

# AGENDA

## *COUNCIL WORKSHOP*

**Monday, November 10, 2025**

**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



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

THIS PAGE LEFT BLANK INTENTIONALLY

---

## COUNCIL WORKSHOP

7:00 p.m.

Monday, November 10 2025

Committee Room, Municipal Hall,

355 West Queens Road, North Vancouver

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

## AGENDA

We respectfully acknowledge the original peoples of these lands and waters, specifically the səliłwətał (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. November 10, 2025 Council Workshop Agenda

*Recommendation:*

THAT the agenda for the November 10, 2025 Council Workshop is adopted as circulated, including the addition of any items listed in the agenda addendum.

### 2. ADOPTION OF MINUTES

### 3. REPORTS FROM COUNCIL OR STAFF

#### 3.1. 2026 Budget Outlook

p.7-27

File No. 2026 Budget

Report: General Manager, Finance and CFO

Attachment 1: PowerPoint Presentation

*Recommendation:*

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

### 4. PUBLIC INPUT

(maximum of ten minutes total)

**5. ADJOURNMENT**

*Recommendation:*

THAT the November 10, 2025 Council Workshop is adjourned.

## REPORTS


THIS PAGE LEFT BLANK INTENTIONALLY


**AGENDA INFORMATION**☐ Regular Meeting

Date: \_\_\_\_\_

☒ Other: Workshop

Date: November 10, 2025

  
 \_\_\_\_\_  
 Dept.  
Manager

  
 \_\_\_\_\_  
 GM/  
Director

  
 \_\_\_\_\_  
 CAO

## The District of North Vancouver

### REPORT TO COUNCIL

October 27, 2025

File: 2026 Budget

**AUTHOR:** Rick Danyluk, General Manager, Finance and CFO**SUBJECT:** 2026 Budget Outlook**RECOMMENDATION:**

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

**REASON FOR REPORT:**

Following adoption of the 2025 Budget last April, Council expressed a desire to moderate future tax increases in line with inflation. As in 2025, 2026 will be another challenging year for the municipality's finances. The District must pay more to maintain the same services, and unavoidable increases have arisen from elements such as market pressures, new legislative requirements, the impacts of a changing climate, and the needs of a growing and aging community. Estimates for the 2026 tax increase are now in the range of 7.5%, much of which is beyond the District's control. The 2026 Budget Outlook provides Council with the financial context, background information, and strategies to help guide development of the 2026 Budget.

**SUMMARY:**

The Budget Outlook serves as a starting point for staff to begin building the 2026 Budget and revisit the Financial Sustainability Plan. Staff are proposing six key budget strategies to reduce the 2026 property tax increase from 7.5% to 3.5% (2.0% + 1.5% for asset renewal), and to continue addressing the growing infrastructure deficit (also known as asset renewal). The Finance and Audit Standing Committee provided its feedback on the strategies on October 21, 2025.

Scenario 1: Some Reduction in Services	
Adjusted base budget *	2.0%
Asset renewal	1.5%
Property tax increase **	3.5%

\* Uncontrollable cost increases less adjustments

\*\* 1% tax increase = \$29 on the average home

Metro Vancouver's 2026-2030 Financial Plan will be considered for adoption at board meetings scheduled for October 31, 2025. Staff have requested additional details and are preparing materials for a second Council workshop on Utility rates on November 17, 2025.

**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 following the guiding financial principles.

The Financial Planning Framework supports the development of options for Council's consideration during the annual budget process.

**ANALYSIS:**

Staff have updated the forecast for 2026 and included a new section in the Budget Outlook presentation to highlight factors inside and outside our control, along with the list of key budget drivers.

Following more than \$4 million in reductions to the 2025 budget, staff have recommended options for Council's consideration expected to generate the greatest financial impact with the least service impact. Staff are proposing the following key strategies, within the Financial Planning Framework, to reduce the property tax increase from 7.5% to 3.5% (2.0% + 1.5% for asset renewal), and balance the 2026 Budget:

<b>Financial Planning Framework</b>	<b>Key strategies for 2026 Budget</b>
Maintain services as the community grows	Update the annual funding gap
Leverage opportunities and mitigate risks	<ol style="list-style-type: none"><li>1. Address the growing infrastructure deficit</li><li>2. Achieve additional efficiencies, given the changing work environment</li><li>3. Create more value out of District services and assets</li><li>4. Reduce and adjust services to match demand and resources</li></ol>
Advocate for senior government support and legislative changes	<ol style="list-style-type: none"><li>5. Respond to senior government downloading</li><li>6. Pursue changes to legislation (ongoing)</li></ol>
Improve understanding of the budget	Introduce new tools to highlight investments planned for the community
Set performance and affordability targets and report progress	Introduce key performance measures



The presentation in attachment 1 includes budget adjustments under the six key strategies shaded yellow, including their relative financial impact. The full list of budget adjustments provides Council some flexibility in determining its preferred budget scenario. Council will be asked to provide direction on items included in the list, and whether or not changes should be made before staff continues developing the budget.

#### *Prioritization of Options*

Once Council provides direction on the list of budget adjustments, staff will complete its work developing the budget and will prioritize the list of budget adjustments using the approach below:

Service score	Financial Score	Total Score
Service impact of each adjustment rated on a scale from 1 to 5	Adjustments assigned a Financial Score from 1 to 5, based on estimated financial impact.	Combined score for each adjustment, weighted 50% perceived service impact And 50% financial impact

The list of budget adjustments will then be circulated to Council for information before being brought back to a public workshop in January, where Council will have an opportunity to confirm its preferred budget scenario before the budget is introduced to the public in February.

#### *Capital Plan*

The rolling capital plan reflects previous direction from Council and is being updated to fit within available funding, including the debt limits reflected in last year's plan. Council's direction on the budget adjustments will impact available funding and some projects. Staff will provide a brief update on the Capital Plan at the November 10 workshop.

#### **Timing/Approval Process:**

The Budget Outlook workshop will be followed by a Utility Rates workshop on November 17, and the Utility Rates and Fees and Charges Bylaws December 1. Key milestones for this year's budget process are shown below, with Council approval of the 2026 Budget planned for March.

#### **WE ARE HERE**



#### **Concurrence:**

This report has been developed with input from senior management.

**Public Input:**

Last year, at Council's direction, a [public engagement survey](#) (starts on page 17) on the 2025 Budget was held in September 2024. The purpose was to hear directly from interested community members regarding the budget, including about tax tolerance.

The survey will be held biennially, with the next survey scheduled for the fall of 2026. This will be a statistically-relevant survey where participants are randomly selected by a market research firm.

This workshop is open to the public and there will be additional opportunities for public input through the remainder of the 2026 budget process.

**Conclusion:**

The Budget Outlook serves as a starting point for staff to begin building the 2026 Budget, which will be prepared for Council's consideration to meet a desire expressed earlier this year to bring the property tax increase closer to inflation and maintain a balanced budget, as required.

Staff are proposing six key budget strategies to reduce the property tax increase, balance the 2026 Budget, and continue addressing the growing infrastructure deficit. Staff are seeking direction on these strategies and the budget adjustments to include in Council's preferred budget scenario.

**Options:**

1. THAT Budget Scenario 1, including a property tax increase of 3.5% (2.0% + 1.5% for asset renewal), based on the key strategies shared, is supported.
2. OR Council provide an alternative direction.

Respectfully submitted,



Rick Danyluk  
General Manager, Finance and CFO

**Attachments:**

1. 2026 Budget Outlook Presentation
  - A. Examples of Recent Regulations Impacting Municipal Budget

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

THIS PAGE LEFT BLANK INTENTIONALLY

# Budget Outlook

Workshop, November 10, 2025

# Goals of Workshop



- Provide an update on the factors influencing the District's financial position and present strategies to balance the 2026 Budget.
- Receive direction on potential budget adjustments
- Receive direction on the preferred budget scenario that supports Council's priorities.



# Agenda

- Timeline
- Environmental Scan
- Budget Strategies & Scenarios
- Next Steps



# Timeline

**WE ARE HERE**





# Environmental Scan



# Budget Realities

- Council sets service levels and affordability targets for the community
  - Affordability targets and service levels often collide
- Municipalities continue to be impacted by factors outside their control
  - Downloaded regulations force municipalities to implement higher service levels
- Choice: cut service elsewhere or increase taxes higher than inflation

# Budget Drivers



- + Climate change and resilience
- + Housing & development finance legislation
- + Protective services costs
- + Regional collective agreement patterns
- + Technology and software cost increases
- + Growing infrastructure deficit
- + NS Wastewater Treatment Plant
- = 7.5% property tax increase, 11% utility rate increase

# Key Budget Strategies for 2026

- **Address the growing infrastructure deficit**
  - ✓ Extend asset life and adjust standards \$\$\$\$
  - ❑ Divest assets with lower public benefits \$\$\$
  - ❑ Increase from 1% on the tax levy to 1.5% \$\$\$
- **Achieve additional efficiencies, given the changing work environment**
  - ✓ Vacancy adjustments \$\$\$\$
  - ✓ Limit RCMP budget to inflation \$\$\$
  - ✓ Restructure call centres/Investigate AI \$\$
  - ✓ Reduce support services and consulting \$\$
  - ✓ Consolidate the District fleet \$

# Key Budget Strategies for 2026

- **Create more value out of District services and assets**

- ☐ Increase pay parking revenue (high demand locations) \$\$\$
- ✓ Ensure growth pays for related staff work \$\$
- ☐ Diversify revenue and increase user fees \$\$

- **Adjust services to match demand and resources**

- ☐ Move to bi-weekly garbage collection \$\$\$
- ☐ Refocus Library services and right-size Museum exhibits \$\$
- ☐ Adjust Parks and Recreation services \$\$\$\$
- ☐ Upgrade outdoor recreation facilities \$\$
- ☐ Maintain community grants at 2025 levels \$

# Key Budget Strategies for 2026

- **Respond to senior government downloading**
  - ☐ Adjust affordable housing / inclusionary zoning \$\$
  - ☐ Adjust DNVFRS' orange call responses \$
  - ☐ Identify external funding for DNVFRS' high school CPR program \$
- **Pursue changes to legislation (ongoing)**
  - ✓ Address NSWWTP & Ports Property Tax Act \$\$\$\$\$

# Prioritization of Options

Service score	Financial Score	Total Score
Service impact of each adjustment rated on a scale from 1 to 5	Adjustments assigned a Financial Score from 1 to 5, based on estimated financial impact.	Combined score for each adjustment, weighted 50% perceived service impact And 50% financial impact

*Staff will bring back a prioritized list of adjustments in January, based on Council's preferred scenario*

# Budget Scenarios

Key Budget Strategies	1. Some Reduction in Services (3.5%)	2. Maintain Services (7.5%)	3. Expand Services (7.5%+)
1. Address the growing infrastructure deficit	<i>Requires savings equal to 4% on the tax levy (\$5 million)</i>		
2. Achieve additional efficiencies, given the changing work environment			
3. Create more value out of District services and assets			
4. Adjust services to match demand and resources			
5. Respond to senior government downloading			
6. Pursue changes to legislation			
<b>Net (balanced budget = \$0)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

*Note: Scenario 1 brings the tax increase closer to general inflation (+2%) and addresses the infrastructure deficit by adding +1.5% for asset renewal.*



# Next Steps



- Utilities Workshop November 17
- Utility Rates, Fees and Charges December 1
- Council direction on preferred scenario January
- Introduce Financial Plan February
- Council votes on final budget March

# Direction

- THAT Budget Scenario 1, including a property tax increase of 3.5% (2.0% + 1.5% for asset renewal), based on the key strategies shared, is supported.
- OR Council provide an alternative direction.



## Examples of recent regulation

- Presumptive WorkSafe BC provisions
- Employer Health Tax
- Declaration on the Rights of Indigenous Peoples Act
- Accessible BC Regulation
- Truth and Reconciliation Statutory Holiday
- Minimum Sick Day Regulation
- Soil Contamination Regulation
- Small Scale Multi Unit Housing and Transit Oriented Development
- Emergency and Disaster Management Act
- Liquid Waste Management Plans update
- Expanded Borrowing Powers

THIS PAGE LEFT BLANK INTENTIONALLY