural imbalance between revenue growth (~3.5%) and expenditure growth (~7.5%, ranging from 6% to 9%).

Without further action, this gap will continue to compound, requiring a combination of operating reductions, new revenue sources, and/or service level changes.

The District's infrastructure portfolio has a current replacement value of approximately \$4.65 billion and supports essential community services. The District faces significant renewal pressures, including approximately \$1.1 billion in buildings in poor condition requiring high-priority investment, alongside ongoing renewal needs across transportation, water, drainage, parks, and other asset classes.

Addressing a known renewal backlog and maintaining steady-state funding is critical to sustaining services over the long term. Reductions in funding or delays in investment may increase lifecycle costs, accelerate asset deterioration, and reduce the reliability of infrastructure supporting service delivery, particularly in the context of population growth, climate change, and rising costs.

A balanced approach that incorporates moderate tax adjustments, targeted service level adjustments, and incremental revenue measures provides the greatest flexibility to manage these financial pressures while supporting long-term financial resiliency and asset sustainability, including updating the Five-Year Capital Plan to address critical facility replacements.

Liability/Risk:

Reducing service levels to maintain the current tax target will increase operational, legal, and community risk. Since approximately 75% of costs are constrained, reductions are concentrated in frontline services, potentially affecting response times, asset condition, and service reliability, and increasing exposure to liability, health and safety impacts, and reputational risk.

Deferring or reducing infrastructure investment may increase the likelihood of asset failure, service disruption, and emergency repairs, and may result in higher long-term costs and potential liability where asset condition contributes to incidents or service gaps.

At the same time, declining risk stabilization reserves reduce the District's capacity to respond to emerging issues, absorb financial shocks, and manage claims, increasing overall exposure as risks continue to grow.

A coordinated approach that balances service levels, revenue, and investment can help mitigate and distribute these risks.

Social Policy Implications:

Changes to service levels required to maintain tax targets may disproportionately impact vulnerable populations who rely on District-supported programs and services.

As reductions are concentrated in District-delivered services, impacts may include reduced access to community programs, recreation services, and other supports that contribute to social well-being and inclusion.

These changes may increase reliance on external agencies and may widen disparities in access to services and overall community well-being.

A coordinated approach that balances service levels, revenue, and investment can help mitigate these impacts by maintaining core services and prioritizing supports for vulnerable populations.

Environmental Impact:

Changes to service levels required to maintain tax targets may reduce the District's capacity to address climate change impacts and environmental risks.

As reductions are concentrated in District-delivered services, impacts may include decreased infrastructure resilience, delayed climate initiatives, and reduced capacity to manage natural assets and environmental systems.

These changes may increase environmental risk and long-term costs if preventative and adaptation measures are deferred and may increase reliance on other levels of government to address these issues.

A coordinated approach that balances service levels, revenue, and investment, can help mitigate these impacts by maintaining critical climate-related services and prioritizing investments that support resilience and sustainability outcomes.

Public Input:

Public input on the District's financial planning reflects a range of perspectives on service levels and affordability. A survey conducted in September 2024 indicated that approximately 40% of respondents supported maintaining or enhancing current service levels, 37% supported some level of reduction, and the remainder were undecided. The image below shows the breakdown of responses.

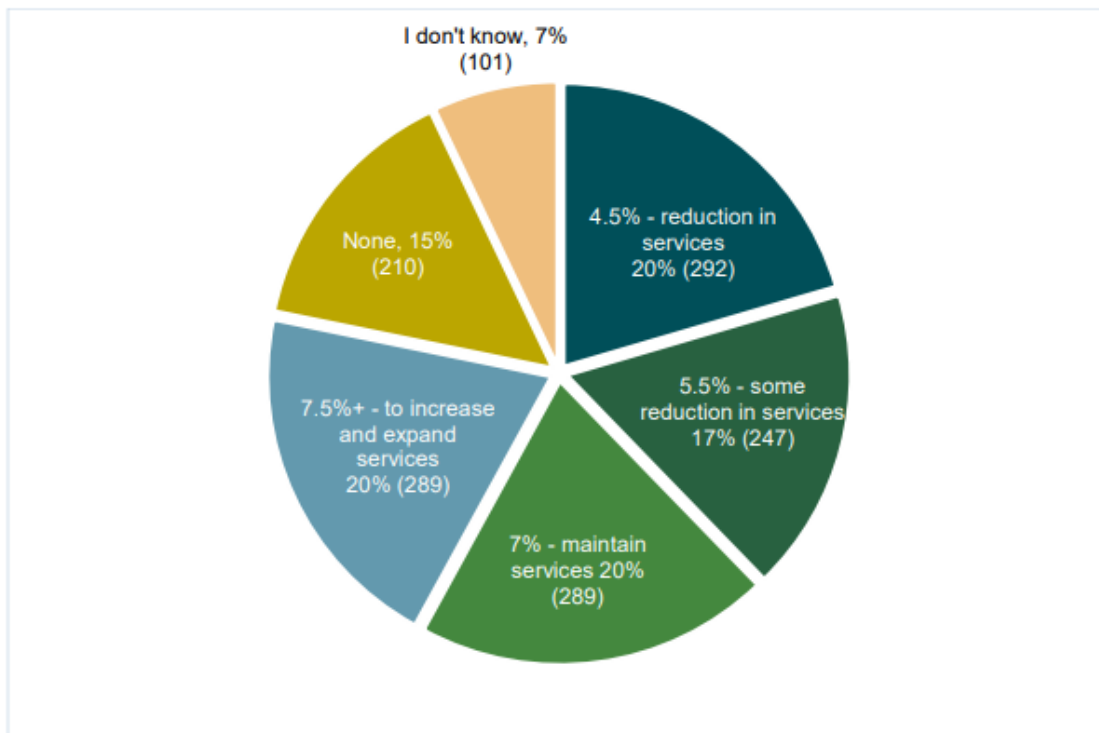
November 2024. 2025 Pre-Budget Engagement Community Feedback - Online feedback form results, p. 24

4.1.3 Property taxes

Respondents were asked to indicate their level of support for five property tax rate options.

Council is considering a property tax increase in the range of 4-5%, however costs continue to increase. Due to the increased cost of maintaining both our aging infrastructure and current service levels, tell us which of the following options you support:

(n=1428)



Since that time, updated financial analysis indicates that maintaining current service levels within the previously approved tax targets would require more substantial and ongoing adjustments than previously anticipated to achieve a balanced budget.

To support transparent decision-making and inform future Council direction, the District intends to undertake additional public engagement in fall 2026. This engagement will seek input on service levels, affordability, and community priorities to inform development of the 2027 Budget and longer-term financial planning.

Public input will be considered alongside financial, risk, social, and environmental implications to support informed decision-making. Early in 2027, the budget process will be supported by enhancements to the District's public-facing budget, including improved digital tools to enhance transparency and facilitate meaningful public engagement.

Committee Input:

The Finance and Audit Standing Committee has received updates on the District's financial position, including the 10-Year Rolling Financial Plan, financial policies, and the 2027 Budget Outlook, at meetings in March, April, and June 2026.

These discussions have reinforced the structural nature of the funding gap, the impact of external cost pressures, and the need to consider trade-offs between service levels, affordability, and long-term financial sustainability.

Further updates are planned for July and September 2026, including continued development of the State of Assets Report (SOAR) and the 10-Year Rolling Financial Plan (10YRFP), which will provide additional information on infrastructure condition, renewal requirements, and long-term financial strategies to support Council decision-making.

Committee input will continue to inform development of the 2027 Budget and longer-term financial planning.

Conclusion:

The District is facing a persistent structural funding gap driven by external pressures that exceed revenue growth.

With approximately 75% of the budget constrained, addressing the gap will require deliberate decisions on service levels, revenue tools, and long-term financial strategy. These decisions carry implications for financial sustainability, infrastructure and operational risk, social outcomes for vulnerable populations, and environmental resilience.

To deliver a balanced budget, changes will be required to maintain long-term financial resiliency and asset sustainability while managing risk, supporting community well-being, and protecting District delivered services to the greatest extent possible.

Options:**Option 1 — Combined Approach (Recommendation)**

Apply a combination of tax adjustments, service-level adjustments, and revenue measures.

Option 2 — Maintain 3.5% Tax Increase (Service Reductions Required)

Maintain the current financial plan direction of a 3.5% annual tax increase.

Option 3 — Increase Tax Levy Above 3.5% (Reduce Pressure on Services)

Increase property tax revenue to better align with the Municipal Price Index (MPI).

Option 4 — Introduce / Expand Non-Tax Revenue

Increase user fees, charges, and other revenue tools to supplement property tax revenue and support long-term revenue growth.

Option 5 — Service Level Adjustment

Adjust service levels based on Council-defined priorities and risk tolerance.

Respectfully submitted,



Rick Danyluk
GM, Finance & CFO

Attachments

1. Anatomy of a Budget
2. Non-tax Revenue and Economic Development
3. Service Level Framework, Fire and Rescue Services example
4. 2027 Budget Outlook presentation

REVIEWED WITH:					
☐ Business and Economic	_____	☐ Finance	_____	External Agencies:	
☐ Bylaw Services	_____	☐ Fire Services	_____	☐ Library Board	_____
☐ Clerk's Office	_____	☐ GIS	_____	☐ Museum and Archives	_____
☐ Climate and Biodiversity	_____	☐ Human Resources	_____	☐ NSEM	_____
☐ Communications	_____	☐ Integrated Planning	_____	☐ NS Health	_____
☐ Community Planning	_____	☐ ITS	_____	☐ NVRC	_____
☐ Development Engineering	_____	☐ Parks	_____	☐ RCMP	_____
☐ Development Planning	_____	☐ Real Estate	_____	☐ Other:	_____
☐ Engineering Operations	_____	☐ Review and Compliance	_____		
☐ Environment	_____	☐ Solicitor	_____		
☐ Facilities	_____	☐ Utilities	_____		

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This attachment provides context on the District’s structural funding gap, key cost drivers, and the range of options available to Council. It is intended to support discussion of the trade-offs between affordability, service levels, and long-term financial sustainability.

1. Structural Funding Gap

Annual impacts (approximate):

Component	Amount (\$M)
New tax revenue (3.5%)	~4.8
Cost escalation (MPI 6–9%)	~8.2 – 11.3
Annual shortfall	~3.4 – 7.5

Over time, this gap compounds, reaching approximately **\$33.9 million** by 2030 under a midpoint scenario.

2. External Cost Pressures

The majority of the District’s cost pressures are externally driven and largely outside municipal control.

Key drivers include:

- Metro Vancouver utility charges
- global commodity inflation (fuel, construction materials);
- labour and wage settlements (3–5% annually);
- provincial cost downloading and new legislative requirements;
- increased regulatory complexity and infrastructure needs.

3. Metro Vancouver Utility Costs

Metro Vancouver utility charges are the District’s **single largest cost pressure**.

- Total charges are projected to increase from approximately \$38 million in 2024 to \$84 million by 2030.
- Costs are driven primarily by the North Shore Wastewater Treatment Plant (NSWWTP).

Sewer levy highlights:

- 2026 sewer levy: \$35.2 million, increasing to \$52.8 million by 2030

Utility services include both Metro Vancouver Utility Costs and District costs and are funded through user fees. These services significantly impact household affordability but **do not provide flexibility** to address the operating budget gap.

4. Budget Constraints and Council Control

The 2026 operating budget (~\$236 million) can be categorized as:

Category	Amount	Control
Pass-through / regional	~\$60M (~25%)	None
Contractual / mandated	~\$118M (~50%)	Minimal
District-delivered services	~\$58M (~25%)	High

Approximately **75% of the budget is not easily adjustable**, leaving limited flexibility for short-term revisions.

5. Impact on Services

To address the structural gap in the near term:

- The ~\$58 million in controllable services must absorb **\$3.4M–\$7.5M annually**
- Equivalent to **6%–13% reductions or new revenues each year**

Impacts will increasingly affect:

- parks and trails maintenance;
- recreation and cultural programming;
- library services;
- road maintenance;
- community safety and grants.

6. District Levers

Primary tools available to Council include:

- service level adjustments (Attachment 3);
- non-tax revenue and economic development (Attachment 2);
- service delivery model and efficiencies;
- capital investment timing;
- reserve use and debt management.

7. Actions Underway

The District has initiated several measures, including:

- \$9.1 million in operating reductions (2025–2026);
 - adoption of MPI;
 - service-based budgeting and service-level reviews (in progress);
 - 10-Year Rolling Financial Plan (in development);
 - financial policy updates;
 - capital program review;
 - advocacy on Metro Vancouver and provincial cost pressures; and
 - development of public-facing information through the District's new planning and budgeting system.
-

8. Council Options / Decision Framework

There is no single solution; addressing the structural gap requires explicit trade-offs between taxes, service levels, and revenue sources. Council is being asked to consider how to manage the structural funding gap through a combination of key levers. Each option has different implications for affordability, service levels, and long-term financial sustainability.

Option 1 — Combined Approach (Recommended)

Recommendation

THAT Council direct Staff to develop options for the 2027 Budget incorporating tax adjustments, service level adjustments, and revenue measures and report back to Council in fourth quarter of 2026;

Implications:

- Distributes impacts across multiple levers
- Reduces reliance on any single approach
- Provides greater flexibility and resilience over time
- Requires clear Council direction on acceptable trade-offs between:
 - affordability
 - service levels
 - financial sustainability

Option 2 — Maintain 3.5% Tax Increase (Service Reductions Required)

Maintain the current financial plan direction of a 3.5% annual tax increase.

Implications:

- Requires ongoing operating reductions of approximately **\$3.4M–\$7.5M annually**
- Reductions will be concentrated in the ~25% of services within Council control
- Increasing and compounding impacts to:
 - parks, recreation, and trails
 - library services
 - road maintenance
 - community programs and grants
- Risk of service erosion and reduced responsiveness over time

Option 3 — Increase Tax Levy Above 3.5% (Reduce Pressure on Services)

Increase property tax revenue to better align with the Municipal Price Index (MPI).

Implications:

- Reduces or eliminates the need for ongoing service reductions
- Improves financial sustainability and service stability
- Increases cost pressures on households already facing rising utility charges
- Requires clear public communication on drivers (Metro Vancouver, inflation, downloading)

Option 4 — Introduce / Expand Non-Tax Revenue

Increase user fees, charges, and other revenue tools to supplement property tax revenue.

Implications:

- Helps offset operating pressures without relying solely on taxation
- Aligns costs more directly with service users
- May affect affordability and accessibility for specific services

-
- Revenue potential is **incremental** and unlikely to fully close the structural gap
 - Requires a higher tolerance for risk, as revenue and economic development initiatives may involve upfront investment and uncertain outcomes, with financial benefits achieved over time

A corporate revenue initiative could be accelerated but would require a supporting Council resolution

Option 5 — Service Level Adjustment

Adjust service levels based on Council-defined priorities and risk tolerance.

Implications:

- Enables deliberate, transparent decisions on what to:
 - protect
 - reduce
 - redesign
- Supports alignment with community priorities and long-term sustainability
- May include reduced service frequency, program changes, or deferred maintenance
- Impacts will be visible to residents and may be difficult to reverse

Non-tax Revenue and Economic Development

New revenue generation and service cost recovery from non-tax sources will be increasingly important to meeting service level needs while limiting property tax increases. These represent key levers within the 10-Year Rolling Financial Plan (10YRFP) and should be considered alongside service level trade-offs and associated risks. Three strategies warrant further exploration: monetizing District assets, developing new revenue-focused services, and accelerating business tax base growth.

- **Realizing revenue potential in District assets:** community facilities and other buildings, parks and fields, streets and related infrastructure, and land represent underutilized near-term revenue opportunities for the District. While some revenue generation programs already exist (land use, right-of-way use, and commercial leasing), additional opportunities include:
 - third-party space rentals and user fees;
 - sponsorships and naming rights;
 - paid parking as part of transportation demand management;
 - advertising; and
 - private-sector partnerships for service and program delivery.
- **New revenue-focused services:** revenue-focused initiatives offer greater potential for larger, longer-term investment returns. Success of such initiatives often depends on an innovative first-to-market approach, a level of risk tolerance, startup investment, and alternative operating models (such as public-private partnerships or arm's length governance and operating structures). Examples in other jurisdictions include local utilities (e.g. energy or telecommunication systems), world-class multi-purpose facilities that serve both municipal and private sector demand, such as:
 - fire hall with corporate training centre;
 - sector development hub with commercial office space; and
 - community centre with advanced sports/wellness or a paid entertainment venue
- **Accelerated business tax base growth:** Council's Economic Development Strategy provides a roadmap to grow the District's business tax base—one of the most effective long-term strategies for strengthening municipal revenues and sustaining service delivery.

Key opportunities include accelerating initiatives already underway, including the Zoning Bylaw Review and Development Application Process Review, and prioritizing projects that:

- support business retention, expansion, and investment;
- enable the creation of new employment space;
- streamline permitting and reduce approval times for large development; and
- enhance customer service to businesses through technology and improved communications.

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Service Level Framework

The Service Level framework provides a structured approach to defining what services the District delivers, the expected standard of performance, the resources required, and the operational risks associated with different service levels. Below you will find

- Table 3.1 which outlines the District's service groups, services, and corresponding descriptions. The table provides a structured overview of services, establishing a foundation for service level analysis, budgeting, and performance discussions.
- Table 3.2: Service Levels which outlines the four service levels. Service level categories are used to clearly differentiate the progression from basic compliance to leading practice, enabling meaningful comparison of cost, risk, and performance. By organizing services along a continuum—from basic compliance to leading practice—the framework establishes a common language for Council, staff, and the community to understand the relationship between service outcomes, cost, and operational risk.
- The Service Dial (Graphic 3.1) which provides a practical tool for Council to consider options to maintain, reduce, redesign, or enhance services in response to the structural funding gap, while balancing affordability, community priorities, operational risk, and long-term financial sustainability.

Applying the service level approach strengthens financial decision-making by making trade-offs explicit: lower service levels generally reduce costs but increase risk and limit responsiveness, while higher service levels improve reliability, resilience, and outcomes, but require additional investment. Staff will continue to develop the Service Level Framework and integrate the approach in DVN planning, reporting and budgeting processes.

To demonstrate the applicability of the service level framework, Fire and Rescue Services are presented as an illustrative example of how the framework supports service-based decision-making.

Table 3.3: Fire and Rescue Service Outline demonstrates how the framework is applied in practice by linking each service to current service levels, the key challenge for service level sustainability and the implications of service changes. It highlights the Service Dial trade-offs—lower service levels reduce costs but increase risk, while higher service levels improve outcomes but require additional investment—and outlines the resulting impacts on residents and businesses.

Attachment 3 - Service Level Framework – Service Descriptions

Service Descriptions

Definitions:

- Direct Services: Services delivered to residents and businesses (e.g. Water Supply and Distribution, Road Network)
- Support Services: Organization wide services that support Direct services (e.g. Finance, Human Resources, Technology)
- Enabling Services: Detailed Services that enable Direct services to be delivered (e.g. Service Administration, Training)

Table 3.1 DNV Service Descriptions

*Services under Governance and Administration are considered Support services as they are organization wide and support all Direct Services.

Service Group	Service Group Description	Service	Service Description
*Governance & Administration	Provides corporate leadership, governance, and enterprise-wide services required for the District to operate effectively, transparently, and in compliance with legislation. This service area supports Council decision-making and ensures sound financial management, people and workforce support, technology systems, legal oversight, communications, and organizational performance and risk management. These functions ensure the Corporation can operate safely, sustainably, and in alignment with legislative requirements and Council priorities.	Communications & Public Engagement	Leads corporate communications, media relations, and public engagement initiatives that keep residents informed, support transparent decision-making, and foster meaningful dialogue between the District and the community. Supports internal communications for the organization.
		Corporate Governance & Legislative Services	Delivers legislative support, Council meeting coordination, bylaw development, corporate records management, and ensures compliance with statutory requirements to uphold transparent and accountable democratic governance.
		Facilities & Corporate Asset Management	Stewards District facilities and corporate real estate through building operations, maintenance, space planning, energy management, and capital asset lifecycle planning to support effective organizational operations.
		Mayor & Council (Governance)	Supports the Mayor and Council in fulfilling their governance responsibilities, including strategic leadership, setting policy direction, managing intergovernmental relations, and representing community interests in decision-making.
		Risk Management & Emergency Management	Identifies, assesses, and mitigates corporate risks while leading emergency preparedness, natural hazard management, business continuity planning, and organizational resilience to protect the District, its employees, and the community.

		Climate Action & Environment	Advances corporate and community-wide policies, programs, and projects to reduce energy use and emissions, protect and enhance ecosystem health and biodiversity, and improve resilience to climate change.
		Administrative Support Services	Provides centralized corporate functions that facilitate effective, efficient, and accountable service delivery across the organization. This includes corporate fleet and equipment management; information technology and digital services; financial planning, management, and procurement; customer service; infrastructure and technical support; executive leadership and strategic direction; legal services; project delivery; intergovernmental relations; and corporate and strategic planning. Together, these functions support sound governance, operational excellence, regulatory compliance, and alignment with Council's vision and corporate priorities.
Service Group	Service Group Description	Service	Service Description
Parks, Recreation, and Culture	Enhances community well-being and quality of life through parks, recreation services, cultural spaces, and programs. This service area supports physical and mental health, social connection, lifelong learning, and access to natural and cultural amenities.	Arts and Culture	Fosters artistic expression and cultural vitality through arts programming, cultural events, public art initiatives, and support for the creative community and cultural organizations.
		Library Services	Provides public library services including collections, programs, digital resources, and community spaces that support literacy, lifelong learning, and equitable access to information.
		Museum and Archives	Preserves and shares local history and heritage through museum exhibitions, archival collections, educational programs, and stewardship of the community's cultural and historical assets.

		Parks	Plans, builds, and maintains parks, playgrounds, plazas, trails, natural areas, street trees, park buildings, bridges, and washrooms. Delivers event permitting, ranger services, environmental stewardship, ecological restoration, and asset management, and operates destination attractions including Maplewood Farm, and Lynn Canyon Ecology Centre.
		Recreation and Sport	Delivers indoor and outdoor recreation and sport programs, facilities, and services that promote active living, physical fitness, youth development, and community participation across all ages and abilities.
Service Group	Service Group Description	Service	Service Description
Planning & Development	Guides how the community grows and evolves by shaping land use, development, and infrastructure planning in alignment with Council direction and community goals. This service area focuses on policy development, regulatory frameworks, and long-range planning to support complete, livable, resilient, and healthy communities.	Community Planning	Guides long-term community growth through land use planning, policy development, neighborhood planning, and ensuring development aligns with community vision and sustainability goals.
		Development Services	Processes development applications, building permits, and inspections to ensure safe, compliant construction and development that meets regulatory standards and community needs.
		Economic Services	Promotes economic vitality through business development support, investment attraction, tourism promotion, and partnerships that strengthen the local economy and job creation.
		Land and Property Management	Manages District-owned land and property assets, including acquisitions, dispositions, leasing, and strategic property management to support community and organizational objectives.

Service Group	Service Group Description	Service	Service Description
Protective and Compliance Services	Protects people, property, and the environment through emergency preparedness and response, fire and protective services, risk reduction, and bylaw enforcement. This service area ensures compliance with municipal regulations and supports a safe, orderly, and resilient community.	Bylaw Services	Enforces municipal bylaws and regulations to maintain community standards, address nuisances, ensure public safety, and promote orderly use of public and private spaces.
		Fire and Rescue	Provides fire suppression, emergency rescue, medical first response, fire prevention, and public safety education to protect life, property, and the environment from fire and emergencies.
		Police Protection	Delivers policing services to maintain public safety, prevent crime, enforce laws, respond to emergencies, and build positive relationships between law enforcement and the community.
Service Group	Service Group Description	Service	Service Description
Social Services and Affordable Housing	Supports community well-being through housing initiatives and social supports delivered in partnership with other governments, agencies, and community organizations. This service area focuses on affordability, inclusion, and helping residents thrive across different life stages and circumstances.	Affordable Housing	Develops and supports affordable housing initiatives, partnerships, and programs that increase housing options and address housing affordability challenges for residents in need.
		Child and Senior Care	Supports childcare and senior services that help families and older adults access quality care, programs, and resources to thrive at different life stages.
		Community Grants & Facilities	Administers community grants and supports community facility partnerships that strengthen non-profit organizations and enhance services delivered by community partners.

Service Group	Service Group Description	Service	Service Description
Transportation	Delivers, operates, and maintains the transportation network and core infrastructure that support mobility, safety, and economic activity. This service area ensures roads, bridges, sidewalks, and related civil assets function reliably and meet current service needs.	Active Transportation	Plans, builds, and maintains infrastructure for walking, cycling, and other active modes of transportation that support healthy, sustainable, and accessible mobility options.
		Parking and Curbside Management	Manages on-street and off-street parking (including for parks and recreation) and curbside access to balance parking availability, traffic flow, accessibility, and support for local businesses and services.
		Road Network	Maintains and improves the road network including streets, bridges, traffic signals, and signage to ensure safe, efficient, and reliable vehicle movement throughout the community.
		Transit	Supports public transit services and infrastructure that provide accessible, efficient, and sustainable transportation options connecting residents to destinations across the community.
Service Group	Service Group Description	Service	Service Description
Utilities	Delivers core utility services including drinking water, wastewater, stormwater, and solid waste management. This service area ensures systems are reliable, financially sustainable, and resilient to climate impacts. It also includes stewardship of utility infrastructure and the natural systems that support these services (e.g., watersheds and drainage functions), ensuring long-term performance and regulatory compliance.	Liquid Waste Management	Manages the sanitary sewer collection system, conveying wastewater to Metro Vancouver's regional treatment facilities, while maintaining local infrastructure to protect public health, the environment, and ensure reliable, compliant liquid waste services.
		Solid Waste Management	Provides curbside collection of garbage, recycling, and organics for District of North Vancouver residents, and advances programs to reduce waste.
		Stormwater Management	Manages stormwater infrastructure and drainage systems to protect properties from flooding, maintain water quality, and support healthy watersheds and natural drainage functions.

		Water Supply and Distribution	Delivers safe, reliable drinking water to residents and businesses through water treatment, distribution network management, and infrastructure stewardship, ensuring water quality, adequate supply, and system resilience in partnership with Metro Vancouver's regional water supply.
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Service Standards, Service Levels, and Service Dial

Definitions:

Service Standard: The defined level of performance the organization commits to delivering. Typically aligned to an industry recognized **benchmark**. Structured across four service performance levels (Level 1 = lowest/Basic to Level 4 = highest/ Leading).

Table 3.2: Service Levels

Level 1 – Basic	Level 2 – Foundational	Level 3 – Enhanced	Level 4 – Leading
Compliance-only service (minimum legal requirements); highest risk, lowest cost.	Reliable, predictable service; meets most community expectations; primarily reactive delivery, moderate risk and cost.	Proactive, well-managed service that improves outcomes, addresses emerging needs, and exceeds expectations; lower risk, higher cost.	Best-in-class service aligned with leading practices, highest performance, resilience, and innovation; lowest risk, highest cost.

The tiered categories used to describe increasing levels of service performance (e.g., Basic to Leading), reflecting quality, quantity and risk.

Graphic 3.1: Service Dial

Once current service levels are confirmed, Council can dial service levels up or down to change service quality and quantity / responsiveness, risk exposure and cost. The core trade-off for service level decision making is Lower Service level = High Risk & Lower Cost; Higher Service Level = Lower Risk & Higher Cost.



Service based budgeting: an illustrative example District of North Vancouver Fire and Rescue Services

DNVFRS provides a broad range of emergency services, including fire suppression, medical response, technical rescue, wildfire response, prevention, training, development review, and emergency planning. Maintaining these services at their current levels is not possible with the present funding model.

In recent years, DNVFRS' services have been maintained through a mix of municipal funding, internal reductions, external partnerships, grants, and short-term measures such as deferred spending and vacancy management. This approach is consistent with the current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures. Although this mixed funding method has helped protect core operations over the last few years these are temporary solutions. A more stable and sustainable funding strategy is needed to maintain current service levels.

Adding to these pressures is the fact that the operating environment for DNVFRS is becoming more complex. Population growth, increased development, marine and industrial activity, climate-related wildfire risk, rising demand for technical rescues, and infrastructure renewal are all increasing service demand and costs.

There is also growing reliance on one-time savings, external funding, and staff absorbing additional workload. This is putting pressure on staffing resilience, training capacity, prevention work, fleet replacement, and overall readiness.

Several areas are under strain, including:

- Training and development capacity
- Community risk reduction and pre-incident planning
- Fleet and equipment replacement
- Long-term staffing sustainability

It is also important to note that some current supports, such as partnership-funded positions and other temporary measures, are time-limited. If these end, the cost of maintaining current service levels will fall to the municipality, creating additional budget pressure.

As a result, there are emerging service gaps. These include reduced pre-incident planning capacity, limited training relative to operational needs, pressure on fleet replacement, and increasing technology and data requirements. In some cases, services are being delivered at only a basic or regulatory level, which increases risk over time.

Looking ahead, financial pressures fall into three main categories:

-
- **Operating pressures**, including staffing, training, programs, and support services
 - **Capital needs**, such as fleet, facilities, equipment, and technology
 - **Structural pressures**, where temporary funding and deferred investments will need to be replaced with ongoing municipal funding

DNVFRS has managed costs effectively and maintained service delivery through a period of significant financial constraint. However, the department will be unable to maintain service levels in 2027 with the current funding model.

Fire and Rescue Services Outline

Table 3.3 Fire and Rescue Services:

- Outlines Fire standards, current service level, and associated risks to maintaining current service level. Describes impact to Residents and Business of a change in level of service (Reduced or Enhanced)
- Service standards are further refined for each service level.
- Demonstrates the core trade-off or Service Dial: Lower service level = Higher risk; Lower cost Higher service level = Lower risk; Higher cost

Detailed Service (Direct / Pubic Facing 1 to 13; Enabling 14 to 19)	Description of Current Service Level	Current Level	Challenges to Maintaining Current Service Level	Reduced Service Level	Reduced Service Level Risk Increase / Cost Decrease	Enhanced Service Level	Enhanced Service Level Risk Decrease / Cost Increase
1. Emergency Fire Response Single Family (DNVFRS - Only)	Respond to Single Family Residential Fires within defined response time targets, appropriately staffed first-response apparatus and full complement response.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Slower response time; Reduced ability to deliver timely and effective emergency response.	3	Faster response times; Increased ability to deliver timely and effective emergency response ; Improved technical rescue service delivery
2a. Emergency Fire Response Multi Residential & High Hazard Industry (DNVFRS & Tri-Municipal Automatic Aid)	Respond to Open-Air Strip Malls, Garden-Style Apartments, and high-hazard/industrial fires within defined response time targets with appropriately staffed first-response apparatus and full complement response through Tri-Municipal Automatic Aid.	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Slower response time; Reduced ability to deliver timely and effective emergency response. Higher risk for strip malls, apartments, and industrial fires.	4	Improved response reliability; Faster response times. Increased ability to deliver timely and effective emergency response
2b. Emergency Fire Response Multi Residential & High Hazard Industry (DNVFRS - Only)	Respond to Open-Air Strip Malls, Garden-Style Apartments, and high-hazard/industrial fires within defined response time targets with appropriately staffed first-response apparatus.	1	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Slower response time; Reduced ability to deliver timely and effective emergency response.	2	Faster response times; Increased ability to deliver timely and effective emergency response ;
3a. Specialty Incident Response (WUI) (DNVFS & Tri-Municipal Automatic Aid)	Respond to specialty incidents including Wildland-Urban Interface fires, with appropriate capability levels.	4	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	3	Reduced ability to operate effectively within a coordinated regional or provincial response; Increased environmental risk; Greater reliance on external agencies.	4	Faster on scene intervention; Reduced incident duration; Reduced environmental impact.
3b. Specialty Incident Response Wildland Urban Interface (WUI) (DNVFRS - Only)	Respond to specialty incidents Wildland-Urban Interface fires, with appropriate capability levels.	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Reduced WUI initial attack efforts and structure protection; Reduced ability to contain fires early and protect homes in high-risk interface zones; Loss of FireSmart Program Increased environmental risk; Greater reliance on external agencies.	4	Faster on scene intervention; Reduced incident duration; Reduced environmental impact; Reduced dependency on external agencies; Improved wildfire containment and structure protection; Increased FireSmart awareness in community.

Detailed Service	Description of Current Service Level	Current Level	Challenges to Maintaining Current Service Level	Reduced Service Level	Reduced Service Level Risk Increase / Cost Decrease	Enhanced Service Level	Enhanced Service Level Risk Decrease / Cost Increase
4a. Specialty Incident Response - Hazardous Materials, Transportation of Dangerous Good (DNVFS & Tri-Municipal Automatic Aid)	Respond to specialty incidents, including HazMat & Transportation of Dangerous Good incidents, with appropriate capability levels	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Increased reliance on external agencies for Technician-level intervention; Extended Response times; Increased risk of environmental impact, public exposure and prolonged incident duration.	3	Increased ability to take direct mitigation actions; Decreased incident duration; Reduced environmental impact.
4b. Specialty Incident Response Hazardous Materials, Transportation of Dangerous Goods (DNVFRS - Only)	Respond to specialty incidents including HazMat incidents, with appropriate capability levels	1	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Increased reliance on partner/external agencies for Technician-level intervention; Extended Response times; increased risk of environmental impact, public exposure and prolonged incident duration	2	Increased ability to take direct mitigation actions; Decreased reliance on partner/external agencies; Decreased incident duration; Reduced environmental impact;
5. Specialty Incident -Response Electrical Infrastructure	Respond to specialty incidents electrical hazards with appropriate capability levels	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Reduced ability to protect the public, and coordinate with utility providers during wind-related infrastructure failures	3	Enhanced ability to protect the public, and coordinate with utility providers during wind-related infrastructure failures
6. Medical Response	Provide pre-hospital emergency medical response with EMR/FR3-trained personnel delivering enhanced medical interventions.	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Reduced capacity for advanced medical interventions during critical incidents; Limited capability for complex rescues; Reduced patient care outcomes; Elimination of low acuity medical response	4	Ability to deliver Higher-level medical interventions during complex emergencies; Improved response resiliency during high call volumes; Better patient care outcomes; Enhanced frontline operational readiness.
7. Rescue Operations Response - MVI's	Deliver comprehensive rescue services including MVIs,.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Reduced ability to adapt to emerging technologies, including electric vehicles (EVs), hydrogen-powered vehicles, and plug-in hybrid electric vehicles (PHEVs)	3	Increased ability to adapt to emerging technologies, including electric vehicles (EVs), hydrogen-powered vehicles, and plug-in hybrid electric vehicles (PHEVs)
8. Rescue Operations Response – Technical Rescue	Deliver comprehensive technical rescue, confined space, swift water, ice, structural collapse and trench rescue with appropriate staffing.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Slower rescue response; Delayed patient access in remote terrain; Higher risk to responders and public in complex terrain and waterways. Decreased patient care	3	Improved response times in rescue zones; Faster patient access; Increased multi-call resilience; Less reliance on automatic aid; improved patient care

Detailed Service	Description of Current Service Level	Current Level	Challenges to Maintaining Current Service Level	Reduced Service Level	Reduced Service Level Risk Increase / Cost Decrease	Enhanced Service Level	Enhanced Service Level Risk Decrease / Cost Increase
9. Community Risk Reduction - Public Outreach, Education	Provide fire safety education and training services to the public	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Reduction of public education, Reduction or elimination of FireSmart and high school CPR programs; Increased fire and life safety risk.	4	Enhancement of existing education programs, stronger partnerships with internal and external agencies.
10. Community Risk Reduction - Investigations	Provide fire investigation services	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Reduced capacity for investigations; less fire investigator training; increased investigation reporting times	4	Increased capacity for investigations; Enhanced investigator training.
11. Community Risk Reduction - Code Enforcement, Safety Plan review, Complaint Response and First Nations Partnerships	Provide fire prevention services	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Reduced ability to manage Fire Code and bylaw compliance and enforcement; Delays in Fire Safety Plan review; Delays in complaint resolution; Negative impacts on First Nations Partnerships.	3	Increased ability to manage code and bylaw compliance and enforcement. Better support Fire Safety Plan review, stronger First Nations Partnerships
12. Community Risk Reduction - Pre- Incident Planning	Provide pre-incident planning	1	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	More potential for property loss; Reduced safety for responders and the public; Reduced situational awareness for frontline crews	2	Safer emergency response; Improved community resilience; Improved safety for responders and the public during an emergency.
13. Community Risk Reduction - Development Application Review	Provide fire specific plan review for new developments	1	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Longer turnaround times for development permits; Increased technical challenges for first responders at new buildings; Reduced revenue	2	Safer emergency response; Improved compliance and community resilience; Better support for growth and development.
14. Fleet & Equipment	Maintain fire apparatus and equipment to ensure operational readiness and reliability for emergency response.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Higher equipment maintenance costs; Lower emergency reliability; Increased firefighter risk; Reduced training capacity; Lower recruitment and retention appeal.	3	Improved firefighter safety through modern vehicle safety systems; Increased apparatus reliability and availability; Reduced maintenance costs; Improved environmental performance; Enhanced disaster readiness.
15. Facilities and Infrastructure	Maintain fire stations and infrastructure to support operational effectiveness, firefighter health and safety, and emergency response.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Increased infrastructure failures; Slower response times; Health and safety risks; Higher lifecycle costs.	3	Improved response times; Future-proof facilities; Enhanced firefighter safety; Lower lifecycle costs; Improved resilience and sustainability; Improved firefighter decontamination provisions.

Detailed Service	Description of Current Service Level	Current Level	Challenges to Maintaining Current Service Level	Reduced Service Level	Reduced Service Level Risk Increase / Cost Decrease	Enhanced Service Level	Enhanced Service Level Risk Decrease / Cost Increase
16. Development, Safety & Innovation (Training)	Deliver training programs to maintain certifications, develop officer competencies, and ensure preparedness for complex incidents.	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Increased liability risk; Reduced complex incident competency; Limited succession planning; Lower preparedness for emerging hazards; Reduced technical rescue capability; Elevated EV/battery fire risk.	3	Expanded proactive training capacity; Strengthened officer development; Increased innovation integration; Improved succession planning; Greater complex incident readiness; Enhanced preparedness for emerging hazards.
17. Dispatch & Communications	Provide reliable emergency dispatch and communications services through E-Comm partnership to support effective emergency response coordination.	3	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	2	Dispatch costs can only be lowered by reducing annual call volume, which translates into discontinuing low acuity medical response. Continue radio hardware use past end-of-life	4	Increased communication reliability and firefighter safety
18. Information Technology & Data - Systems and Data Management	IT systems and data management capabilities to support fire department operations, training and inspections	2	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Operational inefficiencies; Reduced IT system security No Options to Reduce Service Levels	3	Faster decision-making through proactive data analytics; Improved operational efficiency; Enhanced data-driven risk reduction capabilities. Enhanced IT system security
19. Information Technology & Data - Data Analytics and Reporting	Data analytics and reporting capabilities to support fire department operations, reporting, and decision-making.	1	Current five-year operating budget, which includes planned reductions applied across the District to manage overall cost pressures	1	Limited data-driven risk reduction; Low operational insight; Inconsistent reporting.	2	Faster decision-making through proactive data, Enhanced data-driven risk reduction capabilities.

2027 Budget Outlook

Committee of the Whole, June 29, 2026

Agenda



- External cost pressures and the Municipal Price Index
- Impacts on the average home
- Where savings come from
- Primary levers to reduce tax increases
- Options and next steps
- Direction

External pressures driving the gap

- Largest pressure
 - Regional / Metro Vancouver cost pressures
- Ongoing external drivers
 - Global inflation (fuel, materials, construction)
 - Labour market pressures and wage settlements
 - Senior government policy changes and cost downloading
- Other influences
 - Interest rates and borrowing costs
 - Local development activity



Municipal Price Index (MPI)

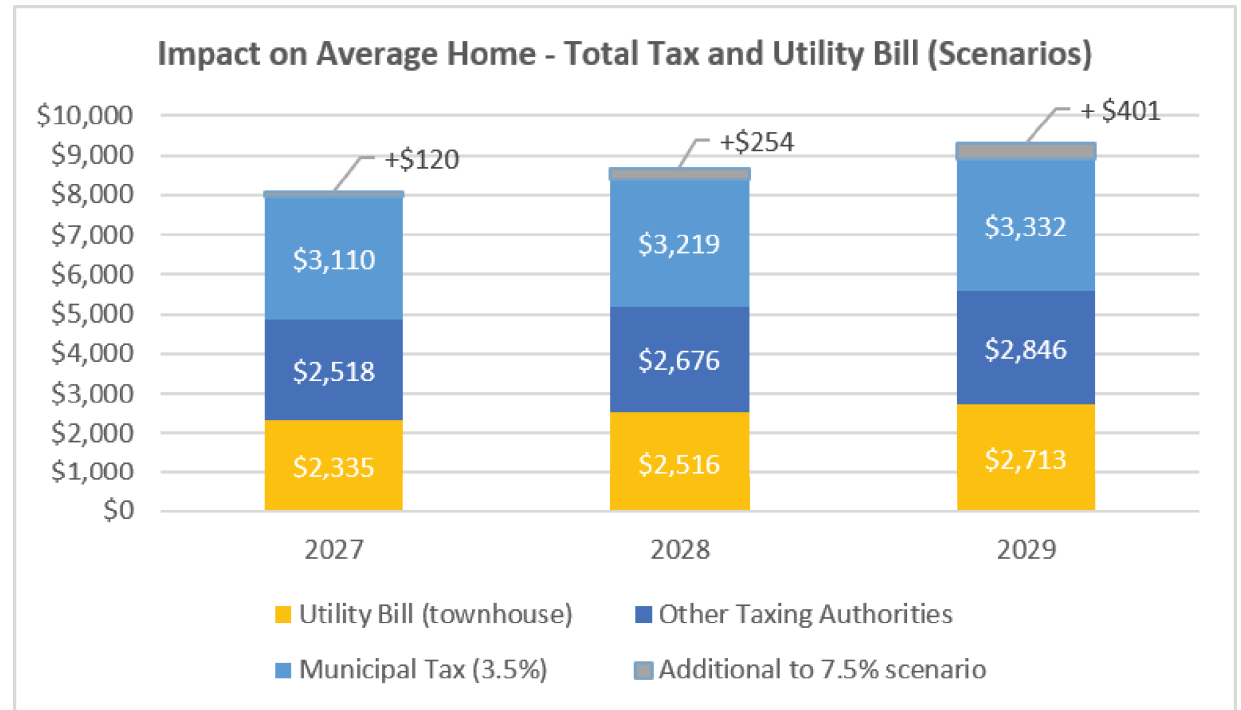
The MPI on the total tax & utility bill indicates underlying cost pressures of ~ 6% to 9% annually

Cost Driver	Typical Annual Increase *	Within / Outside Control
Wage and benefits	↑ +3 to +5%	Largely outside control
Construction costs (non-residential)	↑ +4 to +6%	Outside control
Fleet replacement costs	↑ +9 to +18%	Outside control
Energy costs	↑ -15 to +25%	Outside control, highly variable
Metro Vancouver charges	↑ +8 to +18% (2025 = 35%)	Outside control, highly variable
Other tax authorities	↑ +3 to +9%	Outside control
Service level / demand growth	↑ +1 to +2%	Partially within control
Debt service / borrowing costs	↑ -5 to +12%	Outside control
Downloading and new legislation	↑ +0.5% to +1.5%	Outside control, evolving
Rate Stabilization (use of reserves)	↓ -1 to -1.5%	Within control
Total MPI (baseline cost pressure)	↑ +6 to +9%	

** Based on recent trends across key drivers; MPI reflects the weighted index of these pressures.*

Illustrative impacts on average home

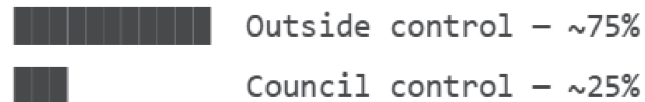
(assumed annual increases: utilities ~8%, other tax authorities ~6%, and municipal taxes 3.5% to 7.5%)



Total tax and utility bill in 2026 for the average home in the District was \$7,548 (assessed value \$1.64 million).

Cost Pressures vs. Levers

Services Areas	External Cost Pressures	Council Levers
All services	Regional / Metro Vancouver costs Inflation and commodity costs Labour and wage pressures Senior government policy and downloading Interest rates and development activity	Service levels (cost ↔ risk trade-off) Non-tax revenue & economic development Service delivery model and efficiencies Capital investment timing and scope Reserve use and debt management



Most cost pressures are outside municipal control.
Council's primary levers are service levels, revenue, and investment decisions.

Where budget adjustments can occur

Category	2026 Budget	% of Operating	Council Control
Pass-through & regional charges (Metro Van sewer, water, solid waste levies)	~ \$60 million	~ 25%	None - set regionally
Contractual & mandated services (e.g. RCMP, collective agreements, debt servicing, insurance, E-Comm)	~ \$118 million	~ 50%	Minimal - contracts & legislation
District-delivered services (e.g. parks, roads, recreation, library, planning, bylaws)	~ \$58 million	~ 25%	Within Council control
Total property tax and utility bill	\$236 million		

The ~\$58 million in controllable services must absorb \$3.4M–\$7.5M annually, equivalent to 6%–13% reductions or new revenues each year

Service Levels

- Council decisions determine how service levels change in response to cost pressures.
- Given baseline cost increases, Council can [adjust service levels](#) to manage outcomes, affordability, and risk.

Option	Service Outcomes	Affordability	Risk
Reduce	↓ decreases	↑ improves	↑ increases
Maintain	↔ stable	↓ (with MPI)	↔ stable
Enhance	↑ improves	↓ decreases further	↓ decreases

In all cases, administration will identify opportunities to [improve service delivery through innovation](#) and continue to [support advocacy efforts](#) for equitable taxation and regional services.

Service Level Trade-Off

Service Dial

Once current service levels are confirmed, Council can dial service levels up or down to change service quality and quantity / responsiveness, risk exposure and cost.



Service levels in practice: Fire & Rescue

Level 1 – Basic	Level 2 – Foundational	Level 3 – Enhanced	Level 4 – Leading
Compliance-only service (minimum legal requirements); highest risk, lowest cost.	Reliable, predictable service; meets most community expectations; primarily reactive delivery, moderate risk and cost.	Proactive, well-managed service that improves outcomes, addresses emerging needs, and exceeds expectations; lower risk, higher cost.	Best-in-class service aligned with leading practices, highest performance, resilience, and innovation; lowest risk, highest cost.

Lower service levels reduce cost but increase response times, risk exposure, service gaps

*Fire & Rescue Services provides **13 direct public-facing services to the community with an average service level of 2.3**, when tri-municipal aid is included (see Attachment 3).*

Service levels- illustrative future direction

Affordability envelope
Operating (\$M)

\$ 236.0

Service	Current Level	Target Level	Base Cost (\$M)	Cost at Target (\$M)	Δ Changes at Target				
					Cost (\$M)	Risk	Social	Environment	What changes
Service A - Reduce	3	2	9.0	8.5	(0.5)	↑	↓	—	e.g. reduced response times
Service B - Maintain	2	2	5.0	5.0	0.0	—	—	—	e.g. no change
Service C - Enhance	2	3	10.0	10.2	0.2	↓	↑	↑	e.g. improved biodiversity
Other Services (majority of budget)	various	various	212.0	TBD	TBD	↑	↓	↓	etc.
Totals			236.0	TBD	TBD				

*Council will provide direction on target service levels in the fourth quarter 2026.
New revenue and tax adjustments will provide Council more flexibility in setting target service levels.*

Non-tax revenue

- Realizing market value from District assets, for example:
 - 🚗 Streets and infrastructure (TDM-based parking, advertising)
 - 🎫 Outdoor/indoor facilities (excess capacity, space rentals, events)
 - 🏷️ Program sponsorship and business/industry partnerships
 - 🏢 Commercial assets



Contribution is incremental and does not fully close the funding gap

Non-tax revenue

- Developing new revenue-focused services, for example:
 - ⚡ Local utilities (energy, telecommunications)
 - 🏠 Multi-purpose facilities (fire + training, community centre + event space)
 - 🤝 Partnerships (municipal land, business accelerator + commercial space)



Long-term strategy; does not address near-term funding gap

Economic development

- Accelerating business tax base growth 
 -  Modernized Zoning Bylaw (employment zones) and permitting
 -  Employment space investment incentives
 -  Port Properties Tax Act (continued advocacy)



Long-term strategy; does not address near-term funding gap

Options

	1. Combined Approach (Recommended)	2. Maintain 3.5% Target	3. Increase Tax Levy (align with MPI)	4. Non-Tax Revenue (Attachment 2)	5. Service Level Adjustments (Attachment 3)
Municipal taxes	↔ 3.5% - 7.5% ↑	↔ 3.5%	↑ 7.5%	↑ up to 5.5%	↑ up to 5.5%
Service levels	↓	↓ (greater impact)	↔	↓	↓ (targeted impact)
New / expanded revenue	↑	↑	↔	↑	↑
Risk exposure	↑	↑	↔	↑	↑

The size of the arrows denotes the level of impact.

Next steps



- Monitor and update the Municipal Price Index (MPI)
- Advance service-based budgeting and service-level reviews
- Provide updates to Finance and Audit Standing committee (July, Sep.)
- Develop a public-facing budget to improve transparency
- Undertake public engagement on 2027 Budget (fall 2026)
- Report back with options in fourth quarter of 2026

Council Direction

1. THAT Council direct staff to develop options for the 2027 Budget incorporating tax adjustments, service level adjustments, and revenue measures and report back to Council in fourth quarter of 2026
OR
2. THAT Council provide alternative direction



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