



The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE & ECONOMIC DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer

Subject: 2026-2030 FINANCIAL PLAN BYLAW

Date: January 7, 2026 File No: 05-1700-03-0001/2026

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION

PURSUANT to the report of the Chief Financial Officer, dated January 7, 2026, entitled “2026-2030 Financial Plan Bylaw”:

THAT “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149” be considered;

THAT 2026-2030 Financial Plan Reserve Fund General Appropriations, as set out in Attachment #1, be approved;

THAT 2026-2030 Financial Plan Reserve Fund Specific Appropriations, as set out in Attachment #2, be approved;

AND THAT should any of the amounts remain unexpended as at December 31, 2029, the unexpended balances shall be returned to the credit of the respective reserves.

ATTACHMENTS

1. 2026 General Appropriations (CityDocs [2762885](#))
2. 2026 Specific Appropriations (CityDocs [2763752](#))
3. Information Report: 2026-2030 Capital Plan – Specific Appropriations: Water Main Replacement (Project 11-1) (CityDocs [2763762](#))
4. Information Report: 2026-2030 Capital Plan – Specific Appropriations: Sewer Utility Main Replacement (Project 12-1) (CityDocs [2763760](#))
5. “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149” (CityDocs [2759881](#))

SUMMARY

The *Community Charter* requires Financial Plans to set out municipal objectives and policies in relation to the distribution of property taxes among the property classes that are subject to taxation. This report recommends adoption of a complete 2026-2030 Financial Plan Bylaw that incorporates Council’s prior endorsements for further consideration.

BACKGROUND

The *Community Charter* requires the preparation and adoption of a Financial Plan covering five years prior to May 15 each year. The proposed 2026-2030 Financial Plan Bylaw (**Attachment 5**) includes several expenditures, all of which were endorsed by Council by December 8, 2025. All the above expenditures are summarized in Schedule A, Part 1 of the attached Financial Plan Bylaw. Expenditures for 2026 total \$344.8 million and are presented below:

	2025	2026	Increase/ (Decrease)
Operating Budget	\$109.5	\$114.4	\$4.7
Curb Access & Parking Plan	0.7	1.5	0.8
Water	21.5	21.0	(0.5)
Sewerage & Drainage	36.1	35.7	(0.4)
Solid Waste	4.4	4.7	0.3
Shipyards	2.7	3.2	0.5
Cemetery	0.6	0.7	0.1
Capital Plan	109.0	64.3	(44.7)
Collection for Other Organizations	61.6	66.2	4.6
Other Items	37.1	33.1	4.0
Total	\$ 383.3M	\$ 344.8M	(\$38.7M)

Council endorsed a 2026 tax rate increase of 0.9% for operating programs and 2% for capital to fund the 2026-2030 Financial Plan.

DISCUSSION

The *Community Charter* requires Financial Plan Bylaws to include some additional disclosures, as described below:

1. Revenue Proportions by Funding Source

Property Taxes are CNV’s primary source of revenue, accounting for 53% of total revenues, reduced from 55% in 2025. The 2026-2030 Financial Plan projects the percentage of revenue coming from property taxes to decrease gradually, due to the assumptions in place surrounding growth of revenue from Fees and Services, particularly within Utilities where rate increases need to account for significant future Metro Vancouver costs. CNV will continue to look for ways to reduce the overall percentage of revenue that comes from property tax consistent with statements in the 2014 Official Community Plan but, for the purposes of this plan, no new material user fees are assumed.

2. Distribution of Property Taxes among the Property Classes

It is the goal of CNV's Long Term Property Tax Strategy that CNV's business to residential tax rate ratio be at or below the median for the region. CNV's ratio has been near the regional median for the past few years and the Financial Plan assumes no material changes to the current tax distribution. Tax Rate Increase Distribution Options will be brought to Council for consideration later in 2026.

3. Use of Permissive Tax Exemptions ("PTE's")

The *Community Charter* gives Council the authority to exempt certain lands and/or improvements in the city from municipal taxation. The *Community Charter* requires that a PTE policy statement be included in the Financial Plan. The summary statement included in the draft Bylaw reflects the current PTE Policy approved by Council.

FINANCIAL IMPLICATIONS

Council approved CNV's Appropriations Policy on April 7, 2025. CNV's appropriation process is now as follows:

- an Early Appropriation following Council's endorsement of the Capital Plan for projects requiring funds immediately (if required)
 - This step was not required for the 2026-2030 Financial Plan
- a General Appropriation for most of the remaining projects up to \$2M at the time of Council's approval of the Financial Plan Bylaw
 - This report recommends General Appropriations for Base Program and New Initiative projects included in year 2026 of CNV's current 2026-2030 Financial Plan that are less than \$2 million as listed in **Attachment 1**.
- Additional Specific Appropriations for New Initiative projects over \$2M and provisions submitted to Council throughout the year when these projects reach milestones/stage gates.
 - There are two Specific Appropriations currently recommended (**Attachment 2**), with further information on each provided in **Attachment 3** and **Attachment 4**.

The Finance Department will continue to manage the release of funding for these projects throughout the year.

INTER-DEPARTMENTAL IMPLICATIONS

The 2026-2030 Financial Plan Bylaw is a reflection of CNV's policies and the work plans of all CNV departments. In developing this Bylaw, Finance staff rely on their close working relationship with staff in other departments and CNV's shared-cost agencies.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The preparation and approval of a Financial Plan Bylaw is consistent with the requirements of the *Community Charter*, CNV's 2014 Official Community Plan, CNV's PTE Policy, and Council' recent endorsements.

RESPECTFULLY SUBMITTED:



Larry Sawrenko
Chief Financial Officer

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9149

Financial Plan for the Years 2026 to 2030

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2026, and ending December 31, 2030.

READ a first time on the 26th day of January, 2026.

READ a second time on the 26th day of January, 2026.

READ a third time on the 26th day of January, 2026.

ADOPTED on the 2nd day of February, 2026.

“Linda C. Buchanan”

MAYOR

“Amelia Cifarelli”

CORPORATE OFFICER

**SCHEDULE "A" TO BYLAW NO. 9149
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2026 – 2030**

(1) 2026 – 2030 Financial Plan (\$000's)

2026 - 2030 Financial Plan (\$000's)

For the year ended December 31	2026	2027	2028	2029	2030
Revenue					
Property Value Tax	90,466	93,330	95,914	98,574	101,305
Levies (Storm and Eco)	6,649	7,219	7,837	8,510	9,240
Revenue from Fees and Services	68,959	74,224	80,676	85,741	90,290
Revenue from Other Sources	4,732	4,829	4,929	5,030	5,133
	170,806	179,602	189,356	197,855	205,968
Transfers					
Collections for Other Governments	66,205	67,529	68,880	70,258	71,663
Transfer from Accumulated Surplus	3,543	0	0	0	0
Transfer from Reserves	67,920	48,804	51,778	47,103	42,394
External Contributions	17,773	1,897	3,513	3,229	2,691
Transfer from Capital Assets	18,550	163,921	19,299	19,685	20,079
	173,991	282,151	143,470	140,275	136,827
Total Revenues	344,797	461,753	332,826	338,130	342,795
Expenditures					
Operating Expenses					
General Government	31,519	30,707	30,508	31,408	32,063
Transportation and Transit	10,195	10,440	10,545	10,411	10,652
Health, Social Services, Housing	3,972	3,689	3,871	3,855	4,041
Development Services	11,324	12,522	11,738	11,719	11,898
Protective Services	39,900	40,882	41,889	42,937	44,012
Parks, Recreation and Culture	34,393	32,661	33,393	33,971	34,438
Water	15,227	15,848	16,410	16,901	17,642
Sewer	26,047	29,032	32,535	35,754	36,710
Solid Waste	4,669	4,732	4,795	4,861	4,926
	177,245	180,513	185,684	191,817	196,382
Capital Expenditures	67,901	38,061	47,229	44,376	41,364
Transfers					
Collections for Other Governments	66,205	67,529	68,880	70,258	71,663
Equity	11,045	14,880	15,178	15,482	15,792
Reserves	19,779	50,744	14,275	13,679	15,076
Debt Servicing	2,622	110,026	1,580	2,518	2,518
	99,651	243,179	99,913	101,937	105,049
Total Expenditures	344,797	461,753	332,826	338,130	342,795

**SCHEDULE “A” TO BYLAW NO. 9149
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2026 – 2030**

(2) Revenue Proportions by Funding Source
(Excluding Transfers)

	2026	%	2027	%	2028	%	2029	%	2030	%
Property Value Tax	90,466	53	93,330	52	95,914	51	98,574	50	101,305	49
Levies (Storm and Eco)	6,649	4	7,219	4	7,837	4	8,510	4	9,240	5
Revenue from Fees and Services	68,959	40	74,224	41	80,676	43	85,741	43	90,290	44
Revenue from Other Sources	4,732	3	4,829	3	4,929	3	5,030	3	5,133	2
Total Revenues	170,806	100	179,602	100	189,356	101	197,855	100	205,968	100

Background: Property Taxes are CNV’s primary source of revenue. CNV’s reliance on property tax as a source of revenue has been decreasing gradually over recent years. Where feasible, CNV charges user fees for services, however this is not possible for many services. The 2026 – 2030 Financial Plan forecasts the percentage of revenue coming from property taxes to decrease gradually, due to the assumptions in place surrounding growth of revenue from Fees and Services, particularly within Utilities where rate increases need to account for significant future costs from Metro Vancouver.

Policy: CNV will continue to look for ways to reduce the overall percentage of revenue that comes from property tax, by pursuing alternate revenue sources, and remains committed to charging user fees for services where feasible.

(3) Distribution of Property Taxes among the Property Classes

Background: Council adopted a Long-Term Property Tax Strategy in 2008, with the goal to move CNV’s tax rates and tax rate ratios to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

Policy: The policy objectives of CNV’s Long-Term Property Tax Strategy are to equalize the Light Industry tax rate with the Business tax rate and maintain the Business to Residential property tax ratio below the median multiple in the Metro Vancouver region.

CNV uses the four-step conventional method to calculate tax rates annually:

- 1) CNV calculates the base tax rate for each class. The base tax rate is the tax rate required to collect the same tax dollars from the same pool of properties as the prior year, accounting for changes in assessed values.
- 2) CNV then applies the base tax rate to the growth component of the roll to determine the taxes available from the assessed values new to the roll.
- 3) Council’s endorsed tax rate increase is then used to recalculate the tax rates by property class.
- 4) Council then considers tax shifting to achieve the objectives of the Long-Term Property Tax Strategy, while promoting neutrality and consistency/predictability for tax payors, as well as considering the overall competitiveness of CNV’s tax and utility charges in the region.

**SCHEDULE “A” TO BYLAW NO. 9149
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2026 – 2030**

(4) Use of Permissive Tax Exemptions

Background: Council currently allows Permissive Tax Exemptions to organizations within the City, in accordance with authority provided under the *Community Charter*. The *Community Charter* shows various types of institutions as eligible, including religious institutions, providers of social housing, and not for profit societies and service organizations.

Policy: CNV has adopted a policy (Policy Number P27) that includes a set of criteria for approving Permissive Tax Exemptions. This criteria links taxation exemptions to desired community needs and outcomes. Applications are also assessed on whether or not use is available to a significant portion of community residents, if there is ongoing involvement of community volunteers, if benefiting organizations have competent management, and if funding comes from multiple sources. Council also carefully considers the total amount of Permissive Tax Exemptions granted each year when reviewing the annual Property Tax Exemption Bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.

All existing Permissive Tax Exemptions are reviewed each year and staff continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with Council’s Strategic Plan.