

AGENDA INFORMATION

☐ Regular Meeting

Date: _____

☐ Other:

Date: _____

Dept.
Manager

GM/
Director

CAO

The District of North Vancouver REPORT TO COUNCIL

September 25, 2026

AUTHOR: Mike Fox, Chief Administrative Officer

SUBJECT: Information Reports to Council – July 2026 to September 2026

RECOMMENDATION:

THAT the “Information Reports to Council – July 2026 to September 2026” dated September 25, 2026, is received for information.

REASON FOR REPORT:

Information Reports to Council (IRTC) distributed by email are summarized quarterly and included on a public agenda.

SUMMARY:

The IRTC’s listed below were distributed to Council by email between July 2026 and September 2026.

Options:

THAT the “Information Reports to Council – July 2026 to September 2026” dated September 25, 2026, is received for information. (recommended)

Or

THAT the agenda is amended to include discussion on one or more of the attached Information Reports to Council.

Respectfully submitted,



Mike Fox
Chief Administrative Officer

Attachments:

1. Information RTC re Noise Exemption Form July 20, 2026 to August 5, 2026
2. Information RTC re Highway 1 Lower Lynn Improvements Project (LLIP) Final Payment
3. Information RTC re Update on Corporate Plan Priorities and Progress
4. Information RTC re Public Engagement Update and Next Steps Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)
5. Information RTC re Short-term Rental Business Licence Progress Update
6. Information RTC re DAPR Update – Additional Information
7. Information RTC re Project and construction updates – Baden Powell Entrance and Stair Renewal at Panarama Drive
8. Information RTC re Electric Garbage Truck Pilot – Outcomes and Next Steps
9. Information RTC re Noise Exemption from August 10, 2026 to August 14, 2026 – Main Street (Mountain Highway to Boundary with CNV)
10. Information RTC re Noise Bylaw Exemption August 12 to August 21, 2026 1080 Marine Drive Intersection Utility Work
11. Information RTC re Noise Bylaw Exemption August 20 to August 22, 2026 Mountain Hwy from Main St to Oxford St
12. Information RTC re Updates on Youth Services in Lynn Valley – Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre
13. Information RTC re Karen Magnussen Arena Renewal Project Update
14. Information RTC re 2025 North Shore Transportation Survey
15. Information RTC re NVDPL 2025 Annual Report
16. Information RTC re Noise Bylaw Exemption September 22 to October 2, 2026 Lloyd Avenue at Marine Drive (within intersection)
17. Information RTC re Noise Exemption - BC Hydro Upgrades - Mt Seymour Pkwy at Lillooet Road - September 28-October 2, 2026
18. Information RTC re Noise Exemption - Cates Park Foreshore Restoration Project - October 5-November 20, 2026
19. Information RTC re Affordable Housing Program Contributions (2011-2026)

REVIEWED WITH:

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



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:
Nicola Chevallier
Digitally signed by Nicola Chevallier
DN: cn=Nicola Chevallier, o=City of North Vancouver, ou=Engineering Public Works, email=nicola.chevallier@cityofnv.ca, c=Canada
Reason: I am approving this document
Location: 2025-07-08 13:25-07:00

Manager:
Michael Toland
Digitally signed by Michael Toland
DN: cn=Michael Toland, o=City of North Vancouver, ou=Engineering Public Works, email=michael.toland@cityofnv.ca, c=Canada
Reason: I am approving this document
Location: 2025-07-08 13:14-07:00

CAO Notified:
Mike Fox
Digitally signed by Mike Fox
DN: cn=Mike Fox, o=City of North Vancouver, ou=City of North Vancouver, email=mike.fox@cityofnv.ca, c=Canada
Reason: I am approving this document
Location: 2025-07-08 15:56-07:00

CREATED BY: Matt Dasilva

REQUESTED BY: Matt Dasilva - Construction Department

DESCRIPTION OF WORK: Milling and Paving Works

LOCATION: Marine Drive (West Vancouver boundary to McGuire Avenue)

START DATE: July 20, 2026

END DATE: August 5, 2026

DAYS OF THE WEEK	EXTENDED HOURS	OVERNIGHT
✓ Monday – Friday	8:00 pm to 7:00 am	✓
✓ Saturday	6:00 pm to 7:00 am	✓
✓ Sunday	6:00 pm to 7:00 am	✓

ADDITIONAL INFORMATION:

Please note that the extended work hours noted above do not represent continuous construction activity. The extended hours are to provide project flexibility and allow the work to be completed as efficiently as possible. Work will be scheduled and coordinated to minimize impacts to residents, pedestrians, transit users, and other municipal stakeholders wherever practicable.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	concrete works	generators	✓ lighting
pumps	✓ compaction	hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

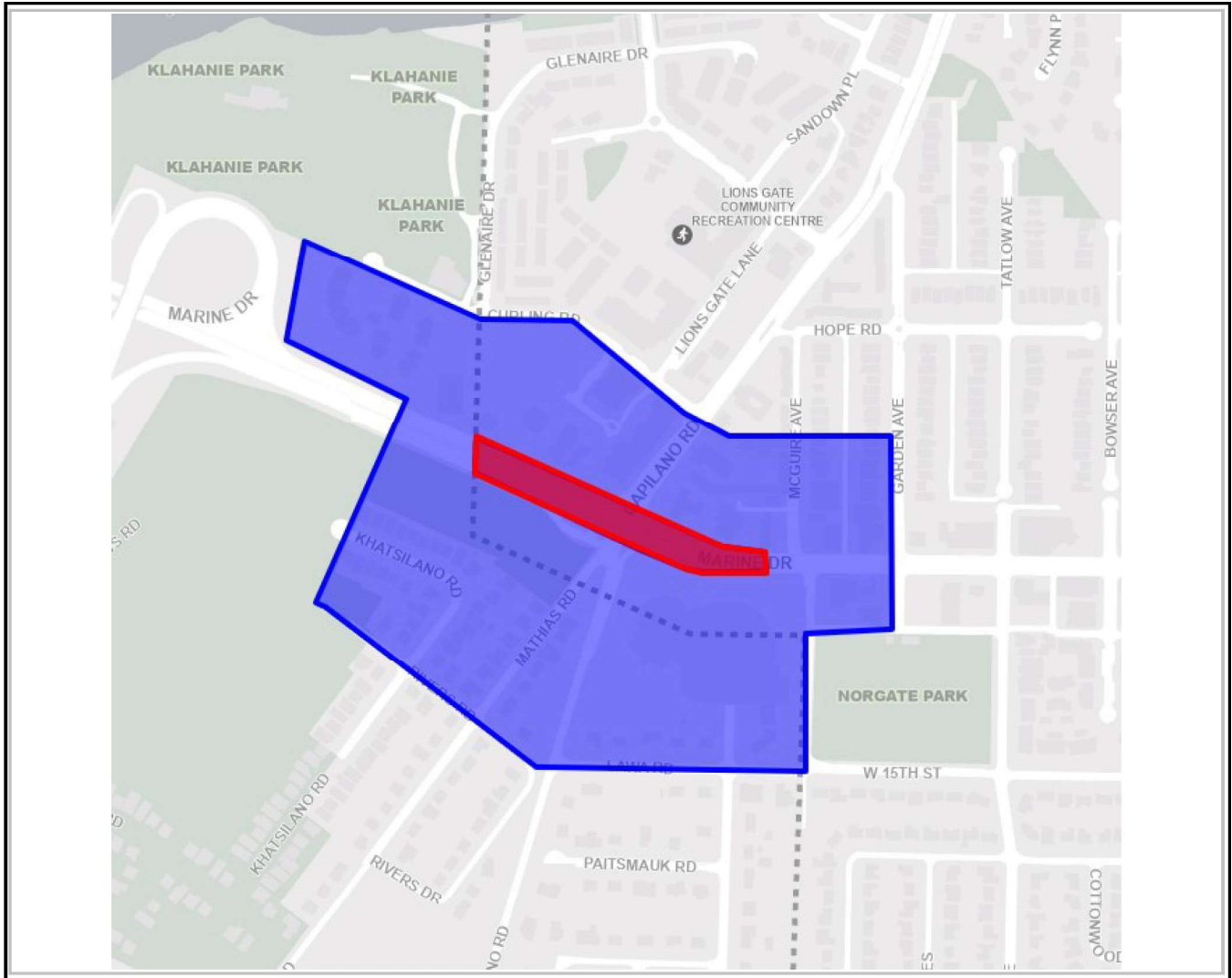
Temporary traffic pattern changes will be implemented during construction activities to facilitate the safe and efficient movement of traffic. Project updates will be communicated through Changeable Message Signs (CMS), the DNV website, and social media channels. Notification letters have also been distributed to directly affected properties.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

**ADDITIONAL INFO:**

The decision to complete this project entirely during nighttime hours was made following careful consideration of its potential impacts on the surrounding community and transportation network. Conducting the work overnight will significantly reduce traffic disruptions, minimize delays for the traveling public, and improve the overall efficiency of project operations.

DNV Construction Managers will oversee this project to ensure that work proceeds as efficiently as possible and to address resident concerns as they arise. It is anticipated that the work will be completed within the requested construction window of July 20th to August 5th, 2026. Inclement weather, unforeseen conditions, or other unexpected circumstances may extend the schedule as required.

☐ Info Package

Date:


 Dept.
Manager


 GM/
Director


 CAO

The District of North Vancouver

INFORMATION REPORT TO COUNCIL

July 9, 2026

File: ENGES-1333391482-2396

AUTHOR: Andy Bell, Manager, Engineering Services**SUBJECT:** Highway 1 Lower Lynn Improvements Project (LLIP) Final Payment**REASON FOR REPORT:**

To inform Council that a sum of \$4M is included in the Spring Financial Plan Amendment for payment to the Province of British Columbia as the District's final contribution to the Highway 1 Lower Lynn Improvements Project (LLIP).

SUMMARY:

District staff conclude that all outstanding matters relating to the LLIP have been addressed and that an outstanding contribution of \$4M should be paid from the District to the Province.

BACKGROUND:

In 2018 the District entered into a memorandum of understanding (MOU) with the Province regarding, amongst other details:

1. the scope of work that the Province, led by the Ministry of Transport and Transportation (MOTT), would undertake when constructing the LLIP, and
2. a financial contribution from the District to the Province towards the LLIP

The LLIP was substantially completed in 2022; however, until recently outstanding matters have prevented the District from paying to the Province an outstanding contribution amount of \$4M.

Through correspondence to the MOTT the District's CAO (David Stuart) confirmed the Districts committed to paying the outstanding \$4M, subject to the MOTT providing a satisfactory commitment that it will:

1. not change lane configuration in and around the Lower Lynn area without first giving the District 18 months written notice to allow for consultation with the District; and
2. provide adequate backup information and reports supporting the lane change and adequately addressing local traffic impacts within the Lower Lynn area.

On May 29, 2026, the District received a letter from MOTT committing to the above effect and requesting payment of the \$4M.

Staff now consider that MOTT has met all of its commitments in relation to the LLIP and that the District should proceed to pay the \$4M contribution.

ANALYSIS:**Timing/Approval Process:**

Payment of the District's outstanding contribution to the Province should be made with immediate affect.

Concurrence:

The District's Finance department concurs with this report.

Financial Impacts:

At the time the MOU was executed, the Lower Lynn Improvements Project (LLIP) was estimated to cost approximately \$197.7 million, with the District contributing \$51.9 million, primarily through related projects and land contributions. The District's final \$4 million cash contribution was withheld pending commitments from the Ministry of Transportation and Transit (MOTT) regarding lane configuration. As this matter has now been resolved, the funds set aside in the Risk Management Reserve to meet the District's obligations under the MOU can be released.

CONCLUSION:

District staff conclude that all outstanding matters relating to the LLIP have been addressed and that the outstanding contribution of \$4M is paid to the Province.

Respectfully submitted,



Andy Bell
Manager, Engineering Services

REVIEWED WITH:		
☐ Business and Economic	☒ Finance	RD
☐ Bylaw Services	☐ Fire Services	
☐ Clerk's Office	☐ Golf	
☐ Climate and Biodiversity	☐ Housing	
☐ Communications	☐ Human Resources	
☐ Community Planning	☐ Integrated Planning	
☐ Development Engineering	☐ ITS	
☐ Development Services	☐ Parks	
☐ Engineering Infrastructure	☐ Real Estate	
☐ Engineering Public Works	☐ Solicitor	
☐ Environment	☐ Transportation	
☐ Facilities		
External Agencies:		
☐ Library Board		
☐ Museum and Archives		
☐ NSEM		
☐ NS Health		
☐ NVRC		
☐ RCMP		
☐ Other:		

☐ Info Package

Date: 23 July 2026

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

INFORMATION REPORT TO COUNCIL

23 July 2026

File: Corporate Strategy, Corporate Services

AUTHORS: Saira Walker, General Manager, Corporate Services
 Victoria Grant-Smith, Snr. Program Manager, Corporate Planning and Reporting, Corporate Services

SUBJECT: Update on Corporate Plan Priorities and Progress

REASON FOR REPORT:

To provide Council with an update on progress toward the strategic priorities set out in the 2023–2026 Corporate Plan.

SUMMARY:

Council endorsed the 2023-2026 Corporate Plan (the Plan) in October 2023. The Plan integrates Council's strategic directions, the goals set out in the Official Community Plan, the OCP Action Plan and other key plans and strategies that have been adopted over the years. The plan considers emerging issues in the community, initiatives led by senior levels of government and new priorities identified by Council. The Plan also informs divisional work plans, which enable staff to deliver day-to-day operations, programs and services to meet the evolving needs of the community.

This report provides a summary of progress achieved to date, measured against the goals and priorities of the Corporate Plan. As these goals are evergreen, and many rely on factors outside of the Districts' direct control, it is important to note that not all priorities will be achieved in this Council's term. Rather, it is expected that staff will continue advancing the projects, plans and strategies identified in support of Council's priorities. The percentages presented in Attachment 1 reflect progress toward completing priorities and should not be interpreted as a measure of achievement or lack of progress. Instead, they indicate the extent to which work has progressed toward the intended outcomes, which may not align with a defined four-year time horizon.

The percentage roll-up reflects all planned, underway, and completed work over the full three-year Corporate Plan period, not only the initiatives highlighted in the Summary Table.

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

The six goals are categorized as follows:



Enhance transportation and mobility



Address the housing crisis and the community's housing needs



Achieve a balanced and fair economy



Lead in climate emergency action and environmental management



Foster community wellbeing, culture, and safety



Foster a resilient organization

BACKGROUND:

The 2023–2026 Corporate Plan outlines actions over a multi-year period to achieve the District's strategic priorities and goals. We have taken a flexible approach to advancing actions so that we address strategic priorities while responding to emerging community issues, initiatives led by senior levels of government and new priorities identified by Council. In particular, the Housing Supply Act which came into force by regulation in early 2023 and escalating costs related to Metro Vancouver's delivery of utility services required a re-allocation of staffing and financial resources, impacting the ability to progress actions initially identified at the start of the Plan's time horizon.

The District uses an integrated strategic planning approach that connects the long-term community vision with shorter-term priorities, financial resources, and organizational capacity. Within this framework, the Corporate Plan is a key implementation tool, establishing objectives aligned with Council's mandate and community vision.

EXISTING POLICY:

The 2023–2026 Corporate Plan establishes Council-endorsed strategic direction and guides District priorities, objectives, and performance measurement. It is informed by the Official Community Plan (OCP) and OCP Action Plan, which set out the community's long-term vision and policy framework. The District's Corporate Planning and Reporting Framework connects long-term vision, corporate goals, and departmental work plans, while alignment with the 10-year Rolling Financial Plan and 5-Year Financial Plan Bylaw helps ensure that services priorities are supported by available resources and managed within acceptable levels of risk.

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

ANALYSIS:

The Plan is intended to remain flexible, enabling the District to adjust priorities in response to emerging pressures, operating budget fluctuations, capital project adjustments and organizational capacity. The first three years of the Corporate Plan were implemented during a period of significant organizational and external change. As we emerged from the COVID-19 pandemic, a variety of factors such as high inflation, changing priorities of senior government and higher than expected infrastructure project costs have resulted in a very challenging environment in which to plan and deliver services and projects within their initially defined parameters. Despite these challenges, the organization has maintained a flexible and responsive approach to implementing the Plan.

In February 2025, the Plan was updated to reflect evolving community needs and significant senior government initiatives, including the National Housing Strategy, B.C.'s Homes for People Action Plan, the Accessible British Columbia Act, and the Emergency and Disaster Management Act. These updates helped maintain alignment with broader policy directions and emerging legislative requirements.

Annual departmental work planning operationalizes the Corporate Plan, ensuring priorities remain current, relevant, and actionable. Following Council approval of the updated OCP Action Plan in late 2025, corresponding updates were incorporated through the 2026 work-planning cycle.

Strategic planning software introduced in 2022 supports planning, tracking, and public reporting, while quarterly output reporting strengthens transparency and accountability. Reported progress reflects advancement of corporate actions in support of priorities, rather than full completion of all related work.

Attachment 2 provides a summary table of progress as of Q1 2026, illustrating advancement toward Corporate Actions, Objectives, Priorities, and Goals. Additional explanations are included to clarify achievements and contextualize progress. The summary table provides selected examples of work completed or advanced during the reporting period and does not capture all activities contributing to progress on each priority or objective

Financial Impacts:

Council priorities are reflected in the Financial Plan and funded within the resource limits established by Council. Alignment between Corporate Plan priorities, service delivery, and available financial resources is monitored on an ongoing basis, with any required adjustments considered through Council's annual financial planning and oversight processes. Through the District's 10-year Rolling Financial Plan, long-term service targets, infrastructure requirements, and financial policies are aligned to support sustainable service delivery and informed decision making.

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

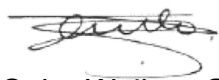
Conclusion:

The Corporate Plan continues to guide the District's strategic direction by aligning long-term community aspirations with Council priorities and organizational capacity.

Q1 2026 results demonstrate continued progress toward the Corporate Goals and provide transparent reporting on achievements to date. Ongoing refinement will help ensure the District remains well positioned to respond to emerging challenges and deliver on Council's mandate.

To successfully adjust to the current environment and to continue to provide the level of services our residents expect, we will need to continue to balance interests, be strategic with our resources and adapt quickly to the changing landscape.

Respectfully submitted,



Victoria Grant-Smith

Saira Walker, General Manager, Corporate Services

Victoria Grant-Smith, Snr. Program Manager, Corporate Planning and Reporting

Reviewed With:

	DNV Divisions and Fire Services				External Agencies
✓	Engineering Infrastructure Services	✓	Finance	✓	NVDPL
✓	Engineering Public Works	✓	DNVFRS	✓	MONOVA
✓	Climate Action and Parks			✓	NVRC
✓	Corporate Services				

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

Attachment 1: Progress towards Corporate Goals

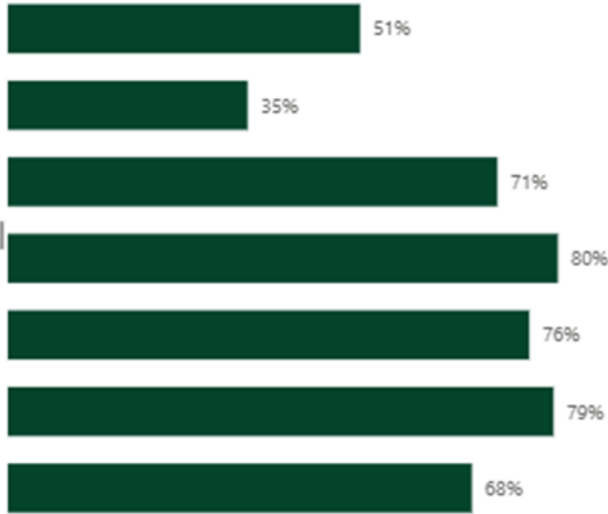
Output reporting presents progress toward Corporate Goals, Priorities, and Objectives as a percentage of cumulative advancement on defined corporate actions, rather than as a measure of full completion of all related work. Consistent with the report, the percentage roll-up reflects all planned, underway, and completed work across the full four - year Corporate Plan period, not only the selected initiatives highlighted in the Summary Table. Attachment 2. Progress percentages reflect completion of planned corporate actions and initiatives. They do not represent achievement of community outcomes, organizational performance, or overall success of a Goal. Goals contain ongoing and long-term work that will continue beyond the current Corporate Plan period.

The DNV Corporate Plan includes priorities related to RCMP services; however, it does not currently include detailed planning or progress updates for related initiatives. As a result, reported progress for RCMP-related priorities, such as Enhance Emergency Response, may trend lower than other priorities and some objectives that are specific to the RCMP are not included. As tri-municipal agencies, MONOVA, NVRC, and NSEM provide updates and contributions to the DNV Corporate Plan that focus on the DNV-related portion of their work and do not represent the full range of each organization's activities.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Attachment 1: Progress towards Corporate Goals



Progress by Priority								
 <table><tr><td>51%</td></tr><tr><td>35%</td></tr><tr><td>71%</td></tr><tr><td>80%</td></tr><tr><td>76%</td></tr><tr><td>79%</td></tr><tr><td>68%</td></tr></table>	51%	35%	71%	80%	76%	79%	68%	1. Implement the Transportation Mode Shift to provide active transportation options 2. Address the environmental impacts of transportation 3. Enhance transportation connections across the North Shore and Burrard Inlet 4. Manage the impacts of construction and development activity and leverage mobility improvements 5. Enhance road safety for road users and all forms of mobility 6. Support effective transportation options in town centres and corridors that connect them 7. Ensure job growth is in close proximity to housing growth and
51%								
35%								
71%								
80%								
76%								
79%								
68%								

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

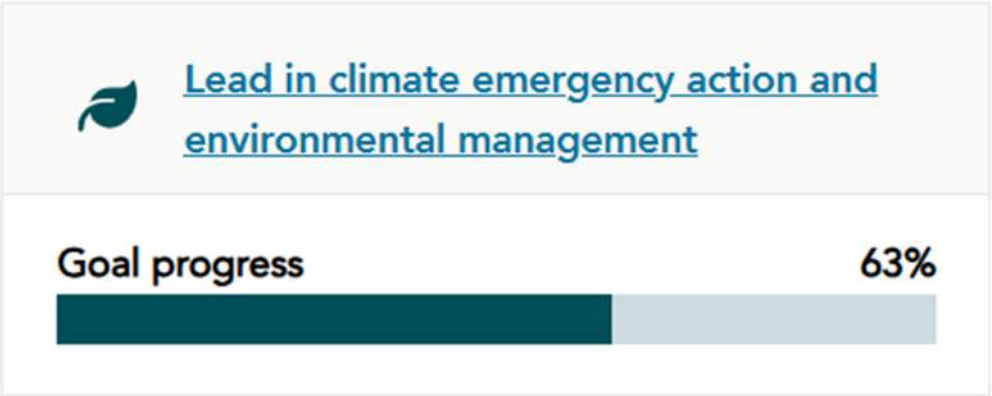


Progress by Priority	
67% 54% 59%	1. Provide more housing options, including rental, social, supportive, and affordable housing 2. Address homelessness 3. Offer housing options for young adults and young families

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026



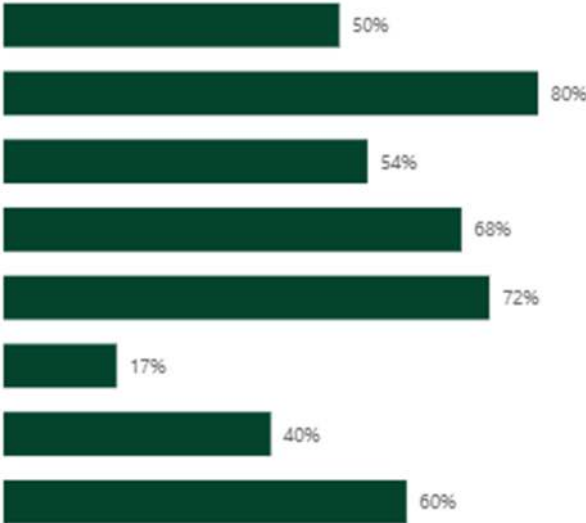
Progress by Priority	
83% 69% 50% 68% 22%	1. Address municipal property taxes and utility fees to better support the local economy and sustainable service delivery 2. Explore and leverage funding opportunities to achieve community improvements 3. Respond to local business needs adults and young families 4. Advocate for fairness in taxation and fees 5. Pursue employment and economic opportunities to support a diverse and resilient economy



Progress by Priority	
63% 65% 61%	1. Protect and enhance the environment through management programs and policy 2. Strengthen community resiliency by preparing for climate change 3. Engage and empower the community to advance environmental stewardship and climate action

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026



Progress by Priority									
 <table><tr><td>50%</td></tr><tr><td>80%</td></tr><tr><td>54%</td></tr><tr><td>68%</td></tr><tr><td>72%</td></tr><tr><td>17%</td></tr><tr><td>40%</td></tr><tr><td>60%</td></tr></table>	50%	80%	54%	68%	72%	17%	40%	60%	1. Provide childcare options while maintaining quality, and affordability 2. Deliver relevant and high-quality museum and library programming 3. Explore opportunities for arts and culture 4. Enhance recreation facilities and outdoor recreation 5. Further equity, diversity, and inclusion planning and initiatives 6. Advance reconciliation and establish mutually beneficial relationships with local First Nations 7. Enhance emergency services 8. Enhance sustainable local food systems
50%									
80%									
54%									
68%									
72%									
17%									
40%									
60%									



Progress by Priority					
 <table><tr><td>65%</td></tr><tr><td>64%</td></tr><tr><td>58%</td></tr><tr><td>71%</td></tr></table>	65%	64%	58%	71%	1. Continually enhance community engagement and services 2. Foster an engaged public service 3. Provide a strong governance framework 4. Enhance digital infrastructure, systems, and processes
65%					
64%					
58%					
71%					

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

Attachment 2: Summary Table of Progress

The Summary Table provides selected examples of work completed or undertaken during the reporting period and does not capture all activities contributing to progress on a priority or objective. In addition, not all objectives are listed, as some actions and activities support more than one objective, or because detailed planning and reporting does not incorporate the work contributions of the relevant agency, such as the RCMP. In specific cases additional language has been added to Objectives to support a more comprehensive description. As noted in the report, the percentage roll-up reflects all planned, underway, and completed work over the full three-year Corporate Plan period, not only the initiatives highlighted in this table.

KPIs published in the DNV Annual Report demonstrate progress and achievements against corporate goals. A KPI table is included for each goal, showing trends where relevant.

KPI Trend Legend

Trend	
↑	Positive Upwards Trend
↓	Positive Downward Trend
↓	Negative Downwards Trend
↑	Negative Upwards Trend
→	Positive No Change
→	Negative No Change
↑	Upwards Trend Only - Information only
↓	Downwards Trend – Information only
→	No Change – Information Only

Goal 1: Enhance transportation and mobility			
KPI for Enhance transportation and mobility	KPI	Trend	Change
	Total pedestrian & cycling network	↑	INCREASE from 348.12 km (2021) to 365.71 km (2025) - Growth of 17.59 km
	Annual transit ridership (SeaBus)	↑	INCREASE from 5,696,000 (2023) to 6,054,000 (2025) - Growth of 358,000 trips
	Annual transit ridership (RapidBus R2)	↓	DECREASE from 1,964,000 (2023) to 1,923,000 (2025) - Decline of 41,000 trips
	Shared mobility fleet (e-bikes)	↑	INCREASE from 353 (2023) to 381 (2025) - Growth of 28 e-bikes
	Shared mobility fleet (motor vehicles)	→	NO CHANGE - Remained at 6 motor vehicles (2023 and 2025)
	Spirit Trail average daily users	↑	INCREASE from 1,163 (2023) to 1,307 (2025) - Growth of 144 daily users
	Spirit Trail peak daily users	↑	INCREASE from 2,212 (2023) to 2,875 (2025) - Growth of 663 users
	Crash statistics (injuries)	↓	DECREASE - Injuries decreased from 37 (2023) to 34 (2025)
	Crash statistics (fatalities)	→	NO CHANGE - Fatalities decreased from 1 (2023) to 1 (2025)

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

1. Implement the Transportation Mode Shift to provide active transportation options			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase number of people walking, cycling, or taking transit rather than driving	Review and as required, update Transportation Plan and Pedestrian Master Plan	EIS	In 2026, the District initiated the development of a new Community Transportation Plan to be completed over the next two years. This plan will update and replace the existing Transportation Plan, Pedestrian Master Plan, and Cycling Master Plan. The plan is expected to include objectives and strategies for all transportation modes. The inclusion of pedestrian, cycling, driving, and transit strategies within this overarching plan will help deliver mode choice options to more people, supporting an increase in sustainable trips.
Increase access to ride-hailing, autonomous vehicles, e-bike sharing, and micro-transit options	Identify and act on opportunities to decrease reliance on single vehicle ownership	EIS	In 2023, the North Shore E-Bike Share pilot was made a permanent program. The District continues to work with our operator, Evolve E-Bike Share, to expand parking opportunities. New parking stations increase resident access to the program and support the continued expansion of the e-bike share fleet. In 2024, the District renewed our participation in the Provincial Electric Kick Scooter Pilot project and launched an E-Cargo Bike Lending Pilot at public libraries. In 2026, Evo car share expanded their home zone on the North Shore to Lynn Valley, the Grand Boulevard corridor, and Lions Gate Village. The annual Transit Infrastructure continues to improve accessibility and comfort of transit stops through CMBC's Transit Related Road Improvements Program to make it easier and more attractive to use transit.
2. Address the environmental impacts of transportation			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase measures to reduce carbon emissions from transportation and mobility	Implement strategic Carbon Emissions reductions activities	EPW	A portion of the streetlighting network has been upgraded to LED, improving energy efficiency and reducing emissions.
	Support low carbon transportation	EIS, CA&P	In 2023, the District initiated development of the Electric Vehicle Strategy and secured Federal and Provincial funding to expand the public EV charging network. In 2024, Council approved the District-wide Electric Vehicle Strategy that defines the District's role in the transition to electric mobility and projects the needs for charging infrastructure. The District piloted the Lower Mainland's first electric rear-loader waste truck. In 2025, electric vehicle charging infrastructure standards were updated for new construction, and EV charging programs continued to expand. The District continues to implement infrastructure to support low carbon transportation through the Pedestrian, Cycling, and Transit Infrastructure Programs. Recent projects include the Marine Drive Cycling Link and the Spirit Trail segment from Seymour River to Windridge Park.
3. Enhance transportation connections across the North Shore and Burrard Inlet			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve the road network within the District and its connections to other municipalities with reduced incidents of congestion and delays	Engage and collaborate with TransLink on Studies and Activities related to Burrard Rapid Transit	EIS	The District conducted advanced planning for the Burrard Inlet Rapid Transit (BIRT) initiative in collaboration with municipal partners, TransLink, the Ministry of Transportation and Infrastructure, and First Nations partner and continues to advocate for provincial investment to relieve congestion on the North Shore associated with the Ironworkers Memorial Bridge and Highway 1 corridor.
	Operate and maintain active transportation assets including snow and ice removal, street sweeping	CA&P, EPW	In 2023-2026, the District maintained active transportation assets through annual programs including the Road Rehabilitation Program, Snow and Ice Program, Street lighting program and sidewalk program. These programs helped maintain safe, reliable, and accessible active transportation connections, supporting year-round mobility and reducing disruptions for residents and road users.

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

Increase rapid transit to the North Shore and between town and village centres	Continue working with regional partners to advocate for and deliver the actions and strategies	EIS, EPW, PPP	In 2023, planning work undertaken as part of the BIRT initiative identified an opportunity to combine a future rapid transit Second Narrows crossing with a replacement structure for the Ironworkers Memorial Bridge. In 2024, the Phibbs Exchange Upgrade Partnership with MOTI was completed, including the Washroom Contribution and Phibbs Exchange Utility projects and Phillips Overpass Paving was completed. The District continues to collaborate with neighbouring First Nations and municipal jurisdictions to collectively progress North Shore Connects priorities and future Bus Rapid Transit plans from Metrotown to Park Royal. These activities support long-term regional transportation connectivity, strengthen readiness for future rapid transit investment, and help advance shared solutions to reduce congestion and improve access across the North Shore.
4. Manage the impacts of construction and development activity and leverage mobility improvements			
Objective	Actions	Responsible	2023-2026 Progress Summary
Reduce the impact of construction and development on transportation and mobility	Coordinate and manage construction traffic to minimize impacts to travelling public and adjacent residents	EPW	From 2023 through 2026, construction traffic management has been an ongoing operational focus to support road rehabilitation and development activity while minimizing impacts to the travelling public and adjacent residents. Initial delivery of the Annual Road Rehabilitation Program in 2023 established coordinated construction traffic practices, which continued through 2024 as multiple concurrent road projects were managed to reduce community disruption. In 2026, construction traffic management remains an active and ongoing priority as development activity continues across the District.
5. Enhance road safety for road users and all forms of mobility			
Objective	Actions	Responsible	2023-2026 Progress Summary
Reduce pedestrian, cycling and vehicle incidents	Prioritise and implement new/upgrades to crosswalks	EIS, EPW	Since 2023, the District has continued to advance pedestrian and road safety initiatives that improve safety for vulnerable road users, particularly in support of safe routes to school. The Neighbourhood Street Improvements (previously "Traffic Calming") Program was also initiated in 2023 and focuses on addressing community priorities for speed and safety improvements, with one location selected each year for review, design, and construction. School safety has continued to be a focus. In 2025, a comprehensive school safety zone refresh was completed, including repainting crosswalks and roadway markings. During the 2025/2026 academic year, staff also conducted School Safety Studies at all 20 public elementary schools. In 2026, pedestrian crossings, sidewalk improvements, and safe routes to school initiatives were consolidated into a Pedestrian Infrastructure Program to continue to prioritise and implement pedestrian improvements where they will deliver meaningful benefits.
	Support upgrades to transportation assets for accessibility	EIS, EPW	In 2023, multiple pedestrian infrastructure projects were initiated including sidewalk improvements. In 2024, accessibility improvements were delivered through completed projects including Naughton Detour Walking Path, Norgate Sidewalks, Pemberton Sidewalk, and various cycling link upgrades. The E 29th St Safety & Mobility project was also completed in 2024. In 2025, projects completed included the LVR Active Transportation Phase 1 and Marine Drive Cycling Link. In 2026, the Dollarton Highway (north) will close a critical sidewalk gap. The annual Pedestrian Infrastructure and Transit Infrastructure programs continue to improve accessibility of the overall pedestrian and transit networks.
6. Support effective transportation options in town centres and corridors that connect them			
Objective	Actions	Responsible	2023-2026 Progress Summary
Enhance strategic land acquisition and development in town and village centres and the corridors that connect them	Evaluate opportunities for strategic land acquisition	PPP	Staff continue to explore acquisition opportunities through rezonings and as strategic sites become available through the market.

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Increase access to active transportation by concentrating growth within a reasonable walking and cycling distance to town and village centres and corridors	Create pedestrian and cycling connections between centres (e.g. Spirit Trail)	EIS, EPW	In 2023, construction of the Central Spirit Trail was completed, marking a significant milestone in connecting District centres. In 2024, work was initiated on the Eastern Spirit Trail (Maplewood to Deep Cove), the Main Street cycling link and Mount Seymour Parkway safety upgrades were delivered, and the Lynn Valley–Lynn Creek bike route began construction. In 2025, the multi-use path on Marine Drive from Lions Gate Bridge to McGuire Avenue was completed, along with a portion of the Spirit Trail and the LVTC to LCTC Bike Route. In 2026, the Mountain Highway Central Safety Improvements, Phase 1 of the W Queens bikeway (Woodbine to Del Rio), and a critical sidewalk gap on Dollarton Highway will be completed. Ongoing work continues on segments of the Spirit Trail Eastern Maplewood to Deep Cove, with various sections progressing through planning and concept definition stages.
	Invest, operate and maintain District transportation infrastructure (bridges, roads, cycling routes, sidewalks, urban trails)	EIS, EPW, CA&P	In 2024, the District installed its first prefabricated aluminium bridge—reducing cost and installation time. In 2025, maintenance of multi-use paths and bike lanes was enhanced through acquisition of a new mini sweeper. The annual streetlighting replacement program was continued through these years. Work continues through infrastructure operations and maintenance programs day-to-day service levels and long-term network performance.
Increase the presence of community hubs to within 400 metres of town and village centres	Increase the presence of community hubs to within 400 metres of town and village centres	PPP	The majority of growth and redevelopment continues to take place in town and village centres adjacent to existing and planned transit infrastructure: from 2023 to 2025, 72% of the 1,944 multifamily units (gross) approved through rezoning were in town centres. The opening of Lynn Creek Community Recreation Centre and Bell-Isle Park in Lions Gate Village Centre (2025) are helping make these neighbourhoods livelier and more enjoyable to live in and visit.
7. Ensure job growth is in close proximity to housing growth and transportation options			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase the built square feet in employment lands	Continue to support regional efforts to protect and intensify the use of employment lands	PPP	From 2023 to 2026 the District began supporting regional efforts to protect and intensify employment lands in collaboration with Metro Vancouver.
	Increase employment space through major projects	PPP	The Economic Development Strategy aims to add 2.5 million square feet of commercial and institutional space between 2021 and 2051. In the reporting period, 2023-2025, approximately 78,000 square feet was delivered.
Increase the number of jobs within town and village centres and other key employment areas to reduce commuting	Increase employment space through major projects	PPP	The Economic Development Strategy aims to add 2.5 million square feet of commercial and institutional space between 2021 and 2051. In the reporting period, 2023-2025, approximately 78,000 square feet was delivered. In this same period, 72% of the 1,944 multifamily units (gross) approved through rezoning were in town centres. This growth in town centres aims to provide local jobs to residents thereby reducing commuting times.
Increase the percentage of residents that can access work within 30 minutes of travel time	Continue to direct growth to the District’s four growth centres and rapid transit corridors	PPP	From 2023–2026, the District continued to direct growth to its four designated growth centres and rapid transit corridors through coordinated land-use planning and policy implementation. Key milestones included adoption of the Transit-Oriented Areas Designation Bylaw in 2024, ongoing support for the Rapid Transit Marine Drive Corridor, updates to Town and Village Centre plans, and advancement of local land-use area planning.
	Increase employment space through major projects	PPP	The Economic Development Strategy aims to add 2.5 million square feet of commercial and institutional space between 2021 and 2051. In the reporting period, 2023-2025, approximately 78,000 square feet was delivered. In this same period, 72% of the 1,944 multifamily units (gross) approved through rezoning were in town centres. This growth in town centres aims to provide local jobs to residents thereby reducing commuting times.
Reduce the number of people commuting to the District for work	Increase employment space through major projects	PPP	The Economic Development Strategy aims to add 2.5 million square feet of commercial and institutional space between 2021 and 2051. In the reporting period, 2023-2025, approximately 78,000 square feet was delivered. In this same period, 72% of the 1,944 multifamily units (gross) approved through rezoning were in town centres. This growth in town centres aims to provide local jobs to residents thereby reducing commuting times.

Goal 2: Address the housing crisis and the community’s housing needs			
KPI for Address the housing crises and the community's housing needs	KPI	Trend	Change
	Building permits issued (rental, supportive, and care)	↑	INCREASE of 1,030 gross units 2023 to 2025
	Building permits issued (market ownership)	↑	INCREASE of 615 gross units 2023 to 2025
	Planning applications (rental, supportive, and care)	↑	INCREASE of 1,759 gross units 2023 to 2025
	Planning applications (market ownership)	↑	INCREASE of 1,203 gross units 2023 to 2025
	Occupancies (rental, supportive, and care)	↑	INCREASE of 260 gross units 2023 to 2025
	Occupancies (market ownership)	↑	INCREASE of 604 gross units 2023 to 2025
	Unit occupancies (1 bdrm)	↑	INCREASE of 285 gross units 2023 to 2025
	Unit occupancies (2 bdrm)	↑	INCREASE of 270 gross units 2023 to 2025
	Unit occupancies (3 bdrm)	↑	INCREASE of 230 gross units 2023 to 2025
	Unit occupancies (4+ bdrm)	↑	INCREASE of 79 gross units 2023 to 2025

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July 23, 2026

1. Provide more housing options, including rental, social, supportive, and affordable housing			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase housing choice	Implement infill housing strategy	PPP	From 2023–2024, the District advanced implementation of the infill housing strategy through development of sensitive infill processes, including approvals for coach houses and secondary suites. This work supported gentle densification while addressing neighbourhood fit and community considerations.
Increase strategic land acquisition and development for priority housing	Continue to look at the potential for adding social and supportive affordable rental housing on District-owned lands and identify opportunities for land acquisition	PPP	There are four social and supportive housing projects on District-owned lands that are currently in the planning and development stages. These projects are being advanced in partnership with BC Housing and, in one case, the Metro Vancouver Housing Corporation (MVHC). They are subject to BC Housing and MVHC ‘s review and approvals process. District staff continue to explore acquisition opportunities.
Increase student housing on and in close proximity to campus	Support the development of a Capilano University Campus Master Plan	PPP	In 2023, preliminary discussions began with Capilano University to initiate a Capilano University/Lynnmour North Joint Neighbourhood Plan. In 2024, progress was put on hold due to reallocation of DNV staff resources to address provincial housing legislation (OCP updates, Housing Needs Report, SSMUH).
Increase the number of social, supportive, and market rental housing units	Complete strategic business case to increase rental and supportive housing units	PPP, Fin	In 2023, work was initiated on a Short-Term and Long-Term Rentals Regulatory Framework. In 2024, work began on the Strategic Business Case to increase rental and supportive housing, establishing a baseline of 1,620 affordable units (4.3% of total housing). In 2025, Council approved these regulatory frameworks. In 2026, data tracking continues using BC Assessment and Tempest systems.
	Conduct land economics review to inform policy development for density bonusing and/or inclusionary zoning in town and village centres, to provide incentives to deliver affordable housing	PPP	In 2024, the District initiated a review of Inclusionary Zoning. In 2025, the District received a technical feasibility study prepared by an economics consultant that concluded prevailing development economics limit the viability of applying Inclusionary Zoning requirements at this time without adversely affecting housing delivery. Based on these findings, further work on Inclusionary Zoning has been paused until market conditions improve.
	Continue to support the creation of supportive housing units through direct and indirect financial contributions and by leveraging contributions from external partners, such as BC Housing	PPP	The District has four active projects in partnership with BC Housing that are at various stages of development. Within the 2023-2026 timeframe, SALAL Apartments, Hollybrook, Lynn Woods (Kiwanis) and Emery Place (Mosaic) completed, contributing more than 320 social housing in the District.
	Explore mechanisms to increase delivery of rental, social, and supportive housing	PPP	In 2024, housing options expanded through changes to secondary suite and coach house programs.
	Respond to new Provincial Housing Legislation requirements	PPP	In accordance with the Housing Target Order issued by the Province on September 23, 2023, the District tracks and reports housing unit completions on an annual basis - 500 net new units were completed between October 1, 2023, and September 30, 2024 (100%), 832 net new units were completed between October 1, 2023, and September 30, 2025 (81%) and the District is projected to complete approximately 1,577 net new units between October 1, 2023, and September 30, 2026 (100%+). The District is also on track to meeting its projected 5-year housing target order of 2,838 net new units by September 30, 2028, provided market forces do not delay the implementation of approved development projects. The 2021 DNV Housing Needs Report was updated in July 2023. In 2023, the province also announced changes to the <i>Local Government Act</i>, requiring municipalities to prepare Interim Housing Needs Reports using a standardized provincial methodology. In 2024 the District finalized the Interim Housing Needs Report. In 2025, the OCP was updated to establish the District's five and 20-year housing needs in alignment with the Interim Housing Needs Report. Council has also designated two transit-oriented areas (Phibbs Exchange and Capilano University), modified residential parking standards for transit-oriented areas, and permitted house, suite and coach house in nearly every single-family lot within the Urban Containment Boundary to

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Increase the number of supportive care units to support the aging of seniors in our community			meet Bill 44 requirements for infill housing. In 2026, Council approved a decision to not implement Bill 25 which is intended to expand the application of Small-Scale Multi-Unit Housing (SSMUH).
	Work with agencies and others to identify opportunities for development	PPP	While investment continues in seniors’ care and hospital system planning on the North Shore, there remains a need to further support and expand community-based services. On March 2, 2026, Council approved a proposed scope and work plan for the District to develop an Ageing & Older Persons Strategy. The Strategy will provide a 10-year framework to enhance quality of life for older residents and the broader community in areas of social wellbeing, connected supports, mobility and access, and housing to support ageing in place. The District will continue working with Vancouver Coastal Health, BC Housing, and other partners to support integrated approaches that enable residents to age in place and remain safely and appropriately housed.
Reduce the number of households spending 30% or more of their income on shelter costs	Direct Municipal and Regional District Tax revenues from online accommodation platforms to affordable housing	PPP, Fin	In 2023, groundwork began on funding mechanisms for affordable housing and in 2024 and the process to direct Municipal and Regional District Tax revenues from online accommodation platforms (OAP) to affordable housing was completed. Funding has been received since February 1, 2025, and annual revenue is estimated to be in the range of \$400,000 per year. The contract will be updated in 2026 to ensure funding continues through January 31, 2032. Related: In 2025, Council approved transfer of approximately \$18 million from the Community Amenity Contributions reserve fund to the Housing Reserve fund. A summary report on District contributions and partner funding was prepared.
	Implement Housing Needs Report	PPP	Housing policies and projects in the District draws on the statements of need outlined in the Housing Needs Report - Affordable Housing, Rental Housing, Homelessness, Diversity in Housing, and Emerging Housing Issues (seniors, newcomers, families, housing for indigenous people, accessible housing and housing near transit). The 2021 DNV Housing Needs Report was updated in July 2023. In 2023, the province also announced changes to the <i>Local Government Act</i>, requiring municipalities to prepare Interim Housing Needs Reports using a standardized provincial methodology. In 2024 the District finalized the Interim Housing Needs Report. In 2025, the OCP was updated to establish the District's five and 20-year housing needs in alignment with the Interim Housing Needs Report.
2. Address homelessness			
Objective	Actions	Responsible	2023-2026 Progress Summary
Reduce Poverty	Implement poverty reduction strategy	PPP	From 2023 through 2026, the District advanced coordinated efforts to reduce poverty and support community well-being through a shared regional framework. In 2023, Council endorsed the North Shore Poverty Reduction Strategy, establishing a collaborative approach to addressing poverty across the community. Implementation continued in 2024 with active engagement of community partners, followed by ongoing poverty reduction initiatives in 2025. In 2026, implementation of the North Shore Poverty Reduction Strategy remains an ongoing priority, supporting continued collaboration and action to address poverty-related challenges.
Reduce the number of individuals that are unhoused or at risk of becoming unhoused	Work with agencies and others to identify opportunities for individuals to access new or existing housing and services	PPP	In 2023, the E. Keith supportive housing and complex care project was initiated; received rezoning approvals in 2024; and is currently in development permit and building permit approvals stages. On completion, the project will provide 60 supportive housing units and five complex care units to support individuals experiencing or at risk of homelessness on the North Shore.
3. Offer housing options for young adults and young families			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase mix of housing options for families to live close to schools	Explore alternate housing tenures and needs to offer more diverse housing choices	PPP	The OCP encourages and facilitates a wide range of multi-family housing types (i.e., duplexes, townhouses, apartments), tenure and affordability levels, including units suitable for families. From 2023 to 2025, 1,944 multifamily units (gross) were approved through rezoning: 58% of these units were studios or one-bed, 42% had two or more bedrooms.

Goal 3: Achieve a balanced and fair economy.			
KPI for Achieve a balanced and fair economy	KPI	Trend	Change
	Business licences issued - District Licences	↑	INCREASE from 3,790 (2023) to 4,280 (2025)
	Business licences issued - Visitor Licences	↑	INCREASE from 2,337 (2023) to 2,360 (2025)
	Sustainable infrastructure funding – Operating surplus ratio (target 0% to 15%)	↓	Decrease from 6.51% (2022) to -2.60% (2025) - reflecting rising costs that have outpaced revenue growth
	Total property taxes collected (including other jurisdictions)	↑	INCREASE from \$216,728,964 (2023) to \$250,911,346 (2025) - Growth of \$34.2M
	Municipal property taxes (DNV portion)	↑	INCREASE from \$121,736,749 (2023) to \$140,889,501 (2025) - Growth of \$19.2M
	Property taxes & utility bills - average residential property - Total DNV	↑	INCREASE from \$4,634 (2023) to \$5,301 (2025)
	Property taxes & utility bills - average residential property - Total Overall	↑	INCREASE from \$6,585 (2023) to \$7,550 (2025)
	Debt servicing as a % of property tax revenue	↑	Increase from 2.1% (2023) to 3.5% (2025)

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July 23, 2026

1. Address municipal property taxes and utility fees to better support the local economy and sustainable service delivery			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve property taxes for businesses and industry to ensure we are competitive in the region	Update the District’s Property Tax Strategy	Fin	From 2023–2026, the District advanced ongoing review and adjustment of taxation and financial policy to support economic competitiveness and long-term sustainability. This included refreshed analysis of the industrial tax class, introduction of an environmental tax levy proposal, continued assessment of impacts from housing legislation, increased social housing, and First Nations Service Agreements. Across this period, Council adopted Tax Rates Bylaws, advanced major economic development initiatives, implemented operating cost reductions, and received ongoing reporting on capital planning, tax levy distribution, and valuation practices. Work continues in 2026 to refine policy and financial planning approaches in response to legislative changes.
Increase resilience and equity across rate groups	Update utility rate study and models and identify options for adjustment	EIS, EPW, Fin	From 2024–2026, the District advanced phase 1 of a comprehensive Utility Rate Review to strengthen long-term financial sustainability and improve equity across rate groups. Work is ongoing and includes analysis of utility rate structures and regional comparisons, amendments to Utility Bylaws and introduction of a separate DNV utility bill to improve transparency between District and Metro Vancouver charges.
2. Explore and leverage funding opportunities to achieve community improvements			
Objective	Actions	Responsible	2023-2026 Progress Summary
Enhance funding strategies for alternative modes of transportation	Establish short and long-term funding strategies for ride hailing, autonomous vehicles, e-bike sharing, and micro-transit	EIS, Fin	From 2023–2026, the District advanced work to establish short- and long-term funding strategies for emerging mobility services, including ride hailing, autonomous vehicles, e-bike sharing, and micro-transit. This included ongoing data collection and traffic studies to inform funding needs, and development of a Grant Selection and Management Framework to support future funding decisions. In 2026, work continued to refine the grant framework and funding approaches in alignment with available data, capacity, and interdepartmental coordination.
Improve cost recovery models related to user pays strategies	Develop cost recovery models for recreational usage	CA&P, Fin, NVRC	From 2023–2026, the District advanced development of cost-recovery models for recreational usage to support sustainable parks and recreation operations. Progress included implementation of paid parking at Deep Cove and Whey-ah-Wichen/Cates Park, initiation of an Outdoor Recreation Fees and Charges Framework, and establishment of governance and allocation frameworks for outdoor recreation fees in collaboration with regional partners. The Donation and Dedication Program was reviewed and updated to support reinvestment in recreation assets. In 2026, work continued to refine an Outdoor Sports and Recreation Fees and Charges Framework.
	Establish a user fee policy	CA&P, EPW, Fin, NVRC	From 2023 through 2026, the District advanced the development and implementation of a comprehensive user fee policy to support fair, transparent, and sustainable cost recovery for services. Preliminary work began in 2023 to scope and develop a district-wide approach to user fees, followed in 2024 by the initiation of the Outdoor Recreation Fees and Charges Framework. In 2025, Outdoor Recreation Fees Allocations and Governance discussion between NVRC, DNV and CNV continued. In 2026, a Corporate User Fee policy, including guiding principles, decision framework, and cost recovery targets by service is being developed and will be brought forward to Council early in their new term (Post election).
Reduce any disparities between development contributions and rising service costs attributable to growth	Update development finance tools based on new provincial legislation.	Fin	In 2023, the District participated in regional and provincial initiatives to help guide new legislation on development finance (Bill 46). The update of Development Finance Bylaws (development cost charges and amenity cost charges) was initiated. In 2024, Development Cost Charges were updated, and Amenity Cost Charges were introduced, aligning the District's bylaws with Bill 46 – Housing Statutes (Development Financing) Amendment Act. In 2025, implementation of the updated development finance tools continued and amendments to Development Finance Bylaws are now planned for Q1 2027.

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July 23, 2026

3. Respond to local business needs			
Objective	Actions	Responsible	2023-2026 Progress Summary
Enhance business outreach	Complete business consultation on economic development policies	PPP	From 2023–2026, the District completed business consultation on economic development policies and continued to engage local businesses in key District initiatives. This included consultation to inform the Economic Development Strategy, engagement related to short-term rental and outdoor patio regulations, and targeted business engagement on McKay parking restrictions. Ongoing and planned engagement supports development of the Community Transportation Plan, Zoning Bylaw Update, and Development Applications Process Review, ensuring business perspectives inform District policy development and implementation.
	Enhance economic opportunity in District villages and town centres	PPP	From 2023–2026, the District advanced community-led business initiatives and placemaking efforts to support vibrant town and village centres. This included development and Council adoption of an Economic Development Strategy, completion of a town and village centre events and activations needs assessment, and establishment of a five-year Town and Village Centre Beautification Program. Progress also included support for placemaking initiatives, centre-specific improvements, events and activations, and exploration of business-led initiatives alongside continued support for cultural events and economic activities.
	Improve business communication channels	PPP	From 2023 through 2026, the District strengthened communication and engagement with the business community through improved digital tools and targeted outreach. In 2023 and 2024, engagement on the Economic Development Strategy targeted all licenced businesses in the District. In 2025, expansion of business-related content on DNV.org was completed and a business e-newsletter was initiated to improve the volume and timeliness of information-sharing with local businesses. In 2026, development of an external Economic Dashboard was initiated to further enhance transparency, data-sharing, and communication with the business community.
	Participate on local economic development boards, committees and joint economic development partner initiatives	PPP	From 2023 through 2026, the District strengthened relationships with the business community, local business organizations and regional partners to advance shared economic development objectives. In 2023, work was launched to establish strong relationships with the District’s largest economic generator businesses and industries and to participate on local economic development boards. Participation continued in 2024 through engagement of economic development committees and partner organizations in the development of the Economic Development Strategy. In 2025, the District's approximately 6,000 licenced businesses had access to facilitation services and economic development tools, delivered in partnership with regional and sector partners. In 2026, ongoing participation on business organization boards and committees continued to support collaboration and achieve mutual economic benefits.
	Update Zoning Bylaws	PPP	From 2023 through 2026, the District advanced a comprehensive rewrite of the Zoning Bylaw to modernize regulations and support evolving policy objectives, including policies related to employment lands. Scoping began in 2023 with the project formal launch by Council in October 2024. In 2024, a consultant was appointed, stakeholder engagement was completed, and public engagement was initiated. In 2025, the draft Zoning Bylaw was introduced and public engagement continued to refine the proposed framework. In 2026, public engagement is being completed as part of finalizing the Zoning Bylaw Rewrite. New detached residential zones bylaws introduced to Council June 1, 2026.
Increase support for small local businesses	Initiate business services process improvements	PPP	From 2023–2026, the District modernized business licensing and related processes to better support local businesses. Key actions included initiating expansion of the Inter-Municipal Business Licence program to include First Nations, initiating improvements to the commercial tenant improvement permitting process to better support small businesses, and beginning modernization of business licensing bylaws and fees to streamline requirements and improve service delivery.

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July 23, 2026

3. Respond to local business needs			
Objective	Actions	Responsible	2023-2026 Progress Summary
Reduce permit approval times	Conduct a Development Approvals Process Review (DAPR) to elevate the customer journey, streamline processes, and build organizational capacity	PPP	Launched in 2023, the District's Development Approvals Process Review aims to improve and simplify the development approvals process. Following a detailed review of the entire process, the implementation phase launched in 2025 aiming to elevate the customer journey, streamline work, and build organizational capacity through standardizing processes and resources, creating a culture of continuous improvement, and updating regulatory and operational frameworks.
4. Advocate for fairness in taxation and fees			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve municipal finance reform	Continue working on Municipal Finance Reform in the region and province and report out annually on results	Fin	From 2023 through 2026, the District worked collaboratively with regional partners to advance municipal finance reform and strengthen financial resilience. In 2023, the District engaged with Metro Vancouver’s Regional Finance Advisory Committee (RFAC) to support work on municipal finance reform at the provincial level. Collaboration continued in 2024 through ongoing financial policy review with RFAC. In 2025, this work expanded to include joint engagement with the Union of BC Municipalities (UBCM) and the GFOABC External Relations Committee. In 2026, collaboration with RFAC and GFOABC will continue, including the introduction of a simplified financial resiliency framework within the 2026 GFOABC Conference program.
	Provide input into the Regional Finance Advisory Committee (RFAC) review of Metro Vancouver's financial policies	Fin	In 2023, ongoing input was provided to Regional Finance Advisory Committee (RFAC) review of Metro Vancouver's Financial policies. In 2024, input continued with participation in RFAC meetings and policy discussions. In 2025, DNV became Vice Chair of RFAC with focus on the 10-Year Budget Outlook and supporting financial policies. In 2026, leadership continues on RFAC with ongoing policy development and regional coordination. This work strengthens the District’s ability to influence regional financial policy, improve long-term budget planning, and advocate for fair, sustainable approaches to managing Metro Vancouver cost pressures.
	Reduce cost impacts to residents from external agency cost increases	Fin	From 2023 through 2026, the District undertook a phased approach to understanding and mitigating utility cost impacts on residents. Preliminary work began in 2023 to assess cost drivers and impacts, followed in 2024 by continued review of external agency cost increases and their implications for residents. Rate stabilization began in 2025 and continued through 2026 to smooth impacts on ratepayers over a five-year period. In 2025, targeted efforts were advanced to reduce the impacts of Metro Vancouver charges through Inflow and Infiltration (I&I) programs, water conservation initiatives, leak detection, and updates to connection fees in the Sewer and Water Bylaws. In 2026, Phase 2 of the Utility Rate Review is underway to inform strategies for reducing future cost impacts and improving long-term affordability.
Reduce cost impacts on residents caused by external agency fee increases	Manage impacts of regional partner cost increases	EIS, EPW,	In 2023, ongoing efforts began to reduce impacts of Metro Vancouver sewer and water increases through I&I Programs, Water Conservation Programs, leak detection, and connection fee updates to Sewer and Water Bylaws. In 2024, revised Annual Cost Recovery Billing to residents was implemented and ongoing infrastructure renewal work continued. In 2025, projects completed included Lynn Valley Trunk Sewer, 2024 Leak Detection Expansion, and Casano Lift Station Renewal. The Utility Rate Review Model Update Phase 1 was completed. In 2026, cooperative procurement with other municipalities continues where applicable, with ongoing work to develop strategies with EIS/EPW. These activities help reduce avoidable utility costs, improve infrastructure reliability, and support more sustainable and transparent utility rates for residents.
Reduce inequities in the management of land encroachments	Develop a baseline inventory and valuation for encroachments	PPP, Fin	From 2023 through 2026, the District advanced work to better understand the scope, value, and implications of encroachments through a phased and capacity-aware approach. Preliminary work began in 2023 to initiate development of an encroachment inventory, followed in 2024 by an assessment of departmental priorities and staff capacity to support the work. In 2025, efforts continued to develop a baseline inventory and valuation of encroachments to understand both scope and potential financial implications. In 2026, the project continues through quarterly review, with timing assessed alongside departmental priorities. Additional data gathering is required, with further review and consideration of next steps planned for mid-2026.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Reduce infrastructure deficit	Develop a resourcing strategy to address capital cost premiums on the North Shore	Fin	From 2023–2026, the District worked to address capital cost pressures and strengthen long-term financial sustainability through improved asset management and collaborative procurement. This included early analysis of North Shore capital cost premiums, exploration of cooperative procurement opportunities with partner municipalities, and continued development of cost-containment and procurement strategies in collaboration with EIS and EPW.
	Operate and Maintain assets - Deliver a level of service to our community on a day-to-day basis that supports or enhances their quality of life	EPW	From 2023–2026, the District continued operating and maintaining a wide range of core assets to deliver reliable day-to-day services and support community quality of life. Significant investments were made in infrastructure and facility renewal. Asset management planning, condition assessments, and project delivery activities supported service continuity, safety, resilience, and the long-term sustainability of District infrastructure and facilities.
	Review and as required, update key strategic plans and policies for Infrastructure Renewal upgrade or expansion (Infrastructure Services)	EIS	From 2023–2026, the District reviewed and advanced key plans, policies, and capital programs to support infrastructure renewal, upgrade, and expansion. Progress included delivery of major project streams such as artificial turf fields, bridges, stormwater, sewer, water, retaining walls, wharf rehabilitations, and parks initiatives; continued updates to development cost charge policies; and advancement of integrated stormwater management planning. In-house engineering design, strategic alignment initiatives, and feasibility studies supported resilient, well-coordinated infrastructure investment across the District
	Review and as required, update key strategic plans and policies for Infrastructure Renewal upgrade or expansion (Utilities)	EPW	From 2023–2026, the District reviewed and implemented key plans, policies, and capital programs to support utilities infrastructure renewal, upgrade, and expansion. This included annual updates to water, sanitary, and storm asset management plans; delivery of ongoing sewer, storm, and watermain renewal programs; facility and pump station upgrades; and continued SCADA, landfill, and facility retrofit initiatives to improve system reliability, resilience, and long-term performance.
	Review and as required, update key strategic plans and policies for Infrastructure Renewal, upgrade or expansion (Parks)	CA&P	From 2023–2026, the District advanced infrastructure renewal and upgrade programs to maintain and enhance parks and public assets. This included delivery of major and minor capital renewal projects and targeted upgrades such as boardwalks, bridges, playgrounds, staircases, trails, parking lots, sport courts. Work also progressed through parks development and urban landscape reviews to support safe, accessible, and well-maintained public spaces that respond to growth and evolving community needs.
	Update Asset Management Strategy and related finance policies	EIS, Fin	From 2023 to 2026, asset replacement costs and infrastructure deficit estimates were updated in response to a sustained period of elevated construction cost inflation. Over the past two years, the Asset Management Strategy has been revised to strengthen how DNV manages asset information, processes, and decision-making, and to better align with current corporate priorities and financial frameworks. Work on the State of Assets Reporting (SOAR) continued from 2024 through 2026, with the next update scheduled for Q3 2026. In 2026, the new budgeting system will be leveraged to enhance asset management reporting.
	Update Asset Management Strategy and related finance policies (Buildings)	EPW	From 2023–2026, the District advanced development of the Strategic Facilities Plan, including facility condition assessments, renewal planning, lifecycle analysis, and prioritization of future capital investment needs to support sustainable management of District-owned buildings.
Reduce port property tax inequities and better support businesses	Monitor impacts of development on business, using Bill 28 tools, and provide supports where necessary	Fin	From 2023 through 2026, the District advanced monitoring and analysis of development impacts to inform taxation, valuation, and business impacts. In 2023, baseline monitoring of development impacts began. In 2024, monitoring of development impacts on business continued, and Bill 28 potential relief has been evaluated for applicability to District businesses annually since. In 2025, a review of properties for 2025 was reported to Council as part of the Property Tax Distribution Workshop. In 2026, monitoring continues to identify any new directions in provincial housing legislation that may affect future business property valuations.
	Work with the Province and the Port of Vancouver to reduce port property tax inequities and better support businesses.	Fin	From 2023 through 2026, the District advanced coordinated advocacy efforts to address inequities in port property taxation and support legislative reform. Advocacy work began in 2023 to raise awareness of port property tax inequities affecting host municipalities. In 2024, analysis was updated on the impacts of the Ports Property Tax Act, supporting calls for changes to the legislation. In 2025, following a presentation to host municipality Chief Financial Officers at UBCM, a consortium of port host municipalities was established. In 2026, efforts are focused on preparing a data-sharing agreement with BC Assessment to strengthen collective advocacy and support coordinated engagement with the Province on potential amendments to the Ports Property Tax Act.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

5. Pursue employment and economic opportunities to support a diverse and resilient economy			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase partnerships with North Shore municipalities, First Nations, and other organizations to achieve mutual economic benefits	Enter into relationship protocol agreements with First Nations	EIS, CS	From 2023 through 2026, the District advanced foundational process development and relationship-based work to support engineering project coordination and address evolving First Nations–related considerations. In 2023, preliminary work began on developing Generic Change Find Procedures for Engineering Projects. In 2024, relationship building continued with First Nations partners on engineering project coordination. In 2025, ongoing work continued to assess and mitigate the TWN ATR proposal. In 2026, relationship protocol work continues with ongoing assessment efforts.
	Explore employment, mentorship and training opportunities for local First Nations	CS	From 2023 to 2026, the District progressively advanced opportunities for local First Nations through initial exploration of employment opportunities, continued discussions on mentorship and training, and development of a policy to support Indigenous business participation in District procurement. In 2026, this work continues through ongoing efforts to advance employment, mentorship, and training opportunities for local First Nations. This work supports stronger relationships with local First Nations, creates more inclusive economic opportunities, and advances reconciliation through employment, training, mentorship, and procurement pathways.
Increase the number of businesses and employees in the community	Advance economic development policies	PPP	From 2023 through 2026, the District advanced economic development policy initiatives to support sustainable growth and align regulatory frameworks with community objectives. Foundational work began in 2023 to advance economic development policy through the Economic Development Strategy, which was adopted in 2024. The outdoor patios policy and the cannabis retailer policy were enhanced and streamlined, and in 2024, short-term rentals were regulated to enable the transfer of tourism tax revenues to support affordable housing. In 2025 and 2026, major policy development initiatives, such as the Zoning Bylaw Update and the Development Application Process Review, continued to support economic development objectives. In 2026, Council approved the Short-term and Longer-Term Rentals Regulatory Framework, further advancing regulatory clarity.
	Business Retention, Expansion and Attraction Program	PPP	From 2023–2026, the District advanced a Business Retention, Expansion and Attraction Program by increasing employment space through major development and commercial/industrial projects. Work included facilitation of commercial and industrial development and permitting and advancements of the OCP and Zoning Bylaw to support at-grade retail, flexible employment uses, and industrial redevelopment.

Goal 4: Lead in climate emergency action and environmental management

KPI for Lead in climate emergency action and environmental management	KPI	Trend	Change
	Annual Corporate GHG emissions (total)	↓	DECREASE from 3,496.7 (2023) to 3,485.2 (2025) tCO2e - Emissions reduced by 11.5 tonnes
	Total solid waste diversion rate	↓	DECREASE from 67.1% (2024) to 66.5% (2025)
	Garbage (single family residence) per Capita	↑	INCREASE from 347 (2023) to 369 kg (2025)
	Organics (single family residence) per Capita	↑	INCREASE from 501 (2023) to 513 kg (2025)
	Recyclables (single family residence) per Capita	↑	INCREASE from 179 (2023) to 180 kg (2025)
	Trees and shrubs distributed to residents	↑	INCREASE from 1,200 (2023) to 4,730 (2025)
	Native trees and shrubs planted in natural areas	↑	INCREASE from 2,290 (2023) to 3,393 (2025)
	Permits issued for electric heat pumps	↑	INCREASE from 214 (2023) to 361 (2025)
	NVDPL Climate action programs	↑	INCREASE from 15 (2023) to 18 (2025)
	NVDPL Climate action programs attendees	↑	INCREASE from 276 (2023) to 300 (2025)
	Water consumption per capita	↑	INCREASE from 503 (2024) to 511 (2025) L/capita/day
	Single-family residential: Water consumption per capita	↑	INCREASE from 307 (2024) to 311 (2025) L/capita/day

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

1. Protect and enhance the environment through management programs and policy			
Objective	Actions	Responsible	2023-2026 Progress Summary
Advance programs and policies to reduce greenhouse gas emissions by 45% by 2030 and to zero by 2050	Implement policy and programs to reduce emissions in new and existing buildings	EPW, CA&P	From 2023–2026, the District implemented policy and programs to reduce emissions in new and existing buildings, including the North Shore Jump on a New Heat Pump program to provide support for residents in condominiums, co-ops, and apartment buildings interested in making energy efficiency upgrades to their homes. In 2025, the District approved updated EV charging standards for new construction for both residential and non-residential buildings.
	Implement programs and policies to demonstrate climate action and environmental leadership	CA&P, EPW	In 2025, the District achieved a 31% reduction in corporate GHG emissions compared to 2011. The Electric Vehicle Strategy was approved in 2024 and in 2025 and 2026 public EV charging infrastructure was expanded at additional parks and community centres in the District. The District implemented the Climate Ready Municipal Building Policy for new corporate facilities and major renewal projects including HVAC retrofits at District Hall and retrofit work at the DNV Operations Centre. The District implemented the Climate Ready Rezoning Policy, including cooling to help address extreme heat, minimum air filtration performance levels to help reduce the impact of potential wildfire smoke indoors, and embodied emissions reporting to encourage low carbon design and material selection. In 2025, the District restored over 11,000 m² of natural areas parkland. The District continues to monitor and demonstrate best practices in climate action and environmental leadership and coordinate planning, policy, and programs with neighbouring jurisdictions. The Forest Resilience Program advanced priority work, including the removal of approximately 300 hazard trees, forest fuel reduction, restoration planting and invasive species management.
	Implement programs to support zero waste and the circular economy	EIS, EPW	From 2023–2026, the District supported zero-waste initiatives including annual gravel recycling at the Beach Yard and continued work on the Inter River Surface Water Management initiative to reduce runoff and effluent, supporting more sustainable operations. In 2023, Council adopted a Demolition Waste Reduction Bylaw for older homes and work continued on the Inter River Surface Water Management study. In 2026, the Inter River project continues exploring water management options and supporting circular economy objectives.
Increase measures that support ecosystem health and biodiversity	Continue programs to reduce inflow and infiltration of rain and groundwater into the sanitary sewer network	EIS, EPW	From 2023–2026, the District advanced sewer system resilience through implementation of Inflow and Infiltration (I&I) management programs and targeted infrastructure upgrades. Key milestones included completion of manhole grouting programs, delivery of the Lynn Valley Trunk Sewer project and an updated I&I Management Plan, and ongoing work in 2026 to explore additional water management options through the Inter River Surface Water Management project.
	Continue working with Metro Vancouver to complete the North Shore Wastewater Treatment Plant including enhancing treatment to the tertiary level	EPW	In 2023, impact monitoring began for the North Shore Wastewater Treatment Plant construction. Construction monitoring helps ensure construction impacts are identified early and managed effectively while supporting completion of the North Shore Wastewater Treatment Plant and delivery of improved tertiary treatment for long-term environmental and community benefit.
	Develop a biodiversity strategy to protect and enhance ecosystem health	CA&P	From 2023–2026, the District advanced protection and enhancement of biodiversity and natural ecosystems including continued natural area restoration, and initiation and ongoing development of a comprehensive Nature and Biodiversity Strategy to guide long-term protection, restoration, and enhancement across the District.
	Enhance Urban Forests	CA&P	From 2023–2026, the District advanced forest resilience through development and implementation of the Forest Resilience Program. Progress included forest health assessments, hazard tree removals, large scale tree and shrub planting and wildfire risk reduction across multiple parks. Priority resilience and restoration work continues in many locations including Mountain View, Kirkstone, Windridge, William Griffin, Harbourview, Welch Strip, Princess, Malaspina, Indian River and Lynn Canyon parks.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

	Implement, review, and update strategies to increase the community’s resilience to climate change	EIS, EPW	The District is advancing climate resilience through coordinated infrastructure renewal, hazard mitigation, and climate-informed asset management, including sewer and storm system upgrades, flood monitoring and risk studies, culvert and drainage improvements, and targeted geo-hazard mitigation. Concurrent facility retrofits and renewals are improving asset durability and energy performance, while ongoing asset management planning strengthens the District’s ability to anticipate and respond to climate-related risks
2. Strengthen community resiliency by preparing for climate change			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase the community’s resilience to climate change	Prepare for requirement to disclose climate-related risks by 2028.	CA&P, Fin	Starting in 2028, public sector entities will require disclosure of useful information about climate-related risks public and opportunities to primary users of general-purpose financial reports for accountability and decision-making purposes.
	Complete strategic business cases to reduce risk and increase climate resilience	EPW	From 2023–2026, the District advanced utility rate updates, cost recovery mechanisms, and enabling projects to support the development of strategic business cases for water metering, infrastructure investment, and climate resilience. The District continues to evaluate opportunities to improve long-term system resilience and financial sustainability.
	Implement, review and update strategies to increase the community’s resilience to climate change	CA&P, PPP	From 2023–2026, the District advanced flood risk reduction and climate resilience through flood hazard mapping, wave modelling and sea level rise studies, risk assessments, and infrastructure upgrades. Key milestones included completion of flood inundation and risk assessments for Upper Seymour River and Upper Mackay Creek, drainage and pump station upgrades (including Marion Pump Station), major sewer and climate-resilience infrastructure projects, and continued implementation of flood resiliency strategies to strengthen long-term community resilience. The District expanded the North Shore Jump on a New Heat Pump program that provides support for residents interested in making energy efficiency upgrades to their homes, for example, support for adding an air source heat pump to their homes that provides cooling during extreme heat events, and information on measures to reduce overheating risk during the summer.
	Increase water system resiliency including seismic upgrades water supply redundancy and emergency back-up power supply and implementing enhanced water conservation measures	EIS, EPW	From 2023–2026, the District strengthened drinking water system resiliency through continued capital upgrades, including water meter and watermain renewals, pump station improvements, and seismic enhancements. Sewer and watermain renewal programs progressed with capital upgrade programs ongoing to improve long-term system resilience.
	Prepare the North Shore Resilience Strategy using the UN Sendai Framework for Disaster Risk Reduction	NSEM	From 2023–2026, NSEM advanced development of the North Shore Resilience Strategy aligned with the UN Sendai Framework for Disaster Risk Reduction. This included initiation of the strategy, completion of cultural humility training specific to emergency management and resilience, and continued work to advance the resiliency framework across the North Shore.
3. Engage and empower the community to advance environmental stewardship and climate action			
Objective	Actions	Responsible	2023-2026 Progress Summary
Advance Reconciliation and increase community understanding of Indigenous and inter-cultural perspectives through library, museum and archives programming	Honour MOUs with the Skwxwú7mesh (Squamish) and səilwətaʔ (Tsleil-Waututh) nations, prioritizing Truth and Reconciliation and UNDRIP.	MONOVA	In 2023, a program was initiated to consult with Indigenous groups and diverse communities to decolonize museum collections and content. In 2024, engagement continued with Squamish and Tsleil-Waututh Nations on various initiatives. In 2025, collaborative work with First Nations partners expanded. In 2026, ongoing work continues to honour MOUs through consultation, engagement, and collaborative programming.
	Increase community understanding of Skwxwú7mesh (Squamish) and səilwətaʔ (Tsleil-Waututh) nations, and inter-cultural perspectives through storytelling and annual programming	MONOVA	In 2023, a program was initiated to consult with Indigenous groups and diverse communities to decolonize museum collections and content. In 2024, engagement continued with Squamish and Tsleil-Waututh Nations on various initiatives. In 2025, collaborative work with First Nations partners expanded. In 2026, ongoing work continues to honour MOUs through consultation, engagement, and collaborative programming, including a Squamish Nation led exhibition.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Increase community awareness and action related to climate and environmental issues	Deliver exhibits and programs that inspire stewardship and action related to climate change and sustainability.	MONOVA	In 2023, Coast Salish public programs were initiated to increase community understanding of Indigenous histories. In 2024, programming continued with exhibitions highlighting Indigenous culture and history. In 2025, public programs expanded to engage broader audiences. In 2026, Coast Salish Public Programs continue including Indigenous Performing Arts, Coast Salish Textile Art workshops, and Truth and Reconciliation Day programming.
	Implement engagement programs to support environmental stewardship and climate action	CA&P	From 2023 through 2026, the District expanded and strengthened climate and biodiversity engagement programs to build community awareness and participation in environmental initiatives. Key initiatives include the Sustainability Grants Program, Repair Cafes, and the Library Speaker Series.
	Increase informed civic engagement through outreach and programming	CA&P	From 2023 through 2026, the District provided ongoing communications support to advance climate action and environmental initiatives.

Goal 5: Foster community wellbeing, culture, and safety			
KPI for Foster community wellbeing, culture, and safety	KPI	Trend	Change
	Group childcare capacity (30 months to school age)	↑	INCREASE from 1,467 (2023) to 1,675 (2025) spaces
	Group childcare capacity (school age)	↓	DECREASE from 1,212 (2023) to 1,164 (2025) spaces
	Group childcare capacity (under 36 months)	↑	INCREASE from 735 (2023) to 816 (2025) spaces
	RCMP Crime Severity Index (DNV)	↓	DECREASE from 37 (2023) to 34 (2024)
	NSEM Alertable subscribers	↑	INCREASE from 38,104 (2023) to 48,505 (2025)
	NSEM responses	↓	DECREASE from 30 (2023) to 20 (2025)
	NSEM volunteers	↓	DECREASE from 124 (2023) to 57 (2025)
	DNVFS Fire incidents	↓	DECREASE from 7,096 (2023) to 6,961 (2025)
	DNVFS Firehall response times (90th percentile)	↑	INCREASE (slower) - All stations show increased response times (2024 to 2025) primarily result of change to response zone due to Maplewood Fire Hall and increased congestion
	DNVFS Inspections completed	↓	DECREASE from 4,673 (2023) to 3,416 (2025) due to introduction of risk-based inspection selection model
	DNVFS Inspections compliance rate	→	NO CHANGE from 71% (2023) to 70% (2025)
	DNVFS Public education sessions	↓	DECREASE from 226 (2023) to 189(2025) - shift to social media as primary platform, decrease in number of events
	DNVFS Public education sessions attendees	↑	INCREASE from 7,748(2023) to 8,651 (2025) - shift to social media as primary platform
	NVDPL cardholders	↑	INCREASE from 36,993 (2023) to 46,025 (2025)
	NVDPL visits	↑	INCREASE from 1,602,020 (2023) to 1,822,356 (2025)
	NVDPL program attendance	↑	INCREASE from 25,664 (2023) to 31,863 (2025) -
	NVDPL circulation	↑	INCREASE from 1,824,676 (2023) to 1,942,117 (2025)

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

	KPI	Trend	Change
	NVRC Recreation facility/field booking hours	↑	INCREASE from 134,517 (2023) to 141,925 (2025)
	NVRC Active passes sold	↑	INCREASE from 66,800 (2023) to 70,489 (2025)
	NVRC Drop-in admissions	↑	INCREASE from 287,710 (2023) to 293,259 (2025)
	NVRC Recreation & culture program registrations	↑	INCREASE from 158,564 (2023) to 175,937 (2025)
	Maplewood Farm visits	↑	INCREASE from 87,570 (2023) to 88,421 (2025)
	Ecology Centre visits	↓	DECREASE from 71,408 (2023) to 54,013 (2025)
	Northlands Golf rounds	↑	INCREASE from 54,900 (2023) to 57,934 (2025)
	MONOVA Archive visits	↓	DECREASE from 771 (2023) to 753 (2025)
	MONOVA Exhibit & Programs	↑	INCREASE from 22,926 (2023) to 32,437 (2025)

SUBJECT: Update on Corporate Plan Priorities and Progress

July 23, 2026

1. Provide childcare options while maintaining quality, and affordability			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase group childcare to 2,050+ spaces by 2030 while ensuring affordability and quality	Implement the Child Care Action Plan	PPP	From 2023–2026, the District advanced childcare planning and delivery by completing a Child Care Spaces Inventory to establish a baseline for action, continuing implementation of the Child Care Action Plan, and progressing work to expand childcare options while maintaining quality and affordability.
2. Deliver relevant and high-quality museum, and library and community centre programming			
Objective	Actions	Responsible	2023-2026 Progress Summary
Advance Reconciliation and increase community understanding of Indigenous and inter-cultural perspectives through library, museum and archives programming	Honour MOUs with the Sk̓wx̓wú7mesh (Squamish) and səliłwətaʔ (Tsleil-Waututh) Nations, prioritizing Truth and Reconciliation and UNDRIP.	MONOVA	From 2023–2026, the District advanced reconciliation and community engagement with First Nations through coordinated Truth and Reconciliation Day activities, ongoing collaboration with First Nations partners on community programs, expanded joint initiatives, and continued efforts in 2026 to honour Memoranda of Understanding through engagement and reconciliation-focused activities.
	Increase community understanding of Sk̓wx̓wú7mesh (Squamish) and səliłwətaʔ (Tsleil-Waututh) Nations and inter-cultural perspectives through storytelling and annual programming	MONOVA	From 2023–2026, the District advanced reconciliation and collaboration with Indigenous partners through coordinated Truth and Reconciliation Day activities, ongoing engagement on community programs, and formal agreements supporting stewardship of historical records and artifacts. This included collaboration with Squamish Nation cultural programmers, continued relationship-building through MOUs, and ongoing engagement activities to support reconciliation objectives.
Enhance access to resources through high-quality traditional and non programs and collections, both traditional and non-traditional, to support lifelong learning	Provide opportunities to unite our community through shared learning experiences.	NVDPL, MONOVA	Between 2023 and 2025, the Library hosted 4,633 programs to help foster community connection, reduce isolation, and support lifelong learning, with 94,890 attendees. Library programs cover a diverse range topics, including early literacy, digital skill building, cultural programming, and community-led learning. In 2025, circulation reached a recent high of over 1.9 million items, reflecting strong community demand and high quality, responsive collections that meet evolving needs. At MONOVA, in 2023, programs were developed to increase understanding of Indigenous histories and cultures. In 2024, the exhibition Chief Dan George – Actor and Activist was showcased. A significant \$400,000 grant was secured from BMO Financial Group for Indigenous programming including Coast Salish initiatives. In 2025, museum programming continued to expand Indigenous content. In 2026, ongoing work continues on developing exhibits and programs that increase Indigenous history understanding.
Enhance community partnerships and collaborative projects	Create opportunities for community members to contribute their time and expertise with others.	NVDPL	From 2023–2026, the District strengthened engagement with community groups to inform service development and delivery. This included initiating youth and volunteer engagement efforts, improving relationships with volunteer organizations. NVDPL developed a new service model for an automated library presence at the Lynn Creek Community Centre and identified opportunities to enhance accessible service delivery and continued collaborative engagement with community groups to support relevant programs and services. Approximately 20% of library programs are offered in partnership with community members and organizations, including English Conversation Circles, discussion groups, and community-led book clubs, leveraging local expertise to expand program offerings, creating efficiencies, and strengthening connections.
	Involve community groups in the development of relevant programs and the evaluation of experiences	MONOVA	From 2023–2026, the District involved community groups in the development and evaluation of programs through participation in the Impact North Shore Racial Equity Project as an Arts and Culture sector partner, expanded volunteer engagement, and initiation of the New Voices newcomer engagement project to support inclusive and responsive program design.
Enhance youth engagement in heritage, arts, and culture	Enhance youth engagement in culture and content creation	MONOVA	From 2023–2026, Monova advanced youth engagement through progressive development of volunteer and cultural programming. This included early program development, continued youth participation in culture and content creation, and initiation of a Youth Volunteer Pilot Project in 2026 to further engage youth through volunteer opportunities and cultural programming.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Increase community awareness and action related to climate and environmental issues	Deliver exhibits and programs that inspire stewardship and action related to climate change and sustainability.	MONOVA	In 2023, Monova won the Canadian Museums Association Outstanding Achievement in Social Impact Award for the design of MONOVA's Permanent Gallery Exhibit. In 2024, social impact programming continued with exhibits inspiring environmental stewardship. In 2025, programs expanded to address community needs. In 2026, ongoing delivery continues of exhibits and programs that inspire stewardship and social impact.
Increase equity, diversity, and inclusion through programming as well as organizational and community work	Create welcoming, inclusive, safe and accessible spaces which support the health and well-being of all	MONOVA, NVRC	In 2023, the Access and Inclusion Program was launched to create welcoming, inclusive, and accessible spaces and programs. In 2024, accessibility initiatives continued across District facilities. In 2025, programs expanded to serve diverse community members. In 2023, Sensory Friendly Mornings at Monova was initiated to enhance accessibility and inclusion.
	Cultivate opportunities for diverse ages, voices, cultures, and histories to be represented while presenting balanced narratives that acknowledge complex and difficult histories.	MONOVA	Between 2023 and 2026, Monova amplified and celebrated diverse voices through its New Voices program which provides community engagement and skills for newcomers, planning and development of the Queer Histories Stories oral history project, and recognition of Black History Month.
3. Explore opportunities for arts and culture			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve accessibility to and within public spaces and buildings to ensure they are welcoming for all	Improve accessibility to library, and museum and community centres.	NVDPL, NVRC	From 2023–2026, the District strengthened engagement with community groups to inform service development and delivery. This included initiating youth and volunteer engagement efforts, improving relationships with volunteer organizations. NVDPL developed a new service model for an automated library presence at the Lynn Creek Community Centre and identified opportunities to enhance accessible service delivery and continued collaborative engagement with community groups to support relevant programs and services. Approximately 20% of library programs are offered in partnership with community members and organizations, including English Conversation Circles, discussion groups, and community-led book clubs, leveraging local expertise to expand program offerings, creating efficiencies, and strengthening connections. In 2025 NVRC conducted audits of all facilities to identify improvements for accessibility of facilities. Community engagement and partnerships have also been increased to ensure gaps and opportunities are identified and addressed.
Increase collaboration with local arts and culture organizations to provide a range of opportunities	Complete a review of arts and cultural services in the community and prepare a new Arts Strategy	NVRC	Numerous consultation efforts occurred in 2024 and 2025 related to the scope of the Arts Strategy. A draft Request for Proposals is currently under review.
	Simplify and streamline application process for arts and culture grants	NVRC	Based on feedback from applicant organizations, in 2024 changes were made to the application process and requirements in order to make it less onerous for organizations.
	Expand arts and culture programming and events	NVRC	Expanded arts and culture programming began in 2023 and has increased each year through 2026. Programs provide creative learning and experience opportunities for residents of all ages and abilities. Expansion of public art occurred annually with approximately five new pieces in each of 2024 and 2025. Live and Local concerts were expanded in 2025 and 2026. In 2025, over 8,000 people attended the concerts.
Improve compliance with the Heritage Strategy	Increase Heritage Education and Awareness	PPP	From 2023–2026, the District increased heritage education and awareness through targeted programs and initiatives, such as the annual Heritage Awards, participating in Heritage Week, Heritage Art Content and Council Heritage Walking Tours to strengthen public understanding and stewardship of local heritage.
	Increase protection of Built Heritage, and Natural and Cultural Heritage Resources	PPP	From 2023–2026, the District advanced protection of built heritage and natural and cultural heritage resources through implementation of the Heritage Strategic Plan and strengthened heritage policies, procedures, and tools. Progress included establishment of a Heritage Properties Tracker, administration of heritage grants, support for development referrals and inquiries, and ongoing review of SSMUH implications for heritage properties.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Provide a platform for discovery, curiosity, creativity and learning	Encourage and facilitate learning opportunities for creativity and inspiration, including hosting writers and creators-in-residence.	NVDPL	In 2023, the NVDPL began development of a series of learning opportunities for creativity. In 2024, a collection of digital filmmaking workshops was undertaken, bringing patrons from script to screen. In 2025, creative learning programs continued to expand. In 2026, ongoing programs continue to encourage and facilitate learning opportunities for creativity, including hosting a first ever Teen Film Festival for the North Shore with over 80 youth creators.
4. Enhance recreation facilities and outdoor recreation			
Objective	Actions	Responsible	2023-2026 Progress Summary
Expand outdoor recreation and nature experience programming	Identify capital infrastructure investment priorities for indoor and outdoor community recreation and sports amenities	CA&P, EPW, NVRC	From 2023 through 2026, the District strengthened capital infrastructure investment planning to align with Asset Management Plans and long-term strategic objectives. Ongoing activities continue to prioritize capital infrastructure work in line with Asset Management Plans and Strategy, facilitated retrofits to reduce energy consumption, and creation of new amenities space. The District added a number of amenities to meet increased outdoor recreation needs. In 2023 NVRC initiated the Indoor/Outdoor Facility and Amenity Assessment, reporting back to Council and the community in 2026. This assessment will guide future investments in recreation and sport amenities and facilities. The Lynn Creek Community Recreation Centre opened in 2025 to replace Seylynn Centre and help meet the anticipated needs of the Lynn Creek area.
Improve customer satisfaction and delivery of services	Review best practices in community sport governance, systems and supports	NVRC, CA&P	In 2024, NVRC, DNV and CNV began to work on Outdoor Recreation Fees and Allocations. Modelling of options and impact are being completed in 2026. In 2025, the Outdoor Sports Courts Optimization Strategy was adopted to improve use and management of existing facilities. In 2026, work continues to review best practices in community sport governance and input/feedback to municipal entities on relevant matters.
Improve indoor and outdoor recreation infrastructure and programming	Provide active outdoor public spaces with events, programs, and opportunities	CA&P, NVRC	From 2023 through 2026, the District and NVRC advanced programs to activate outdoor public spaces and provide residents with inclusive events, programs, and recreation opportunities. Ongoing efforts support creation and use of active outdoor public spaces supported by events and community activities with public space programming expanded to increase participation and usage. NVRC implemented artists-in-residence to work with community members in a variety of art forms and to enhance overall programming.
Improve trails system and supporting amenities and ensure a well-maintained and sustainable network	Develop and implement trail strategy	CA&P	In 2024, Council approved the Natural Areas Trail Strategy, establishing a clear vision, goals, actions, and engagement outcomes to guide trail planning and management. Implementation and ongoing trail maintenance and development aligned with the approved framework followed in 2025. In 2026, implementation of the Natural Areas Trail Strategy continues, supporting balanced access, environmental protection, and long-term stewardship of natural areas.
Improve urban parks to meet community needs and demand in town and village centres	Complete update to Parks and Open Spaces strategic plan, and develop priority Park Master Plans	CA&P	In 2023, the Natural Trail Strategy was developed, and the development of a Dog Management Strategy was initiated. In 2024, development was initiated of Seymour, Fromme, and Lynn Canyon Area Trail Plans. In 2025, renewal plans for Princess Park and Myrtle Park were initiated. In 2026, the Biodiversity Plan Review was initiated, and Parks and Open Spaces strategic plan updates continue.
Reduce environmental impact of recreation spaces	Implement facility retrofits to reduce energy consumption and GHG emissions	CA&P, EPW, NVRC	From 2023–2026, the District applied the Corporate Climate-Ready Building Policy and Strategic Energy Management Plan to new construction and major facility renewal projects. This included progressive implementation of energy-efficiency retrofits across multiple facilities, such as HVAC upgrades at District Hall and retrofit work at the DNV Operations Centre. These efforts reduced energy consumption and greenhouse gas emissions while improving long-term building performance, with ongoing application of climate-ready principles continuing to guide facility retrofit projects in 2026.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

5. Further equity, diversity, and inclusion planning and initiatives			
Objective	Actions	Responsible	2023-2026 Progress Summary
Advance Reconciliation and increase community understanding of Indigenous and inter-cultural perspectives through library, museum and archives programming	Decolonize library collections in consultation with Indigenous groups and diverse communities.	NVDPL	In 2023, preliminary work began on decolonizing library collections. In 2024, an Indigenous Collections Strategy was developed to create understanding, represent authentic Indigenous voices, and support reconciliation through library resources. In 2025, Indigenous collections were highlighted in all branches to promote Indigenous-created content. Indigenous classification systems were explored for Indigenous materials. In 2026, ongoing work continues on decolonizing library collections in consultation with Indigenous groups and diverse communities.
	Strengthen relationships with Indigenous peoples, expand understanding of Indigenous and inter-cultural experiences.	NVDPL	In 2023, collaboration began with North Van Arts on an impactful Indigenous language digitization initiative at StoryLab. In 2024, relationships with Indigenous peoples continued to strengthen. In 2025, 4 programs with 75 attendees were held highlighting Indigenous voices and perspectives, plus in-house displays for Indigenous History Month and National Day for Truth and Reconciliation. In 2026, ongoing collaboration continues with Tsleil-Waututh artists on incorporating decoration and furnishings at Parkgate Library. NVDPL also worked with two Indigenous artists from Squamish Nation and Tsleil-Waututh Nation to incorporate artwork into the Lynn Valley children's space, creating a welcoming environment that reflects local Indigenous cultures and strengthens connections to community and place. In 2026, the Library will also soon launch an Indigenous Creator in Residence program, featuring an Indigenous artist who will share knowledge, skills, and cultural perspectives through community workshops and programming.
Improve accessibility to and within public spaces and buildings to ensure they are welcoming for all	Identify opportunities to make public spaces more accessible	CA&P, EIS, NVRC	From 2023 through 2026, the District advanced a phased approach to improving accessibility in public spaces across the community. In 2023, accessibility assessments were initiated to identify barriers and opportunities for improvement in public spaces. Capital project improvements were completed to enhance accessibility, with additional accessibility improvements incorporated into the Livable Deep Cove project. In 2025, NVRC conducted assessments of community recreation facilities to identify improvements to welcome all people.
	Improve accessibility to library and museum buildings	EPW	From 2023 through 2026, the District advanced a phased approach to improving accessibility at library and museum facilities and scoping work began for accessibility improvements at the Lynn Valley Library and Archives Building. Accessibility enhancements continued in 2025 across facilities. In 2026, work continues to advance accessibility improvements at library and museum buildings, with a funding request for the Capilano Library Space Planning and Refresh project anticipated in Q2 2026.
Increase community awareness and action related to climate and environmental issues	Deliver exhibits and programs that inspire stewardship and action related to climate change and sustainability.	MONOVA	In 2023-2026, ongoing work continues on delivering exhibits and programs that inspire stewardship and action related to climate change and sustainability.
Increase diversity in District services, committees, and the workplace	Conduct review of recruitment policies and practices to identify and remove barriers to EDI	CS	In 2023, the internal IDEA Committee was launched to identify and remove barriers to EDI in efforts to improve accessibility, equity and inclusion in the workplace and the community. In 2024 and 2025 recruitment policies were reviewed using an IDEA lens and training for managers on inclusive hiring practices. DNV partner agencies were engaged in a workshop to identify barriers, resulting in the development of an IDEA Action Plan and a new training module to support Anti-Racism/Anti-Discrimination offered as core staff training.
	Implement Accessible BC Act	CS, NVRC	In 2023, the District developed its 2023-2026 Accessibility Plan in alignment and compliance with the Accessible BC Act. This included the creation of the accompanying Implementation Plan, which outlines the actions and metrics of success for advancing accessibility in the District. Ongoing progress has been made on projects, programs and services, with progress being reported annually both to Council and the North Shore Accessibility Advisory Committee (NSAAC).
	Implement DEIA monitoring and reporting	CS	In 2023, DEIA monitoring and reporting frameworks were established to support accountability and transparency on the social equity lens established by the OCP Action Plan. Annual monitoring and reporting on District DEIA activities continued in 2024 and 2025 through Cascade. In 2025, the North Shore Advisory Accessibility Committee (NSAAC) Annual Report was also completed and shared with Council. In 2026, DEIA activities and progress monitoring and reporting continues, with the DEIA Report currently under review by the Corporate Office and Human Resources.

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	Include representation of people with disabilities or advocates of peoples with disabilities in the membership requirements of committees, boards and volunteer groups		CS	In 2024, new Terms of Reference were developed for the North Shore Accessibility Advisory Committee (formerly the North Shore Advisory Committee on Disability Issues or ACDI) to align with the Accessible British Columbia Act. These were implemented in 2025. In 2026, ongoing work continues to include representation of people with disabilities in advisory processes.	
	Increase awareness of EDI related work through storytelling, media and social media strategies.		CS	In 2023, Internal Communications began supporting EDI-related work. In 2024, EDI awareness initiatives continued through internal communications channels. In 2025, storytelling and media engagement expanded EDI awareness with Corporate Services Communications supporting Accessibility, EDI, Reconciliation, and Council meeting communications. In 2026, ongoing support continues from Internal Communications for EDI-related work and awareness campaigns.	
5. Further equity, diversity, and inclusion planning and initiatives					
Objective	Actions		Responsible	2023-2026 Progress Summary	
Increase equity, diversity and inclusion through programming as well as organizational and community work	Advance and uphold values of diversity, equity, inclusion, Reconciliation, and accessibility.		NVDPL, NVRC	In 2023, library policy review began. In 2024, policy review was initiated to ensure new and existing library policies are inclusive. In 2025, core foundational training was initiated for staff on key areas including unconscious bias and 2SLGBTQIA. A consultant was appointed to conduct equity, diversity, and inclusion assessment for NVDPL. In 2026, training and action plans are being created based on the consultant's final report and recommendations. In 2023 NVRC developed a DEI strategy and implemented many strategies in 2024, 2025 and 2026.	
	Identify Diversity, Equity, and Inclusion barriers and priority actions		CS	In 2023, preliminary work began on identifying DEI barriers through the IDEA Committee. In 2024, the IDEA Work Plan was prepared, which identified priority actions and focus areas in the District as a workplace. These areas cover recruitment, training and education, allocation of resources and reporting. In 2025 and 2026, implementation of these actions has continued.	
	Provide staff education & training		CS, NVRC	From 2023-2026, all staff have been provided with core training in Anti-Racism/Anti-Discrimination Training, Indigenous Relations, and Accessibility. A new EDI module "Fostering an Inclusive Organization - understand barriers" was developed with support from the IDEA committee and rolled out in 2025. In 2026, EDI training modules and key cultural events are being delivered to reinforce inclusive practices, build awareness, and support an inclusive workplace environment.	
6. Advance reconciliation and establish mutually beneficial relationships with local First Nations					
Objective	Actions			Responsible	2023-2026 Progress Summary
Improve coordination and communication amongst First Nations and local governments on the North Shore	Create and implement a referrals strategy			CS	From 2023–2026, the District advanced work on improving referrals processes, including initiation of an Indigenous Engagement Framework and development of a district-wide AOA map of known sites and placenames. Work on the Indigenous Engagement Framework continued to progress internally through 2026.
	Engage in mutually beneficial agreements			CS	In 2023, the Whey-Ah-Wichen/Cates Park Co-Management Agreement Implementation was initiated. In 2024, relationship building continued with First Nations partners. In 2025, co-management work continued to advance. The Indian Reserve #3 Service Agreement was renewed, with further updates to services and financial information planned for 2026. In 2026, ongoing relationship work continues.
	Hold regular meetings to report relevant activities			CS	In 2023, regular meeting processes were established with TWN. In 2024, a joint meeting was held with Squamish Nation and District staff to discuss long-term planning, shared interests, and development on the North Shore. In 2025, regular meetings continued. In 2026, ongoing engagement continues.
	Increase collaboration with First Nations and local governments			CS, NVRC	DNV work is planned for the ongoing assessment of the TWN ATR Proposal which is currently on hold. NVRC staff meet regularly with TWN and Squamish Nation staff to share priorities and identify opportunities to work together.

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Increase compliance with municipal-specific recommendations of the Truth and Reconciliation Commission and use the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a framework for reconciliation	Implement municipal-specific Calls to Action from TRC including ‘Pathways to Reconciliation’ from the Federation of Canadian Municipalities	CS	In 2023, development of a Naming Policy Review was initiated. In 2025, the Naming Policy was first used and led to an additional review.
	Increase awareness through storytelling, media and social media strategies	CS	MONOVA, DNVPL and Corporate initiatives combined continue to progress work in area
7. Enhance emergency services			
Objective	Actions	Responsible	2023-2026 Progress Summary
Enhance all-hazard planning and response capabilities	Build strong and ongoing relationships and new relationships with partner agencies.	DNVFS	In 2023, efforts continued to enhance interoperability with key partners including the District of West Vancouver Fire & Rescue, City of North Vancouver Fire Department, Vancouver Fire Rescue Services, BC Ambulance Service, North Shore Rescue, and RCMP. In 2024, partnership relationships strengthened. In 2025, collaboration expanded with emergency management partners. In 2026, ongoing efforts continue to build strong relationships with NS municipalities, health authorities, First Nations, and senior levels of government.
	Create interoperability between the NS Fire DOC, Engineering DOC, and the North Shore EOC	NSEM	In 2023, interoperability planning began between emergency operations centres including a NSEM EOC Interoperability assessment report. In 2026, the interoperability assessment report was completed, and work is underway to implement recommendations and improve interoperability between NS Fire DOC, Engineering DOC, and NSEM EOC.
	Develop interoperable operations between the NS Fire DOC, Engineering DOC, and North Shore EOC	EIS, NSEM	In 2023, DOC operations planning began followed by the development of operational frameworks in 2024 progressing into 2025. In 2026, EOC/DOC work is transitioning to the new NSEM director and will be exercised during fall training.
	Enhance collaboration and interoperability with external Emergency Services partners	NSEM	In 2023, the District participated in Exercise Coastal Response 2023, one of the largest Emergency Operations Centre exercises ever conducted in British Columbia. In 2024, external emergency management collaboration continued. In 2026, District staff participated in two-days of EOC training, with ongoing work to strengthen collaboration with external emergency management partners in alignment with the Emergency and Disaster Management Act.
	Ensure DNVS Strategic Planning is ongoing and meets the needs of the Community now and in the future.	DNVFS	In 2025, development of a new 5-year Strategic Plan for DNVFS was initiated, with the plan to be finalized by mid-2026. The DNVFS Strategic Plan is scheduled to be completed in Q2 of 2026.
Foster a collaborative and consistent approach to service delivery as a means to reduce community risks	Build resilience amongst staff to ensure their physical and mental wellbeing.	DNVFS	From 2023 through 2026, the DNVFRS continued to strengthen staff health, safety, and resilience through the Health and Safety Program. The DNVFS Health and Safety Program continues to advance initiatives aimed at building staff resilience and supporting a safe, healthy workplace. All the programs are currently in place; we are now in a maintenance phase.
	Build Staff capacity and succession planning.	DNVFS	In 2023, the DNVFS Professional Development Program continued to support staff capacity and succession planning. In 2024, professional development opportunities continued. In 2025, succession planning initiatives advanced. In 2026, ongoing work continues as part of the DNVFS Professional Development Program but due to a lack of sufficient funding this program has been scaled back.
	Build strong and ongoing relationships and new relationships with partner agencies.	DNVFS	Ongoing work continues as part of the DNVFS External Relationships and Partnerships Program.
	Engage and empower staff, facilitating their needs and asks	DNVFS	Between 2023 and 2026 the DNVFS Internal Relations & People Management Program continued to engage and empower staff through regular interaction, touchpoints, and Union engagement to facilitate their needs and build trust—with the ultimate objective of staff retention.

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	Foster harmonious relationship between Unions and Management	DNVFS	Between 2023 and 2026, the DNVFS Labour Relations Management Program fostered harmonious relationships between unions and management through formal bargaining, ongoing collaboration, and regular meetings to address issues-based concerns. In 2023-2024, the program established consistent touchpoints with union representatives and developed collaborative frameworks. In 2025, the program achieved 100% annual plan completion, maintaining regular engagement through monthly Labour-Management meetings. In Q1 2026, progress is at 25% with a target of 12 formal union meetings per quarter, demonstrating continued commitment to positive labour relations, reduced grievances, and improved organizational culture.
7. Enhance emergency services			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve our engineered environment through risk-management planning related to infrastructure occupancy, building, and land use	Continue to work with DNV departments to enhance requirements within the Fire Limits bylaw optimal fire service response to all hazards and innovative methods to reduce the risk of fire and injury	EPW	In 2023 and 2024 work was initiated with DNV departments to enhance Fire Limits bylaw requirements. Enhancements to fire service response continued in 2025 and 2026, alongside ongoing capital projects to sustain service levels and keep fire facilities in a state of good repair.
	Develop and trial new methodologies	EPW	The District continues to actively assess and pilot innovative maintenance and rehabilitation approaches to improve operational efficiency and asset management outcomes.
Improve the District's resilience and response to emergencies & Improve Strategies for Community Risk Reduction	Build and Maintain investigation capacity to meet BC Fire Safety act	DNVFS	Between 2023 and 2026, the DNVFS continued training public safety staff with NFPA 1033 certification to fulfill obligations under the BC Fire Safety Act and maintained fire investigation capacity with 2 captains and 4 lieutenants qualified for investigations.
	Build and maintain Pre Plan Program meeting growing demands	DNVFS	Between 2023 and 2026, the DNVFS Initiated transfer of preplan data onto First Due platform and maintained Pre Plan Program. Progress on this program would be strengthened through dedicated capacity for pre-planning work.
	Build strong and ongoing relationships and new relationships with partner agencies.	DNVFS	Between 2023 and 2026, the DNVFS built strong relationships with partner agencies (NSEM, SAR, RCMP, First Nations, CNV, DWV, RCMSAR, BCEHS) through regular touchpoints, meetings, and training and maintained formal Collaboration Agreements including Tri-Municipal Rescue Agreement, Seaspan, EHS, and Justice Institute partnerships.
	Complete timely and effective inspections.	DNVFS	Between 2023 and 2026, the DNVFS enhanced capacity within public safety team to ensure timely and effective inspections are conducted throughout the community in compliance with the BC Fire Safety Act.
	Deliver fiscally responsible high service delivery	DNVFS	Between 2023 and 2026, the DNVFS delivered high quality services and operations with fiscal responsibility while streamlining processes and identifying efficiencies through operational improvements.
	Emergency Management Program	NSEM	In 2023, emergency management planning continued. In 2024, the North Shore Extreme Heat Resilience Project was completed, and the North Shore Wildfire Evacuation EOC Exercise was organized. The North Shore Emergency Operations Centre was activated to support displaced residents after the 2024 October atmospheric river and coordination was provided following an extreme wind event in December. In 2025, several major emergency management initiatives were advanced, including completion of the North Shore Evacuation Plan, North Shore Climate Risk and Resilience Assessment, North Shore Tri-Municipal Crisis Communications Toolkit, and online Recovery Portal, as well as the first public test of the Alertable system. Emergency Support Services was activated to provide support to displaced residents impacted by the Silverlynn Apartments fire. In 2026, emergency management programs continue with a focus on operational readiness and community preparedness.
	Find opportunities for staff time optimization	DNVFS	In 2023, collaboration began with neighbouring fire departments to optimize response zones and apparatus run order. From 2024 through 2026, response optimization and collaboration continued to improve response times and ensure the appropriate equipment and personnel are available.
	Implement cost effective training solutions that uphold service excellence and operational integrity.	DNVFS	

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	Improve response times and ensure we have the right equipment	DNVFS	
	Improve use of technology to optimise operational management and enhance service delivery.	DNVFS	In 2025, First Due software implementation was initiated. In 2026, multiple systems are being consolidated and transitioned into First Due, a platform providing integrated live apparatus tracking, incident response, training, inspections, pre-plans, bookings, invoicing, and community engagement.
	Maintain and build public safety through education in our community	DNVFS	In 2023, a robust wildfire preparedness and response public awareness campaign was delivered and a Wildfire Resiliency Training exercise hosted. Public safety education programs continued, and education initiatives were expanded. In 2026, ongoing public safety education continues to maintain and build safety in the community.
	Maintain Firehall Facilities in good working conditions to optimise service delivery.	DNVFS	In 2024, the construction of the Maplewood Fire and Rescue Centre was completed, a significant infrastructure achievement. In 2026, ongoing maintenance continues to keep fire hall facilities in good working conditions.
	Progress operations and service delivery with revenue generated through Partnerships and MFRC	DNVFS	Between 2023 and 2026, the DNVFS supported and progressed agency operations and service delivery with revenue generated through partnerships and outside agencies.
	Recruit new firefighters and staff remain competitive with other Agencies, identifying opportunities to attracting and retaining talent pool.	DNVFS	Between 2023 and 2026, the DNVFS continued to recruit new firefighters and staff while promoting retention, focussing on remaining competitive with other agencies and increasing staffing to meet needs of Provincial Housing legislation. Two positions remain unfunded, limiting current capacity to fully support this work.
	Review of Development plans to meet growing demands.	DNVFS	Between 2023 and 2026, DNVFS enhanced capacity within public safety team to ensure timely and effective building plan review requests while identifying opportunities for revenue generation. The workload currently exceeds the capacity of the Public Safety division, which may result in approval delays.
	Strive to meet NFPA Standards	DNVFS	Between 2023 and 2026, DNVFS maintained Accreditation Program to seek continuous improvement by meeting NFPA standards while DNVFS Fleet and Equipment Management programs strived to meet NFPA 15–20-year apparatus lifecycle standards while maintaining fiscal responsibility.
Increase staffing to ensure safe and efficient operations	Complete business case for the new fire deployment strategy	Fin	From 2023–2026, work progressed on developing a new fire deployment strategy, advancing from initial planning through business case development and analysis, with the business case still in progress as of 2026.
8. Enhance sustainable local food systems			
Objective	Actions	Responsible	2023-2026 Progress Summary
Increase access to nutritious food, local food production, and urban agriculture initiatives	Continue to support access to local food resources	PPP	The District supports sustainable local food systems by investing in community-based food security initiatives, strengthening partnerships, and supporting access to local food resources. Through the Municipal Community Service Grants, funding (\$55,000+ annually) is provided to local non-profit organizations that support food recovery, redistribution, nutritious meals, and food access. The District is also an active member of the North Shore Table Matters Network which brings together food providers and community partners to support a more integrated, resilient, and sustainable local food system. The District also supports urban agriculture through partnerships and funding opportunities that assist community gardens and local growing initiatives.

Goal 6: Foster a resilient organization			
KPI for Foster a resilient organization	KPI	Trend	Change
	Social media followers	↑	INCREASE - Facebook from 7,746 to 10,406 (+34%); Instagram from 1,283 to 3,988 (+211%); LinkedIn from 4,552 to 7,092 (+56%)
	Storytelling (internal & external stories)	↑	INCREASE from 124 (2023) to 137 (2025)
	Employee Turnover Resignations	↓	DECREASE from 28 (2023) to 19 (2025)
	Employee Turnover Retirements	↓	DECREASE from 17 (2023) to 10 (2025)
	Employee Turnover Other	↑	INCREASE from 2 (2023) to 3 (2025)
	Issues reported through RaP	↑	INCREASE from 4,747 (2023) to 7,333 (2025)

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July 23, 2026

1. Continually enhance community engagement and services			
Objective	Actions	Responsible	2023-2026 Progress Summary
Identify opportunities and make improvements to the way we interact and communicate with residents to better address their concerns and issues	Improve resilience and strengthen the organization's ability to navigate changes related to key organization-wide projects	CS	Corporate Services is leading organizational change at the DNV by supporting major change initiatives through cross-functional forums like Workplace of the Future meetings. It is advancing key transformation work, including updates to the Project Management Framework, enhanced corporate planning and reporting, and a shift to service-based planning and budgeting. A central long-term initiative is the expansion of MyDNV, improving access to services, information, and engagement through a unified digital platform. These efforts are guided by consistent application of change management best practices to strengthen organizational readiness, resilience, and performance to ensure the services residents rely on are delivered in an efficient, customer centric manner.
	Make improvements to the information posted on the DNV webpage regarding meeting types, information for public and Council	CS	In 2023, a public dashboard was created to allow visitors to DNV.org to view a record of the decisions made by Council during their current term. Currently a project is underway to improve the usability and findability of information related to Council meetings, develop a searchable library of Council documents, and begin reducing dependence on PDFs for improved accessibility.
Improve public understanding of municipal services	Develop and share engaging stories/content with the community	CS	The DNV Communications team continues to deliver engaging, accessible community content across multiple formats and media, supporting informed and connected residents. Community Reports are delivered twice per year to every address in the District, and Community Bulletins are delivered on an as-needed basis. Media stories and social media posts have led to improved understanding of the District's activities and use of taxpayer funds, and growth in social media followers among residents.
	Enhance the elections experience to prospective candidates	CS	Preliminary planning for election improvements commenced in 2023, with a review of election processes completed in 2024 and 2025. In 2026, implementation work began to improve the election experience for prospective DNV candidates, voters, and those interested in working as an election official. More updates will come as we near the election.
Improve website access and ease of use	Improve accessibility of digital services	CS	Digital accessibility implementation actions were initiated in 2023 and advanced through incremental improvements in 2024 and 2025 through the implementation of new software for MyDNV, Simplicity. In 2026, continued efforts focus on improving the accessibility of digital services across District platforms.
Increase community awareness and action related to climate.	Increase informed civic engagement through library outreach and programming.	NVDPL	From 2024 to 2026, NVDPL collaborated with local climate action groups to host events that supported personal learning and climate action. In 2024 and 2025, NVDPL and NSEM partnered to deliver programs focused on resident safety during adverse climate events, including Emergency Preparedness initiatives and participation in The Great ShakeOut. A highlight in 2025 was co-hosting urban planners and active transportation advocates Chris and Melissa Bruntlett for a series of events. Since 2024, the Library has hosted over 30 programs supporting climate resilience and awareness, including two Repair Cafes in 2026 in collaboration with the DNV.
Increase community engagement through social media and storytelling	Improve opportunities for the community to receive information based on their personal interests	CS	Work to improve community access to information and services through MyDNV began in 2023 and advanced through continued development in 2024. Migration to SimpliCity was completed in 2025, with ongoing efforts in 2026 focused on enhancing MyDNV functionality and user experience.
	Increase awareness through storytelling, media and social media strategy for Parks	CA&P	Between 2023 and 2026, the Communications team delivered communications support for key Parks projects. Communications support also included DNV Stories highlighting Parks initiatives.
	Increase community engagement and outreach opportunities	EIS	From 2023 to 2025, Engineering teams provided support to the Advisory Committee on Disability Issues (ACDI) and the Municipal Infrastructure Committee (MIPAC). ACDI has since been integrated into the Accessibility Forum and like other DNV Committees, is now supported through Corporate Services

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Update our understanding of community issues and service needs	Enhance citizen engagement in Parks	CA&P	The Parks Department delivers a number of ongoing and annual programs aimed at enhancing citizen engagement, including the Maplewood Farm Volunteer and Work Experience Program, the Maplewood Educational Program, the Maplewood Preventative Health Care Adherence Program, Ecology Centre outreach programs, and the review and approval of applications for events in DNV parks.
	Operate and Maintain assets - Deliver a level of service to our community on a day-to-day basis that supports or enhances their quality of life	CA&P	From 2023–2026, the District operated and maintained parks, facilities, and core infrastructure to support day-to-day service delivery and community quality of life. This included ongoing capital renewal, inspections and operations and maintenance across park buildings, trails, structures, sport courts, sport fields, playgrounds, parking areas, horticulture and watering programs, ranger program, urban forestry, hazard tree management, ecological restoration, Maplewood farm, ecology centre, storm network and asset digitization.
	Support and assist departments with public engagements to further understanding of community issues and service needs	CS	Between 2023 and 2026, the District provided coordinated communications and engagement support through 18 engagements across multiple departments to improve public understanding of community issues and service needs. Support for Engineering and Transportation included engagement for major capital and mobility projects such as the Handsworth and InterRiver artificial turf fields, Cates Park/Whey-ah-Wichen Shoreline Restoration, the District’s Culvert Program, traffic calming and school street safety initiatives, and Bus Rapid Transit engagement led by TransLink. Communications and engagement also supported Utilities programs, including inflow and infiltration work, emergency communications related to watermain breaks, and boulevard maintenance. Engagement support extended to Corporate Services for organization-wide communications related to the financial plan, the CAO transition, and to Parks through engagement on park renewal projects, Belle Isle and Belhouse Parks opening, bridge and boardwalk upgrades, the Park Stewards Program, People, Dogs and Parks Strategy Phase Two, and Biodiversity Strategy engagement. For Planning, Properties and Permits, communications and engagement supported the OCP 2025 update, Zoning Bylaw rewrite, social and supportive housing projects, engagement related to the provincial housing legislation, and issues management related to ongoing RV matters in the District.
2. Foster an engaged public service			
Objective	Actions	Responsible	2023-2026 Progress Summary
Identify opportunities to improve staff well-being, satisfaction, recruitment, and maintain retention rates	Ensure competitive pay and benefits to attract a skilled workforce and ensure programs support a healthy work life balance	CS	From 2023–2026, the District advanced competitive pay and benefits to attract and retain a skilled workforce and support work-life balance. Progress included ratification of new collective agreements, ongoing compensation and pay equity reviews, refreshed job descriptions, enhanced benefits and pay transparency, and a strong commitment to employee wellbeing and organizational culture.
	Promote the physical and mental health and well-being of our employees	CS	From 2023–2026, the District advanced employee health and safety through development of multiple safe work procedures, a Disability Management Program, active threat training, delivery of annual Health and Safety Week initiatives, and achieving WorkSafeBC’s Annual Certificate of Recognition. Mental health annual training is provided to all staff, as well as safety training on a range of topics to continue to strengthen workplace safety and disability management practices.
	Retention and succession planning, training, and onboarding	CS	From 2023-2026, through workforce planning, strategies were developed to address staff retention and succession planning. A refreshed employee onboarding program is under development to support new hires with successful integration into the organization.
	Review and enhance remote work digital platforms to support a flexible hybrid workforce	CS	The transformation of systems supporting a hybrid workforce continues as insecure and end-of-life technologies and legacy processes are replaced with modern, secure, and collaborative solutions. Updates and upgrades include changes to software applications and related policies and procedures, updates to business processes, and the modernization of core technical infrastructure.
Improve leadership competency and consistency across the organization	Build leadership capacity in the organization through professional development opportunities (coaching, leadership development program)	CS	From 2023-2026, learning and development programs comprised of formal learning, job experiences, mentoring, knowledge transfer processes have supported staff retention and succession planning. A refreshed employee onboarding program is under development to support new hires with successful integration into the organization.

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	Strengthen Labour-Management relations to foster and enhance cooperative and collaborative working relationships	CS	Engagement with our Unions through labour management meetings continues to foster cooperative and collaborative working relationships.
	Ensure leadership structure is reviewed for consistency and equity	CS	Executive Structure was reviewed and adjustments were made to align titles to positions within similar pay bands.
Improve organizational capacity to meet current and future service needs	Address demand on current capacity and support library staff safety by welcoming new team members in key departments	NVDPL	In 2023, preliminary planning began to address library capacity demands. In 2024, a comprehensive staff training framework was initiated to enhance expertise, improve services, foster professional growth, and promote a culture of continuous learning. Ongoing work continues to address demand on current capacity and support library staff safety, including regular de-escalation and resilience training.
	Refresh core Library Services Platform, an integrated Library System, discovery layer, and website, in order to streamline access to NVDPL collections, services, and program	NVDPL	In 2023, planning began for a library platform refresh. In 2024, patron engagement campaigns were initiated to increase awareness of library offerings. A new Library Services Platform was introduced to improve behind-the-scenes library workflows and communication with library patrons. Ongoing refinement continues of the Library Services Platform.
Increase internal communication to support our organizational values and culture	Foster a digital work culture encouraging staff to embrace technology and change	CS	In 2024, relevant resources were identified and the process to secure resources for Digital Learning and Development support was initiated with the expansion of digital learning programs in 2025. Ongoing work continues to foster a digital work culture encouraging staff to embrace technology and change.
	Increase awareness of District projects, programs and initiatives among staff	CS	From 2023–2026, the District increased staff awareness of projects, programs, and initiatives through employer branding activities, enhanced internal engagement through frequent intranet posts, and workforce initiatives supporting recruitment and retention, including preparation for Top Employer applications and updates to employment materials.
	Support a fun, engaged, inclusive workplace through delivery of employee engagement initiatives	CS	From 2023-2026, annual employee appreciation events are held to engage staff in the workplace. Employees are recognized through a formal recognition program highlighting their commitment to demonstrating our values in their work.
	Support cross departmental work and collaboration as required, under a ‘one team, one purpose’ philosophy	CS, EPW	Between 2023 and 2026, cross-departmental technology collaboration initiatives continued with implementation of SharePoint, Halo, Fleetio, Cascade, CityWorks, CAMMS and Questica Software. In 2025, business process improvements advanced including PMF, DAPR, and Corporate Planning and Reporting frameworks. In 2026, migration continues with approximately one department migrating to SharePoint each month, with project completion expected in late Q2 2026, ongoing implementation of CityWorks and Questica and sustainment activities for software where implementation is complete.
Increase staff education, training, and professional development	Education, training, support - Provide practical support to staff to ensure the transition to, and continued use of, new technologies and process is successful	CS	From 2023 through 2026, training support was identified and implemented to enable effective adoption of key systems, including SharePoint, Halo, Fleetio, Cascade, CityWorks, CAMMS, and Questica. Throughout this period, training and resourcing needs were considered as part of broader workforce planning, with attention to technology-specific skills, adoption supports, and operational readiness to ensure successful system implementation and ongoing use. In 2026 an IT Digital Learning and Development Specialist will join the District to lead a modern education and training program supporting all software and related processes used by District staff.
	Enhance delivery of training through innovation	CS	In 2023, training delivery planning was initiated to support organizational capability needs. In 2024, relevant resources were identified and the process to secure Digital Learning and Development support was initiated. In 2026, innovation in training delivery continues, supporting ongoing skill development and organizational adaptability. In 2026 an IT Digital Learning and Development Specialist will join the District to lead a modern education and training program supporting all software and related processes used by District staff.

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July 23, 2026

	Foster a culture of continuous learning and growth whereby employees have opportunity to develop their skills and career with the District	CS	From 2023–2026, the District advanced a culture of continuous learning and growth through strengthened learning and development, leadership development, and employee engagement initiatives. Progress included alignment of training with corporate goals, expanded professional and leadership development pathways, enhanced onboarding, customer service and EDI training, e-learning modules, and continued recognition and engagement programs to support workforce capability, belonging, and future readiness
	Provide training on Indigenous issues	CS	From 2023–2026, the District delivered organization-wide training to advance awareness of Indigenous issues, recognize Indigenous rights, and build understanding through place-based learning, cultural safety and trauma-informed practices, and education on the history and legacy of Indian Residential Schools.
3. Provide a strong governance framework			
Objective	Actions	Responsible	2023-2026 Progress Summary
Improve transparency and corporate reporting	Embed an integrated, organization - wide planning and review cycle to support coordinated delivery of corporate priorities.	CS	From 2025–2026, the District advanced embedding an organization-wide corporate planning and review cycle through implementation of the Corporate Planning and Reporting Framework. Progress includes planning work on the development of the 2026–2030 Corporate Plan, standardized divisional workplans in Cascade, establishment of a 2026 baseline and quarterly reporting cadence, integrated planning structures and refinement of corporate metrics to support coordinated delivery of corporate priorities.
	Ensure that the public has easy access to information about all of the projects and initiatives that we’re working on so they have a clear picture of how this work can impact them	CS	In 2023, the DNV Data Strategy was initiated identifying gaps, challenges, strengths, and opportunities. In 2024, the Data Strategy was completed, guiding the DNV towards a data-driven future and further implemented. Ongoing work continues to ensure the public has easy access to relevant information on how work on projects and initiatives can impact them.
	Establish a consistent, integrated corporate planning and reporting framework to support decision-making and performance management.	CS	From 2025–2026, the District advanced a consistent, integrated corporate planning and reporting framework to support decision-making and performance management. Key progress included development of the 2026–2030 Corporate Plan, development and implementation of a Corporate Planning and Reporting Framework, standardized divisional workplans in Cascade, establishment of a 2026 reporting baseline and quarterly reporting cadence, refinement of corporate performance measures, and renewed implementation of the Project Management Framework with supporting governance, tools, and continuous-improvement processes. In 2026, work continued on refining PMF approaches for various delivery teams, supported by the launch of a PMF SharePoint site to centralize guidance, tools, and standards for project delivery across the organization and implementation of the Corporate Planning and Reporting Framework as well as developing and embedding a service focussed lens to planning and reporting organization wide. This work strengthens organizational alignment, improves transparency and accountability, and supports more consistent decision making, performance monitoring, and service-focused planning across the District.
	Help the public understand our statutory and other processes so they know how things work and feel confident getting involved	CS	From 2024–2026, the District improved public understanding of statutory processes through enhanced online permitting, clearer development application information, and refreshed permitting content on DNV.org. Progress included digital trade permit applications, improved system integration, and establishment of a quarterly web content review process to support transparency and public confidence.
	Identify and resolve strategic information gaps (e.g. Developing Data Strategy introducing Business Intelligence and data-driven decision)	CS	In 2023, the District initiated development of a Data Strategy and explored BI tools to improve access to reliable information. In 2024, a formal Data Strategy and Data Governance Framework were completed, identifying data gaps and opportunities and supporting development of a public-facing Corporate Plan progress dashboard concept. In 2025–2026, focus shifted to implementation, including internal Power BI reporting and addressing data roll-up and API limitations affecting the public dashboard.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

	Identify and resolve strategic information gaps	Fin	From 2023 through 2026, Finance advanced a staged approach to strengthening data-informed decision-making and improving the evidence base for long-range financial planning. In 2024, financial baseline inventories were established for housing, climate emissions, and childcare, supporting more consistent planning inputs. In 2025, Finance advanced climate-related financial reporting work and continued integrating climate action considerations into budget materials. For 2026, analysis continues on childcare space divestment options as an input into the rolling 10-year Financial Plan.
	Monitor and publicly report on our progress towards our corporate objectives, OCP Action Plan, and sub-plans	CS	In 2023, the Corporate Plan was developed and finalised with Council with goals and priorities aligned to the OCP Action Plan.
	Monitor and publicly report on the organizations progress through the Annual Report.	CS	Annual Reports for 2022, 2023, 2024 and 2025 have been prepared and published.
	Strengthen alignment between corporate strategic priorities and divisional and organizational workplans	CS	From 2025–2026, the District advanced the Corporate Planning and Reporting Framework to strengthen alignment between corporate priorities and divisional workplans, including standardized workplans in Cascade, a 2026 reporting baseline, and a quarterly reporting cadence. In parallel, work progressed on the 2026–2030 Corporate Plan and development of strategic prioritization frameworks to support consistent, data-driven decision-making.
	Update and share a 15-year vision for the future including levels of service and affordability	Fin	In 2023, long-term financial planning initiatives were established. In 2024, quarterly reporting of opportunities and risks was implemented to support decision-making. In 2025, three management workshops were held between March and May to identify DNV’s key service level baselines in support of the OCP. In 2026, the 10-year Rolling Financial Plan Framework was introduced to the Finance and Audit Standing Committee in March, with solutions planned for September 2026.
	Use data to keep the public informed of the work we’re doing through dashboards and other forms of visualization	CS	Between 2023 and 2024, the District advanced foundational data and BI work, including completion of a formal Data Strategy, migration of QlikSense reporting, multiple Power BI reporting initiatives, and development of a Corporate Report Progress Dashboard completed in Q4 2024. From 2024 through 2026, emphasis has shifted to modernizing the data estate, migrating legacy Hubble reports to Power BI, expanding subject-area reporting (e.g., HR, fire services, transportation and ride-hailing), and establishing supporting BI governance and data warehouse infrastructure. Work is ongoing to strengthen backend architecture, reporting consistency, and readiness for public-facing dashboards as supporting departmental plans mature.
	Work continuously to provide the public with more opportunities to express their views through their preferred channel and make sure those opportunities are widely known	CS	In 2025, MyDNV was launched as a personalized service platform on DNV.org making it easier for residents to conduct business with the District, with planned enhancements including issue reporting. Social media strategy was refocused on Facebook, Instagram and LinkedIn resulting in significant follower increases (8% Facebook, 47% Instagram, 19% LinkedIn). In 2026, engagement channels continue to be enhanced with MyDNV improvements including issue reporting and paying select bills.
Increase collaboration amongst departments and municipal entities	Continue to strengthen relationships with municipal depts and partner agencies such as libraries, NVRC, and NSEM	MONOVA	In 2024 work was initiated to increase collaboration between the City and DNV Heritage Advisory Committees and North Shore Heritage Preservation Society on Heritage Week Programming.
	Enhance integration between municipal entities, District, and City on relevant processes, initiatives, and plans	CS	In 2023, initial work began on developing new Technology Service Agreement, however work cannot proceed without new Services and Pricing Structure.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

	Form a multi-agency Information Security Committee to improve the cybersecurity posture of the District and partner agencies	CS	In 2023, initial discussions began on forming a multi-agency Information Security Committee. In 2024, committee formation progressed with partner agencies engaged. In 2026, the Information Security Committee is operational, strengthening cybersecurity posture across the District and partner agencies.
	Promote MONOVA as a valuable educational partner at elementary, secondary, and post-secondary levels	MONOVA	In 2023, MONOVA expanded educational programming at elementary, secondary, and post-secondary levels. In 2024, partnerships with schools and educational institutions were strengthened. In 2025, MONOVA received a renewed \$400,000 gift from BMO in support of Coast Salish education and cultural programming supporting hands-on learning, school programs and community events delivered by Indigenous cultural programmers and local knowledge keepers. In 2026, educational partnerships continue to grow with expanded programming for students at all levels.
	Strengthen relationships with key service partners and aligned community organizations	CS	In 2023, initial discussions began on forming a multi-agency Information Security Committee and progressed in 2024. In 2026, the Information Security Committee is operational, strengthening cybersecurity posture across the District and partner agencies. In 2023, initial work began on developing new Technology Service Agreement, however work cannot proceed without new Services and Pricing Structure.
Reduce gaps in corporate risk management practices	Establish a Corporate Risk Management office to improve oversight on strategic and operational risks.	Fin	In 2024, a Corporate Risk Management Office was established to improve oversight of strategic and operational risks. In 2025, ongoing work was undertaken to identify corporate risks, estimated values associated with those risks, and begin setting aside funding to mitigate the risks over time. Quarterly reporting will now highlight residual risks and likely outcomes to inform budget decisions.
	Strengthen organizational legal capacity by advancing the restructuring of the Legal Services section	CS	From 2023 to 2026, the organization has continued to build legal capacity through the restructuring of the Legal Services section, strengthening the delivery of legal advice, contract management, litigation support, and regulatory guidance—with an enhanced focus on land use law, municipal legal matters, and robust documentation practices—to protect the District’s interests and ensure compliance with applicable laws and policies.
4. Enhance digital infrastructure, systems, and processes			
Objective	Actions	Responsible	2023-2026 Progress Summary
Enhance confidence in planning and service delivery through technology and innovation	Begin transition to a secure cloud-based enterprise resource planning system replacing legacy Oracle JD Edwards	CS, Fin	The District has begun planning a transition to a secure, cloud-based ERP system, with timing to be confirmed following the extension of support for the existing Oracle JD Edwards platform.
	Development process review including digitization and automation - focused on improving processing times and communication without negatively impacting effective community engagement or quality decision making	CS	Between 2023 and 2026, aligned with the implementation of the Development Approvals Process Review (DAPR), work planning was completed and resources were recommended to support the Development Process Review. This included the addition of a dedicated Business Analyst position and the support of a new technology training resource.
	Evaluate and update internal business processes to ensure they can be adapted to new technologies	CS, EIS, EPW	In 2023 and 2024, the District expanded workforce training and digital tools while strengthening enterprise data foundations. In 2025, the District modernized asset, corporate planning, and project management frameworks, strengthened organizational capacity, and completed the data estate modernization initiative through the use of new technologies. In 2026, the business process review and design continue with credit card and PMF reviews nearly complete; approval workflows assessment began in Q1 2026. Additional processes requiring review continue to be identified as projects initiate and departments seek efficiency improvements.
	Improve and expand virtual access to MONOVA’s Museum & Archives collections to make them more accessible to the public	MONOVA	In 2026, Archives Processing and Digitization continues at 75% completion and new Archives database implementation and web-based access project to improve public accessibility to collection will commence in 2026.
	Improve content, documents, and record management	MONOVA	A new Archives database implementation and web-based access project to improve content management and public accessibility is planned for 2026.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

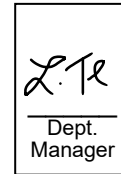
	Modernization of business supporting systems and processes	EPW	The District is modernizing business-supporting systems and processes to strengthen asset, fleet, and infrastructure management. This includes completion of the Watermain Replacement Program – GIS Application Redevelopment, improving spatial data and lifecycle tracking, and ongoing Fleetio integration to enhance fleet data, maintenance management, and operational decision-making through 2026.
	Modernization of business supporting systems and processes including engineering work management & financial planning.	CS	The District is modernizing key business-supporting systems to improve engineering work management and financial planning. Implementation of Cityworks for engineering maintenance management is progressing through configuration, testing, and training, with go-live planned in 2026, alongside development of a new timekeeping solution for field staff. In parallel, a new financial budget and planning system went live in late 2025, with stabilization and additional integrations continuing into 2026 to strengthen accuracy, integration, and decision-making.
	Modernization of business systems and processes, including work management, financial planning and budgeting, and recruiting and onboarding	Fin	The District is modernizing core business systems and processes to improve work management, financial planning and budgeting, and workforce administration. This includes implementation of a new financial planning system (Questica), completion of position ID redesign in JDE with upcoming integration, and planned Phase II enhancements through 2026. Over the next 18 months, additional updates to engineering work management and HR recruiting and onboarding processes will further strengthen efficiency, integration, and decision-making across the organization.
	Utilize data and technology to support critical decision making for deployment of resources	EPW	To support critical decision-making and effective deployment of resources, the District continued leveraging data and technology to strengthen infrastructure planning and reporting. In 2024, data-enabled projects such as the Leak Detection Expansion, SCADA Radio Redundancy Items, and the Watermain Replacement Program GIS Application Redevelopment were completed, with updated schedules and system improvements supporting more timely and informed operational decisions.
Enhance the digital experience by advancing technology infrastructure for staff and community	Implement digital transformation initiatives to streamline collaboration and processes	CS	In 2023, A business intelligence program was introduced to support data-driven decision-making. In 2024, the District implemented cybersecurity detection and response services, migrated over 2.5 million documents to SharePoint, adopted SimpliCity as a powerful new content management system for DNV.org, and expanded digital services and online engagement. In 2025, MyDNV—an innovative personalized service platform—was developed and launched on DNV.org. The Permit Automation program progressed with the development of integration between DNV.org and EnerGov. In 2026, the Power BI data warehouse infrastructure work continues, and MyDNV Phase 2 (Report a Problem integration) is progressing toward launch.
Improve citizen services by implementing digital government best practices	Adopt an approach to designing, building, and supporting online services that focuses on the needs of our users to ensure when, where, and how they want it	CS	In 2025, the District continued to advance user-centered online services through the DNV.org Accessibility Improvement Program, ensuring digital platforms meet accessibility standards and user needs across all channels.
	Implement processes, policies, and standards that guide the quality and consistency of our digital work and dictate how/when work is done	CS	To guide the quality and consistency of digital work across the organization, draft Digital Policies and Guidelines were developed between 2023 and 2025. The focus is now on incorporating feedback and completing final reviews before issuing the first approved versions, establishing a clear framework for how and when digital work is delivered.
Improve content, documents, and record management	Implement a modern document and records management system to improve security, collaboration, and efficiency	CS	From 2023 through 2026, the District advanced a phased transition from eDocs to Microsoft SharePoint to modernize document management, improve information governance, and support collaboration across the organization. Project completion is expected in late Q2 2026, enabling the District to complete the transition prior to renewal of costly data migration software licenses.
	Improve visual identity in reports and business documents	CS	Ongoing work is underway to improve the quality, consistency, and accessibility of reports and business documents across the organization. This includes transitioning all existing corporate standard templates to SharePoint and updating them into more user-friendly and accessible formats.
	Migrate to modern content management solution to support customer identity and access management, secure transactions, and omnichannel communications	CS	Between 2023 and 2026, the District implemented a new content management system, SimpliCity, for DNV.org to modernize how public-facing information is managed and published. As part of this work, a quarterly content review process was established to provide ongoing quality control, ensuring information shared with residents remains accurate, current, accessible, and consistent across the website.

SUBJECT: Update on Corporate Plan Priorities and Progress
July 23, 2026

Improve external service delivery via enhanced digital services	Continue to implement the Digital Strategy with a renewed post-COVID focus on external service delivery	CS	Between 2023 and 2026, the District advanced phased implementation of the MyDNV platform. Phase One was successfully launched with stable performance and public uptake, while design and development continue for expanded transactional services, including Report a Problem and MyCity utilities. Some content customization features have been deferred to later iterations to prioritize core services and system integration.
	Enhance citizen engagement	CS	Work to improve community access to information and services through MyDNV began in 2023 and advanced through continued development in 2024. Migration to SimpliCity was completed in 2025, with ongoing efforts in 2026 focused on enhancing MyDNV functionality and user experience.
	Improve all areas of data (how we collect, handle, and store it; how we use it; how we integrate it; how we make it available to the public; its quality) in order to support data-based decision-making (Parks)	CA&P	To improve how data is collected, handled, stored, integrated, and used for decision-making, the District is advancing the Parks Asset Management Program to strengthen the quality and availability of parks asset information. This includes systematic collection of parks asset data using survey equipment (Trimble) and ongoing updates to Asset Management Plans (AMPs) and GIS information to establish a more complete, consistent, and usable asset baseline.
	Improve all areas of data (how we collect, handle, and store it; how we use it; how we integrate it; how we make it available to the public; its quality) in order to support data-based decision-making	CS	The District advanced data quality, governance, and transparency by completing a Data Strategy, modernizing reporting through Power BI migrations, and developing a public Corporate Plan progress dashboard supported by improved back-end architecture and governance.
	Utilize data and technology to support critical decision making for deployment of resources	CS	The District advanced data quality, governance, and transparency by completing a Data Strategy, modernizing reporting through Power BI migrations, and developing a public Corporate Plan progress dashboard supported by improved back-end architecture and governance.
Strengthen cybersecurity and business continuity within core information technology systems and across the organization	Enhance NVRC cyber security readiness through collaboration with DNV and NVDPL	CS	NVRC’s cybersecurity readiness was strengthened through collaboration with the District and NVDPL, including establishment of a cross-jurisdictional Information Security Committee in 2023. Development of a Technology Service Agreement framework is underway but cannot advance until new service definitions and pricing structures are finalized.
	Foster a culture of collective accountability and ownership over cybersecurity throughout the organization	CS	A culture of shared accountability for cybersecurity was advanced through establishment of a cross-jurisdictional Information Security Committee in 2023, bringing together DNV and partner municipal entities. In 2026, work progressed on a coordinated security threat and risk assessment, including development of a proposed assessment process, draft questionnaires, and a draft software request intake linking Privacy Impact Assessments and STRA activities, now under IT management review.
	Implement an Information Security policy framework addressing information systems, services, devices, data, and business continuity	CS	The District advanced implementation of an Information Security policy framework covering systems, services, devices, data, and business continuity. A new Information Security Policy and password policy with enforcement were completed in 2023–2024, strengthening baseline security controls. Development of a Mobile Device Management (MDM) Policy progressed to final draft stage and is pending review with the Information Security Committee, supporting consistent management of mobile devices across the organization.
	Implement technologies and procedures identified as priorities by the Information Security Committee	CS	Key cybersecurity technologies and procedures are being implemented through a multi-year Cybersecurity Program, including incident response planning, user awareness training, access controls, backups, and network modernization. Several initiatives are nearing completion, while others have been deferred due to capacity constraints, with priority given to core network and security upgrades.
	Support current staff through cybersecurity training and identify and fill capacity gaps related to developing and maintaining a secure technical environment	CS	Staff cybersecurity capacity was strengthened through implementation of a new password policy and ongoing user awareness training. Introductory phishing testing is complete, with a transition to monthly testing and monitoring underway, bringing overall progress to 90%.

☒ Info Package

Date:



The District of North Vancouver INFORMATION REPORT TO COUNCIL

July 24, 2026

AUTHOR: Brianne Labute, Community Planner

SUBJECT: Public Engagement Update and Next Steps: Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)

REASON FOR REPORT:

To provide Council with an update on public engagement activities related to the wave modelling and coastal flood hazard mapping component of the Coastal Development Permit Area (DPA) Project and to outline next steps.

BACKGROUND:

To implement priority actions identified in the [North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy](#) (Sea Level Rise Strategy), the District completed a wave modelling study and updated coastal flood hazard mapping for the eastern portion of the District. This work will help ensure that coastal flood risks are appropriately considered in the design and construction of new development. The project was funded through a \$111,500 grant from the Union of BC Municipalities (UBCM) under the Climate Risk Reduction – Climate Adaptation program.

In an Information Report dated December 11, 2025 (**Attachment 1**), staff updated Council on the completion of the wave modelling and coastal flood hazard mapping work. The technical study is publicly available on the [project webpage](#). At that time, staff advised that public engagement would be the next phase of the project. Public engagement is now complete and is summarized below.

DISCUSSION:

The completed wave modelling and coastal flood hazard mapping project provides the District with updated information on current and future coastal flood risks, including flood extents and recommended flood construction levels under different sea level rise scenarios. The work strengthens the District's ability to manage climate-related risks, support evidence-based land use planning and improves the review of development applications in coastal areas. It also provides greater clarity for property owners, developers and qualified professionals planning future development and redevelopment, while establishing the technical foundation for the future Coastal DPA and advancing implementation of the Sea Level Rise Strategy.

Following completion of the technical work, staff undertook public engagement to share the study findings, explain how the project advances a priority action of the Sea Level Rise Strategy and build awareness of how the results will inform the development of a future Coastal DPA.

In January 2026, staff mailed information letters to approximately 500 coastal properties and invited residents to attend an information session. Based on respondent preferences, District staff and the District's consultant, DHI Water & Environment, hosted a virtual information session in March 2026 that was attended by nine participants. A [recording of the session](#) was also posted on the project webpage.

In addition to the information session, staff received several phone and email inquiries regarding the project. Feedback was generally supportive of the technical work and its role in helping property owners and the District better understand future coastal flood risks. The primary concern raised was a perceived requirement to make immediate modifications to properties as a result of the updated mapping. Staff clarified that the mapping is intended to inform future development and redevelopment projects and does not require immediate changes to existing properties.

Staff provided information about the study results to governments and agencies with jurisdiction or interests in the marine environment, including Tsleil-Waututh Nation, Vancouver Fraser Port Authority, Government of Canada and Province of British Columbia.

NEXT STEPS:

With the technical work and public engagement now complete, staff will begin developing a Coastal DPA that establishes a consistent framework for addressing coastal hazards and environmental considerations in the eastern portion of the District.

The creation of a Coastal DPA is a key action identified in the Sea Level Rise Strategy, the Official Community Plan Action Plan and the Climate Change Adaptation Strategy. Staff anticipate bringing a proposed scope of work, project timeline, and public and stakeholder engagement plan for the Coastal DPA to Council in early 2027.

In the interim, the District will continue to require flood hazard assessments during the building permit review process for properties affected by the future 1.0 metre sea level rise scenario. Property owners and their qualified professionals may use the updated mapping to inform building design and reduce risks associated with coastal flooding.

Financial Impacts:

The wave modelling and coastal flood hazard mapping work was funded through a UBCM grant. All grant-funded activities have been completed, and the final project report has been submitted to UBCM.

Any budget requirements associated with the development of a Coastal DPA will be presented to Council as part of the proposed scope of work in Q1 2027.

Respectfully submitted,



Brianne Labute
Community Planner

Attachment 1: Staff report, dated December 11, 2025, Completion of Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)

REVIEWED WITH:					
☐ Business and Economic	_____	☐ Fire Services	_____	External Agencies:	
☐ Bylaw Services	_____	☐ GIS	_____	☐ Library Board	_____
☐ Clerk's Office	_____	☒ Housing	<u> T </u> <u> A </u>	☐ Museum and Archives	_____
☐ Climate and Biodiversity	_____	☐ Human Resources	_____	☐ NSEM	_____
☐ Communications	_____	☐ Integrated Planning	_____	☐ NS Health	_____
☐ Community Planning	_____	☐ ITS	_____	☐ NVRC	_____
☐ Development Engineering	_____	☐ Parks	_____	☐ RCMP	_____
☐ Development Planning	_____	☐ Real Estate	_____	☐ Other:	_____
☐ Engineering Operations	_____	☐ Review and Compliance	_____		_____
☐ Environment	_____	☐ Solicitor	_____		
☐ Facilities	_____	☐ Utilities	_____		
☐ Finance	_____		_____		

☒ Info Package

Date: December 11, 2025


 Dept.
Manager


 GM/
Director


 CAO

The District of North Vancouver

INFORMATION REPORT TO COUNCIL

December 11, 2025

AUTHOR: Holly Adams, Community Planner**SUBJECT:** Completion of Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)**REASON FOR REPORT:**

The purpose of this report is to:

- Advise Council that technical work on wave modelling associated with the development of a Coastal Development Permit Area (DPA) has been completed;
- Share the results of the technical work with Council; and
- Advise Council that affected property owners will be notified of this technical work and provided the opportunity to sign up for an information session.

BACKGROUND:

Rising sea levels on the North Shore will present challenges to our communities in the long term. In 2020, the District adopted the [North Shore Sea Level Rise Risk Assessment and Adaptive Management Strategy](#) (Sea Level Rise Strategy) to proactively prepare for future conditions and potential impacts.

Priority actions in the Sea Level Rise Strategy include:

- 1) Completion of a wave modelling study and updated coastal flood hazard mapping for the eastern portion of the District; and
- 2) Establishment of a Coastal DPA for this area.

In June 2023, the District received a \$115,000 grant from the Union of BC Municipalities Disaster Risk Reduction - Climate Adaptation Fund to cover the costs of wave modelling and coastal flood hazard mapping (see [staff report dated February 9, 2023](#) recommending Council support to submit the application.)

This work was undertaken because the mapping created as part of the Sea Level Rise Strategy focused on understanding coastal flood risks at a high level and was not intended to inform site-specific assessments. The wave modelling study is a refinement to the mapping as it includes wave effects from wind-generated waves and is detailed enough to inform site-specific assessments. The wave modelling study builds on knowledge about the impacts of sea level rise initially established at a conceptual level in the Sea Level Rise Strategy.

The study area encompassed the shoreline from the road allowance west of the 2800 block Dollarton Highway, to the northeastern point of the District within Indian Arm, as shown in **Attachment 1**¹. Approximately 500 private residential properties are included in the study area. This part of the District was prioritized because coastal flood hazards can largely be addressed through development controls (such as a Coastal DPA) without the need for community level structural flood protection works (such as dikes).

This work aligns with the priority in the 2023-2026 Corporate Plan to strengthen community resiliency by preparing for climate change.

DISCUSSION:

Since the last project update to Council in the Information Report dated March 25, 2024, the selected consultant, DHI Water & Environment Inc., has completed the technical work.

Attachment 2 is the final technical report.

Study Method and Results

The shoreline within the study area was divided into 98 individual reaches delineated using the following criteria: visual evidence from site visits, a 3D digital terrain model developed during the study, shoreline classification (i.e., flats, beaches, man-made, cliffs, lagoons/marshes/estuaries), prevailing wave conditions and shoreline exposure, GIS data such as infrastructure footprints, and property boundaries.

Several tools and analytical methods were applied to characterize wave effects along the shoreline. DHI developed a storm surge and wave model for Burrard Inlet and Indian Arm, which was used to evaluate wave impacts along each of the shoreline reaches. Shore-perpendicular transects at each reach were used to simulate and quantify wave runup along the shoreline (i.e., how far inland the waves would extend and interact with the shoreline). The modelled water levels and wave runup values were used as input to create and map Flood Construction Levels (FCLs)². The large number of shoreline reaches provide a robust basis for detailed flood hazard mapping to support coastal planning and shoreline management.

As of 2024, the latest scientific models and projections indicate a relative sea level rise at Vancouver of no more than 0.5m between 2023 and 2100, and a relative sea level rise of less than 1.0m by 2150. Map sheets were produced for both 0.5m and 1.0m SLR scenarios. For FCL mapping purposes and to update DNV coastal flood hazard resources, the 1.0 m scenario is the selected projection to account for uncertainty associated with climate change and evolving climate science.

A qualitative interpretation of shoreline erosion risk was also completed. Literature, historical air photos, imagery collected during site visits, past shoreline classification, anecdotal evidence from DNV staff, the wave runup assessment, and the digital terrain model were all used to determine shoreline reaches vulnerable to erosion and shoreline instability. Shoreline

¹ The project area map shows the rough boundaries of the entire study area, which is not necessarily the same as the flood hazard maps.

² Flood construction levels are prescribed to keep living spaces and areas used for the storage of goods damageable by floodwaters above flood levels.

erosion risk was generally found to be relatively low along the majority of the DNV shoreline, with some exceptions. The District, in partnership with Tsleil-Waututh Nation, have planned restoration work at Cates Park/Whey-ah-Wichen that will provide protection from ongoing erosion to its shoreline. More information on the shoreline erosion study can be found in Chapter 6 of the report (**Attachment 2**).

As part of the study, DHI produced map sets with 25 sheets each, including:

- Total water levels representing how far inland water is expected to reach when tides and storm surge occur together during a 200-year storm. These levels were estimated for present-day conditions and for future sea level rise scenarios of both 0.5m and 1.0m.
- Flood construction levels with a 0.5m sea level rise scenario.
- Flood construction levels with a 1.0m sea level rise scenario.

Historically, there have been challenges for individual property owners carrying out the required technical work needed to establish FCLs on a site-by-site basis (time, cost, lack of qualified professionals). The flood construction level maps prepared by the District's consultants will assist property owners at the time of redevelopment, enabling their qualified professional to use this work in the required site-specific flood hazard reporting to establish project specific FCLs and safe certification.

The new mapping acts as a refinement to the previously completed mapping done under the Sea Level Rise Strategy. The information in the study is intended to support broader program objectives and initiatives led by the District, including:

- Identifying potential social, cultural, and/or environmental impacts in future adaptation planning efforts;
- Advancing recommendations in the Sea Level Rise Strategy, such as continuing to build knowledge about the impacts of sea level rise;
- Informing target audiences, such as coastal property owners, about the purpose of the wave modelling study; and
- Updating coastal flood hazard maps and providing general information about coastal processes and flood hazards.

It is recommended that sea level rise projections and related FCL requirements be reviewed at least every 10 years.

More details on study methodology and results are found in the report (**Attachment 2**). The Plain Language Summary and Technical Executive Summary offer an overview.

Public Engagement

Staff plan to undertake targeted public engagement at the inform level on the District's Public Engagement Spectrum for the approximately 500 properties within the project area. The purpose of the engagement will be to raise awareness about the District's work on the impacts of climate change, specifically sea level rise; the significance of the wave modelling work to better understand potential future impacts; share information about the technical

work, including how it may help property owners establish FCLs during development or redevelopment of their property; and how it will support the establishment of the Coastal DPA - a priority action in the Sea Level Rise Strategy.

Staff will update the [existing wave modelling study webpage](#) with the wave modelling report and coastal hazard mapping, and reach out to residents in the area to direct them to this information. On the webpage there is a form to sign-up for more information, including the potential for further in-person or virtual information opportunities.

PUBLIC ENGAGEMENT SPECTRUM					
Adapted and used with permission from the International Association for Public Participation (IAP2 Federation)					
Inform	Listen & Learn	Consult	Involve	Collaborate	Empower
"We will keep you informed. We will provide information that is timely, accurate, balanced, objective, and easily understood. We will respond to questions for clarification and direct you to sources of additional information."	"We will listen to you and learn about your plans, views, and issues; and work to understand your concerns, expectations, and ideas."	"We will keep you informed, and listen to and acknowledge your concerns and aspirations in developing final solutions, and we will report back to you on how your input influenced the decision."	"We will work with you to ensure your concerns and aspirations are directly reflected in the alternatives developed, and we will report back on how your input influenced the decision."	"We will look to you for advice and innovation in formulating solutions, and we will incorporate your recommendations into the decisions to the maximum extent possible."	"We will implement what you decide."

Based on sufficient interest from the affected property owners, staff anticipate sharing the findings of the technical work with the public at either an in-person or virtual information session. This engagement is anticipated to occur in Q1 of 2026. Staff will also be available to answer questions after the potential information session, or if there is not enough interest from property owners to host an in-person or virtual session.

Staff will also be engaging with governments and agencies who have jurisdiction over the marine areas including Tsleil-Waututh Nation, Vancouver Fraser Port Authority, Government of Canada and the Province of BC to share the results of this work.

NEXT STEPS:

Staff will send a mail-out to coastal property owners in the study area to share study results and to assess interest for an information session. Based on level of interest, an information session will be arranged, anticipated for Q1 of 2026. Staff will report back to Council after the engagement has been completed.

Creating a Coastal DPA is a key priority of the Sea Level Rise Strategy, OCP Action Plan and the Climate Change Adaptation Strategy. The wave modelling study will help inform the creation of a Coastal DPA. Staff anticipate initiating the Coastal DPA work in 2026 and will report back to Council when the work commences.

In the interim, the new mapping can be used by property owners' qualified professionals during the development approvals process to design buildings in a way that mitigates risks from coastal flood hazards. Final reporting will be submitted to UBCM after completion of public engagement and is due by July 20, 2026.

SUBJECT: Completion of Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)

December 11, 2025

Page 5

Respectfully submitted,



Holly Adams
Community Planner

Attachment 1: Study area for updated coastal flood hazard mapping

Attachment 2: [Wave Study and Coastal Flood Inundation Mapping for the District of North Vancouver, Final Report by DHI, May 2025](#)

SUBJECT: Completion of Wave Modelling and Coastal Flood Hazard Mapping (Coastal Development Permit Area Project)

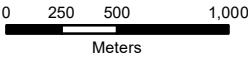
December 11, 2025

Page 6

REVIEWED WITH:					
Business and Economic	_____	Environment	_____	External Agencies:	
Bylaw Services	_____	Facilities	_____	Library Board	_____
Clerk’s Office	_____	Finance	_____	Museum and Archives	_____
Climate and Biodiversity	_____	Fire Services	_____	NSEM	_____
X Communications	<u>CG</u>	Golf	_____	NS Health	_____
Community Planning	_____	X Housing	<u>TA</u>	NVRC	_____
Development Engineering	_____	Human Resources	_____	RCMP	_____
Development Services	_____	Integrated Planning	_____	Other:	_____
Digital Services/ITS	_____	Parks	_____		_____
Engineering Infrastructure	_____	Real Estate	_____		
Engineering Public Works	_____	Solicitor	_____		
	_____	Transportation	_____		



**WAVE MODELLING STUDY AND
UPDATED COASTAL FLOOD HAZARD MAPS**



Published: June 18, 2024

Scale: 1:34,000

Info Package

Date: July 27, 2026


 Dept.
Manager


 GM/
Director


 CAO

The District of North Vancouver

INFORMATION REPORT TO COUNCIL

July 16, 2026

AUTHOR: Holly Adams, Community Planner**SUBJECT:** Short-term Rental Business Licensing Progress Update**EXECUTIVE SUMMARY:**

This report provides an update on implementation and current status of business licensing for short-term rentals (STRs), which were first approved by Council in April 2025. Since then, staff have been monitoring the implementation of short terms rental regulations and following Council's endorsement of an approach for managing parking requirements for short-term rentals in November 2025, District staff completed their review of all previously pending 2025 business licence applications and continue to process new applications. There are 753 business licences issued for 2026 so far, an increase of 299 from September 8, 2025. Staff continue to work with the provincial Short-term Rentals Branch on implementation of their STR program and enforcement measures. The potential harmonization of similar tourist accommodation uses (e.g. Bed and Breakfasts) will be undertaken in conjunction with upcoming phases of the Zoning Bylaw update.

REASON FOR REPORT:

To update Council on the implementation and current status of short-term rental business licensing, including application outcomes, compliance trends and future regulatory considerations.

BACKGROUND:

Staff started receiving short-term rental business licence applications on April 15, 2025, with licence issuance being conditional on Council's approval of STR regulations. Early application intake was accepted to meet provincial deadlines and to assist business licence applicants.

On April 22, 2025, Council adopted a suite of bylaws to regulate short-term rentals in the District and update certain existing bed and breakfast regulations. The District's regulations allow short-term rentals in one dwelling unit per single-family property, including the primary residence, or an accessory dwelling unit (secondary suite or coach house, but not both). The secondary suite or coach house may be vacant (i.e. not a primary residence).

On July 7, 2025, an amendment was made to short-term rental and bed and breakfast regulations to increase the permitted length of guest stay to align with the provincial maximum of "less than 90 consecutive days".

The District was one of 20 municipalities granted an extension to the provincial deadline for hosts to submit proof of a valid issued business licence. As of August 1, 2025, all new provincial registration applications have required a valid municipal business licence number. However, hosts with applications already in progress with the District were permitted to obtain provincial registration on a provisional basis and the Province did not take enforcement action on these listings.

Staff provided a progress update on short-term rental business licences to Council on September 15, 2025. This update noted that although the majority of licence applications had been processed, approximately 100 were pending or not yet processed. The main reasons were:

- lack of required off-street parking;
- licence application for an unregistered or unauthorized secondary suite (signing of a declaration and/or suite registration required first); or
- missing application information or payment.

On November 17, 2025, Council considered optional approaches and endorsed an approach for managing compliance with the parking requirements for short-term rentals and directed staff to process pending business licence applications in accordance with the recommended approach.

Staff have reviewed all pending business licences from 2025, continue to process new STR applications, and liaise with the Province on the implementation of their registration program and enforcement efforts.

A history of Council and provincial activities related to short-term rentals, including report links, is provided in **Attachment 1** for reference.

ANALYSIS:

As of June 11, 2026, there are 753 issued STR business licences in the District. This represents a significant increase of 299 licences from September 8, 2025 (454 issued licences), indicating strong uptake and compliance following implementation of the District's regulatory framework.

A breakdown of business licence status is provided in **Table 1** below.

Table 1: Business Licence Application Status – July 6, 2026

Business Licence Application Status	Number
Issued for 2026	753
Active or Renewal Pending	42
Cancelled/Withdrawn/Closed	17
Total	812

There are currently 42 active applications. While some are currently being processed, others are awaiting applicant action (e.g. missing documents or unpaid application fees). Several are pending renewals from 2025 and payment is outstanding for 2026. Staff saw an increase in applications leading up to the FIFA World Cup; fourteen applicants specifically cited the FIFA World Cup as a motivation for obtaining a licence. This suggests a temporary increase in demand can be linked to major events.

A breakdown of the dwelling unit types in which STRs are located is shown in **Table 2** below.

Table 2: Dwelling Unit Type of Issued Business Licences - July 6, 2026

Dwelling Unit Type	Number
Single-family Secondary Suite	425
Single-family Main Dwelling Unit	323
Coach House	4
Strata (townhouse, duplex, condo, etc.)	1
Total	753

Notably, 34 applications were submitted by tenants with landlord permission, indicating some participation in the STR market by renters (21 for a single-family main dwelling unit and 13 for a secondary suite).

Parking Agreements:

Since Council endorsement of a parking management approach on November 17, 2025, three applications for parking agreements on District property (on-street boulevard space) have been received, and one has been issued so far. Formal applications were not received for the other potential STRs with insufficient parking.

Business Licence Appeals:

Since introduction of District STR business licensing, one appeal has been received from an applicant who was denied a business licence.

In that instance, the applicant was unable to meet the minimum requirement of one off-street parking space. Staff informed the applicant of the District's parking management approach and advised that they could enter into a licence agreement for use of District boulevard or construct a parking space within their own property, thus satisfying the STR parking requirement. The applicant did not wish to enter into an agreement and appealed the business licence denial. On January 26, 2026, Council upheld the decision to not issue a business licence for the property due to insufficient parking.

The applicant has since applied for a parking licence agreement to support a business licence application for a short-term rental. However, several outstanding requirements remain to be addressed before the parking licence agreement, and the business licence can be issued.

Complaints:

Since April 15, 2025, five short-term rental related complaints (leading to a case created by staff) have been submitted. The nature of the complaints include:

- STR guests parking in front of the complainant's property;
- Suspected operations without a business licence; and
- STR operating in a recreational vehicle.

Staff followed up with the appropriate parties and each complaint case has been resolved. Staff also continue to receive many inquiries about STR regulations. Information on STRs can be found here: [Apply for a short-term rental business licence](#).

Continued Coordination with the Province:

The provincial Short-term Rental Branch continues to implement its STR registration program and enforcement measures. As part of the program, STR hosts are required to provide a valid municipal business licence as a condition of obtaining provincial registration.

The Province continues to improve its online STR Data Portal, and regular updates are given to municipalities. The STR Data Portal is a useful tool for municipalities to report any inconsistencies with business licensing, and request take-downs from advertising, if necessary. The Province is proactive in monitoring listings which do not have a valid provincial registration number and requiring the platform (for example, Airbnb) to remove the listing.

Future Harmonization of Short-term Rental Uses:

The District currently has three “tourist accommodation services” defined in the Zoning Bylaw. These are forms of short-term rentals: STRs, bed and breakfasts, and boarders and lodgers. In order to reflect current business practices and reduce regulatory overlap, staff will undertake further analysis and outreach and consider if these uses could be harmonized under one umbrella use.

Other accessory, non-residential uses that may have overlapping impacts, such as home occupations, will also be considered. Any recommendations arising out of this work (e.g. potential regulatory or bylaw amendments) will be presented to Council in conjunction with future updates to the Zoning Bylaw.

IMPLICATIONS:

Financial Implications:

The intake of business licences associated with short-term rentals creates revenue for the District which assists in covering the cost of increased staff time required to process applications, and any enforcement. \$138,804 in business licence fee revenue was collected in 2025, and \$278,015 in 2026.

As of May 31, 2026, \$201,084 in Online Accommodation Platform (OAP) revenue has been generated for 2026, with \$89,088 received and the remaining balance in payment processing. OAP revenue is additional tax collected from platforms such as Airbnb under the Municipal and Regional District Tax program, and it must be used towards affordable housing initiatives.

CONCLUSION:

The District has successfully implemented a comprehensive STR licensing framework, with strong uptake and limited complaints to date. Staff will continue to process short-term rental business licence applications, monitor compliance and coordinate with the Province, while exploring opportunities to streamline regulations through future Zoning Bylaw updates.

Respectfully submitted,



Holly Adams
Community Planner

ATTACHMENTS:

1. History of Council and provincial activities related to short-term rentals

REVIEWED WITH:			
☐ Business and Economic	_____	☐ Finance	<u>mg</u>
☐ Bylaw Services	_____	☐ Fire Services	_____
☐ Clerk's Office	_____	☐ GIS	_____
☐ Climate and Biodiversity	_____	☐ Human Resources	_____
☐ Communications	_____	☐ Integrated Planning	_____
☐ Community Planning and Housing	<u>37c</u>	☐ ITS	_____
☐ Development Planning	_____	☐ Parks	_____
☐ Engineering Operations	_____	☐ Real Estate	_____
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		☐ Museum and Archives	_____
		☐ NSEM	_____
		☐ NS Health	_____
		☐ NVRC	_____
		☐ RCMP	_____
		☐ Other:	_____

HISTORY OF COUNCIL AND PROVINCIAL ACTIVITIES RELATED TO SHORT-TERM RENTALS

Table 1: Summary of Previous Council and Public Engagement on Short-term Rentals

Date	Description
November 28, 2017	Council Workshop on the impact of short-term rentals and regulatory options
June 11, 2018	Report to Regular Council on a draft regulatory framework and bylaws
June – August 2018	Public engagement on the draft regulatory framework (online survey and three pop-up events)
November 25, 2019	Council Workshop on engagement findings and three revised options. Committee directed staff to engage with Rental, Social and Affordable Housing Task Force (RSAHTF)
October 8, 2020	Presentation to RSAHTF on the proposed regulatory approach
April 11, 2022	Council Workshop on housing options for single family neighbourhoods, including regulatory options for short-term rentals
May 9, 2022	At the Regular Meeting of Council on May 9, 2022 Council directed staff to proceed with public engagement on options for regulating short-term rentals
May 30-June 19, 2022	Public engagement on short-term rentals focused on questions related to the housing types in which they should be permitted
April 17, 2023 and May 8, 2023	Council Workshops on engagement findings and regulatory framework and enforcement approach options
July 24, 2023	First Reading of regulatory framework bylaws
October 10, 2023	Public Hearing and Public Meeting on the regulatory framework bylaws
March 4, 2024	Council consideration of regulatory framework bylaws
January 20, 2025	Council Workshop on regulatory options for short-term rentals
March 3, 2025	First Reading of regulatory framework bylaws
April 1, 2025	Public Hearing and Public Meeting on the regulatory framework bylaws
April 14, 2025	Second and Third Bylaw Readings on the regulatory framework bylaws
April 22, 2025	Adoption of the regulatory framework bylaws
July 7, 2025	Adoption of longer length of stay regulation for short-term rentals and bed and breakfasts
November 17, 2025	Council Endorsement of parking approach for non-compliant properties

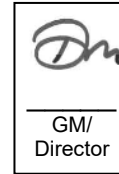
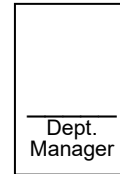
Table 2: Key Dates for Provincial and District Regulations

Description	Timing
<i>Short-Term Rental Accommodations Act</i> adopted by Province	October 26, 2023
Provincial principal residence requirement comes into effect	May 1, 2024
Platforms required to display business licences (if applicable)	May 1, 2024
Data sharing from short-term rental platforms began (provincial portal) (DNV in progress to join portal)	Summer 2024
New provincial compliance and enforcement operational	Early 2025
District initiates communications with residents on new regulations	Spring 2025 (ongoing)
District intake of 2025 STR business licence applications	April 15, 2025
Provincial host and platform registry to be operational- registration required to avoid service disruption	May 1, 2025
Deadline to receive District business licence for existing applications, and complete provincial registration	August 15, 2025 (further for pending applications)

Description	Timing
All <i>new</i> provincial registration applications must have valid municipal business licence to apply	August 1, 2025
District's proactive enforcement of regulations begins	Early 2026

☒ Info Package

Date: July 30, 2026



The District of North Vancouver INFORMATION REPORT TO COUNCIL

July 30, 2026

AUTHOR: Nima Karimabadi, Manager Building and Inspections
Lisa Stalham, Section Manager Administration and Continuous Improvement

SUBJECT: DAPR Update – Additional Information

REASON FOR REPORT

To provide additional information further to discussion at the June 29, 2026 Special Meeting of Council regarding agenda item 8.2 titled DAPR Update and Construction Bylaw Amendments.

DISCUSSION

Building permit applications on DNV.org

Council requested an opportunity to see the building permit application process from the applicant's perspective and expressed an interest in how technology will be leveraged to assist applicants.

As part of the DAPR initiative, staff are taking an incremental approach to improving the application experience on DNV.org.

The first round of enhancements – scheduled to go live in the coming weeks – focuses on ensuring that online content is complete, clear, accurate, and easy to find. This will help applicants better understand and navigate the application process and requirements.

Following this content update, the focus will shift to improving how information is presented on the website, potentially through a 'hub-like' experience and enhanced content, such as simple explainer videos, to help applicants understand more complex requirements.

The final phase involves providing a more robust, interactive experience with the addition of tools powered by artificial intelligence. Staff are exploring the feasibility of creating a 'wizard' that would walk an applicant, step by step, through their project, and then provide a customized list of requirements, checklists, and other tools that they could save to their MyDNV accounts. The addition of an AI agent is being explored that

could answer users' questions, such as what is permitted on their property under the zoning bylaw.

To support this work, the DAPR program successfully secured a second Local Government Development Approvals Program (LGDAP) grant in 2026 that contributes \$50,000 to digitize the Zoning Bylaw. This will allow the zoning regulations to be dynamically presented on DNV.org, integrated with online permit services, and used by emerging technologies such as artificial intelligence and automated compliance tools.

Staff will advise Council as soon as this first round of enhancements is live. Furthermore, staff will offer one-on-one demonstrations for members of Council who wish to walk through the customer experience.

Standardised Housing Design

As discussed at Council, the federal and provincial governments have developed tools including standardised housing designs to support building permit projects. Standardised housing designs are intended for use by property owners, designers, builders, and housing providers to improve efficiency when applying to local building authorities.

Such tools include:

- The Province's [Standardised Housing Designs Catalogue](#);
- CMHC's [Housing Design Catalogue](#);
- BC Housing's and Metro Vancouver Housing's [Digitally Accelerated Standardised Housing \(DASH\)](#).

The District does not dictate the source of designs used by an applicant. Rather, the District's role as the building authority is to review, permit, and inspect for compliance with zoning, building code, and other applicable regulations. Applicants may utilize a standardised design; however, site-specific refinement may still be required to meet zoning, building code, and other bylaw requirements.

Staff are aware of a DASH design being used for Metro Vancouver Housing Corporation's Riverside Affordable Housing project for which Council issued the Development Permit on July 13, 2026. Staff have not yet received the building permit application for this project.

Staff are exploring opportunities to highlight available tools on DNV.org.

Permitting for home energy upgrades

Council expressed an interest in DAPR's review of permit processes that support residents completing energy upgrades to their homes.

Staff continue to identify and implement improvements to customer experience while maintaining applicable safety and code requirements.

Heat pumps

Staff recently introduced a simplified heat pump permitting process through a dedicated web page and online application form that provides a clearer and more streamlined customer experience, see [apply to install a new heat pump](#). A single application can be submitted and all permits (electrical, heating, and/or gas) are processed at the same time. The updated process simplifies the experience without impacting Building Code or Technical Safety BC requirements.

This work supports the North Shore [Jump On A New Heat Pump](#) initiative and broader energy efficiency objectives.

EV charging

For single-family new construction, staff verify during the building permit review that EV charging requirements for the Zoning Bylaw and Building Code are incorporated, while on existing single-family properties, EV charging installations generally require a standard electrical permit.

For existing multi-family buildings, the situation can be more complex, as challenges often exist with respect to sufficient electrical capacity. This is a key barrier for those wishing to make the switch to an electric vehicle and the District has expanded our public electric vehicle charging network to provide access to charging for those who are unable to charge at home.

Provided electrical capacity is sufficient, staff have not identified significant administrative barriers associated with electrical permits for EV charging, but further review of trade permits is scheduled as part of the DAPR workplan.

MOU to streamline hazard tree management

Council requested more information on the memorandum of understanding (MOU) that staff are exploring. The aim is to streamline management of Hazardous Trees on Greater Vancouver Water District and Metro Vancouver-owned properties throughout the District. This agreement contemplates an exemption from the requirement to obtain a District Tree Permit for Hazardous Tree(s) as part of Water Services and Regional Parks operations subject to agreed criteria and notification. The MOU would have no impact on the public's tree permit application process.

Stormwater management

Stormwater management is a known challenge that is being tackled in multiple ways through the DAPR project.

Staff are already seeing improved stormwater management designs with permit applications since launching the redesigned single-family building permit review process and publishing a new [technical guide to stormwater management requirements](#) on the District's building permits web page.

Further, through the introduction of the new residential R1 and R2 zones, there is less incentive for deep excavation which may result in a reduced demand for complex stormwater solutions. This will be monitored through DAPR's continuous improvement model.

To effect further improvements, the 2026 LGDAP grant mentioned above contributes \$150,000 to an off-site infrastructure servicing review. This project will establish and execute a plan for utility service system modelling and make recommendations for policies and standards. This work will support utility modelling, improve consistency in servicing requirements, reduce review timelines, and improve the customer experience for future development applications.

DAPR Reporting

As part of the DAPR commitment to continuous improvement, progress on each initiative will be monitored and reported to allow continued refinement.



Figure 1: DAPR's continuous improvement cycle

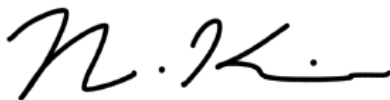
Staff are considering options for reporting on progress, including real-time online updates similar to the District's [progress on our housing objectives](#) page, and performance measures that will assist applicants in planning their projects.

The DAPR team will continue to maintain the online [DAPR project updates](#) and provide biannual updates to Council.

Concurrence

This report has been reviewed by Development Engineering, Environmental Protection, Climate Action, and Digital Services.

Respectfully submitted,



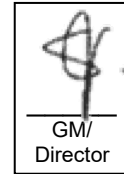
Nima Karimabadi
Manager
Building and Inspections



Lisa Stalham
Section Manager
Administration and Continuous Improvement

REVIEWED WITH:

☐ Business and Economic	_____	☐ Facilities	_____	External Agencies:	
☐ Bylaw Services	_____	☐ Finance	_____	☐ Library Board	_____
☐ Building and Inspection	_____	☐ Fire Services	_____	☐ Museum & Arch.	_____
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☐ Digital Services	JM	☐ Planning	_____		
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☐ Environmental Protection	EN	☐ Transportation	_____		

☐ Info Package
Date: August 5th, 2026

The District of North Vancouver INFORMATION REPORT TO COUNCIL

August 5, 2026

AUTHOR: Kyle Dupuis, Project Manager, Parks Capital Projects

SUBJECT: Project and construction updates – Baden Powell Entrance and Stair Renewal at Panorama Drive

REASON FOR REPORT:

To provide Mayor and Council with information on the Baden Powell (BP) entrance and staircase renewal project located at Panorama Drive, including the upcoming construction timeline, anticipated impacts, and proposed trail and parking closures from September to December 2026.

SUMMARY:

Starting September 2026, construction activities near Panorama Drive will update the Baden Powell trailhead and renew the existing timber staircase, structures, and trail. This project will replace aging assets, including timber stairs, garbage bins, signage, retaining walls, asphalt driveway, drainage infrastructure, and fencing, and reduce pedestrian congestion at the trailhead.

Construction is expected to last 12 to 14 weeks, with temporary no parking and trail closures planned over the duration of work. District and contractor vehicles, machinery, personnel, and materials will be staged on-site and along Panorama Drive, with intermittent periods of single-lane alternating traffic to facilitate the safe movement of construction materials and machinery to and from the project site. These impacts are needed due to the existing site footprint being constrained by narrow access and height restrictions along with limited space between District land and adjacent private property.

We anticipate temporary trail closures to the trail will start in late September, as required during key segments of this staircase renewal and paving work, where no alternative pedestrian detours are available aside from the Baden Powell trailhead off Indian River Drive. To alleviate pedestrian bottlenecks caused by the narrow, tree-dense terrain—which makes widening the current path difficult due to tree root conflicts—a new, separate "up-route" and "down-route" trail system (Figure 1 and 2) will be introduced to improve traffic flow for trail users and can be utilized as a pedestrian bypass during construction. Re-opening of the entrance and staircase is planned for early December 2026.



Figure 1. Existing state (top) and updated state (bottom) of the trailhead off Panorama Drive



Figure 2. Work zone and parking impacts by Panorama Drive

BACKGROUND:

The Baden Powell trail is a ~42-kilometre rugged hiking route that spans the North Shore, linking Horseshoe Bay in West Vancouver to Deep Cove Park in North Vancouver. A key attraction along the trail is the Quarry Rock viewpoint—an elevated lookout over Indian Arm that draws substantial year-round foot traffic, with over 300,000 visitors annually.

Access to the trail to the Quarry Rock viewpoint starts at Panorama Drive, where the first set of wooden stairs are now over 24 years old (last replaced in 2002) and have reached the end of their service life.

The existing trail entrance starts with a narrow gravel path and a series of wooden staircases ranging from 0.9 metres (3 feet) to 1.2 metres (4 feet) in width. The aging stairs, along with their associated retaining walls and handrails, are in poor condition and can no longer accommodate the capacity required to support two-way movement of pedestrian traffic.

SUBJECT: Project and construction updates – Baden Powell Entrance and Stair
Renewal at Panorama Drive

August 5, 2026

Page 4

To address aging infrastructure, manage pedestrian demand, and improve foot traffic flow in and out of the Baden Powell, DNV Parks will be replacing and revitalizing the trail entrance trailhead and staircase starting in September 2026. This project focuses on rebuilding the stairs using basalt rock, along with creating a two-way trail system for pedestrians entering and exiting the Baden Powell trailhead.

EXISTING POLICY:

Replacement of the staircase and entrance improvements aligns with the 2012 Parks Open Space Strategic Plan, Asset Management Policy, and Natural Areas Trails Strategy emphasizing the opportunity to improve trailhead amenities that support trail user needs.

ANALYSIS:

Concurrence:

The Parks Department is working closely with Engineering Infrastructure Services, Environment, Communications, Engineering Public Works, and the Tsleil-Waututh Nation to plan and prepare for the replacement of this staircase and improvements to the entrance. A comprehensive communications plan is being developed to raise awareness about the project and related impacts amongst visitors and residents.

Financial Impacts:

The budget for this renewal project is \$585,000 and is included in the current 2026 Financial Plan. This budget will cover renewal of over 100 m of trail structures, retaining walls, 45 m of fencing, consolidation of site signage, re-paving of the asphalt driveway off Panorama Drive, new storm drainage connections, drainage improvements, design, engineering, archaeology, and permitting costs.

Liability/Risk:

The project area is limited by available District land, constrained by private property, electrical lines, limited parking, and narrow access from Panorama Drive. Due to the lack of available detours, temporary trail closures will be required for key segments of staircase renewal, where no bypass options are available on-site due to steep terrain. District crews will try to keep the trail open as long as possible but will require temporary trail closures to facilitate staircase replacement and restoration paving work.

Environmental Impact:

Ground disturbance and vegetation loss are expected during construction, with revegetation and restoration efforts planned towards late Fall of 2026. Pre-emptive tree trimming and grubbing activities will take place during construction, and any disturbed areas will be replanted.

SUBJECT: Project and construction updates – Baden Powell Entrance and Stair
Renewal at Panorama Drive

August 5, 2026

Page 5

Conclusion:

The proposed improvements to the Baden Powell Trail entrance and the replacement of the stairs at Panorama Drive look to address infrastructure renewal needs, enhance public amenities, and align with the District's strategic plans. These enhancements will not only improve the experience for the large volume of trail users but will also reduce future maintenance demands and environmental impact.

Respectfully submitted,



Kyle Dupuis
Project Manager, Parks

REVIEWED WITH:

☐ Sustainable Community	_____
☐ Development Services	_____
☒ Engineering Infrastructure Services	_____
☒ Engineering Public Works	_____
☒ Climate Action and Parks	_____
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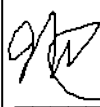
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External Agencies:

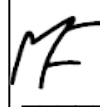
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☐ NVRC	_____
☐ Museum & Arch.	_____
☐ Other:	_____

☐ Info Package

Date:


 Dept.
Manager


 GM/
Director


 CAO

The District of North Vancouver

INFORMATION REPORT TO COUNCIL

July 30, 2026

File: ENGOPS-778840599-1900

AUTHOR: Tom Madigan – Section Manager, Fleet & Solid Waste**SUBJECT:** Electric Garbage Truck Pilot – Outcomes and Next Steps**REASON FOR REPORT:**

To inform Council of the results of the electric garbage truck pilot, explain why the vehicle is not suitable for full residential collection service under current operating conditions, and outline how the findings will inform future solid waste fleet decisions.

SUMMARY:

The District conducted a pilot program from October 2024 to May 2026 to evaluate the suitability of current electric garbage truck technology for the District's residential solid waste collection services.

While the vehicle achieved significant emissions and fuel reductions, along with reduced maintenance costs, it was unable to consistently complete assigned residential collection routes due primarily to battery capacity limitations under the District's operating conditions.

The vehicle is therefore not currently suitable for full residential service delivery under the District's operating conditions and will be returned to the vendor.

The pilot has provided valuable operational insight into the current capabilities, fuel and maintenance cost savings, and operational limitations of current electric garbage truck technology within the District's service context and will inform future solid waste fleet decisions as electric truck technology continues to mature.

BACKGROUND:

In July 2022, the District initiated a pilot program to evaluate the operational viability of an electric garbage truck for residential solid waste collection services and inform future fleet replacement decisions.

Fleet operations account for nearly 50% of corporate emissions, making them a key focus area for decarbonization efforts. Within the fleet, refuse trucks represent the largest source of emissions and therefore offer the greatest opportunity for reductions. Their predictable operating schedules make them particularly well suited for electrification. In addition to the

significant emissions benefits, electric refuse trucks can deliver substantial fuel and maintenance cost savings over their lifetime. For these reasons, this pilot project was initiated, to evaluate the feasibility and benefits of transitioning refuse collection operations to electric vehicles.

The vehicle was delivered in fall 2024 and entered full operational testing in August 2025 following an extended period needed for commissioning and manufacturer adjustments.

The pilot was intended to assess whether an electric garbage truck could effectively perform the District's residential collection duties under the operational and geographic conditions experienced within the community, and achieve the required duty cycle while accommodating:

- Steep terrain and elevation changes;
- Stop-and-go residential collection operations;
- Garbage and organic stream collection requirements including seasonal variations;
- Seasonal weather conditions; and
- Daily route duration and payload demand

During the test period, the electric garbage truck was assigned to complete:

- Every residential collection route;
- Multiple operational scenarios and payload conditions.

The intent was to fully assess the truck's capacity and capability to meet the District's service expectations and duty cycle across the entire residential collection system.

EXISTING POLICY:

The pilot aligns with the District's climate objectives, including the Community Energy and Emissions Plan (CEEP) and the Electric Vehicle Strategy.

ANALYSIS:

The main objective of the pilot was to assess the feasibility of the electric garbage truck to reliably and safely complete the required duty cycle.

The primary finding of the pilot was that the truck was unable to consistently achieve the necessary duty cycle due to battery capacity limitations.

During the assessment period, the truck achieved an estimated 70% – 75% of the operational demands expected of a conventional internal combustion diesel collection vehicle.

Operationally, this meant:

- The truck frequently approached battery depletion before route completion;
- Operators were regularly required to return early or adjust work assignments due to battery capacity;
- While the truck was interchangeable across all route topography 90% of the time, the vehicle was unable to consistently complete full daily routes under normal operating conditions.
- January 9, 2026 through May 1, 2026 the truck required assistance to complete its assigned route 35% of the time, primarily due to battery capacity.
- 17% of the time battery capacity was at critical levels (less than 10%) at end of day.
- These results confirm that the current configuration does not provide sufficient capacity to reliably support residential collection operations.

Despite operational challenges, the EV truck offers a number of benefits:

- Quieter operations with less vibration and an easier cycling process along with reduced greenhouse gas and particulate emissions, resulting in better air quality outcomes and operating conditions
- Reduced maintenance costs: 90% fewer engine components, no exhaust after treatment, less friction and heat and regenerative braking reducing wear on these components
- Maintenance costs were 63% lower, resulting in savings of \$25,000 annually; fuel costs were 82% lower, resulting in \$36,000 annual savings, with total annual savings of \$61,000 per year.

However, a critical requirement of the District's collection operation is the ability for collection vehicles and crews to assist other routes or crews as operational demands change throughout the day, including assisting delayed routes, managing breakdowns, addressing increased material volumes, and covering staffing shortages.

The electric garbage truck was unable to provide this operational flexibility due to battery limitations. The truck was frequently operating at or near its maximum range while attempting to complete assigned duties, which it failed to do on at least 35% of occasions.

As a result, additional vehicles and crews were required to absorb workload, reducing operational resiliency and increasing coordination requirements.

The District's residential collection program operates on tightly scheduled timelines and requires consistent and reliable daily vehicle performance.

The pilot demonstrated that the current electric garbage truck technology, as configured during the pilot, presents challenges in:

- Maintaining consistent route completion;

- Supporting extended operational demands;
- Providing adequate reserve operating capacity.

These limitations increase the risk of delayed or incomplete collections, increased overtime, and reduced reliability during peak periods.

Concurrence:

Climate Action & Parks have provided their concurrence with this report.

Financial Impacts:

The electric garbage truck incurred lower fuel and maintenance costs during deployment than conventional diesel collection vehicles operating under similar conditions.

Fuel costs were approximately 82% lower, producing an estimated \$14,000 savings between January and May 2026.

Maintenance costs were approximately 63% lower, producing an estimated \$39,000 savings between October 2024 and May 2026, due to fewer moving parts compared to a conventional truck.

However, these savings should be interpreted cautiously because the electric truck was unable to complete the same operational duty cycle as a conventional diesel collection vehicle. As a result, the pilot does not support a direct like-for-like cost comparison or full fleet replacement decision at this time.

The capital purchase cost of an electric garbage truck has also increased from approximately \$900,000 to \$1,200,000 during the pilot, with the Province currently offering incentives of \$156,000 per vehicle. The capital cost of a conventional internal combustion diesel collection vehicle has also increased during the trial from \$575,000 to \$625,000.

Climate and Environment Implications:

The District has adopted targets of a 45% reduction in emission by 2030 and zero emissions by 2050. Garbage collection vehicles are among the most fuel-intensive vehicles in municipal fleets, are operated continuously and consistently on a daily basis, and thus represent the most promising opportunity for reducing fleet emissions and making progress towards achieving the District's emission reduction targets. Electric trucks are also quieter and produce fewer fine particulate emissions.

The pilot demonstrated that electric collection vehicles can reduce greenhouse gas emissions, noise, and local air pollutants during operation. The pilot vehicle produced an estimated GHG reduction of 44,590 kgCO₂e/year versus a diesel collection vehicle.

SUBJECT: Electric Garbage Truck Pilot – Outcomes and Next Steps

July 30, 2026

Page 5

Conclusion:

The electric garbage truck pilot provided valuable evidence-based insight into the current capabilities, benefits, and limitations of heavy-duty electric garbage truck technology in the District's operating environment.

The pilot demonstrates that while heavy-duty electric collection vehicles can provide emissions and operating cost benefits, current technology is not yet capable of reliably meeting the District's current residential collection requirements.

The pilot vehicle is therefore not suitable as a replacement of a conventional diesel vehicle and will be returned to the vendor.

Staff will continue to monitor technology improvements and use the pilot findings to inform future solid waste fleet replacement decisions.

Respectfully submitted,



Tom Madigan
Section Manager, Fleet and Solid Waste

REVIEWED WITH:

☐ Sustainable Community	_____	☐ Clerk's Office	_____	External Agencies:	
☐ Development Services	_____	☐ Communications	_____	☐ Library Board	_____
☐ Utilities	_____	☐ Finance	_____	☐ NS Health	_____
☐ Engineering Operations	_____	☐ Fire Services	_____	☐ RCMP	_____
☒ Climate Action & Parks	CJ _____	☐ ITS	_____	☐ NVRC	_____
☐ Environment	_____	☐ Solicitor	_____	☐ Museum & Arch.	_____
☐ Facilities	_____	☐ GIS	_____	☐ Other:	_____
☐ Human Resources	_____	☐ Real Estate	_____		_____



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Manager:

CAO Notified:

CREATED BY: Matt Dasilva

REQUESTED BY: Matt Dasilva - Construction Department

DESCRIPTION OF WORK: Milling and Paving Works

LOCATION: Main Street (Mountain Hwy to Boundary with CNV)

START DATE: Week of August 10th

END DATE: August 14, 2026

DAYS OF THE WEEK	EXTENDED HOURS	OVERNIGHT
✓ Monday – Friday	10:00 pm to 6:00 am	✓
Saturday	to	
Sunday	to	

ADDITIONAL INFORMATION:

Please note that the extended work hours noted above do not represent continuous construction activity. The extended hours are to provide project flexibility and allow the work to be completed as efficiently as possible. Work will be scheduled and coordinated to minimize impacts to residents, pedestrians, transit users, and other municipal stakeholders wherever practicable.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	concrete works	generators	✓ lighting
pumps	✓ compaction	hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

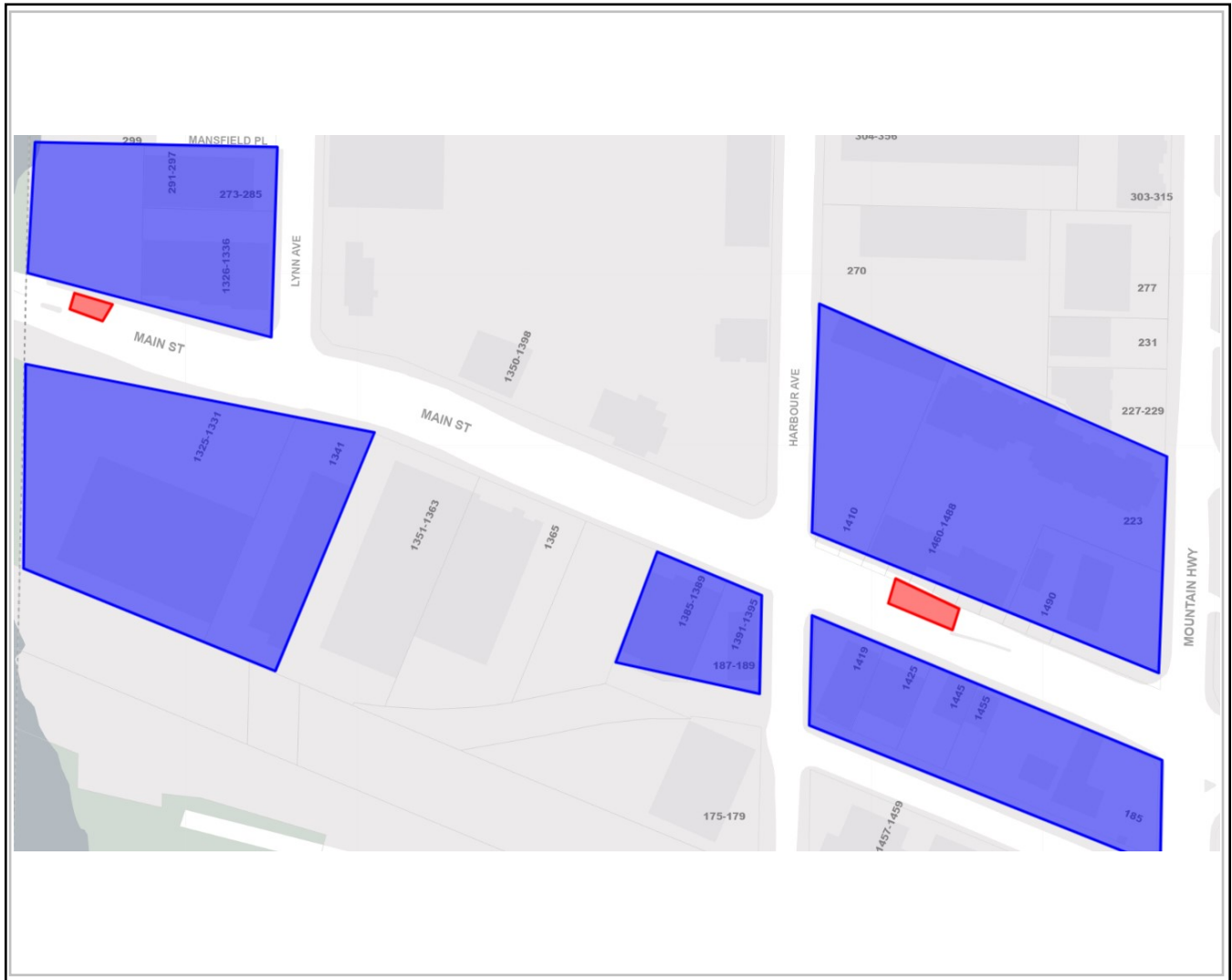
Temporary traffic pattern changes will be implemented during construction activities to facilitate the safe and efficient movement of traffic. Project updates will be communicated through Changeable Message Signs (CMS) located near the work area.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

**ADDITIONAL INFO:**

The initial work plan was to begin construction in the early morning hours to minimize impacts on traffic. However, after further discussion with the contractor, concerns arose regarding the feasibility of completing all necessary work within the shortened construction window. As a result, the decision was made to transition to an overnight shift, allowing the work to proceed more efficiently with minimal disruption from traffic.

This approach also provides the opportunity to complete the work in a single shift, rather than potentially requiring two separate morning shifts, which will help reduce overall construction costs. Given that the work is primarily taking place within an industrial area, the anticipated noise impact on nearby residents is also expected to be minimal.



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Michael
Toland

Digitally signed by
Michael Toland
DN: cn=Michael Toland
ou=Users
Reason: I am approving
this document
Location:
Date: 2025-08-11
11:58:27-00

Manager:

Michael
Toland

Digitally signed by
Michael Toland
DN: cn=Michael Toland
ou=Users
Reason: I am approving
this document
Location:
Date: 2025-08-11
11:58:27-00

CAO Notified:

Mike
Fox

Digitally signed by Mike
Fox
DN: cn=Mike Fox
ou=Users
Reason: I am approving
this document
Location:
Date: 2025-08-11
14:43:47-00

CREATED BY: Sean Ramsden, Senior Construction Technologist

REQUESTED BY: AC Civil Contracting on behalf of Darwin Contracting

DESCRIPTION OF WORK: Sanitary Sewer Main Intersection Crossing

LOCATION: 1080 Marine Drive

START DATE: August 12, 2026

END DATE: August 21, 2026

DAYS OF THE WEEK	EXTENDED HOURS		OVERNIGHT
✓ Monday – Friday	8:00 pm	to 6:00 am	✓
✓ Saturday	8:00 pm	to 6:00 am	✓
Sunday		to	

ADDITIONAL INFORMATION:

AC Civil Contracting will be completing underground utility work in the intersection of Marine Drive and Lloyd Avenue August 12th to 21st between 8:00pm and 6:00am for the private development at 1080 Marine Drive. This work requires the installation of a bypass pump and line to the sanitary sewer connection across the intersection.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	concrete works	generators	✓ lighting
✓ pumps	✓ compaction	✓ hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	✓ sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

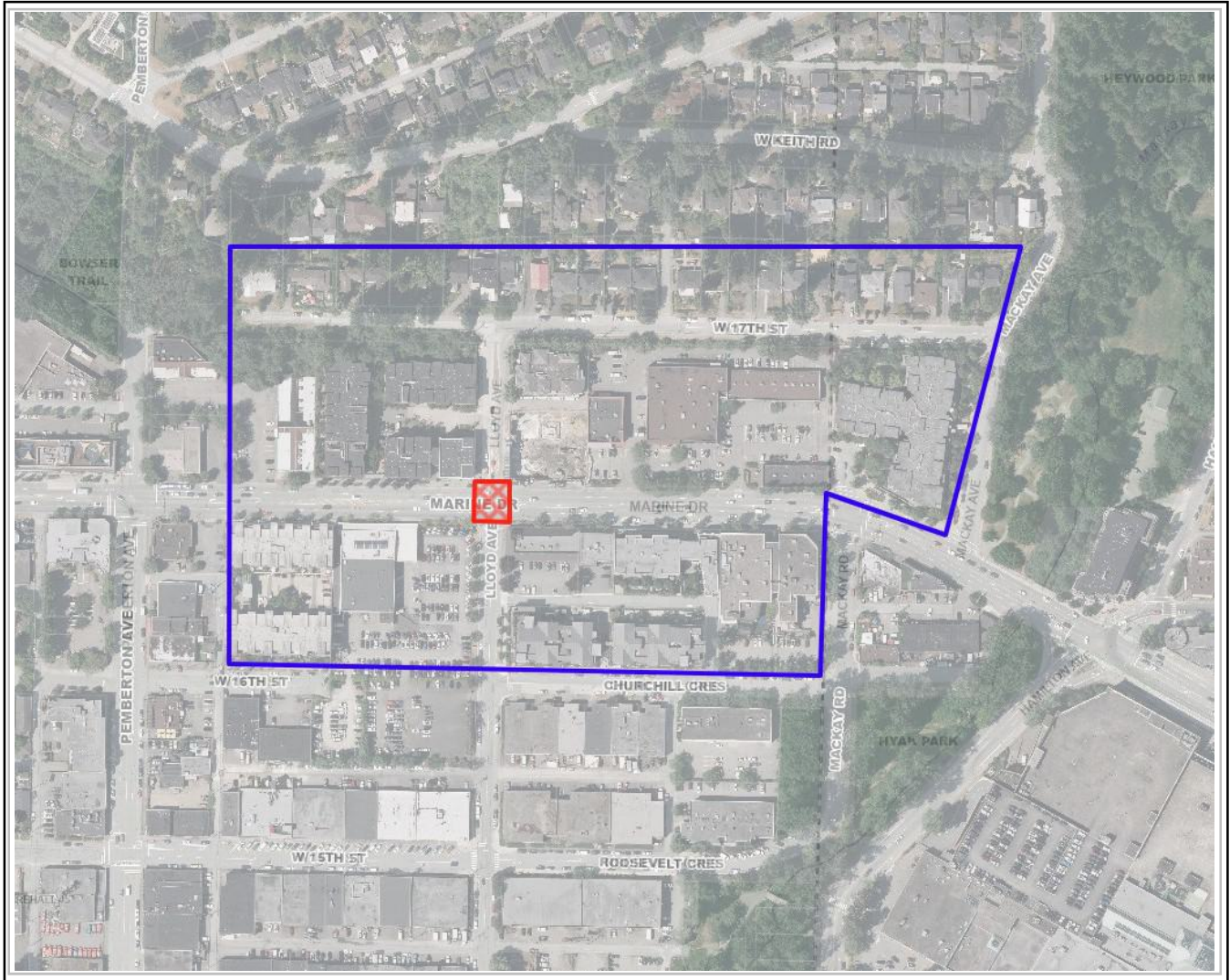
The contractor estimates the work will take 7-night shifts to complete. As this is complex civil utility work that involves crossing other utilities, the work schedule will be subject to change. The work will involve traffic control, lighting, trucking, excavating, compacting, and excavating equipment. Saw cutting and excavating during daylight hours to mitigate construction noise impacts.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

**ADDITIONAL INFO:**

The contractor has provided late notice to proceed with night works due to design changes and delays to work on site. The District is approving the noise exemption to avoid further delays to completing the off-site civil works and further impacts to the travelling public, neighbouring residents and businesses.



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Michael Toland

Digitally signed by Michael Toland
DN: cn=Michael Toland, o=City of North Vancouver, ou=Engineering, email=mtoland@cityofnv.ca, c=CA
Reason: I am approving this document
Location
Date: 2025.08.11 15:25:07 -07

Manager:

Michael Toland

Digitally signed by Michael Toland
DN: cn=Michael Toland, o=City of North Vancouver, ou=Engineering, email=mtoland@cityofnv.ca, c=CA
Reason: I am approving this document
Location
Date: 2025.08.11 15:25:07 -07

CAO Notified:

Mike Fox

Digitally signed by Mike Fox
DN: cn=Mike Fox, o=City of North Vancouver, ou=Engineering, email=mfox@cityofnv.ca, c=CA
Reason: I am approving this document
Location
Date: 2025.08.11 15:12:47 -07

CREATED BY: Daniel Cifarelli

REQUESTED BY: Areva Living on Oxford St.

DESCRIPTION OF WORK: Mountain Hwy Road Reconstruction

LOCATION: 220 Mountain Hwy - Mountain Hwy from Main St - Oxford St

START DATE: August 20, 2026

END DATE: August 22, 2026

DAYS OF THE WEEK	EXTENDED HOURS		OVERNIGHT
Monday – Friday	8:00 pm	to 7:00 am	✓
Saturday		to 9:00 am	
Sunday		to	

ADDITIONAL INFORMATION:

Mountain Hwy requires road reconstruction from Main St to Oxford St. The developer is required to remove the existing asphalt, to replace up to 1m of gravel below the road prior to repaving. The plan consists of splitting Mountain Hwy in half, starting at 7pm and working continuously until base lift asphalt has been reinstated approximately 20 hours later, per side. Some traffic will be maintained on Mountain Hwy, with a Harbour detour also in place.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	concrete works	generators	✓ lighting
pumps	✓ compaction	hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	✓ sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

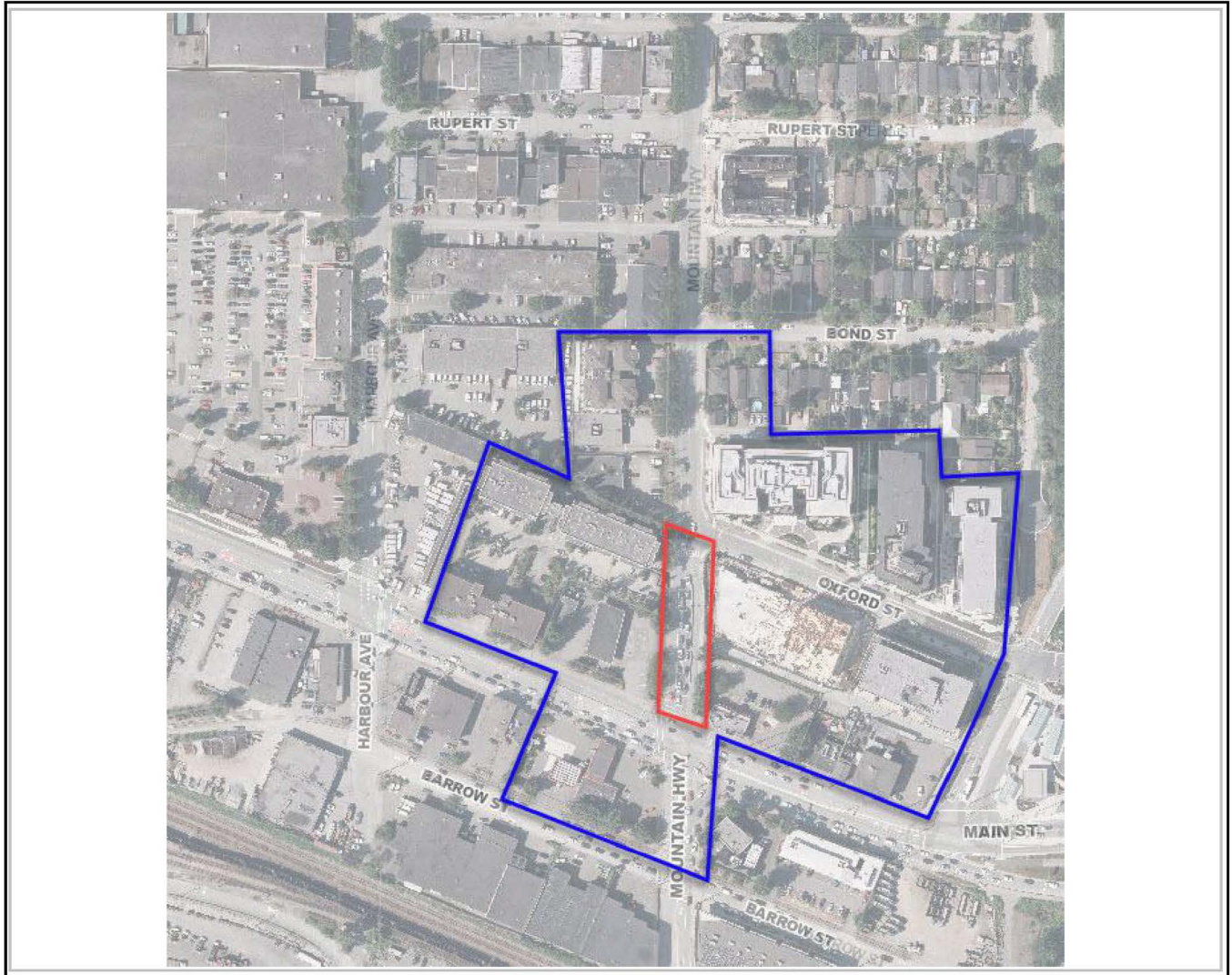
For the works on the NB side of Mountain Hwy, SB Mountain Hwy traffic will be maintained while the Harbour Ave detour will be used for NB Mountain Hwy traffic. We expect to maintain 1 lane of traffic in each direction for the works on the SB side of Mountain Hwy. This work will require heavy machinery for all aspects of the works and the noise is unavoidable. The schedule of works best aligns the loudest works to be during the day and reduces the amount of works through multiple rush hours.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

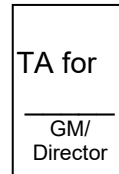
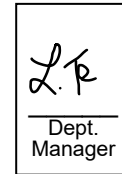
**ADDITIONAL INFO:**

Once the works commence on Mountain Hwy, traffic cannot be reinstated until base lift asphalt is reinstalled. Pending on how the first side goes, there may be a delay prior to the second side commencing. Due to the complexity of the works and tight timelines there is a risk that the works take longer than currently scheduled.

The developer is required to notify all impacted residents and DNV will deploy message boards to notify the traveling public.

☒ Info Package

Date:



The District of North Vancouver REPORT TO COUNCIL

August 6, 2026

AUTHOR: Eirikka Brandson, Community Planning

SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre

REASON FOR REPORT:

This report provides two separate but related updates on youth services in Lynn Valley: a) the Lynn Valley Services Society core grant agreement terms, and b) upgrades to the Grouse Room at Karen Magnussen Community Recreation Centre to support youth programming.

SUMMARY:

Council approved funding has enabled Lynn Valley Services Society to continue to expand youth programming through a youth coordinator position and related capacity building initiatives. Upgrades to the Grouse Room at Karen Magnussen Community Recreation Centre for youth drop-in programming are expected to be completed by the end of September 2026. These initiatives represent an interim approach to expanding youth services and increasing access to youth space in Lynn Valley while longer term planning for a youth centre continues.

BACKGROUND:

Lynn Valley Services Society (LVSS) is a not-for-profit charitable organization that operates Mollie Nye House on behalf of the District of North Vancouver. The heritage building serves as a community hub, providing educational, social, health, recreational, and community programs for Lynn Valley residents and the broader community. The District has a longstanding partnership with LVSS and provides annual core funding to support community-based programs and services.

As part of its 2026 Core-funded Social Services grant application, LVSS requested funding to strengthen youth services in Lynn Valley through two distinct initiatives: capacity building to support the planning and development of youth programming, and a youth coordinator position to lead and deliver youth programming. The youth coordinator position had been funded through a one-time Building Safer Communities Fund grant under the Youth Friendly North Shore initiative that was set to expire in March 2026.

SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre

August 6, 2026

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[On January 26, 2026](#), Council approved a core-grant of \$97,303, including \$15,000 for LVSS' capacity building initiative but did not approve the request for the youth coordinator.

[On March 9, 2026](#), through the 2026–2030 Financial Plan, Council approved the following resolution:

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

District staff amended the 2026 Core-funded Social Services Grant Agreement to incorporate the position, associated funding, project objectives, and reporting requirements. The amended agreement has since been executed by the District and LVSS.

The District's investment in youth programming complements its long-standing commitment to improving youth spaces in Lynn Valley. The need for additional youth space has been recognized since the Lynn Valley Plan was adopted in 1997. Between 2001 and 2010, the District established the Lynn Valley Youth Centre Reserve Fund through development contributions. The reserve currently has a balance of \$268,291, which is restricted to capital improvements.

On [March 16, 2026](#), Council authorized a financial plan amendment for up to \$50,000 from the Reserve Fund for capital requirements to create a Temporary Youth Centre at Karen Magnussen Community Recreation Centre, funded from the Lynn Valley Youth Centre Reserve.

Along with LVSS, District and North Vancouver Recreation and Culture Commission (NVRC) staff had identified the Grouse Room as a viable opportunity to expand youth programming while longer term planning for a permanent youth centre continues.

EXISTING POLICY:

Official Community Plan (2011)

- Social Well-Being objective – to foster a safe, socially inclusive and supportive community that enhances the health and well-being of its residents.
 - Policy 6.3 Community Services, Programs, and Facilities – to provide, facilitate and support a range of community programs and social services that meet the needs of the community.

Municipal Youth Services Policies (2008)

The City and District of North Vancouver jointly adopted Municipal Youth Services Policies to guide the planning, delivery, and funding of youth services. These policies share the following vision:

SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre

August 6, 2026

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“To create relationships and opportunities that enable the development of youth to become meaningfully involved in the life of the municipality and to be healthy, engaged and valued members of the community.”

- [City and District of North Vancouver Municipal Youth Policy – Youth Services](#)
Policy 1 – Strategic Direction: promotes coordination, collaboration, and preventative youth services across partners
- [City and District of North Vancouver Funding Policy: Outreach Youth Services](#)
Policy 2 – Implementation Framework: outlines service delivery, partnerships, funding processes, and the role of the North Vancouver Recreation and Culture Commission
- [District of North Vancouver Outreach Youth Services – Core Funding Policy](#)
Policy 3 – Targeted support for at-risk youth: provides sustained core funding for services supporting at-risk youth, ensuring stability and continuity

ANALYSIS:

To implement Council's funding decision, staff amended Schedule A of Lynn Valley Services Society's Core-funded Social Services Grant agreement to reflect the following elements:

2026 Capacity Building – \$15,000

- Advance planning for youth program development in Lynn Valley in collaboration with community organizations;
- Strengthen partnerships with youth-serving organizations, including North Shore Neighbourhood House, Parkgate Services Society, Capilano Community Services Society, and the North Vancouver Recreation and Culture Commission; and
- Pilot youth programming at Karen Magnussen Community Recreation Centre.

2026 Youth Coordinator – \$25,000

- Provide a dedicated youth coordinator to support the development and delivery of youth programs in Lynn Valley;
- Engage youth in meaningful programs, services, and community initiatives by building relationships and understanding youth interests and needs; and
- Support youth and families by providing information, guidance, and referrals to appropriate community services and organizations.

Youth Coordinator Update:

The additional funding approved by Council allows LVSS to continue the youth coordinator position through 2026. The coordinator works approximately two days per week and is responsible for:

- coordinating regular youth programs and events, including programming approximately every second Wednesday;
- building partnerships with local youth-serving organizations;
- conducting outreach with local elementary and secondary schools;
- supporting youth engagement, communications, and program planning; and
- maintaining youth program information on the LVSS website.

SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre

August 6, 2026

Page 4

Grouse Room Update:

The expanded programming supported by the youth coordinator will be complemented by improvements to the Grouse Room at Karen Magnussen Community Recreation Centre, increasing access to space for youth programming and drop-in activities.

NVRC has retained a contractor to complete upgrades to the Grouse Room, and construction is now underway. The project is expected to be completed by the end of September 2026.

The upgrades will include new kitchen cabinets and countertops, storage cabinets, a new sink and faucet, electrical upgrades, appliances, a wall mounted television, and fresh paint throughout the space.

Once complete, the upgraded room will provide a space to support youth programming and community activities delivered by Lynn Valley Services Society, alongside with NVRC programming. Youth drop-in programming is anticipated to operate on Mondays and Wednesdays from 3:00 p.m. to 6:00 p.m.

Reporting and Accountability:

As required under the amended grant agreement, LVSS will submit its annual accountability report to the District by October 15, 2026. The report will include:

- a summary of activities, achievements, outcomes, and performance measures;
- financial statements from the previous fiscal year;
- the most recent unaudited financial statements;
- the organization's most recent annual report; and
- any additional information requested by the District.

Staff will review the accountability report as part of the 2027 Core-funded Social Services Grant process, with recommendations presented to Council in January 2027.

Timing/Approval Process:

The amended grant service agreement with Lynn Valley Services Society has been executed. The additional funding was disbursed with the second core grant instalment in early July 2026 in accordance with the agreement. Annual reporting will be submitted by October 15, 2026, and reviewed as part of the 2027 Core-funded Social Services Grant process.

Concurrence:

NVRC and Finance have reviewed the report.

Financial Impacts:

Council approved an additional \$25,000 for the youth coordinator position through the 2026–2030 Financial Plan process. In addition, \$50,000 from the Lynn Valley Youth Centre Reserve Fund was approved through the 2026–2030 Financial Plan process to support capital improvements to the Grouse Room at Karen Magnussen Community Recreation

SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society Grant Agreement and Grouse Room Improvements at Karen Magnussen Community Recreation Centre

August 6, 2026

Page 5

Centre. There are no additional financial implications associated with this information report. Any future funding requests will be considered by Council through the annual Core-funded Social Services Grant process.

Social Policy Implications:

The youth coordinator position and Grouse Room improvements support the District's youth services objectives by increasing opportunities for youth engagement and expanding access to youth programming and youth space in Lynn Valley. It also strengthens partnerships among community organizations and improves access to community supports.

Conclusion:

Council approved an additional \$25,000 in 2026 funding for a youth coordinator position delivered by Lynn Valley Services Society. Staff have amended the grant agreement to reflect Council's direction and establish project objectives and reporting requirements. LVSS will report on the outcomes of the youth coordinator project through its annual accountability reporting, which staff will review as part of the 2027 Core-funded Social Services Grant process.

In addition, \$50,000 from the Lynn Valley Youth Centre Reserve Fund is being used to support improvements to the Grouse Room at Karen Magnussen Community Recreation Centre. Anticipated to be ready at the end of September 2026, this will result in additional space to support youth programming and drop-in activities. Longer term planning for a permanent youth centre integrated in an enhanced Karen Magnussen Community Recreation Centre has been anticipated in the 10-year Financial Plan.

Respectfully submitted,

A handwritten signature in black ink that reads "Eirikka Brandson". The signature is written in a cursive, flowing style.

Eirikka Brandson
Community Planner

**SUBJECT: Updates on Youth Services in Lynn Valley: Lynn Valley Services Society
Grant Agreement and Grouse Room Improvements at Karen Magnussen
Community Recreation Centre**

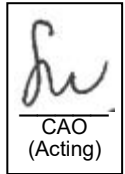
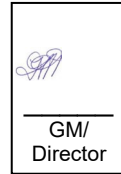
August 6, 2026

Page 6

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

☐ Info Package

Date:



The District of North Vancouver INFORMATION REPORT TO COUNCIL

August 27, 2026

AUTHOR: Mike Hunter, Deputy Director, NVRC

SUBJECT: Karen Magnussen Arena Renewal Project Update

REASON FOR REPORT

To provide Council with an overview of the Karen Magnussen Community Recreation Centre arena renewal project, the concerns raised by the North Shore Inline Hockey League (NSIHL), and efforts underway to mitigate impacts on 2027 spring and summer dry-floor programming.

SUMMARY

The Karen Magnussen Arena renewal project is a critical infrastructure investment approved in the District of North Vancouver's (DNV) 2026-2030 Financial Plan to replace the arena's aging under-floor cooling system, concrete slab, and arena boards. Recent leaks have highlighted the risk of a major system failure that could result in an unplanned closure. Construction is currently anticipated to occur during the spring and summer of 2027, when impacts to overall arena users are expected to be lowest. The closure will significantly affect the North Shore Inline Hockey League (NSIHL), which uses Karen Magnussen Arena as its primary dry-floor venue, and staff are working with the league to identify mitigation measures and alternative facility options.

BACKGROUND

Karen Magnussen Arena opened in 1975 and is one of two arenas operated by North Vancouver Recreation & Culture (NVRC). Condition assessments and significant recent leaks have confirmed that the arena's 50-year-old cooling system and floor slab are at end of life and require urgent replacement. Failure of the cooling system would prevent ice production, resulting in an unplanned closure that would affect many community sport organizations and NVRC programs, such as hockey, skating, ringette, public skates and lessons. Proactive replacement during the 2027 spring and summer dry-floor season is intended to minimize operational impacts, avoid unplanned service disruptions, and more costly emergency repairs.

The arena renewal project includes replacement of the cooling system infrastructure, concrete slab, and arena boards. The DNV has initiated a Request for Proposals to select a

contractor to design and implement the required work, and the project scheduling will be refined through the procurement process.

NSIHL is a North Vancouver-based non-profit community recreation organization that provides inline hockey for youth and adults and uses Karen Magnussen Arena as its primary dry-floor venue. The league owns a specialized inline hockey surface that is installed over the concrete arena floor at Karen Magnussen during the dry-floor season. The league also uses the standard concrete arena floor at Harry Jerome Community Recreation Centre for a portion of their youth programs.

EXISTING POLICY

The North Vancouver Recreation and Culture Commission (NVRC) is responsible for operating and maintaining the Karen Magnussen CRC, including identifying capital renewal needs, and for planning and delivering recreation and cultural services that meet community needs.

The District's Asset Management Policy supports planned upgrades and replacement of facilities to ensure reliable and sustainable service delivery. The Karen Magnussen arena renewal project is being delivered by the District's Facilities Department within Engineering Public Works on behalf of NVRC, leveraging the District's project management capacity and expertise.

ANALYSIS

Replacement of the arena cooling system and floor slab is critical infrastructure work that cannot be deferred without increasing the risk of a major system failure. Because the work must occur when the arena is not operating as an ice facility, construction is being planned to take place during the spring and summer dry-floor season. The final schedule will be confirmed through the ongoing procurement process, with additional information expected following contractor selection in early fall.

Impact on User Groups

While the spring/summer timing will have the greatest impact on NSIHL, a closure during the fall or winter would affect significantly more users, programs, and rentals. NSIHL has approximately 1,300 players while a fall closure would affect over 7,000 users between rental groups, NVRC and community programs.

A temporary closure of Karen Magnussen Arena will also impact NVRC dry-floor programs and summer camps. Lacrosse is the other major arena sport during the spring and summer, and the North Shore leagues utilize the Harry Jerome Arena. Potential schedule adjustments for the 2027 season will be explored to help accommodate other users.

Following confirmation of project funding and identification of additional leaks, NVRC began communicating with NSIHL staff in April 2026 regarding potential impacts and other venues. In August 2026, the league launched a public petition and advocacy campaign requesting

that the project be delayed and that long-term planning consider a dedicated inline hockey facility on the North Shore. Staff subsequently met with the league's board to clarify the project's urgency, and discuss project requirements, scheduling considerations, and potential mitigation measures.

Mitigation Measures

NVRC recognizes the significant impact that a temporary closure of Karen Magnussen Arena will have on NSIHL's youth and adult programs and has been working with league representatives to identify potential options to support the 2027 season. While a final construction schedule has not yet been established, NVRC and DNV are actively exploring measures to reduce disruption and maximize available playing opportunities.

Potential mitigation measures under review include:

- Reviewing dry-floor arena allocations and scheduling opportunities to create additional capacity at Harry Jerome.
- Working collaboratively with NSIHL to identify scheduling adjustments that could preserve portions of the youth and adult seasons.
- Exploring temporary arena availability in neighbouring communities.
- Evaluating whether portions of the construction schedule can be refined through the procurement process to reduce impacts where practical.

Relocating the full scope of NSIHL's current programming presents challenges as dry-floor arena space across the region is heavily utilized with priority given to local organizations. NSIHL's specialized flooring system also requires a facility with similar dimensions and other programming that is compatible with the playing surface. Harry Jerome Arena can accommodate some displaced inline time but is already heavily used and could not support all of NSIHL's current programs and traditional schedule. There are also compatibility concerns with competitive lacrosse, which uses a standard concrete floor. Staff continue to explore opportunities with neighbouring communities, including Skwxwú7mesh Úxwumixw (Squamish Nation), West Vancouver, Burnaby, and Vancouver; however, no single facility has been identified that can fully replace Karen Magnussen Arena's capacity and configuration. As a result, supporting NSIHL's 2027 season will require flexibility and a combination of scheduling and venue adjustments. Staff will continue working with all users to identify practical solutions that minimize disruption and support continued program delivery wherever possible.

Concurrence:

Engineering Public Works have provided concurrence on this report.

Financial Impacts:

The arena renewal project has an approved budget of \$3.0 million within the 2026-2030 Financial Plan. Delaying the project would increase the risk of infrastructure failure and could result in higher emergency repair costs and unplanned service disruptions.

As part of the the 2026–2030 Financial Plan, Council also approved a budget of \$500,000 to advance the planning process for the eventual renewal/replacement of Karen Magnussen CRC. For this project, service needs will be defined by NVRC, with design and eventual construction managed by DNV Facilities staff. Staff will report back to Council with more information in early 2027. Funding for a full facility renewal or replacement of the centre is not currently included in the plan, and ongoing investment in the existing facility, such as the replacement of the arena floor and cooling system, will be required to maintain public services.

Liability/Risk:

The arena renewal project reduces the likelihood of unplanned service disruption.

Social Policy Implications:

Recreation facilities support community health and well-being, and the Karen Magnussen CRC provides important programs and services to residents through NVRC and community sports organizations.

Options that would allow the new arena boards to be configured to improve accessibility, including use for para-ice hockey will be considered in project planning. If feasible, inclusion of this scope will be brought back to Council for a decision.

Public Input:

Following the NSIHL petition and letter-writing campaign, the project has generated interest from other user groups and the broader community. Staff will continue to engage with affected user groups and provide updates as project planning progresses. Communication efforts will focus on providing clear and transparent information regarding project requirements, timing, impacts, and mitigation measures.

Conclusion:

Replacement of the Karen Magnussen Arena cooling system and floor slab is a critical infrastructure project required to maintain safe and reliable arena operations. While the proposed timing will affect NSIHL and other dry-floor users, the construction timing has been planned to minimize overall community disruption. Progressing with the renewal project in 2027 is necessary to reduce the risk of major system failure and an unplanned arena closure. Staff will continue working with affected user groups to identify practical mitigation measures and support continued recreation programming wherever possible.

Respectfully submitted,

SUBJECT: Karen Magnussen Arena Renewal Project Update Karen Magnussen Arena
Renewal Project Update

August 27, 2026

Page 5



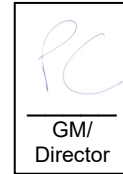
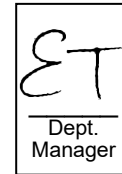
Mike Hunter
Deputy Director, NVRC

REVIEWED WITH:

q Sustainable Community	___	q Clerk's Office	___	External Agencies:	
q Development Services	___	q Communications	___	q Library Board	
q Utilities	___	q Finance	___	q NS Health	___
q Engineering Operations	___	q Fire Services	___	q RCMP	___
q Parks	___	q ITS	___	q NVRC	___
q Environment	___	q Solicitor	___	q Museum & Arch.	___
q Facilities	___	q GIS	___	q Other:	___
q Human Resources	___	q Real Estate	___		___

☐ Info Package

Date:



The District of North Vancouver INFORMATION REPORT TO COUNCIL

August 25, 2026

File: ENGES-80294290-88974

AUTHOR: Mac Fitzgerald, Senior Transportation Planner**SUBJECT:** 2025 North Shore Transportation Survey**REASON FOR REPORT:**

The purpose of this report is to notify Council of the release of the final report of the 2025 North Shore Transportation Survey and to summarise key findings.

SUMMARY:

The North Shore Transportation Survey (NSTS) is a collaborative initiative of the District of North Vancouver (DNV), the City of North Vancouver (CNV), and the District of West Vancouver (DWV). The survey monitors multimodal transportation trends across the North Shore and provides valuable data to inform transportation planning. The NSTS provides insights into residents' travel behaviours, mode choices, and perceptions of the transportation system, to better inform key decision-making (such as development of the Community Transportation Plan).

EXISTING POLICY:

Collecting transportation related information from North Shore residents was identified as a key initiative in the 2018 Integrated North Shore Transportation Planning Project (INSTPP) report. In response, the DNV, CNV, and DWV have partnered to conduct the NSTS every two years since 2019.

BACKGROUND:

The NSTS is an optional transportation panel survey that collects local and recent data on travel behaviours and perceptions of North Shore residents aged 15 years or older. Data is collected on a two-year cycle during the fall season and provides more frequent and in-depth travel insights than the Regional Trip Diary administered by TransLink, and the Canadian Census Profile (Commuting) administered by Statistics Canada (StatCan), which respectively occur every 4 to 5 years.

The 2019 NSTS was the first survey to provide baseline data about resident travel patterns, preferred modes, and attitudes within the DNV and across the North Shore. Since then, the 2021, 2023, and 2025 surveys have provided ongoing comparative analysis, with a mix of returning and new survey participants. An interim “mini” survey was administered in the fall of 2020 to assess local transportation impacts during the COVID-19 pandemic.

ANALYSIS:

As in previous years, the 2025 NSTS was conducted in the fall, with two enhancements to the process. Data collection began in early September, rather than mid-October, to better capture representative fall travel patterns during a period of longer daylight hours. This contributed to higher trip reporting, particularly for sustainable transportation, compared to previous survey years.

In addition, expanded use of mail-based recruitment provided a cost-effective way to increase the 2025 NSTS sample size. The survey achieved a final sample of 3,327 records (including 1,778 DNV residents), representing 2.1% of residents aged 15 years and older and 3.9% of dwellings, up from 1.4% and 2.9% in 2023, respectively. This larger sample size provides a higher degree of confidence in the results. Complete survey results are provided in Attachment 1.

The following key observations are made in the 2025 NSTS:

- **Trip rates and volumes by North Shore residents are higher in 2025 than prior years.** As mentioned above, an earlier survey period was selected for the 2025 NSTS, capturing more trips in better weather, and with longer daylight hours. The average DNV resident made 4.1 trips per day in 2025, compared to 3.3 trips in 2023.
- **Per capita vehicle travel continue to decline.** Based on odometer readings, the typical vehicle in the DNV is driving approximately 10,200 kilometres per year, down slightly from 10,800 kilometres in 2023 and 12,900 kilometres in 2019.
- **More trips are being made sustainably.** Total daily trips by DNV residents increased by 24% between 2023 and 2025. This was primarily driven by a 137% increase in walking trips, while transit and cycling trips increased by 45% and 31%, respectively. Together, walking, transit, and cycling accounted for 33% of all trips in 2025.
- **More residents reported transit as their primary mode of travel.** Among DNV residents who usually travel for work, the share identifying transit as their primary commuting mode increased from 13% in 2023 to 19% in 2025. An even larger increase was observed for personal trips, with transit use rising from 5% to 12% over the same period. At the same time, the proportion of residents who primarily drove declined from 79% to 74%, suggesting a shift from driving to transit.
- **More people are adopting electric mobility.** E-bikes now account for nearly 1 in 6 bicycles owned by DNV residents, up from 4% in 2019 to 16% in 2025. Growth in electric and hybrid vehicle ownership by DNV residents has also increased from 12% in 2019 to 19% in 2025.

Conclusion:

The North Shore Transportation Survey is an important tool to better understand residents' daily travel patterns and transportation preferences. The North Shore municipalities will share the final report for the 2025 NSTS on their respective websites. The next NSTS will request participation in the fall of 2027, with final reporting in the summer of 2028.

Respectfully submitted,



Mac Fitzgerald
Senior Transportation Planner

Attachment 1: 2025 North Shore Transportation Survey Final Report

REVIEWED WITH:

☐ Sustainable Community	_____
☐ Development Services	_____
☐ Utilities	_____
☐ Engineering Operations	_____
☐ Parks	_____
☐ Environment	_____
☐ Facilities	_____
☐ Human Resources	_____

☐ Clerk's Office	_____
☐ Communications	_____
☐ Finance	_____
☐ Fire Services	_____
☐ ITS	_____
☐ Solicitor	_____
☐ GIS	_____
☐ Real Estate	_____

External Agencies:

☐ Library Board	_____
☐ NS Health	_____
☐ RCMP	_____
☐ NVRC	_____
☐ Museum & Arch.	_____
☐ Other:	_____

NORTH SHORE

TRANSPORTATION SURVEY

2025

Final Report

July 2026

Prepared for:

City of North Vancouver,
District of North Vancouver, and
District of West Vancouver

Prepared by:

PRA Inc.



Prairie Research Associates

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Appendix A – Commonly used acronyms

Appendix B – Email to previous NSTS participants

Appendix C – Letter for households

Executive Summary

Project overview and methodology

The North Shore Transportation Survey (NSTS) is an initiative of the City of North Vancouver (CNV), District of North Vancouver (DNV), and District of West Vancouver (DWV) that tracks key transportation metrics associated with North Shore residents' travel patterns. The survey is conducted biennially.

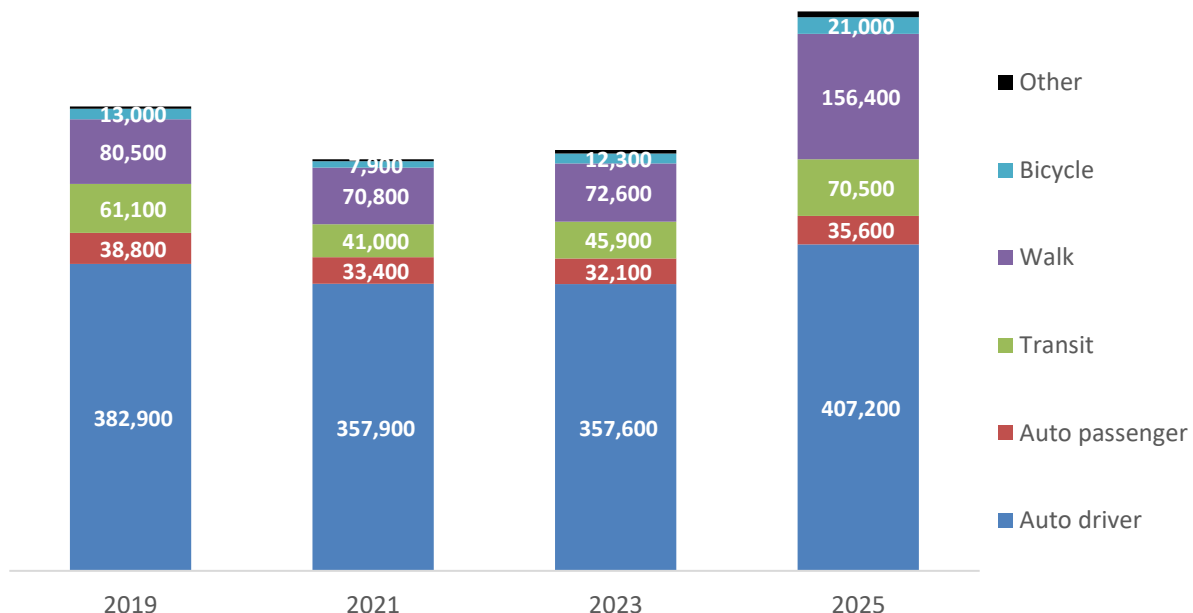
The 2025 survey was conducted through multiple approaches, with the majority of residents completing the survey from contact information provided through the 2023 NSTS or by survey invitations randomly emailed to homes on the North Shore. The 2025 NSTS had a final sample of 3,327 records, an increase of almost 40% from 2023 (n = 2,380). The survey captured 12,943 trips and has a margin of sampling error of $\pm 1.7\%$ at a 95% confidence level.

Daily Trip Characteristics

Trip mode share. For trips that involve multiple modes of travel, a primary mode was assigned for analysis based on the hierarchy of groupings, which tends to prioritize the mode most likely to involve the longest travel.

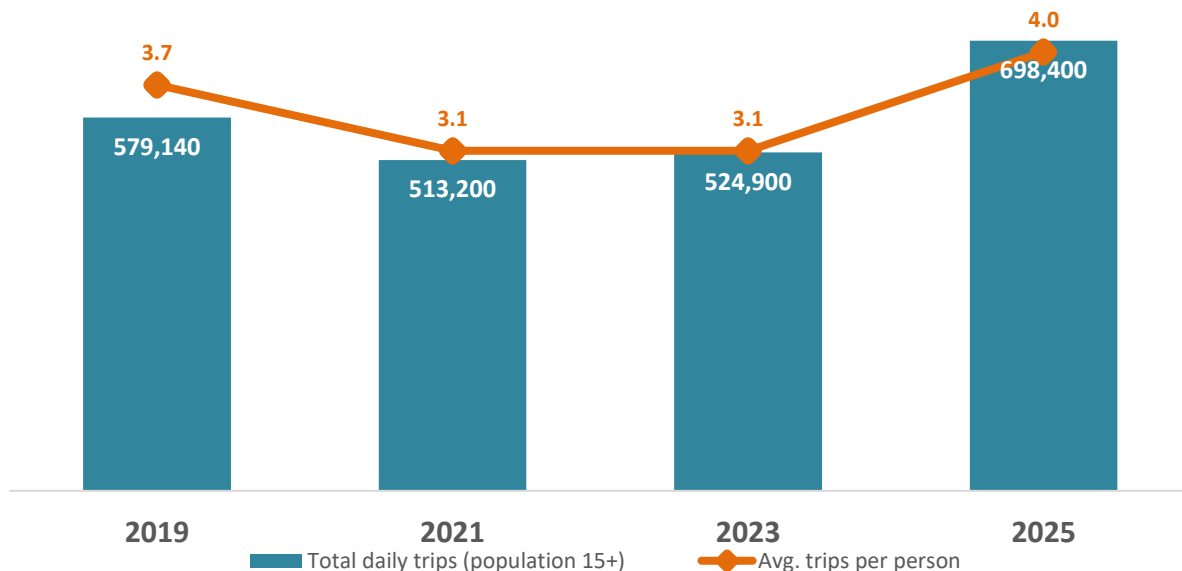
The trip share distribution by primary mode is different in 2025 than the previous NSTS, primarily because of the increase in walking trips, which more than doubled from 2023. The reason for this increase is likely due to the timing of the 2025 NSTS, as the 2025 NSTS began in early September 2025, whereas other NSTS years started in mid to late October. The differences in weather and daylight hours between September and October likely account for the increase in walking trips.

Primary mode share (total trips) by NSTS year



Total trips. Results for the 2025 survey show an average of 4.0 trips per person, up from 3.1 in the previous two surveys and slightly higher than 3.7 trips from the 2019 NSTS. For 2025, this accounts for approximately 698,000 daily trips for North Shore residents aged 15 and older. This is an increase of approximately 33% from 2023, which is largely due to the increase in walking trips, which accounted for approximately 84,000 additional daily trips in 2025 compared to 2023.

Figure - Daily Trip Volumes and Person Trip Rates – 2019 to 2025



Other key findings for residents on the North Shore include the following:

- **Adult bicycles.** Approximately 55% of households on the North Shore have at least one adult bicycle. Among all bicycles, 18% are e-bikes, which has grown with each NSTS, starting at 4% in the 2019 NSTS.
- **Electric and hybrid vehicles.** Approximately 19% of all vehicles on the North Shore are hybrid or electric, which has also grown with each NSTS, starting at 8% in 2019.
- **Work travel mode.** For those who usually have to travel for work, results show an increase in transit use in 2025, with 23% using it as their primary mode of travel, up from 18% in 2023. This is offset by fewer driving as their primary mode, down from 64% in 2023 to 62% in 2025.
- **Personal travel mode.** Similar to work travel, the proportion of North Shore residents using transit as their primary mode of transportation for personal trips increased from 9% in 2023 to 15% in 2025, offset by a decrease in auto driving from 73% to 70%, respectively.
- **Walkable and bikeable trips.** Using established thresholds of 1.6 kilometres for walking and 4.6 kilometres for biking, approximately 54% of all trips taken by residents who drove a vehicle in the 2025 NSTS are defined as either walkable (21%) or bikeable (33%).

The District of North Vancouver

The DNV saw an increase in total daily trips of 24% from 2023, primarily driven by a 137% increase in the number of walking trips from 2023. This resulted in an average of 4.1 trips per person, up from 3.3 in 2023.

Primary mode share (total daily trips) by NSTS year

Municipal area	Primary mode	2019	2021	2023	2025	% change from 2023
District of North Vancouver	Auto driver	187,700	172,700	181,970	188,400	4%
	Auto passenger	18,400	18,800	13,580	18,000	33%
	Transit	21,600	13,700	19,980	28,900	45%
	Walk	34,400	31,200	27,140	64,400	137%
	Bicycle	6,700	3,700	7,120	9,300	31%
	Other	1,500	1,200	1,680	2,200	31%
	Total daily trips	270,300	241,300	251,500	311,000	24%

Other key findings for residents in the DNV include the following:

- **Adult bicycles.** Approximately 63% of households in the DNV have at least one adult bicycle in the household, up from 55% in 2023. The proportion of e-bikes (among all adult bicycles) remained unchanged from 2023 in the DNV at 16%.
- **Household vehicles.** The DNV has an average of 1.8 vehicles per household. In addition, 95% of DNV households have at least one vehicle. In the DNV, 19% of vehicles are electric or hybrid, similar to the proportion in 2023 (18%). Based on odometer readings, the typical vehicle in the DNV is driving approximately 10,200 kilometres per year, down slightly from 10,800 kilometres in 2023.
- **Work travel mode.** For those who usually have to travel for work in the DNV, results show an increase in transit use in 2025 from 2023, with 19% using it as their primary mode of travel, up from 13% in 2023, although auto driver remains the most common mode in the DNV at 67% (down slightly from 69% in 2023). Workers in the DNV have a longer average distance to travel to work compared to the North Shore as a whole, as DNV workers travel an average of 9.7 km compared to 7.9 kilometres on the North Shore. In addition, DNV residents have lower satisfaction with their usual method of commuting to work compared to the North Shore as a whole, as 52% are satisfied compared to 59% on the North Shore.
- **Personal travel mode.** Similar to work travel, the proportion of DNV residents using transit as their primary mode of transportation increased from 5% in 2023 to 12% in 2025. This was offset by a decline in auto driver trips from 79% to 74%.

The City of North Vancouver

The CNV saw a 35% increase in the total number of daily trips in 2025 from 2023; however, the biggest changes in mode were seen for bicycle and transit trips, as opposed to walking trips (which was seen on the North Shore overall). Although auto driver trips increased by 26%, the total number of auto driver trips saw the largest increase at approximately 23,000 additional daily trips in 2025 compared to 2023. This resulted in an average of 3.9 trips per person, up from 3.0 in 2023.

Primary mode share (total daily trips) by NSTS year

Municipal area	Primary mode	2019	2021	2023	2025	% change from 2023
City of North Vancouver	Auto driver	87,500	85,400	87,760	110,800	26%
	Auto passenger	12,100	6,200	8,570	7,700	-10%
	Transit	27,800	19,900	16,930	27,200	61%
	Walk	31,900	26,800	37,250	55,900	50%
	Bicycle	3,500	2,800	4,440	8,500	91%
	Other	400	700	2,300	2,800	22%
	Total daily trips	163,100	141,800	157,300	212,600	35%

Other key findings for residents in the CNV include the following:

- **Adult bicycles.** Approximately 50% of households in the CNV have at least one adult bicycle in the household, up from 47% in 2023. Among adult bicycles in the CNV, 19% are e-bikes (similar to 2023 at 18%).
- **Household vehicles.** The CNV has an average of 1.3 vehicles per household, with 85% of households owning at least one vehicle. Additionally, 14% of vehicles in the CNV are electric or hybrid vehicles, up from 9% in 2023. Based on odometer readings, the typical vehicle in the CNV is driving approximately 7,900 kilometres per year, down slightly from 8,400 kilometres in 2023.
- **Work travel mode.** For those who usually have to travel for work in the CNV, results show an increase in transit use in 2025 from 2023, with 27% using it as their primary mode of travel, up from 25% in 2023. CNV workers' average distance to work is 6.5 kilometres, which is lower than the average on the North Shore (7.9 kilometres). Among workers in the CNV, 64% are satisfied with their usual mode to commute to work, compared to 59% on the North Shore.
- **Personal travel mode.** Similar to work travel, the proportion of CNV residents using transit as their primary mode of transportation increased from 16% in 2023 to 19% in 2025.

The District of West Vancouver

The DWV saw a 29% increase in trips, largely driven by a 266% increase in walking trips from 2023. In fact, walking trips not only accounted for the largest percentage increase (other than trips defined as “other”), but also the biggest increase in total trips—approximately 22,000 additional daily walking trips. Auto driver trips increased by just 9% from 2023. This resulted in an average of 3.8 trips per person, up from 2.9 in 2023.

Primary mode share (total daily trips) by NSTS year

Municipal area	Primary mode	2019	2021	2023	2025	% change from 2023
District of West Vancouver	Auto driver	107,700	99,800	87,840	95,900	9%
	Auto passenger	83,000	8,400	9,910	8,900	-10%
	Transit	11,700	7,040	9,030	11,600	29%
	Walk	14,200	12,900	8,250	30,200	266%
	Bicycle	2,900	1,400	740	2,000	170%
	Other	1,000	300	410	1,800	339%
	Total daily trips	145,800	130,100	116,200	150,100	29%

Other key findings for residents in the DWV include the following:

- **Adult bicycles.** The DWV saw an increase in the proportion of households with at least one adult bicycle from 42% in 2023 to 48% in 2025. It also saw an increase in the proportion of bicycles that are e-bikes, up from 18% in 2023 to 22% in 2025.
- **Household vehicle.** About 90% of households in the DWV have at least one vehicle (averaging 0.9 vehicles per household). Additionally, 24% of vehicles in the DWV are electric or hybrid vehicles, up from 20% in 2023. Based on odometer readings, the typical vehicle in the DWV is driving approximately 11,800 kilometres per year, up from 10,400 kilometres in 2023.
- **Work travel mode.** For those who usually have to travel for work in the DWV, results show an increase in use of transit as the primary mode from 17% in 2023 to 22% in 2025. Also, there was an increase in those driving an auto vehicle in 2025, up from 65% in 2023 to 71% in 2025. DWV residents have an average trip to work of 7.0 kilometres, slightly below the average among all working North Shore residents (7.9 kilometres). Among working DWV residents, 71% are satisfied with their usual method to commute to work, higher than the North Shore as a whole, at 59%.
- **Personal travel mode.** The DWV had a large increase in residents using transit as their primary mode from 2023, up from 6% to 17%. This was offset by a decline in auto drivers from 76% in 2023 to 70% in 2025.

1.0 Introduction

1.1 Project overview and objectives

The North Shore Transportation Survey (NSTS) is a biennial survey of residents of the North Shore that tracks key transportation metrics associated with residents' travel patterns. Survey participants are randomly sampled from across the three municipalities and First Nations communities on the North Shore. The survey is an initiative of the City of North Vancouver (CNV), District of North Vancouver (DNV), and District of West Vancouver (DWV), and results are shared with Squamish Nation and Tsleil-Waututh Nation staff.

In 2018, the Integrated North Shore Transportation Planning Project (INSTPP) report identified a number of key access and mobility challenges:

- land use is largely car oriented;
- transit and alternative modes of travel are often not competitive with travel by car;
- measures are lacking to manage road use;
- road use exceeds capacity at peak times and pinch points; and
- the road network has gaps that reduce choice and increase congestion.

Building on the work of the INSTPP, the North Shore Connects partnership was formed by the municipal and First Nations governments of the North Shore (Squamish and Tsleil-Waututh Nations) to work with other levels of government and interest holders to address these identified challenges and plan, secure funding for, and implement projects that improve transportation on, to, and from the North Shore.

The NSTS was initiated to track trip rates, mode share, vehicle kilometres travelled (VKT), and other key metrics that will help assess the impact of transportation initiatives and plan future transportation investments. Prior to the 2025 NSTS, three full-length surveys were conducted in 2019, 2021, and 2023, with a short interim survey conducted in 2020 that focused on the impacts of the COVID-19 pandemic. Comparisons to the three full-length surveys are made throughout this report where possible.

1.2 2025 North Shore Transportation Survey design

Survey design

Using the 2023 NSTS as a base, Prairie Research Associates (PRA) and representatives from the CNV, DNV, and DWV reviewed the questions and logic to improve survey questions and respondent experience. The primary purpose of the survey was to capture residents' travel during a 24-hour period for the previous weekday in which the survey was taken (e.g., a survey completed on a Wednesday focused on travel on the previous weekday – Tuesday). In addition to the travel and trips taken during the previous weekday, the survey also captured household information, respondent demographics, employment, schooling, and other travel habits.

After design, the survey went through several rounds of internal testing by PRA and CNV, DNV, and DWV staff to check for programming errors and assess respondent experience. After testing, the survey was translated into four languages: Persian, Mandarin, Cantonese, and Tagalog, and added to the online survey programming.

Sampling

The 2025 NSTS began in early September 2025 using the following approaches:

- **NSTS 2023 sample.** Individuals who participated in the 2023 NSTS were able to provide their name and email address to be contacted to participate in the 2025 NSTS. In total, 1,877 respondents provided their contact information. PRA sent invitation emails to respondents (see Appendix B), along with follow-up reminders. Overall, 925 individuals completed the survey from this sample.
- **Mail sampling.** An address-based sampling approach was used to randomly select households across the North Shore to participate by receiving a letter. The first mailing occurred on September 5, 2025, to 5,000 households, with additional sample selected and mailed on September 18 (n = 3,200), September 24 (n = 4,000), October 15 (n = 4,000), and October 31 (n = 3,565). In total, 2,439 individuals completed the survey through this sampling approach.
- **Referrals.** At the end of the survey, respondents could refer other individuals living in the region to complete the survey by providing their name and contact information. PRA sent emails to these individuals to complete the survey. In total, 578 people were referred to the study and 71 completed it.
- **Youth referrals.** As has been the case for previous NSTS, the survey tends to under-represent those under 30 years of age. To increase the number of respondents under 30, an email was sent to all respondents who completed the 2025 NSTS by November 4, 2025, asking them to forward a link to the online survey to members of their household under 30 years of age to complete the survey. This resulted in 19 completed surveys.

For all survey approaches, respondents had the ability to complete the survey online or by phone with one of PRA's survey interviewers. For completing the survey, respondents could enter into a draw for one of five \$500 cash prizes.

The table below summarizes the dates and completions for each survey cycle. The 2025 NSTS was started earlier than previous survey cycles to try to capture trip patterns during the fall months, prior to any impacts of late fall weather; however, the survey close dates were similar to previous years primarily due to a delay in the mail sampling approach because of a strike by Canada Post that occurred in late September 2025.

Table 1: Survey cycle

Survey Cycle	90% of survey completions	Survey close	Completions
2025	September 9 – November 30, 2025	December 20, 2025	3,454
2023	October 17 – November 22, 2023	December 20, 2023	2,380
2021	October 26 – November 30, 2021	December 18, 2021	2,131
2019	October 22 – November 21, 2019	December 13, 2019	1,901

Data validation and cleaning

PRA reviewed and validated the survey responses for each respondent, with a primary focus on ensuring that trip information entered was logical and correct. In many instances, PRA had to contact respondents to clarify responses in trip information.

Of the 3,454 completed surveys, 127 respondent records were dropped due to incomplete information or respondents living outside of the region. This resulted in a final sample size of 3,327 records.

Weighting

As is standard for general population surveys, the data in this report is weighted using 2021 Census population and dwelling counts. Two different weights were created.

- **Household weights.** Data that is analyzed at the household level is weighted based on dwelling type and household size.
- **Person-level (trip) weights.** Data that is analyzed at the person level (trips) is weighted based on respondents' age, gender, household size, and dwelling type.

Representativeness and margin of error

The 2021 Census identifies approximately 162,000 residents 15 years and older and 84,900 dwellings in the study area. Assuming an annual growth estimate of 2%, the 2025 estimates are approximately 175,000 residents and 89,000 dwellings. With 3,327 records, this represents 2.1% of residents and 3.9% of dwellings. This is up considerably from the 2023 NSTS, which accounted for 1.4% of residents 15 years and older and 2.9% of dwellings.

The 2025 NSTS captured 12,943 trips made by survey participants on a prior weekday, which provides a snapshot of 24-hour travel patterns of residents of the study area over the course of a typical fall weekday.

Overall, the 2025 survey results have a margin of sampling error of $\pm 1.7\%$ at a 95% confidence level. Survey results for sub-populations (e.g., gender, age, etc.) are subject to higher margins of error. The error rates by the three municipalities are $\pm 2.3\%$ for DNV ($n = 1,778$), $\pm 3.3\%$ for CNV ($n = 856$), and $\pm 3.7\%$ for DWV ($n = 693$).

The sample is considered sufficiently robust to support reliable analysis for the North Shore overall and by municipality, and to provide meaningful insight into transportation indicators across the eight sub-municipal zones. However, it should be noted that margins of error increase for smaller sample sizes at the zone level and when examining more specific demographic subgroups.

1.3 Comparison to previous survey cycles

As part of the initial 2019 survey, a review of the North Shore geography was undertaken to delineate the survey area into sub-municipal zones suitable for sub-municipal analysis. In line with a multi-agency approach similar to INSTPP, the North Shore's transportation network, population distribution, and land use patterns were examined from an integrated regional perspective, rather than being constrained by municipal boundaries. This approach supports analysis of travel behaviour at both the regional scale and across jurisdictional areas. The survey results are reported for three municipal areas and eight sub-municipal zones. First Nations lands on the North Shore are included within the geographic framework used for analysis but are not reported separately due to limited sample sizes.

Longitudinal comparisons presented in this report are based on the 2019, 2021, 2023, and 2025 survey cycles. Although the 2019 data was intended to serve as a pre-pandemic baseline, it is important to note that the COVID-19 pandemic had a significant impact on travel behaviour. Therefore, 2019 results are treated as a pre-pandemic reference point, as data collection finished prior to the pandemic in 2020. The 2021 and 2023 results reflect the effects of COVID-19 related disruptions on travel patterns and post-pandemic trends, including indicators of gradual normalization in behaviour. The 2025 survey is expected to reflect a return to more typical travel conditions, with patterns more closely aligned to pre-pandemic norms.

1.4 Interpreting survey results

Readers should consider the following points when interpreting the survey results presented in this report:

- The survey results are derived from a sample representing approximately 2.1% of the North Shore population 15 years and older. All reported values should be treated as estimates rather than precise counts. The survey reflects the population aged 15 years and older residing in private dwellings. As a result, it excludes approximately 15% of the population under 15 years, as well as about 1% to 2% of residents living in collective or institutional settings such as seniors' residences, student housing, group homes, correctional facilities, military accommodations, or individuals experiencing homelessness.
- Expanded estimates of households, persons, and trips presented in this report have been rounded to the nearest 100 or 10 for ease of interpretation, depending on the variable. However, the underlying statistical uncertainty associated with these estimates is typically larger than the rounding precision implies.
- Due to rounding, totals derived from individual categories may not always sum exactly to the reported aggregate values.
- Sample sizes for certain zones are relatively small. As such, the resulting distributions should be interpreted as indicative of broader patterns rather than precise measurements.
- Reported percentages have been rounded to either the nearest whole percent or to one decimal place. As a result, summed percentages may not equal exactly 100 percent in all cases.

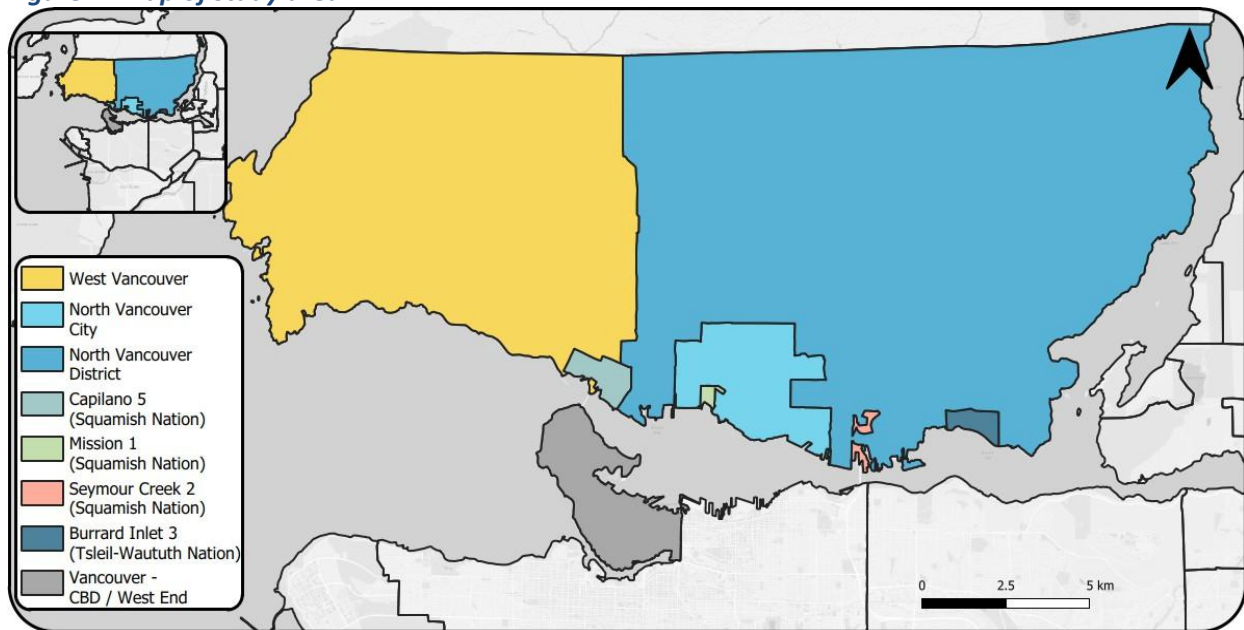
2.0 Survey geography

2.1 Survey scope

The 2025 NSTS study area encompasses the full North Shore, including Tsleil-Waututh Nation (Burrard Inlet 3 Census Subdivision), Squamish Nation lands within the North Shore area (Mission 1, Seymour Creek 2, and Capilano 5 Census Subdivisions), as well as the City of North Vancouver, District of North Vancouver, and District of West Vancouver. The study area is illustrated in **Figure 1. Map of study area**. The Vancouver downtown Central Business District/West End, which falls outside the study area, is also shown for reference, given its role as a key external destination for North Shore residents.

For the purposes of identifying trips originating from or destined outside the study area, an expanded travel region was defined. This broader area includes the remainder of the Metro Vancouver Regional District and the Fraser Valley Regional District. Survey responses identifying locations within this extended geography were geocoded to appropriate regional, municipal, or sub municipal units to support analysis of external work locations and other trip destinations outside the North Shore.

Figure 1. Map of study area¹



¹

Source: 2019 North Shore Transportation Survey Final Report

2.2 Survey geographies and population count

The North Shore includes multiple municipalities and First Nations communities. For the purposes of municipal-level analysis, and due to relatively small population sizes, First Nations lands have been aggregated with the adjacent or surrounding municipality in which they are located. The table below presents the composition of each municipal area, along with 2025 population estimates projected from 2021 Census data.

Table 2: Municipal Areas with 2025 Projections of 2021 Census Counts

Municipal area	Census subdivision	Land area (km ²)	Private dwellings (estimate)*	Population 15+ years (estimate)*	2025 NSTS completions
District of North Vancouver	DNV	160.66	35,600	75,300	1,740
	Burrard Inlet 3	1.12	1,260	2,200	37
	Seymour Creek 2	0.49	40	80	1
City of North Vancouver	CNV	11.83	31,300	54,800	856
	Mission 1	0.28	220	500	0
District of West Vancouver	DWV	87.18	18,900	39,100	660
	Capilano 5	1.72	1,500	2,580	33
North Shore	Total	263	88,800	174,600	3,327

Estimates for 2025 are based on Statistics Canada 2021 Census information with annual growth of 2%.

As noted, eight sub-zones were defined to support analysis and were developed by considering the North Shore as an integrated region, grouping areas with similar residential and commercial characteristics, while also reflecting underlying road and transit networks. As a result, some zone boundaries cross municipal limits where appropriate to better represent functional travel patterns.

Figure 2 illustrates the boundaries of the eight sub-zones. The map also shows population density based on Statistics Canada Dissemination Areas, which represent one of the smallest geographic units for which Census data are released.

Figure 2. Map of Zones with Population Density by Dissemination Area (Population per Hectare)²

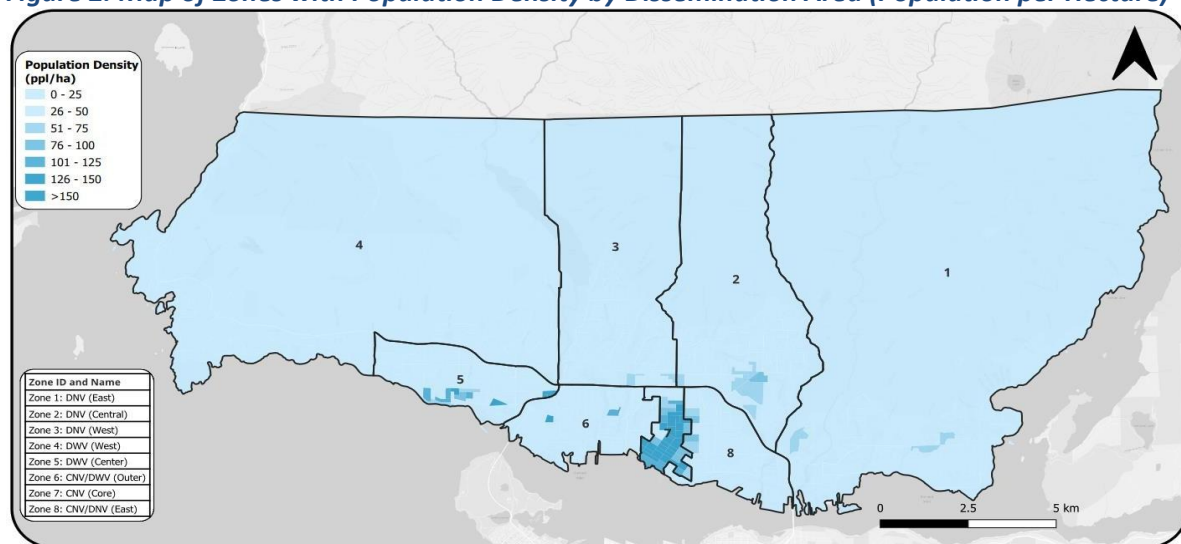


Table 3 presents the eight zones and their corresponding populations.

Table 3: Zones with 2025 Projections of 2021 Census Counts

Zone	Land area (km ²)	Private dwellings (estimate)*	Population 15+ years (estimate)*	2025 NSTS completions
Zone 1: DNV (East)	101.91	11,300	23,500	579
Zone 2: DNV (Central)	28.1	12,100	26,200	547
Zone 3: DNV (West)	27.57	9,500	21,100	478
Zone 4: DWV (West)	79.83	9,200	20,600	316
Zone 5: DWV (Centre)	7.47	11,600	21,500	389
Zone 6: CNV/DWV (Outer)	8.06	7,300	14,700	288
Zone 7: CNV (Core)	2.73	19,900	31,100	433
Zone 8: CNV / DNV (East)	7.62	7,900	15,500	297
North Shore	263	88,800	174,600	3,327
Estimates for 2025 are based on Statistics Canada 2021 Census information with annual growth of 2%.				

3.0 Participant characteristics

This section describes the characteristics of respondents and their household to better understand the representativeness of respondents and give context for results shown throughout this report.

3.1 Age and gender distribution

Results from the survey show that generally younger residents were under-represented in the survey, which has been the case in past NSTS.

Table 4: Distributions by age and gender (unweighted)

Age group	2021 Census		2025 NSTS	
	Male	Female	Male	Female
15 to 24 years	7%	6%	1%	1%
25 to 34 years	6%	7%	2%	3%
35 to 44 years	7%	8%	5%	5%
45 to 54 years	8%	9%	7%	7%
55 to 64 years	8%	9%	10%	11%
65 to 74 years	6%	7%	14%	13%
75 years and older	5%	7%	12%	9%

Note: This table excludes those who identified as non-binary (n = 12) or did not provide their gender (n = 39) from the calculations.

Weighted results are much more in line with population statistics, with slight over-representation of younger female respondents due to the combination of weighting characteristics for under-represented groups (i.e., younger respondents and females).

Table 5: Distributions by age and gender

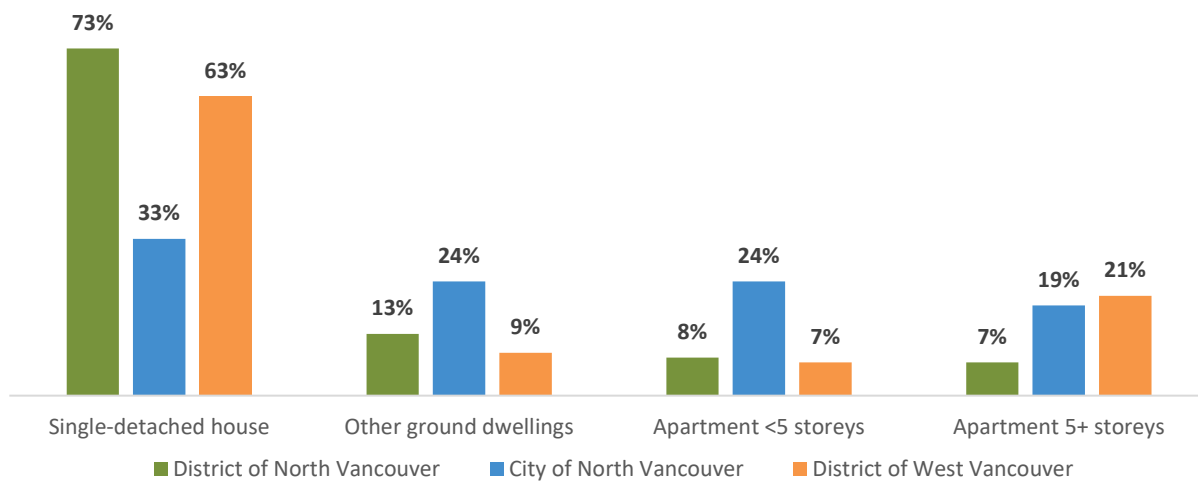
Age group	2021 Census		2025 NSTS	
	Male	Female	Male	Female
15 to 24 years	7%	6%	5%	7%
25 to 34 years	6%	7%	6%	10%
35 to 44 years	7%	8%	8%	9%
45 to 54 years	8%	9%	7%	10%
55 to 64 years	8%	9%	6%	9%
65 to 74 years	6%	7%	5%	7%
75 years and older	5%	7%	6%	7%

Note: Survey results do not include those who identified as non-binary (n = 12) or did not provide their gender (n = 39).

3.2 Dwelling type

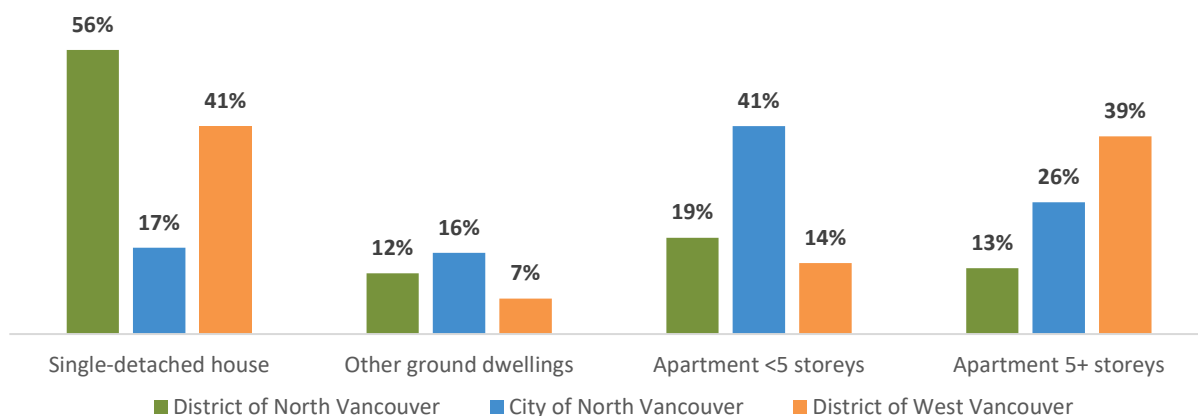
The figure below shows the profile of dwellings by municipality prior to weighting for dwelling type. The survey tends to over-represent individuals living in single-detached homes and under-represent those living in apartments. These tend to be under-represented due to the characteristics of age, as respondents under 45 (that are under-represented) are more likely to be living in homes that are not single-detached homes.³

Figure 3. Dwelling type by municipality (unweighted)



The figure below shows the weighted profile of respondents, which significantly increases the proportion of respondents living in apartments in all three municipalities.

Figure 4. Dwelling type by municipality



³ Other dwelling types include row houses, townhouses, side-by-sides, secondary suites, mobile homes, long-term care homes, and any undefined dwelling types.

Dwelling type by zone varies noticeably, especially in the composition of dwellings in the CNV (core), which has very few single-detached homes, and the DWV (centre) which has a majority living in apartments five storeys or taller.

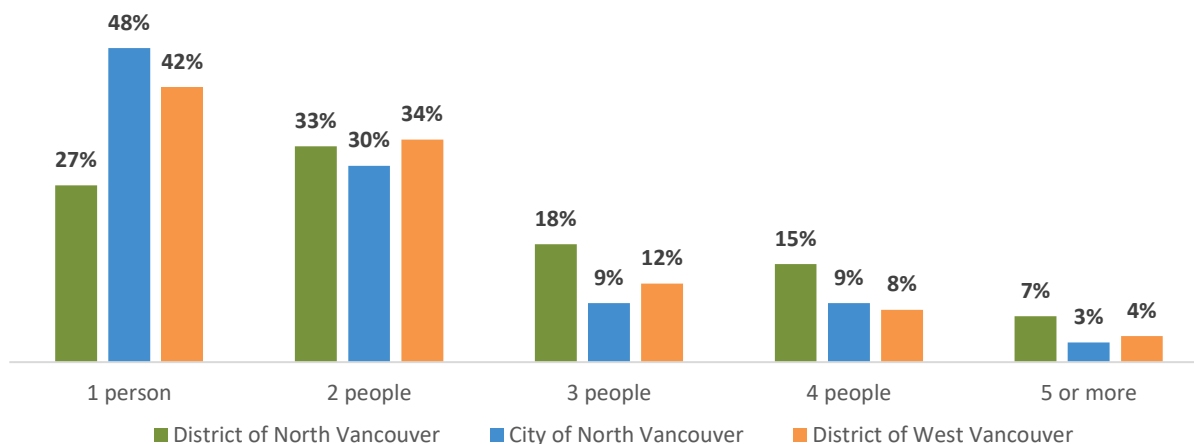
Table 6: Dwelling type by zone

Zone	Single detached home	Other ground home	Apartment <5 storeys	Apartment 5+ storeys
Zone 1: DNV (East)	49%	18%	21%	13%
Zone 2: DNV (Central)	61%	8%	21%	9%
Zone 3: DNV (West)	71%	11%	15%	3%
Zone 4: DWV (West)	71%	9%	11%	8%
Zone 5: DWV (Centre)	22%	5%	12%	61%
Zone 6: CNV/DWV (Outer)	38%	20%	32%	11%
Zone 7: CNV (Core)	2%	10%	52%	37%
Zone 8: CNV / DNV (East)	58%	24%	11%	7%
North Shore	40%	12%	25%	23%

3.3 Household size

Respondents living in the DNV tend to have more people living in their households relative to the CNV and DWV, as just 27% of DNV respondents are living in single-person households compared to 48% in the CNV and 42% in the DWV. This is also represented by the average number of people per household, with 2.4 in the DNV compared to 1.9 in the CNV and 2.0 in the DWV. This household size difference is largely driven by the fact that those living in single-detached homes have higher average household sizes than those in other dwellings, and the DNV has a higher proportion of single-detached homes than other municipalities.

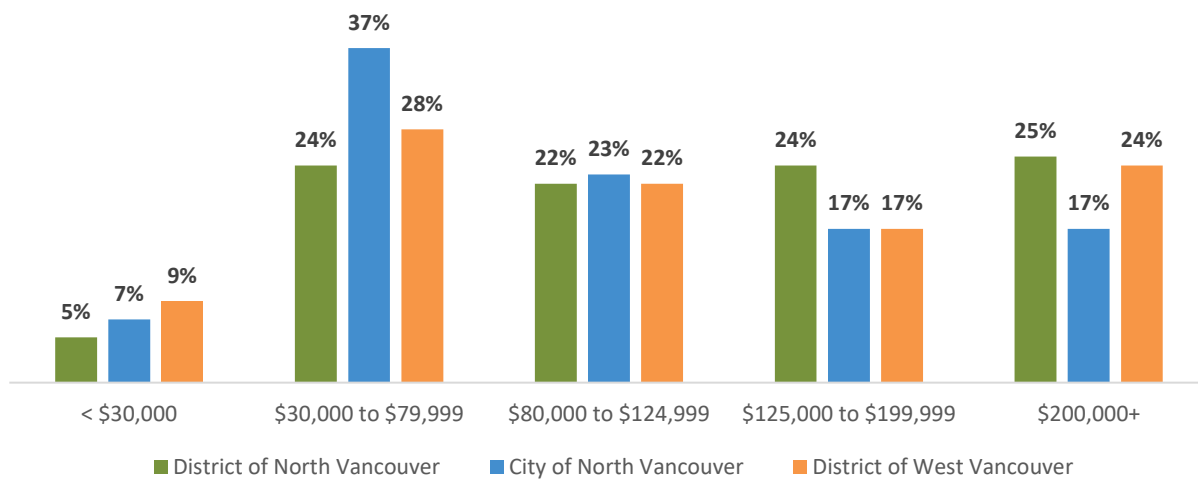
Figure 5. Household size by municipality



3.4 Household income

Results show some differences in income, with a higher proportion of residents in households earning under \$80,000 in the CNV and DWV relative to the DNV. In addition, the survey tends to under-represent those in households earning under \$80,000 relative to the 2021 Census, which is due to a number of reasons, including under-representation of respondents under 34 years of age and changes in income (inflation) between 2021 and 2025.

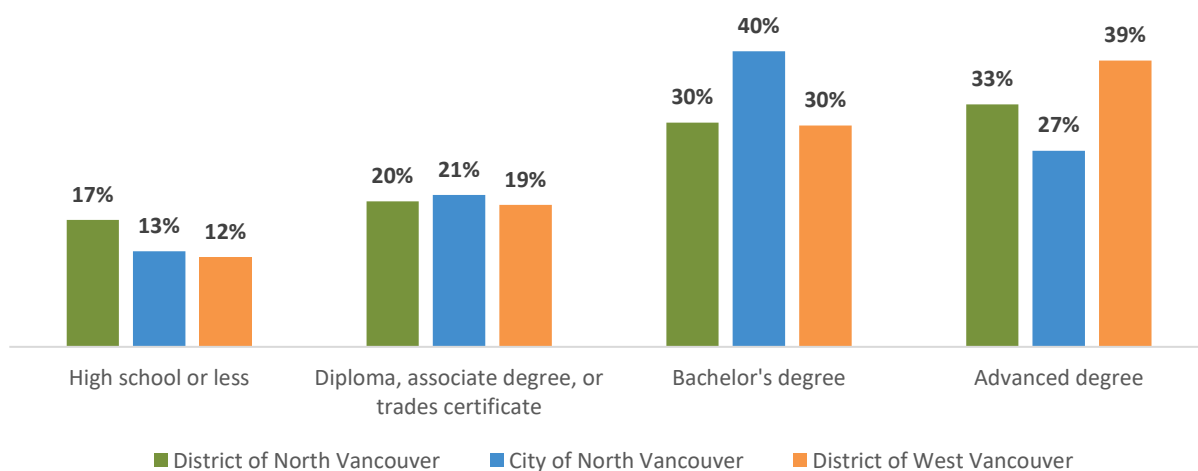
Figure 6. Household income by municipality



3.5 Education

Across the North Shore, approximately two thirds of respondents have a bachelor's degree or higher. Relative to the 2021 Census, those with high school or lower education are under-represented, which is common in general population survey research.

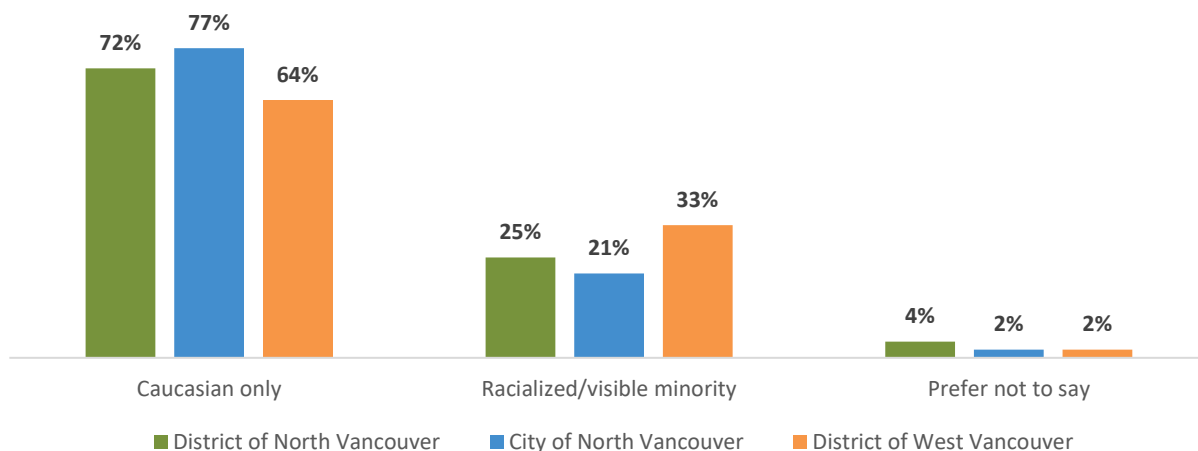
Figure 7. Highest level of education by municipality



3.6 Ethnicity

Overall, 25% of respondents identified as a racialized person, with a higher proportion in the DWV relative to the other two municipalities. This slightly under-represents racialized people on the North Shore relative to 2021 Census information (~33%). Across all respondents, the largest non-Caucasian groups included East Asian (10%) and West Asian (6%).

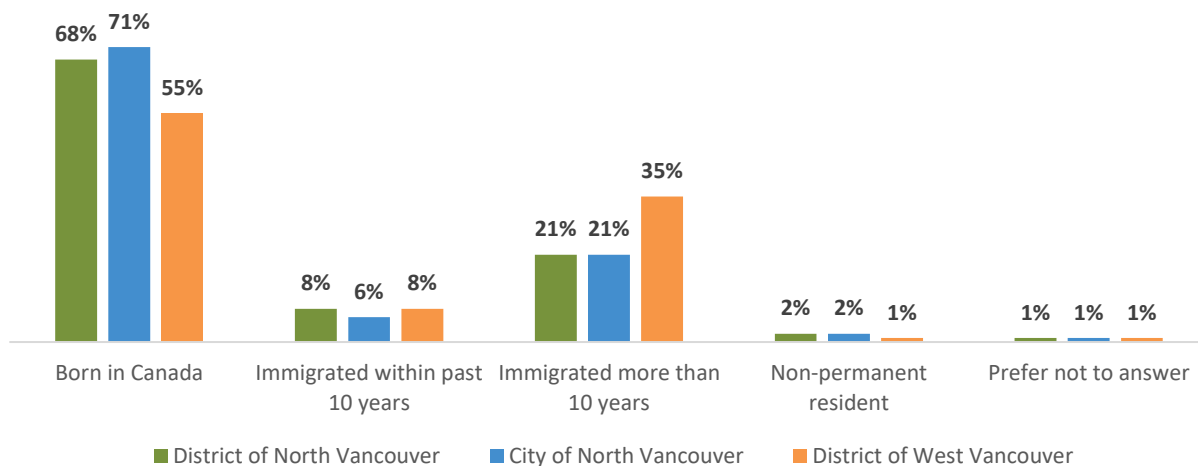
Figure 8. Ethnicity by municipality



3.7 Immigration status

The majority of respondents in each municipality were born in Canada – 67% for the North Shore, which is in line with Census results. The DWV has the highest proportion of respondents who have immigrated to Canada. Among those who have immigrated, the majority immigrated more than 10 years ago.

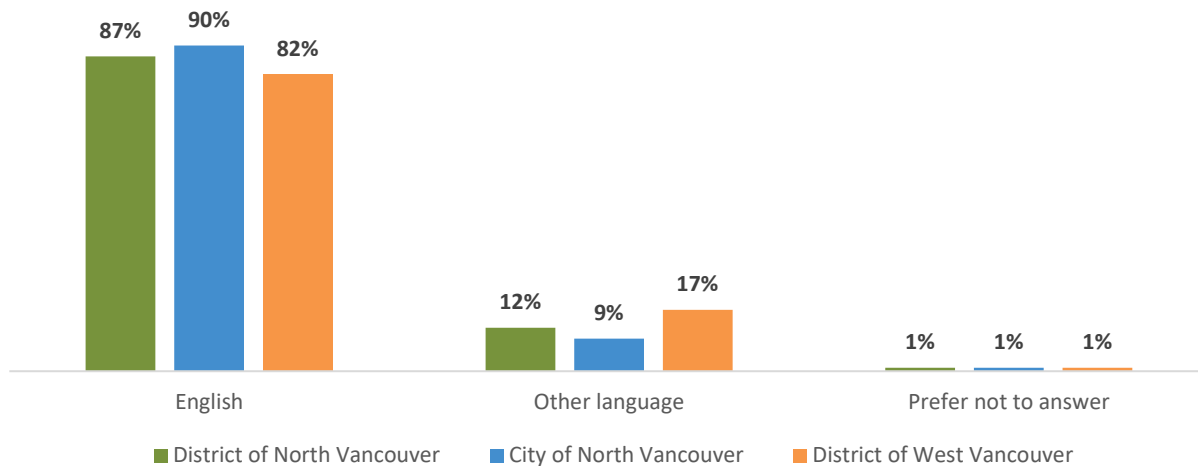
Figure 9. Year of immigration by municipality



3.8 Language

Almost 9 in 10 North Shore residents speak English at home, with 12% speaking another language. The most commonly spoken non-English languages are Persian (4%) and Mandarin (2%).

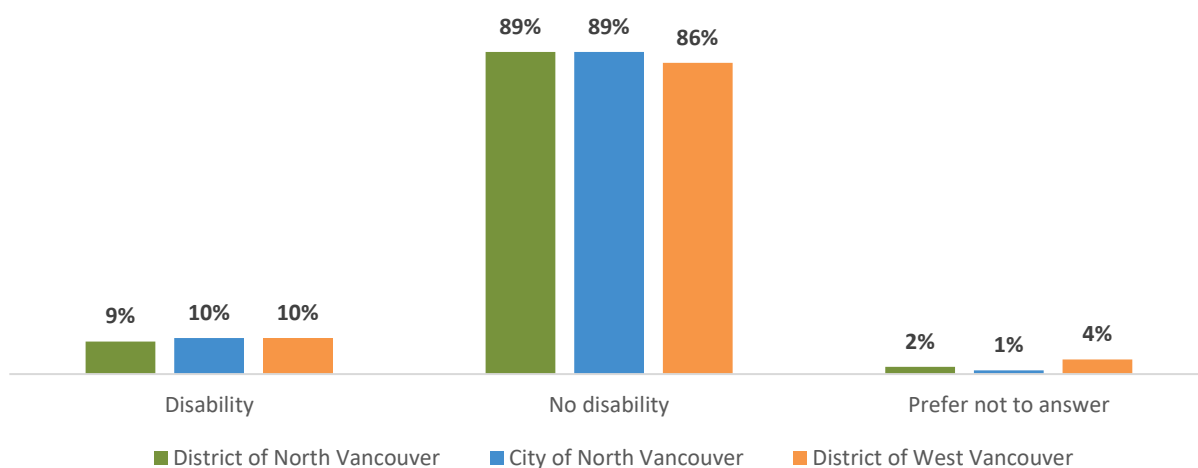
Figure 10. Language spoken most often at home by municipality



3.9 Accessibility by municipality

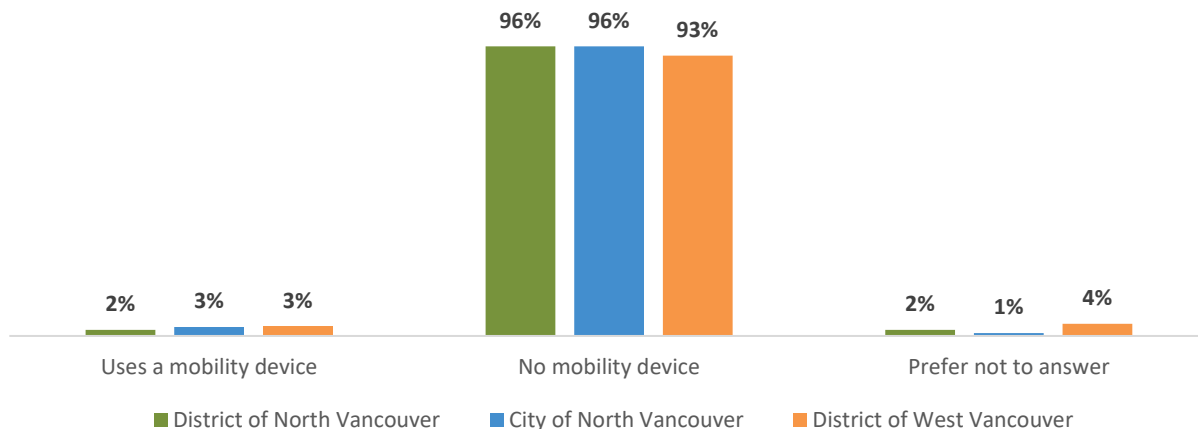
Overall, 10% of respondents on the North Shore indicated they have a physical or cognitive disability.

Figure 11. Physical or cognitive disability by municipality



Overall, 3% of respondents indicate they use an assisted mobility device, such as a wheelchair, walker, cane, crutches, prosthesis, or mobility scooter.

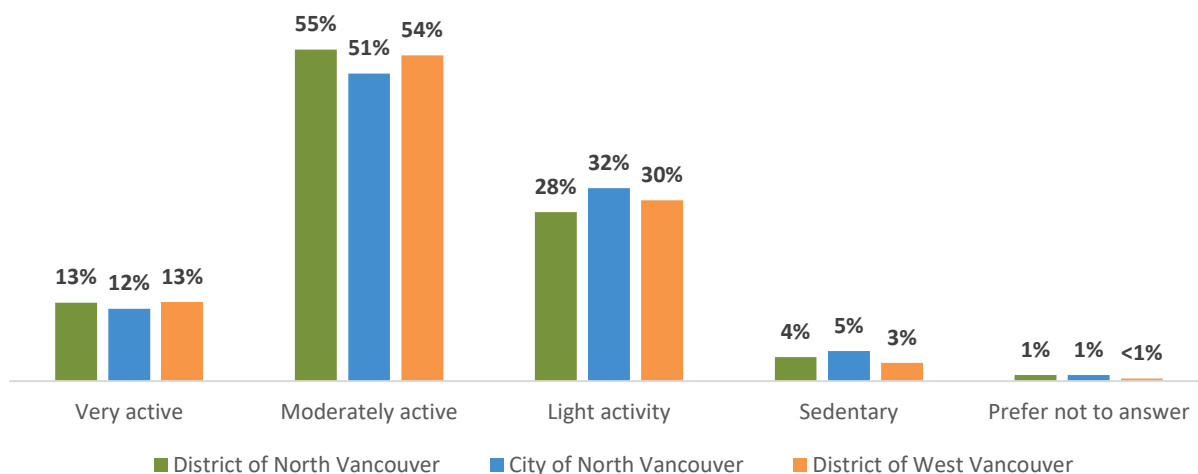
Figure 12. Use of mobility device by municipality



3.10 Lifestyle by municipality

Two thirds of North Shore respondents say they have at least a moderately active lifestyle, that is, they are on their feet most of the day with moderate exercise three to seven times per week. Results are similar across municipalities. Results are also in line with past NSTS surveys.

Figure 13. Lifestyle by municipality

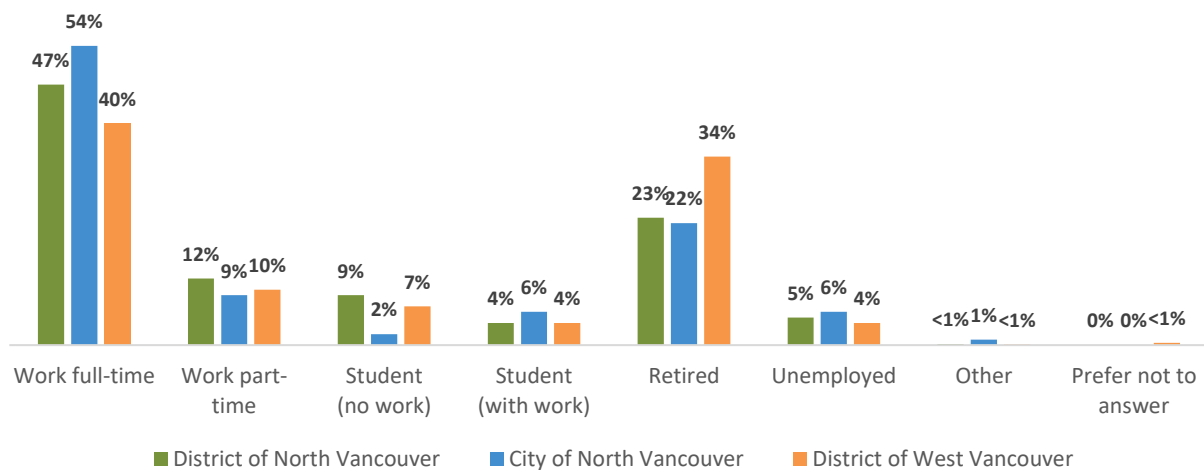


4.0 Household transportation access

4.1 Employment characteristics

Among respondents, approximately two thirds are working in some capacity. Comparing across municipalities shows a higher proportion of respondents in the DWV who are retired, which is in line with results from 2023.

Figure 14. Employment status by municipality



Employment rates by zone show the highest proportion of students in the Zone 4: DWV (West) and Zone 2: DNV (Central), with the highest proportion of retired respondents in the Zone 5: DWV (Centre).

Table 7: Employment by zone

Zone	Working (full or part-time)	Student (with or without work)	Retired	Unemployed*
Zone 1: DNV (East)	64%	9%	23%	4%
Zone 2: DNV (Central)	57%	19%	19%	4%
Zone 3: DNV (West)	49%	13%	30%	7%
Zone 4: DWV (West)	47%	23%	28%	2%
Zone 5: DWV (Centre)	50%	6%	39%	6%
Zone 6: CNV/DWV (Outer)	65%	7%	17%	10%
Zone 7: CNV (Core)	65%	6%	23%	6%
Zone 8: CNV / DNV (East)	65%	8%	24%	3%
North Shore	59%	11%	25%	5%

* Unemployed includes <1% of respondents who could not be classified.

Occupation type

Assessing occupation types shows that the most common industry is business, finance, and administration occupations, which account for more than 1 in 5 respondents. When assessing results by municipality, there are only slight differences, with only two occupation categories having a difference from the highest to lowest (among municipalities) of greater than five percentage points.

Table 8: Occupation type by municipality

Occupation type	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Business, Finance & Administration Occupations	22%	19%	25%	27%
Management Occupations	16%	15%	17%	14%
Natural & Applied Sciences Occupations	12%	13%	11%	8%
Sales & Service Provision	10%	10%	9%	15%
Health Services Occupations	10%	11%	9%	10%
Post Secondary Education, Law & Social, Community & Government Services	8%	8%	6%	8%
Performing & Facilitating Art, Culture, Recreation & Sports	6%	5%	7%	4%
Secondary and Elementary School Teachers	6%	6%	5%	6%
Trades, Transport & Equipment Operators	3%	3%	4%	3%
Occupations in Manufacturing & Utilities	1%	2%	1%	2%
Occupations in Natural Resources, Agriculture & Related Production	1%	2%	1%	1%
Technology	1%	2%	1%	<1%
Education	1%	1%	1%	1%
BASE: Those employed full or part-time.				
Note: Only those occupation categories that account for at least 1% within the North Shore are shown.				

Employee support programs by municipality of residence

Those that were employed were asked if they have access to employee programs that support transportation. The table below assesses responses among those employed by the municipality where they live. Results show approximately 3 in 10 employed respondents have access to at least one type of program, most commonly shower or locker facilities at work. Respondents living in the DWV are less likely to have access to any program, as 24% have accessed at least one program compared to 33% in the DNV and 31% in the CNV.

Table 9: Employee support programs by municipality of residence

Program	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Employer offered shower / locker facilities at work	21%	22%	22%	15%
Employer subsidized bike storage	14%	17%	13%	7%
Employer subsidized transit pass	9%	8%	9%	11%
Employer subsidized electric vehicle charging	6%	8%	4%	6%
Employer offered annual active transportation campaigns and promotions	4%	3%	5%	4%
Company carpool / car share	3%	5%	2%	1%
Employer subsidized shuttle to transit	2%	2%	2%	5%
Employer subsidized bike share / membership	2%	4%	1%	1%
Employer facilitated emergency ride home	2%	2%	2%	2%
Employer offered active transportation financial incentive programs	2%	2%	1%	2%
Employer paid parking	1%	1%	<1%	<1%
Employer subsidized mileage/gas	<1%	<1%	<1%	0%
Other	<1%	<1%	<1%	0%
No access to these programs	65%	63%	65%	73%
Don't know	4%	4%	4%	3%

BASE: Those employed full or part-time.
 Note: Respondents could provide more than one response; therefore, columns will sum to more than 100%.

Employee support programs by municipality of work location

Another way to assess these support programs is by where respondents work. The table below assesses access to programs by respondents' work location for those who have a usual place of work that they have to travel to (excluding those who work from home or do not have a fixed address for work). Those who travel outside the North Shore have a higher proportion of access to at least one program, with 44% having access to at least one program. This compares to 37% who travel to the CNV, 27% who travel to the DWV, and 25% who travel to the DNV.

Table 10: Employee support programs by municipality of work location

Program	District of North Vancouver	City of North Vancouver	District of West Vancouver	Outside North Shore
Employer offered shower / locker facilities at work	16%	20%	20%	32%
Employer subsidized transit pass	10%	9%	3%	13%
Employer subsidized shuttle to transit	8%	2%	2%	2%
Employer subsidized bike storage	6%	14%	4%	23%
Employer subsidized electric vehicle charging	6%	6%	7%	10%
Company carpool / car share	4%	4%	1%	4%
Employer offered annual active transportation campaigns and promotions	2%	3%	2%	6%
Employer facilitated emergency ride home	2%	2%	0%	3%
Employer offered active transportation financial incentive programs	1%	3%	3%	1%
Employer subsidized bike share / membership	0%	3%	1%	3%
Employer paid parking	0%	2%	1%	<1%
Employer subsidized mileage/gas	0%	1%	0%	<1%
Other	1%	<1%	0%	<1%
No, I do not have access to such programs	70%	61%	71%	53%
Don't know	5%	2%	2%	3%

BASE: Those employed full or part-time and have a usual place of work (not including work from home).
 Note: Respondents could provide more than one response; therefore, columns will sum to more than 100%.

4.2 Bicycle availability

Adult bicycles by municipality

The proportion of respondents on the North Shore with an adult bicycle (pedal or e-bike) is 55%. The 55% includes 18% of households with at least one e-bike. Assessing results by municipality shows that a higher percentage of households in the DNV own at least one adult bicycle and own a higher average number of bicycles per household. This trend was also apparent in 2023.

Table 11: Bicycle access by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
% of households with adult bicycle (regular or e-bike)	55%	63%	50%	48%
% of households with e-bike	18%	20%	15%	16%
Average number of adult bicycles per household (regular or e-bike)	1.4	1.8	1.1	1.1
Average number of e-bikes	0.3	0.3	0.2	0.2
% of bicycles that are e-bikes	18%	16%	19%	22%

On the North Shore, the proportion of households with at least one adult bicycle increased from 49% in 2023 to 55% in 2025, after dropping off noticeably in 2023. Results also show a continued growth in e-bicycles, as they now account for 18% of all adult bicycles, growing from just 4% in 2019.

Table 12: Bicycle access by NSTS year (North Shore)

	2019	2021	2023	2025
% of households with adult bicycle (regular or e-bike)	58%	58%	49%	55%
Average number of adult bicycles per household (regular or e-bike)	1.4	1.5	1.3	1.4
% of bicycles that are e-bikes	4%	9%	17%	18%

Results for the District of North Vancouver show a growth in the proportion of households with at least one bicycle from 2023, with results in 2025 more in line with previous NSTS years.

Table 13: Bicycle access by NSTS year (District of North Vancouver)

	2019	2021	2023	2025
% of households with adult bicycle (regular or e-bike)	63%	66%	55%	63%
Average number of adult bicycles per household (regular or e-bike)	1.7	1.8	1.6	1.8
% of bicycles that are e-bikes	4%	8%	16%	16%

The City of North Vancouver saw slight growth in the proportion of households with bicycles from 2023, with results slightly closer to 2019 and 2021.

Table 14: Bicycle access by NSTS year (City of North Vancouver)

	2019	2021	2023	2025
% of households with adult bicycle (regular or e-bike)	53%	52%	47%	50%
Average number of adult bicycles per household (regular or e-bike)	1.2	1.1	1.1	1.1
% of bicycles that are e-bikes	4%	10%	18%	19%

Results for the District of West Vancouver saw an increase in the proportion of households with at least one adult bicycle from 2023, and a growth in the proportion of bicycles that are e-bikes.

Table 15: Bicycle access by NSTS year (District of West Vancouver)

	2019	2021	2023	2025
% of households with adult bicycle (regular or e-bike)	57%	54%	42%	48%
Average number of adult bicycles per household (regular or e-bike)	1.4	1.4	1.1	1.1
% of bicycles that are e-bikes	3%	11%	18%	22%

Adult bicycles by zone

Adult bicycle ownership by zone shows that residents in the Zone 5: DWV (Centre) and Zone 7: CNV (Core) are least likely to own at least one adult bicycle.

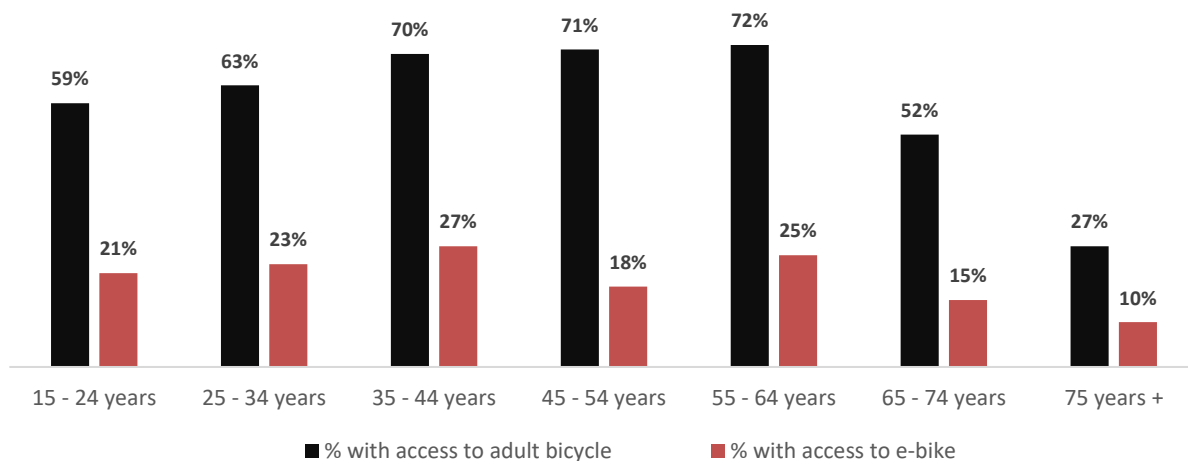
Table 16: Bicycle access by zone

Zone	% with adult bicycle	% with e-bike	Average number of bikes	Average number of e-bikes
Zone 1: DNV (East)	66%	22%	2.0	0.3
Zone 2: DNV (Central)	64%	23%	1.9	0.3
Zone 3: DNV (West)	59%	21%	1.7	0.3
Zone 4: DWV (West)	53%	15%	1.3	0.2
Zone 5: DWV (Centre)	43%	15%	0.9	0.2
Zone 6: CNV/DWV (Outer)	59%	14%	1.2	0.2
Zone 7: CNV (Core)	45%	13%	0.8	0.2
Zone 8: CNV / DNV (East)	64%	24%	2.0	0.4
North Shore	55%	18%	1.4	0.3

Adult bicycles by age

Results show that access to at least one adult bicycle in the household increases with age, up until 65 years of age, where ownership declines to approximately one quarter of respondents 75 and older. E-bike ownership shows a similar pattern of drop-off in ownership for those 65 and older, but the differences in e-bike ownership are somewhat consistent among age groups 15 to 64 years of age, with some fluctuations.

Figure 15. Access to bicycles in household by respondent age



4.3 Shared services

Bike or scooter membership by municipality

Overall, 12% of North Shore residents are a member of at least one bike or scooter share service, with higher rates in the CNV (18%) than DNV (10%) or DWV (5%). The difference is largely driven by greater usage of Lime (previous operator) and BCAA Evolve (current operator) among CNV residents.⁴

Table 17: Bicycle or scooter membership by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Lime	8%	7%	12%	4%
BCAA Evolve	7%	5%	12%	1%
Mobi	2%	2%	3%	1%
Other	1%	<1%	2%	<1%
Not a member	88%	90%	81%	95%
Prefer not to answer	<1%	<1%	<1%	<1%

Note: Respondents could provide more than one response; therefore, columns will sum to more than 100%.

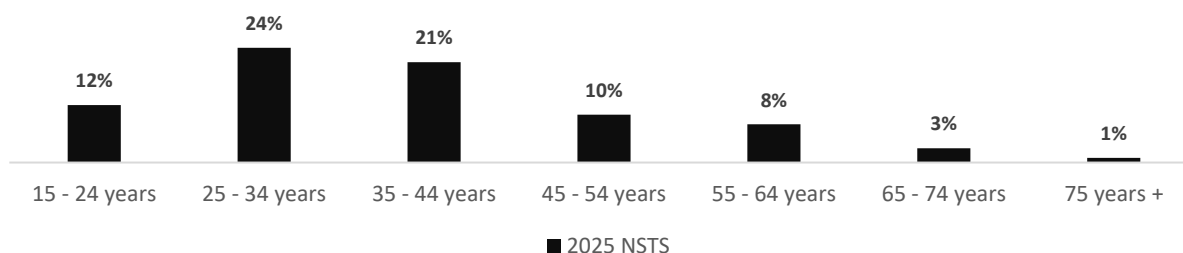
⁴

Lime ended its e-bike share operations in the North Shore on June 30, 2025, and was replaced by BCAA's Evolve E-bike Share on July 1, 2025, in the DNV and CNV. BCAA Evolve did not start operations in the DWV until 2026.

Bike or scooter membership by age

Use of bike or scooter membership is highest among 25- to 34-year-olds, and declines as respondents age.

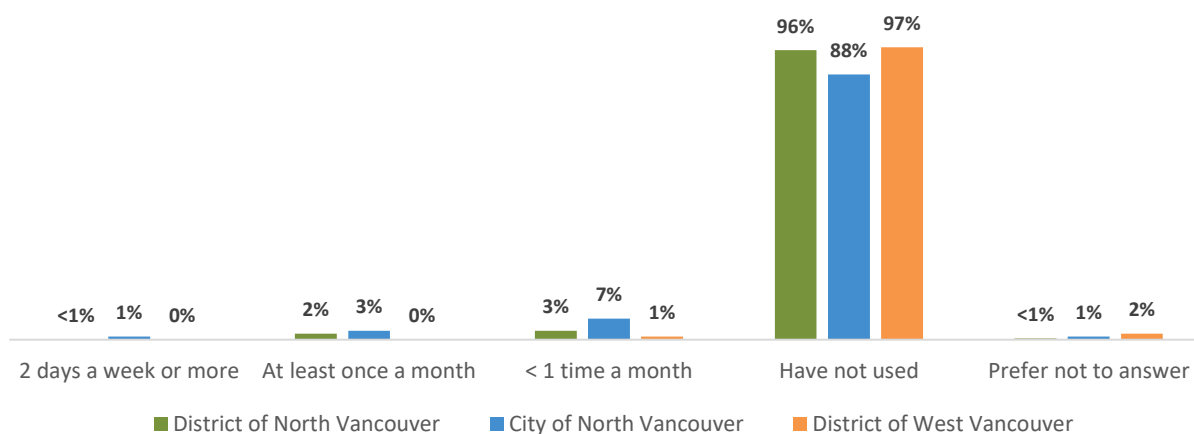
Figure 16. Bike or scooter service membership by respondent age



Use of BCAA Evolve

Use of BCAA Evolve is very infrequent, with only 2% of North Shore residents using it at least once a month. Even among CNV residents (who are most likely to use it), just 4% use it at least once a month.

Figure 17. Use of BCAA Evolve by municipality



4.4 Micromobility

Micromobility devices are small, light vehicles that can be powered by electricity. They commonly refer to devices such as electric scooters, skateboards, and hoverboards. Just 4% of North Shore residents have at least one micromobility device in their household, with slight differences by municipality.

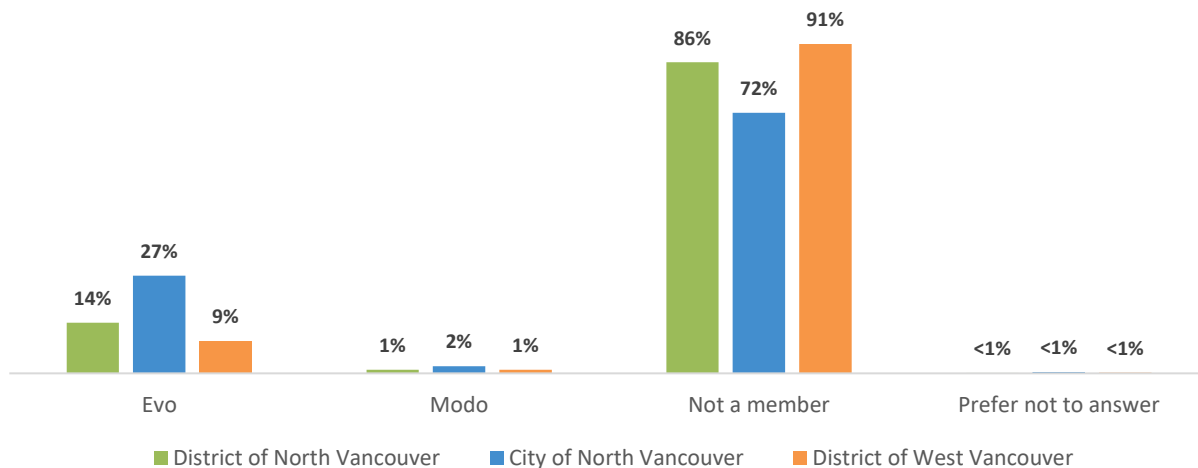
Table 18: Micromobility access by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
% of households with micromobility devices	4%	4%	6%	3%
Average number of micromobility devices per household	0.1	0.1	0.1	0.0

4.5 Car share

Overall, 18% of North Shore residents have at least one car share membership, most often Evo (18%). Evo membership is much higher among CNV residents. Results are very similar to the 2023 NSTS.

Figure 18. Car share membership by municipality



4.6 Private vehicles

Vehicles in household

Overall, 93% of respondents have a driver's license, in line with previous NSTS. Similarly, 91% of households on the North Shore have at least one vehicle, with an average vehicle count of 1.6 vehicles per household. The DNV has the highest proportion of households with a vehicle, and the highest vehicle count per household.

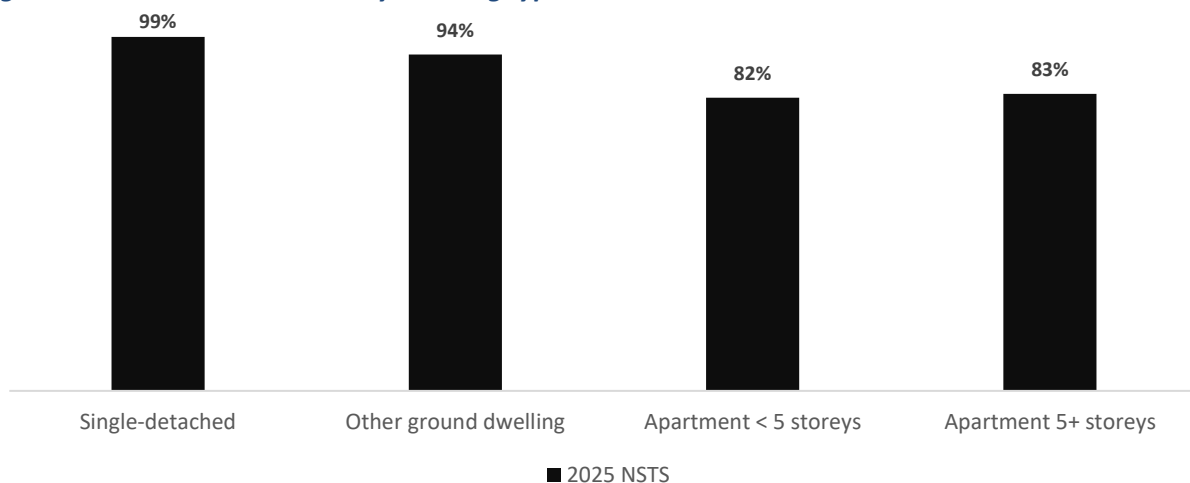
Table 19: Private vehicles by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
% with driver's license	93%	93%	93%	93%
Average household size	2.2	2.4	1.9	2.0
Average vehicles per household	1.6	1.8	1.3	1.6
Average number of vehicles per adult in household (15 years+)	0.8	0.9	0.8	0.9
% of households with at least one vehicle	91%	95%	85%	90%

Vehicles in household by dwelling

Almost all households living in a single-detached home have at least one vehicle. Vehicle ownership is lower among those living in apartments, regardless of apartment size.

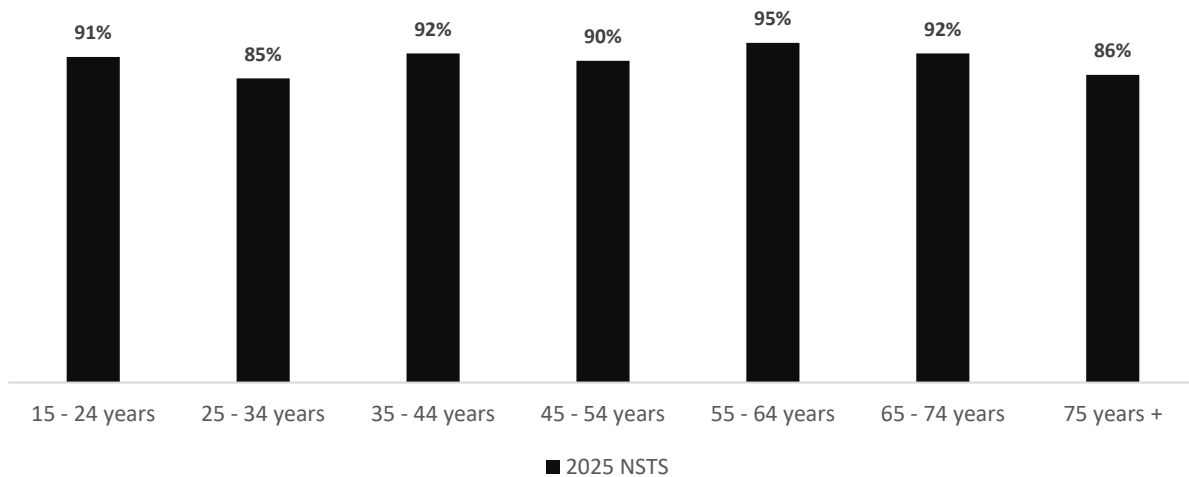
Figure 19. Vehicle in household by dwelling type



Vehicles in household by age

Vehicle ownership in the household is typically 90% or higher with the exception of two age groups: 25-to-34-year-olds and those 75 and older.

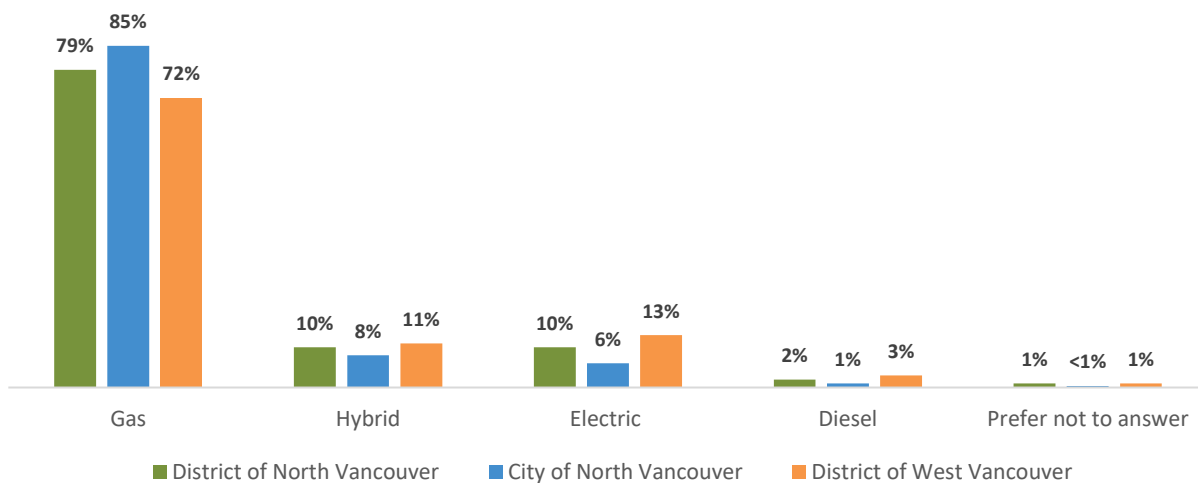
Figure 20. Vehicle in household by age



Vehicle fuel type by municipality

Among those with at least one vehicle in their household, the majority of vehicles are gas powered, with 79% of North Shore residents indicating gas (81% in 2023 NSTS). Hybrid and electric vehicle ownership is slightly higher in the DWV at 24% compared to 19% in the DNV and 14% in the CNV.

Figure 21. Vehicle fuel type of most commonly driven vehicle by municipality



Each NSTS, there has been a growth in electric and hybrid vehicle ownership (among the most commonly used vehicles). The overall growth between 2023 and 2025 has been largely driven by growth in the CNV and DWV, primarily in hybrid vehicle use in both these municipalities.

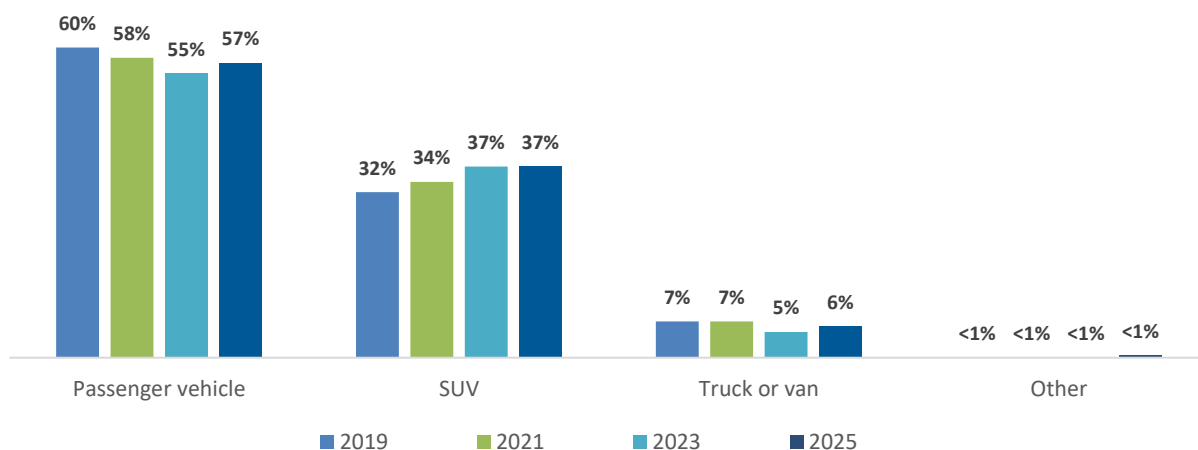
Table 20: Electric and hybrid vehicle ownership by NSTS year by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Electric and hybrid				
2019	8%	12%	7%	7%
2021	13%	7%	12%	16%
2023	15%	18%	9%	20%
2025	19%	19%	14%	24%
Electric only				
2019	4%	5%	3%	3%
2021	7%	3%	5%	12%
2023	8%	9%	4%	13%
2025	9%	10%	6%	13%
Hybrid				
2019	4%	7%	5%	4%
2021	6%	5%	7%	4%
2023	7%	9%	5%	7%
2025	9%	10%	8%	11%

Vehicle type by NSTS year

Assessing the vehicle type that is driven most often in the household shows similar results in 2025 to 2023, with passenger vehicles being the most commonly driven vehicle. This is also the first NSTS that has not seen a growth in SUV as the most commonly driven vehicle.

Figure 22. Vehicle type by NSTS year



5.0 Daily trip characteristics

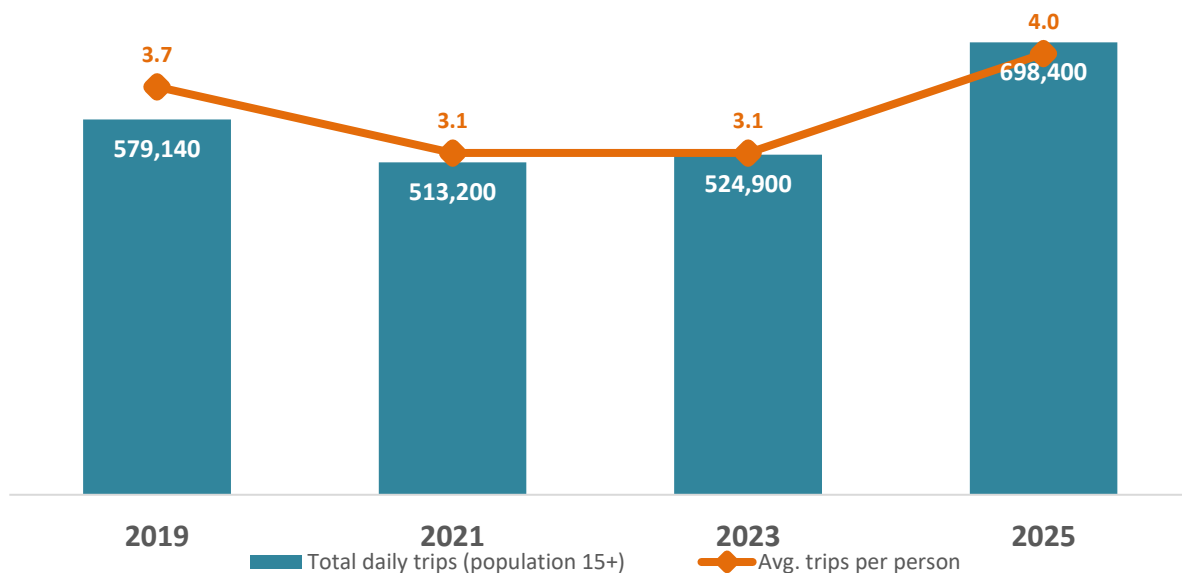
This section provides a snapshot of respondents' trip patterns. In this section, there is important information to note:

- A "trip" is defined as a journey from an origin to a destination with a single purpose. A trip can involve more than one mode of travel. For example, travel to a place of work may involve several modes (e.g., bus, Seabus, walk). Stopping at a location as part of a trip is considered two trips; for example, driving to work and stopping to get coffee would be considered two trips (home to coffee shop; coffee shop to work).
- The survey allowed participants to enter trips for exercise or leisure that return to the trip origin without stopping at a destination along the way (e.g., taking a dog for a walk).
- Commercial trips (e.g., Uber or Lyft drivers) were excluded from trips.
- Trip information was recorded by respondents for a 24-hour period on the weekday prior to the day they completed the survey. Only weekday trip patterns are used in these analyses.
- Because residents were asked to report their trips from the previous weekday, not all trips will have originated or ended within the North Shore. That is, some trips are entirely external to the North Shore; however, any respondent who made all trips external to the North Shore were excluded from the results.
- This section reflects the trip characteristics of North Shore residents and does not account for trips within the North Shore by non-residents.
- All results in this section are weighted as per weighting information outlined in Section 1.2.

5.1 Trip demand

Results for the 2025 survey show an average of 4.0 trips per person, up from 3.1 in the previous two surveys and slightly higher than 3.7 trips from the 2019 NSTS. Using the population estimate of 174,600 (see Section 2.2), this accounts for approximately 698,000 daily trips for North Shore residents aged 15 and older. This is an increase of approximately 33% from 2023. The increase from 2023 is largely due to an increase in walking trips, which is further explored in Section 5.4.

Figure 23. Daily Trip Volumes and Person Trip Rates – 2019 to 2025



Average trips by municipality

Results from the 2025 NSTS show an increase in the average trip count by municipality, with an increase of slightly less than a full trip across each municipality. This accounts for growth in the average number of trips by approximately 24% to 35% by municipality.

Table 21: Daily trip rates by municipality by NSTS year

Municipal area		2019	2021	2023	2025
District of North Vancouver	Population 15+	72,400	73,400	75,400	75,300
	Total trips	270,300	241,300	251,500	311,000
	Avg. trips per person	3.7	3.3	3.3	4.1
City of North Vancouver	Population 15+	47,100	50,800	52,700	54,800
	Total trips	163,100	141,800	157,300	212,600
	Avg. trips per person	3.5	2.8	3.0	3.9
District of West Vancouver	Population 15+	38,600	40,000	40,200	39,100
	Total trips	145,800	130,100	116,200	150,100
	Avg. trips per person	3.8	3.3	2.9	3.8

Estimates for 2025 are based on Statistics Canada 2021 Census information with annual growth of 2%; estimates for previous NSTS are based on estimates from the 2023 NSTS report.

Average trips by zone

The average number of trips grew consistently across zones in 2025, with the largest increase for Zone 6 and Zone 7, which were both up approximately 40%. Zone 2 continues to have the highest average trips per respondent, as they did in 2023 (tied with Zone 1), while Zone 5 has the lowest average trips per respondent.

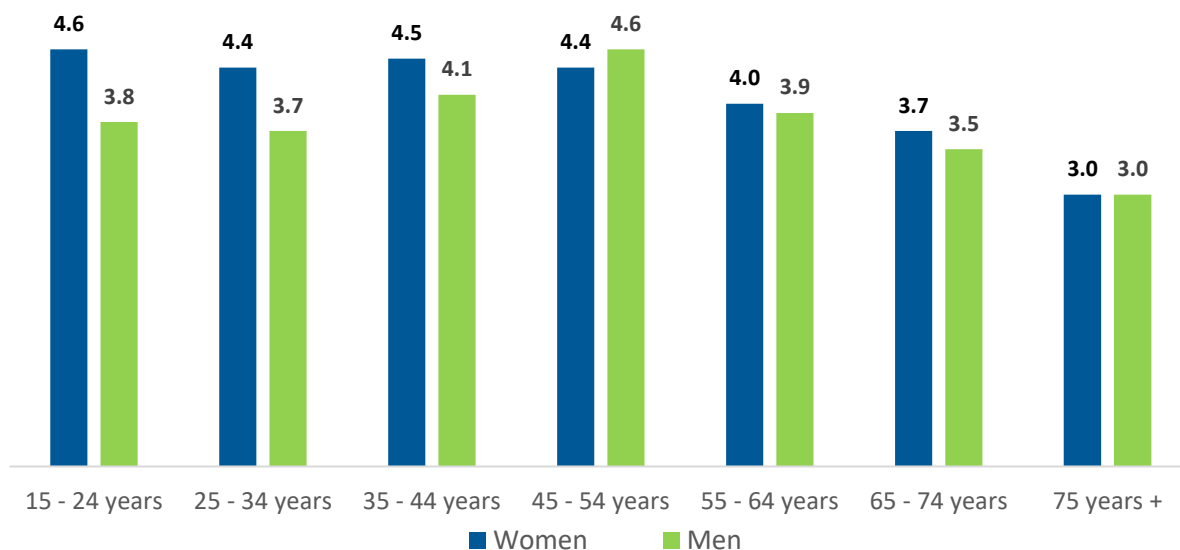
Table 22: Daily trip rates by zone by NSTS year

Zone	2019	2021	2023	2025
Zone 1: DNV (East)	3.8	3.1	3.5	4.0
Zone 2: DNV (Central)	3.8	3.2	3.5	4.5
Zone 3: DNV (West)	3.7	3.5	3.2	4.1
Zone 4: DWV (West)	4.2	3.3	3.0	3.9
Zone 5: DWV (Centre)	3.3	3.2	2.8	3.4
Zone 6: CNV/DWV (Outer)	3.4	3.0	3.0	4.2
Zone 7: CNV (Core)	3.3	2.8	2.8	3.9
Zone 8: CNV / DNV (East)	3.8	2.6	3.2	3.9

Average trips by age and gender

Results show a difference in trip patterns by gender when assessing age. Women generally have higher daily trip rates than men for most age groups. Women have a consistent average number of trips between the ages of 15 and 54 and then averages begin to decline. With men, the average number of trips increases starting around 35 years of age to 54 years and then declines.

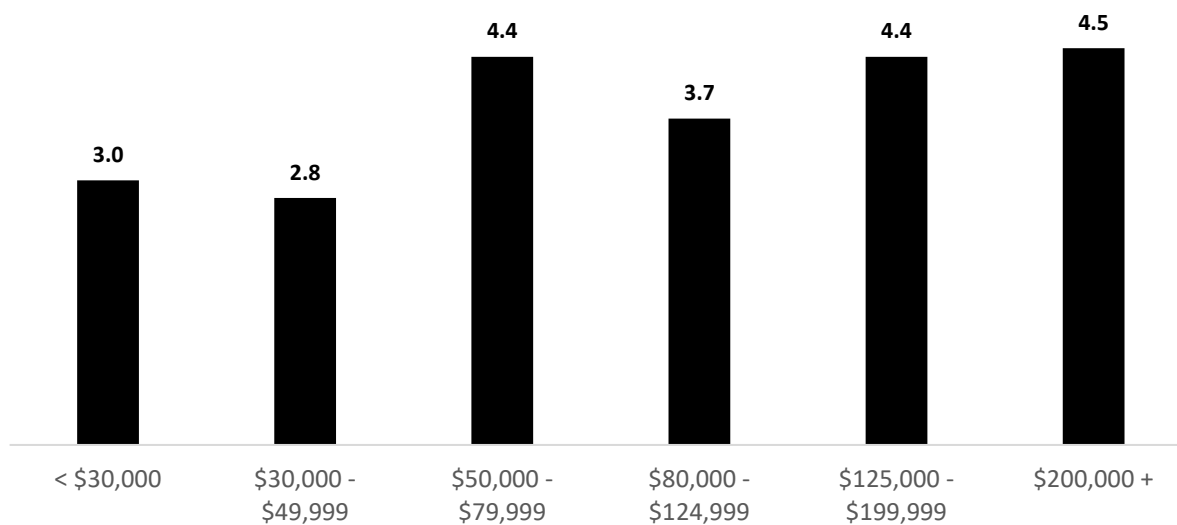
Figure 24. Average trips by age and gender (North Shore)



Average trips by income

Assessing average trips by household income shows that those in households earning \$50,000 or higher tend to take more trips on average than those in lower income households.

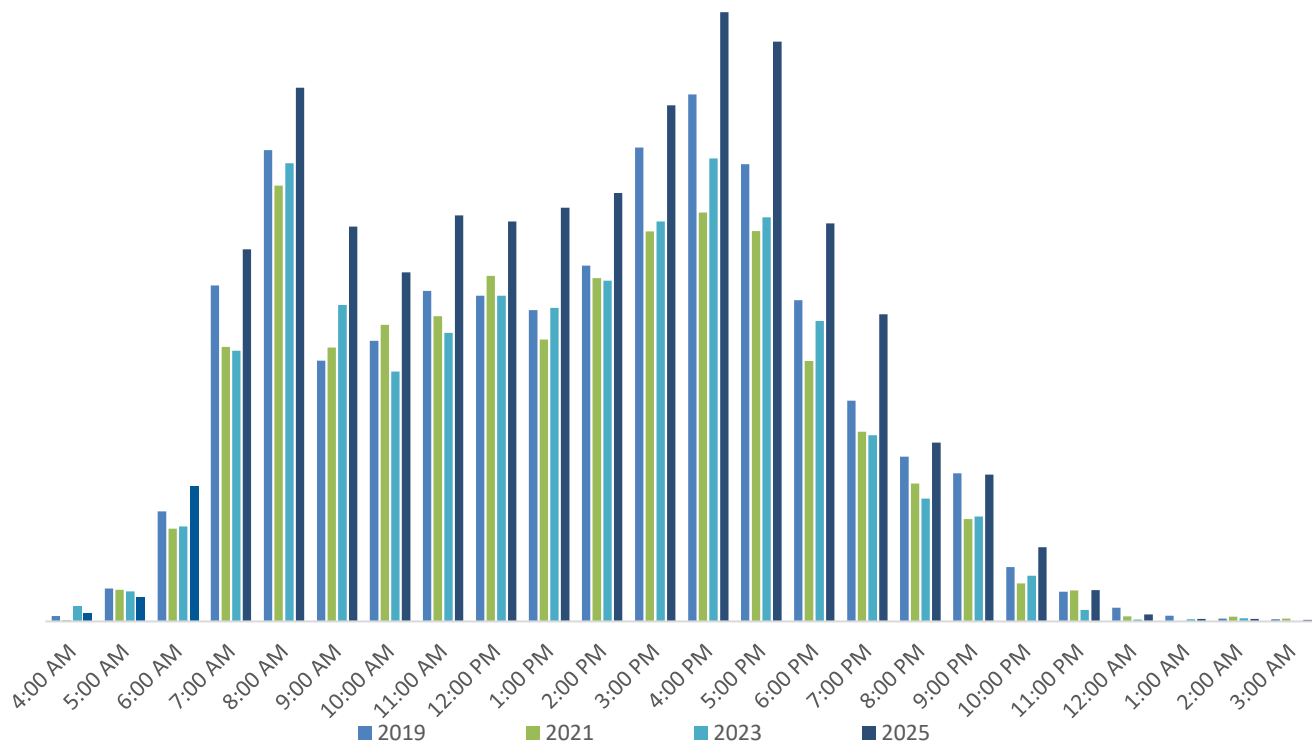
Figure 25. Average trip by income (North Shore)



Average volumes by time of day

The figure below shows the total number of trips based on the start time of the trip. Trips are allocated to hours based on the hour the trip started. For example, a trip commencing at 8:45 am is categorized in the 8 am bracket. As there were more total trips taken in 2025, there tends to be more trips in each hour relative to past years; however, the pattern is still very similar, with peak travel times at 8:00 am in the morning, and 4:00 pm and 5:00 pm in the afternoon.

Figure 26. Total number of trips by hour of day by NSTS year



5.2 Vehicle kilometres travelled (VKT)

Average VKT by municipality based on odometer readings

The average kilometres travelled by vehicle was estimated in 2025 from those who participated in the 2023 survey and who reported odometer readings for the same vehicle in 2023 and 2025 (based on the year of the vehicle). Respondents with a change greater than 100,000 kilometres or a negative change between 2023 and 2025 were excluded from calculations.

The weighted sample of respondents for the North Shore is quite small ($n = 324$), so the results in Table 23 should be interpreted with caution; however, results in 2025 show similar averages to 2023. The increase in the DWV may be due to the small sample size, as just 55 respondents could be matched between 2023 and 2025.

Table 23: Estimated annual VKT per vehicle based on odometer readings

	2019	2020	2021	2023	2025
District of North Vancouver	12,900	9,400	9,500	10,800	10,200
City of North Vancouver	11,000	8,700	9,100	8,400	7,900
District of West Vancouver	11,700	8,200	8,400	10,400	11,800
North Shore	12,100	8,900	9,100	10,100	9,400

Average VKT by municipality based on weekly estimates

In the 2025 NSTS, a new question was added that asked respondents to estimate their weekly number of kilometres driven, which was then multiplied to get an annual amount. This question was used to gather additional information about kilometre estimates from a larger sample size relative to odometer readings. As shown in the table below, the average kilometres driven per respondent is smaller than the average odometer readings, which is expected for a few reasons. Foremost, driver estimates are based on an individual, not a vehicle, and in households where multiple licensed drivers share a vehicle, the kilometres on a vehicle will be higher than the average per person. Secondly, the estimate is based on a typical week and would often exclude kilometres driven for non-typical driving behaviour (e.g., vacations) that may add significant kilometres to a vehicle.

Table 24: Estimated annual VKT per vehicle

	2025	
	Odometer VKT	Estimated annual
District of North Vancouver	10,200	7,600
City of North Vancouver	7,900	6,100
District of West Vancouver	11,800	8,500
North Shore	9,400	7,300

Total VKT estimates

The total VKT for all North Shore drivers was estimated for the 2025 NSTS based on the odometer readings and the estimated driving per driver. The results using odometer readings indicate a total of approximately 1.4 billion kilometres driven by vehicles on the North Shore, which was very similar to estimates from 2023 (1.3 billion).

Using estimates based on drivers, the total kilometres driven is estimated at 1.2 billion, or about 14% lower than the estimate based on odometer readings.

Table 25: Estimated annual VKT per vehicle

	2025 NSTS					
	Odometer VKT			Weekly average VKT		
	Avg. per vehicle	Estimated vehicles	Total estimate VKT (in million)	Avg. per driver	Estimated drivers	Total estimate VKT (in million)
District of North Vancouver	10,200	67,800	690	7,600	72,200	550
City of North Vancouver	7,900	42,900	340	6,100	51,200	310
District of West Vancouver	11,800	36,700	430	8,500	38,600	330
North Shore	9,400	147,400	1,400	7,300	162,000	1,200

5.3 Trip purpose

Respondents were asked to define the main purpose of their trip. Data from 2025 shows significant increases in many trip areas, including recreational, shopping, work, and personal business (e.g., eating out, banking, health appointments, etc.).

- **Recreational trips.** Recreational trips primarily included trips where respondents started and ended their trip at home, such as walking, jogging, or cycling. From 2023 to 2025, in total, the number of trips for recreation purposes increased from 14% to 22% of all trips = and increased from 46,600 in 2023 to 97,000 in 2025. This change may be due to a few reasons. First, the number of trips that started and ended at home for recreational purposes increased from 2.5% of all trips in 2023 to 4.0% in 2025. Secondly, the 2025 NSTS was conducted starting approximately one month earlier than previous NSTS, which may account for greater recreational trips due to the impacts of weather and additional day light.
- **Trips to work.** More trips to work were reported in 2025 than in 2023, while the proportion of overall trips remained similar (16% in 2023 vs. 17% in 2025). This increase in trips to work likely reflects population increases on the North Shore and higher trip volumes post-pandemic. These higher number of work trips potentially impact other trips that could be associated with the need to travel to work, which could include recreation, restaurant, shopping, etc.

Table 26: Total trips by main purpose of trip by NSTS year

	2019	2021	2023	2025
Recreational	38,600	38,600	46,600	97,000
Shopping	73,700	74,500	65,300	86,900
To work	61,500	42,800	53,200	78,100
Pick up or drop off	49,700	47,300	49,500	48,800
Personal business	38,100	25,300	33,800	42,200
Restaurant	24,100	21,700	19,100	32,900
Work-related	31,000	30,300	24,200	27,100
Social	32,000	22,000	19,300	23,800
School	10,100	6,800	8,400	12,500
Other	2,700	1,700	5,900	0

Trip purpose by municipality

The table below shows that the biggest shift in trips in the DNV was recreational trips, which increased from 9% to 15%. It also was the most common trip type in 2025, after being the fourth most common in 2023.

Table 27: Trip purpose by NSTS year – District of North Vancouver

Trip purpose	2019	2021	2023	2025
Recreational	6%	7%	9%	15%
Shopping	13%	14%	12%	12%
To work	11%	9%	10%	10%
Pick up or drop off passenger	9%	10%	10%	8%
Personal business	7%	5%	7%	6%
Restaurant	4%	4%	3%	5%
Social	5%	4%	4%	4%
Work-related	6%	6%	5%	3%
School	2%	2%	2%	2%
Other	<1%	<1%	1%	-
Return home	37%	39%	38%	35%

In the CNV, the most common trip type was shopping, surpassing going to work as the most common type in 2023. The CNV also saw a growth in recreational trips from 8% to 12%.

Table 28: Trip purpose by NSTS year – City of North Vancouver

Trip purpose	2019	2021	2023	2025
Shopping	11%	14%	12%	14%
To work	13%	10%	14%	13%
Recreational	7%	8%	8%	12%
Pick up or drop off passenger	6%	7%	7%	6%
Personal business	5%	5%	6%	6%
Restaurant	5%	5%	5%	5%
Work-related	5%	6%	4%	4%
Social	6%	4%	4%	4%
School	2%	1%	1%	1%
Other	<1%	<1%	1%	-
Return home	40%	40%	38%	37%

Recreational trips also saw an increase in the DWV from 10% to 16% from 2023 to 2025. In addition, trips to work doubled in their proportion from 6% to 12%.

Table 29: Trip purpose by NSTS year – District of West Vancouver

Trip purpose	2019	2021	2023	2025
Recreational	7%	8%	10%	16%
Shopping	15%	17%	14%	12%
To work	7%	5%	6%	12%
Work-related	5%	5%	4%	8%
Pick up or drop off passenger	11%	11%	10%	5%
Personal business	8%	5%	7%	5%
Restaurant	4%	4%	3%	4%
Social	6%	5%	4%	3%
School	1%	1%	2%	1%
Other	1%	1%	1%	-
Return home	36%	39%	38%	35%

5.4 Trip mode share

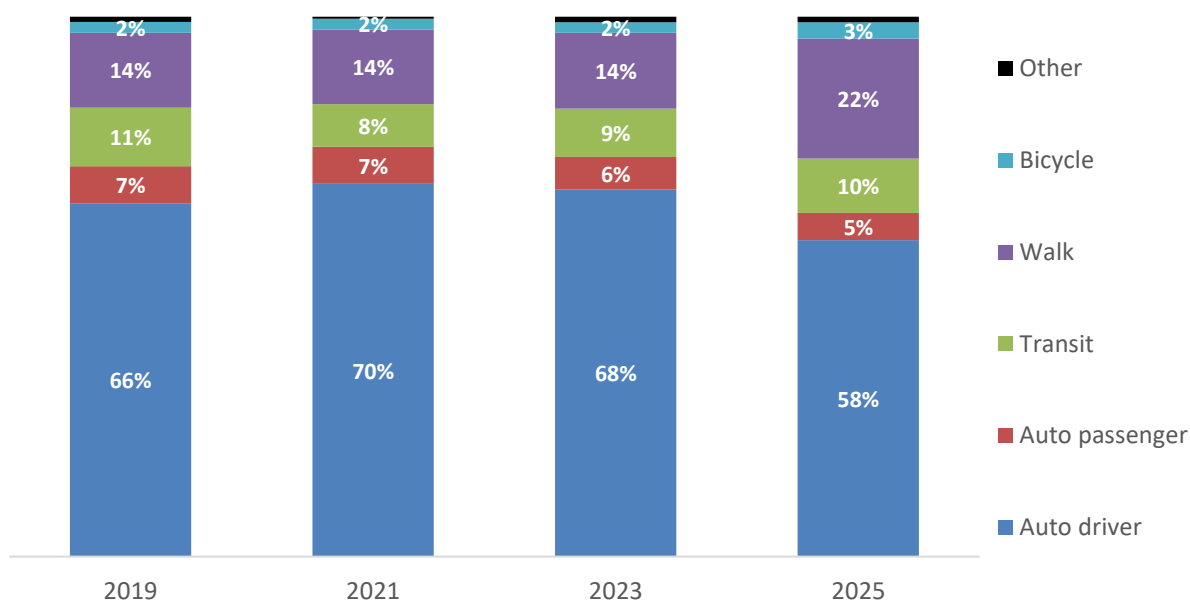
This section analyses transportation mode share using six groups outlined below. For trips that involve multiple modes of travel, a primary mode was assigned for analysis based on the hierarchy of groupings shown below. The hierarchy tends to prioritize the mode most likely to involve the longest travel. For example, for a park-and-ride trip involving both transit and automobile, the primary mode is transit.

- 1) **Transit** – SkyTrain, SeaBus, West Coast Express, transit bus
- 2) **Auto driver** – private vehicle or car share driver
- 3) **Auto passenger** – private vehicle or car share passenger
- 4) **Other modes** – HandyDART, school bus, motorcycle, low speed motor vehicle, taxi, ride-hailing service, other undefined modes
- 5) **Bicycle** – bicycle
- 6) **Walk** – walking, jogging, rolling (e.g., skateboard, scooter, longboard, rollerblades)

Mode share (percentage of trips) by NSTS year⁵

The trip share distribution by primary mode is different in 2025 than previous NSTS, primarily because of the increase in recreational trips, which tend to have a high proportion categorized as walking. The increase in the percentage of walking trips has primarily been offset by a decrease in auto drivers as the primary mode of trips in 2025 compared to previous years.

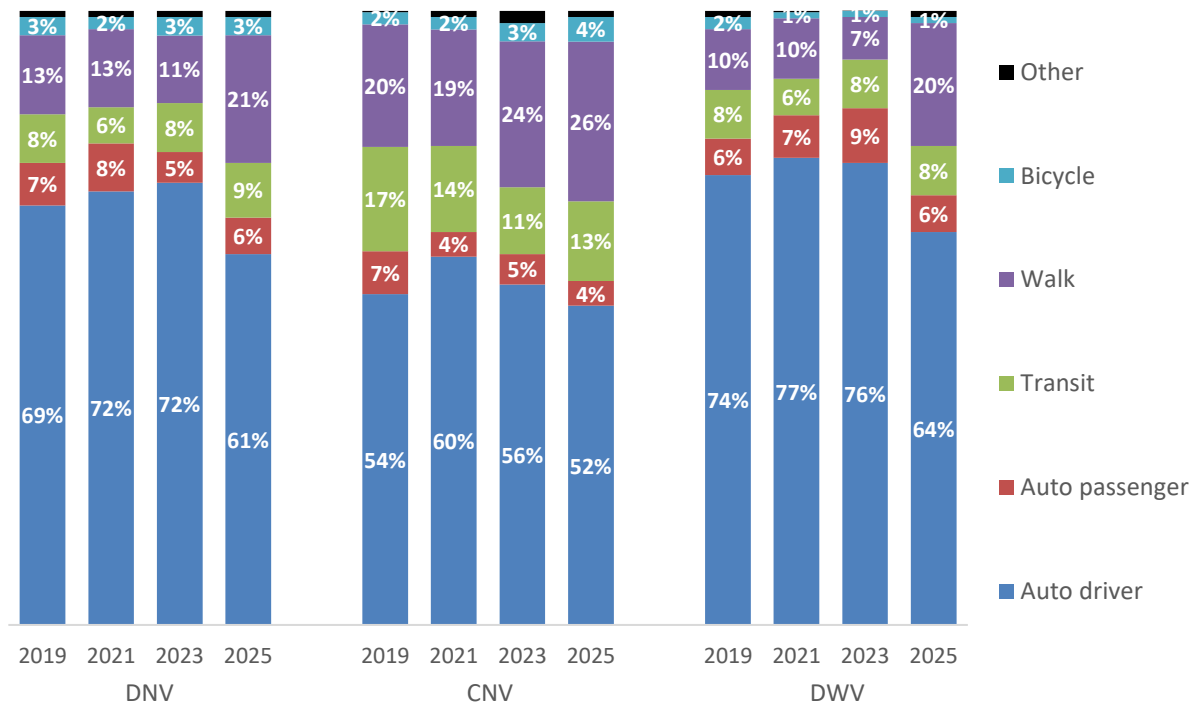
Figure 27. Primary mode share (% of trips) by NSTS year



⁵ Value labels for “Other” trips have been removed for readability.

The pattern of increased proportion of walking trips was consistent across municipalities, with larger increases in the DNV and DWV. The increase in proportion of walking trips was just 2% in the CNV from 2023 to 2025. See figure below.

Figure 28. Primary mode share (% of trips) by NSTS year by municipality⁶

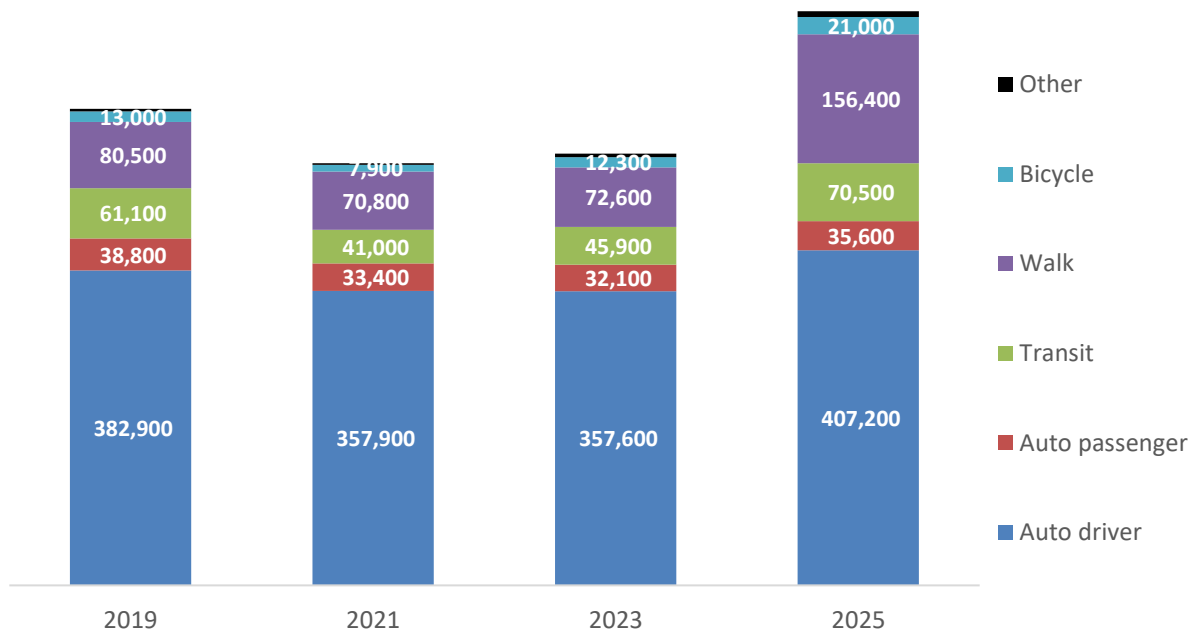


⁶ Value labels for “Other” trips have been removed for readability.

Mode share (total trips) by NSTS year

Assessing the total trips by primary mode share shows a growth in most trip types, with the biggest change in walking trips, which doubled from any previous year. There also was growth in transit and auto driver trips in 2025, with numbers similar to 2019 (pre-pandemic) for these two trip types when population growth is accounted for.

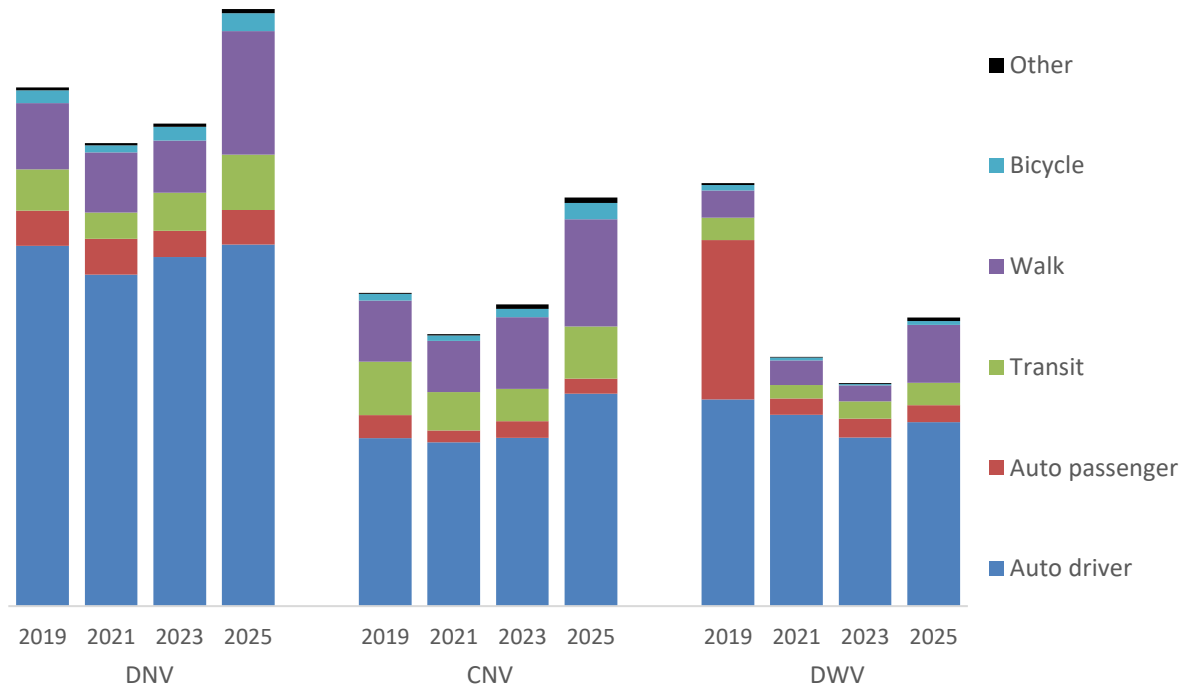
Figure 29. Primary mode share (total trips) by NSTS year⁷



⁷ Value labels for “Other” trips have been removed for readability.

The figure below shows the total trips by municipality, although the values are too large to be read. Therefore, actual numbers can be found in the table following the graph.

Figure 30. Primary mode share (total trips) by municipality by NSTS year



As noted, the table below shows the values used in the above graph.

Table 30: Primary mode share (total daily trips) by municipality by NSTS year

Municipal area	Primary mode	2019	2021	2023	2025	% change from 2023
District of North Vancouver	Auto driver	187,700	172,700	181,970	188,400	4%
	Auto passenger	18,400	18,800	13,580	18,000	33%
	Transit	21,600	13,700	19,980	28,900	45%
	Walk	34,400	31,200	27,140	64,400	137%
	Bicycle	6,700	3,700	7,120	9,300	31%
	Other	1,500	1,200	1,680	2,200	31%
	Total daily trips	270,300	241,300	251,500	311,000	24%
City of North Vancouver	Auto driver	87,500	85,400	87,760	110,800	26%
	Auto passenger	12,100	6,200	8,570	7,700	-10%
	Transit	27,800	19,900	16,930	27,200	61%
	Walk	31,900	26,800	37,250	55,900	50%
	Bicycle	3,500	2,800	4,440	8,500	91%
	Other	400	700	2,300	2,800	22%
	Total daily trips	163,100	141,800	157,300	212,600	35%
District of West Vancouver	Auto driver	107,700	99,800	87,840	95,900	9%
	Auto passenger	83,000	8,400	9,910	8,900	-10%
	Transit	11,700	7,040	9,030	11,600	29%
	Walk	14,200	12,900	8,250	30,200	266%
	Bicycle	2,900	1,400	740	2,000	170%
	Other	1,000	300	410	1,800	339%
	Total daily trips	145,800	130,100	116,200	150,100	29%

Detailed mode share

The table below breaks auto driver trips and transit service trips into sub-groups. Auto driver trips are categorised by the number of passengers in the vehicle. Transit service trips are broken down by the type of transit service used for the primary mode and the method used to access transit. For those that accessed transit by multiple modes (e.g., drove and walked), the hierarchy for categorization order was drive then bike then walk.

The majority of auto driver trips are single occupant trips (i.e., driver only). For transit service trips, the majority are transit bus trips with people accessing it by walking.

Table 31: Detailed mode share by municipality

Municipality	Auto driver trips				Transit service				Transit access			
	Total %	% SOV	% HOV-2	% HOV-3+	Total %	% bus	% Skytrain	% Seabus	Walk	Park & ride (drive)	Dropped off	Bicycle
DNV	61%	38%	17%	6%	9%	7%	1%	1%	9%	<1%	<1%	<1%
CNV	52%	36%	12%	3%	13%	8%	3%	2%	12%	<1%	<1%	<1%
DWV	64%	42%	17%	5%	8%	6%	2%	-	7%	1%	<1%	<1%
North Shore	58%	38%	16%	5%	10%	7%	2%	1%	10%	<1%	<1%	<1%

Note: SOV stands for Single Vehicle Occupant; HOV stands for High Occupancy Vehicle (HOV-2 is two occupants – driver and passenger; and HOV-3+ is driver and multiple passengers).

Mode share (percentage of trips) by zone

The trip usage percentage is fairly similar across zones, with the exception of Zone 7:CNV (Core), which is the only zone where auto driver trips make up less than half of all trips. This is because of their higher percentage of trips that are walking and transit trips.

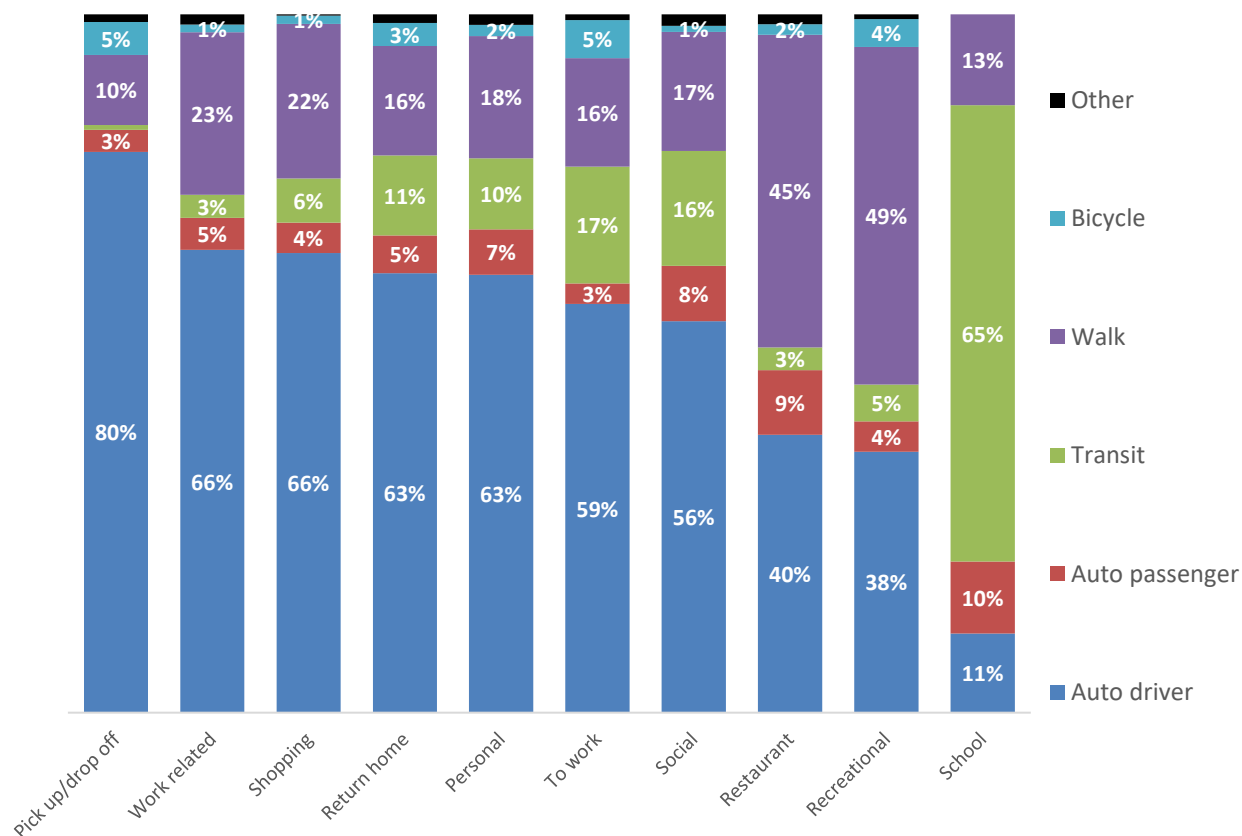
Table 32: Mode share (trip %) by zone

Zone	Auto driver	Auto passenger	Transit	Walk	Bicycle	Other
Zone 1: DNV (East)	62%	6%	6%	22%	4%	1%
Zone 2: DNV (Central)	58%	7%	11%	21%	3%	<1%
Zone 3: DNV (West)	63%	4%	9%	19%	3%	2%
Zone 4: DWV (West)	66%	8%	6%	17%	1%	1%
Zone 5: DWV (Centre)	60%	4%	9%	25%	1%	2%
Zone 6: CNV/DWV (Outer)	60%	5%	12%	20%	2%	1%
Zone 7: CNV (Core)	49%	3%	14%	29%	4%	1%
Zone 8: CNV / DNV (East)	62%	6%	9%	19%	4%	1%

Mode share (percentage of trips) by trip purpose

When analyzing trip mode share by the purpose of the trip, results show differences among trip purpose. Those who were picking up or dropping off someone had the highest proportion of auto driver trips, which seems logical given the purpose. Those travelling for school purposes had the highest proportion of transit trips, while those travelling to go to a restaurant or for recreational purposes had the highest proportion of walk trips.

Figure 31. Primary mode share (% of trips) by trip purpose⁸



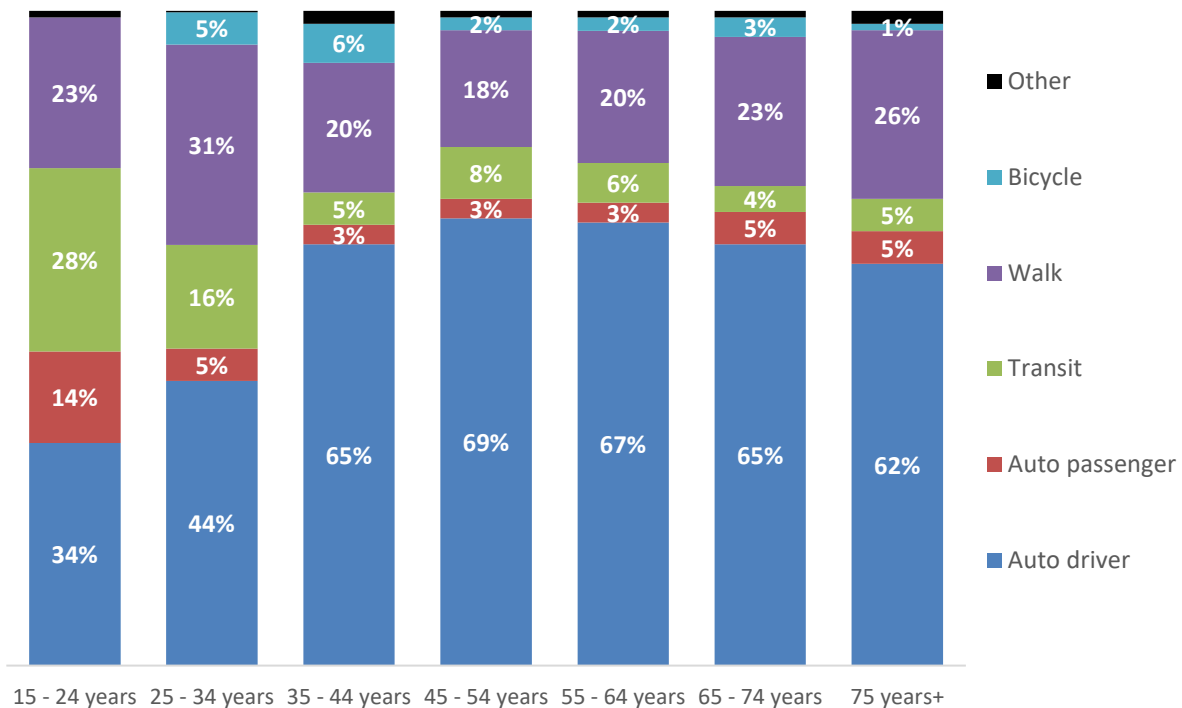
⁸

Value labels for “Other” trips have been removed for readability.

Mode share (percentage of trips) by age groups

Examining primary mode share by age groups shows differences. Younger age groups (under 35 years) are less likely to be an auto driver and are most likely to use transit. However, as respondents get older, surpassing 55 years of age, their primary mode shifts slightly, taking fewer trips via vehicle and more walking trips.

Figure 32. Primary mode share (% of trips) by age groups⁹

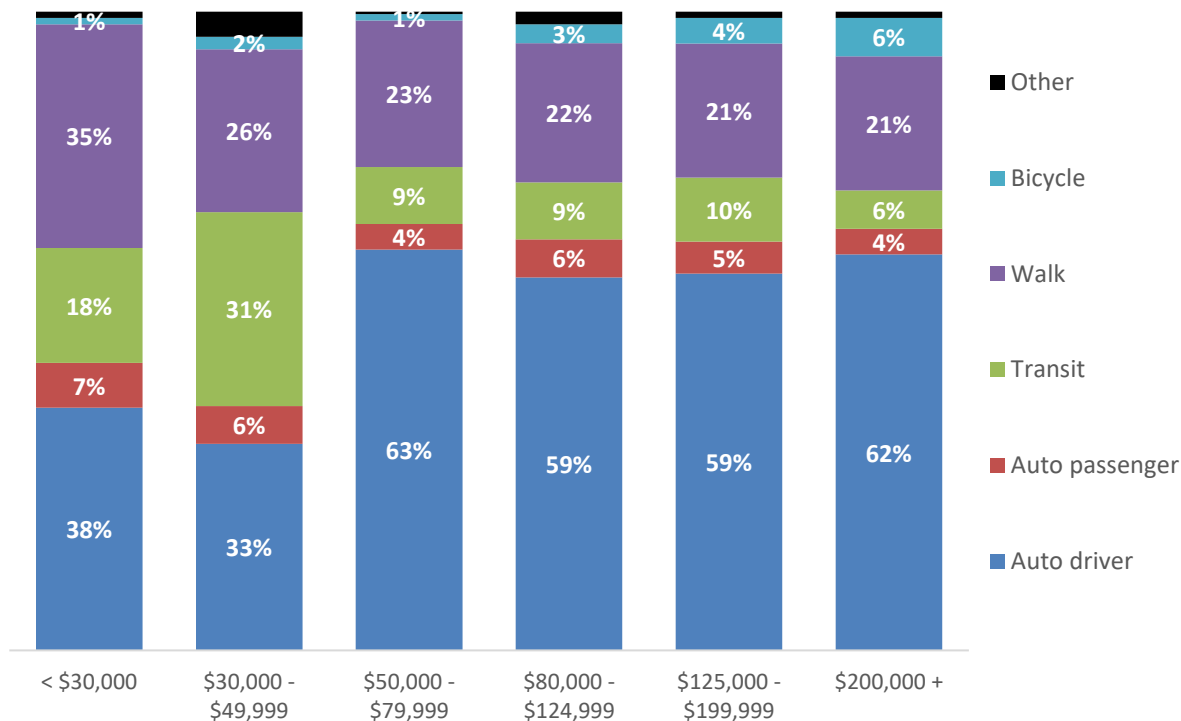


⁹ Value labels for “Other” trips have been removed for readability.

Mode share (percentage of trips) by household income

There is a noticeable difference in primary mode share for households making above or less than \$50,000. Among lower income groups making less than \$50,000, less than 40% of trips are as an auto driver compared to 59% to 63% in other income groups. The highest proportion of walking was reported by households with an income below \$30,000, while the highest proportion of transit was reported by households with an income between \$30,000 and \$49,999.

Figure 33. Primary mode share (% of trips) by household income¹⁰



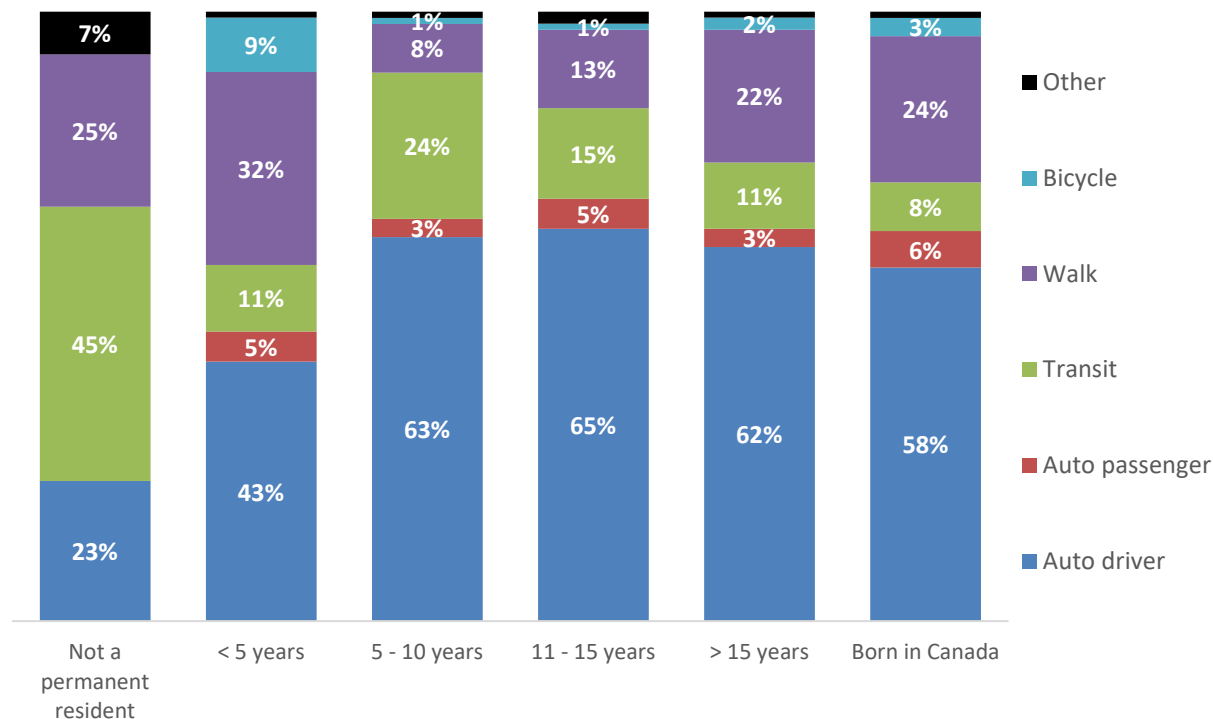
¹⁰

Value labels for "Other" trips have been removed for readability.

Mode share (percentage of trips) by immigration status/year

Assessing trip percentages by whether respondents were born in Canada and how long they have lived in the country shows that those who have lived here for less than five years or are not a permanent resident (e.g., student visa) have a lower proportion of auto driver trips than other groups. When comparing those born outside of Canada to those born in the country, those that have been living in Canada 15 years or longer tend to mirror the trip percentages of those born in Canada most closely.

Figure 34. Primary mode share (% of trips) by years living in Canada¹¹

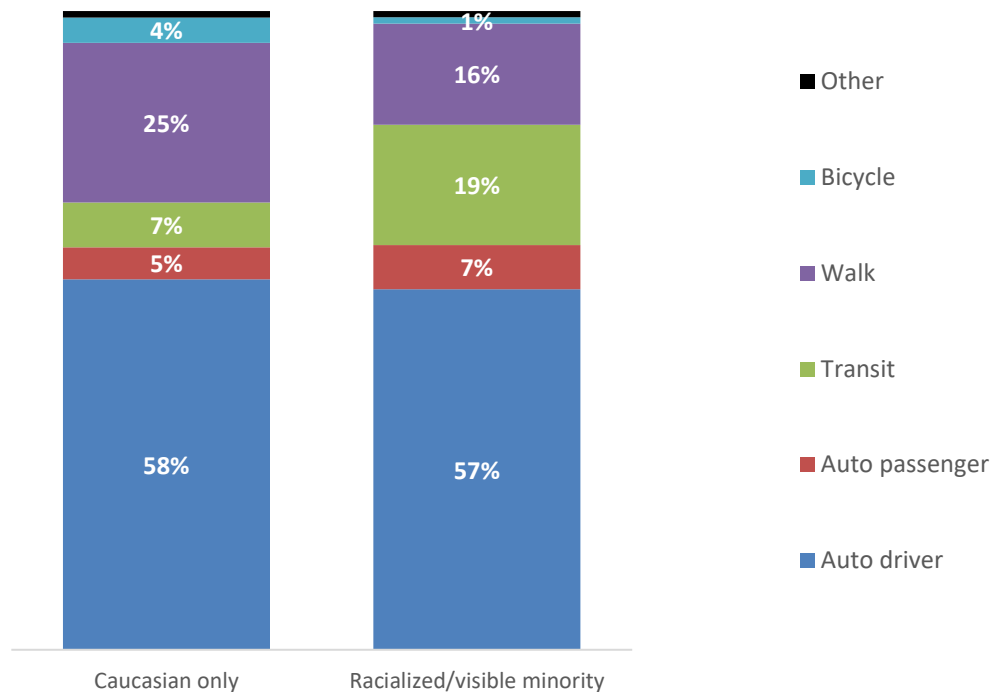


¹¹ Value labels for “Other” trips have been removed for readability from most groups.

Mode share (percentage of trips) by ethnicity

When assessing trip percentage by respondents' ethnicity, those who identify as Caucasian have a higher proportion of walking trips and a lower proportion of transit trips than those who identify as a visible minority/racialized person.

Figure 35. Primary mode share (% of trips) by ethnicity¹²

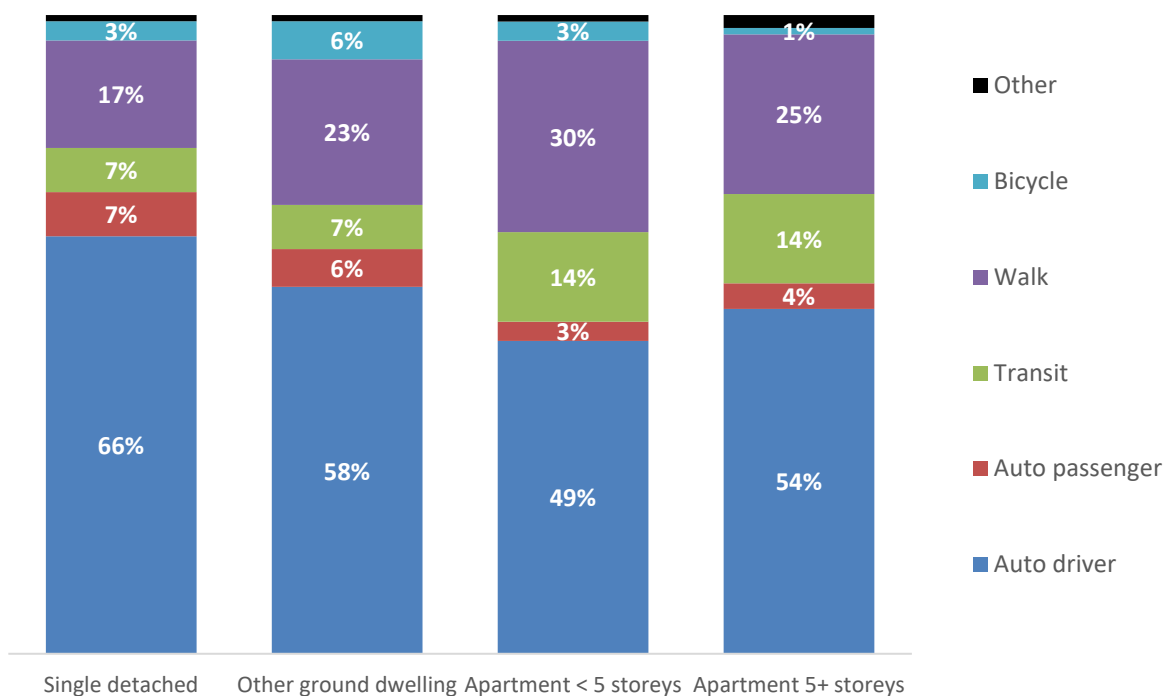


¹² Value labels for "Other" trips have been removed for readability from most groups.

Mode share (percentage of trips) by dwelling

When assessing trip percentage by respondents' primary dwelling, results show that those living in single detached homes have a higher percentage of auto driver trips relative to those in other dwellings. Those living in apartments tend to have a higher percentage of walking and transit trips.

Figure 36. Primary mode share (% of trips) by dwelling¹³



5.5 Trip distributions

Trip origin and destination

The table on the next page shows the distribution of the estimated 698,400 daily weekday trips of North Shore residents including where trips began (origin zone) and ended (destination zone). Results show that approximately 76% of trips started and ended within the North Shore (74% in 2023, 73% in 2021, and 71% in 2019). The increase compared to previous years is due to the increase in walking trips. About 9% of trips started on the North Shore and ended outside the North Shore (21% in 2023) and 6% started and ended outside the North Shore (5% in 2023).

In total, approximately 56,000 daily trips started on the North Shore and ended south over the Burrard Inlet, similar to 2023 (56,600) and 2021 (54,600), but lower than 2019 (67,700), which likely reflects that many residents continue to work from home (at least part of the time) since the pandemic.

¹³

Value labels for "Other" trips have been removed for readability from most groups.

Table 33: Daily trip rates by destination and origin zone

Origin zone	Destination															
	Within North Shore								Outside North Shore							Total
	Zone1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	Van CBD/ West End	Rest of Van	Richmond	Burnaby	New West	Other BC	External	
Zone 1: DNV (East)	51,600	4,200	2,700	900	1,800	2,000	5,800	6,900	2,500	2,800	500	1,800	100	1,000	10	84,600
Zone 2: DNV (Central)	3,800	42,100	5,600	1,300	1,500	3,400	8,800	6,900	2,900	3,100	100	2,300	-	1,300	-	83,200
Zone 3: DNV (West)	3,100	5,700	27,200	2,500	3,100	7,600	6,600	1,600	2,700	1,900	300	1,100	75	800	10	64,200
Zone 4: DWV (West)	700	1,200	2,400	13,500	6,900	1,600	2,10	900	1,000	1,100	100	700	75	1,100	-	33,400
Zone 5: DWV (Centre)	1,800	1,800	3,900	7,200	40,400	6,600	5,600	1,900	2,900	2,100	200	500	200	800	-	76,000
Zone 6: CNV/DWV (Outer)	2,100	3,400	7,000	1,800	6,400	36,300	11,200	3,700	1,900	2,500	500	1,400	25	400	-	78,500
Zone 7: CNV (Core)	6,700	8,500	6,700	2,100	5,200	10,400	60,000	8,100	7,100	4,400	600	2,400	400	1,200	-	123,900
Zone 8: CNV / DNV (East)	6,300	6,900	1,700	900	2,600	3,600	9,000	11,900	900	1,500	300	1,100	-	700	25	47,500
Vancouver CBD/West End	2,400	2,800	2,200	700	3,500	2,900	6,300	1,300	14,400	2,000	200	50	25	75	-	39,000
Rest of Vancouver/UEL	3,400	2,700	1,800	500	2,800	2,500	3,800	2,300	1,800	12,500	75	400	-	300	-	34,900
Richmond	300	200	400	400	300	300	400	600	200	300	1,000	75	-	75	-	4,600
Burnaby	1,800	2,200	1,000	500	600	1,000	3,100	900	600	400	50	3,400	50	100	-	15,700
New Westminster	200	10	100	20	300	20	100	30	-	-	-	150	500	-	-	1,400
Other BC	400	1,500	800	1,200	700	100	1,600	700	400	80	60	300	50	3,400	-	11,200
External to BC	-	-	10	-	-	-	10	-	-	-	100	25	-	-	250	400
Total	84,700	83,300	63,600	33,400	76,200	78,400	124,300	47,700	39,300	34,700	4,200	15,700	1,400	11,200	300	698,400

Note: Gray shading identifies where a trip started and ended within the same zone.

Trips within zone

Using information from the previous table, the proportion of trips that started and ended in the same zone is up noticeably for all zones, with the exception of Zone 8: CNV / DNV (East), which was almost unchanged. These increases are most likely due to the higher number of walking trips recorded in 2025.

Table 34: Percent of trips originating and ending within the zone

Zone	2023	2025
Zone 1: DNV (East)	48%	61%
Zone 2: DNV (Central)	41%	51%
Zone 3: DNV (West)	38%	42%
Zone 4: DWV (West)	38%	40%
Zone 5: DWV (Centre)	42%	53%
Zone 6: CNV/DWV (Outer)	32%	46%
Zone 7: CNV (Core)	37%	48%
Zone 8: CNV / DNV (East)	24%	25%

Burrard Inlet Crossings

The table below shows the estimated trips and percentage of trips for trips originating on the North Shore that crossed south over the Burrard Inlet. The 2025 NSTS estimates approximately 61,200 southbound weekday crossings, up from 54,580 in 2023, but still lower than the close to 68,000 crossings in 2019. In 2025, results show that the Second Narrows Bridge was used more often than the Lion's Gate Bridge for southbound crosses and about 11% of crossings were SeaBus crossings.

Table 35: Burrard Inlet Crossings by destination and NSTS year (southbound origin)

Destination	NSTS	Est. daily trips	% of trips		
			Lion's Gate Bridge	Second Narrows Bridge	SeaBus
Vancouver CBD/West end	2019	29,960	66%	14%	20%
	2021	17,760	64%	17%	19%
	2023	17,870	63%	20%	17%
	2025	22,000	62%	17%	21%
Rest of Vancouver/UEL	2019	20,650	51%	43%	6%
	2021	17,360	39%	56%	5%
	2023	18,160	46%	48%	5%
	2025	19,100	48%	47%	5%
Richmond	2019	2,290	40%	44%	16%
	2021	3,330	52%	24%	23%
	2023	2,200	61%	33%	7%
	2025	2,600	34%	42%	24%
Burnaby/New Westminster	2019	12,190	1%	97%	3%
	2021	11,070	3%	86%	3%
	2023	11,540	8%	86%	-
	2025	12,100	4%	95%	1%
Other destinations	2019	5,700	4%	96%	-
	2021	5,380	1%	99%	-
	2023	4,810	3%	97%	<1%
	2025	5,300	13%	78%	10%
Total trips crossing Burrard Inlet Crossing	2019	67,790	44%	46%	11%
	2021	54,900	38%	52%	10%
	2023	54,580	41%	51%	8%
	2025	61,200	41%	48%	11%

5.6 Trip duration and distance

For the 2025 NSTS, travel distance and duration were calculated for each survey trip across four modes of transportation: car, bicycle, walking, and transit. Each trip record contains an origin coordinate (latitude/longitude) and a destination coordinate representing the respondent's start and end point. All routing calculations were carried out in RStudio. Car, bicycle, and walking routes were processed using the OSRM package (<https://cran.r-project.org/web/packages/osrm/osrm.pdf>) against locally hosted OSRM server instances loaded with British Columbia road network data. Transit routing was processed using the googleway package (<https://cran.r-project.org/web/packages/googleway/googleway.pdf>) against the Google Distance Matrix API.

Traffic and real-time data - Car, bicycle, and walking durations reflect free-flow travel times only, based on static road conditions derived from OpenStreetMap. OSRM does not incorporate real-time or historical traffic data, and durations do not vary by time of day. Car durations in particular may underestimate real-world travel times during peak periods. Transit durations are based on published schedules and do not incorporate real-time service disruptions or delays.

Walking trips with no routable path - A small number of trips could not be routed under the walking profile, predominantly long-distance trips with no connected pedestrian path between origin and destination. For these cases, the bicycle routed distance was used as a proxy for calculating distance and length was calculated based on an average walking speed of 4.6 kilometres per hour.

Trips with no applicable transit route – A small number of trips were reported for which Google identified no available transit connection between origin and destination coordinates. The distance for these trips was calculated using the driving distance, but no travel time was assessed.

Average trip duration

Results in 2025 still show that those taking transit average longer trip rides than those as auto drivers or auto passengers, even though trip distances in Table 37 are similar.

Table 36: Average trip duration for home-based work and all trips

Trip mode	Home-based work trips (minutes)				All trips (minutes)			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	18.9	17.1	18.0	14.5	12.5	12.7	12.7	10.7
Auto passenger	13.7	15.8	15.8	14.3	11.9	12.6	12.2	12.3
Transit	44.7	45.0	45.1	46.2	39.9	43.5	42.7	40.5
Walk	11.1	11.6	15.3	8.7	10.2	12.7	12.6	15.9
Bicycle	39.9	36.6	45.1	39.1	29.8	32.0	32.9	44.2

Average trip distance

A home-based work trip includes any travel from home to work or work-related travel, or travel to home from work. These estimates are similar to previous years, with the exception of shorter trips for auto drivers and cyclists. Trips that involved a vehicle average around 11 kilometres per trip, while bicycling averaged around 8 kilometres, and walking just under a kilometre.

When assessing all trips (regardless of purpose), transit trips, auto passenger trips, and bicycle trips average approximately 10 kilometres. Again, it is important to note that transit trips likely underestimate the actual total kilometres travelled, as transit routes will not be as direct as a calculated driving trip. Estimates for 2025 are similar to the previous year, with slightly longer trip estimates for auto passengers and cyclists in 2025.

Table 37: Average trip distance for home-based work and all trips

Trip mode	Home-based work trips (km)				All trips (km)			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	14.1	12.7	13.1	10.6	8.5	8.5	8.3	7.9
Auto passenger	8.6	9.8	10.8	11.3	7.8	8.0	7.9	9.6
Transit	11.7	12.1	11.4	11.2	10.2	11.3	10.5	10.2
Walk	0.9	0.9	1.1	0.7	0.8	1.0	0.9	1.3
Bicycle	10.2	9.5	11.6	8.3	7.6	8.1	8.5	9.7

The table below shows the average weekday kilometers (in thousands) by mode, as estimated from trips reported on the survey and average trip distances expanded to the population 15+ years of age. The total number of kilometres by all modes increased from 2023 to 2025. After declining in 2021 and 2023, results for auto driver, auto passenger, and transit in 2025 are similar to 2019 daily kilometres (pre-pandemic). Total kilometres for walking and bicycling were higher in 2025 than all other survey years due to significantly higher number of daily trip estimates for these two modes in 2025.

Table 38: Total daily kilometre estimates

NSTS	Total daily kilometres (in thousands)				
	Auto driver	Auto passenger	Transit	Walk	Bicycle
2019	3,198	300	616	54	96
2021	3,025	263	524	60	61
2023	2,919	250	468	56	103
2025	3,197	341	721	209	204

Percentage of trips by trip distance

The table below shows the frequency of trips by mode and their length. Nearly two thirds of transit trips (65%) are 5 kilometres or more. For all other modes, the majority of trips were under 5 kilometres, with 81% of walking trips under one kilometre. An analysis of short-distance car trips that are “bikeable” and “walkable” is available in Section 6.6.

Table 39: Trip mode by trip distance

Trip distance	Trip mode				
	Auto driver	Auto passenger	Transit	Walk	Bicycle
< 1 km	11%	10%	9%	81%	17%
1 to 4.9 km	46%	40%	26%	17%	44%
5 to 9.9 km	20%	28%	25%	1%	17%
10 to 14.9 km	12%	12%	23%	<1%	17%
15 km or more	12%	11%	17%	1%	6%

6.0 Travel patterns

6.1 Work commute patterns

As mentioned, approximately 64% of North Shore residents are employed, resulting in an estimated workforce of approximately 111,000 residents in 2025, up from 100,300 in 2023. In 2025, approximately 73% of all employed residents have a regular place of work they commute to regularly, resulting in approximately 81,400 who commute. Among municipalities, the DWV has the highest proportion who work from home at 27% of the workforce. It should be noted that slightly less than 1% of employed residents could not provide their normal work location but are accounted for in the estimates of the total workforce; this will account for the reason the sum of workers by work location may sometimes be less than the estimated total workers for the 2025 NSTS.

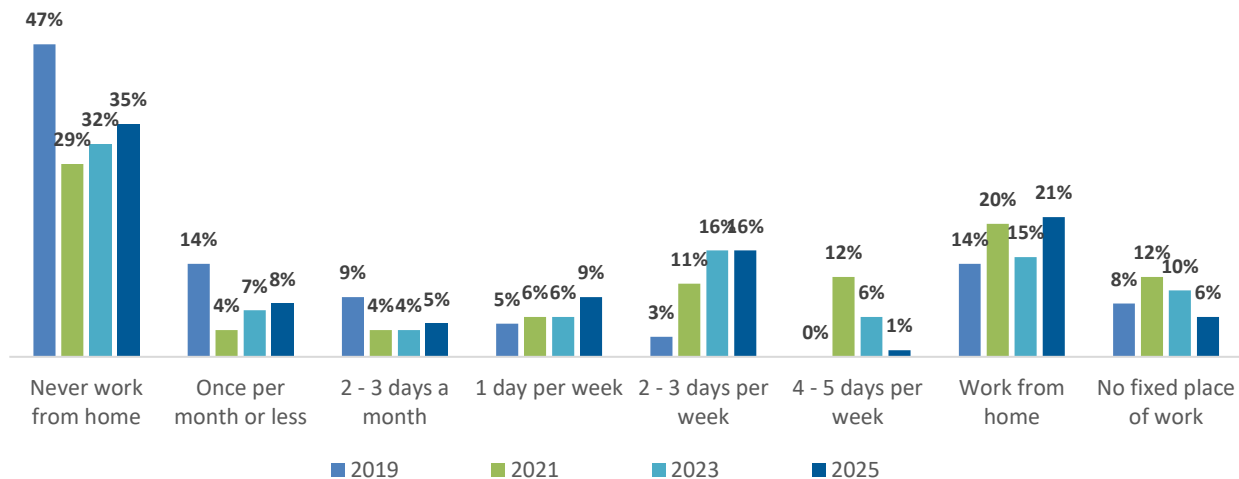
Table 40: Estimates of workforce by municipality by year

	NSTS	Est. total workers	Workers by work municipality		
			Regular place of work (commute)	No fixed workplace	Work at home
DNV	2019	46,200	37,300	2,900	6,000
	2021	44,900	31,000	5,100	8,800
	2023	46,500	35,600	4,300	6,620
	2025	48,900	36,300	2,200	10,100
CNV	2019	32,200	25,900	3,300	3,000
	2021	32,100	21,300	3,800	7,000
	2023	36,000	27,890	3,320	4,760
	2025	38,400	29,100	2,500	6,600
DWV	2019	18,500	12,700	1,600	4,200
	2021	20,400	11,800	3,800	4,800
	2023	18,900	11,900	2,660	4,370
	2025	22,700	14,600	1,900	6,100
North Shore	2019	96,800	76,000	7,700	13,100
	2021	97,500	64,200	12,800	20,500
	2023	100,300	74,200	10,300	15,800
	2025	111,000	81,400	6,600	22,700

Frequency of working from home by NSTS year (North Shore)

The proportion of the workforce that never works from home has been steadily climbing since 2021; however, it is still well short of the proportion from the 2019 NSTS. The proportion who work entirely at home is up from 2023 from 15% to 21%; however, when the proportion who work from home is combined with the proportion who work at home four or five days per week, the proportions are almost identical – 21% in 2023 and 22% in 2025.

Figure 37. Frequency of working from home by NSTS year (North Shore)



Frequency of working from home by NSTS year by municipality

Results for the DNV by NSTS year show little change in the proportion of workers who never work from home between 2023 and 2025. The greatest change was an increase in those who work from home, from 14% in 2023 to 21% in 2025.

Table 41: Frequency of working from home by NSTS year (DNV)

	2019	2021	2023	2025
Total workers	46,200	44,900	46,500	48,900
Never work from home	47%	33%	30%	32%
3 days a month or less	24%	8%	11%	14%
1 day per week	7%	7%	9%	10%
2 or 3 days per week	2%	10%	19%	18%
4 or 5 days per week	1%	11%	5%	<1%
Work from home	13%	18%	14%	21%
No fixed workplace	6%	11%	9%	5%

Results for the CNV by NSTS year also show very little change in the proportion who never work from home; however, there has been a consistent increase in those who work from home just 3 days a month or less between 2021 and 2025, although still below proportions from 2019.

Table 42: Frequency of working from home by NSTS year (CNV)

	2019	2021	2023	2025
Total workers	32,200	32,100	36,000	38,400
Never work from home	51%	31%	40%	39%
3 days a month or less	23%	9%	11%	12%
1 day per week	3%	5%	4%	9%
2 or 3 days per week	4%	10%	17%	16%
4 or 5 days per week	0%	13%	8%	<1%
Work from home	9%	20%	14%	17%
No fixed workplace	10%	11%	10%	6%

Results for the DWV by NSTS year show the most change in workers' commute patterns, with a consistent growth in the proportion who never work from home between 2021 and 2025. This change has not been driven by a decrease in those who exclusively work from home, but in a decline in the proportion who work from home 4 or 5 days per week or do not have a fixed workplace.

Table 43: Frequency of working from home by NSTS year (DWV)

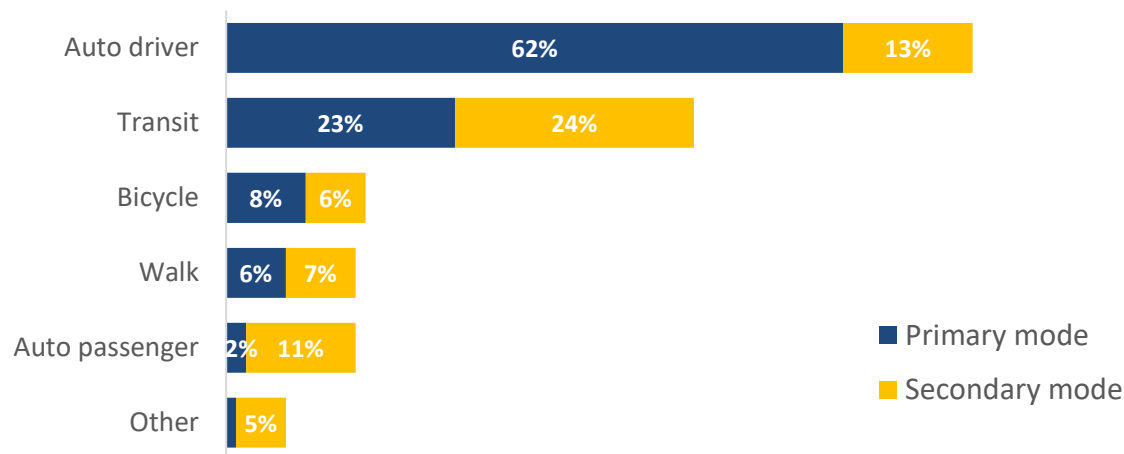
	2019	2021	2023	2025
Total workers	18,500	20,400	18,900	22,700
Never work from home	42%	17%	23%	34%
3 days a month or less	21%	6%	9%	10%
1 day per week	2%	8%	5%	6%
2 or 3 days per week	4%	16%	10%	13%
4 or 5 days per week	0%	10%	6%	1%
Work from home	23%	22%	20%	28%
No fixed workplace	9%	18%	12%	9%

Usual work commute mode

The graph below shows the primary and secondary modes of travel to work for those who travel to work (i.e., do not work exclusively from home). The results are based on respondent's reported primary and secondary commute and not based on the 24-hour trip data. As such, the results may not match the primary mode of travel that respondents took the day they reported their trips. Approximately 35% do not use a secondary mode of transportation, which is why the secondary mode percentages will not sum to 100%.

Results show that auto driver is the most common primary mode, with 75% using it as their first or second mode of transportation. Of interest, auto passenger ranks 5th at 2% who use it as their primary mode; however, when combined with secondary mode of transportation, it is on par with bicycling and walking.

Figure 38. Usual mode of commute to work (North Shore)



Examining the primary mode of transportation among workers on the North Shore who travel to work, results show a continued decline in those whose primary mode is auto driver from 2021 to 2025, which is offset by an increase in those using transit as their primary mode. The 2025 results show similar results to 2019 for auto driver and transit as the primary mode share; however, proportions using transit as a secondary mode have not returned to 2019 levels.

Table 44: Usual mode of commute to work by NSTS year (North Shore)

	2019		2021		2023		2025	
	Primary	2 nd	Primary	2 nd	Primary	2 nd	Primary	2 nd
Auto driver	62%	14%	69%	9%	64%	10%	62%	13%
Transit	23%	32%	19%	23%	18%	26%	23%	24%
Bicycle	7%	8%	5%	8%	9%	7%	8%	6%
Walk	6%	7%	4%	8%	4%	8%	6%	7%
Auto passenger	1%	16%	4%	10%	3%	10%	2%	11%
No secondary mode		19%		40%		35%		35%

BASE: Those who do not work exclusively from home.

NOTE: Responses classified as "Other" were excluded from this table.

Usual work commute mode by municipality

Results for DNV residents who commute to work also show a decline in the proportion who drive a vehicle as their primary mode over the past three surveys, offset by a growth in transit use.

Table 45: Usual mode of commute to work by NSTS year (DNV)

	2019		2021		2023		2025	
	Primary	2 nd	Primary	2 nd	Primary	2 nd	Primary	2 nd
Auto driver	68%	9%	71%	9%	69%	8%	67%	12%
Transit	17%	27%	16%	19%	13%	25%	19%	23%
Bicycle	9%	11%	5%	8%	12%	6%	8%	8%
Walk	4%	7%	3%	5%	2%	8%	3%	4%
Auto passenger	2%	24%	5%	12%	1%	12%	3%	12%
No secondary mode		18%		44%		40%		36%

BASE: Those who do not work exclusively from home.
NOTE: Responses classified as "Other" were excluded from this table.

Results for CNV residents who commute to work also show a decline in the proportion who drive a vehicle as their primary mode over the past three surveys; however, this has been offset by growth in several modes, including transit, bicycling, and walking.

Table 46: Usual mode of commute to work by NSTS year (CNV)

	2019		2021		2023		2025	
	Primary	2 nd	Primary	2 nd	Primary	2 nd	Primary	2 nd
Auto driver	53%	20%	64%	7%	56%	11%	52%	14%
Transit	31%	37%	24%	33%	25%	29%	27%	27%
Bicycle	4%	4%	6%	10%	7%	9%	9%	5%
Walk	9%	7%	6%	12%	8%	12%	10%	10%
Auto passenger	1%	8%	1%	6%	2%	6%	<1%	8%
No secondary mode		21%		28%		29%		29%

BASE: Those who do not work exclusively from home.
NOTE: Responses classified as "Other" were excluded from this table.

Results for DWV residents who commute to work show a growth from 2023 in those who drive themselves and those who take transit as their primary mode, largely offset by fewer who report being driven by others.

Table 47: Usual mode of commute to work by NSTS year (DWV)

	2019		2021		2023		2025	
	Primary	2 nd	Primary	2 nd	Primary	2 nd	Primary	2 nd
Auto driver	63%	13%	70%	10%	65%	14%	71%	9%
Transit	23%	37%	17%	15%	17%	23%	22%	21%
Bicycle	8%	5%	4%	2%	2%	4%	1%	2%
Walk	5%	8%	5%	8%	2%	4%	4%	5%
Auto passenger	1%	11%	5%	13%	9%	12%	3%	13%
No secondary mode		19%		47%		31%		45%

BASE: Those who do not work exclusively from home.
NOTE: Responses classified as "Other" were excluded from this table.

Usual work commute mode (primary) by zone

Assessing the primary mode of travel for those who commute to work shows that those living in Zone 4: DWV (West) are most likely to be an auto driver and least likely to use transit.

Table 48: Primary mode to commute to work by zone

Zone	Auto driver	Transit	Bicycle	Walk	Auto Passenger	Other
Zone 1: DNV (East)	68%	15%	10%	4%	3%	1%
Zone 2: DNV (Central)	66%	22%	8%	2%	3%	<1%
Zone 3: DNV (West)	64%	26%	6%	3%	1%	<1%
Zone 4: DWV (West)	86%	6%	1%	5%	2%	0%
Zone 5: DWV (Centre)	73%	20%	3%	3%	1%	<1%
Zone 6: CNV/DWV (Outer)	54%	32%	7%	4%	2%	2%
Zone 7: CNV (Core)	51%	29%	10%	11%	0%	<1%
Zone 8: CNV / DNV (East)	56%	16%	9%	11%	5%	2%

Travel to work daily mode share

Among those employed (either full or part-time), 59% of workers had at least one work-related weekday trip, either to work or for other work-related reasons, which is unchanged from 2023. This means that, out of the approximately 111,000 employed residents on the North Shore, approximately 65,200 make at least one work-related trip per day. The number of workers is up from 61,200 in 2023.

Looking at the daily mode share for those who made a trip shows that results in 2025 tend to be similar to 2019 (pre-pandemic), as the proportion driving decreases and transit users increase.

Table 49: Daily work mode share and number of workers by NSTS year (North Shore)

	% of work trips				Number of workers			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	65%	70%	66%	64%	46,800	37,600	40,300	41,900
Transit	22%	17%	19%	20%	15,600	9,000	11,600	13,000
Bicycle	6%	4%	4%	6%	4,300	2,100	2,300	4,200
Walk	5%	4%	6%	5%	3,500	2,100	3,800	3,400
Auto passenger	2%	5%	4%	3%	1,600	2,700	2,300	1,900
Other	<1%	<1%	<1%	1%	200	100	900	700

BASE: Those who made at least one trip to work or work-related trip.

Results for the DNV show approximately 28,400 workers took at least one work trip during a weekday, which was similar to 2023 (28,300). Results show an increase in workers in the DNV using transit or cycling for work related trips in 2025 compared to 2023, offset by a decrease in auto driver or walking.

Table 50: Daily work mode share and number of workers by NSTS year (DNV)

	% of work trips				Number of workers			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	73%	72%	71%	67%	26,000	18,400	20,100	19,000
Transit	15%	11%	16%	18%	5,400	2,900	4,500	5,000
Bicycle	3%	3%	<1%	8%	1,100	800	100	2,300
Walk	6%	4%	9%	3%	2,100	1,100	2,600	900
Auto passenger	3%	9%	2%	3%	1,100	2,200	600	800
Other	<1%	0%	1%	1%	100	0	400	400

BASE: Those who made at least one trip to work or work-related trip.

For the CNV, approximately 24,100 workers took a weekday trip related to work in 2025, which was similar to 2023 (23,400). There was very little change in workers mode share in the CNV in 2025 compared to 2023.

Table 51: Daily work mode share and number of workers by NSTS year (CNV)

	% of work trips				Number of workers			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	50%	66%	58%	60%	12,200	11,500	13,600	14,400
Transit	34%	26%	24%	23%	8,200	4,500	5,700	5,600
Bicycle	2%	4%	5%	6%	500	700	1,100	1,500
Walk	12%	4%	8%	8%	2,900	700	1,900	2,000
Auto passenger	1%	1%	3%	1%	500	100	700	300
Other	<1%	0	1%	1%	100	0	400	300

BASE: Those who made at least one trip to work or work-related trip.

Results for the DWV show approximately 11,700 workers took a work trip in 2025, up from 9,600 in 2023. Compared to 2023, mode share among workers with a work trip in the DWV were very similar.

Table 52: Daily work mode share and number of workers by NSTS year (DWV)

	% of work trips				Number of workers			
	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	72%	72%	69%	69%	8,500	7,700	6,600	8,000
Transit	17%	16%	16%	18%	2,000	1,700	1,500	2,100
Bicycle	7%	3%	1%	1%	800	300	100	100
Walk	3%	7%	3%	3%	300	700	300	400
Auto passenger	2%	3%	10%	9%	200	300	1,000	1,000
Other	0%	0%	<1%	<1%	0	0	100	50

BASE: Those who made at least one trip to work or work-related trip.

Work locations

The table below shows the location of work for those who have to travel to a usual place of work. It excludes those who exclusively work from home and do not have a regular workplace. Approximately 44% of residents work on the North Shore, down from 56% in 2023. The change is due to a higher proportion who work in Vancouver.

Table 53: Location of usual place of work

Zone	2023	2025
Zone 1: DNV (East)	7%	5%
Zone 2: DNV (Central)	6%	2%
Zone 3: DNV (West)	5%	5%
Zone 4: DWV (West)	6%	2%
Zone 5: DWV (Centre)	8%	6%
Zone 6: CNV/DWV (Outer)	7%	10%
Zone 7: CNV (Core)	12%	12%
Zone 8: CNV / DNV (East)	5%	2%
Vancouver CBD/West End	19%	24%
Rest of Vancouver/UEL	11%	17%
Richmond	2%	2%
Burnaby	7%	9%
New Westminster	1%	<1%
Other BC	2%	4%

The table below assesses the location for the 65,200 estimated workers who commuted to work in 2025.

Table 54: Commuter estimates by home zone and work zone

Work zone	Home zone							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
Zone 1: DNV (East)	1,200	700	100	<50	100	200	400	<100
Zone 2: DNV (Central)	200	100	<50	<50	<50	200	300	100
Zone 3: DNV (West)	500	600	400	600	400	<50	700	100
Zone 4: DWV (West)	100	200	<50	200	<100	100	100	100
Zone 5: DWV (Centre)	400	400	500	100	800	400	1,000	600
Zone 6: CNV/DWV (Outer)	900	700	600	<100	800	1,600	1,700	300
Zone 7: CNV (Core)	1,300	1,700	900	400	400	900	1,800	700
Zone 8: CNV / DNV (East)	300	100	<100	<50	100	200	400	300
Vancouver CBD/West End	2,300	2,400	1,600	500	1,400	1,500	5,400	800
Rest of Vancouver/UEL	1,700	1,400	700	500	1,000	1,700	2,700	1,100
Richmond	500	200	<100	<100	<50	<50	400	100
Burnaby	1,300	1,300	500	200	100	300	1,540	400
New Westminster	<100	<50	<50	<50	<50	<50	<100	<50
Other BC	300	500	400	100	400	100	300	200

Note: Grey shading identifies commuters whose work trips start and end within their own zone.

Commute distance

Assessing the straight-line distance from residents' homes to their usual places of work (for those who have a usual place of work) shows that the typical North Shore resident is about 8 kilometres away from work.¹⁴ For those working on the North Shore, the distance is approximately 4 kilometres on average compared to 11 kilometres for those working south of the North Shore.

Table 55: Average straight-line distance (km) to work by municipality

Municipality of residence	Est. of workers with regular workplace to commute	Average straight-line distance to work		
		Overall	Working in North Shore	Working south of North Shore
District of North Vancouver	36,300	9.7 km	5.1 km	12.4 km
City of North Vancouver	29,100	6.5 km	3.1 km	8.6 km
District of West Vancouver	14,600	7.0 km	4.2 km	12.3 km
North Shore	81,400	7.9 km	4.1 km	10.7 km

The average straight-line distance from home to work over each NSTS has been remarkably similar, with only slight changes year over year. Historically, those living in the CNV have the shortest distance from their home to their usual place of work.

Table 56: Average straight-line distance (km) to work by municipality by NSTS year

	Average straight-line distance to work							
	Working in North Shore				Working south of North Shore			
	2019	2021	2023	2025	2019	2021	2023	2025
District of North Vancouver	4.4 km	4.8 km	4.8 km	5.1 km	11.4 km	11.1 km	10.7 km	12.4 km
City of North Vancouver	2.6 km	3.3 km	3.2 km	3.1 km	9.1 km	10.0 km	8.7 km	8.6 km
District of West Vancouver	5.6 km	5.1 km	4.8 km	4.2 km	12.2 km	12.2 km	12.2 km	12.3 km
North Shore	4.0 km	4.3 km	4.2 km	4.1 km	10.7 km	11.0 km	10.2 km	10.7 km

Assessing the average straight-line distance by zone shows that those living in Zone 4: DWV (West) have the longest average distance to their usual place of work, whether on the North Shore or south of the North Shore. Conversely, those living in Zone 6: CNV/DWV (Outer) have the shortest distances.

Table 57: Average straight-line distance (km) to work by zone

Zone of residence	Average straight-line distance to work	
	Working in North Shore	Working south of North Shore
Zone 1: DNV (East)	6.2 km	12.3 km
Zone 2: DNV (Central)	4.7 km	12.5 km
Zone 3: DNV (West)	3.1 km	13.5 km
Zone 4: DWV (West)	7.8 km	15.0 km
Zone 5: DWV (Centre)	3.4 km	11.5 km
Zone 6: CNV/DWV (Outer)	2.0 km	6.7 km
Zone 7: CNV (Core)	3.1 km	8.3 km
Zone 8: CNV / DNV (East)	4.4 km	11.1 km

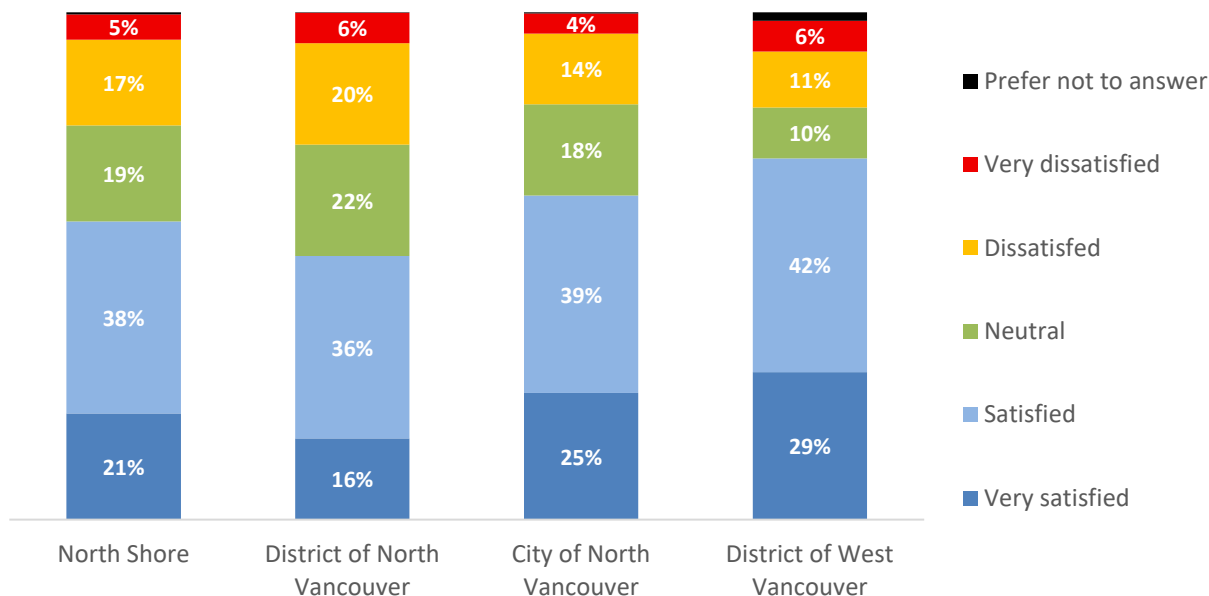
¹⁴

Straight-line distances are presented as a common basis for comparison because actual distance travelled will vary depending on mode choice and route selected.

Satisfaction with commute

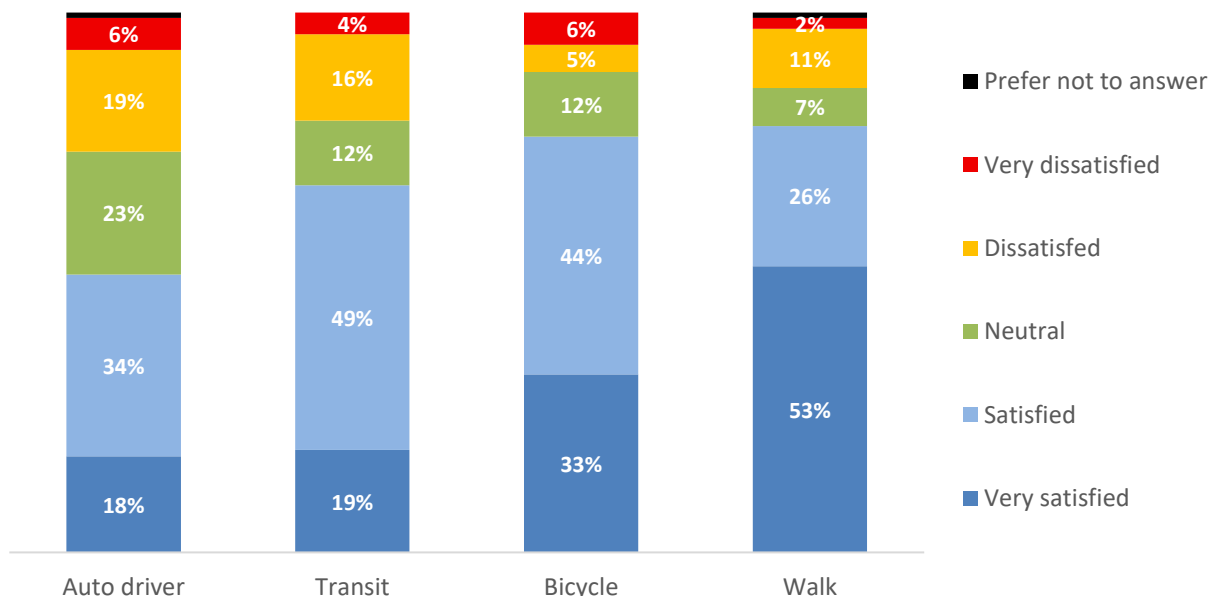
For those who have a usual work location to commute to, 59% of North Shore residents are satisfied with their usual method of commuting to work, which is down from 67% in 2023, but similar to 2021 (57%). Satisfaction is much higher among DWV residents at 71%, while the DNV has the lowest satisfaction at 52%. The lower satisfaction among DNV residents may be because they have the longest average distance to work (Table 55).

Figure 39. Satisfaction with usual method of commuting to work by municipality



Satisfaction with usual method is highly related to residents' primary mode of commuting to work, as satisfaction is much higher for transit (68%), bicycling (77%), and walking (79%) than driving (52%). Satisfaction with being an auto passenger is not shown due to small sample size ($n < 30$).

Figure 40. Satisfaction with usual method of commuting to work by primary commute mode



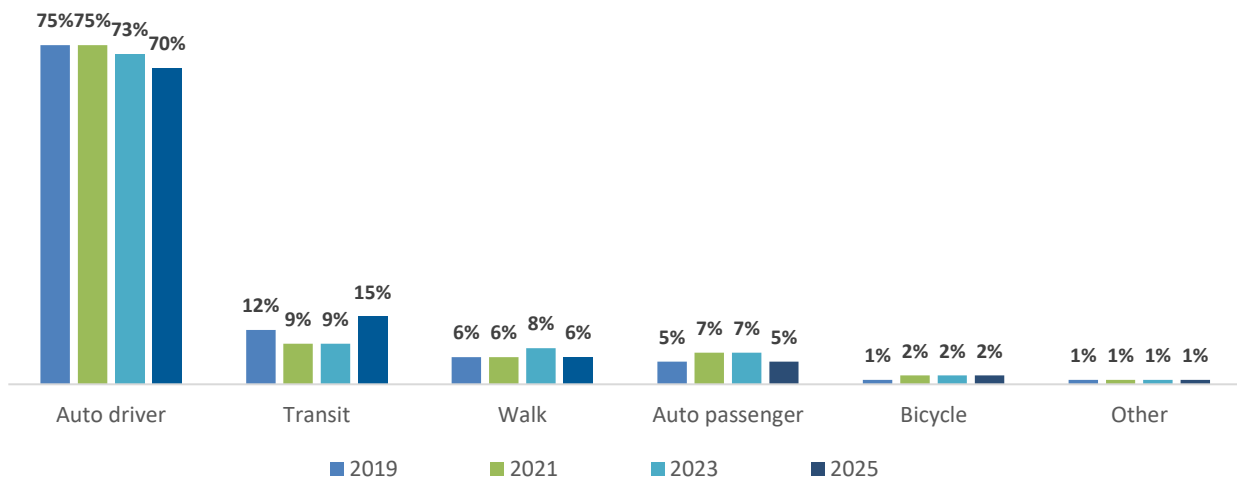
Those that were dissatisfied or very dissatisfied with their primary mode of commuting to work were asked why they were dissatisfied. Only those who are an auto driver or transit user have a sample size large enough to analyze.

- **Auto drivers.** For auto drivers, the most common reasons for their dissatisfaction were congestion on roads (78%), congestion on bridges (61%), and travel time (52%).
- **Transit users.** For transit users, the most common reasons for dissatisfaction were frequency of transit service (52%), travel time too slow (35%), transit buses are too full (34%), congestion on roads (32%), and cost (20%).

6.2 Usual non-commuting travel

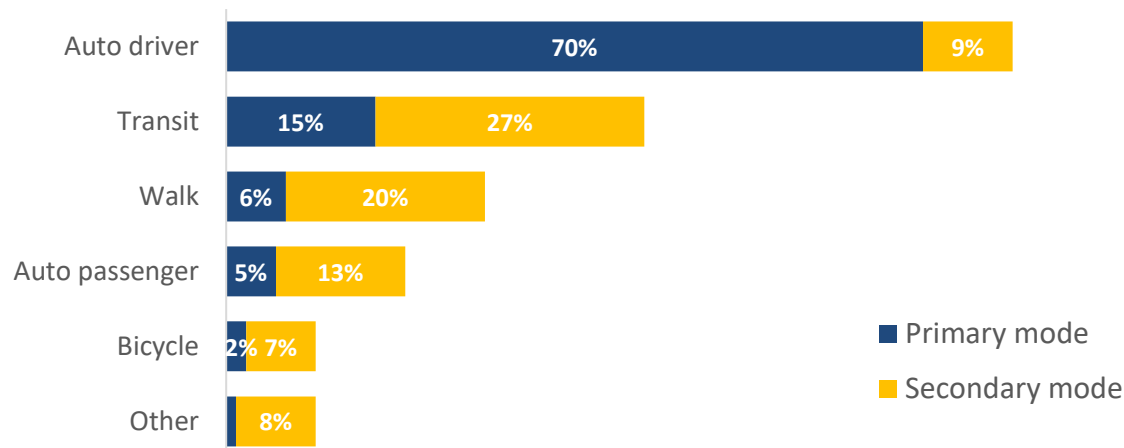
The figure below shows residents' primary mode of transportation for non-commute (personal) trips. Results show a continuous decline in those who drive a vehicle as their primary mode for the second consecutive year, offset by a growth in those using transit as their primary mode. It should be noted that the usual mode may be different than actual trip patterns shown in previous sections.

Figure 41. Primary mode of transportation for personal trips by NSTS year (North Shore)



When assessing the primary and secondary mode, transit tends to be the most common secondary mode, slightly ahead of walking. It should be noted that 16% do not report using any other modes for trips other than their primary mode.

Figure 42. Usual mode of personal transportation (North Shore)



Examining the primary mode of transportation for commuting shows the decline in auto driver as the usual mode among North Shore residents. This decline in auto driver as the usual mode is evident in the DNV and DWV, but not in the CNV (although the CNV still has the lowest proportion of auto drivers among the three municipalities). However, all three municipalities saw an increase in those using transit as their primary mode for travel from 2023.

Table 58: Usual mode of personal transportation by municipality by NSTS year

	DNV				CNV				DWV			
	2019	2021	2023	2025	2019	2021	2023	2025	2019	2021	2023	2025
Auto driver	79%	78%	79%	74%	66%	68%	63%	65%	77%	78%	76%	70%
Transit	10%	8%	5%	12%	17%	13%	16%	19%	11%	8%	6%	17%
Walk	4%	4%	6%	4%	10%	10%	12%	9%	4%	4%	5%	5%
Auto passenger	5%	8%	6%	7%	5%	5%	7%	3%	7%	8%	9%	5%
Bicycle	1%	2%	2%	2%	1%	2%	2%	3%	1%	1%	1%	1%
Other	1%	1%	1%	1%	1%	2%	1%	2%	0%	1%	3%	2%

For personal commuting trips, auto driver is the most common in all zones, with slight variation in personal commuting across zones in other areas.

Table 59: Usual mode of personal commuting by zone

Zone	Auto driver	Transit	Walk	Auto passenger	Bicycle	Other
Zone 1: DNV (East)	78%	11%	3%	5%	2%	<1%
Zone 2: DNV (Central)	68%	12%	5%	11%	3%	1%
Zone 3: DNV (West)	79%	9%	4%	5%	2%	1%
Zone 4: DWV (West)	76%	14%	1%	8%	1%	1%
Zone 5: DWV (Centre)	68%	16%	8%	4%	1%	3%
Zone 6: CNV/DWV (Outer)	66%	22%	6%	4%	1%	1%
Zone 7: CNV (Core)	62%	20%	10%	3%	4%	2%
Zone 8: CNV / DNV (East)	75%	12%	5%	3%	4%	2%

6.3 Walking for work or school

Results show that those living in Zone 7: CNV (Core) or Zone 8: CNV/DNV (East) have the highest proportion of residents who walk as their primary mode to commute to work or school. In general, the percentage that report walking in each zone tends to be slightly higher in 2025 than 2023, which could indicate a shift in behaviour or may be due to the slightly earlier survey time period (i.e., starting in early September 2025 versus mid-October in 2023).

Table 60: Walking as primary mode for commuting to work or school by zone and NSTS year

Zone	2023	2025
Zone 1: DNV (East)	1%	3%
Zone 2: DNV (Central)	3%	3%
Zone 3: DNV (West)	3%	5%
Zone 4: DWV (West)	1%	3%
Zone 5: DWV (Centre)	1%	3%
Zone 6: CNV/DWV (Outer)	4%	4%
Zone 7: CNV (Core)	11%	10%
Zone 8: CNV / DNV (East)	6%	11%

BASE: Those who work or attend school.

Furthest distances to walk

A new set of questions was added to the 2025 NSTS asking residents the furthest they would be willing to walk for various activities. Across all six activities, between 92% to 95% would at least consider walking some distance.

Residents seem willing to walk further for social, work, or school activities, with 50%, 47%, and 42% willing to walk 1,200 metres or longer respectively. Conversely, residents are least willing to walk longer distances for grocery shopping, as 18% would be willing to walk 1,200 metres or longer, while 17% would not walk further than 400 metres.

Table 61: Furthest distance to walk

	Social (n = 3,261)	Work (n = 2,662)	School (n = 2,050)	Errands (n = 3,245)	Shopping (n = 3,264)	Grocery Shopping (n = 3,283)
< 400 metres	6%	6%	6%	11%	13%	17%
400 – 799 metres	13%	13%	15%	24%	22%	32%
800 – 1,199 metres	26%	28%	32%	28%	28%	26%
1,200 – 2,000 metres	31%	33%	30%	23%	21%	13%
> 2,000 metres	19%	14%	12%	9%	8%	5%
Would never walk	5%	6%	5%	6%	8%	7%

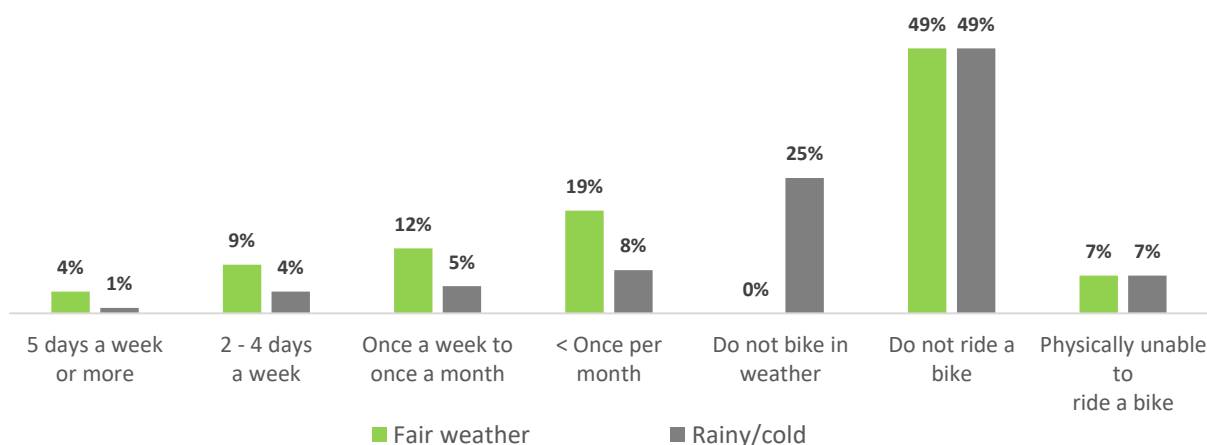
Note: Those who answered “Not applicable” have been removed from calculations.

6.4 Cycling

Cycling in weather

All residents (regardless if they owned a bicycle) were asked how frequently they bike in two weather conditions – fair weather and rainy/cold weather. Results show that in fair weather, 43% ride their bike, while 18% ride in rainy/cold weather.

Figure 43. Frequency of bicycling in fair versus rainy/cold weather



Results show only slight differences across surveys, as results are generally similar each year. The only noticeable change is that the proportion who say they do not bike in inclement weather is the lowest to date at 25%.

Table 62: Cycling frequency in weather condition by NSTS year

	Fair weather				Rainy or cold weather			
	2019	2021	2023	2025	2019	2021	2023	2025
5 or more times a week	5%	3%	4%	4%	3%	1%	1%	1%
2 – 4 days a week	8%	10%	10%	9%	3%	3%	4%	4%
Once a week to once a month	13%	16%	13%	12%	5%	5%	5%	5%
Less than once a month	22%	22%	19%	19%	8%	9%	9%	8%
Do not bike in rainy or cold weather	-	-	-	-	30%	32%	27%	25%
Do not ride a bike	47%	46%	49%	49%	47%	46%	49%	49%
Physically unable to ride a bike	5%	4%	5%	7%	5%	4%	5%	7%

Estimating the number of residents who cycle at least two days per week shows an estimated 21,300 cyclists on the North Shore during fair weather and 9,800 during rainy weather. There is also much higher cycling frequency among DNV and CNV residents than DWV residents in all types of weather.

Table 63: Cyclist estimates by weather and municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Fair weather				
% biking 2 or more times per week	12%	13%	14%	6%
Est. number of cyclists	21,300	10,400	7,600	2,600
Rainy or cold weather				
% biking 2 or more times per week	6%	6%	7%	2%
Est. number of cyclists	9,800	4,700	3,900	900

Cycling for commuting

Results show that those living in Zone 1: DNV (East) are most likely to commute to work or school by bicycle, while those in Zone 4: DWV (West) and Zone 5: DWV (Centre) are least likely to bicycle as their primary mode of commuting to work or school. Results also show lower rates of cycling as the primary mode in most zones, other than Zone 6: CNV/DWV (Outer) and Zone 7: CNV (Core) which saw modest increases.

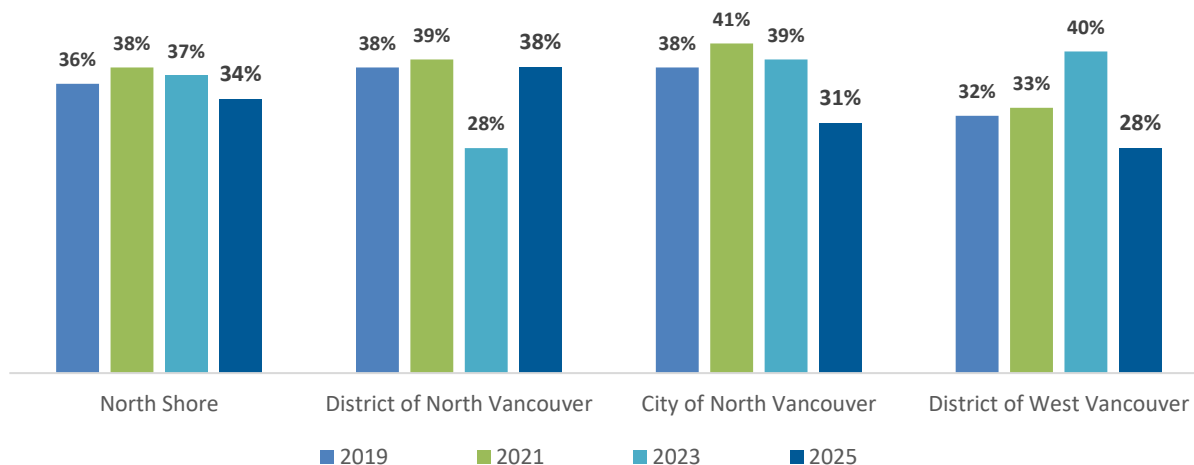
Table 64: Cycling as primary mode for commuting to work or school by zone and NSTS year

Zone	2023	2025
Zone 1: DNV (East)	15%	10%
Zone 2: DNV (Central)	12%	6%
Zone 3: DNV (West)	6%	5%
Zone 4: DWV (West)	3%	1%
Zone 5: DWV (Centre)	8%	2%
Zone 6: CNV/DWV (Outer)	2%	6%
Zone 7: CNV (Core)	7%	9%
Zone 8: CNV / DNV (East)	11%	8%
BASE: Those who work or attend school.		

Interest in cycling more

Residents who are physically able to ride a bike (regardless if they owned a bicycle) were asked if they were interested in biking more. Results show one third of North Shore residents are interested in biking more, which is the lowest to date. Results are different by municipality, with higher interest among DNV residents, who also saw an increase in interest from 2023. Interest among CNV and DWV residents is lower than DNV, and down from 2023.

Figure 44. Interest in travelling by bike more by municipality and NSTS year



Barriers to cycling more often

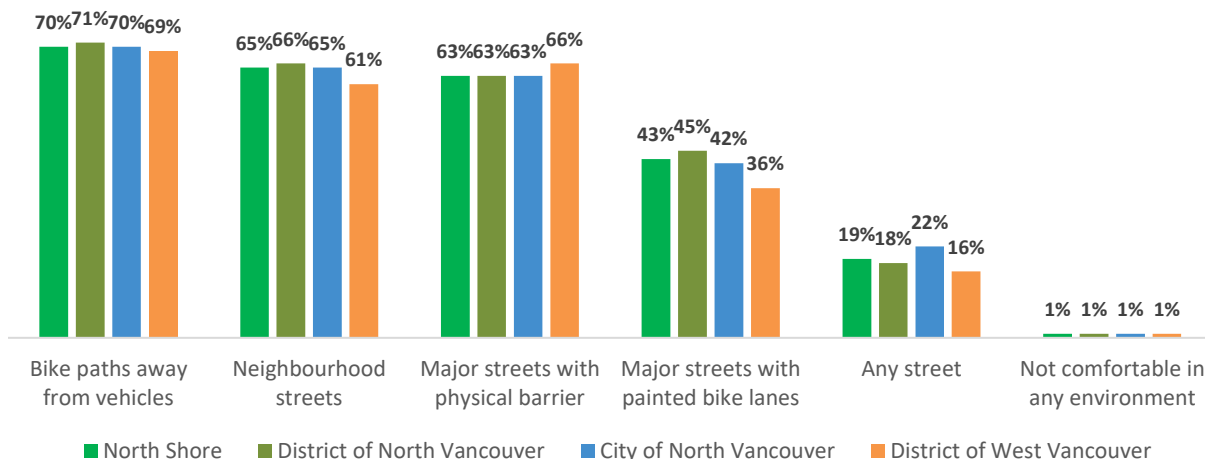
Residents were asked what barriers they experience to bicycling more often.

- **Fair weather.** The most common barriers residents experience biking more often in fair weather are not feeling safe from other traffic (44%), taking too long to get to destination (28%), not wanting to be exposed to elements (21%), insufficient carrying capacity for belongings (19%), roads are too hilly (19%), not enough secure places to lock up bicycle (18%), not enough bike lanes/paths on routes (18%), and not confident in biking skills (17%).
- **Rainy/cold weather.** The most common barriers residents experience biking more often in rainy or cold weather are not feeling safe from other traffic (47%), not wanting to get wet or cold (45%), and not being confident in biking skills on wet roads (26%).

Preferred biking environments

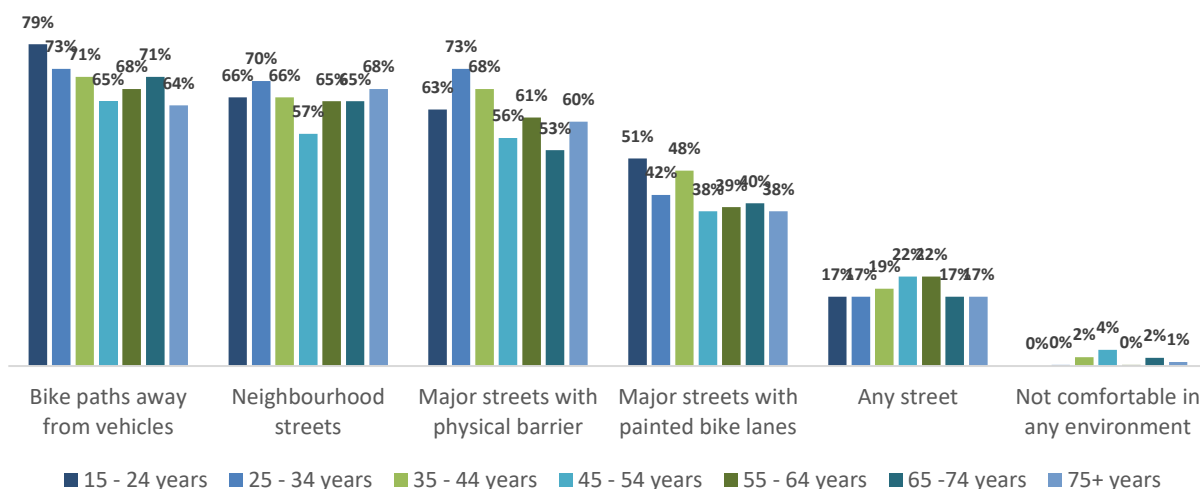
Those who bike or are able to bike were asked about their preferred environment for biking. Results show that bike paths away from motorized vehicles were the most preferred environment across all municipalities, while painted lanes on major streets were the least preferred (although still with a majority who were comfortable on them when combined with those who are comfortable on any street).

Figure 45. Preferred biking environments by municipality



Given the differences in bicycle use among age groups, preference for bicycling infrastructure was assessed among age groups. Results show a similar pattern of preference across age groups, although those under 25 have a stronger preference for bike paths than other age groups.

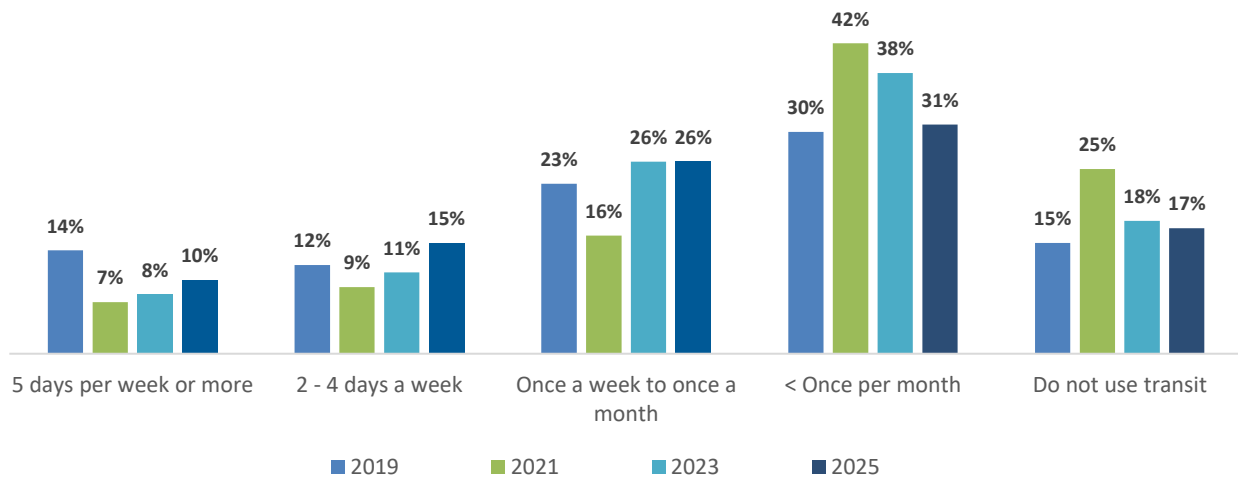
Figure 46. Preferred biking environments by age groups



6.5 Transit

Approximately 83% of North Shore residents use transit, including 25% who report using it at least twice per week. Results also show a steady increase in usage from 2021 to 2025, both in those using transit 5 days per week and those using transit 2 to 4 days per week.

Figure 47. Frequency of transit use by NSTS year



Examining results shows that the biggest increase in transit use is in the DNV and DWV, which both saw growth in those using transit 2 to 4 days and 5 days or more per week. The CNV saw growth among those using it 2 to 4 days a week but saw no change in those using it 5 days or more per week. The increases in those using it 2 to 4 days per week likely aligns with changes in working from home frequency post-pandemic.

Table 65: Frequency of transit use by municipality and NSTS year

	DNV				CNV				DWV			
	2019	2021	2023	2025	2019	2021	2023	2025	2019	2021	2023	2025
5 days per week or more	12%	6%	7%	9%	19%	11%	11%	11%	9%	5%	4%	11%
2 to 4 days a week	9%	7%	6%	13%	14%	13%	15%	19%	16%	8%	12%	13%
Once a week to once a month	23%	16%	23%	24%	24%	19%	34%	30%	21%	14%	21%	24%
< Once per month	36%	43%	43%	35%	22%	42%	29%	28%	29%	40%	38%	30%
Do not use transit	15%	28%	20%	19%	10%	15%	11%	12%	21%	33%	25%	22%

Residents in Zone 6: CNV/DWV (Outer) (34%) and Zone 7: CNV (Core) (32%) have the highest proportion of residents who use transit at least 2 days per week. No other zone has greater than 26% transit use. Conversely, Zone 1: DNV (East) and Zone 4: DWV (West) have the highest proportion of residents who do not use transit at all and also high proportions who use transit less than once a month.

Table 66: Frequency of transit use by zone

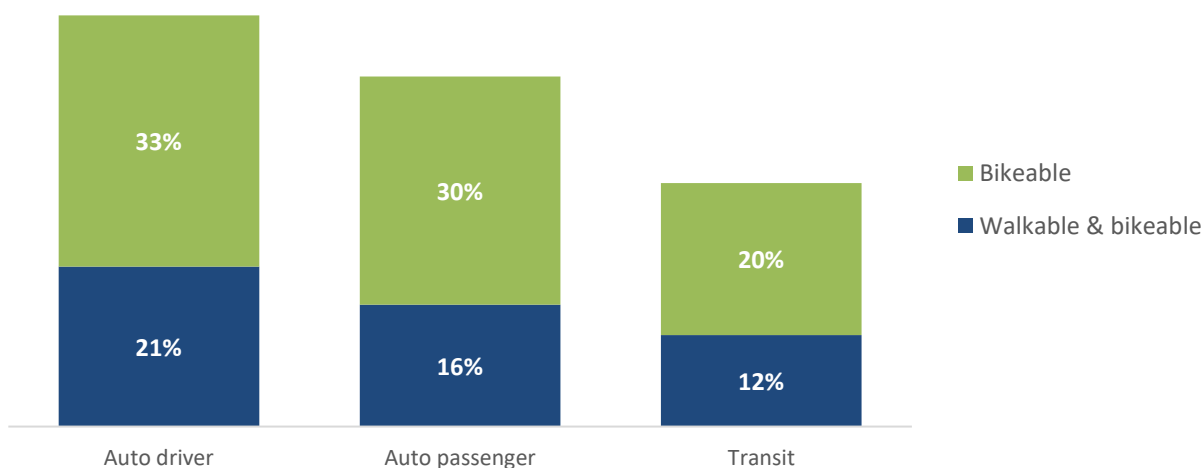
Zone	5 days per week or more	2 to 4 days a week	Once a week to once a month	< Once per month	Do not use transit
Zone 1: DNV (East)	4%	12%	21%	39%	24%
Zone 2: DNV (Central)	14%	12%	25%	33%	16%
Zone 3: DNV (West)	6%	16%	29%	32%	16%
Zone 4: DWV (West)	10%	12%	19%	33%	26%
Zone 5: DWV (Centre)	9%	13%	31%	30%	18%
Zone 6: CNV/DWV (Outer)	14%	20%	19%	32%	15%
Zone 7: CNV (Core)	12%	20%	32%	25%	10%
Zone 8: CNV / DNV (East)	8%	12%	28%	32%	19%

6.6 Walkable and bikeable motorized trips

The distance of each trip was examined to categorize trips that could potentially be short enough to be viable for residents to use an active mode of transportation, that is, walking or cycling. The thresholds for determining whether a trip was walkable (and also bikeable) was 1.6 kilometres and a bikeable trip was 4.6 kilometres. These parameters were established based on data from the 2019 NSTS based on the threshold of where 90% of trips fell and have been applied to each NSTS.

Results show that approximately 54% of all trips taken as automobile drivers could have been bikeable, while 21% were walkable. This is similar to auto passenger. About one third of all transit trips taken could be bikeable, while 12% of transit trips were potentially walkable.

Figure 48. Percentage of walkable and bikeable trips by mode



Examining mode shift by municipality shows similar patterns, with 51% to 58% of all auto driver trips in each municipality that could potentially be walkable or bikeable. This accounts for approximately 30% to 35% of all trips in each municipality.

Table 67: Mode shift of auto driver trips by municipality

	North Shore	District of North Vancouver	City of North Vancouver	District of West Vancouver
Estimated total trips	698,400	311,000	212,600	150,100
Estimated daily auto driver trips	407,200	188,400	110,800	95,900
Walkable & bikeable trips	85,100	33,500	23,200	27,500
% of auto driver trips	21%	18%	21%	29%
% mode shift	12%	11%	11%	18%
Bikeable & not walkable trips	135,600	63,300	41,400	25,300
% of auto driver trips	33%	34%	37%	26%
% mode shift	19%	20%	20%	17%
Total mode shift	220,700	96,800	64,600	52,800
% of auto driver trips	54%	51%	58%	55%
% mode shift	32%	31%	30%	35%
Mode shift is calculated by the number of trips that could be walkable & bikeable or bikeable only divided by the total estimated daily trips.				

Examining mode shift by zone shows that Zone 6: CNV/DWV (Outer) has the highest proportion of auto driver trips that could be an active mode at 69%, while Zone 4: DWV (West) has the fewest at 35%. The higher proportion for Zone 6: CNV/DWV (Outer) is largely because 39% of all auto driver trips taken could be walkable, while the other zones have between 15% and 24% of auto trips that could be walkable.

Table 68: Mode shift of auto driver trips by zone of residence

	Zone 1: DNV (East)	Zone 2: DNV (Central)	Zone 3: DNV (West)	Zone 4: DWV (West)	Zone 5: DWV (Centre)	Zone 6: CNV/ DWV (Outer)	Zone 7: CNV (Core)	Zone 8: CNV / DNV (East)
Estimated total trips	109,600	124,300	75,400	45,400	72,600	68,400	153,000	49,600
Estimated daily auto driver trips	68,300	71,500	47,700	30,100	43,300	41,300	74,600	30,600
Walkable & bikeable trips	9,900	14,900	6,900	4,700	10,600	16,200	16,900	4,900
% of auto driver trips	15%	21%	15%	16%	24%	39%	23%	16%
% mode shift	9%	12%	9%	10%	15%	24%	11%	10%
Bikeable & not walkable trips	19,300	26,300	19,300	5,900	15,200	12,400	24,000	13,700
% of auto driver trips	28%	37%	40%	20%	35%	30%	32%	45%
% mode shift	18%	21%	26%	13%	21%	18%	16%	28%
Total mode shift	29,200	41,200	26,200	10,600	25,700	28,600	40,900	18,600
% of auto driver trips	43%	58%	55%	35%	59%	69%	55%	61%
% mode shift	27%	33%	35%	23%	35%	42%	27%	38%
Mode shift is calculated by the number of trips that could be walkable & bikeable or bikeable only divided by the total estimated daily trips.								

Appendix A – Commonly used acronyms

CBD	Central Business District (e.g., Vancouver CBD)
CNV	City of North Vancouver
CSD	Census Subdivision
DNV	District of North Vancouver
DWV	District of West Vancouver
EV	Electric Vehicle
FVRD	Fraser Valley Regional District
hh	Household
HBW	Home-based work (trips directly from home to work or directly from work to home)
INSTPP	Integrated North Shore Transportation Planning Project
MVRD	Metro Vancouver Regional District
NSTS	North Shore Transportation Survey
TDM	Transportation Demand Management
UEL	University Endowment Lands
VKT	Vehicle Kilometres Travelled

Appendix B – Email to previous NSTS participants

Subject line: 2025 North Shore Transportation Survey

Hello [FNAME],

Welcome back to the North Shore Transportation Survey! You may remember taking part in 2023 about your travel habits. The 2025 survey will help us see how your travel habits have changed since then.

Every two years, these surveys give residents a voice in shaping the future of transportation across North and West Vancouver. The results help guide decisions on roads, public transit, cycling, and pedestrian infrastructure to better reflect community needs.

As a returning survey participant, you'll be entered for a chance to win 1 of 5 \$500 prizes for completing the survey! The survey takes about 10-20 minutes to complete.

To complete the survey, click on the link below or copy and paste the link into your browser. If you are asked for your survey access code, it will be the last 8 characters of the link ([PIN]). The survey link below is unique to you and can only be completed once.

[LINK]

What kinds of questions are asked?

The survey asks questions about your household and demographic characteristics, all trips taken on the previous weekday, as well as your opinions about traveling in the North Shore.

Who is conducting the survey?

To conduct this survey, Prairie Research Associates (PRA) Inc., an independent research firm, has been contracted.

Will my privacy be protected?

Yes. Your survey responses will be combined with others' responses before they are analyzed. Your contact information will only be used to contact you for follow up about the survey. For more information about the privacy of your responses please see below.

2023 survey results:

<https://www.cnv.org/Streets-Transportation/Transportation-Planning/North-Shore-Transportation-Survey>

Who do I contact for more information or for help?

If you would prefer to complete the survey by telephone, please call **1-888-877-6744** (toll free). You may also call the number above for assistance with the online survey or email us at NSTS@pra.ca. If you wish to validate the authenticity of this survey, you may contact the following individuals:

- Mac Fitzgerald, District of North Vancouver - fitzgeraldm@dnv.org
- Sean O'Sullivan, District of West Vancouver - sosullivan@westvancouver.ca
- Blair Underhill, City of North Vancouver - bunderhill@cnv.org

Thank you in advance for your participation!

*This research is being conducted by PRA Inc., a CRIC member company that follows the CRIC Pledge to Canadians. This research project is registered with the CRIC Research Verification Service that allows you to verify its legitimacy and share your feedback. If you have feedback on this research, you can share it by going to: <https://canadianresearchinsightscouncil.ca/rvs/home/> and use the RVS code: **20250825-PR588**.*

Privacy statement

Collection of information for the survey is being undertaken in accordance with Sections 26 through 36 of BC's Freedom of Information and Protection of Privacy Act (FOIPPA). The confidentiality of any information collected is protected under the provisions of the Act.

Any information obtained from each household is processed, stored, and used in a form that does not permit any particular household to be identified. Your survey answers will be aggregated with that of other households when the data are analyzed.

Canadian-based research firm PRA Inc. (Prairie Research Associates) is conducting the survey data collection under the direction of the City of North Vancouver, the District of North Vancouver, and the District of West Vancouver with the highest standards of the protection of privacy and confidentiality. [Click here for a link to the firm's Privacy Policy.](#)

Per FOIPPA requirements, your information will be securely retained for at least 12 months after the conclusion of data collection. If you give your permission to be contacted for a follow-up survey, your contact information and linked survey responses will be retained for the purpose of a follow-up survey in one year. If after completing the survey you wish to withdraw your consent to collect or retain your information, please email nsts@cnv.org.

For more information about this research study please visit:
<https://www.dnv.org/streets-transportation/north-shore-transportation-survey>

Appendix C – Letter for households

Occupant
Street Address
City Province Postal Code



Log in at
pra.ca/en/NSTS
Your secure access code is
[CODE]

Dear North Shore resident,

I'm pleased to let you know that you have been randomly selected to participate in the **North Shore Transportation Survey**. This research is being undertaken as part of North Shore Connects, a joint initiative of the local governments and First Nations on the North Shore (visit www.northshoreconnects.ca for more info).

Your participation will go a long way in shaping how your community moves. By understanding how, where, and why residents travel within the North Shore, we can better plan our future transportation system and services. Only a limited number of invitations are sent out, so your participation is important. **You can complete the survey in two ways:**

- Take the survey online at www.pra.ca/en/NSTS using the secure access code at the top of this letter
- Over the phone by calling 1-888-877-6744 (toll free)

An independent national research firm, Prairie Research Associates (PRA) Inc., will be conducting the survey on behalf of the District of North Vancouver, District of West Vancouver, and City of North Vancouver. All information that you provide will be kept strictly confidential. Your personal information will not be shared with any other individual or organization, in accordance with the Freedom of Information and Protection of Privacy Act.

In appreciation of your time, you'll be entered for a chance to win 1 of 5 \$500 cash prizes for completing the survey!

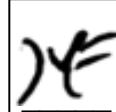
The survey is available in other languages online, including Persian, Chinese, Cantonese, and Tagalog.

- این نظرسنجی به صورت آنلاین و به زبان فارسی در دسترس است
- 该调查在线提供中文版本
- 呢個問卷可以喺網上同廣東話睇到
- Ang survey na ito ay makukuha online at sa Tagalog

Thank you for your participation and contributions towards building a better North Shore.
Sincerely,

Mac Fitzgerald, District of North Vancouver
Sean O'Sullivan, District of West Vancouver
Blair Underhill, City of North Vancouver

AGENDA INFORMATION	
☐ Regular Meeting	Date: _____
☐ Other:	Date: _____

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

August 21, 2026

File:

AUTHOR: Jacqueline van Dyk, Director of Library Services
North Vancouver District Public Library

SUBJECT: NVDPL 2025 Annual Report

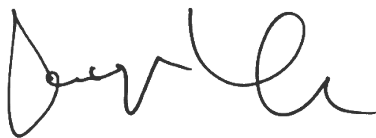
Published in July, the 2025 Annual Report for North Vancouver District Public Library provides a comprehensive summary of the library's activities, achievements, and progress toward key strategic priorities. The report also includes highlights from community feedback received throughout the year, offering insight into how library services are supporting the needs of local residents.

The report reflects another strong year for the library, with activities that include expanding service to the Lynn Creek area, introducing new collections and engagement opportunities, and connecting residents through over 1,500 programs. Community use remains high and among the highest in the province, with over 1.9 million items borrowed and over 4,300 children participating in Summer Reading Club.

The Annual Report is available both online and in print. Key statistics, stories, and achievements will continue to be shared throughout the year across the library's communication channels to keep residents informed about the library's services and impacts.

The Library remains grateful for the District of North Vancouver's ongoing support and investment, which helps NVDPL continue to provide accessible, high-quality services and programs that strengthen learning, literacy, and community connection in North Vancouver.

Respectfully submitted,



Jacqueline van Dyk, Director of Library Services

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



nvdpl NORTH VANCOUVER DISTRICT
Public Library

2025
Annual Report



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Our libraries are located on the traditional territories of the Sk̓wx̓wú7mesh (Squamish) and selilwətaʔ (Tsleil-Waututh) First Nations. Their ancestors have lived here for countless generations.

We are grateful for the opportunity to connect community, share knowledge and inspire stories on unceded Coast Salish Territory.

Message from the Mayor



North Vancouver District Public Library's three full-service locations, one express library, and new self-serve kiosk served our community with energy and impact throughout the past year. In 2025, nearly 1.8 million in-person and online visits were recorded, with more than 5,300 items borrowed each day.

Library use continues to grow, with circulation reaching its highest level in over 15 years, exceeding pre-pandemic totals. More than 1.94 million items were circulated in 2025, with an average of 19 items per resident, which is one of the highest rates in British Columbia.

This year marked several exciting milestones. The opening of the Lynn Creek kiosk, the first of its kind in Canada, introduced a new, accessible way for residents to connect with new books, media, and digital audiobooks for children at the Lynn Creek Community Recreation Centre.

The library also hosted the North Shore Writers Festival at Lynn Valley Library, welcoming over 500 attendees.

Young readers were actively engaged, with Summer Reading Club participation reaching its highest level in over 10 years and representing the largest share of municipal participation in the province.

NVDPL staff continue to provide exceptional service—answering more than 162,000 questions in 2025, an average of 443 each day. They also delivered over 1,500 programs, reaching more than

31,000 participants of all ages, including book clubs, author talks, health and wellness seminars, and creative programs that support learning, connection, and community engagement.

NVDPL consistently ranks among the top libraries in British Columbia in key areas, including circulation, visits, and Summer Reading Club participation per capita.

Open seven days a week, 355 days a year, the library supports residents at every stage of life, from promoting early literacy, creating safe spaces for teens, providing calm study and work environments, to programs and services that foster connection.

On behalf of District of North Vancouver Council and residents, I extend my sincere thanks and congratulations to the NVDPL staff, volunteers, and Board. Your commitment to education, innovation, and service continues to enrich our community, and we look forward to continuing to grow and learn together.



Mike Little

Mayor, District of North Vancouver



Message from the Director and Board Chair



Jacqueline van Dyk
Director of Library Services



James Mitchell
2025 Board Chair

Every day, more than 2,100 people walk through our doors to learn, connect, create, and find support. In a time when so many services come with a cost, the library remains free, accessible, and open to everyone at every stage of life.

In 2025, we continued to find new ways to meet our community where they are. We expanded access with the new Lynn Creek kiosk, making it easier for more residents to borrow and return in the Lower Lynn area. We introduced new collections, including cognitive care puzzles, LEGO kits, and air quality monitor kits, and continued to grow our digital and physical offerings. We celebrated creativity through initiatives like our community bookmark design contest, partnered with North Shore libraries to create a library card program for students at Squamish Nation's Xwemélch'stn Etsimxwawtxw Capilano Little Ones School, and we connected people with ideas and each other at over 1,500 programs.

We also saw record use, lending over 1.9 million items and registering 4,376 children in the BC Summer Reading Club—some of the highest numbers per capita in BC and at NVDPL over the last 15 years—building literacy skills, confidence, and a lifelong love of reading.

These numbers tell an important story, but they don't tell all of it. Every checkout, program, or visit represents a connection made, a barrier removed, or a skill learned.

This report highlights just some of the work we accomplished in 2025. And none of this work happens alone.

We are grateful to the District of North Vancouver for their continued support and investment, and to the Province of BC, the Friends of the Library, and our donors for helping enhance services and programs.

To our Board of Trustees, thank you for your thoughtful leadership and commitment to the library's future. To our volunteers, thank you for sharing your time, talents, and enthusiasm so generously.

We're grateful for our amazing staff for bringing curiosity, kindness, expertise, and care to everything they do. You create the welcoming experiences that people remember and return for.

And finally, thank you to our community. Whether you visited once or every week, borrowed a book, attended a program, or simply found a quiet place to be, you are what makes the library such a vital part of this community!



Jacqueline van Dyk, Director of Library Services



James Mitchell, 2025 Board Chair

2025 by the Numbers



46,025
cardholders



1,822,356
visits in person and online



6,809
new library cards issued



4,376
Summer Reading Club participants



162,450
reference questions answered



**1,566 programs with
30,684 attendees**



476,594
digital items



1,465,523
physical items



1,942,117
total circulation

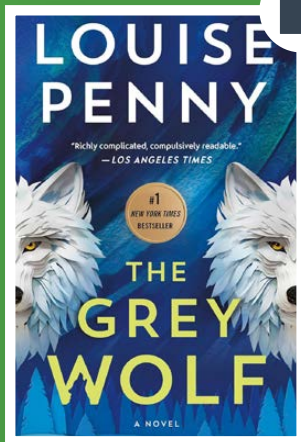


31,863
computer sessions

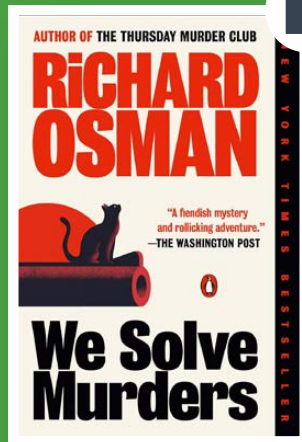


Most Borrowed in 2025

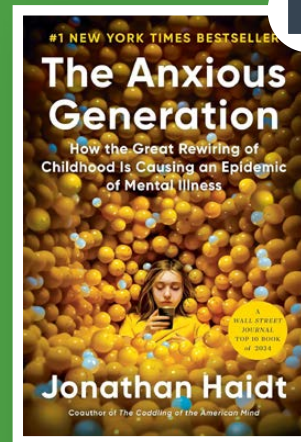
ADULTS



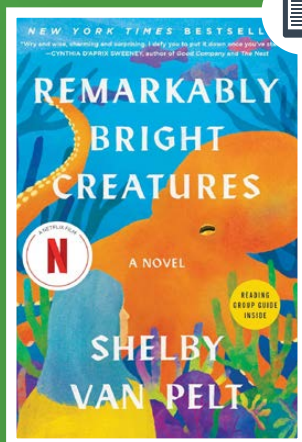
The Grey Wolf
Louise Penny



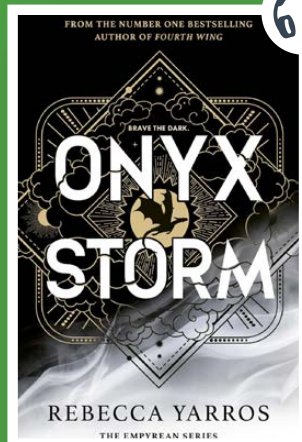
We Solve Murders
Richard Osman



The Anxious Generation
Jonathan Haidt



Remarkably Bright Creatures
Shelby Van Pelt



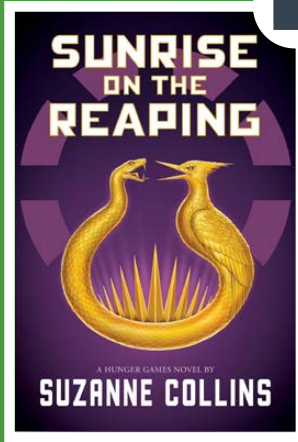
Onyx Storm
Rebecca Yarros



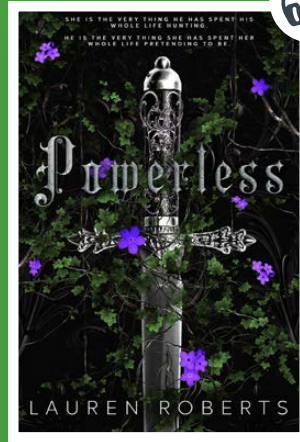
Wicked

A selection of your favourite reads this year.

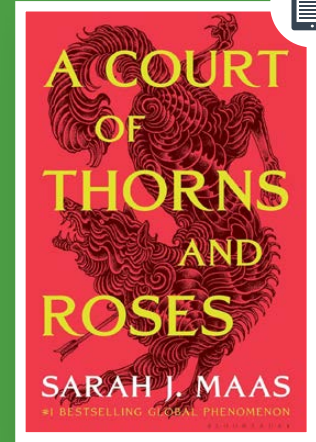
TEENS



Sunrise on the Reaping
Suzanne Collins



Powerless
Lauren Roberts

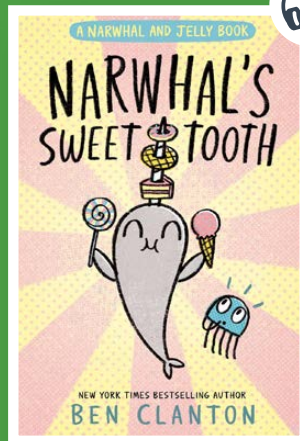


A Court of Thorns and Roses
Sarah J. Maas

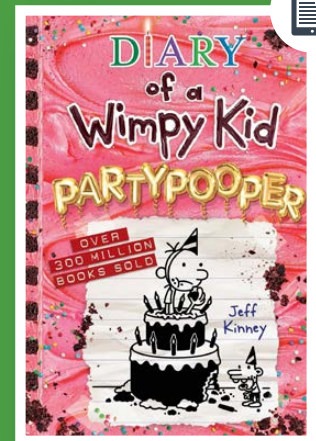
CHILDREN



Besties: Set Sail
Kayla Miller and Jeffrey Canino

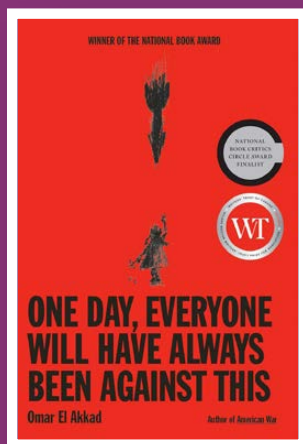


Narwhal's Sweet Tooth
Ben Clanton

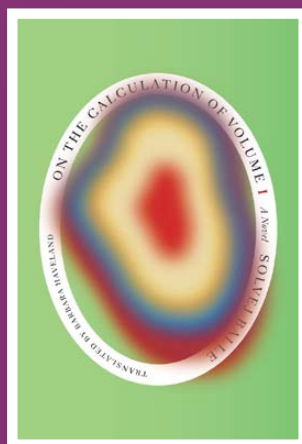


Partypooper
Jeff Kinney

Staff Favourites in 2025



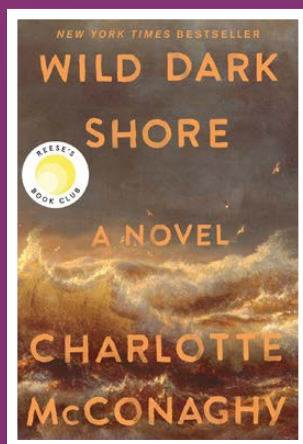
One Day, Everyone Will Have Always Been Against This
Omar El Akkad



On The Calculation of Volume 1
Solvej Balle



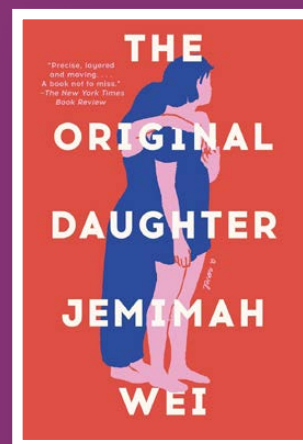
The Wedding People
Alison Espach



Wild Dark Shore
Charlotte McConaghy

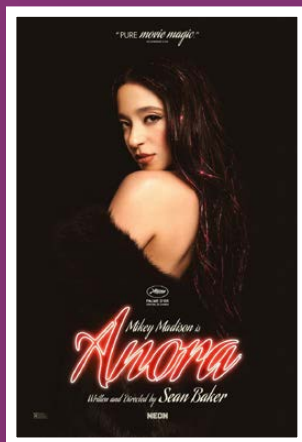


Atmosphere
Taylor Jenkins Reid



The Original Daughter
Jemimah Wei

A few of our recently released favourites!



Anora



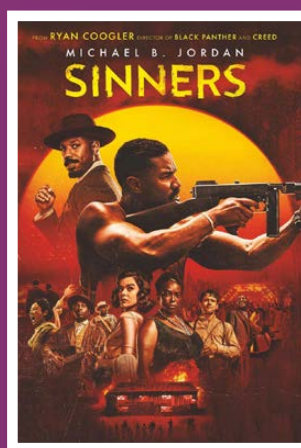
F1: The Movie



One Battle After Another



Severance



Sinners



The Seed of the Sacred Fig





Community Comments

“ NVDPL is a sacred space where you meet your neighbours. You know it's open to everyone and you don't need to book an appointment. This is my place to go.



“ We are very grateful for our favourite place on the North Shore.



“ Keep changing people’s mind about the world one book at a time!

“ During my visit, I saw 3 people I knew from different areas of my life. It was good to think of the library as a welcoming space for people of different ages and walks of life.



“ I can’t imagine a world without libraries—they are an essential service!





Connect.

A Library Card that Connects Community

We partnered with our friends at North Vancouver City Library and West Vancouver Memorial Library to make it easier for more families and children at Squamish Nation's Xwemélch'stn Etsimxwawtxw Capilano Little Ones School to access library services. Through a shared library card, students can now seamlessly borrow materials across all three North Shore Libraries. This small change reflects a commitment to access that isn't limited by geography or systems, reduces administrative barriers, and makes it easier for students to connect with the library.

The first time my daughter read was at NVDPL. We didn't know she'd taught herself to read and she grabbed a book, sat down, and started reading aloud.



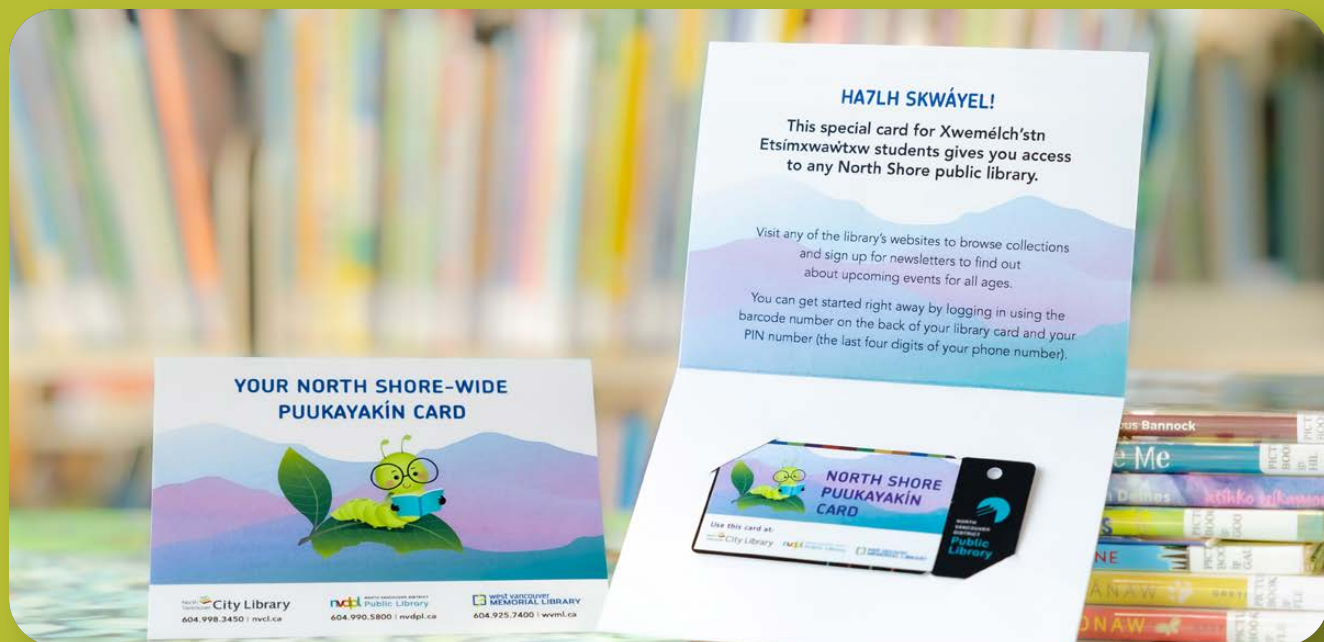
25 Years of the North Shore Writers Festival

The North Shore Writers Festival marked its 25th year with more than 500 people gathering at Lynn Valley Library for three days of panels, workshops, and conversation. Delivered in partnership with North Vancouver City Library and West Vancouver Memorial Library, the festival continues to grow as a shared space for readers and writers to connect, learn, and exchange ideas.

The program opened with a traditional welcome from Tsitsáyx̱emaat Rebecca Duncan and featured a wide range of sessions, from discussions on covering the Vancouver Canucks to practical workshops for independent authors, to engaging presentations for young readers.

Offered free to our community thanks to the Friends of the North Vancouver District Public Library, the festival reflects the role libraries play in our community, creating space for local voices, supporting creativity, and bringing people together around a shared interest.

The energy throughout the weekend was evident as people gathered to connect with friends and new faces, exchange ideas, and celebrate a shared love of books. The festival provided a space for readers to engage with authors, discover new stories, and strengthen connections within our community.



Share.

Introducing: The NVDPL Kiosk

Accessing books in the Lynn Creek area just got a little easier! As our community grows and changes, we adapt how and where we deliver service. In 2025, we expanded what library access can look like with the launch of the North Shore's first automated library kiosk at Lynn Creek Community Recreation Centre.

Since NVDPL serves residents from Deep Cove to the Lower Capilano area, we are always looking for flexible ways to meet people where they are. The new service helps close a geographic gap, bringing books and movies closer to home for Lynn Creek residents.

While this new technology doesn't replace the experience of visiting a full NVDPL branch, the kiosk offers convenient on-the-go access to browse, borrow, and pick up holds. In its first eight months, locals checked out over 4,200 items, illustrating it's helping meet a real need for library access and helping make the library more visible, accessible, and responsive to our community.

Books & More

Book will always be at the heart of what we offer, but NVDPL staff are always expanding what people can expect from their local library. In 2025 we expanded our collection, adding four unique items that create new ways for people to engage with their library.

New additions included air quality monitor kits, helping residents better understand and improve the environments where they spend most of their time. We introduced LEGO build kits, created in response to community requests and supported through donations, making hands-on play more accessible for families. We expanded our video game collection with the addition of Nintendo Switch games, adding another way for families to have fun. We also launched new Ukrainian Caring Community Kits that support cultural connection, developed in collaboration with a community member.

These collections may look different from what people expect to find at a library, but that's the point! They open up access to tools and experiences that people might not otherwise be able to afford. With more than 1.9 million items borrowed in 2025, it's clear that NVDPL is building a collection that responds to what our community wants and needs most.



Inspire.

Early Literacy in Action

Summer reading is about more than keeping up with books—it helps prevent the “summer slide” when children can lose literacy skills over summer break. The library plays an important role in keeping kids reading, learning, and engaged all summer long.

In 2025, a record 4,376 children took part in the BC Summer Reading Club at NVDPL! With the theme “Colour Your Summer” kids eagerly signed up, tracked their reading over 50 days, and celebrated milestones with stickers and book prizes.

For many families, the program becomes a part of their summer routine. And those regular library visits help kids keep their reading skills sharp while enjoying a free, welcoming place to spend time while school is out.

Record participation in 2025 shows just how much local kids love this program, and the library’s role in supporting literacy beyond the classroom. Through programs like this, sponsored by the Province of BC, NVDPL helps spark a lifelong love of reading and builds skills and memories that stay with children well into adulthood.

Created by Community

Inspiration at the library isn’t just about what people discover when they visit or what content they consume...it’s also about what they can create! In 2025, we invited the community to share their ideas and creativity in new ways.

To celebrate Library Month, we launched a bookmark design contest inspired by the theme “Libraries for Life”. Open to all ages and skill levels, the contest received 77 original submissions across four age categories. Entries showcased imagination, talent, and a clear love of NVDPL. Library staff helped select winners, and with so much creativity and talent in every age group, we chose an additional runner-up and honourable mention recognition in each category. The winning designs were professionally printed and shared at all branches, giving patrons the chance to take home artwork created by their community.

We also supported the creative talents of emerging voices through our Teen Writing Contest, giving young writers a platform to express themselves and build confidence. Partnering with North Vancouver City Library, we asked teens to submit original stories on the theme “The Butterfly Effect” and received 30 amazing stories.

These are just a few of the many ways NVDPL builds community through creativity.







2025 Statement of Operations

Operating

Revenue	2025	2024
District of North Vancouver contribution*	\$ 9,041,264	8,561,455
Government grants	244,786	242,803
Donations	97,394	42,631
Book fines, photocopy charges & sundry	165,879	182,083
Total Revenue	9,549,323	9,028,972
Expenses		
Salaries and benefits	6,675,141	6,129,018
Facility rent, operations & maintenance	1,021,919	931,700
Administrative costs & professional services	1,064,020	753,169
Library subscriptions & digital materials	451,129	357,010
Depreciation & loss on disposal of capital assets	836,767	778,183
Total Expenses	10,048,976	8,949,080
Annual surplus	\$ (499,653)	79,892

* The District of North Vancouver revenue includes both Operating and Capital funding.

Capital

Expenses	2025	2024
Library collection	\$ 771,990	613,750
Information technology, furniture & vehicle	222,314	442,851
Work in progress—net change	-105,920	-117,080
Acquisition of tangible capital assets	\$ 888,384	939,521



Gratitude to our Donors

We deeply appreciate additional financial support from those who are able to contribute. Thank you to the many generous community members and organizations who provided financial contributions and in-kind gifts to the Library in 2025.

- *Adam Newsome*
- *Anonymous (2)*
- *Ann McKinnon*
- *Capilano University*
- *Catherine Madding*
- *Danielle & David Sharp-Bell*
- *David Hunter*
- *Dr. Marilyn Books*
- *Earnest Ice Cream*
- *Estate of Liberia Marcuzzi*
- *Friends of the North Vancouver District Public Library*
- *Hadi Moshayed*
- *Herman Mah*
- *Houman Keyani*
- *Kaitlin Taylor*
- *KidsBooks*
- *Linda Boronowski*
- *Linda Schwartz*
- *Maria Gardini*
- *May Louie*
- *Nicola McLaren*
- *Prabhavathi Kutty*
- *Rachel Schoeler*
- *Roger Eastwood*
- *Sam Bedry*
- *The Literacy for All Fund*
- *Variath M. Kutty*

As a registered charity, we provide tax receipts for donations of \$25 or more. To make a contribution, visit any NVDPL location or donate online at nvdpl.ca/donate

Community Partners

We love to collaborate and engage with our community! A heartfelt thank you to the incredible community partners we worked with throughout 2025:

- *Baha'is of the North Shore*
- *Capilano Community Services Society*
- *Capilano University*
- *District of North Vancouver*
- *District of North Vancouver Fire and Rescue Services*
- *Impact North Shore*
- *InterLINK BC*
- *Iranian Music Society*
- *Jane Austen Society*
- *Koala Koders*
- *Lynn Valley Community Services Society*
- *Lynn Valley Lions*
- *North Vancouver Community Band*
- *North Shore Black Bear Society*
- *North Shore Community Resources*
- *North Shore Emergency Management*
- *North Shore Neighbourhood House*
- *North Shore Artists' Guild*
- *North Van Arts*
- *North Vancouver City Library*
- *North Vancouver School District #44*
- *Parkgate Community Services Society*
- *Pride at the Pier*
- *North Vancouver RCMP*
- *Regenerate BC*
- *St. John Ambulance*
- *Tsleil-Waututh Nation (TWN) si?ám̓θet School*
- *Vancouver Coastal Health*
- *West Vancouver Memorial Library*
- *WorkBC*
- *Xwemélch'stn Etsimxwawtxw*
- *Capilano Little Ones School*
- *Youth Friendly North Shore*

Interested in collaborating on a program or project? We'd love to hear from you! Get in touch at nvdpl.ca



Connect with us

Lynn Valley Library

1277 Lynn Valley Road
North Vancouver, BC, V7J 0A2
604-984-0286

Parkgate Library

3675 Banff Court
North Vancouver, BC, V7H 2Z8
604-929-3727

NVDPL Kiosk at Lynn Creek

1491 Hunter Street
North Vancouver, BC, V7J 1H3

Find us online

nvdpl.ca | connect @nvdpl  

Capilano Library

3045 Highland Boulevard
North Vancouver, BC, V7R 2X4
604-987-4471

Lions Gate Express Library

1733 Lions Gate Lane
North Vancouver, BC, V7P 1X7
604-998-3033

Library Administration

300-1277 Lynn Valley Road
North Vancouver, BC, V7J 0A2
604-990-5800

 **NORTH VANCOUVER DISTRICT**
Public Library



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Manager:

CAO Notified:

CREATED BY: Matt Dasilva

REQUESTED BY: Matt Dasilva - Construction Department

DESCRIPTION OF WORK: Milling and Paving Works

LOCATION: Main Street (Mountain Hwy to Boundary with CNV)

START DATE: August 10, 2026

END DATE: August 14, 2026

DAYS OF THE WEEK	EXTENDED HOURS	OVERNIGHT
✓ Monday – Friday	10:00 pm to 6:00 am	✓
Saturday	to	
Sunday	to	

ADDITIONAL INFORMATION:

Please note that the extended work hours noted above do not represent continuous construction activity. The extended hours are to provide project flexibility and allow the work to be completed as efficiently as possible. Work will be scheduled and coordinated to minimize impacts to residents, pedestrians, transit users, and other municipal stakeholders wherever practicable.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	concrete works	generators	✓ lighting
pumps	✓ compaction	hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

Temporary traffic pattern changes will be implemented during construction activities to facilitate the safe and efficient movement of traffic. Project updates will be communicated through Changeable Message Signs (CMS) located near the work area.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)



ADDITIONAL INFO:

The initial work plan was to begin construction in the early morning hours to minimize impacts on traffic. However, after further discussion with the contractor, concerns arose regarding the feasibility of completing all necessary work within the shortened construction window. As a result, the decision was made to transition to an overnight shift, allowing the work to proceed more efficiently with minimal disruption from traffic.

This approach also provides the opportunity to complete the work in a single shift, rather than potentially requiring two separate morning shifts, which will help reduce overall construction costs. Given that the work is primarily taking place within an industrial area, the anticipated noise impact on nearby residents is also expected to be minimal.



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Nicola
Chevallier

Digitally signed by Nicola
Chevallier
DN: cn=Nicola Chevallier,
ou=City of North Vancouver,
ou=Engineering Public
Works, email=nicola.chevallier@cityofnv.ca,
c=Canada, o=City of North Vancouver,
ou=Engineering Public Works
Reason: I am approving this
document
Date: 2020-09-23 15:56:07-07:00

Manager:

Michael
Toland

Digitally signed by
Michael Toland
DN: cn=Michael Toland,
ou=City of North Vancouver,
ou=Engineering Public
Works, email=michael.toland@cityofnv.ca,
c=Canada, o=City of North Vancouver,
ou=Engineering Public Works
Reason: I am approving this
document
Date: 2020-09-23 16:34:07-07:00

CAO Notified:

Mike
Fox

Digitally signed by Mike Fox
DN: cn=Mike Fox, email=mike.fox@cityofnv.ca,
ou=City of North Vancouver,
ou=Engineering Public Works,
c=Canada, o=City of North Vancouver,
ou=Engineering Public Works
Reason: I am approving this
document
Date: 2020-09-24 12:13:47-07:00

CREATED BY: Sean Ramsden, Senior Traffic Technologist

REQUESTED BY: New Elevation Civil Construction for BC Hydro

DESCRIPTION OF WORK: BC Hydro Underground Construction - Capilano University Upgrades

LOCATION: Mt Seymour Pkwy at Lillooet Road

START DATE: September 28

END DATE: October 2

DAYS OF THE WEEK	EXTENDED HOURS	OVERNIGHT
Monday – Friday	8:00 pm to 6:00 am	✓
Saturday	to	
Sunday	to	

ADDITIONAL INFORMATION:

BC Hydro's contractor, New Elevation Civil, will be working in the westbound right-turn lane on Mount Seymour Parkway at Lillooet Road to connect to an existing vault. Traffic lane closures are required for this work. To avoid significant traffic delays, a noise exemption has been requested for overnight work on September 28 and October 2, with October 3 as an additional night, if required.

IMPACT:

EXPECTED IMPACTS:			
✓ trucking	✓ concrete works	generators	✓ lighting
pumps	✓ compaction	✓ hydro-vac	✓ paving
✓ excavators	✓ traffic delays/detours	✓ sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

To reduce noise impacts to residents, sawcutting will take place during the daytime September 25 between 10:00 am and 2:00 pm. A construction message sign board will be in place on Lillooet Road to notify residents in the surrounding area of the night work.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

**ADDITIONAL INFO:**

This work will require closures of one eastbound left hand turn lane on East Keith Road and a through lane closure from the northbound Highway 1 exit to Lillooet Road. The traffic impacts from this work are expected to be too severe to permit work during daytime peak traffic periods; therefore, this work is recommended to be approved to take place at night.



Noise Regulation Bylaw Exemption

This form is to notify Council that a **Noise Regulation Bylaw Exemption** has been requested and has been authorized by the General Manager of Engineering Public Works.

GM:

Nicola
Chevallier

Digitally signed by Nicola
Chevallier
DN: cn=Nicola Chevallier, o=City of North Vancouver, ou=City of North Vancouver, email=Nicola.Chevallier@cityofnv.ca, c=CA
Reason: I am approving this document
Location:
Date: 2025-09-23 15:57:07-07:00

Manager:

Michael
Toland

Digitally signed by
Michael Toland
DN: cn=Michael Toland, o=City of North Vancouver, ou=City of North Vancouver, email=Michael.Toland@cityofnv.ca, c=CA
Reason: I am approving this document
Location:
Date: 2025-09-23 16:35:07-07:00

CAO Notified:

Mike
Fox

Digitally signed by Mike Fox
DN: cn=Mike Fox, o=City of North Vancouver, ou=City of North Vancouver, email=Mike.Fox@cityofnv.ca, c=CA
Reason: I am approving this document
Location:
Date: 2025-09-24 12:14:07-07:00

CREATED BY: Scott Sigston

REQUESTED BY: Upland Contracting Ltd on behalf of the District of North Vancouver

DESCRIPTION OF WORK: Cates Park / WaW Foreshore Restoration Project

LOCATION: 4131 Dollarton Hwy, North Vancouver, BC

START DATE: October 5, 2026

END DATE: November 20, 2026

DAYS OF THE WEEK	EXTENDED HOURS		OVERNIGHT
✓ Monday – Friday	8:00 pm	to 7:00 am	✓
✓ Saturday	5:00 pm	to 9:00 am	✓
✓ Sunday	12:00 am	to 11:59 pm	✓

ADDITIONAL INFORMATION:

The District of North Vancouver and Tsleil-Waututh Nation are undertaking the restoration of the foreshore area at Cates Park / Whey-ah-Wichen. The Works include beach nourishment and bank stabilization works along the shoreline; public stair replacements; riparian planting; tree removals; and uplands landscaping. The material is being brought to site via barges from Campbell River, BC, and must be placed during low tide intervals. The low tide intervals require night works and odd hours.

IMPACT:

EXPECTED IMPACTS:			
trucking	concrete works	✓ generators	✓ lighting
pumps	compaction	hydro-vac	paving
✓ excavators	traffic delays/detours	sawcutting	other (see below)

OTHER IMPACTS AND MITIGATION MEASURES:

The Works will be fairly noisy with excavators and generators running throughout the night. However, the nearest residents are protected by Cates Park and substantial trees and vegetation which will dampen the noise substantially. However, there are also houses that are within 150m of the site and will experience loud noise during construction. We will require that the Contractor limit / control vehicle noises and use noise dampeners. Letters were delivered to residents August 29.

NOTIFICATION:

The developer/contractor will notify neighbouring residents of the upcoming work – in addition to a description of the expected noise levels – prior to work commencing.

MAP:

Work area (in red) and notification area (in blue)

**ADDITIONAL INFO:**

Upland Contracting will need to work varied hours with some day time works to set-up for the night time material placement given the tidal windows available for the project. Low low tides mid October are expected in early morning hours.

Note, that in addition to the notification area above the District will be running updates on the webpage and our social media platforms.

☒ Info Package	Date: Oct 5, 2026
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The District of North Vancouver INFORMATION REPORT TO COUNCIL

September 24, 2026

AUTHOR: Aylin Tavakoli, Housing Planner

SUBJECT: Affordable Housing Program Contributions (2011-2026)

REASON FOR REPORT:

To provide Council with information on the District's financial contributions toward the creation of affordable housing since the adoption of the Official Community Plan (OCP) in 2011.

SUMMARY:

As of July 2026, the District has provided a total of \$279.8 million in financial contributions toward affordable housing projects since 2011, including:

- \$157.2 million in direct contributions (approximately \$92,980 per unit)
- \$122.6 million in indirect contributions (approximately \$68,700 per unit)

These investments have supported:

- The development of 1,691 affordable housing units across 28 new housing projects
- The retention of 94 affordable housing units in two existing housing projects

Total contributions were initially estimated during the rezoning stage of the projects. As projects progressed toward building permit issuance, the contribution amounts were updated to reflect current project valuations, municipal rates and project information, resulting in an overall increase.

The District's contributions to affordable housing¹ are categorized below and described in more detail in this report.

Direct Contributions:

1. Community amenity contributions (CACs);
2. Development cost charge (DCC) waivers;
3. District-funded works and services; and

¹ Affordable housing includes social, supportive and below-market rental housing.

4. Permit fee waivers.

Indirect Contributions:

1. Long-term leases of District-owned land at nominal rent; and
2. Reduced municipal tax revenues.

BACKGROUND:

The District of North Vancouver has made significant contributions to address affordable housing needs, in line with the 2011 OCP and supporting strategies and policies. The OCP places a strong emphasis on housing provision, with a particular focus on social and supportive housing geared toward low-to moderate-income households. This commitment is reflected in a range of strategies, initiatives, and partnerships aimed at increasing housing supply and affordability, including:

- Implementation of the Rental and Affordable Housing Strategy (2016);
- Memorandum of Understanding (MOU) with BC Housing (2018, renewed 2024);
- Approval of referendum allowing up to \$150 million to deliver at least 1,000 non-market housing units by January 2029 (2018);
- Establishment of the Rental, Social, and Affordable Housing Task Force (2019 to 2021); and
- 2022-2026 Corporate Plan which included a strategic goal to address the housing crisis and the community's housing needs.

A previous update on the District's contributions toward creating affordable housing was provided to Council at the [April 29, 2024, Council Workshop](#).

EXISTING POLICY:

Attachment 1 provides the key policy context that supports affordable housing in the District.

ANALYSIS:

This section describes the District's estimated direct and indirect contributions toward affordable housing from 2011 to July 31, 2026. It includes a summary of the tools and approaches used to facilitate its delivery.

Based on the District's existing affordable housing inventory and 2021 Census dwelling data, affordable housing represents approximately 5% (1,864/ 34,179) of the District's total housing stock. Since adoption of the 2011 OCP, however, close to 15% (1,619/ 10,543) of the total approved housing units in the District have been affordable, with the majority located within town and village centres². These are the projects listed in **Attachment 2**.

For context, Metro Vancouver's [Metro 2050 Regional Growth Strategy](#) sets a target that at least 15% of newly completed housing units in urban centres, Frequent Transit Development Areas, and major transit growth corridors be affordable rental housing units. Regional monitoring indicates that affordable rental housing represented 2.3% of housing completions

² This includes social, supportive, below-market units and care beds.

in these transit-oriented areas between 2018 and 2023. While this suggests the District is performing better than the region, direct comparisons are not available at this time given methodologic differences.

This report provides two estimates for District's contributions to affordable housing projects approved since 2011:

1. The first estimate is based on the affordable housing commitments identified at the rezoning approval stage (similar to the [2024 report](#)).
2. The second estimate provides a more current and accurate assessment based on development permit approvals and updated municipal fees, reflecting the most recent project information available. These estimated contributions are summarized in **Attachment 2** and represent the total contributions cited in this report.

In some contribution areas, the values are the same under the two estimation methods (e.g. CACs, leased land values and municipal taxes). Where relevant, explanations are provided below.

Since the last report in 2024, 184 additional new affordable housing units have been secured. These additional units were approved in the four growth centres – Lions Gate, Lynn Valley, Lynn Creek and Maplewood. The most significant rezoning approvals are located in Lynn Creek (72 units at Seylynn Centre), Maplewood (48 units at Maplewood Gardens), and Lynn Valley (32 units at Lynn Valley Mall).

Direct Contributions

Direct financial contributions from the District are: (1) community amenity contributions; (2) waived development cost charges; (3) District-funded infrastructure and servicing improvements; and (4) waived development application and permit fees. These are one-time capital-related contributions or fee reductions that support project delivery and viability, rather than ongoing operating subsidies. They are triggered by the rezoning, development approval, subdivision and building permit stages of a project.

1. Community Amenity Contributions (CACs)/ Amenity Cost Charges

CACs, whether in the form of physical amenities (such as housing) or cash, are provided by developers in connection with development that results in increased density, including density enabled through rezoning or contemplated by the OCP designation. These contributions help address increased demand on community facilities and services resulting from growth and redevelopment. In-kind contributions have included housing units secured at below-market rates through long-term agreements.

The 28 projects listed in Attachment 2 represent the District's prioritization of built affordable housing units over cash or other amenities. This amounts to approximately \$124.6 million (as of July 2026) of monetary contributions that would have otherwise been collected (e.g.

“foregone” CAC amounts). **Figure 1** shows the estimated values based on the year projects received rezoning approval.

Following the introduction of Bill 46 and amendments to the *Local Government Act* in 2023, the District’s previous practice of negotiating Community Amenity Contributions (CACs) has been replaced by the provincial Amenity Cost Charge (ACC) framework, although for certain “in-stream applications” CACs are still being negotiated. ACCs provide a standardized mechanism for local governments to collect funds from new development to help pay for growth-related amenities, including community centres, recreation facilities, libraries, and childcare facilities.

Under provincial legislation, certain affordable housing developments are exempt from ACCs. These include eligible affordable rental and supportive housing projects owned or operated by non-profit, co-operative, charitable, First Nation, public-sector, or government organizations. While these exemptions reduce development costs for developers and support the delivery of affordable housing, they do not reduce the additional demand for community amenities generated by population growth. As affordable housing and other forms of development are added to the community, the District must continue to plan for and fund the amenities needed to serve future residents.

The shift from negotiated CACs to a standardized ACC framework has reduced municipalities' ability to secure community benefits through rezoning on a project-by-project basis. However, local governments may continue to use other tools, such as density bonus and inclusionary zoning, where enabled by legislation, financial analysis, and local regulations, to help achieve community objectives, including affordable housing.

For comparability, the previous CAC methodology based on historic market analysis has been used to calculate contributions for all 28 projects, including five projects that were approved under the new ACC framework (adopted in Feb 2025). In the future, staff will be exploring other approaches to assessing development value, drawing on approaches used by other municipalities, as a potential benchmark for future District policy development.

Figure 1: Estimated Value of CACs (2011-2026)

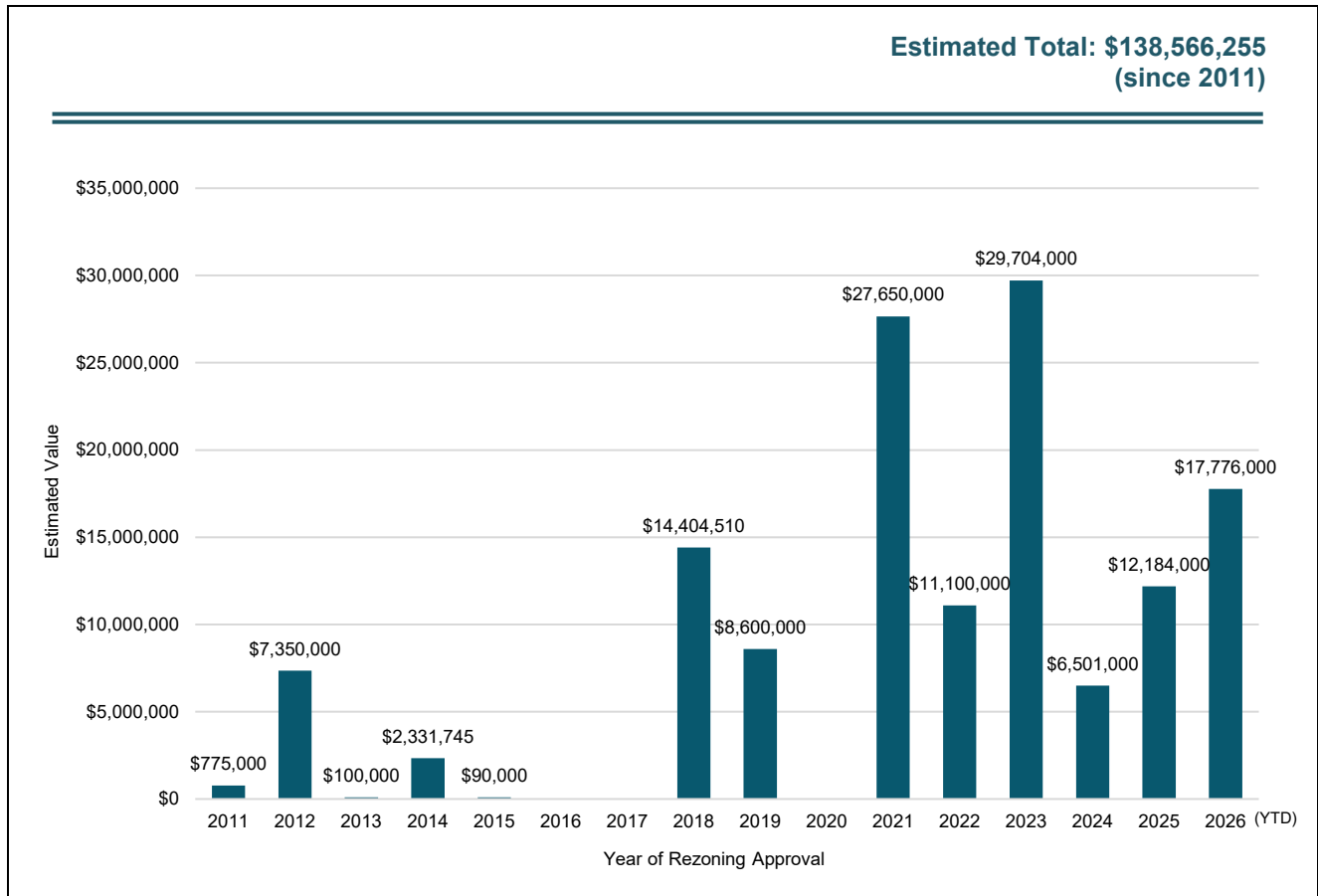


Figure 1 provides an estimate of the value of CACs the District would have collected if the land had been developed as market strata units. These estimates of foregone value were calculated based on the date of rezoning approval.

Staff estimate that the value of CACs is approximately \$138.6 million. Current values and rezoning estimates are the same, as both are based on the same methodology. However, the total amount has increased since the 2024 report due to changes in unit counts for some projects and updates to certain CAC rates (see **Attachment 2**).

2. Development Cost Charge (DCC) Waivers

DCCs are fees imposed on new developments to help fund the provision of infrastructure services (such as roads, water, sewer, and drainage) and the acquisition or development of parkland. The Province has expanded DCC eligibility to include fire protection, police, and solid waste and recycling facilities. Where housing units are reserved at below-market rates through long-term agreements, the District may choose to waive the required DCCs. This waiver is intended to reduce project costs, support project viability and/or deepen housing affordability.

Since 2011, DCCs were waived for 14 projects. The estimated total value at the time of rezoning was approximately \$10.1 million (**Figure 2**).

Figure 2: Estimated Value of Waived DCCs (2011-2026)

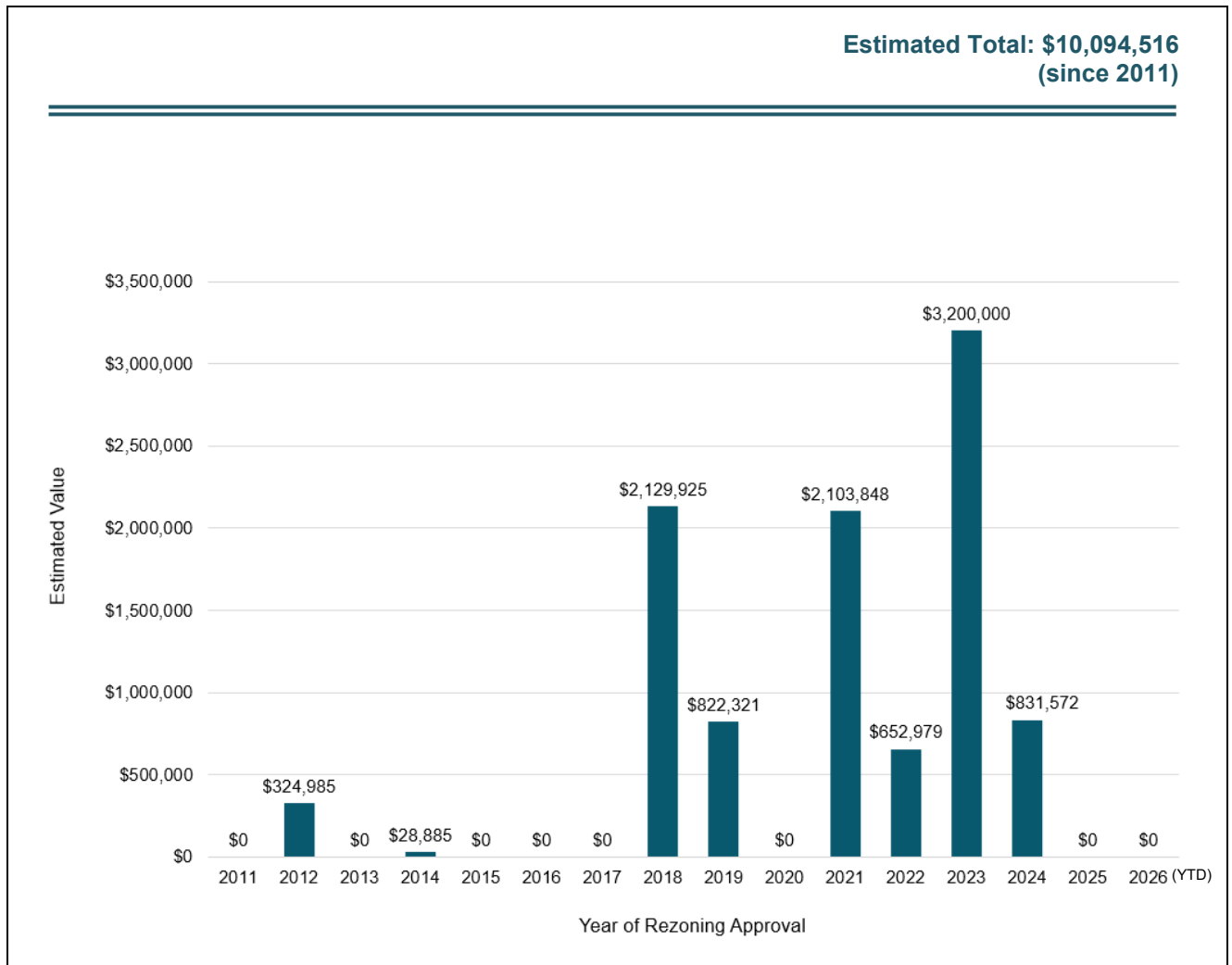


Figure 2 provides an estimate of the DCCs the District would have collected from a land developer if the lands were developed for market strata housing of similar density instead. Estimated values were calculated based on the date of rezoning approval.

Staff estimate that the value of DCCs waived has increased to approximately \$13.2 million as of 2026 (\$4.7 million waived and \$8.4 million estimated to be waived over the next few years). This increase is a result of changing project timelines and increased DCC fees over time³(see **Attachment 2**).

³ DCCs are typically paid at the time of building permit issuance. Because the District updated its DCC rates in December 2024, the DCC amount estimated at rezoning (Figure 2) may differ from the amount ultimately paid if the building permit is issued after the new rates take effect.

3. District-Funded Works and Services

The District's Development Servicing Bylaw mandates that works and services be provided when properties are subdivided or developed. The District has funded certain extended works and services for social and supportive housing projects.

Since 2011, the District funded works and services for four projects. The estimated total value at the time of rezoning was approximately \$2.3 million (**Figure 3**).

Figure 3: Estimated Value of District-Funded Works and Services (2011-2026)

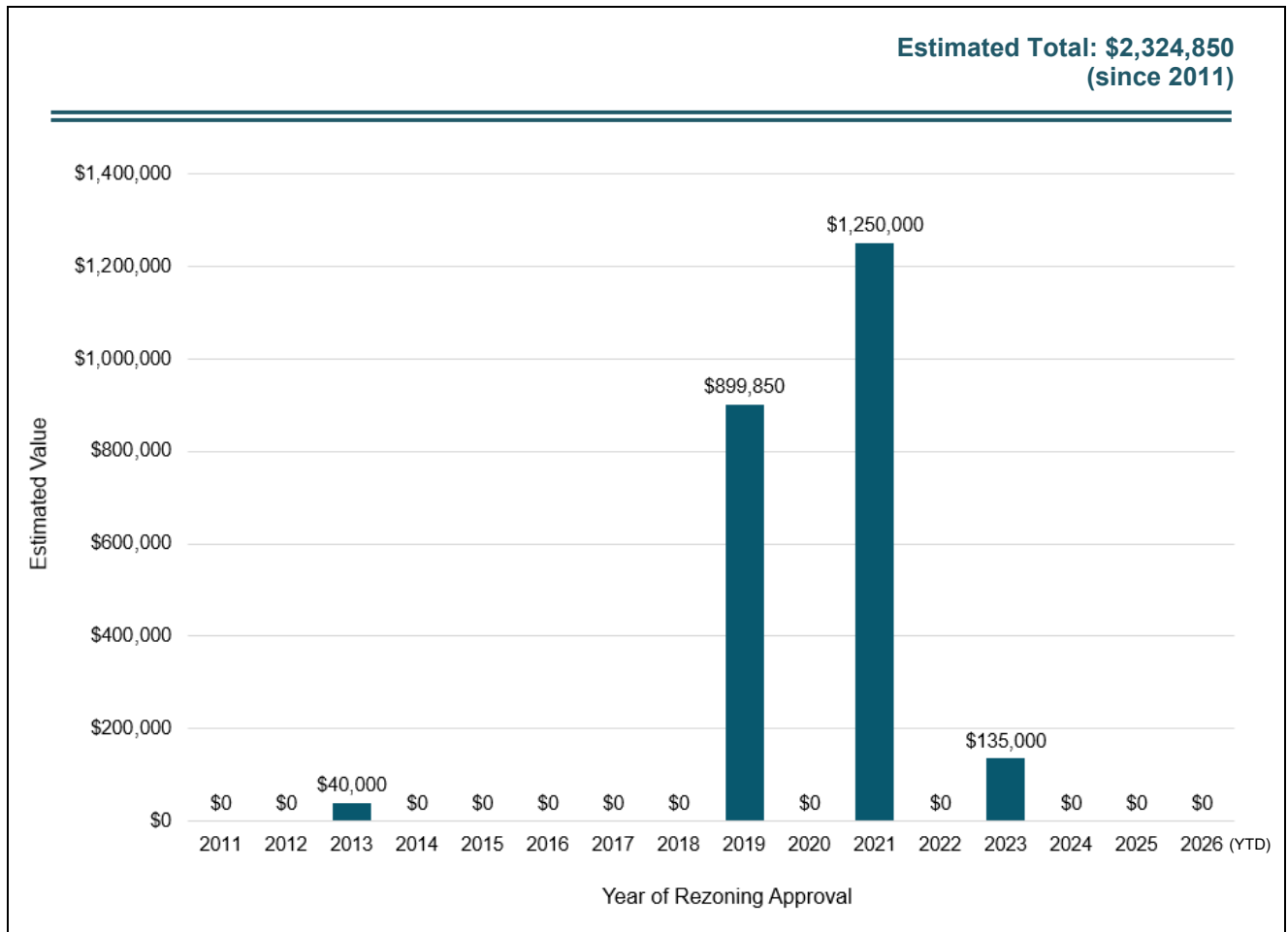


Figure 3 provides an estimate of the value of the works and services funded by the District, which would have been funded by the land developer if the lands had been developed for market strata housing. Estimated values are calculated based on the date of rezoning approval.

Staff estimate that the actual value of these works and services funded by the District is approximately \$1.7 million (see **Attachment 2**). This is because estimates of DNV-funded works and services at the rezoning stage are preliminary and become more accurate as projects advance toward building permit issuance.

4. Application Fee Waivers

Normally, applicants pay fees to cover the costs of processing applications for rezoning, subdividing, or developing property. However, for projects where 100% of the units are secured as social or supportive housing, the District waives fees for rezoning, development permits, and building permits.

Since 2011, the permit fees were waived for nine projects. The estimated total value at the time of rezoning was approximately \$2.0 million (**Figure 4**).

Figure 4: Estimated Value of Waived Permit Fees (2011-2026)

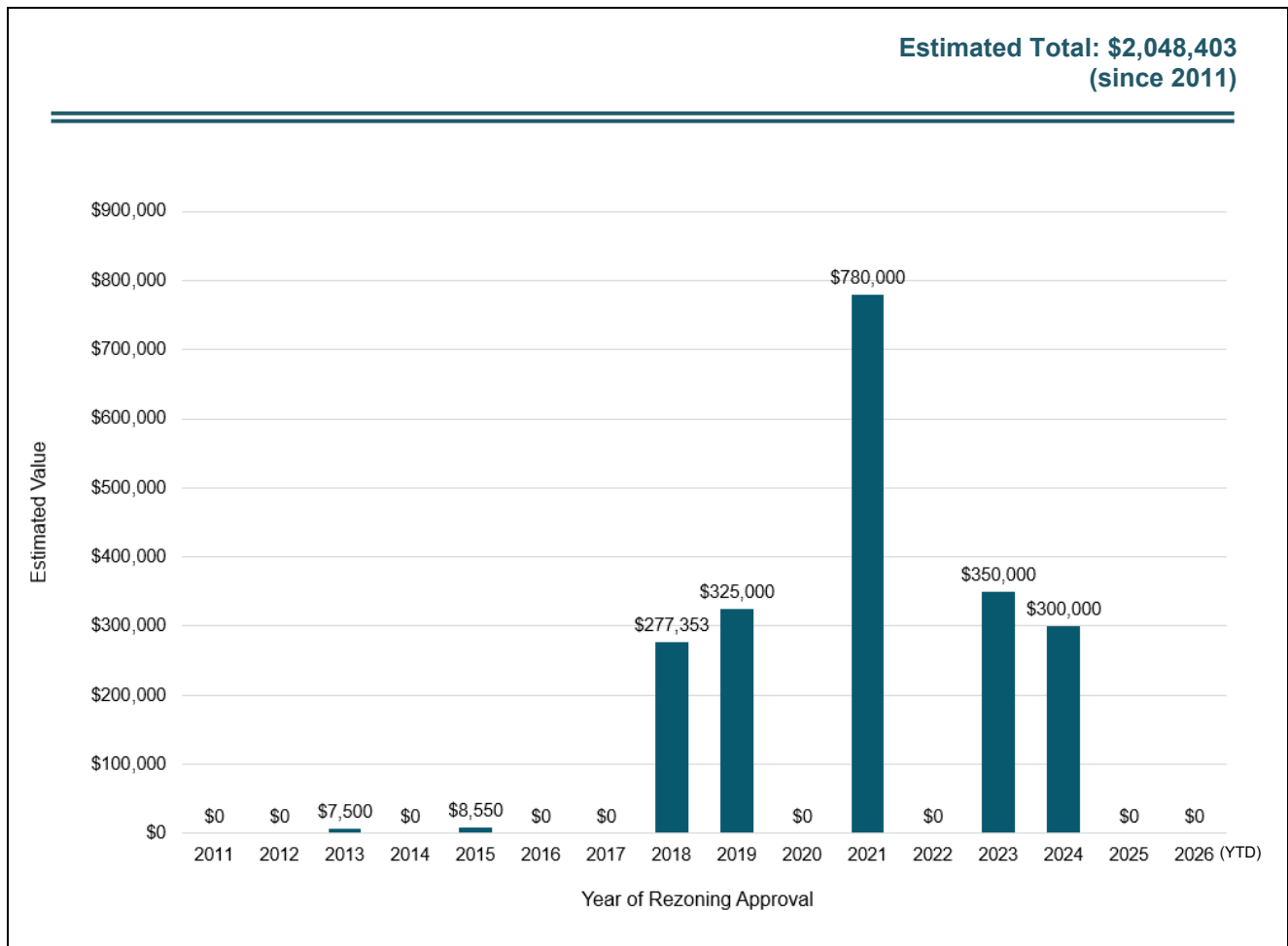


Figure 4 provides an estimate of the application fees that the District would have collected if the land had been developed as market strata units of similar density instead. Estimated values are calculated based on the date of rezoning approval.

Staff estimate that the actual value of application fees waived is approximately \$3.7 million (see **Attachment 2**). This increase is because fee estimates at the rezoning stage are preliminary and actual amounts are determined by the final project valuation and most recent municipal fees at the building permit stage.

Indirect Contributions:

Indirect financial contributions are the long-term, ongoing opportunity costs of the District's support towards affordable housing. These include: (1) making District-owned land available for social and supportive housing through long-term ground leases at nominal lease rates; and (2) enabling a class of housing that generates reduced municipal property tax revenues over the term of those leases. These contributions reduce project operating and land costs over the long term, thereby, improving housing affordability and project viability.

1. Long-term Leases of District-owned Land

The District facilitates the development of social and supportive housing by offering long-term leases at nominal rates on District-owned land. In these arrangements, the District maintains ownership of the land while entering into agreements with BCH Housing/ non-profit housing societies to oversee the development and operation of the units. These leases are typically for 60 years at which point the land is returned to the District.

The total lease land value of District-owned sites is estimated at approximately \$119.4 million as of July 2026 (**Figure 5**). These values for the housing projects on District land reflect the opportunity cost and revenue potential of these sites if they had instead been sold into the open market and developed at the density designated in the OCP, without occupancy or rent level restrictions.

**Figure 5: Estimated Value of District-owned Sites
Leased for Affordable Housing (2011-2026)**

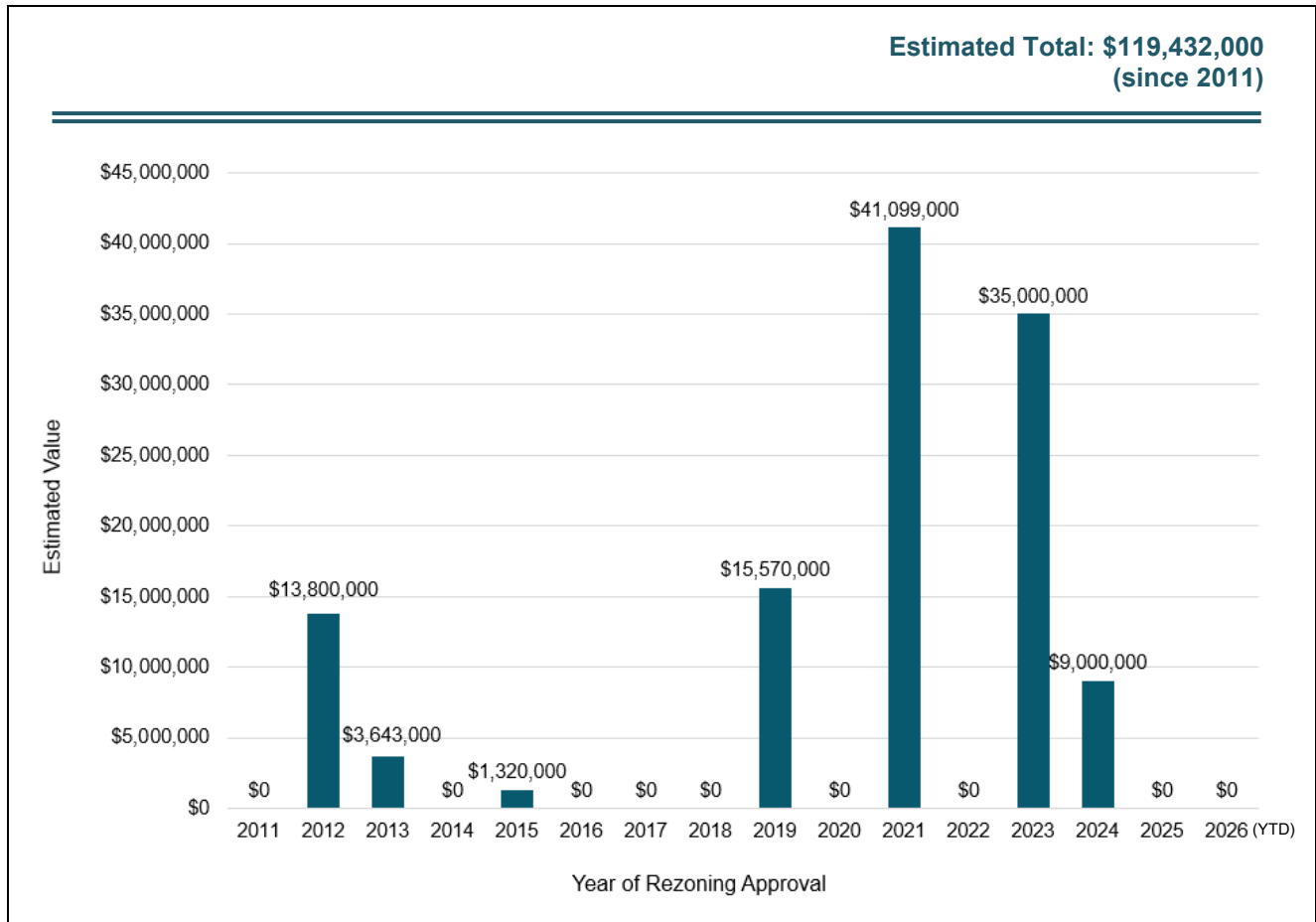


Figure 5 provides estimated fee simple land values that would have been paid by a land developer if the lands had been developed for market strata housing of similar density instead. Estimated values are calculated based on day before rezoning approval was granted.

While land values may change over time, the value of the District's land contribution is reported using the valuation established at the time of rezoning approval. Accordingly, the 2026 estimate (see **Attachment 2**) is unchanged from the original estimate reported at rezoning.

2. Reduced Municipal Tax Revenue

Affordable housing projects are often subject to housing agreements or other legal restrictions that limit occupancy, rental rates, resale value, or other aspects of the property's use. These restrictions can reduce the property's market value and, depending on BC Assessment's valuation methodology, may result in a lower assessed value than would otherwise apply. As a result, affordable housing units may generate less municipal property tax revenue than comparable market housing units, representing an ongoing indirect financial contribution to housing affordability.

Based on 2026 municipal tax rates, the cumulative reduced tax revenue since 2011 is estimated at \$3.2 million (**Figure 6**).

Lions Court and Lions Plaza are the only projects that receive District support solely through reduced municipal taxes. In 2021, the District approved housing agreements for 900-978 Bowron Court (Lions Court) and 800-832 Apex Avenue (Lions Plaza), securing 94 affordable rental units following the expiry of CMHC and BC Housing operating agreements. The forgone tax revenue associated with these properties is included in the annual totals shown in Figure 6 below.

Figure 6: Estimated Value of Reduced Municipal Tax Revenue (2011-2026)

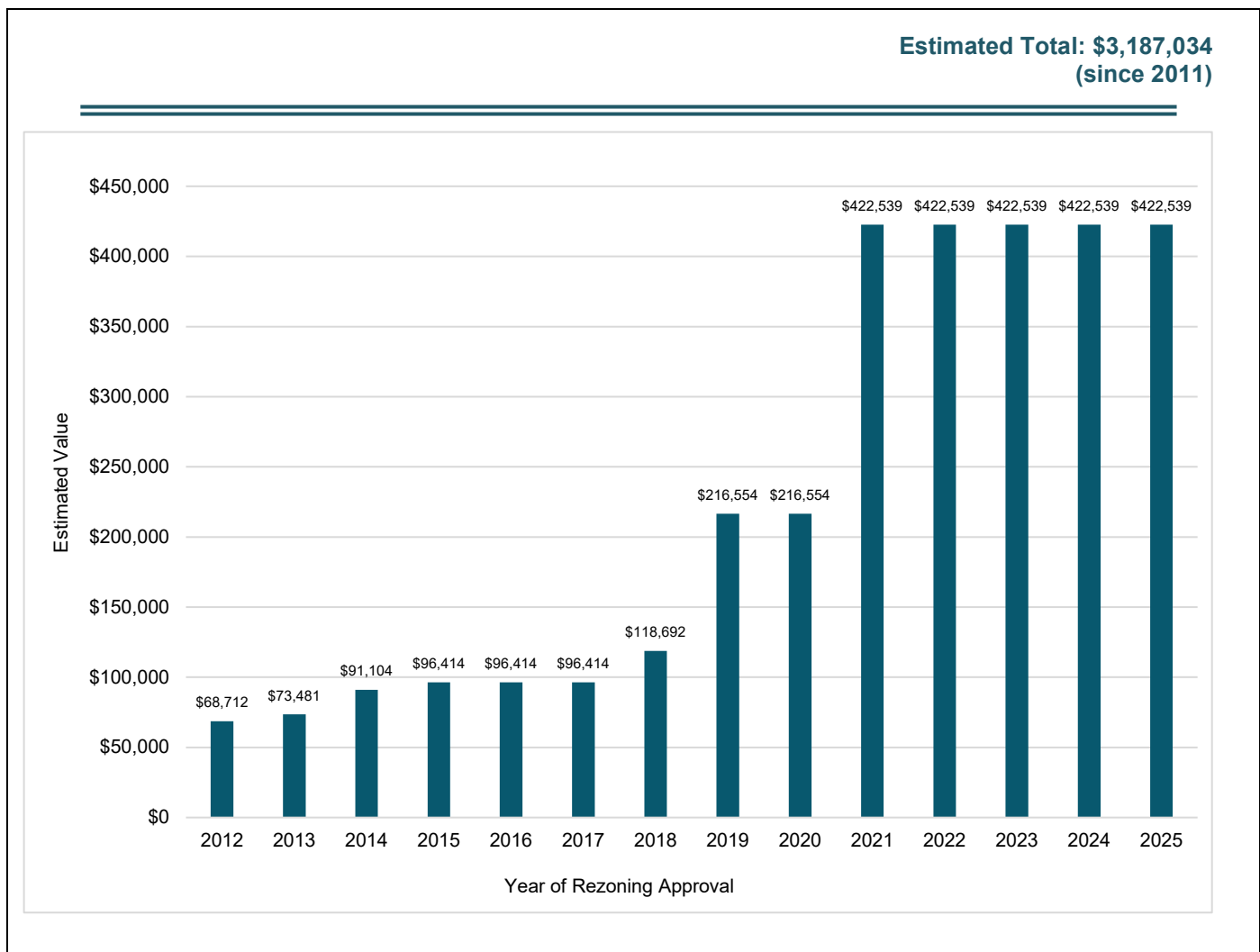


Figure 6 provides an estimate of the annual municipal tax revenue reduced due to social and supportive housing projects completed and occupied since 2011. Estimated values are based on the 2026 tax year and were calculated annually since the date of rezoning approval.

Municipal taxes are only calculated once a project receives occupancy and based on each year's tax rate, therefore these numbers are actuals and not estimates (see **Attachment 2**). For consistency and comparability with other categories, cumulative taxes have been back-calculated to the date of rezoning approval.

Tools and Approaches to Support Affordable Housing

The District draws on the Housing Reserve Fund⁴ to finance its share of contributions towards the development of affordable housing. The District contributes \$595,000 annually to the Housing Reserve Fund (adjusted annually for inflation), including approximately \$200,000 from the District's share of short-term accommodation tax revenue, formally known as the Municipal Regional District Tax (MRDT).

District Council can consider using a range of tools to support the development, preservation, and operation of affordable housing for priority populations, including seniors, families, low-income households, and individuals experiencing homelessness. These include:

- Encouraging and incentivizing the inclusion of below-market housing within private developments;
- Supporting the development of purpose-built rental and non-market housing through planning and regulatory tools such as Rental Tenure Zoning, Inclusionary Zoning and Density Bonusing;
- Leveraging funding and partnership opportunities to preserve and renew existing affordable housing.
- Working with non-profit housing providers to identify opportunities for new non-market housing and address specific community needs, such as affordable seniors' housing;
- Facilitating the development of affordable housing on institutional and faith-based lands; and
- Advancing affordable housing on District-owned lands through partnerships with senior levels of government, non-profit housing providers, and other housing partners.

Inclusionary Housing

Council considered Inclusionary Zoning (IZ) in 2025 and 2026. Following an updated review of market conditions and project feasibility in May 2026, Council chose not to proceed with an IZ program at this time due to concerns about its potential impact on development viability and housing delivery but may revisit the tool in the future.

Partner Contributions

In the current market, the success of social and supportive housing projects relies heavily on partnerships across different levels of government, the non-profit housing sector and community organizations. To achieve affordability for social and supportive housing developments, external funding is essential. Funding typically includes low-cost financing and grants to non-profit housing operators for construction and operation.

BC Housing has supported several affordable housing developments in the District. Projects funded through the Community Housing Fund (CHF) include capital and ongoing subsidy to

⁴ As of December 31, 2025, the balance of the Housing Reserve Fund was \$27,379,492.

achieve the affordable rates in the program. Since 2011, the following projects have been allocated CHF funding as noted below:

- **600 West Queens Road:** \$15,526,644 in capital, \$462,644 annually;
- **267-271 Orwell Street:** \$9,548,100 in capital, \$415,071 annually;
- **760-770 Old Lillooet Road:** estimated \$97.5 million in capital, \$1.35 million operating subsidy; and
- **2555 Whitely Court (Kiwanis):** \$10.6 million in capital, \$154,431 annually

Projects funded through the Supportive Housing Fund (SHF) include capital and ongoing subsidy as well. The following projects have been allocated SHF funding as noted below:

- **1577 Lloyd Avenue:** estimated \$52.1 million in capital, \$2.3 million annually
- **1234 East Keith Road:** estimated \$40.4 million in capital, \$2.5 million annually (and \$1.7 million annually from Vancouver Coastal Health to support five complex care units).

Metro Vancouver is also partnering with the District (and BC Housing) to construct and operate social housing at the DNV site on Riverside Drive (Maplewood).

- **Riverside Drive Social Housing:** estimated \$8.4 million in equity with operating costs supported annually by the building's rental revenues.

Please note that some of these projects have not yet received final project approvals, as they are at various stages of development. Partner contributions are therefore preliminary estimates as of Summer 2026.

CONCURRENCE:

This report was prepared in collaboration with Finance, Real Estate, and Development Engineering.

FINANCIAL IMPACTS:

Under the current funding model, the District's approach to supporting affordable housing is not financially sustainable over the long term. Current projections indicate the Housing Reserve Fund will be fully allocated within the next five years.

To help address this, staff will explore alternative valuation approaches that better capture the value created through additional development density and generate funding for affordable housing. This work will consider models used by other municipalities, including Port Moody's approach to applying cash-in-lieu rates to density above provincial baseline requirements, as a potential benchmark for future District policy development.

CONCLUSION:

Addressing housing affordability is a key objective in the OCP, Rental and Affordable Housing Strategy, and OCP Action Plan. In response, the District has made substantial investments and contributions to increase the supply and diversity of housing options for

households across a range of income levels and needs. This report provides a comprehensive overview of the investments between 2011 and July 2026.

Since the adoption of the OCP in 2011, the District has provided an estimated \$279.8 million in both direct and indirect financial support to facilitate the development of affordable housing. This investment has led to the creation of 1,691 new affordable units and the preservation of 94 affordable units across 30 sites.

Respectfully submitted,



Aylin Tavakoli
Housing Planner

ATTACHMENTS:

Attachment 1: [Existing Policy Context](#)

Attachment 2: [Estimated District Contributions to Affordable Housing Units](#)

REVIEWED WITH:		
☐ Business and Economic _____	☐ Finance _____	External Agencies: ☐ Library Board _____ ☐ Museum and Archives _____ ☐ NSEM _____ ☐ NS Health _____ ☐ NVRC _____ ☐ RCMP _____ ☐ Other: _____ _____
☐ Bylaw Services _____	☐ Fire Services _____	
☐ Clerk's Office _____	☐ Golf _____	
☐ Climate and Biodiversity _____	☐ Housing <u>TA</u> _____	
☐ Communications _____	☐ Human Resources _____	
☐ Community Planning _____	☐ Integrated Planning _____	
☐ Development Engineering _____	☐ ITS _____	
☐ Development Services _____	☐ Parks _____	
☐ Engineering Infrastructure _____	☐ Planning _____	
☐ Engineering Public Works _____	☐ Real Estate _____	
☐ Environment _____	☐ Solicitor _____	
☐ Facilities _____	☐ Transportation _____	

Existing Policy Context

Official Community Plan (2011)

- Goal 2:** Encourage and enable a diverse mix of housing types and tenure and affordability to accommodate the lifestyles and needs of people at all stages of life.
- Policy 7.1.1:** Encourage and facilitate a broad range of market, non-market and supportive housing.
- Policy 7.3.6:** Work with community partners and the Province to facilitate options for affordable housing and advocate the Federal government to develop a national housing strategy for affordable housing.
- Policy 7.4.2:** Work with community partners to explore opportunities for social housing, co-operative and innovative housing solutions.
- Policy 7.4.4:** Consider the use of District land, where appropriate, to contribute towards and leverage other funding for the development of social and affordable housing.

Rental and Affordable Housing Strategy (2016)

- Housing Goal 1:** Expand the supply and diversity of housing in key growth centres.
- Housing Goal 2:** Expand the supply of new rental and affordable housing.
- Housing Goal 6:** Partner with other agencies to help deliver affordable housing through strategic use of District-owned lands, which may involve a long term lease to leverage senior government funding.

OCP Action Plan (2021)

- Priority Action 3:** Prioritize rental, social, and supportive housing projects to increase the range of housing options.
- Priority Action 5:** Increase housing diversity to support a range of incomes, household types, and accessibility needs within and close to Town and Village Centres.

Community Amenity Contribution Policy (2024)

This policy ensures that new development generates benefits for the community, including the provision of priority amenities such as affordable housing.

District of North Vancouver Interim Housing Needs Report (2024)

The Housing Needs Report (HNR) was updated in 2024 and identified the need for an additional 22,369 units by 2041. Diverse rental and affordable housing, particularly for seniors, immigrants, families, people experiencing homelessness, Indigenous households, and people with accessibility needs, was highlighted.

Housing Target Order

The Province's Housing Target Order for the District of North Vancouver requires 2,838 net new completed housing units over the five-year period (2023–2028). In the first two years after the Order took effect (October 1, 2024 to September 30, 2025), the District completed 832 net new units. The next reporting period runs from October 1, 2025, to September 30, 2026, and must be submitted to the Province by December 15, 2026. Provincial guidance accompanying the Order also identified a suggested mix within the overall target of 657 below-market rental units and 78 supportive rental units.

Estimated District Contibutions to New Social and Supportive Housing Units
for projects approved since adoption of the Official Community Plan (OCP) on June 27, 2011 until July 31, 2026
Land Values based on Market Valuations

CACS / HOUSING AMENITY											UNITS / CARE BEDS			
KEY CENTRE DEVELOPMENT NAME		SOCIAL HOUSING - RENTAL	SOCIAL/ SUPPORTIVE HOUSING - CARE BEDS	TOTAL HOUSING CACS	DCC WAIVERS	DNV FUNDED WORKS & SERVICES	WAIVED PERMIT FEES	TOTAL ESTIMATED MUNICIPAL TAX REDUCTION	MARKET VALUE OF LEASED LAND (prior to rezoning)	TOTAL CONTRIBUTIONS	BELOW MARKET - RENTAL	SUPPORTIVE/ SOCIAL UNITS	CARE BEDS	TOTAL BEDS/UNITS
RESIDENTIAL	LIONS GATE VILLAGE CENTRE													
	Travelodge, Denny's, Pho, Earls (2050-2070 Marine)	\$ 4,100,000	\$ -	\$ 4,100,000	n/a	n/a	n/a	n/a	n/a	\$ 4,100,000	41			41
	CHARD (YWCA) (1634 Capilano Rd)	\$ 3,438,000	\$ -	\$ 3,438,000	\$ -	\$ -	\$ -	\$ -	n/a	\$ 3,438,000		18		18
	LIONS GATE VILLAGE CENTRE Sum	\$ 7,538,000	\$ -	\$ 7,538,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,538,000	41	18	-	59
	LYNN CREEK TOWN CENTRE													
	650 Seylynn Cres (Seylynn Village - Building D - "Horizon")	\$ 7,350,000	\$ -	\$ 7,350,000	\$ 324,985	n/a	n/a	\$ 961,974	\$ 13,800,000	\$ 22,436,959		70	-	70
	267-271 Orwell (Sanford Affordable Housing Society)	\$ 9,000,000	\$ -	\$ 9,000,000	\$ 780,511	\$ -	\$ 229,234	\$ 472,130	\$ 13,070,000	\$ 23,551,875		90	-	90
	Oxford Rental Project (The Two Twenty)	\$ 600,000	\$ -	\$ 600,000	\$ 168,216	n/a	n/a	n/a	n/a	\$ 768,216	6		-	6
	1510, 1526, 1530 Crown ST/420, 440, 460 Mountain HWY (Fairborne Homes)	\$ 4,500,000	\$ -	\$ 4,500,000	\$ 494,083	n/a	n/a	n/a	n/a	\$ 4,994,083	45		-	45
	Rupert North (1504 RUPERT ST)	\$ 1,162,000	\$ -	\$ 1,162,000	\$ -	\$ -	\$ -	n/a	n/a	\$ 1,162,000	7		-	7
	Seylynn Centre (520 Mountain Hwy)	\$ 11,952,000	\$ -	\$ 11,952,000	\$ -	\$ -	\$ -	n/a	n/a	\$ 11,952,000	72		-	72
	Baron Rental (1565-1589 Rupert St)	\$ 1,900,000	\$ -	\$ 1,900,000	\$ 372,875	n/a	n/a	n/a	n/a	\$ 2,272,875	19		-	19
	1234 East Keith Road (Supportive Housing)	\$ 5,395,000	\$ -	\$ 5,395,000	\$ 1,275,625	\$ -	\$ 640,200	n/a	\$ 9,000,000	\$ 16,310,825		65	-	65
	LYNN CREEK TOWN CENTRE Sum	\$ 41,859,000	\$ -	\$ 41,859,000	\$ 3,416,295	\$ -	\$ 869,434	\$ 1,434,104	\$ 35,870,000	\$ 83,448,833	149	225	-	374
	LYNN VALLEY TOWN CENTRE													
	1200 Emery Pl (Emery Village - Phase 1)	\$ 5,040,000	\$ -	\$ 5,040,000	n/a	n/a	n/a	\$ 178,225	n/a	\$ 5,218,225	42		-	42
	Lynn Valley Mall / Draycott Gardens (1246 Lynn Valley Rd)	\$ 5,824,000	\$ -	\$ 5,824,000	\$ -	\$ -	\$ -	n/a	n/a	\$ 5,824,000	32		-	32
	LYNN VALLEY TOWN CENTRE Sum	\$ 10,864,000	\$ -	\$ 10,864,000	\$ -	\$ -	\$ -	\$ 178,225	\$ -	\$ 11,042,225	74	-	-	74
	MAPLEWOOD VILLAGE CENTRE													
	229 Seymour River Pl (Maplewood Plaza)	\$ 775,000	\$ -	\$ 775,000	n/a	n/a	n/a	n/a	n/a	\$ 775,000	10		-	10
	DNV Riverside Site Social Housing	\$ 8,100,000	\$ -	\$ 8,100,000	\$ 1,589,625	\$ 650,000	\$ 792,200	n/a	\$ 11,409,000	\$ 22,540,825		81	-	81
	Maplewood Village Centre (2045-2075 Old Dollarton Rd)	\$ 1,106,000	\$ -	\$ 1,106,000	\$ 137,375	\$ -	\$ -	n/a	n/a	\$ 1,243,375	7		-	7
	Maplewood Gardens (2131 Old Dollarton Rd)	\$ 7,584,000	\$ -	\$ 7,584,000	\$ -	\$ -	\$ -	n/a	n/a	\$ 7,584,000	48		-	48
	MAPLEWOOD VILLAGE CENTRE Sum	\$ 17,565,000	\$ -	\$ 17,565,000	\$ 1,727,000	\$ 650,000	\$ 792,200	\$ -	\$ 11,409,000	\$ 32,143,200	65	81	-	146
	OUTSIDE OF CENTRE													
	3633 Mt Seymour Pkwy (Cedar Springs Pacific Arbour)	\$ 775,000	\$ -	\$ 775,000	n/a	n/a	n/a	n/a	n/a	\$ 775,000	10		-	10
	2555 Whiteley Crt (Kiwanis 6-storey addition)	\$ 1,089,510	\$ -	\$ 1,089,510	\$ 2,129,925	n/a	\$ 277,353	n/a	n/a	\$ 3,496,788	106		-	106
	600 W. Queens Rd. (Hollyburn Family Services Society)	\$ 8,600,000	\$ -	\$ 8,600,000	\$ 840,366	\$ 899,850	\$ 325,000	\$ 685,030	\$ 15,570,000	\$ 26,920,246		86	-	86
	2055 Purcell Way (CapU Student Housing)	\$ 3,600,000	\$ -	\$ 3,600,000	n/a	n/a	n/a	n/a	n/a	\$ 3,600,000	360		-	360
	900-944 Lytton ST (Seymour Estates)	\$ 3,300,000	\$ -	\$ 3,300,000	n/a	n/a	n/a	n/a	n/a	\$ 3,300,000	33		-	33
	760-770 Old Lillooet Road	\$ 29,704,000	\$ -	\$ 29,704,000	\$ 3,689,500	\$ 135,000	\$ 1,178,520	n/a	\$ 35,000,000	\$ 69,707,020		188	-	188
	1577 Lloyd Avenue (W. 16th Ave Supporting Housing)	\$ 3,650,000	\$ -	\$ 3,650,000	\$ 1,432,625	\$ -	\$ 205,000	n/a	\$ 16,620,000	\$ 21,907,625		73	-	73
	OUTSIDE OF CENTRE Sum	\$ 50,718,510	\$ -	\$ 50,718,510	\$ 8,092,416	\$ 1,034,850	\$ 1,985,873	\$ 685,030	\$ 67,190,000	\$ 129,706,679	509	347	-	856
RESIDENTIAL Sum		\$ 128,544,510	\$ -	\$ 128,544,510	\$ 13,235,711	\$ 1,684,850	\$ 3,647,507	\$ 2,297,358	\$ 114,469,000	\$ 263,878,936	797	653	-	1,450
CARE	LYNN CREEK TOWN CENTRE													
	1502 Oxford St (Creekstone Care Centre) / Trellis	\$ -	\$ 7,500,000	\$ 7,500,000	n/a	n/a	n/a	\$ -	n/a	\$ 7,500,000	-	-	150	150
	LYNN CREEK TOWN CENTRE Sum	\$ -	\$ 7,500,000	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	-	-	150	150
	LYNN VALLEY TOWN CENTRE													
	1280 E 27th St (Lynn Valley Centre Bosa - Buildings E & F)	\$ -	\$ 1,771,745	\$ 1,771,745	\$ 9,390	n/a	n/a	\$ 154,072	n/a	\$ 1,935,207	-	-	9	9
	LYNN VALLEY TOWN CENTRE Sum	\$ -	\$ 1,771,745	\$ 1,771,745	\$ 9,390	\$ -	\$ -	\$ 154,072	\$ -	\$ 1,935,207	-	-	9	9
	OUTSIDE OF CENTRE													
	2670 Lloyd Ave (Turning Point Women's Recovery Home)	\$ -	\$ 100,000	\$ 100,000	n/a	\$ 40,000	\$ 7,500	\$ 61,996	\$ 3,643,000	\$ 3,852,496	-	-	10	10
	3205 Mountain Hwy (Lynn Valley United Church)	\$ -	\$ 560,000	\$ 560,000	\$ 19,495	n/a	n/a	\$ 57,403	n/a	\$ 636,898	-	-	4	4
	2431 Burr Pl (Turning Point Men's Support Recovery House)	\$ -	\$ 90,000	\$ 90,000	n/a	n/a	\$ 8,550	\$ 58,410	\$ 1,320,000	\$ 1,476,960	-	-	9	9
	OUTSIDE OF CENTRE Sum	\$ -	\$ 750,000	\$ 750,000	\$ 19,495	\$ 40,000	\$ 16,050	\$ 177,808	\$ 4,963,000	\$ 5,966,353	-	-	23	23
CARE Sum		\$ -	\$ 10,021,745	\$ 10,021,745	\$ 28,885	\$ 40,000	\$ 16,050	\$ 331,880	\$ 4,963,000	\$ 15,401,561	-	-	182	182
Total		\$ 128,544,510	\$ 10,021,745	\$ 138,566,255	\$ 13,264,597	\$ 1,724,850	\$ 3,663,557	\$ 2,629,238	\$ 119,432,000	\$ 279,280,497	838	671	182	1,691

Estimated District Contibutions to New Social and Supportive Housing Units
for projects approved since adoption of the Official Community Plan (OCP) on June 27, 2011 until July 31, 2026
Land Values based on Market Valuations

Estimated District Contibutions to the Retention of Social Housing Units

RESIDENTIAL			FOREGONE CACS / HOUSING AMENITY								UNITS / CARE BEDS				
	KEY CENTRE	DEVELOPMENT NAME	SOCIAL HOUSING - RENTAL	SOCIAL/ SUPPORTIVE HOUSING - CARE BEDS	TOTAL FOREGONE CACS	DCC WAIVERS	DNV FUNDED WORKS & SERVICES	WAIVED PERMIT FEES	TOTAL ESTIMATED MUNICIPAL TAX REDUCTION	BC ASSESSMENT LAND VALUES	TOTAL CONTRIBUTIONS	BELOW MARKET - RENTAL	SUPPORTIVE/ SOCIAL UNITS	CARE BEDS	TOTAL BEDS/UNITS
		900 - 978 Bowron Court (Lions Court)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 330,677	\$ -	\$ 330,677	67	-	-	67
		800 - 832 Apex Avenue (Lions Plaza)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 227,119	\$ -	\$ 227,119	27	-	-	27
	OUTSIDE OF CENTRE Sum		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 557,796	\$ -	\$ 557,796	94	-	-	94
Grand Total			\$ 128,544,510	\$ 10,021,745	\$ 138,566,255	\$ 13,264,597	\$ 1,724,850	\$ 3,663,557	\$ 3,187,034	\$ 119,432,000	\$ 279,838,292	932	671	182	1,785

Notes & Assumptions

- 1 Foregone CACs/Housing Amenity valuations are based on Coriolis market analysis and typically represent the value contributions the District would have received from a land developer, if the lands were developed for market strata housing of similar density.
Due to the unique nature of each care bed/unit valuations are complex, the information above represents the best estimate based on sources available.
For projects approved 2011-2022, valuations are based on the 2017 Coriolis market analysis
For projects approved 2023-2026 valuations are based on the 2022 Coriolis market analysis
The CAC valuation has been restated for the following projects "1234 East Keith Road (Supportive Housing)" and "1577 Lloyd Avenue (W. 16th Ave Supporting Housing)"
These projects had previously been valued as "beds", rather than "units".
- 2 DCC Waiver amounts have been updated based the applicable DCC rates at the time of building permit issuance, or estimated at current rates where building permits are yet to be issued.
For mixed market/non-market unit projects, DCCs are typically paid in a full
- 3 DNV Funded Works & Services estimate amount per Engineering Service and/or budgeted estimates.
The estimates assume that the applicant will handle standard frontage improvements as required by Development Servicing Bylaw 8145.
For mixed market/non-market unit projects, Works & Services are typically paid in a full.
The District will reserve funds solely for larger infrastructure upgrades needed to integrate each application with the surrounding community.
- 4 Waived permit fees based on actuals or estimates provided in staff reports to Council.
For mixed market/non-market unit projects, Permit Fees are typically paid in a full.
- 5 Municipal tax reductions: BC assessment values for non-market units are typically assessed below comparable market units and may also include exemptions.
To calculate the estimated reduction in Municipal tax revenue, the 2026 Municipal Tax rate was applied to the difference between the actual 2026 BC assessment values for completed projects and the estimated full market value.
The 2026 reduction in Municipal taxes was assumed for each year since completion, to estimate the life-to-date reduction for each project.
Note, for mixed market/non-market rental buildings it is not possible to isolate the assessed value for the non-market units.
The tax reductions for Creekside Care Centre are not available as it is a non-residential building. Estimating the tax reduction requires further analysis.
- 6 The above table does not include the estimated market value of the road dedication for 600 W Queens Rd of \$1,300,000.
- 7 The estimated market value of leased land at the time of rezoning.
- 8 Unit/bed counts for the following projects have been updated (since the 2024 report) based on the best available information :
DNV Riverside Site Social Housing
2055 Purcell Way (CapU Student Housing)
760-770 Old Lillooet Road
2670 Lloyd Ave (Turning Point Women's Recovery Home)
1577 Lloyd Avenue (W. 16th Ave Supporting Housing)