REPORT TO COUNCIL

Dept. Manager	GM/ Director	CAO

Date: November 2, 2026 Meeting Date: November 9, 2026

AUTHOR: Genevieve Lanz, Corporate Officer

SUBJECT: Council Orientation Overview

SUMMARY:
Following the 2026 general local election, the objective of orientation is to help educate and prepare Council for strategic decision-making by enhancing the understanding of the role of council, staff, and the District of North Vancouver's guiding plans and policies. The 2026 Council Orientation Guide (Attachment 1) has been prepared to provide a foundation for new and returning council members.

Council Orientation Schedule

Monday, November 9, 2026 – Workshop
- Governance - *provided by the Corporate Officer*
  - Roles and Responsibilities
  - FOIPPA, Confidentiality and Privacy
- Municipal Services Introduction – *provided by the General Managers*

Tuesday, November 17, 2026 – Workshop
- Hierarchy of Plans – Official Community Plan, Council Strategic Priorities and Plan, Financial Plan
- Municipal Services

Monday, November 23, 2026 – Workshop
- Budget and Financial Plan

Next Steps
Beginning in January 2027, Council will use the foundation provided during the orientation process to develop the 2026-2030 Council Strategic Plan.

CONCLUSION:
The 2026 Council Orientation Guide is provided for Council's onboarding for the 2026-2030 term and forms part of the larger orientation process.

Respectfully submitted,



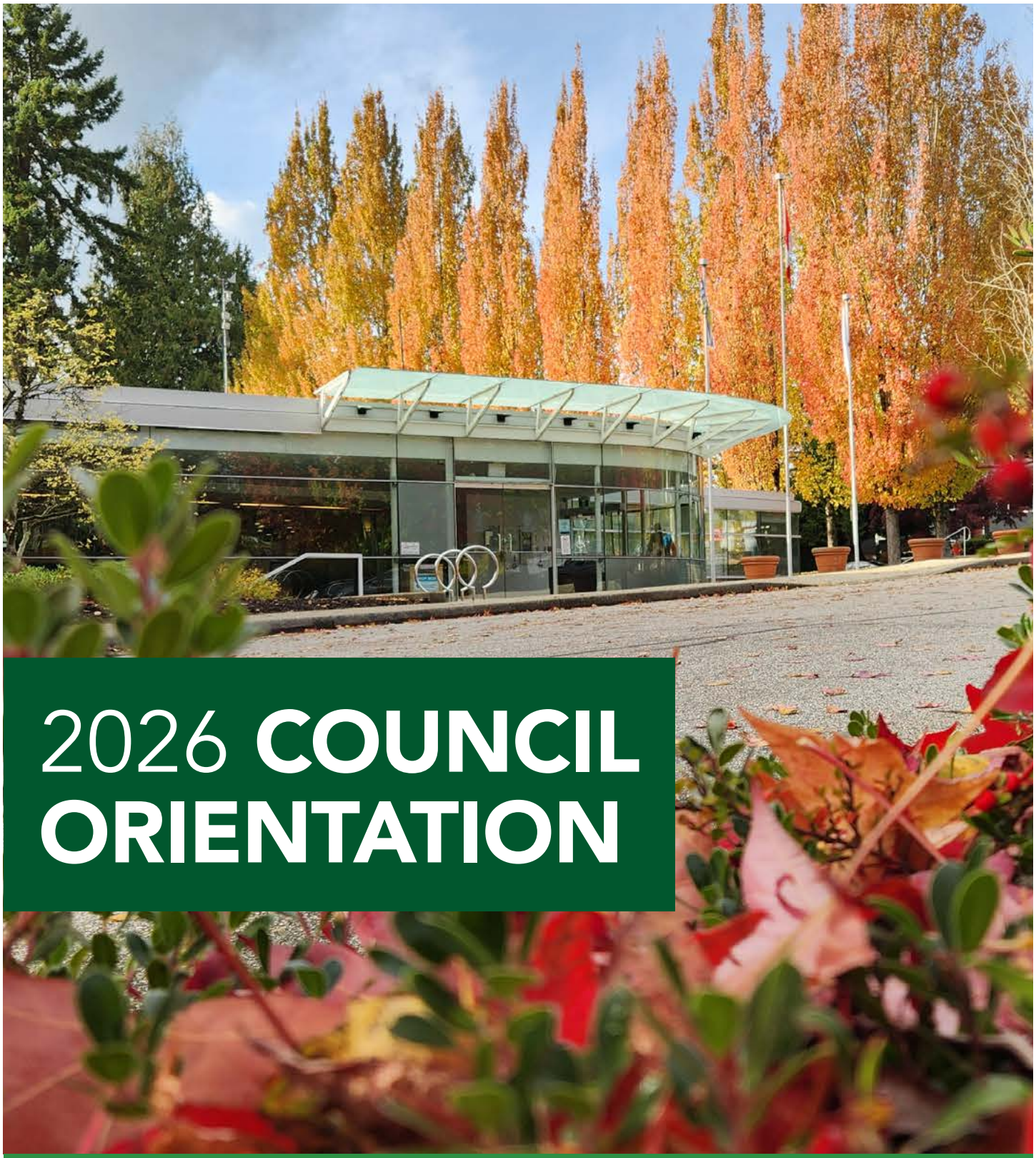
Genevieve Lanz
Corporate Officer

ATTACHMENTS:

1. 2026 Council Orientation Guide
2. Governance Presentation *(provided by the Corporate Officer)*
3. Municipal Services Presentation *(provided by the General Managers)*
4. Community Vision Pyramid Graphic *(excerpt from Attachment 3)*

❑Corporate Services	❑Finance	❑Parks and Biodiversity
❑Planning, Properties and Permits	❑Engineering – Infrastructure Services	❑Engineering – Public Works
❑Legal	❑Fire Services	❑Communications

Attachment 1



2026 **COUNCIL ORIENTATION**

DISTRICT OF NORTH VANCOUVER

OCTOBER 2026

We respectfully acknowledge the original peoples of these lands and waters, specifically the səlilwətaɬ (Tsleil-Waututh), Sḵwx̱wú7mesh 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.

2026: Council Orientation Guide

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Introduction

Serving on Council involves making decisions about the community's present needs while planning responsibly for its future. Councillors are required to make decisions on a wide range of issues while balancing competing priorities, stewarding public resources and acting in the long-term interests of the community. This guide brings together the essential information Council members need to fulfil their governance responsibilities and make informed decisions on behalf of residents.

The information is intended to provide all Council members with a common foundation at the beginning of the 2026-2030 term. It is not intended to answer every question. Rather, it provides the context needed to understand the District, the community Council serves, and the role Council plays in shaping the community's future.

The guide is organized from Council's perspective. It begins with the District and the community it serves, then explains Council's role within the local government system. The guide then focuses on the services, resources and partnerships Council governs, before outlining the planning, budgeting and decision-making processes through which Council establishes priorities and direction. The guide concludes with the responsibilities, expectations and practical information required to serve effectively as a member of Council.

Together, these sections are intended to help Council members understand not only how local government works, but also how Council's decisions influence the services, infrastructure and quality of life that residents rely on every day.

Did you know?

The District covers 160.66 km², which is approximately 565 residents per km².



Part 1: The Community

About the District of North Vancouver

Located on Metro Vancouver's North Shore, the District of North Vancouver extends from the Capilano River in the west to Indian Arm in the east, and from Burrard Inlet northwards to the Coast Mountains. With a most-recent population estimate of 97,845 (BC Stats/Stats Canada, July 1, 2025 estimate) and a total land area of just over 16,000 hectares (63 square miles), we are the largest of the three North Shore municipalities. Our naturally beautiful surroundings, high quality of life and proximity to downtown Vancouver make us one of Canada's most desirable places to live, work and explore. The combination of unique geography and location offers the benefits of simultaneously being part of a dynamic metropolitan region while living next door to a vast natural wilderness.



Our vision

Inspired by nature, enriched by people.

Our mission

We provide leadership and exemplary service which improves the community's quality of life by addressing its needs today, and aspirations for tomorrow.

Our values

- ***Inclusivity*** – represent every member of our community and work towards reconciliation with local First Nations
- ***Stewardship*** – care for lands, ecosystem health and resources in a sustainable manner for current and future generations
- ***Respect*** – treat our community, visitors and shared spaces with respect
- ***Livability*** – foster community well-being

Demographics

88,168 residents (2021)

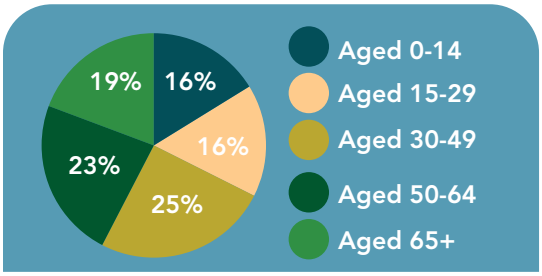
POPULATION

Source: Census 2021

97,845 residents (2025)

POPULATION ESTIMATES

Source: BC Statistics, 2025



AGE DISTRIBUTION

Source: Census 2021

HOUSEHOLD COMPOSITION	#	%
Couples with Children	11,535	35%
Couples without Children	8,270	25%
Single-Parent	2,625	8%
Multigenerational	915	3%
One-Person	6,750	21%
Other Census Housholds	2,600	8%
Total	32,700	

Source: Census 2021

Housing Statistics

45% higher than MV

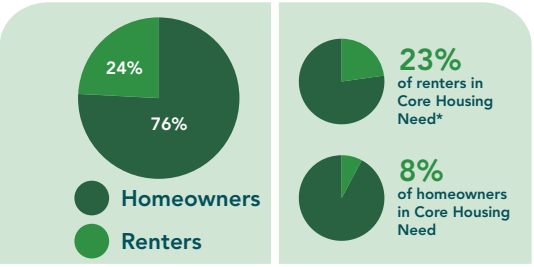
31% higher than MV

$170,200 Average

$123,000 Median

HOUSEHOLD INCOME

Source: Census 2021



RENTER HOUSEHOLDS

Source: Census 2021

HOUSING COST

Median Rent

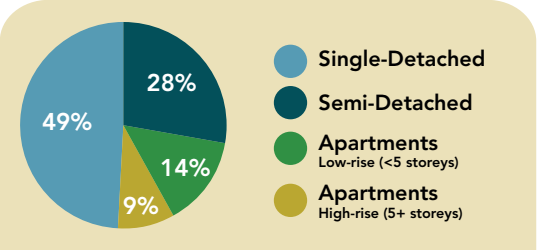
Studio	N/A
1-Bedroom	$ 2,500
2-Bedroom	$ 2,755
3-Bedroom	$ 2,551

Source: CMHC Rental Market Report, 2025

The median rent for all bedroom sizes has increased by 4.7% ($114) from $2,447 in 2024 to $2,551 in 2025.

* A household is said to be in 'Core Housing Need' if it would need to spend 30% or more of its total before-tax income to pay for alternative local housing in their community, and its current housing falls below at least one of the following standards: adequacy, affordability and suitability.

Housing Stock



DWELLING TYPES

Source: Census 2021

EXISTING HOUSING STOCK

Tenure	Number of Units
Ownership	32,183
Market Rentals	2,582
Below-market rental	451
Social, Supportive & Coop	1,810
Total	37,026

Source: District of North Vancouver, August 2026

Employment

1,737
New Business Licenses Issued (2025)

6,631
Total Business Licenses Issued (2025)

BUSINESSES IN THE DNV

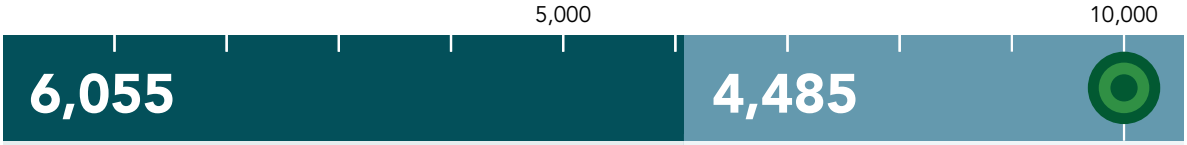
Source:
District of North Vancouver, December 2025

48,010
Residents in the Workforce (2021)

WORKFORCE

Source: Census 2021

Development Progress Since 2011



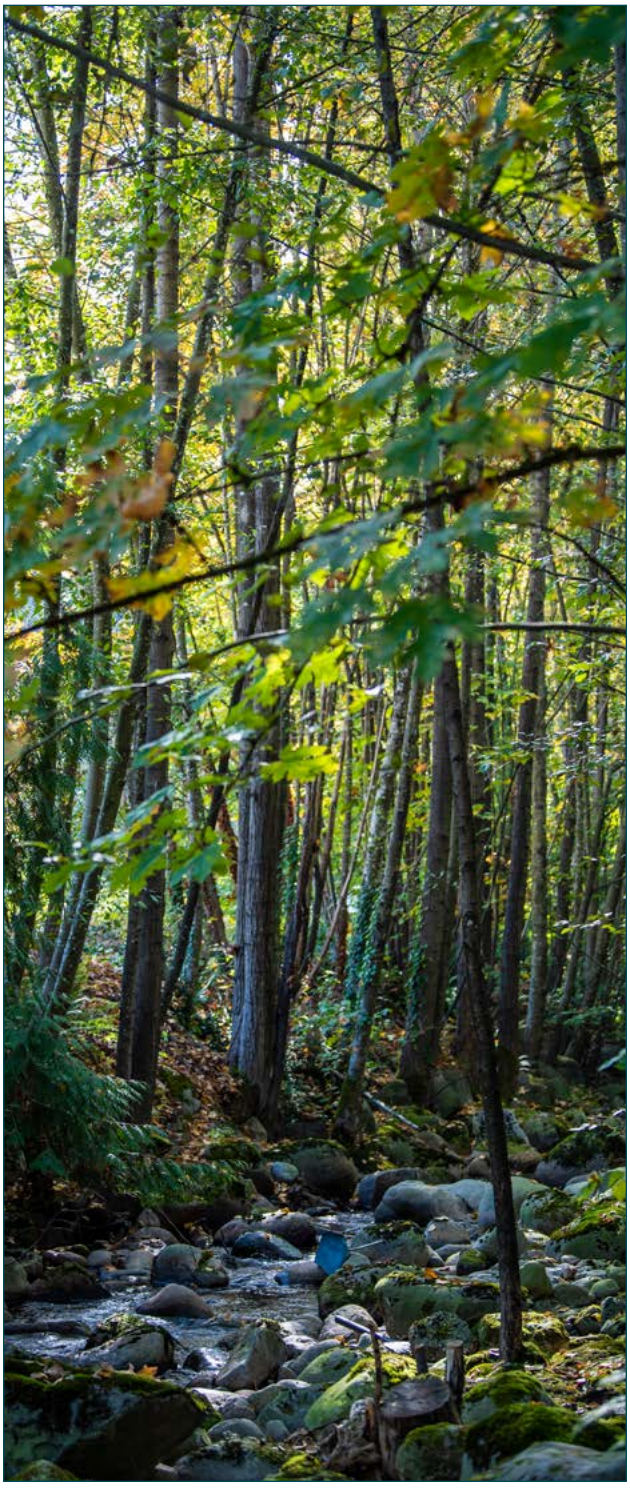
Units Built
- 3,730 Ownership
- 1,359 Market Rental
- 451 Below-Market Rental
- 542Social and Supportive

Units Approved
- 1,956 Ownership
- 1,823 Market Rental
- 271 Below-Market Rental
- 435 Social and Supportive

2030 OCP Estimated Demand

Source: District of North Vancouver, August 2026

Community context: Staff perspective



The community Council serves

The District is a mountain-to-waterfront community shaped by its natural setting and extensive parkland. These natural features have influenced how neighbourhoods develop, how residents connect with one another, and why people continue to choose the District as their home.

The District's development has long been shaped by the relationship between its natural environment and the people who built their lives here. Incorporated in 1891, the District of North Vancouver grew from a resource-based community defined by logging, shipbuilding and waterfront industry into a suburban municipality. While development occurred gradually through the early 1900s, the most significant transformation came in the 1950s and 1960s. A post-war population boom, coupled with the opening of the Second Narrows Bridge in 1958, accelerated land sales and subdivision development throughout the District. Revenue generated from land sales and development helped finance roads, water, sewer, drainage systems, parks and community facilities: the foundation of municipal services. Much of the infrastructure the District manages today was built during this period. Many of those assets are at an age where significant renewal and replacement will be required.



Managing growth and community change

In 2011, the community came together to articulate a long-term vision: Inspired by nature, enriched by people. The Official Community Plan describes a vision of a community that is sustainable, inclusive and resilient. That vision continues to guide decisions about growth, infrastructure, housing, transportation and community services. The District of North Vancouver resident population has increased from approximately 82,000 residents in 2006 to nearly 100,000 residents today. Growth and services are focused around four key town centres - Lions Gate/Marine Drive, Lynn Creek, Lynn Valley and Maplewood - with smaller village centres in Edgemont, Queensdale, Parkgate and Deep Cove in valued neighbourhoods that support daily needs.

New residents bring fresh perspectives, needs and expectations, while many long-time residents continue to value the character of established neighbourhoods. Balancing growth, community change and neighbourhood character is one of the defining public conversations shaping the community today. Compared with many municipalities in the region, the District has taken a measured approach to growth, shaping how it funds new infrastructure, amenities and services.

Did you know?

The District's population has grown by approximately 26% over the past 40 years.

Over the next term of Council, the District will continue to respond to external initiatives and legislative requirements of the federal, provincial, First Nations and regional governments and its agencies. This includes infrastructure and facilities for education, health care, child care, seniors care, housing, environmental protection, hazard mitigation, economic development, and transportation. The organization's workforce continues to be upskilled to improve service to the community with a focus on agile, streamlined and digital service.

The core challenge is to keep infrastructure and services aligned with growth and to meet senior governments' legislative requirements while protecting affordability, maintaining quality of life and managing priorities within a constrained budget.

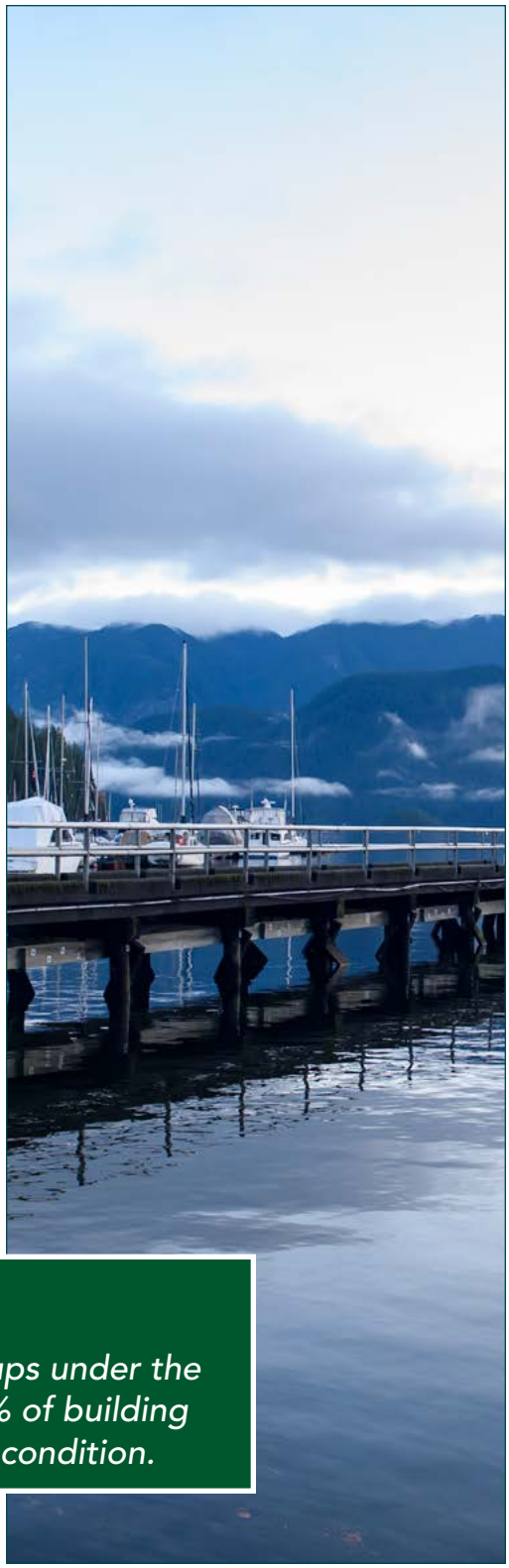
The Financial Context

The next Council term will be shaped by significant financial pressures and decisions about affordability, service levels, infrastructure investment, and long-term sustainability. The District faces a structural funding gap: municipal costs are projected to grow faster than revenues. Many of these costs are driven by factors outside municipal control such as labour costs, inflation, regulatory changes, regional utility charges and others. At the same time, the District manages more than $4 billion in public assets that require ongoing investment to remain safe, reliable and resilient.

Council will be asked to balance competing priorities:

- Maintaining services that residents value
- Funding asset renewal and growth-related infrastructure
- Responding to climate and emergency preparedness challenges
- Keeping property taxes and utility fees as affordable as possible.

Beyond 2030, senior staff expect the financial outlook will still be shaped by aging infrastructure replacement and maintenance requirements, regional utility costs, climate adaptation needs, and the identification of sustainable revenue sources to support community services over the long term.



Did you know?

Buildings and wharves are the two asset groups under the highest renewal pressure. Approximately 60% of building inventory is assessed as in poor or very poor condition.

Major initiatives: 2027–2030

Senior staff expect to bring the following major initiatives to Council during its term:

- Develop and adopt the next Corporate Plan for 2027-2030. *(Note that Council will also develop its strategic priorities for its term.)*
- Review and renew the Official Community Plan vision beyond 2030, while meeting provincial requirements for five-year updates to the OCP, Housing Needs Report and Zoning Bylaw.
- Develop and fund the next 10-Year Financial Plan, informed by the State of Assets Report, to support long-term investment in roads, water, drainage, sanitary sewer, buildings, parks, wharves and fleet.
- Prioritize facility renewal and replacement projects through development of the Strategic Facilities Plan.
- Complete and implement a long-range Community Transportation Plan while advancing regional advocacy for transit, bridge and highway improvements.
- Deliver Firehall #5 in Norgate
- Strengthen regional advocacy on governance, funding and cost-allocation reforms related to the North Shore Wastewater Treatment Plant, wet-weather pricing and rising regional utility costs.
- Advance and renew the District's climate action strategies to reduce corporate and community emissions while improving the community's resilience to climate impacts
- Advance natural hazard management and emergency planning for risks such as extreme weather, flooding, wildfire and other emerging threats.
- Advance the long-term renewal of the District's parks, natural areas and major destination attractions, balancing asset renewal, climate resilience, recreation demand and sustainable service delivery.



Indigenous Relations and Reconciliation

The District is committed to advancing reconciliation and building strong, mutually beneficial relationships with local First Nations. Over recent years, Council has directed staff to take concrete steps toward reconciliation, including:

- Joining the Coalition of Inclusive Municipalities and endorsing the Common Commitments (2020)
- Implementing municipal-specific Calls to Action from the Truth and Reconciliation Commission of Canada (2020)
- Establishing the District/Tsleil-Waututh Nation Relationship Protocol Agreement (2022)
- Adopting the District's Corporate Plan for 2023-2026 (2023)

Current priorities include implementing the District/Tsleil-Waututh Nation Relationship Protocol Agreement, ongoing collaboration with local First Nations, discussing a potential Relationship Protocol Agreement with Squamish Nation, and implementing the District's Indigenous Engagement Framework. The program also supports Indigenous engagement on District initiatives, advances the District's reconciliation commitments across the organization, and coordinates learning opportunities to increase understanding of Indigenous history, cultures, and reconciliation.

Council plays an important role in advancing these relationships by participating in government-to-government meetings and events, setting strategic direction, supporting reconciliation commitments, and considering Indigenous perspectives in District decision-making.



Part 2: Local Government

Local Government Legislative Framework

Authority

The provincial government incorporates local governments by letters patent, a specialized form of order-in-council adopted by the Lieutenant Governor. This is considered to be the 'birth certificate' of the municipality. The District of North Vancouver was incorporated on August 10, 1891.

The *Constitution Act* divides legislative powers between the federal and provincial governments. The Province grants powers to municipalities through legislation, meaning local governments exercise powers delegated to them but they have no inherent governing rights. These laws allow local governments to have authority over land use and development, infrastructure, services, regulating business licences, and property taxes.

The *Community Charter* and the *Local Government Act* define the core authority of local governments and guide decision-making.



Did you know?

The District owns and maintains approximately $4.65 billion in assets that support daily community life. Utilities account for about $2.0 billion of the asset base, transportation about $1.2 billion, and parks, recreation and culture about $0.9 billion. Together, these represent about 89% of the District's total asset value.

Community Charter

The *Community Charter* provides the statutory framework for all municipalities in B.C. except the City of Vancouver. The *Community Charter* sets out municipalities' core areas of authority, including:

- Broad powers (for example, municipal services, public health regulation and entering into agreements)
- Property taxation
- Financial management
- Procedures (for example, adopting bylaws)
- Bylaw enforcement

The *Community Charter*'s broad powers include fundamental municipal powers:

- Corporate ("natural person") powers
- Service powers
- Regulatory powers
- Specific powers (for example, expropriation)

To balance the broad powers provided to local governments, the *Community Charter* contains accountability and public participation provisions, such as:

- Elector approval processes
- Annual municipal reporting
- Ethical conduct rules for elected officials

The *Community Charter* also addresses municipal-provincial relations, with principles, consultation requirements and dispute resolution processes.

Local Government Act

The *Local Government Act* is the primary legislation for regional districts and improvement districts, setting out the framework for structure and operations, as well as the main powers and responsibilities. Certain municipal provisions of the *Local Government Act* also apply to municipalities for matters not covered by the *Community Charter* (for example, municipal tax sales).

The *Local Government Act* also covers important authorities for both municipalities and regional districts, such as planning and land use powers and statutory requirements for administering elections. Other key election rules, such as campaign financing rules that apply to local elections and assent voting are set out in the Local Elections Campaign Financing Act and regulations.

Role of Council

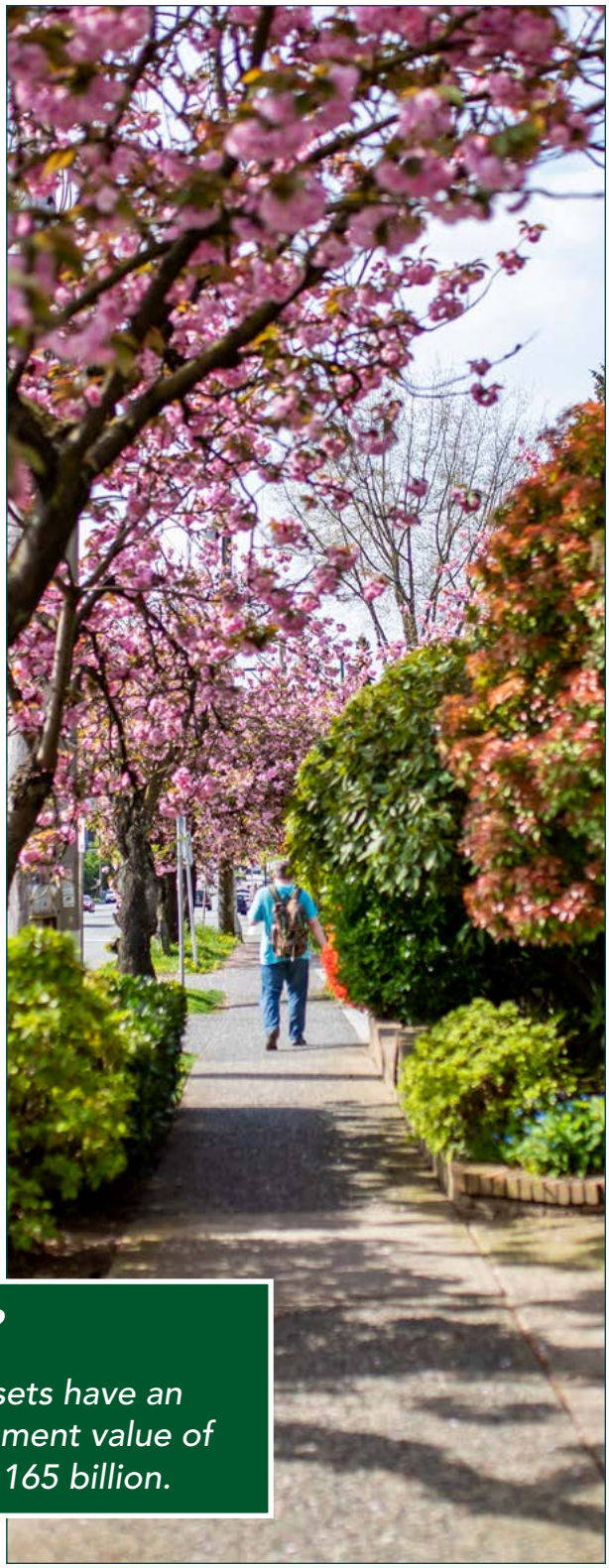
What is a municipal council?

A municipal council is the governing body of a municipality. It has the authority to make decisions and act for the municipal corporation (the municipality), consistent with the purposes of a municipality and its authority and requirements under legislation, bylaws and policies. The purposes of a municipality include:

- Providing for good government of its community
- Providing for services, laws and other matters for community benefit
- Providing for stewardship of the public assets of its community
- Fostering the economic, social and environmental well-being of its community

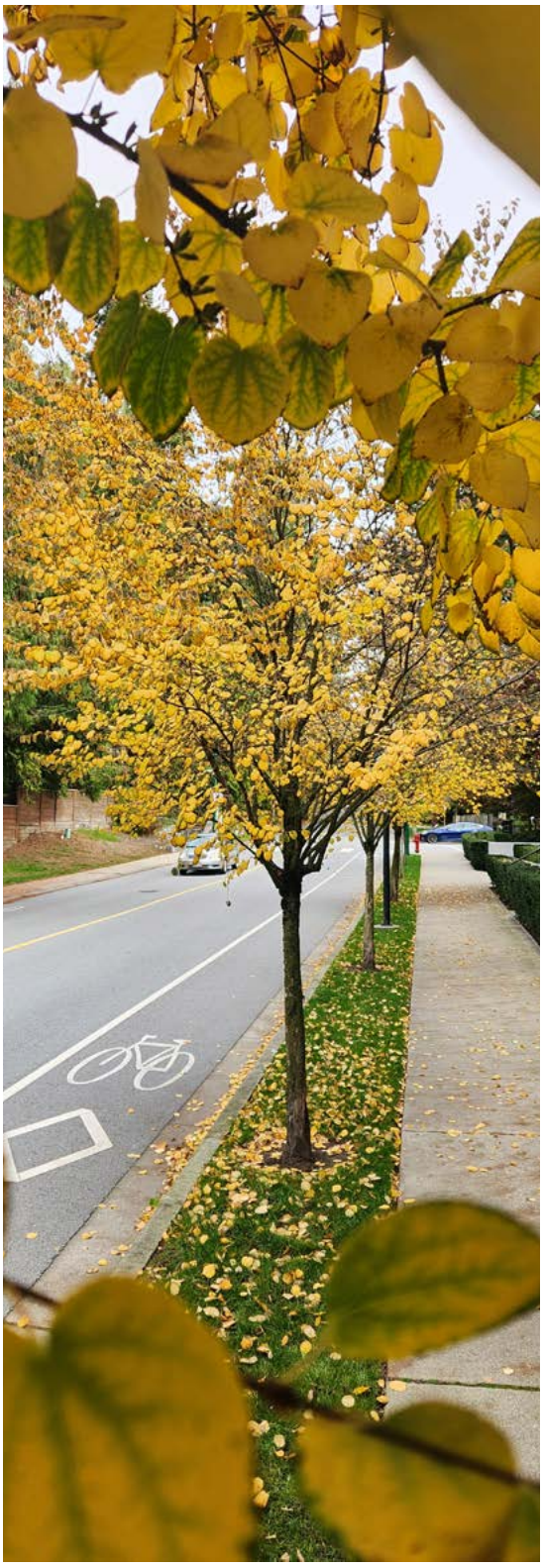
A municipal council makes decisions collectively, meaning that it is not individual council members but rather the council as a whole, based on a majority vote, that decides and acts for the municipality.

Municipal councils are supported by municipal staff (officers and employees), often referred to as the municipal administration. While council sets the policy direction for a municipality, the municipal administration implements that direction.



Did you know?

Transportation assets have an estimated replacement value of approximately $1.165 billion.



Municipal councils are empowered to address the existing and future needs of their community by making collective decisions that are recorded in bylaws or resolutions. Each member of council, including the mayor, is entitled to one vote on matters that come before them for discussion and decision. Such matters are wide-ranging: for example, regulatory bylaws such as animal control, services such as fire and police, land use regulation such as zoning, fees and property tax bylaws, and key plans such as the official community plan and five-year financial plan (budget).

Ultimately, municipal councils are responsible for the delivery of local services to their community and the actions taken by the municipality. As municipalities are legislatively recognized by the B.C. government as an order of government within their jurisdiction, these responsibilities are undertaken largely independently with limited oversight by other levels of government. Certain decisions made by council are not effective until they are approved or authorized by the provincial government, such as long-term borrowing bylaws or municipal boundary changes.

Council as the Policy Maker

Council establishes long-range visions, strategic priorities, service levels and overarching policies. Individual council members do not have the authority to direct staff or make unilateral decisions outside of a formal meeting.

The CAO is responsible for taking the policies, bylaws, and budgets set by Council and turning them into action plans and daily operations.

Responsibilities

The Mayor

The mayor is the head and chief executive officer of the municipality. The mayor has all the responsibilities of a councillor plus a number of additional responsibilities. Under the *Community Charter* the mayor must:

- Provide leadership to council including by recommending bylaws, resolutions and other measures that may assist in the peace, order and good governance of the municipality
- Reflect the will of council and carry out other duties on behalf of council, such as attending ceremonies and meetings of other bodies
- Communicate information to council, for example from the chief administrative officer or from meetings with other bodies
- Chair council meetings, including overseeing their conduct, maintaining order and knowing the rules of governing meetings
- Establish standing committees and appoint people to those committees
- Provide, on behalf of council, general direction to municipal officers about implementation of municipal policies, programs and other council directions
- Suspend municipal officers and employees if the mayor believes this is necessary, subject to confirmation by council under section 151 of the *Community Charter*



Councillors

Under the *Community Charter* a municipal councillor must:

- Consider the well-being and interests of the municipality and its community
- Contribute to the development and evaluation of municipal policies and programs respecting its services and other activities
- Participate in council and committee meetings and contribute to decision making
- Carry out other duties as assigned by the council, such as heading committees or being the liaison to a particular neighbourhood in the municipality
- Follow the rules in legislation, bylaws and council policies that establish any additional duties and set how council members exercise their authority

Acting Mayor

Council is required to designate a councillor as the acting mayor when the Mayor is absent or otherwise unable to act. Each member of council is designated for one-month periods, which rotate through the year. Should a councillor wish to change acting mayor dates up to one month less a day, they may do so by email to the Corporate Officer, Executive Assistant to the Mayor, and councillor changing dates. If a councillor wishes to change acting dates for the full month, this requires a council resolution.

If both the Mayor and Acting Mayor are absent from a council meeting, the members present must elect a Chair for the meeting. The Corporate Officer will call the meeting to order and administer the election.

Did you know?

The District facilitated 832 new homes in the first two years of the Province's housing target program, reaching 81% of its two-year target. By 2028, the Province expects the District to deliver a total of 2,838 new homes.



Statutory Requirements

Annual Report

The District of North Vancouver is required to prepare an annual report available to the public, which must include the following:

- Audited annual financial statements
- A list of permissive tax exemptions
- A progress report on goals and priorities established in the Corporate Plan
- A report on our services and operations
- A statement on next year's objectives and measures, and progress on Council's priorities.

Statutory Officials

The *Community Charter* and other Acts require Council to appoint a number of officials. The duties of these officials are set out in the applicable Act.

Corporate Officer

The Corporate Officer is a position required under the *Community Charter* and is responsible for corporate administration, including legislative and meeting management, bylaws and corporate records, records management, elections, and responsibilities assigned under the Freedom of Information and Protection of Privacy Act.

Chief Financial Officer

The Chief Financial Officer (CFO) is a required position per the *Community Charter.* The CFO is responsible for financial administration.

Chief Administrative Officer

The Chief Administrative Officer is appointed by Council to be responsible for the overall management of the administrative operation of the municipality and is considered to be the sole employee of Council.

Approving Officer

Council must appoint an employee to approve subdivisions. Council sets the regulations for subdivisions but cannot direct the approving officer to approve or not approve a plan – the approving officer is responsible to the Province to carry out the duties as set out in the Land Title Act.

Role of Staff

Staff support Council by providing professional advice, analysis, technical expertise and recommendations to inform decision-making. Staff are responsible for implementing Council's bylaws, policies and approved budgets under the direction of the Chief Administrative Officer, and for delivering municipal services to the community.



Did you know?

Parks assets are valued at approximately $261 million and include more than 350 sports-field assets, 150 parks bridges, 226 parks staircases, 198 boardwalks, 54 playgrounds and fitness circuits, and 87 sports courts and water parks.

Supporting Respectful, Effective Municipal Governance

This Council-Staff Working Agreement reflects shared commitments between Council and administration to uphold professional governance, protect staff and elected officials, and serve the public interest with integrity.

This Agreement is not a legal document. It is a statement of shared expectations and accountability.

Our Shared Commitments

We commit to the following principles:

1. Respect for Roles and Authority

- Council governs collectively through formal decisions.
- Administration manages operations under the direction of the CAO.
- Councillors do not direct staff or contractors.
- All administrative direction flows through the CAO.

2. Professional Communication

- We communicate early and respectfully.
- We follow the "no surprises" rule.
- Concerns are raised through appropriate channels.
- We avoid public criticism of individuals.

3. One Voice After Decisions

- We debate issues openly and respectfully at the Council table.
- Once a decision is made, Council speaks with one voice.
- Administration implements Council decisions professionally and impartially.

4. Staff Protection and Workplace Safety

- Staff are treated with dignity and respect at all times.
- Public meetings are not forums for personal critique.
- The Chair intervenes when conduct threatens decorum or safety.

5. Equal Access, Clear Process

- Councillors have equal access to information.
- The Mayor or Chair receives information necessary to fulfill leadership and public roles.
- Agenda planning supports preparedness, fairness, and defensible decision-making.

6. Integrity and Public Trust

- We avoid alliances, factional behaviour, and informal decision-making.
- We act transparently and ethically.
- We prioritize the long-term health of the organization over individual interests.

Our Commitment

By working within these shared expectations, Council and administration affirm their commitment to respectful governance, professional leadership, and service to the community. Strong governance protects people, process, and public trust.

Part 3: Governing the Municipality

Municipal Services



Council does not directly deliver municipal services; it governs them. Municipal services are the primary way the District delivers value to the community, and how Council's priorities are translated into action for the community. Council's role is to establish priorities for its term that support the community's goals, determine service levels and allocate resources to ensure services meet community needs today while remaining sustainable for the future.



Divisions

Council governs municipal services, and those services are delivered through the work of the District's divisions. Each division contributes different expertise and responsibilities, often working together to deliver services that support residents, businesses and the broader community. Understanding this relationship helps connect Council's decisions on priorities, policies and funding to the services residents experience every day. While residents experience municipal services, those services are planned, managed and delivered through the District's seven divisions. Each division, listed below in alphabetical order, contributes specialized expertise and works with other divisions to support service delivery across the municipality:

Climate Action and Parks

The Climate Action and Parks division includes three departments: Climate Action, Parks and Golf Services. The Climate Action office collaborates with District departments and partner agencies to support key actions that include upgrading facilities, transitioning to lower emission vehicles, developing energy efficient building policies, promoting low-carbon transportation options, supporting a circular economy, improving ecosystem health and increasing resilience to climate change impacts. The Parks department designs, builds, operates and maintains the District's many municipal parks, playgrounds and sports fields. It also manages the District's street trees and forested areas, ensuring the health of these important natural assets. Park attractions managed by the department include the Lynn Canyon Ecology Centre, Maplewood Farm and the Northlands Golf Course.

Did you know?

Residents and visitors can hike, bike, run and walk over 300 km of trails and pathways. That is about 3.3 metres of trail and pathway per resident.



Corporate Services

Corporate Services delivers essential strategic administrative, legislative and corporate functions. These include corporate planning and reporting, human resources, legal services, communications and community relations, intergovernmental relations, legislative services, customer-focused digital services and information technology. The division prioritizes organizational efficiency in managing internal operations and develops tools to enhance interactions between residents and their local government. Key partnerships involve collaboration with senior governments, Indigenous and First Nations governments, and agencies such as the North Vancouver School Board.

The Legislative Services team supports council meetings, agendas, minutes, records management and requests, and other legislative processes. Communications and Community Relations oversees public information, official communication channels, media relations, filming in the municipality and placemaking efforts to enhance community enjoyment. Digital and Information Technology Services supports the organization by designing services, reviewing business processes and applying suitable technologies for initiatives like geospatial asset management, automation and cybersecurity risk management. Human Resources manages labour relations, compensation, workplace culture, inclusivity, benefits, recruitment and employee relations, ensuring the organization has the workforce to fulfil Council priorities. The Legal department protects the municipality's legal interests, ensures decisions are lawful and defensible, and supports Council and staff in carrying out their statutory responsibilities under provincial law.





Did you know?

The water system includes approximately 364 km of water mains, 34 pressure-reducing valve stations, 12 reservoirs, seven pump stations, 1,928 hydrants, 845 meters and 21,029 service connections.

Engineering Infrastructure Services

Engineering Infrastructure Services is comprised of Engineering Services (Transportation, and Engineering, Planning and Design), Project Delivery and Natural Hazard Mitigation, and oversees components of North Shore Emergency Management. The division develops long-range civil infrastructure and transportation plans, policies and engineering standards; delivers major municipal infrastructure capital projects; and establishes processes, frameworks and controls for project delivery, asset management, planning and policy based on best practices.

Engineering Public Works

Engineering Public Works is organized into three core service groups: Utilities, Engineering Operations and Facilities. The division plans and delivers major building projects and renovations, and provides utility services, including water distribution, stormwater and sanitary sewer networks, and garbage and organics collection. The division operates and maintains municipal infrastructure, including facility management, street maintenance, snow and ice removal, traffic operations, construction, surveying and fleet management.

Finance

Finance focuses on financial stewardship and policy development, financial strategies and long-term planning, business planning and decision support, procurement and risk management, accounting and financial reporting. The division is dedicated to effective, efficient business transformation and the development of long-term strategies supporting sustainable service delivery and financial health.

Fire and Rescue Services

Fire and Rescue Services conducts fire inspections and provides leading-edge training and public education on fire protection and risk reduction. It also works closely with partner agencies on the North Shore to deliver a diverse range of emergency services, including structural and wildland urban interface firefighting, motor vehicle rescue, high angle rescue, tower crane rescue, swift water rescue, hazardous materials response, pre-hospital medical response and (in partnership with the Vancouver Fire Department) land-based shipboard marine firefighting.
View Fire and Rescue Services' annual report at DNV.org/fire-annual-report.

> ***Did you know?***
>
> *Fire and Rescue Services is one of the District's most visible public services, and yet much of its work focuses on prevention, resilience and preparedness before emergencies occur.*



Planning, Properties and Permits

Planning, Properties and Permits oversees community planning, development planning, development engineering, environmental sustainability operations, bylaw services, animal welfare, real estate and properties, and permits and licences. This division provides comprehensive planning, development review, environmental stewardship and regulatory compliance monitoring and enforcement services. Responsibilities include overseeing long-term community planning, housing, social planning and heritage initiatives; managing land use applications and development review; managing development proposals; environmental planning to protect natural assets; enforcing the District's bylaws and regulations; managing property-related services; reviewing and issuing building permits; and overseeing compliance for construction projects.

Partner Agencies

North Vancouver District Public Library

The North Vancouver District Public Library (NVDPL) provides library services, learning opportunities and community spaces for residents of all ages. Through its three branches in Capilano, Lynn Valley and Parkgate, as well as additional service points, NVDPL offers access to collections, digital resources, programs, technology and lifelong learning opportunities. The library plays an important role in supporting literacy, inclusion, community connection and access to information throughout the District.



North Vancouver Recreation and Culture Commission

The North Vancouver Recreation & Culture Commission (NVRC) delivers recreation, culture and community programs and services on behalf of the District and the City of North Vancouver. NVRC operates and maintains recreation and cultural facilities, manages public art programs, administers arts and culture grants, and works with community organizations to support active, healthy and connected communities.



North Vancouver Museum and Archives

The Museum and Archives of North Vancouver (MONOVA), operated by the North Vancouver Museum & Archives Commission, is a shared partner agency of the City and District of North Vancouver. Through the Museum of North Vancouver and the Archives of North Vancouver, MONOVA preserves, shares and interprets the history of North Vancouver. The organization supports community understanding and engagement through exhibitions, educational programs, archival services and initiatives that explore the people, places and events that have shaped the community.



North Shore Emergency Management

North Shore Emergency Management (NSEM) is the emergency management agency serving the District of North Vancouver, City of North Vancouver and District of West Vancouver. NSEM supports the three municipalities in preparing for, responding to and recovering from emergencies and disasters through planning, training, public education, emergency coordination and volunteer management. The organization plays a critical role in strengthening community resilience and supporting emergency response and recovery across the North Shore.



Accessibility

Accessibility is the practice of identifying, removing and preventing barriers that may limit a person's ability to access services, facilities, information or opportunities to participate in community life. The Province's Accessible British Columbia Act requires public-sector organizations, including local governments, to establish accessibility committees, develop accessibility plans and provide opportunities for public feedback on accessibility barriers.

The District, in partnership with the North Vancouver District Public Library and North Shore Emergency Management, developed a shared Accessibility Plan to guide accessibility improvements across services, facilities, communications and programs. The plan reflects a commitment to creating a more inclusive community and ensuring that residents can access and benefit from municipal services. Council supports this work through policy direction, oversight and consideration of accessibility in decision-making.

For more information, see the District's Accessibility Plan 2023-2026.



Regional Governance

Metro Vancouver's Role in Regional Governance

The District of North Vancouver is a member of Metro Vancouver, a regional federation of 21 municipalities, one Treaty First Nation and one electoral area. Metro Vancouver delivers and coordinates regional services that individual municipalities cannot efficiently provide on their own, including drinking water, wastewater treatment, regional parks, air quality management, regional growth planning and solid waste management.

Many of the services residents rely on every day are influenced by decisions made at the regional level. As Council has experienced with the North Shore Treatment Plant, Metro Vancouver's decisions can affect utility costs and infrastructure investments, as well as environmental initiatives, growth management and regional transportation advocacy. As a result, participation in regional governance is an important responsibility for Council.

The District is represented on Metro Vancouver's four governing boards: the Metro Vancouver Regional District, Greater Vancouver Water District, Greater Vancouver Sewerage and Drainage District, and Metro Vancouver Housing Corporation. Council appoints Directors and Alternate Directors to represent the District's interests on these boards. Directors serve at the pleasure of Council and are responsible for considering both the interests of the District and the broader regional context.

Representation and voting strength on Metro Vancouver boards are generally based on population and participation in the service being provided. The District currently holds five votes on each board. Most board decisions are made through a weighted voting system established under the *Local Government Act*.

Regional issues are often complex and involve balancing the needs and priorities of multiple member municipalities. Council members may therefore find themselves considering regional matters such as water supply, wastewater treatment, housing, environmental protection, climate resilience and utility affordability in addition to local municipal priorities.

Did you know?

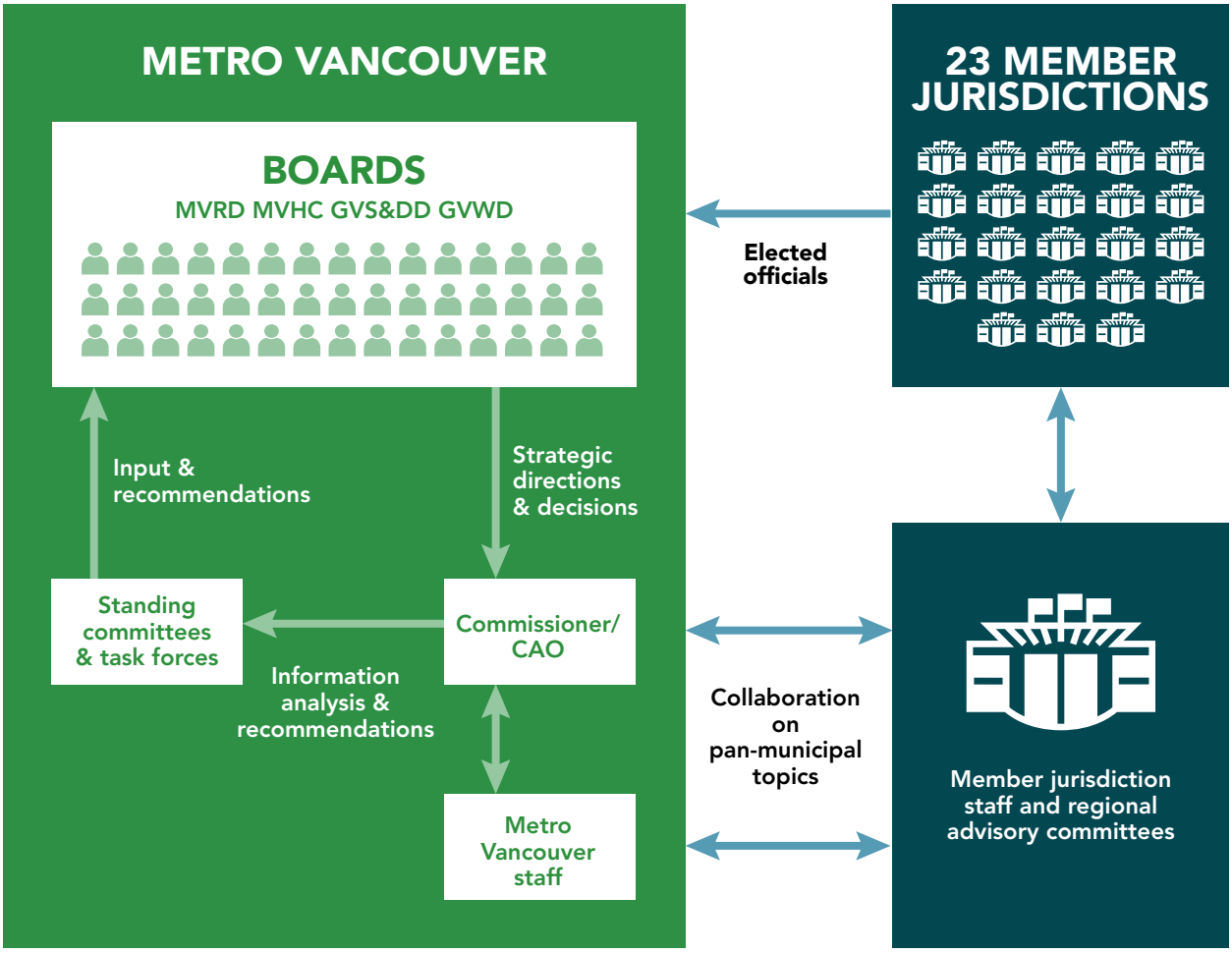
The District manages more than 3,000 hectares of parks and green spaces, providing about 330 m² of parks and green space per resident.



Board Committees

Metro Vancouver's governance structure also includes a number of standing committees that review policy issues and provide recommendations to the governing boards. These committees consider matters in greater detail before forwarding recommendations for board consideration and decision. Committee appointments are made annually by the Metro Vancouver Board Chair.

Service on Metro Vancouver boards and committees provides opportunities for elected officials to influence regional policy, build relationships with municipal partners, and advocate for issues affecting the District and the North Shore.



Advocacy and Intergovernmental Relations

Advocacy

Council has an important role in advocating for the interests of the District and the community on matters that fall outside the municipality's direct authority, require action by another order of government, or both.

Council may advocate directly by writing letters signed by the mayor to provincial or federal ministers, agencies or other decision-makers. These letters can communicate a Council-approved position, request action or bring attention to an issue affecting the community.

Council can also advance issues collectively through local government organizations. The Lower Mainland Local Government Association (LMLGA) provides a regional forum where local governments can bring forward resolutions and build support for issues of shared concern. LMLGA is one of five area associations of the Union of British Columbia Municipalities (UBCM).

At the provincial level, UBCM provides a formal process for local governments to bring forward resolutions for consideration by local governments from across British Columbia. Resolutions endorsed through UBCM are conveyed to the appropriate order of government, providing a collective local government voice on matters requiring provincial or federal action.

The District has used both levels effectively. For example, in 2026, Council supported advocacy on port property taxation through LMLGA to build regional understanding and support, while advancing a more specific District resolution through UBCM seeking provincial action.



Did you know?

Many of the District's most significant transportation challenges are outside municipal control, including Highway 1 congestion, Ironworkers Memorial Bridge capacity, and regional transit investment.

Municipal Government Advocacy and Membership Organizations

Lower Mainland Local Government Association

The Lower Mainland Local Government Association (LMLGA) represents local governments from Pemberton to Hope and is one of five area associations of the Union of British Columbia Municipalities (UBCM). It provides a forum for elected officials to discuss issues of regional and local government interest, share perspectives and advance resolutions for consideration by the broader UBCM membership. For Council, LMLGA provides an opportunity to build support among neighbouring local governments for issues that may benefit from collective advocacy.

Union of British Columbia Municipalities

The Union of British Columbia Municipalities (UBCM) represents local governments across British Columbia and provides a collective voice on issues affecting communities and local government. Through its annual convention and resolutions process, Council can bring forward issues requiring provincial or federal action and seek support from other local governments. Resolutions endorsed by UBCM are conveyed to the appropriate order of government, giving municipalities a formal avenue to advocate collectively for legislative, policy or funding changes.

Federation of Canadian Municipalities

The Federation of Canadian Municipalities (FCM) is the national voice of local government, representing nearly 2,000 municipalities and provincial and territorial municipal associations across Canada. FCM advocates to the federal government on issues affecting municipalities and works to ensure local government priorities are reflected in federal policies and programs. For Council, FCM provides a national forum to advance issues of shared municipal interest, learn from other communities and contribute to a collective municipal voice on matters requiring federal action.

Intergovernmental Relations

Intergovernmental relations refers to how local, regional, provincial and federal governments work together on issues that cross jurisdictions or require shared action. Understanding which order of government is responsible for what helps Council identify where the District has direct authority, where collaboration is required, and where Council may need to ask another order of government to take action.



Who's in Charge



GOVERNMENT OF CANADA

- Foreign Affairs & International Relations
- Borders, Immigration & Citizenship
- Currency, Banking & Financial Regulation
- Fisheries, Oceans & National Parks
- National Defence & Military
- Indigenous Lands & Rights legislation
- Employment Insurance & Income Supports
- Environmental Protection & Federal Regulation
- Federal Policing & National Security
- National Transportation Systems
- Ports, Airports & Telecommunications



GOVERNMENT OF BRITISH COLUMBIA

- Education
- Health Care
- Housing Legislation & Regulation
- Local government Legislation & Regulation
- Labour & Employment Standards
- Driver Licensing & Vehicle Regulation
- Provincial Highways & Transportation, Ferries
- Natural Resource Management
- Human Rights, Social Assistance & Income Supports
- Energy Legislation, Regulation & Policy
- Property, Civil Rights & Provincial Legislation
- Liquor, Cannabis & Gaming Regulation
- Public Safety & Corrections



METRO VANCOUVER REGIONAL DISTRICT

- Drinking Water Supply
- Wastewater and Sewage Treatment
- Solid Waste Management
- Air Quality Regulation
- Climate Action Programs
- Regional Parks
- Regional Growth Planning, 'Metro 2050'
- Regional Affordable Housing
- Regional Economic Development
- Regional Environmental Regulation & Enforcement
- Emergency Management & Regional Coordination



DISTRICT OF NORTH VANCOUVER

- Land Use & Zoning
- Building Permits & Inspections
- Development Approvals
- Local Roads & Active Transportation
- Municipal Parks, Recreation Playgrounds
- Fire Services & Local policing services (RCMP)
- Libraries & Public Art
- Drinking Water Distribution & Sewer Collection
- Garbage & Organics Waste Collection
- Local Emergency Management
- Local Bylaws & Enforcement, & Animal Welfare
- Social Services Supports & Neighbourhood Planning

* TransLink is the regional transportation authority, responsible for planning and operating public transit across Metro Vancouver. Metro Vancouver and TransLink are separate regional bodies with complementary responsibilities and work together to ensure transportation planning supports how and where the region grows.

Part 4: Organizational Planning and Budgeting

Official Community Plan

The Official Community Plan (OCP) is one of Council's primary tools for shaping the community's future. It establishes a long-term vision for the District and provides policy direction for land use, housing, transportation, parks, environmental stewardship and community development. The District's current OCP extends to 2030 and has been amended over time to respond to changing community needs and provincial requirements. Provincial legislation now requires municipalities to review and update their Official Community Plans at least every five years. Developing the next OCP will therefore be a major undertaking during the 2026-2030 Council term, with Council playing a central role in establishing the priorities and policy direction that will guide the District's next phase of growth and change.

Corporate Plan

The Corporate Plan is the organization's primary strategic planning document. It translates Council priorities into organizational objectives, work plans and performance measures. The Financial Plan and Corporate Plan inform department and divisional work plans to deliver programs and services to meet the needs of the community. The Corporate Plan reflects the goals, priorities and objectives established by Council at the beginning of its term, informed by the District's mandate, strategic impact, available funding and organizational capacity.

The Corporate Plan will be developed over a series of council workshops, finalized, and presented to Council for consideration at a regular meeting. Once adopted, the Corporate Plan guides Council and staff through the four-year term.

Financial Plan

Financial planning is one of Council's most important responsibilities. It connects community priorities, municipal services and available funding, helping Council balance service levels, affordability, infrastructure investment and long-term financial sustainability.

Council's role is to establish priorities, determine service levels and allocate resources in a manner that balances community needs, affordability and long-term sustainability. This includes approving the Five-Year Financial Plan, annual budget, tax rate bylaw and key financial policies, as well as providing oversight of the District's financial performance and risks. Through regular

financial reporting and budget deliberations, Council ensures financial decisions remain aligned with strategic priorities and legislative requirements.

Council reviews and adopts a Five-Year Financial Plan each year and may consider spring and fall amendments as circumstances, opportunities or emerging needs arise. Ultimately, Council's responsibility is to balance community needs, service levels and available resources by determining which municipal services will be provided, at what level, and how they will be funded over the long term.

Key Financial Planning Documents

Ten-Year Rolling Financial Plan

The Ten-Year Rolling Financial Plan provides a long-term view of the costs associated with delivering municipal services, maintaining infrastructure and funding future investments. It helps Council assess the long-term sustainability of current decisions and identify potential funding pressures, risks and trade-offs.

Five-Year Financial Plan and Annual Budget

The *Community Charter* requires municipalities to adopt a balanced Five-Year Financial Plan by bylaw each year. The Five-Year Financial Plan establishes the operating, capital, utility, staffing, reserve and funding framework required to deliver municipal services and support Council priorities. The annual budget represents the first year of that plan, identifying the services, projects and investments to be funded and delivered in the coming year.

Council's role at a glance

Recurring annual service and financial planning cycle

1	2	3	4	5
Understand *(Q1)*	**Consider options** *(Q2)*	**Set direction early** *(Q2)*	**Deliberate** *(Q3–Q4)*	**Approve, monitor & adjust** *(Q4–Q1)*
Understand service performance, financial pressures, major asset needs, risks and the long-term financial outlook	Consider options presented by Administration. Compare service and funding choices, including affordability of tax rate, risk, and priority services.	Primary early decision point before detailed budget work is finalized. Choose priority services, set affordability expectations and risk tolerance.	Review the proposed plan and confirm that service and funding choices remain appropriate.	Approve the Financial Plan. Receive reporting on financial performance, service outcomes and significant risks, and consider amendments when required.

Part 5: Making Decisions

Council Meetings

The Council Procedure Bylaw establishes the general procedures to be followed by Council and council committees in conducting their business. The Corporate Officer must record the minutes which are adopted by Council. Minutes are decision-oriented and not verbatim.

Meeting types

Regular Meetings

Regular council meetings are those on the published annual meeting schedule that Council approves annually in December for the forthcoming year. The Regular meeting schedule may be amended by Council resolution. At the beginning of each regular meeting there is a 30-minute period for public input. Priority is given to those speaking to an agenda item, however, there is the opportunity for input on non-agenda matters.

Regular meetings are scheduled on the first and third Mondays of each month, unless the Monday falls on a statutory holiday. Regular meetings begin at 7pm. The Mayor may either postpone a Regular meeting to a different day, time and place or cancel the meeting. Council may cancel a Regular meeting by resolution.

Special Meetings

Special meetings are held when Council needs to consider a matter before the next regularly scheduled meeting. They are most often used for time-sensitive issues, urgent decisions or matters that require Council direction within a shortened timeframe.

Special meetings may be called to consider a single item or, when circumstances warrant, a broader agenda. Although the format may differ from a regular meeting, Council has the same authority to discuss, debate and make decisions. Unless notice is waived by the unanimous consent of all Council members, at least 24 hours' notice of a special meeting is required.

Did you know?

Approximately 6,000 businesses help make the District one of the North Shore's largest employment and economic centres.

Workshops (Committee of the Whole)

Workshops, also referred to as a Committee of the Whole, are included on the annual meeting schedule approved annually in December. As required, workshops may also be added to the schedule. Workshops are intended to enable Council with an opportunity to discuss and ask questions of staff on a matter in an informal setting. Workshops are open to the public; however, the public input opportunity is limited to 10 minutes at the end of the workshop, and the public must be speaking to an item on the agenda.

Closed Meetings

All meetings of local government elected and appointed bodies (committees, commissions and other subsidiary bodies) must be open to the public unless authorized to be closed.

Under certain circumstances elected officials may close a meeting or part of a meeting by passing a resolution in an open meeting that sets out the basis for closing the meeting.

Municipal councils or regional district boards may close a meeting or part of a meeting by passing a resolution that sets out the basis for closing the meeting to discuss any of the following:

- Personal information about individuals appointed to or being considered for appointment as an officer, employee or agent of the local government
- Personal information about individuals being considered for an award or who have offered a gift to the local government on condition of anonymity
- Labour/employee relations
- Security of property of the local government
- Acquisition, disposition or expropriation of land or improvements if local government interests could be harmed by disclosure
- Law enforcement, if disclosure could harm an investigation or enforcement of an enactment
- Litigation or potential litigation impacting the local government
- A hearing or potential hearing by an outside administrative tribunal affecting the local government, for example, the Gaming Commission, the Passenger Transportation Board or the Utilities Commission
- The receipt of legal advice
- Information that is prohibited or information that if it were presented in a document would be prohibited from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act (business interests of a third party)
- Service negotiations and related discussions that are at their preliminary stages and that could harm the interests of the local government if held in public

- A matter related to the local government that is being investigated by the Office of the Ombudsperson
- Objectives, measures and progress report discussions with local government officers and employees for the purposes of preparing annual reports
- A matter that, under a separate enactment, may be discussed in a closed meeting
- Deciding whether or not the meeting should be closed
- Deciding whether or not a local government wishes to use the authority under section 91 of the *Community Charter* to exclude staff or allow them to attend a closed meeting, or in specified circumstances to allow other persons to attend a closed meeting



Public Hearing

Public hearings provide an opportunity for people affected by certain planning and land-use bylaws to make representations to Council before a decision is made. Provincial legislation establishes when a public hearing is required, optional, or prohibited. In general, a public hearing for residential development or Small-Scale Multi-Unit Housing must not be held for a proposed zoning bylaw that is consistent with the Official Community Plan, while a public hearing is required where the proposed zoning bylaw is not consistent with the OCP.

The purpose of public hearings is to provide all members of the public a reasonable opportunity to make representations to Council if they believe that their interest in property is affected by the proposed bylaw. This includes making a speech or presentation at the public hearing or providing a written submission. Public hearings are governed by the *Local Government Act*. Following the closure of a public hearing, Council may not receive new information. This is part of the common law principles applied to public hearings regarding the equitable disclosure of input for the decision makers to hear from interested parties, and for the parties to be there to hear one another. Council may discuss bylaws subject to a public hearing following either adoption or defeat of the bylaws.

Public Meeting

The purpose of public meetings is to provide members of the public an opportunity to make representations to Council regarding various issues or proposed changes that do not require a public hearing. An example of this would be consideration of a childcare facility licence or changes to business licence regulations.

Meeting Conduct and Procedures

A quorum of Council is required to hold a meeting and make decisions. As Council is seven members, quorum is four members (50% + 1).

Council makes decisions by passing resolutions. The below section outlines the process for conduct during a council meeting and commonly used meeting procedure.

The core principles of meeting procedure are to ensure fairness, efficiency and order while balancing the rights of the individual and the will of the majority.

Councillors who wish to speak will be recognized by the Mayor or Chair. Preference in speaking order will be given to the mover and seconder of the motion.

Members, staff and the public direct their comments through the Mayor.

Council members' speaking time:

- First time on the matter for up to four minutes
- Second time on the matter for up to two minutes
- For any amendment on the matter for up to two minutes

The Mayor rules on any points of order or procedural questions, including improper conduct.

Council must vote on all resolutions. Most votes are a simple majority of those members present, however there are some instances where the voting threshold is higher.

- Bylaws generally – majority of members present (meaning at least 3 if quorum is 4)
- Official Community Plan bylaws – majority of all members (meaning at least 4 regardless of quorum)
- Termination of officers – 2/3 majority vote of all members (meaning 5)

Council members may not abstain from voting. If a councillor is silent at the vote it is recorded as voting in the affirmative.

A tie vote is considered defeated as it did not have majority support of members present.

Did you know?

The water system includes approximately 364 km of water mains, 34 pressure-reducing valve stations, 12 reservoirs, seven pump stations, 1,928 hydrants, 845 meters and 21,029 service connections.



Terminology

Call to order – begin the meeting once quorum has been established at or after the published start time.

Adopt the Agenda/Minutes – once moved and seconded the Chair asks if there are any errors or omissions, if none, then calls the question.

Mover/seconder – a member must MOVE the motion, a different member SECONDS the motion, this puts the motion on the floor for debate and discussion by the committee.

Friendly amendment – minor changes to the language of a motion, handled informally if it is agreed to by the group.

Amendment – formal amendments to the motion, must have a mover and seconder, voted on by the committee before voting on the main motion (including the amendment). A motion can be amended multiple times, but an amendment can only be amended once.

Call the Question – the Chair asks for those in support, those opposed and declares if the motion is carried or defeated. Note: a tie vote is a defeated vote – decisions are will of the majority therefore cannot be tied

Adjournment – formal closing of the meeting

Point of Order – used by members to object to a procedure or violation of the rules, the Chair rules on the matter meaning whether the rule was broken or not.

Point of Information – used by members to request information or clarification.

Point of Privilege – used by members to complain about room temperature, background noise, etc. The Chair rules on whether these complaints need to be addressed or if the meeting can continue.

Refer – this action can be used to refer the matter back to staff to provide more information or address specific concerns or input.

Defer – this action can be used to defer consideration of the matter to a specific meeting date or set conditions for the matter to return for consideration.

Reconsideration – this action can be used to reconsider a previously decided resolution. There are conditions that must be met, such as it must be moved by a member who voted on the prevailing side, be introduced within one month of the vote, not acted on by staff, or the subject of approval of the electors.

Rescind – this action can be used to 'undo' a resolution. If passed, it is as if the resolution never happened.

Amend Something Previously Decided – this action can be used to amend a previous resolution; it cannot be used to change the intent of the previous resolution.

Agenda Distribution

Agendas are distributed electronically through the Mayor and Council Team on Tuesdays preceding the meeting date. Ex. Agenda distribution on Tuesday, September 29th for the Monday, October 5th meeting.

Adjournment

All council meetings are adjourned at 10:30pm unless Council resolves to extend the meeting by a majority of members present and after 11:00pm by a unanimous vote of members present.

Committees

There are four types of committees:

- Standing committees
- Select committees
- Committee of the whole
- Advisory committee

Standing Committees

The mayor establishes standing committees for any matter that the mayor believes would be better managed by a committee. A standing committee considers matters that are referred to it, and reports to Council with or without a recommendation. An example of a standing committee is Finance and Audit or the Advisory Oversight Committee.

Select Committees

Council establishes select committees to consider or inquire into any matter and report their findings and opinions to Council. Sometimes these committees are called Task Forces, which are tasked with producing a final report to council recommending action.

Committee of the Whole

Council may sit as a committee of the whole, typically referred to as 'workshops' at the District, the meetings are meant to discuss a matter in depth before Council considers making a decision. Typically, resolutions are not passed at workshops.

Advisory Committees

Advisory committees are composed of citizens in the District and are not delegated any decision-making authority. They are established by the Advisory Oversight Committee to provide recommendations to staff on a variety of subjects and are required to provide a

presentation to Council annually. An example of an advisory committee is the Community Heritage Advisory Committee or the Community Services Advisory Committee.

Appointments

Council members are appointed as representatives to different committees, boards, and commissions. The District has one representative on Metro Vancouver boards, called a Director, and an alternate Director.

The Metro Vancouver Board Chair appoints elected officials from around the region to sit on established board committees. This often includes representation from the District; however, Council cannot appoint Metro Vancouver committee members.

The District has one representative on the North Vancouver District Public Library Board, and two council members on the North Vancouver Recreation and Culture Commission.

Did you know?

The District maintains a transportation network that includes the equivalent of 356 kilometres of traffic lanes, 17 vehicle bridges, 21 pedestrian bridges, more than 3,000 streetlights, over 60 traffic-signal controllers, approximately 190 km of sidewalks, and an extensive network of pedestrian and cycling facilities.



Board of Variance

The District has established, by bylaw, a board of variance. The role of the board of variance is limited to those functions and responsibilities set out in the *Local Government Act*. A person may apply to the board of variance for a minor variance if they feel compliance with the zoning bylaw would cause them a hardship. For example, if a large rock in their yard made it a hardship to site the house in conformity with the normal setbacks, a person could apply for a minor variance. Council appoints members to the board of variance. The District is bound by the decisions of the board of variance, subject to court review. Council cannot direct the board of variance in its decision-making process.

Parcel Tax Roll Review Panel

A parcel tax roll review panel is appointed by Council to deal with appeals on local parcel tax rolls.

Bylaws

The *Community Charter* specifies if something must be done "by bylaw", meaning it may only be done by bylaw. If the *Community Charter* does not specify how a power is to be exercised, Council may provide direction by resolution or by bylaw.

The Council Procedure Bylaw sets out the procedure for passing bylaws; however, all bylaws must have three readings and final adoption. The normal procedure on passing a bylaw is to introduce the bylaw and hold first, second, and third readings, all by resolution, at one meeting of council. The various "readings" are taken to mean:

First meeting

First Reading: tabling the bylaw

Second Reading: discussing the bylaw in principle – this is where changes, or "amendments" may occur

Third Reading: final discussion, includes any of the amendments

Second meeting

Final Adoption: the bylaw is in force and effect

Council cannot consider readings or adoption of a bylaw in a closed meeting.

With the exception of official community plan and zoning bylaw amendments, there must be at least one clear day between third reading and final adoption, often referred to as a "sober second thought". There is no maximum limit on the time between third reading and final adoption.

Some bylaws require input from the public or other affected individuals. Most commonly this means a public hearing before third reading, but this can also mean an alternative approval process. Some bylaws may require approval from the Lieutenant Governor, the Minister, or the Inspector of Municipalities. All of these approvals are required before a bylaw is adopted.

Sometimes, an action may be taken in court to quash (set aside) a bylaw, in whole or in part, for illegality. Notice of an application to set aside a bylaw must be served to the municipality and depending on the bylaw, have different notice requirements. Some reasons why a bylaw may be quashed or declared invalid are bad faith, discrimination, improper delegation or uncertainty.

Once a bylaw is established, it can only be amended or repealed by another bylaw.

Zoning Bylaw

The principal land use bylaw, the zoning bylaw, divides the District into zones. For each zone, the District can regulate:

- The use of land, buildings and structures (including prohibiting uses)
- The density of use, buildings and structures
- The siting, size and dimensions of buildings and structures
- The area, shape and dimensions of parcels created by subdivision (including strata title "bare land" subdivisions)

The zoning bylaw can include incentives for provision of amenities or affordable housing by establishing higher levels of density if the conditions are met. This is sometimes called "density bonusing". Rezoning can be initiated by a property owner or by the District. Rezoning of individual properties, including creating a new zoning category, is permitted. The District has a process for a property owner to apply for a rezoning.

Development Permits

The OCP designates development permit areas for the protection of natural environment, hazard areas, commercial areas, form and character, among other things. A similar tool is available for heritage area conservation and revitalization.

Did you know?

The District parks system includes 60 playgrounds, six water spray parks, 48 tennis courts, 13 dedicated pickleball courts, 37 sport fields, four multi-use sport courts, six basketball courts, three bike parks and four skate parks.

Bylaw Enforcement

Council is responsible for passing bylaws that establish enforcement priorities, however, do not have a role in direct intervention and must not advocate for specific results or outcomes in individual enforcement cases. Council members must maintain administrative fairness and impartiality. If a resident has a complaint or is involved in an enforcement case, please direct the individual to the Chief Bylaw Officer.



Part 6: Conduct and Accountability

Responsible Conduct

Responsible conduct by Council members is essential to providing good governance and is characterized by Council members conducting themselves according to principles such as integrity, accountability, respect, and leadership and collaboration. Good governance includes acting in a way that is accountable, transparent, ethical, respectful of the rules of law, collaborative, effective and efficient.





Conflict of interest

The *Community Charter* conflict of interest rules provide that council members who have a financial (pecuniary) interest in a matter that will be discussed or voted on at a council meeting must declare that interest in the matter. Following their declaration, they may not participate in discussions, vote or exercise influence on the matter.

A council member who declares a conflict of interest and then obtains legal advice and determines that they are not in a conflict position, may withdraw the original declaration and participate in subsequent discussions and vote on the matter being considered.

Common law establishes whether or not a particular set of circumstances gives rise to an interest that would be considered to be a prohibited pecuniary or other interest–-in other words, the legislation does not set out the substance of what is or is not a conflict, given that conflicts of interest are complex and dependent on the particular facts in every situation. Whether or not there is a conflict of interest can only be decided by the courts. The courts can only make a judgement if a locally elected official with an alleged conflict of interest is challenged in court.

The *Community Charter* prohibits a council member from using their office to attempt to influence a decision of council or any person or decision-making body if that council member has a direct or indirect pecuniary (financial) interest in the matter.

The *Community Charter* outlines the above, however, common law establishes the trust principles which require a high standard of conduct. Council members must be aware of the basic principles of administrative decision-making, meaning they must have an open mind to the extent that they are amenable to persuasion before voting on matters that involve public hearings on land use planning matters. Evidence of a closed mind could give rise to a court finding the member is biased such that the court may set aside the member's vote, or in some cases, the entire bylaw or resolution.

Extreme conduct such as breach of trust, fraud, using the office for personal gain or accepting bribes may lead to criminal conviction.

Conflicts often occur between the member's public duty and his or her personal, business or property interests. The courts treat personal, business or property interests of a spouse, child, parent, partner, client (or in some cases, a corporation) of the member the same way they treat the interests of the member. If the member is in any way involved in a matter before Council that actually advances (or appears to advance) any of these interests, a conflict of interest may arise. By keeping key common examples in mind, it should be easier for the member to recognize a conflict.

Business Interests

A member has a conflict of interest if he or she votes on a matter that helps or is reasonably capable of helping or hindering his or her own business, or hinders or is reasonably capable of helping or hindering the competition.

Family Interests

If a member votes on a matter that is to the benefit or disadvantage of a spouse, child or parent, as in increasing salary or increasing or decreasing property values, a conflict arises.

Membership on Boards of Society Directors or Corporate Boards

Competing loyalties may arise when an elected official also serves on the board of a non-profit society or organization. If the matter involves a financial interest, it may also give rise to a pecuniary conflict of interest. Conflicts may also arise where an elected official is on the board of directors of a corporation.

In addition to pecuniary conflict, elected local government officials may have conflicts of interest arising from matters related to family relationships, close friends or even competing loyalties. The latter may arise when elected officials are involved in non-profit societies or organizations in an executive capacity. In such cases, there is automatically in law a clash of legal duties. Such conflicts not involving any direct or indirect pecuniary interest, while not giving rise to disqualification from office, are nonetheless conflicts, and may lead to disqualification of the councillor's vote on matters, and possibly to the setting aside of the bylaw or resolution involved.

It is important to recognize the potential conflict as it arises so the member may seek advice on the appropriate course of action. If any conflict arises, it is not sufficient that the member takes no part in the proceedings. He or she must declare his or her interest and exclude himself or herself from the place where the proceedings are being carried on during the applicable portion of the meeting. The open declaring of the interest, not attending the relevant portion of the Council meeting, not participating in the discussion or vote, and not attempting to influence the vote in any way before or after the declaration are the statutory strictures designed to insulate the member from the statutory consequences of a conflict.

Gifts

The *Community Charter* prohibits a council member from directly or indirectly accepting a gift, fee or personal benefit that is connected in some way to their performance as an elected official, unless it is one of the following:

- A gift or benefit that is received as an incident of the protocol or social obligations that normally accompany the responsibilities of office
- Compensation authorized by law
- A lawful campaign contribution

The *Community Charter* requires council members to disclose any permitted gift or benefit that is worth more than $250. This does not include gifts which are personal and not connected to the official's performance as an elected official. If the combined value of lesser gifts from one source over any 12-month period exceeds $250, those gifts must also be disclosed.

Disclosure must be made by filing the following information with the Corporate Officer as soon as reasonably practicable: a description of the gift, when it was received, the circumstances under which it was given and received and the name of the giver.

Did you know?

The sanitary system includes approximately 385 km of sanitary mains, 33 lift stations, 6,898 manholes and 21,132 service connections. Inflow and infiltration continue to consume capacity during wet-weather events.



Public Confidence in Government Decision-making: The Loukidelis Report

In 2020, the District of North Vancouver retained former BC Information and Privacy Commissioner and Deputy Attorney General David Loukidelis, KC, to conduct an independent review of issues arising from Council's consideration of a bylaw prohibiting the keeping of pigeons. Concerns had been raised about whether a councillor's personal involvement in the matter had created an actual or perceived conflict of interest, and whether the District's governance practices provided sufficient safeguards to maintain public confidence in Council decision-making.

The report did not focus on the merits of the pigeon bylaw itself. Rather, it examined the processes, conduct, and governance practices surrounding how the matter came before Council. Loukidelis concluded that maintaining public trust requires elected officials to avoid not only actual conflicts of interest, but also situations that may create a reasonable perception that private interests are influencing public decisions. The report emphasized that transparency, accountability, and ethical decision-making are fundamental to effective local government governance.

A central finding of the review was that the District would benefit from stronger guidance and procedures related to conflicts of interest, requests for legal advice, and interactions between Council and staff. The report noted that governance systems should help elected officials recognize potential conflicts early and seek advice before participating in decisions where personal interests might reasonably be perceived. It also highlighted the importance of clear documentation, consistent processes, and defined channels for raising concerns.

The report made 12 recommendations aimed at strengthening governance and public confidence. Key themes included:

- Enhancing conflict-of-interest education and training for Council members;
- Reviewing and updating the District's Code of Ethics;
- Strengthening procedures for obtaining and documenting legal advice;
- Improving governance practices related to decision-making and communications;
- Clarifying expectations regarding the roles of Council, staff, and legal counsel; and
- Reinforcing a culture of transparency, accountability, and continual improvement.

The District subsequently implemented many of the recommendations through updates to its governance framework, including revisions to the Code of Ethics and related policies. A later Council report noted that specific changes were made to strengthen provisions dealing with conflicts of interest, gifts and personal benefits, use of influence, and disclosure requirements, directly responding to recommendations from the Loukidelis review.

For newly elected Council members, the lasting significance of the Loukidelis Report is that it serves as an important reminder that good governance depends not only on complying with the law, but also on maintaining public confidence in the integrity of local government decision-making. Council members are expected to identify and disclose potential conflicts, seek advice when uncertainty arises, maintain appropriate boundaries with staff, and conduct themselves in a manner that supports transparency, fairness, and accountability. These principles remain essential to effective municipal governance and to preserving the public's trust in Council and the organization.



Confidentiality and Privacy Breaches

Council members have a duty to maintain confidentiality under s.117 of the *Community Charter*. This duty extends to all confidential records and information, including information considered in closed council meetings. If a council member improperly discloses confidential information, this may be a breach of their obligations under the *Community Charter*. In certain circumstances, if the District suffers damage as a result of that breach, the District may recover its damages from the council member responsible for the breach.

The Council Procedure Bylaw prescribes that items considered at a closed meeting may be released to the public either by council resolution or as authorized by the Mayor. Council members are not permitted to reveal how they voted on a resolution released from closed as that would be inappropriately sharing closed information.

Council members also have a responsibility to protect privacy as prescribed in the Freedom of Information and Protection of Privacy Act (FOIPPA). Privacy breaches can take many forms, from mistakenly forwarding an email that contains sensitive personal information to another person, to a hacker stealing and exploiting someone's information for profit. All privacy breaches involve either the theft or loss of an individual's personal information, or a collection, use, or disclosure of that information that contravenes privacy legislation and policies.

A privacy breach can cause significant harm, including:

- Identity theft
- Risk of physical harm
- Humiliation, damage to personal or professional reputation
- Revealing information regarding bylaw complaints

When a privacy breach occurs, the breach must be immediately reported to the Corporate Officer. The Corporate Officer will work with the Privacy Advisor to investigate whether a breach occurred, take steps to contain the breach, and work to mitigate any harm that may result.

If a privacy breach could result in significant harm to the affected individual(s), the District is required by legislation to notify the BC Office of the Information and Privacy Commissioner (OIPC) and affected individual(s). Upon being notified of a privacy breach, the OIPC will monitor the breach, suggest further mitigation efforts, and confirm legislative requirements have been met. The OIPC has the ability to initiate investigations and audits of public bodies; however, under current legislation, it does not have the authority to investigate individual elected officials.

Council members have a statutory duty to comply with privacy legislation. Elected officials must protect personal information in the District's custody or under its control, and can only collect, use, or disclose personal information in accordance with the requirements and restrictions set out in FOIPPA. If an elected official fails to protect personal information as required by FOIPPA, they can be prosecuted.

For example, in May 2011, a Prince George City Council member was found guilty of breaching section 30.4 of FOIPPA (R. v. Skakun, 2011 BCPC 98). The Council member was found to have improperly disclosed a confidential and privileged workplace harassment report to the media. The Council member obtained the report during a closed Council meeting. The Court found that the Council member was not authorized to release the sensitive personal information contained in the Report: he was therefore guilty of contravening the provisions of FOIPPA.

Code of Ethics

For members of District of North Vancouver Council and Council Appointees to Boards, Committees, Commissions and Task Forces ("members")
Adopted by the Council of the District of North Vancouver November 28, 2000

Preamble

The residents and businesses of the District of North Vancouver are entitled to have fair, honest and open local government that has earned the public's full confidence for integrity. In keeping with the District of North Vancouver's Governance Principles and Corporate Values as described in the Corporate Business Plan, the District seeks to maintain and enhance the quality of life for all District residents through effective, responsible and responsive government. To help achieve this goal, members have committed to strive to ensure that:

- public business is conducted with integrity, in a fair, honest and open manner;
- members respect one another, the public and staff and recognize the unique role and contribution each person has in making the District a better place to work and live;
- their conduct in the performance of their duties and responsibilities with the District be above reproach; and
- the decision-making processes be accessible, participatory, understandable, timely and just, in addition to the requirements of applicable enactments.

Application of the Code

To this end, the Council of the District of North Vancouver has adopted a Code of Ethics applicable to members of Council and to any person appointed by Council to boards, committees, commissions, panels or task forces. Unless otherwise specified, "members" is intended to include both members of Council and committees. The bodies which Council can appoint members to are referred to collectively as "committees" in the Code.

1. Act in the Public Interest

Recognizing that the District seeks to maintain and enhance the quality of life for all District residents through effective, responsive and responsible government, members will conduct their business with integrity, in a fair, honest and open manner.





2. Comply with the Law

Members shall comply with all applicable federal, provincial, and local laws in the performance of their public duties. These laws include, but are not limited to: the Constitution Act; the Provincial Human Rights Code; the Criminal Code, the *Local Government Act*; *Community Charter*; laws pertaining to financial disclosures, and employer responsibilities; and relevant District bylaws and policies.

3. Conduct of Members

The conduct of members in the performance of their duties and responsibilities with the District must be fair, open and honest. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Council, committees, the staff or the public.

4. Respect for Process

Members shall perform their duties in accordance with the policies and procedures and rules of order established by the District Council governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the Council by District staff. Members of committees shall be aware of the mandate of their respective committee, and act in accordance with it.

5. Conduct of Public Meetings

Members shall prepare themselves for public meetings; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall not interrupt other speakers; make personal comments not germane to the business of the body; or otherwise disturb a meeting.

6. Decisions Based on Merit

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

7. Communication

Subject to paragraph 10, members shall publicly share substantive information that is relevant to a matter under consideration by the Council or a committee, which they may have received from sources outside of the public decision-making process.

8. Conflict of Interest

Council Members shall comply with the conflict of interest requirements set out in sections 100 to 108 of the *Community Charter*.

A Committee Member, in the conduct of his or her committee duties, functions and obligations, shall also comply with the conflict of interest requirements set out in sections 100 to 108 of the *Community Charter* as if the Committee Member were a Council Member. Breach of this rule will trigger committee disqualification as if section 108.1 of the *Community Charter* were applicable in respect the breach.

8.1 Use of Influence

- 8.1.1 A Member must only use the influence of their office for the exercise of their duties.
- 8.1.2 A Member must be independent and impartial, and must not provide preferential treatment to any person or organization expect as warranted by the ordinary and lawful discharge of their duties.
- 8.1.3 A Member must not use the prospect of future employment by a person or entity, or other future economic opportunities, to detrimentally affect the performance of their duties.
- 8.1.4 A Member must not use, or attempt to use, their office for the purpose of intimidating, improperly influencing, threatening, or coercing District employees.



Did you know?

In 2025, the District issued permits for $76.5 million in commercial and industrial construction



9. Gift or Personal Benefit

9.1 Members shall not accept a gift or personal benefit that is connected directly or indirectly with the performance of their duties unless permitted by the exceptions listed in sections 9.2 and 9.3.

9.2 A Member may accept a gift or personal benefit if it is:

- ***a.*** received as an incident of the protocol of social obligations that normally accompany the responsibilities of office;
- ***b.*** compensation authorized by law; or
- ***c.*** a lawful contribution made to a member who is a candidate for election to a local government.

Breach of this rule by a Committee member will trigger committee disqualification as if section 105(3) of the *Community Charter* were applicable in respect of the breach.

9.3 If a Member accepts a gift or personal benefit pursuant to section 9.1(a), and if the total value of the gift or personal benefit exceeds $250, or the total value of the gift or personal benefit received from one source during the calendar year exceeds $250, the Member must comply with the disclosure requirements set out in section 106 of the *Community Charter*.

9.4 Members that have received any campaign contributions in excess of $250 from any individual, should to declare the campaign contributions prior to participating in any meeting, discussion or debate where the matter before them involves conveying a benefit to the individual or any company, group or association they are associated with. This declaration is not required but rather intended to demonstrate transparency.



10. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel or legal affairs of the District. They shall neither disclose confidential information without proper authorization, nor use such information to advance their personal, financial or other private interests.

11. Use of Municipal Assets and Services

11.1 A Member may not direct the work of District employees, other than District employees assigned to assist a member, and should follow the processes established by the Chief Administrative Office when communicating with District employees.

11.2 A Member must respect that it is the role of District employees to provide neutral and objective information without undue influence and interference.

11.3 A Member must not request or require District employees to undertake personal or private work on behalf of a Member, or accept an offer to perform such work from a District employee.

11.4 A Member must not use, or permit the use of, District land, facilities, equipment, supplies, services, employees or other resources for activities other than the business of the District, except in accordance with District policies permitting reasonable personal use.

11.5 A Member must not instruct, or direct any of the District's contractors, tenders, consultants or other service providers regarding District business.

12. Advocacy

Members shall represent the official policies or positions of the District Council or committee to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent Council, their committee or the District of North Vancouver, nor will they allow the inference that they do.

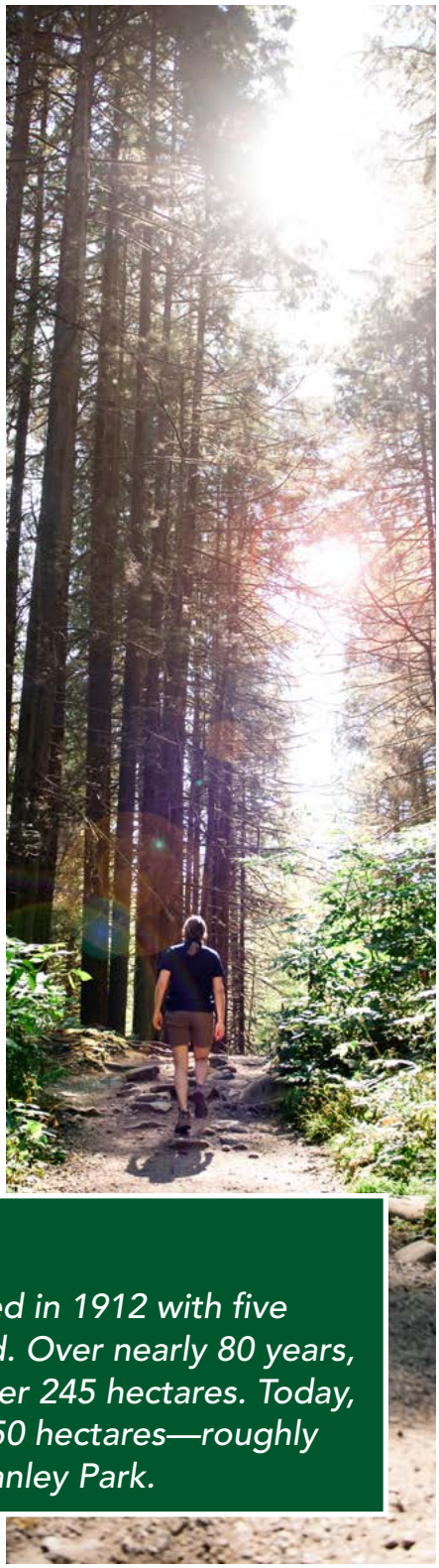
13. Policy Role of Members

Members shall respect and adhere to the council-Chief Administrative Officer structure of government as practiced in the District of North Vancouver. In this structure, the Council determines the policies of the District with the advice, information and analysis provided by the public, committees, and District staff.

Members, therefore, shall not interfere with the administrative functions of the District or with the professional duties of District staff; nor shall they impair the ability of staff to implement Council policy decisions.

14. Positive Work Place Environment

Members shall treat other members, the public and District staff with respect and shall be supportive of the personal dignity, self-esteem and well being of those with whom they come in contact with during the course of their professional duties. Members shall be aware of and act in accordance with the Positive Workplace Environment: Anti-bullying and Harassment Policy.



Did you know?

Lynn Canyon Park opened in 1912 with five hectares of donated land. Over nearly 80 years, the District added another 245 hectares. Today, the park covers about 250 hectares—roughly two-thirds the size of Stanley Park.

15. Implementation

The District of North Vancouver Code of Ethics is intended to be self-enforcing. Members should view the Code as a set of guidelines that express collectively the standards of conduct expected of them. It, therefore, becomes most effective when members are thoroughly familiar with the Code and embrace its provisions.

For this reason, the Code of Ethics will be provided to candidates for Council and applicants to committees. Members elected to Council or appointed to a committee will be requested to sign the Member Statement affirming they have read and understood the District of North Vancouver Code of Ethics. In addition, Council and committees shall review annually the Code of Ethics, and Council shall consider recommendations from committees and update the Code as necessary.

16. Compliance and Enforcement

The District of North Vancouver Code of Ethics expresses standards of ethical conduct expected for members of the District Council and committees. Members themselves have the primary responsibility to assure that these ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of the governance of the District of North Vancouver.

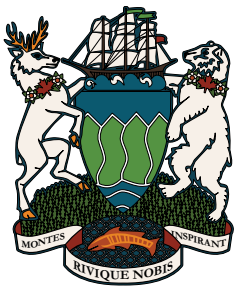
Council may impose sanctions on members whose conduct does not comply with the District's ethical standards, such as motion of censure. Council may also rescind the appointment of a member to a committee for breaching the Code of Ethics.

To ensure procedural and administrative fairness, a member who is accused of violating any provision of the Code of Ethics with the exception of paragraph 14 shall have a minimum of one week, or the time between two consecutive meetings, whichever is greater, to prepare his or her case to respond to these allegations. Before considering a sanction, Council must ensure that a member has

1. received a written copy of the case against him or her;
2. a minimum of one week, or the time between two consecutive meetings, whichever is greater, to prepare a defence against any allegations; and
3. an opportunity to be heard.

The procedures outlined in the Positive Workplace Environment: Anti-bullying and Harassment Policy have been adopted by Council for dealing with a complaint under the Positive Workplace Environment: Anti-bullying and Harassment Policy (see paragraph 14, above).

A violation of this Code of Ethics shall not be considered a basis for challenging the validity of a Council or committee decision.



Model of Excellence

Council of the District of North Vancouver and
Council Appointees to Boards, Committees, Commissions and Task Forces

Member Statement

As a member of the District of North Vancouver Council or of a District committee, I agree to uphold the Code of Ethics adopted by the District and conduct myself by the following model of excellence. I will:

Recognize the diversity of backgrounds, interests and views in our community; Help create an atmosphere of open and responsive government;

Conduct public affairs with integrity, in a fair, honest and open manner;

Respect one another and the unique role and contribution each of us has in making the District a better place to work and live;

Strive to keep the decision-making processes open, accessible, participatory, understandable, timely, just and fair;

Avoid and discourage conduct which is not in the best interests of the District;

Treat all people with whom I come in contact in the way I wish to be treated.

I affirm that I have read and understood the District of North Vancouver Code of Ethics.

_____ _____

Signature Date

_____ _____

Name (please print) Office/Committee

Part 7: Practical Administration

Compensation and Expenses

Council compensation is outlined in the Council Remuneration Policy, including health and welfare benefits. The Council Expense Policy outlines the policy and approval requirements for expenditures incurred by members of Council when attending events, engaging in municipal business, attending or representing the District at events, attending conferences, training or other functions. There is a designated budget for Council travel, conferences and events.

Financial Disclosure Forms and Related 3rd Party Transaction Declaration

Council members and designated senior staff are required to complete a Statement of Disclosure as required by the Financial Disclosure Act, and the Related 3rd Party Transaction Declaration annually by January 15. The Corporate Officer will provide you with the required forms.

Correspondence

Members of the community may email Council members individually or send an email to **council@dnv.org**, which distributes the message to all members of Council and senior staff. The Council Liaison provides a central point for communication with Council, sharing staff responses to public inquiries so Council is aware of how matters have been addressed. Senior staff also use the Council Liaison to share information and updates with Council, helping ensure all members receive consistent information in a timely manner.



Appendix

Reading List recommended by senior staff

1. **Official Community Plan (OCP):**
   www.DNV.org/OCP
   The OCP sets the District's long-term land use vision and guides decisions on housing, growth, transportation, climate, parks, and neighbourhood character. Almost every significant planning decision is tied back to the OCP.
   It answers, *What kind of community are we trying to build?*

2. **2026-2030 Financial Plan:**
   www.DNV.org/budget
   The Financial Plan explains how property taxes, utility fees, reserves, borrowing, and capital investments support District services and infrastructure.
   It answers, *What can we afford, and what are we funding?*

3. **Corporate Plan:**
   www.DNV.org/corporate-plan
   The Corporate Plan 2023-2026 links Council priorities to staff work plans and annual reporting. It is the District's primary document for turning strategic objectives into deliverable actions.
   It answers, *How is the organization delivering on corporate and Council's priorities?*

4. **Annual Report:**
   www.DNV.org/annual-report
   The Annual Report provides a snapshot of organizational performance, financial results, progress on strategic goals, and key community indicators. It's the quickest way to understand what has been accomplished and where challenges remain.
   It answers, *How are we performing?*

5. **The State of the Assets Report:**
   www.dnv.org/our-government/committees/finance-and-audit-standing-committee
   The District manages billions of dollars in infrastructure. This report explains the condition of District assets and the long-term funding gap to maintain and renew them.
   It answers, *What infrastructure do we own, and what will it cost to maintain and renew it?*

6. **Housing Needs Report:**
   www.DNV.org/housing-needs
   This report identifies projected housing needs and provincial requirements the District must meet. It provides essential context for rezonings, housing targets, rental housing, affordability, and future OCP updates.
   It answers, *What housing does the community need, and how much?*

7. **Community Transportation Plan (under development):**
   www.DNV.org/community-transportation-plan
   Transportation continues to be one of the community's most significant challenges. This plan will guide decisions on traffic, transit, active transportation, safety, congestion, and transportation investments.
   It answers, *How will people move around the District in the future?*

8. **Community Energy and Emissions Plan and Climate Change Adaptation Plans:**
   www.DNV.org/environment
   Climate impacts increasingly influence infrastructure, emergency preparedness, land use planning, and operational decisions. These strategies guide emissions reduction, ecosystem protection, and community resilience efforts.
   They answer, *How is the District improving ecosystem health, reducing emissions and adapting to climate change?*

9. **Parks and Open Space Strategic Plan**
   www.DNV.org/parks-plan
   The District manages over 3,000 hectares of parkland, and many residents choose to live in the District due to our close proximity to nature. This Plan addresses our Official Community Plan objective of maintaining a diverse, high-quality system of parks and open spaces that serve a range of community needs while protecting our environment.
   It answers, *How is the District supporting residents' outdoor recreation needs and caring for our parks and natural spaces?*



10. **Canadian Association of Municipal Administrators:**
    www.CAMACAM.ca
    CAMA provides online guidebooks for elected officials on local government services, roles and responsibilities, municipal finance, and municipal basics. These documents are in the Council Teams folder.

    - Your Local Government: A Guide to Services, Roles and Responsibilities
    - Local Government Financial Essentials for Elected Officials
    - Understanding Your Municipality: Quick Facts

11. **Corporate Policies:**
    www.DNV.org/corporate-policies
    This page includes Council-approved corporate policies that guide staff in its work and recommendations to Council.

Additional Resources

The resources listed below can be found in the Mayor and Council Teams channel.

1. **Asset Management Training for BC Elected Officials and CAOs**
2. **Council Procedure Bylaw**
3. **Officers and Employees Bylaw**
4. **2026–2030 Financial Plan**
5. **Improper Conduct at a Council Meeting Policy**
6. **Inappropriate, Offensive, Misleading, Harassing or Threatening Correspondence to Members of Council or Staff Policy**
7. **FOI and Privacy for Council: A Quick Reference Guide**
8. **Councillor Access to General Services and Information Policy**
9. **Council Reports Policy**
10. **Council Expense Policy**
11. **Council Remuneration Policy**
12. **Correspondence to Mayor & Council Policy**
13. **Code of Ethics**
14. **Respectful Workplace Policy**
15. ***Community Charter***
16. ***Local Government Act***
17. ***Freedom of Information and Protection of Privacy Act***
18. **Forging the Path to Responsible Conduct in Your Local Government**
19. **BC Office of the Privacy Commissioner**



DISTRICT OF NORTH VANCOUVER

Council Orientation
2026

355 West Queens Road
North Vancouver, BC
V7N 4N5

604-990-2311
DNV.org
@NVanDistrict



Council Orientation



Local Government Legislative Framework

- Authority
- *Community Charter*
- *Local Government Act*
- Council Procedure Bylaw

Governance

- Council adopts bylaws and passes resolutions by majority vote
- Council is the policy maker
- Establishes long-range visions, strategic priorities, service levels, policies
- Individual council members do not have the authority to direct staff or make unilateral decisions outside of a formal meeting
- Chief Administrative Officer is the sole employee of Council and executes the implementation of policies and operations

Role of the Mayor

- Provide leadership to Council
- Reflect the will of council and carry out other duties on behalf of council, such as attending ceremonies and meetings of other bodies
- Chair council meetings, including overseeing their conduct, maintaining order
- Establish standing committees and appoint people to those committees
- Provide general direction to administration about implementation of policies, programs and other council directions
- Suspend municipal officers and employees if the mayor believes this is necessary, subject to confirmation by council under section 151 of the *Community Charter*

Role of Council

- Consider the well-being and interests of the community
- Contribute to the development and evaluation of policies and programs
- Participate in council meetings
- Follow the rules in legislation, bylaws and council policies
- Fulfil requirements of Acting Mayor as required



Conflict of Interest

- What is a conflict of interest? Financial (pecuniary) and non-pecuniary
- *Community Charter*
- Common law
- Business Interests
- Family Interests
- Membership on Board of Society Directors or Corporate Boards
- What to do if you have a conflict of interest

Loukidelis Report

- In 2020, the DNV retained former BC Information and Privacy Commissioner and Deputy Attorney General David Loukidelis, KC, to conduct an independent review of issues arising from Council's consideration of a bylaw prohibiting the keeping of pigeons
- Report examined processes, conduct, and governance practices and provided 12 recommendations aimed at strengthening governance and public confidence
- Key themes: Conflict of Interest education, Code of Ethics review, procedures for legal advice, clarifying roles of council, staff, legal counsel



Gifts

- The *Community Charter* prohibits a council member from directly or indirectly accepting a gift, fee or personal benefit that is connected to their performance as an elected official unless it is one of the following:
  - *A gift or benefit that is received as an incident of protocol or social obligation that normally accompany the responsibilities of office*
  - *Compensation authorized by law*
  - *A lawful campaign contribution*
- Council members are required to disclose any permitted gift or benefit that is worth more than $250 to the Corporate Officer

Confidentiality and Privacy Breaches

- Council members have a duty to maintain confidentiality under s.117 of the *Community Charter*, extending to all confidential records and information
- Responsibility to protect privacy per *Freedom of Information and Protection of Privacy Act* (FOIPPA)
- BC Office of the Information and Privacy Commissioner (OIPC)
- If a privacy breach occurs, notify the Corporate Officer or Privacy Advisor

DISTRICT OF
NORTH
VANCOUVER

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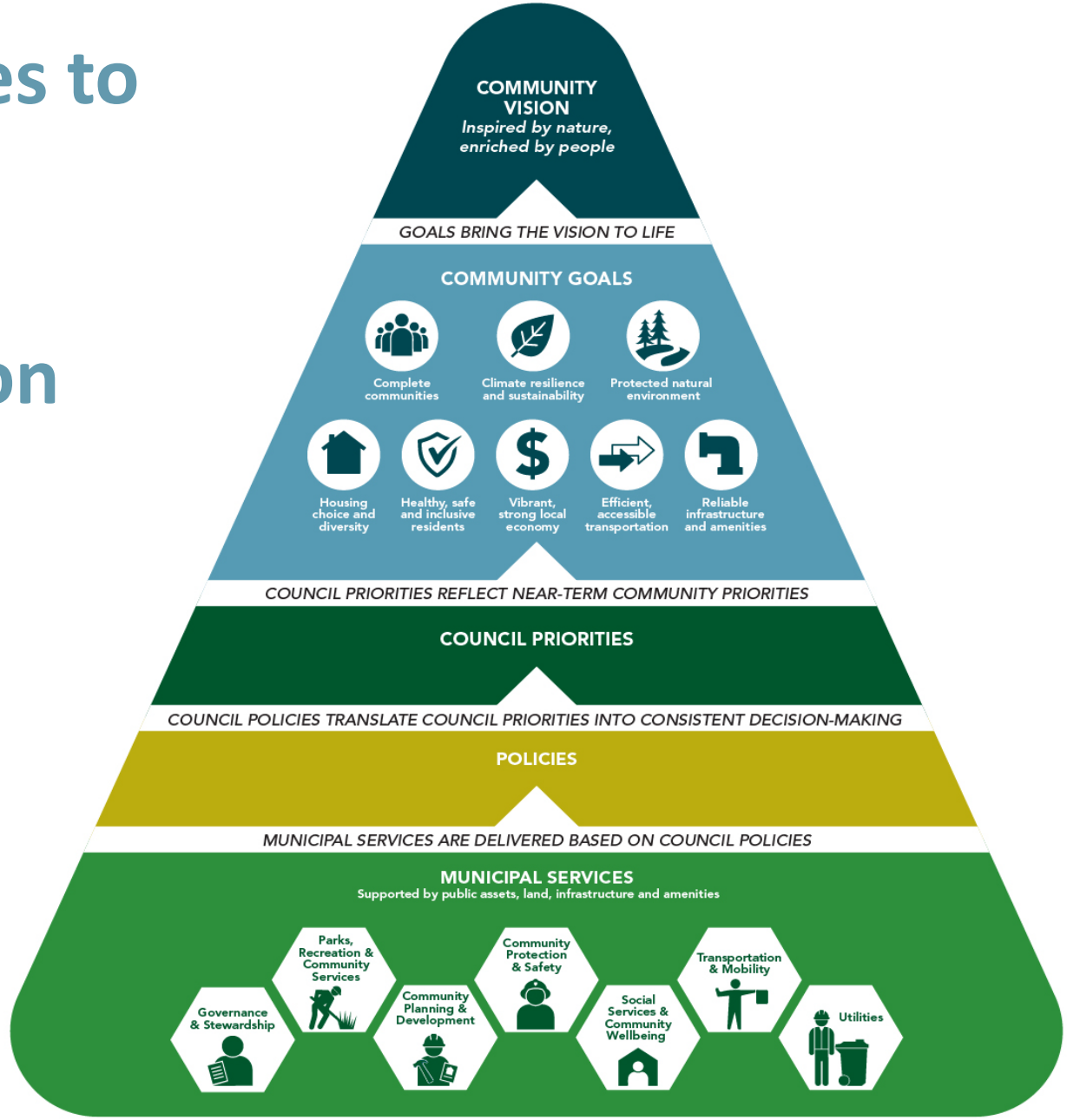


Municipal Services

Delivering services to support the community



We deliver services to achieve Council's priorities and the Community's vision



DISTRICT OF NORTH VANCOUVER

Municipal Services

Supported by public assets, land, infrastructure and amenities



Governance & Stewardship



Provides the leadership, governance and organization-wide services needed for the District to operate effectively, transparently and in compliance with legislation.

- **Corporate Services**
  - Human Resources - People & Organizational Services
  - Digital & information Technology Services
  - Communications & Community Relations
  - Legal Services
  - Legislative Services & Governance
  - Indigenous & Intergovernmental Relations
- **Financial Services**
  - Financial Planning, Budgeting & Forecasting
  - Accounting, Financial Reporting & Audit, Payroll Services
  - Revenue, Taxation & Utility Billing
  - Procurement & Supply Chain Management
  - Treasury, Investments, Reserves & Debt
  - Corporate Asset Management & Capital Planning
- **Climate Action**

Parks, Recreation & Community Services



Enhances community well-being and quality of life through parks, recreation services, cultural spaces, and programs.

Arts and Culture

- Arts programming, cultural events, public art initiatives, and support for the creative community and cultural organizations.

Library Services

- Public library services including collections, programs, digital resources, and community spaces.

Museum and Archives

- Museum exhibitions, archival collections, educational programs, reconciliation work and stewardship of the community's cultural and historical assets.

Parks and Natural Areas

- plans, designs, builds, operates and maintains parks, playgrounds, sports fields, trails, and natural areas. Manages the District’s street trees and forested areas, along with park attractions including the Ecology Centre, Maplewood Farm, and Northlands Golf.

Recreation and Sport

- Delivers recreation and sport programs and facilities.

Community Planning & Development



Guides how the community grows and evolves by shaping land use, development, and infrastructure planning.

Community Planning

- Long-term community growth through land use planning, policy development, and neighbourhood planning.

Development Services

- Development applications, building permits, and inspections.

Economic Services

- Economic vitality through business development support, investment attraction, tourism promotion, and partnerships.

Land and Property Management

- Manages District-owned land and property assets, including acquisitions, dispositions, and leasing.

Community Protection & Safety



Protects people, property, and the environment through emergency preparedness and response, fire and protective services, risk reduction, and bylaw enforcement.

Bylaw Services

- Enforces municipal bylaws and regulations.

Fire and rescue

- Provides fire suppression, emergency rescue, medical first response, fire prevention, and public safety education.

Police Protection

- Maintain Public safety, prevent crime, enforce laws & respond to emergencies.

Emergency Services

- Emergency preparedness, response, recovery and mitigation is supported through North Shore Emergency Management (NSEM) across the North Shore.

Social Services & Community Wellbeing



Supports community well-being through housing initiatives and social supports delivered in partnership with other governments, agencies, and community organizations.

Affordable Housing

- Affordable housing initiatives, partnerships, and programs.

Child and Senior Care

- Childcare and senior services.

Community Grants & Facilities

- Community grants and community facility partnerships.

Transportation & Mobility



Delivers, operates, and maintains the transportation network and core infrastructure.

Active Transportation

- Infrastructure for walking, cycling, and other active modes of transportation.

Parking and Curbside Management

- Parking facilities, on-street parking, and curbside access.

Road Network

- Streets, bridges, traffic signals, and signage.

Transit

- Supports public transit services and infrastructure.

Utilities



Delivers reliable utility services that protect public health, the environment and the community, including drinking water, wastewater, stormwater and solid waste management.

Wastewater Management

- Collects and conveys wastewater through the District's sanitary sewer system.

Solid Waste Management

- Provides curbside garbage and organics collection and supports recycling and waste reduction.

Stormwater Management

- Manages drainage and stormwater infrastructure to reduce flooding and protect property.

Water Supply and Distribution

- Supplies both safe drinking water and water for fire protection through the District's water distribution system.

Discussion

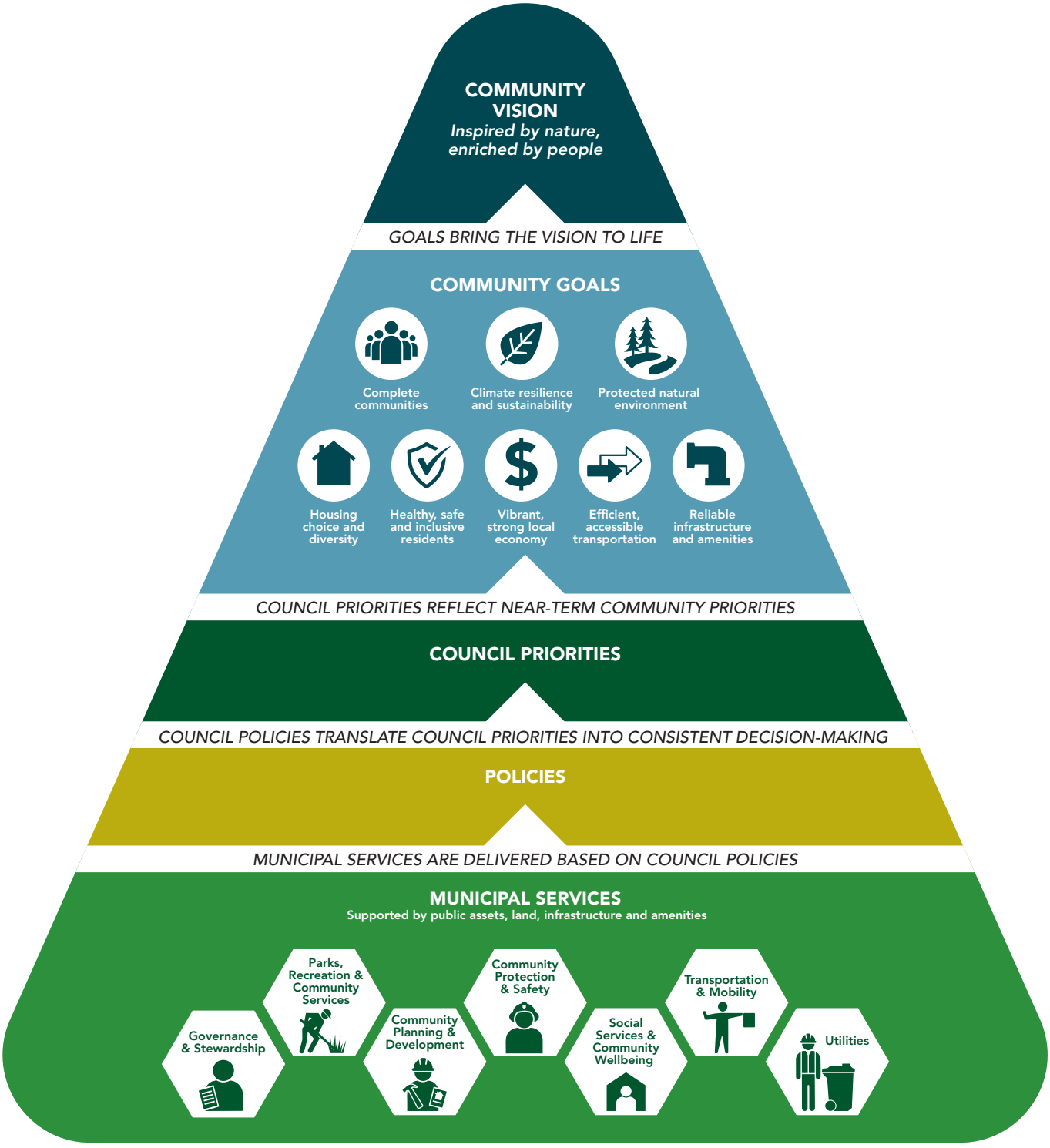


DISTRICT OF
NORTH
VANCOUVER

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COMMUNITY VISION
Inspired by nature, enriched by people
GOALS BRING THE VISION TO LIFE
COMMUNITY GOALS
Complete communities
Climate resilience and sustainability
Protected natural environment
Housing choice and diversity
Healthy, safe and inclusive residents
Vibrant, strong local economy
Efficient, accessible transportation
Reliable infrastructure and amenities
COUNCIL PRIORITIES REFLECT NEAR-TERM COMMUNITY PRIORITIES
COUNCIL PRIORITIES
COUNCIL POLICIES TRANSLATE COUNCIL PRIORITIES INTO CONSISTENT DECISION-MAKING
POLICIES
MUNICIPAL SERVICES ARE DELIVERED BASED ON COUNCIL POLICIES
MUNICIPAL SERVICES
Supported by public assets, land, infrastructure and amenities
Governance & Stewardship
Parks, Recreation & Community Services
Community Planning & Development
Community Protection & Safety
Social Services & Community Wellbeing
Transportation & Mobility
Utilities

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