
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer

Subject: 2023-2027 REVISED FINANCIAL PLAN

Date: September 13, 2023 File No: 05-1715-20-0020/2023

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 September 13, 2023, entitled "2023-2027 Revised Financial Plan":

THAT the amendments to the 2023-2027 Financial Plan for new projects identified to be funded by the Growing Communities Fund be endorsed;

THAT the amendments to the 2023-2027 Financial Plan for emerging priority projects to be funded by the General Reserve Fund be endorsed;

THAT (Funding Appropriation #2331) an amount of \$1,750,000 be appropriated from the Growing Communities Fund for the purpose of funding the 2023-2027 Revised Financial Plan;

THAT (Funding Appropriation #2332) an amount of \$1,320,000 be appropriated from the General Capital Reserve for the purpose of funding the 2023-2027 Revised Financial Plan;

THAT the transfer of \$33,500 from "St. Andrews Park Improvements" (Project 50158) to new project "Outdoor Sports and Recreation Fees and Charges Framework Study" (Project 47225) be approved;

THAT an amount of \$2,428,720 be returned to the Tax Sale Land Principal Reserve from the Civic Amenity Reserve;

THAT should any of the amounts remain unexpended as at December 31, 2026, the unexpended balances shall be returned to the credit of the respective fund;

AND THAT "Financial Plan for the Years 2023 to 2027 Bylaw, 2023, No. 8962, Amendment Bylaw, 2023, No. 8978" (Revised Financial Plan) be considered.

ATTACHMENTS

1. 2023-2027 Capital Plan – Growing Communities Fund (CityDocs#[2408823](#))
2. 2023-2027 Capital Plan – Emerging Priorities (CityDocs#[2408824](#))
3. Financial Plan for the Years 2023 to 2027 Bylaw, 2023, No. 8962, Amendment Bylaw, 2023, No. 8978 (CityDocs [2408235](#))

SUMMARY

This report proposes amendments to the 2023-2027 Financial Plan in order to release funding from the Growing Communities Fund, fund additional emerging priorities, replenish funds previously drawn from the Tax Sale Land Reserve and reallocate surplus project funds.

BACKGROUND

The Community Charter requires CNV to prepare and adopt a 5-year Financial Plan. On April 24, 2023, Council considered and adopted CNV's 2023 - 2027 Financial Plan. Expenditures for items not included in the plan are unlawful, but amendments to the Financial Plan are allowed, by bylaw, at any time.

DISCUSSION

Growing Communities Fund

On February 10, 2023, the Ministry of Municipal Affairs (the "Ministry") announced the Growing Communities Fund ("GCF"), a \$1 billion one-time investment in B.C.'s 188 municipalities and regional districts. The principle objective of the GCF is to support communities that are increasing the local housing supply with funding to help them make new investments in community infrastructure and amenities. CNV's grant of \$10,986,000 was received on March 23, 2023. An amendment to the Financial Plan is required to make use of these funds.

It is proposed that the following projects be appropriated from the GCF at this time:

GCF Appropriations (\$000's):	2023	2024	2025	Total
Opening Balance	10,986	9,236	5,446	
Lonsdale Great Street ¹	360	1,640	-	2,000
Mid-Town Connector ²	400	1,000	-	1,400
Waterfront Connections & Wayfinding ³	800	-	400	1,200
Enhanced Bicycle Parking Facilities ⁴	100	900		1,000
Lonsdale Highway Overpass Mobility Improvements ⁵	90	200	-	290
Transit Experience Improvement Plan ⁶	-	50	20	70
	1,750	3,790	420	5,960
Closing balance	9,236	5,446	5,026	5,026

¹ Lonsdale Great Street - \$360,000

The revitalization of Central Lonsdale Avenue is a strategic initiative included in Council's Draft 2022-2026 Strategic Plan. This work will include the development of a complete design framework and commercial district plan, as well as deep community engagement within the neighbourhood and city. Work is anticipated to be ongoing for 2 years with leading external expertise and in-house project management and oversight, led by an inter-departmental steering committee and an integrated staff-level working group. Funding of \$360K to engage a Project Manager is needed in 2023 for a Pre-Project Planning phase.

² Mid-Town Connector - \$400,000

This project will execute on the route refinement, community engagement, and design of the Mid-town Connector - the next priority in the Mobility Network Strategy (2019). The Mid-town route is a key east-west connector identified in CNV's Bike Master Plan (2012) and TransLink's Major Bike Network. The route connects Lynn Valley to Central Lonsdale and beyond to the Marine Drive area with connections into the broader regional network. The project will be developed to the 'Comfortable For Most' AAA (All Ages and Accessibility) standard suitable for a broad range of mobility devices.

Funding of \$400K to engage a Project Manager is needed in 2023 for a Pre-Project Planning phase. Up to \$1.0M of funding in 2024 may be needed to fund route refinement, community engagement, and design process. Construction is anticipated for 2025 with an additional cost of up to \$8.35M (construction and construction management), should Council want to proceed with the project.

³ Waterfront Connections & Wayfinding- \$800,000

This project will see the design and implementation of a city-wide wayfinding system. The first tranche of work would start with The Shipyards & Waterfront, including SeaBus gateway, Lower Lonsdale and the Brewery District.

The project is to provide on-the-ground information in key locations to allow residents, visitors and tourists navigate the city and find and discover destinations through the city. Additionally the project will reinforce identity, connect places, support businesses and tourism, and help shift modes of transportation through boosting confidence in people's understanding and ability to navigate the city - with an aim to ultimately reduce dependence on cars.

The project will generally follow the phases outlined below – subject to refinement with further detailed scope definition. A project charter will be developed to define project governance. Stakeholder and Public Engagement will be integrated into the concept development phases of the project.

Phase 1: 2023 \$800K

- Inventory + Analysis Wayfinding Audit and Best Practice Review.
- Concept development + mapping – options review and refinement and concept approval.
- Detailed design of mapping, graphics, wayfinding elements and sign product family.

Phase 2: 2025 \$400K

- Implementation – fabrication and installation of wayfinding elements throughout Shipyards & Waterfront, including SeaBus gateway, Lower Lonsdale and the Brewery District.

4 Enhanced Bicycle Parking Facilities - \$100,000

The initial funding requested for phase 1 of this project will begin a needs assessment to identify desirable locations and opportunity sites throughout key destination areas like the Lonsdale Quay exchange. The project will study a range of enhanced bicycle parking facilities options to provide secure, high volume, high quality amenities.

Options will be brought forward to Council upon completion of phase 1 and an implementation plan will be developed for delivery and maintenance of the new facilities. Funding requests in 2024 and onwards will be dependent on options selected.

5 Lonsdale Highway Overpass Mobility Improvements - \$90,000

This funding will enable the evaluation of the Lonsdale Highway Overpass to identify opportunities to improve safety and accessibility for pedestrians traveling north and south across the highway. This work will be incorporated into the ongoing efforts to improve the east-west crossing north of the highway through the Upper Levels Greenway project.

Working with the Ministry of Transportation and Infrastructure, the project team will identify issues, evaluate traffic operation and physical adjustments, and develop options for improvements within the constraints of the existing structure which could include accessible let downs, shortened crossing distances, and adjustments to the 'slip lanes'. A provision of \$200K has been included for construction in 2025. Dependent on the outcome of the study and support from Council, implementation of the improvements will be delivered with the construction of the Upper Levels Greenway.

6 Transit Experience Improvement Plan (Bus Stop Shelters)

The funding will complement existing Translink funds and deliver transit shelters at high demand locations as well as accessibility and transit access improvements. The project will complete a needs assessment to identify transit stop locations that lack a shelter or require additional shelter capacity to meet the demand. The work will also include a strategy for prioritizing implementation and delivery. Existing Translink funding is sufficient to advance the project in 2023. Additional funding may be required in future years to support design and construction of the identified improvements.

Emerging Priorities – Additional Capital Requests

Council endorsed CNV's 2023-2027 Financial Plan on March 15, 2023. New information is constantly emerging and it is common for unforeseen needs to manifest themselves as the year progresses. Staff are recommending appropriations from the General Capital Reserve to address the emerging needs highlighted below.

2023-2027 Additional Capital Requests:	
Asset Management ⁷	590,000
Proactive Communication and Storytelling ⁸	480,000
Election Bylaw Amendments ⁹	150,000
Subdivision and Development Control Bylaw Update ¹⁰	100,000
	\$1,320,000
Funding Sources:	
General Capital	\$1,320,000

7 Asset Management - \$590,000

This project is to accelerate and expand Asset Management efforts to include asset management plans for pavements, bridges, shipyards/waterfront, facilities, and parks. These plans are required to inform CNV's long-range financial plan and satisfy emerging reporting requirements from senior government (regional, provincial, federal).

The funding being requested at this time will be used for the following:

- \$40k for internal “state of practice” workshop with CNV staff
 - Intended outcomes include developing a common understanding of the terminology, concepts, and expectations of the BC Framework for Sustainable Service Delivery as it relates to the CNV's infrastructure such as pavements, bridges, shipyards/waterfront, facilities, and parks assets, to reflect on our current practice and look ahead to our desired practice of the framework.
- \$150k for Marine Structure Condition Assessments
 - Burrard Dry Dock, St. Roch Dock, Cate's Deck, South Plaza Deck and Goldsworthy Pier.
- \$400k for Program Manager (2 year TFT) to complete the three Utility Asset Management plans (Water, Sanitary Sewer, Drainage) currently underway.

An additional \$500k will be requested as a part of the 2024-2028 Financial Plan process for creation of the individual Asset Management plans for pavements, bridges, Shipyards/Waterfront, Facilities, and Parks.

⁸ Proactive Communication and Storytelling –\$480,000

Funding for two temporary two-year positions to deliver proactive communication in support of Council's strategic priority of a City for People. These roles will promote civic participation and engagement, transparency from the CNV to taxpayers and residents, , and share information through storytelling to build trust and relationships with the community. The positions will support increased proactive media relations, development of annual editorial plans, writing and report production, and public education on Council priorities and initiatives, policy, CNV operations and capital projects, services, and lifestyle.

⁹ Election Bylaw Amendments –\$150,000

At the June 5, 2023 Regular Council Meeting, a Notice of Motion for “Amendments to Election Bylaw Supporting Citizen Engagement” was unanimously approved by Council.

The purpose of this project is to review CNV's current Election Sign Bylaw, 2018, No. 8643, and bring forward recommendations to allow for election signs to be placed in areas that seek to encourage public discourse, such as the Shipyards Commons and Library Plaza. This initiative will also evaluate additional locations for the placement of election signage as well as review the grant application regarding stipend values available to community associations and organizations to encourage All Candidates' Meetings during municipal election times. The requested funding is to be used for external consultants, with the expectation of suggestions being brought forward to Council in Fall 2024.

¹⁰ Subdivision and Development Control Bylaw Updates –\$100,000

Council's draft 2022-2026 Strategic Plan includes an initiative to streamline the development approvals process. A Development Approval Process Review (“DAPR”) in underway, and in the review it was identified that the CNV's Subdivision and Development Control Bylaw (“SDCB”) required updates to ensure consistent and transparent development requirements. The SDCB is the CNV's regulatory bylaw to secure appropriate infrastructure and servicing to facilitate and mitigate the impacts of development. An update to the SDCB paired with other regulatory and process improvements, such as the Coordinated, Lean and Effective Approvals Refresh (“CLEAR”) project will provide a high level of customer service that supports the construction of housing in the CNV.

In spring 2023 a consultant was hired to complete an overhaul of the SDCB bylaw to align with best practices. The project has been funded through a \$150,000 grant from UBCM to support accelerated development approvals. During Phase 1 of the project a number of areas were identified that required additional efforts to achieve the desired

outcome for the Bylaw. An additional \$100,000 is requested to support the development of additional technical aids that will help developers produce readily acceptable plan submissions to reducing delay from back and forth revisions, staff training on the new Bylaw, and related fee review. Proceeding with the existing scope of work will leave gaps in the SDCB, diminish clarity, and ultimately not realize the full potential of efficiency gains within the development approvals process.

Funding Sources

The General Capital Reserve is a non-statutory reserve that provides unrestricted funding for Capital Plan projects; as such, it can be used to fund any capital project. The reserve is funded from various sources including transfers from operating, portions of the annual tax levy, and annual surpluses. There is adequate funding available in the General Capital reserve to accommodate these projects.

Reallocation of Existing Project Funding

Outdoor Sports & Recreation Fees and Charges Framework Study \$33,500

Indoor and outdoor recreation services and assets are funded by a combination of user fees, charges, and municipal taxation. This project will define and implement a structured approach to setting user fees and charges for North Shore recreation to ensure that user fees are based on a sound rationale, are logical and equitable, and can be justifiably explained. The project will also provide other guidance, including how to consider ability to pay. An opportunity exists to partake in a collaborative study with the North Vancouver Recreation and Culture Commission and District of North Vancouver. \$33,500 from CNV and \$66,500 from DNV, totaling \$100,000, will be contributed to undertake this work.

This project is proposed to be funded from surplus funds in the existing St. Andrews Park Improvements project, which is nearing completion under budget due to favourable costs of materials and the utilization of CNV staffing to construct components of the park.

Replenishing Tax Sale Land Principal Reserve

On June 12, 2023, Council reviewed a report on "North Shore Neighborhood House (NSNH) - Site Preparation Project - Request for Additional Funding" and appropriated an amount of \$985,000 from the Tax Sale Land Principal Reserve ("TSLPR") for the purpose of funding the "Strategic Land Acquisition" project included in the 2023-2027 Capital Plan, which was then transferred to project "NSNH Site preparation". The Financial Implications section of this report indicated that staff planned to consider replenishing the TSL Principal Reserve from the Civic Amenity Reserve ("CAR") when developing a Revised Financial Plan for Council consideration in the Fall.

On June 19, 2023, Council reviewed a report on "Mahon Park Childcare, Park Washrooms and Change rooms Facilities Request for Additional Funding" and

appropriated an amount of \$1,443,720 from the TSLPR for the purpose of funding the “Strategic Land Acquisition” project included in the 2023-2027 Capital Plan, which was then transferred to project “Childcare – Mahon Park”. The Financial Implications section of this report indicated that staff again planned to consider replenishing the TSLPR from the CAR when developing a Revised Financial Plan for Council consideration in the Fall.

Appropriated from TSLP	
NSNH – Site Preparation	\$ 985,000
Mahon Park Childcare	1,443,720
Total	\$2,428,720

The TSLPR is made up of the proceeds of sale of all lands sold by the CNV, which originally became CNV property through non-payment of taxes. Most of this land came to the CNV in the 1930’s, during the Great Depression. The balance in the TSLPR reserve is used to invest in projects that have a high rate of return, to invest in infrastructure and land management in order to enhance the marketability and increase the value of marketed lands, or to invest in the purchase of land assets to be held by the CNV. By long-standing Council policy, Tax Sale Land principal is not used to fund depreciable assets such as civic buildings, infrastructure or equipment and is considered a “Financial Safety Net” for CNV. It is financially prudent to ensure its balance is maintained over the long run for future generations.

FINANCIAL IMPLICATIONS

The bylaw recommended for adoption in this report incorporates the adjustments discussed in this report.

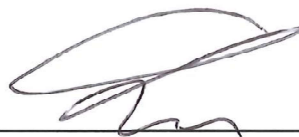
INTER-DEPARTMENTAL IMPLICATIONS

This report has been reviewed by the CNV’s Leadership Team.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The 5-year Financial Plan is an integral piece of the planning framework included in the Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Larry Sawrenko
Chief Financial Officer

2023 - 2027 CAPITAL PLAN

ATTACHMENT #1

Growing Communities Fund

Project Name	Department	2023	2024	2025	2026	2027	2023-2027 Total Project Appropriations	Description
Lonsdale Great Street	Finance	360,000	1,640,000	-	-	-	2,000,000	This work will include the development of a complete design framework and commercial district plan, as well as deep community engagement within the neighborhood and City. Work is anticipated to be ongoing for 3 years with leading external expertise and in-house project management and oversight, led by an inter-departmental steering committee and an integrated staff level working group.
Mid-Town Connector Design and Consultation	Engineering: Infrastructure Planning - Streets	400,000	1,000,000	-	-	-	1,400,000	This project will execute on the route refinement, community engagement, and design of the Mid-town Connector. This project connects Lynn Valley to Central Lonsdale via the future Casano-Loulet Overpass, and beyond to the Marine Drive area and connections into the broader regional network. The All Ages and Accessibility design will be tailored to suit the unique street contexts along the corridor and be suitable for a broad range of mobility devices. The initial work will help refine costs estimates in preparation for construction in 2025.
Waterfront Connections & Wayfinding	Engineering: Parks & Public Spaces	800,000	-	400,000	-	-	1,200,000	This project will fund a consultant team to develop a CNV/Wayfinding Strategy starting with The Shipyards & Waterfront, including Lower Lonsdale and the Brewery District. Wayfinding will reinforce identity, connect places, modes of transportation and boost confidence to reduce dependence on cars. The feasibility study will inform the scope of the project with a phased approach including a. Wayfinding Audit and Best Practice, Stakeholder and Public Engagement, detailed design of map and sign product family followed by implementation beginning in 2025.
Enhanced Bicycle Parking Facilities	Engineering: Infrastructure Planning - Traffic	100,000	900,000	-	-	-	1,000,000	This project will complete a needs assessment to identify desirable locations and opportunity sites for upgraded bicycle parking facilities throughout key destination areas. The project will study a range of enhanced bicycle parking facilities options to provide secure, high volume, high quality amenities. An implementation plan will be developed for delivery and maintenance of the new facilities.
Lonsdale Highway Overpass Mobility Improvements	Engineering: Infrastructure Planning - Traffic	90,000	200,000	-	-	-	290,000	This project will evaluate the Lonsdale Highway Overpass to identify opportunities to improve safety and accessibility for pedestrians traveling north and south across the highway. This work will be incorporated into the ongoing efforts to improve the east-west crossing north of the highway through the Upper Levels Greenway project.
Transit Experience Improvement Plan	Engineering: Infrastructure Planning - Streets	-	50,000	20,000	-	-	70,000	The project will complete a needs assessment to identify transit stop locations that lack a shelter or require additional shelter capacity to meet the demand. The work will also include a strategy for prioritizing implementation that enables more rapid delivery of transit shelters at high demand locations like Grand Boulevard East at 19th Street near Sutherland Secondary School. Existing Translink funding is sufficient to advance the project in 2023.
Total Funding Requested		1,750,000	3,790,000	420,000	-	-	5,960,000	
Total Contributions		-	-	-	-	-	-	
Net Funding Requested		1,750,000	3,790,000	420,000	-	-	5,960,000	

2023 - 2027 CAPITAL PLAN

ATTACHMNET # 2

Emerging Priorities

Project Name	Department	2023	2024	2025	2026	2027	2023-2027 Total Project Appropriations	Description
Asset Management	Engineering; All other	590,000	-	-	-	-	590,000	Accelerate and expand Asset Management efforts to include asset management plans for pavements, bridges, shipyards/waterfront, facilities, and parks: - \$40k for internal "state of practice" workshop refresh with CNV staff - \$400k for Program Manager (2 year TFT)
Proactive Communication and Storytelling	Office of the Deputy CAO: Communication & Engagement	480,000	-	-	-	-	480,000	This project will fund two, two-year TFT positions in the Communication and Engagement division to help share stories about the City, its policies, projects and initiatives and to advance and expand the City's engagement and public information/education efforts in new and creative ways.
Election Bylaw Amendments	Office of the Deputy CAO: Legislative Services	150,000	-	-	-	-	150,000	The purpose of this project is to review CNV's current Election Sign Bylaw, 2018, No. 8643, and bring forward recommendations to allow for election signs to be placed in areas that seek to encourage public discourse, such as the Shipyards Commons and Library Plaza.
Subdivision and Development Control Bylaw Update	Planning & Development	100,000	-	-	-	-	100,000	The CNV's Subdivision and Development Control Bylaw (SDCB) required updates to ensure consistent and transparent development requirements. The SDCB is the CNV's regulatory bylaw to secure appropriate infrastructure and servicing to facilitate and mitigate the impacts of development. An update to the SDCB paired with other regulatory and process improvements, such as the CLEAR (Coordinated, Lean and Effective Approvals Refresh) project will provide a high level of customer service that supports the construction of housing in the CNV.
Total Funding Requested		1,320,000	-	-	-	-	1,320,000	
Total Contributions		-	-	-	-	-	-	
Net Funding Requested		1,320,000	-	-	-	-	1,320,000	

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8978

Financial Plan for the Years 2023 to 2027

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 2023 to 2027 Bylaw, 2023, No. 8962, Amendment Bylaw, 2023, No. 8978**” (Revised Financial Plan).
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2023, and ending December 31, 2027.

READ a first time on the 25th day of September, 2023.

READ a second time on the 25th day of September, 2023.

READ a third time on the 25th day of September, 2023.

ADOPTED on the 10th day of October, 2023.

“Linda C. Buchanan”

MAYOR

“Karla D. Graham”

CORPORATE OFFICER

**SCHEDULE "A" TO BYLAW NO. 8978
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2023 – 2027**

(1) 2023 – 2027 Financial Plan (000's)

For the year ended December 31	2023	2024	2025	2026	2027
Revenue					
Property Value Tax	75,715	78,124	80,605	83,153	85,772
Levies (Storm and Eco)	4,143	4,447	4,773	5,171	5,533
Revenue from Fees and Services	49,976	53,142	56,556	60,286	63,466
Revenue from Other Sources	14,915	3,804	3,842	3,880	3,919
	144,749	139,517	145,776	152,490	158,690
Transfers					
Collections for Other Governments	57,415	58,563	59,734	60,929	62,148
Transfer from Reserves	65,116	83,621	51,462	45,845	42,754
External Contributions	28,719	5,328	3,822	3,120	3,751
Transfer from Capital Assets	17,700	18,054	163,415	18,783	19,159
	168,950	165,566	278,433	128,677	127,813
Total Revenues	313,699	305,083	424,209	281,167	286,503
Expenditures					
Operating Expenses					
General Government	27,607	28,297	29,004	29,729	30,472
Transportation and Transit	8,344	8,552	8,766	8,985	9,210
Health, Social Services, Housing	4,000	4,100	4,203	4,308	4,416
Development Services	8,307	8,515	8,728	8,946	9,170
Protective Services	31,247	32,029	32,830	33,651	34,492
Parks, Recreation and Culture	26,489	27,151	27,830	28,526	29,239
Water	12,053	18,246	20,861	20,697	22,523
Sewer	12,514	18,871	22,788	24,862	26,655
Solid Waste	4,098	4,210	4,327	4,446	4,570
	134,658	149,971	159,337	164,150	170,747
Capital Expenditures	79,513	64,316	27,547	23,055	20,895
Transfers					
Collections for Other Governments	57,415	58,563	59,734	60,929	62,148
Equity	19,525	18,819	19,289	19,771	20,265
Reserves	22,588	9,414	45,302	13,262	12,448
Debt Servicing	0	4,000	113,000	0	0
	99,528	90,796	237,325	93,962	94,861
Total Expenditures	313,699	305,083	424,209	281,167	286,503

**SCHEDULE "A" TO BYLAW NO. 8978
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2023 – 2027**

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

	(\$000's)									
	2023	%	2024	%	2025	%	2026	%	2027	%
Property Value Tax	75,715	52	78,124	56	80,605	55	83,153	55	85,772	54
Levies (Storm and Eco)	4,143	3	4,447	3	4,773	3	5,171	3	5,533	4
Revenue from Fees and Services	49,976	35	53,142	38	56,556	39	60,286	39	63,466	40
Revenue from Other Sources	14,915	10	3,804	3	3,842	3	3,880	3	3,919	2
Total Revenues	144,749	100	139,517	100	145,776	100	152,490	100	158,690	100

Background: Property Taxes are CNV’s major source of revenue. CNV’s reliance on property tax as a source of revenue has increased gradually over the past several years. This trend is partially due to the lack of access to other types of revenues. Where feasible, CNV charges user fees for services, however this is not possible for many services. The 2023-2027 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 costs from Metro Vancouver.

Policy: The City 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

Property Class and Description		Tax Allocation %	
		2022	2023
1	Residential	56.38%	56.79%
2	Utilities	0.49%	0.45%
3	Major Industry – Capped	10.70%	10.53%
4	Major Industry – Non capped	0.62%	0.61%
5	Light Industry	1.02%	0.94%
6	Business	30.74%	30.63%
8	Recreation/Non-Profit	0.05%	0.05%

Background: In 2008 Council adopted a Long Term Property Tax Strategy to shift taxes from the business and light industrial tax classes to the residential tax class. The goal of this strategy was to move CNV’s tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity. As CNV’s tax rates and tax rate multiples are now competitive within the region, Council endorsed an across the board tax rate increase for 2023.

Policy: CNV will continue to distribute property taxes among the various property classes to keep tax rates and tax rate multiples competitive within the Metro Vancouver Region, while maintaining the principles of fairness and equity.

**SCHEDULE “A” TO BYLAW NO. 8978
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2023 – 2027**

(4) Use of Permissive Tax Exemptions

Background: Council currently allows permissive tax exemptions to organizations within the City, in accordance with eligibility criteria defined under the Community Charter. This criteria 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 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 uses are 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 CNV's goals and objectives.