



**AGENDA FOR THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, APRIL 20, 2026 AT 6:00 PM**

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*The City of North Vancouver respectfully acknowledges that this Council meeting is held on the traditional and unceded territories of the Skw̓xw̓7mesh (Squamish) and sə́ilwətaʔ (Tseil-Waututh) Nations.*

**CALL TO ORDER**

**APPROVAL OF AGENDA**

1. Regular Council Meeting Agenda, April 20, 2026

**ADOPTION OF MINUTES**

2. Regular Council Meeting Minutes, April 13, 2026

**PUBLIC INPUT PERIOD**

**CONSENT AGENDA**

Item \*3 is listed in the Consent Agenda for consideration.

**BYLAW – ADOPTION**

- \*3. “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan)

**PRESENTATIONS**

- A. Lonsdale Great Street – Project Director, Gehl
- B. Lonsdale Great Street: Implementation – Manager, Economic Development, and General Manager, Infrastructure, Transportation and Parks

**REPORTS**

4. Lonsdale Great Street Plan and Implementation
5. Community Engagement – 2025 Report Back and 2026 Look Ahead
6. 2026 Tax Rates Bylaw

**BYLAW – FIRST, SECOND AND THIRD READINGS**

7. “Tax Rates Bylaw, 2026, No. 9150”

**NOTICE OF MOTION**

8. Hidden Disabilities Sunflower Campaign – Councillor McIlroy

**PUBLIC CLARIFICATION PERIOD**

**COUNCIL INQUIRIES**

**NEW ITEMS OF BUSINESS**

**NOTICES OF MOTION**

**ADJOURN**

## **CALL TO ORDER**

## **APPROVAL OF AGENDA**

1. Regular Council Meeting Agenda, April 20, 2026

## **ADOPTION OF MINUTES**

2. Regular Council Meeting Minutes, April 13, 2026

## **PUBLIC INPUT PERIOD**

The Public Input Period is addressed in sections 12.20 to 12.28 of “Council Procedure Bylaw, 2015, No. 8500.” The time allotted for each speaker addressing Council during the Public Input Period is 2 minutes, with the number of speakers set at 5 persons. Speakers’ comments will be audio recorded, as well as live-streamed on the City’s website, and will form part of the public record.

Speakers may only speak on the same matter once in a 3-month period.

Speakers during the Public Input Period are permitted to join the meeting in person in the Council Chamber or electronically via Webex. There are 2 ways to sign up to speak during the Public Input Period.

- 1) **IN PERSON:** Speakers who choose to participate in person must sign the speaker list located outside the Council Chamber between 5:30 and 5:50 pm on the day of the Council meeting.
- 2) **ELECTRONICALLY VIA WEBEX:** Speakers who choose to participate electronically must pre-register by 12:00 pm on the day of the Council meeting by completing the online form at [cnv.org/PublicInputPeriod](http://cnv.org/PublicInputPeriod), or by phoning 604-990-4234. These pre-registrants will receive instructions by email or phone on the afternoon before the Council meeting.

If a speaker has written material to accompany their comments, the material must be sent to the Corporate Officer at [clerks@cnv.org](mailto:clerks@cnv.org) no later than 12:00 pm on the day of the Council Meeting.

The Public Input Period provides an opportunity for comment only and places the speaker’s concern on record, without the expectation of a response from Council. Speakers must comply with the General Rules of Conduct set out in section 5.1 of “Council Procedure Bylaw, 2015, No. 8500” and may not speak with respect to items as listed in section 12.25(2), including Zoning Bylaws for which a Public Hearing will not be held or is prohibited under section 464 of the *Local Government Act*.

Speakers are requested not to address matters that refer to items from a concluded Public Hearing/Public Meeting or to Public Hearings, Public Meetings and Committee meetings when those matters are scheduled on the same evening’s agenda, as an opportunity for public input is provided when the particular item comes forward for discussion.

Please address the Mayor as “Your Worship” or “Mayor, followed by their surname”. Councillors should be addressed as “Councillor, followed by their surname”.

## **CONSENT AGENDA**

Item \*3 is listed in the Consent Agenda for consideration.

### **RECOMMENDATION:**

THAT the recommendation listed within the “Consent Agenda” be approved.

## **START OF CONSENT AGENDA**

### **BYLAW – ADOPTION**

- \*3. “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan)

### **RECOMMENDATION:**

THAT “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan) be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

## **END OF CONSENT AGENDA**

### **PRESENTATIONS**

- A. Lonsdale Great Street – Project Director, Gehl
- B. Lonsdale Great Street: Implementation – Manager, Economic Development, and General Manager, Infrastructure, Transportation and Parks

*Item 4 refers.*

### **REPORTS**

4. Lonsdale Great Street Plan and Implementation – File: 13-6750-20-0010/1

Report: Manager, Economic Development, April 10, 2026

### **RECOMMENDATION:**

PURSUANT to the report of the Manager, Economic Development, dated April 10, 2026, entitled “Lonsdale Great Street Plan and Implementation”:

THAT the Lonsdale Great Street Plan, to guide the continued evolution of Central Lonsdale as a vibrant, local-serving commercial corridor, be received and endorsed;

THAT staff be directed to proceed with 2026 implementation actions, as outlined in the report;

AND THAT staff report back to Council on future phases of implementation, including any associated new funding requirements, for consideration.

**REPORTS – Continued**

5. Community Engagement – 2025 Report Back and 2026 Look Ahead  
– File: 04-1465-01-0001/2026

Report: Director, Communications and Engagement, April 1, 2026

**RECOMMENDATION:**

PURSUANT to the report of the Director, Communications and Engagement, dated April 1, 2026, entitled “Community Engagement – 2025 Report Back and 2026 Look Ahead”;

THAT the report, dated April 1, 2026, entitled “Community Engagement – 2025 Report Back and 2026 Look Ahead”, be received for information.

6. 2026 Tax Rates Bylaw – File: 05-1970-05-0005/2026

Report: Chief Financial Officer, April 14, 2026

**RECOMMENDATION:**

PURSUANT to the report of the Chief Financial Officer, dated April 14, 2026, entitled “2026 Tax Rates Bylaw”:

THAT “Tax Rates Bylaw, 2026, No. 9150” be considered for readings.

*Item 7 refers.*

**BYLAW – FIRST, SECOND AND THIRD READINGS**

7. “Tax Rates Bylaw, 2026, No. 9150”

**RECOMMENDATION:**

THAT “Tax Rates Bylaw, 2026, No. 9150” be given first, second and third readings.

**NOTICE OF MOTION**

8. Hidden Disabilities Sunflower Campaign – File: 01-0530-12-0001/2026

Submitted by Councillor McIlroy

**RECOMMENDATION:**

WHEREAS hidden or non-visible disabilities, also known as invisible disabilities, include a wide array of conditions that are not immediately apparent but significantly affect a person's daily life;

WHEREAS the 2022 Canadian Survey on Disability stated that nearly 8 million, or 27%, of Canadians above the age of 15 are living with one or more disabilities, and studies show that 80% of disabilities or conditions can be considered 'invisible';

WHEREAS the Hidden Disabilities Sunflower Campaign is a globally recognized initiative that empowers individuals with non-visible disabilities to discreetly signal their needs for extra time, understanding, or quiet support;

AND WHEREAS participation in the Hidden Disabilities Sunflower Campaign represents a possible practical, compassionate, and policy-aligned step toward enhancing accessibility and inclusion in the City of North Vancouver and could directly support the objectives of the Accessibility Plan and reinforce commitments set out in the Community Wellbeing Strategy;

THEREFORE BE IT RESOLVED that the City of North Vancouver engage the North Shore Accessibility Advisory Committee and local disability community on the option of becoming a member of the Hidden Disabilities Sunflower Campaign and report back to Council with a recommendation.

*Background Information, March 31, 2026*

**PUBLIC CLARIFICATION PERIOD**

The Public Clarification Period is limited to 10 minutes in total and is an opportunity for the public to ask a question regarding process or clarification on an item on the Regular Council Agenda. The Public Clarification Period concludes after 10 minutes and the Regular Council Meeting reconvenes.

**COUNCIL INQUIRIES**

**NEW ITEMS OF BUSINESS**

**NOTICES OF MOTION**

**ADJOURN**



**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, APRIL 13, 2026**

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**PRESENT:** Mayor L. Buchanan  
Councillor H. Back  
Councillor D. Bell  
Councillor A. Girard  
Councillor J. McIlroy  
Councillor S. Shahriari  
Councillor T. Valente

The meeting was called to order at 6:00 pm.

**APPROVAL OF AGENDA**

Moved by Councillor Back, seconded by Councillor Bell

1. Regular Council Meeting Agenda, April 13, 2026

**CARRIED UNANIMOUSLY**

R2026-04-13/1

**ADOPTION OF MINUTES**

Moved by Councillor Back, seconded by Councillor Shahriari

2. Regular Council Meeting Minutes, March 30, 2026

**CARRIED UNANIMOUSLY**

R2026-04-13/2

**PROCLAMATION**

Mayor Buchanan declared the following proclamation:

Autism Acceptance Month – April 2026

**PUBLIC INPUT PERIOD**

Moved by Councillor Valente, seconded by Councillor Shahriari

THAT the Public Input Period be extended to hear all the speakers listed on the sign-up sheet.

**CARRIED UNANIMOUSLY**

- Richard Short, North Vancouver, spoke regarding City communication.
- Kulvir Mann, North Vancouver, spoke in support of the Autism Acceptance Month proclamation.
- Barry Shaw, North Vancouver, spoke in support of the Cloverley neighbourhood sidewalk infrastructure changes.
- Ann McKinnon, North Vancouver, spoke regarding the next steps in the Cloverley neighbourhood infrastructure changes.

*Continued...*

## **PUBLIC INPUT PERIOD – Continued**

- Brett Hurst, North Vancouver, on behalf of Eva Fleming, spoke regarding the Lonsdale Great Street project.
- Kelsey Hemphill, North Vancouver, spoke regarding the sidewalk infrastructure in the Cloverley neighbourhood.
- Dennis Hilton, North Vancouver, spoke regarding economic development.
- Lucy Cotter, North Vancouver, spoke regarding the sidewalk infrastructure in the Cloverley neighbourhood.
- Andrew Robertson, North Vancouver, spoke regarding the sidewalk infrastructure in the Cloverley neighbourhood.

## **CONSENT AGENDA**

Moved by Councillor Valente, seconded by Councillor Back

THAT the recommendations listed within the “Consent Agenda” be approved.

**CARRIED UNANIMOUSLY**

## **START OF CONSENT AGENDA**

### **BYLAWS – ADOPTION**

3. “Business Licence Bylaw, 2018, No. 8640, Amendment Bylaw, 2026, No. 9155”  
(Second-Hand Dealer Exemptions)

Moved by Councillor Valente, seconded by Councillor Back

THAT “Business Licence Bylaw, 2018, No. 8640, Amendment Bylaw, 2026, No. 9155”  
(Second-Hand Dealer Exemptions) be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

**(CARRIED UNANIMOUSLY BY CONSENT)**

R2026-04-13/3

4. “North Shore Emergency Management Establishing Bylaw, 2026, No. 9159”

Moved by Councillor Valente, seconded by Councillor Back

THAT “North Shore Emergency Management Establishing Bylaw, 2026, No. 9159” be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

**(CARRIED UNANIMOUSLY BY CONSENT)**

R2026-04-13/4

5. “North Shore Emergency Management Delegation Bylaw, 2026, No. 9160”

Moved by Councillor Valente, seconded by Councillor Back

THAT “North Shore Emergency Management Delegation Bylaw, 2026, No. 9160” be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

**(CARRIED UNANIMOUSLY BY CONSENT)**

R2026-04-13/5

## **END OF CONSENT AGENDA**

## **PRESENTATIONS**

- A. Cloverley Elementary School – Transportation Infrastructure Update  
– Director, Transportation

Infrastructure, Transportation and Parks staff provided a PowerPoint presentation regarding the “Cloverley Elementary School – Transportation Infrastructure Update” and responded to questions from Council.

- B. Parks and Public Space Plan Engagement Phase 1: Current State Insights  
– Director, Parks and Public Spaces

Infrastructure, Transportation and Parks staff provided a PowerPoint presentation regarding the “Parks and Public Space Plan Engagement Phase 1: Current State Insights” and responded to questions from Council.

Councillor Back left the meeting at 8:39 pm and returned at 8:42 pm.

## **REPORTS**

6. Parks and Public Space Plan Engagement Phase I: Current State Insights  
– File: 12-6120-02-0001/1

Report: Section Manager, Park Planning and Design, March 25, 2026

Moved by Councillor Back, seconded by Councillor Shahriari

PURSUANT to the report of the Section Manager, Park Planning and Design, dated March 25, 2026, entitled “Parks and Public Space Plan Engagement Phase I: Current State Insights”:

THAT the report entitled, “Parks and Public Space Plan Engagement Phase I: Current State Insights”, dated March 25, 2026, be received for information;

AND THAT staff report back to Council with updates at key project milestones on development of the Parks and Public Space Plan.

**CARRIED UNANIMOUSLY**

R2026-04-13/6

7. 2026-2030 Revised Financial Plan – File: 05-1715-20-0020/2026

Report: Chief Financial Officer, March 25, 2026

Moved by Councillor Valente, seconded by Councillor McIlroy

PURSUANT to the report of the Chief Financial Officer, dated March 25, 2026, entitled “2026-2030 Revised Financial Plan”:

THAT the amendments to the 2026-2030 Financial Plan to transfer additional Property Value Tax revenue of \$905,000, due to favorable BC Assessment non-market change, to a non-statutory reserve be endorsed;

*Continued...*

## **REPORTS – Continued**

7. 2026-2030 Revised Financial Plan – File: 05-1715-20-0020/2026 – Continued

AND THAT “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan) be considered for readings.

**CARRIED UNANIMOUSLY**

R2026-04-13/7

## **BYLAW – FIRST, SECOND AND THIRD READINGS**

8. “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan)

Moved by Councillor Valente, seconded by Councillor McIlroy

THAT “Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161” (Revised Financial Plan) be given first, second and third readings.

**CARRIED UNANIMOUSLY**

R2026-04-13/8

## **NOTICE OF MOTION**

9. Elect Respect – File: 01-0530-12-0001/2026

Submitted by Councillor McIlroy

Moved by Councillor McIlroy, seconded by Councillor Back

WHEREAS democracy is healthy when everyone is able to participate fully and safely and contribute to the well-being of their community;

WHEREAS we are witnessing the dissolution of democratic discourse and respectful debate across all levels of government and in neighbouring jurisdictions;

WHEREAS social media platforms have exacerbated disrespectful dialogue, negative commentary, and toxic engagement, which disincentivizes individuals, especially women and candidates from diverse backgrounds, from running for office;

WHEREAS better decisions are made when democracy is respectful and constructive and the voices of diverse genders, identities, ethnicities, races, sexual orientation, ages and abilities are heard and represented around municipal council tables;

AND WHEREAS Halton Elected Representatives (H.E.R.) has launched a campaign called *Elect Respect* to promote the importance of healthy democracy and safe, inclusive, respectful work environments for all elected officials that encourages individuals to participate in the political process;

*Continued...*

## **NOTICE OF MOTION – Continued**

9. Elect Respect – File: 01-0530-12-0001/2026 – Continued

NOW THEREFORE BE IT RESOLVED that the City of North Vancouver Council supports the *Elect Respect* pledge and commits to:

- Treat others with respect in all spaces—public, private, and online;
- Reject and call out harassment, abuse, and personal attacks;
- Focus debate on ideas and policies, not personal attacks;
- Help build a supportive culture where people of all backgrounds feel safe to run for and hold office;
- Call on relevant authorities to ensure the protection of elected officials who face abuse or threats; and
- Model integrity and respect by holding one another to the highest standards of conduct.

**CARRIED UNANIMOUSLY**

R2026-04-13/9

## **PUBLIC CLARIFICATION PERIOD**

Nil.

## **COUNCIL INQUIRIES**

Nil.

## **NEW ITEMS OF BUSINESS**

Nil.

## **NOTICES OF MOTION**

Councillor Shahriari advised of his intention to bring forward a Notice of Motion at a future Regular Council meeting regarding a reciprocal program to assist low-income individuals with disabilities on the North Shore.

Councillor McIlroy advised of her intention to bring forward a Notice of Motion at the next Regular Council meeting regarding the Hidden Disabilities Sunflower Campaign.

## **RECESS TO CLOSED SESSION**

Moved by Councillor Back, seconded by Councillor Valente

THAT Council recess to the Committee of the Whole, Closed Session, pursuant to the *Community Charter*, Sections 90(1)(c) [labour relations], 90(1)(k) [contract negotiations], and 90(2)(b) [intergovernmental relations].

**CARRIED UNANIMOUSLY**

The meeting recessed to the Committee of the Whole, Closed Session at 9:00 pm and reconvened at 9:38 pm with all members of Council present.

## **REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)**

Moved by Councillor Valente, seconded by Councillor Girard

THAT the actions directed regarding the following items from the Committee of the Whole (Closed Session) of April 13, 2026, be ratified:

10. Labour Relations – File: 01-0560-20-0001/2026

Report: Director, People and Culture, March 25, 2026

PURSUANT to the report of the Director, People and Culture, dated March 25, 2026, regarding a labour relations matter:

THAT the wording of the resolution and the report of the Director, People and Culture, dated March 25, 2026, remain in the Closed session.

R2026-04-13/10

11. Labour Relations – File: 01-0560-20-0001/2026

Report: Director, People and Culture, March 25, 2026

PURSUANT to the report of the Director, People and Culture, dated March 25, 2026, regarding a labour relations matter:

THAT the wording of the resolution and the report of the Director, People and Culture, dated March 25, 2026, remain in the Closed session.

R2026-04-13/11

12. Contract Negotiations – File: 11-5330-20-0071/1

Report: Project Manager, Public Realm Infrastructure, April 7, 2026

PURSUANT to the report of the Project Manager, Public Realm Infrastructure, dated April 7, 2026, regarding contract negotiations:

THAT the wording of the resolution and the report of the Project Manager, Public Realm Infrastructure, dated April 7, 2026, remain in the Closed session.

R2026-04-13/12

AND THAT the following resolutions be released:

- i. PURSUANT to the report of the Chief Financial Officer/Director, Finance, dated September 20, 2021, entitled “North Shore Wastewater Treatment Plant – Amortization Term”:

THAT Council endorse a 30-year amortization term for Metro Vancouver’s debt financing of the North Shore Wastewater Treatment Plant;

*Continued...*

**REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION) – Continued**

i. – Continued

THAT a copy of this resolution be forwarded to Metro Vancouver with the request that Metro Vancouver endeavour to ensure the North Shore is not adversely impacted by this decision and that the sewerage areas serviced by the Greater Vancouver Sewerage and Drainage District are treated equitably through any future changes in financial policy and the Cost Allocation Formula;

AND THAT the report of the Chief Financial Officer/Director, Finance, dated September 20, 2021, entitled “North Shore Wastewater Treatment Plant – Amortization Term”, remain in the Closed session.

ii. PURSUANT to the verbal report of the Chief Administrative Officer, dated March 22, 2024, entitled “Metro Vancouver North Shore Wastewater Treatment Plant”:

THAT the Mayor’s public statement in response to the Media Release of Metro Vancouver – “North Shore Wastewater Treatment Plant Program Construction to Continue”, dated March 22, 2024, be endorsed;

AND THAT the wording of the resolution and the verbal report of the Chief Administrative Officer, dated March 22, 2024, remain in the Closed session.

iii. PURSUANT to the report of the Chief Administrative Officer, dated March 1, 2026, entitled “Metro Vancouver Governance & NSWWTP Advocacy”:

THAT Council endorse the approach of the Mayor in co-signing and publicly releasing a joint letter to Premier Eby calling for an independent provincial review of Metro Vancouver governance and the North Shore Wastewater Treatment Plant project;

AND THAT the wording of the resolution and the report of the Chief Administrative Officer, dated March 1, 2026, entitled “Metro Vancouver Governance & NSWWTP Advocacy”, remain in the Closed session.

**CARRIED UNANIMOUSLY**

**ADJOURN**

Moved by Councillor Girard, seconded by Councillor Back

THAT the meeting adjourn.

**CARRIED UNANIMOUSLY**

The meeting adjourned at 9:39 pm.

*“Certified Correct by the Corporate Officer”*

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CORPORATE OFFICER

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**THE CORPORATION OF THE CITY OF NORTH VANCOUVER**

**BYLAW NO. 9161**

**Financial Plan for the Years 2026 to 2030**

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

1. This Bylaw shall be known and cited for all purposes as “**Financial Plan for the Years 2026 to 2030 Bylaw, 2026, No. 9149, Amendment Bylaw, 2026, No. 9161**” (Revised Financial Plan).
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2026, and ending December 31, 2030.

READ a first time on the 13<sup>th</sup> day of April, 2026.

READ a second time on the 13<sup>th</sup> day of April, 2026.

READ a third time on the 13<sup>th</sup> day of April, 2026.

ADOPTED on the <> day of <>, 2026.

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MAYOR

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CORPORATE OFFICER

**SCHEDULE "A" TO BYLAW NO. 9161  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2026 – 2030**

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

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

<b>For years ended December 31</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
<b>Revenue</b>					
Property Value Tax	91,371	93,330	95,914	98,574	101,305
Levies (Storm and Eco)	6,649	7,219	7,837	8,510	9,240
Revenue from Fees and Services	68,959	74,224	80,676	85,741	90,290
Revenue from Other Sources	4,732	4,829	4,929	5,030	5,133
	<u>171,711</u>	<u>179,602</u>	<u>189,356</u>	<u>197,855</u>	<u>205,968</u>
<b>Transfers</b>					
Collections for Other Governments	66,205	67,529	68,880	70,258	71,663
Transfer from Accumulated Surplus	3,543	0	0	0	0
Transfer from Reserves	67,920	48,804	51,778	47,103	42,394
External Contributions	17,773	1,897	3,513	3,229	2,691
Transfer from Capital Assets	18,550	163,921	19,299	19,685	20,079
	<u>173,991</u>	<u>282,151</u>	<u>143,470</u>	<u>140,275</u>	<u>136,827</u>
<b>Total Revenues</b>	<b>345,702</b>	<b>461,753</b>	<b>332,826</b>	<b>338,130</b>	<b>342,795</b>
<b>Expenditures</b>					
<b>Operating Expenses</b>					
General Government	31,519	30,707	30,508	31,408	32,063
Transportation and Transit	10,195	10,440	10,545	10,411	10,652
Health, Social Services, Housing	3,972	3,689	3,871	3,855	4,041
Development Services	11,324	12,522	11,738	11,719	11,898
Protective Services	39,900	40,882	41,889	42,937	44,012
Parks, Recreation and Culture	34,393	32,661	33,393	33,971	34,438
Water	15,227	15,848	16,410	16,901	17,642
Sewer	26,047	29,032	32,535	35,754	36,710
Solid Waste	4,669	4,732	4,795	4,861	4,926
	<u>177,245</u>	<u>180,513</u>	<u>185,684</u>	<u>191,817</u>	<u>196,382</u>
<b>Capital Expenditures</b>	67,901	38,061	47,229	44,376	41,364
<b>Transfers</b>					
Collections for Other Governments	66,205	67,529	68,880	70,258	71,663
Equity	11,045	14,880	15,178	15,482	15,792
Reserves	20,684	50,744	14,275	13,679	15,076
Debt Servicing	2,622	110,026	1,580	2,518	2,518
	<u>100,556</u>	<u>243,179</u>	<u>99,913</u>	<u>101,937</u>	<u>105,049</u>
<b>Total Expenditures</b>	<b>345,702</b>	<b>461,753</b>	<b>332,826</b>	<b>338,130</b>	<b>342,795</b>

**SCHEDULE “A” TO BYLAW NO. 9161  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2026 – 2030**

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

	2026	%	2027	%	2028	%	2029	%	2030	%
Property Value Tax	91,371	53	93,330	52	95,914	51	98,574	50	101,305	49
Levies (Storm and Eco)	6,649	4	7,219	4	7,837	4	8,510	4	9,240	5
Revenue from Fees and Services	68,959	40	74,224	41	80,676	42	85,741	43	90,290	44
Revenue from Other Sources	4,732	3	4,829	3	4,929	3	5,030	3	5,133	2
Total Revenues	171,711	100	179,602	100	189,356	100	197,855	100	205,968	100

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

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

**(3) Distribution of Property Taxes among the Property Classes**

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

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

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

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

**SCHEDULE “A” TO BYLAW NO. 9161  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2026 – 2030**

(4) Use of Permissive Tax Exemptions

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

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

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

# Lonsdale Great Street

Council Meeting

April 2026



**Gehl**  **Stantec** **HAPA** **JS&A**

# Agenda

- 01** Welcome and Introductions
- 02** Sustaining Our Success
- 03** The Roadmap to Realization



01

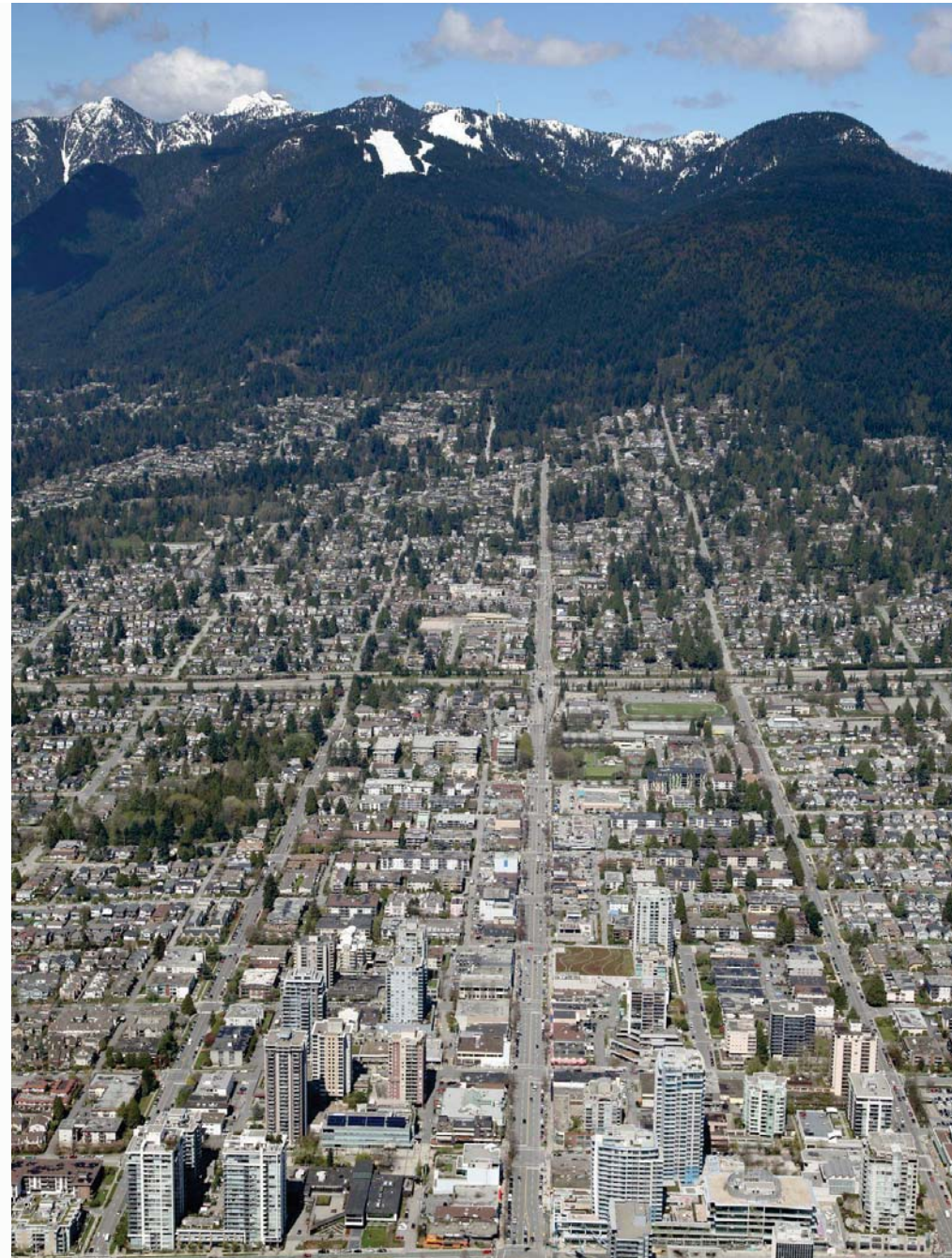
# Welcome and Introduction

## Project Purpose & Focus area

We are **establishing an intentional approach** to ensure Lonsdale Avenue remains a beloved neighborhood main street.

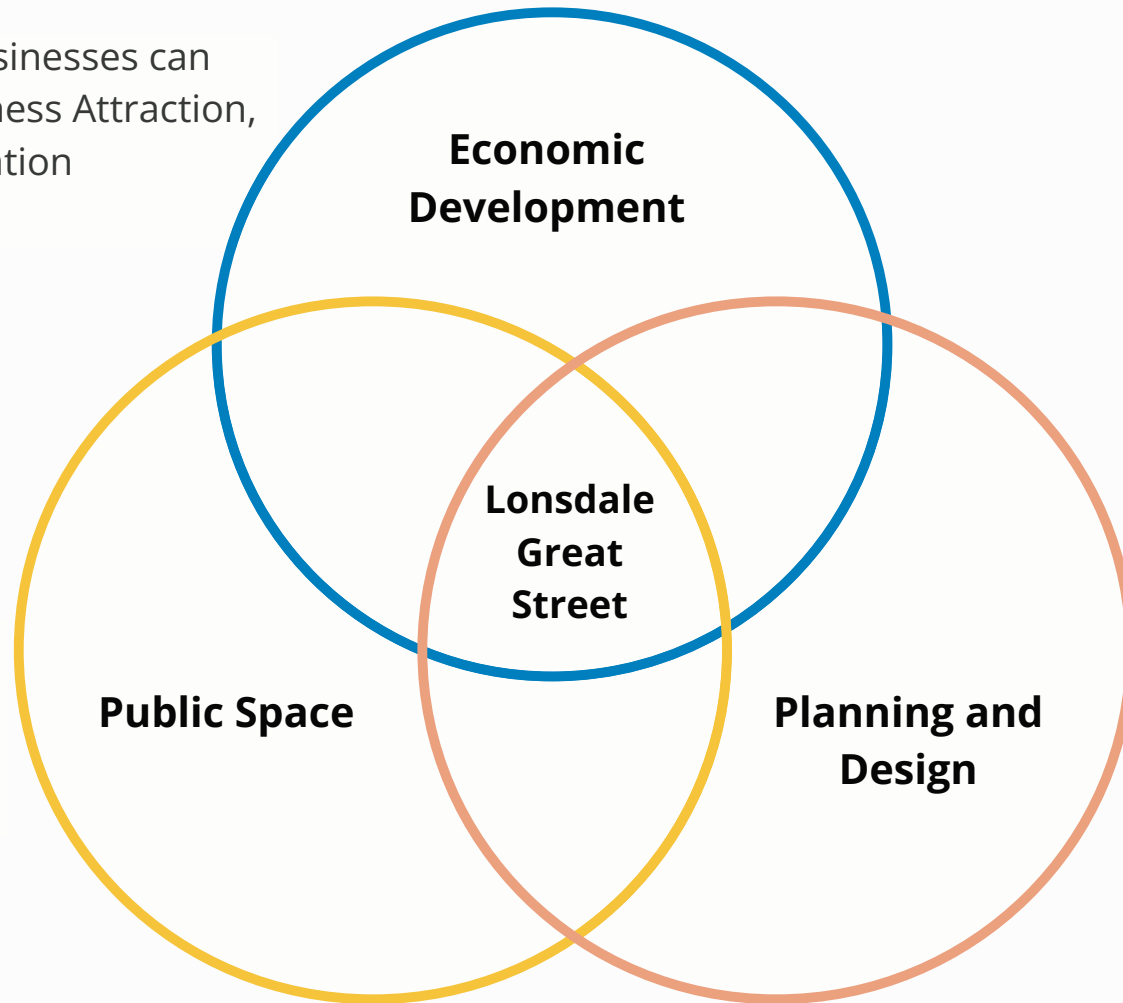
This strategy represents a coordinated effort to **align planning, design, and activation** in support of daily experience and vibrancy.

By synthesizing the voices of over 2,600 community members, we have created a **clear path to support local businesses** and realize a **shared vision for a livable and prosperous city**.



**Goal 1:** Ensuring businesses can thrive through Business Attraction, Support, & Coordination

**Goal 2:** Enhancing Access and Public Space for businesses and the community through design and activation



**Goal 3:** Enhancing Livability through Planning and Design

02

# Sustaining Our Success

For two years running, The Globe and Mail has ranked North Vancouver as the most livable city in Canada. This isn't an accident; it's the result of decades of careful planning and building.





Central Lonsdale has a **high concentration of independent businesses**. This density of local shops and restaurants has created a unique commercial hub that is central to the North Shore's small-business community.

## A Shared Vision

This plan is built on a high level of engagement—**over 2,600 community voices**. The outreach captured voices from across the community, from Central Lonsdale residents and local business owners to regional visitors and the North Shore’s workforce.

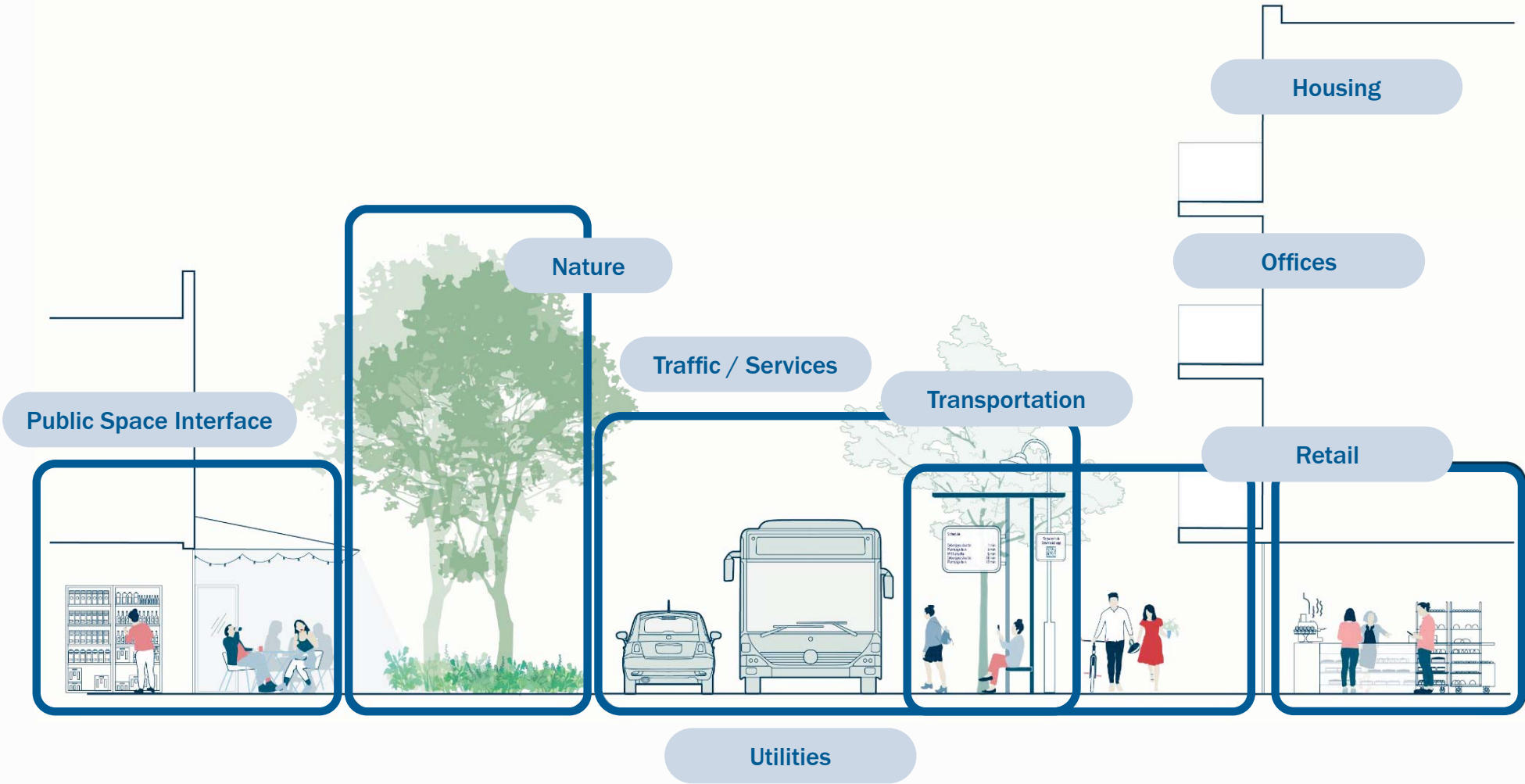


Great Streets

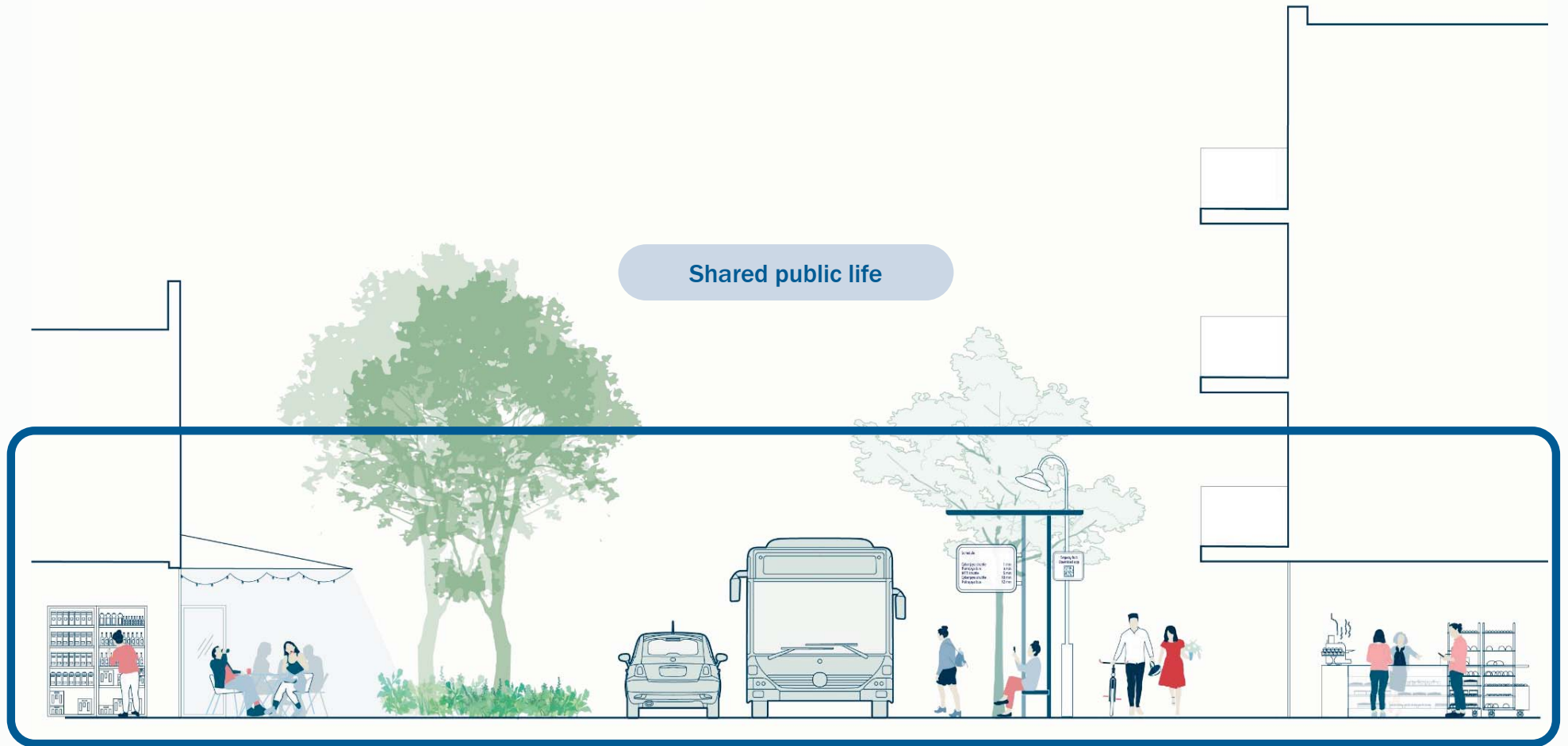
Great streets  
draw us in  
and make us  
comfortable

Vester Voldgade, Copenhagen

# Streets have a lot to do!

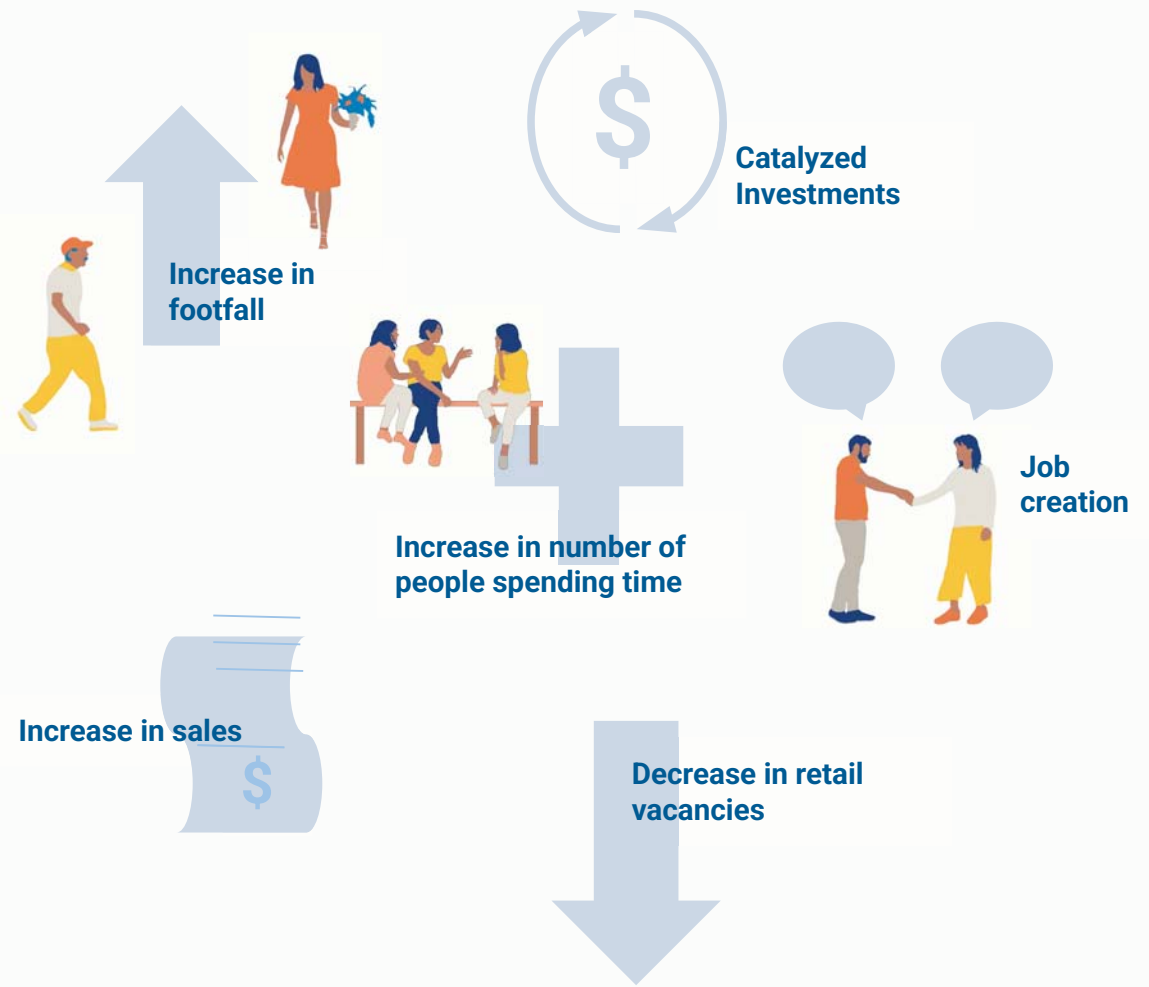


# So how can we deliver the most optimal for all?



Quality public space isn't just an amenity—it's a safeguard for our economy.

Investing in streetscape improvements can generate a series of benefits, from economic impact, to social, health and environmental impact.



## Supporting a synergistic daytime-to-evening

Health services represent ~40% of our business mix; supporting the whole ecosystem ensures they act as an economic multiplier for the other 60%.



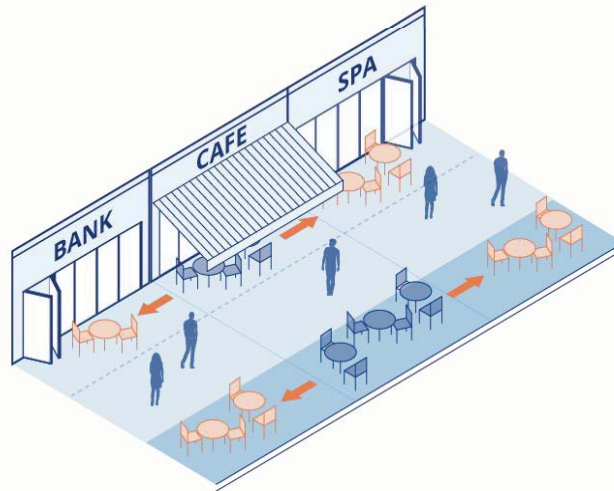
## Prioritizing Active Edges

Sidewalks designed to support business spill-out and social interaction.



## Permanent Intentionality

Moving from temporary parklets to contiguous, high-quality amenity zones.



## Universal Accessibility

Ensuring clear, unobstructed space for walking and rolling for all residents.



03

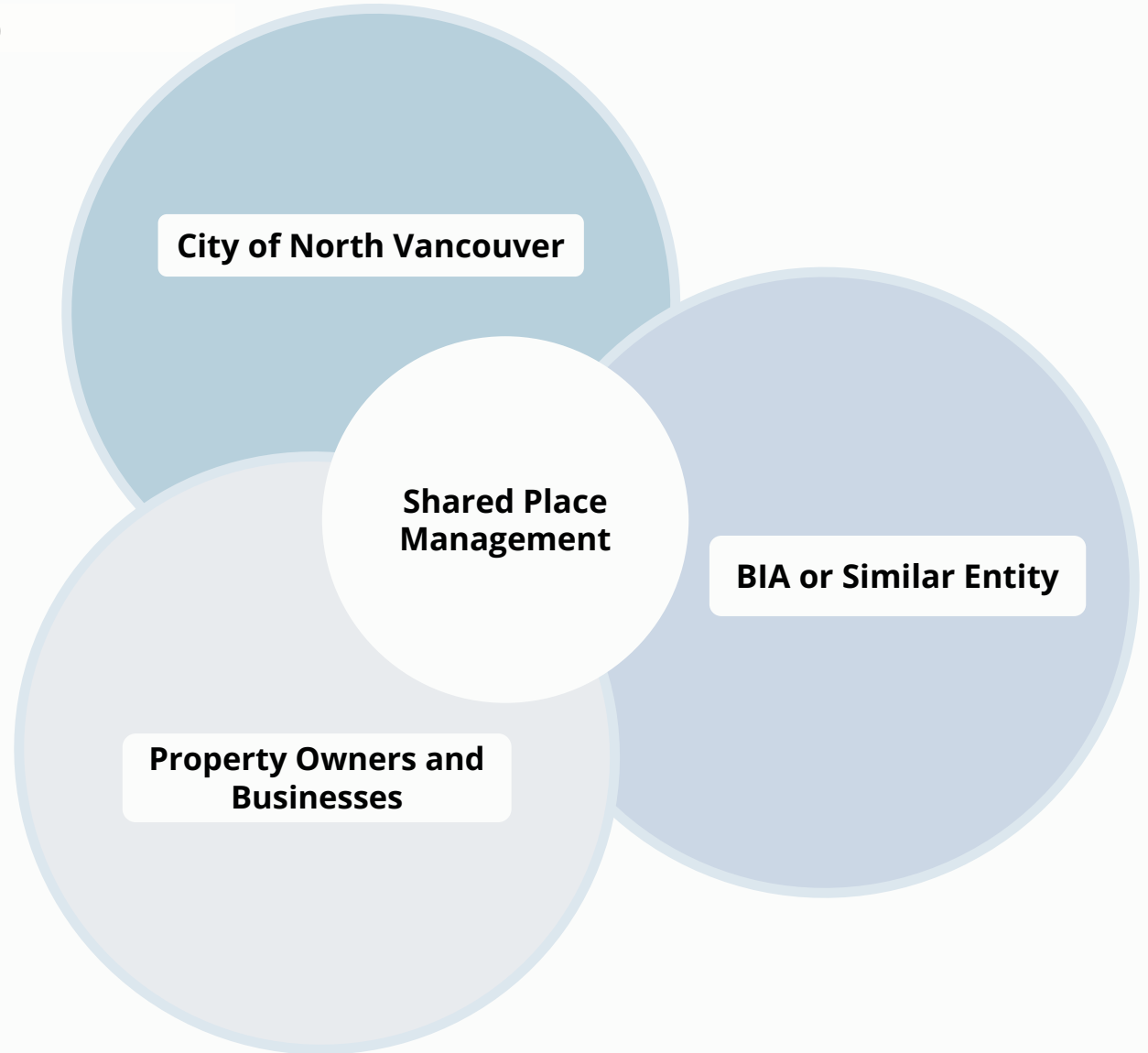
# The Roadmap to Realization

## Stewardship Through Partnership

**The City's role** is to provide foundational infrastructure, public realm design, and strategic oversight.

**The business community** leads ground-level activation, localized marketing, and collective advocacy.

**The BIA** serves as the business liaison, providing one-on-one technical support and leading creative placemaking and corridor marketing.



This plan ensures that as North Vancouver evolves, Lonsdale Avenue remains a resilient anchor of our community's identity and economy.



Council Meeting

**Thank you!**

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An aerial photograph of a city street grid, likely in North Vancouver, showing a mix of residential and commercial buildings. A white rectangular text box is overlaid on the upper portion of the image, containing the title in green text. The trees in the background have some autumnal colors.

# Lonsdale Great Street: Implementation

Presented April 2026

# It Starts With A Plan



Photo: "Ballena", Wallace Shipyards, 1916. NVMA 12832



Photo: Gwen Farley

# From Goals to Action

1. Ensuring businesses can thrive through Business Attraction, Support, & Coordination
2. Enhancing Livability through Planning and Design
3. Enhancing access and public space for businesses and the community through design and activation



# LGS Plan Context & Direction

## Scope & Workplan Development

### Key Moves (Goal 3):



### Early implementation (2026):

- **Improve streetscape quality, cohesiveness, and consistency** (3.1.3)
- **Enhance existing public space** with amenities and community/BIA-led activations and events (3.2.1, 3.2.3, 3.3)

### Medium-term implementation (2027/2028):

- **Prototype block**
  - **Maximize pedestrian space, comfort, and safety** (3.4.2), while identifying network improvements for transit, goods movement, and through-traffic (3.1.1)
  - **Establish furnishing and commercial expansion zones** (3.1.2, 3.1.4)
- **Improve streetscape quality, cohesiveness, and consistency** (3.1.3)
- **Community/BIA-led activations and events** (3.3)

# 2026–2028 Implementation Scope & Workplan Development

## How did we determine the multi-year scope?

### Schedule, process, and other considerations:

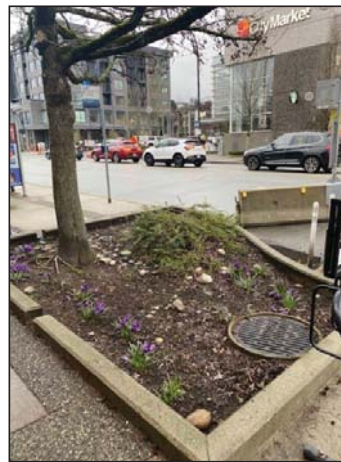
- What can be done now (2026) with available budget, capacity, and time  
vs
- Requires community engagement
- Additional information/analysis
- Supporting policies

# 2026 Implementation Scope

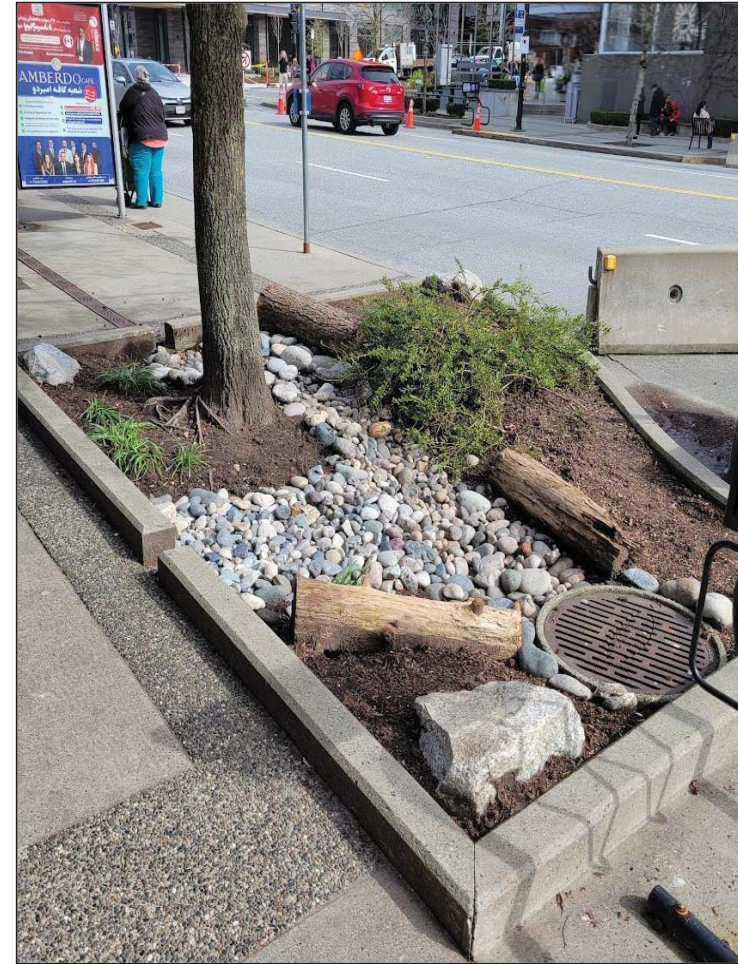


# 2026—Landscaping

- Re-landscaping of tree and planting beds and rain gardens
- Aesthetic and functional improvements
- Reduced pressure on stormwater system
- Natural filtration
- Heat island effect mitigation

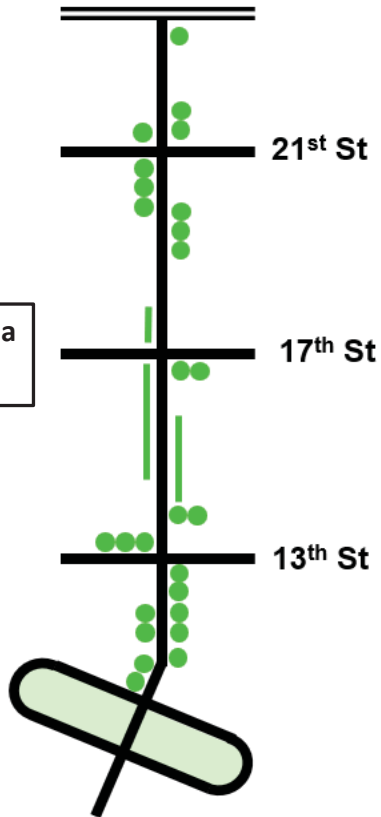


**BEFORE**



**AFTER**

# 2026—Landscaping



Landscaping Locations



Liriope muscari 'Big Blue'



Pennisetum



Euphorbia 'Tiny Tim'



Sesleria autumnalis



Geranium macrorrhizum 'Album'



Rudbeckia fulgida 'Little Goldstar'



Polystichum munitum



Sedum 'Purple Emperor'



Nepeta faassenii 'Junior Walker'



Luzula sylvatica



Iris douglasiana



Skimmia japonica 'Rubella'



Arctostaphylos uva-ursi



Carex morrowii 'Ice Dance'



Berberis 'Concorde'





# 2026—Additional Priority Scope Items

- Remembrance Day Parade Banners
- Events and activations
- Light/signal pole painting
- Sidewalk restoration (utility-impacted sections)
- Re-wrapping of recycling units
- Extra cleaning/maintenance



Remembrance Day Parade



Activation



Utility-impacted Sidewalk



Recycling Unit Design—  
Illustrative Example



Newly painted pole

# 2027–2028 Draft Implementation Scope

# 2027–2028 Draft Implementation Scope Prototype Block

## Engagement & design (2027):

Establish furnishings, commercial, & landscaping/tree zones

## Procurement & construction (2028)



# Prototype Block—Illustrative Considerations



Improved pedestrian and vehicle safety with significantly shorter crosswalks and tighter turning radii



Clear differentiation of commercial, pedestrian, and landscaping zones



Cohesive, consistent use of City-standard street furniture (water fountain [top]; bench, bike rack [bottom])



Bus Pad

Bus Stop

Improved transit-user experience with formalized bus bulge



Improved walking comfort and accessibility with significantly wider sidewalks



# 2027–2028 Draft Implementation Scope

	2027	2028
Ongoing	<ul style="list-style-type: none"> <li>Tree/pedestrian lighting</li> <li>Landscaping/plantings</li> <li>Remembrance Day Parade banners</li> <li>Power washing &amp; extra cleaning</li> <li>BIA-led activations &amp; events, w/ City support</li> </ul>	
Sidewalks		Restoration (major), including tree replacement
Site Furnishings	<ul style="list-style-type: none"> <li>Movable furniture replacement</li> <li>Painting of light &amp; signal poles</li> <li>Standardization of garbage cans</li> <li>Bike rack replacement w/ City stnd</li> <li>Publication box replacement/consolidation</li> </ul>	
Wayfinding	Implementation	

# Other Initiatives

# Planning and Design Initiatives

- **Explore Design Guidelines for New Developments**
  - Encourage a lively and active street



# Business Support Initiatives

- **Legacy Business Program**

- *Examples of similar programs in BC:*

- Vancouver Chinese Society Legacy Program
- New Westminster Chamber of Commerce Legacy Business Awards
- City of Port Coquitlam Legacy Business Awards



# Business Support Initiatives

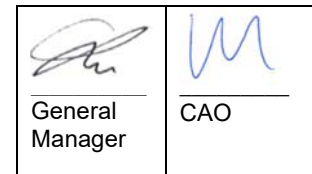
- **Partnership with Central Lonsdale BIA**
  - Support the newly formed Central Lonsdale BIA as it establishes programs, partnerships, and operations





Thank you.

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

**REPORT**

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To: Mayor Linda Buchanan and Members of Council  
From: Vito Grammatico, Manager, Economic Development  
Subject: LONSDALE GREAT STREET PLAN AND IMPLEMENTATION  
Date: April 10, 2026 File No: 13-6750-20-0010/1

---

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

**RECOMMENDATION**

PURSUANT to the report of the Manager, Economic Development, dated April 10, 2026, entitled “Lonsdale Great Street Plan and Implementation”:

THAT the Lonsdale Great Street Plan, to guide the continued evolution of Central Lonsdale as a vibrant, local-serving commercial corridor, be received and endorsed;

THAT staff be directed to proceed with 2026 implementation actions, as outlined in the report;

AND THAT staff report back to Council on future phases of implementation, including any associated new funding requirements, for consideration.

**ATTACHMENTS**

1. Lonsdale Great Street Plan (CityDocs [2787731](#))

**SUMMARY**

The purpose of this report is to present the Lonsdale Great Street Plan (**Attachment 1**) for Council endorsement and seek direction to proceed with early implementation actions to support the continued vitality of Central Lonsdale.

## BACKGROUND

The Lonsdale Great Street Project (“LGS”) is a priority initiative identified in Council’s Strategic Plan under the “Vibrant City” priority, which states:

*“Reimagine, revitalize and repurpose Central Lonsdale Avenue as a ‘great street’ to support commercial activity, enhance esthetics, walkability, vibrancy and history”.*

At its core, LGS seeks to revitalize the Central Lonsdale area and guide its evolution through an economic development lens. LGS identifies what the City can do in terms of policy, investment, and collaboration to create the right environment for existing and new businesses to thrive.

The LGS study area spans from the Upper Levels Highway in the north to Victoria Park in the south, and from St. Georges Avenue in the east to Chesterfield Avenue in the west. Following a competitive Request for Proposals and interview process in September 2024, Gehl was selected as the lead consultant. Gehl is an internationally recognized urban strategy and design firm with deep experience in corridor revitalization.

Community and interest holder engagement activities were conducted in January and February 2025. These activities included a public survey, focus groups, pop-up events at civic plaza, and a public open house. The key findings from this engagement were summarized in the *What We Heard* report provided to Council in May 2025 and made publicly available on the project website. The *What We Heard* report is also attached as an appendix to the Lonsdale Great Street Report.

## DISCUSSION

Central Lonsdale has long functioned as a successful, local-serving commercial corridor. Its proximity to major civic and institutional anchors, including Lions Gate Hospital, City Hall, the Harry Jerome Community Recreation Centre, and the North Vancouver City Library, has supported a stable retail environment, characterized by strong foot traffic, low vacancy rates, and a diverse mix of retail and office uses. The corridor is also home to many independent and family-owned businesses that contribute to the cultural diversity and distinct identity of the area, including a significant presence of Persian businesses that reflect the North Shore’s community.

While Central Lonsdale remains a successful and well-loved neighbourhood main street, neighbourhood change and broader economic changes create both opportunities and challenges for the corridor. After Lower Lonsdale, Central Lonsdale is the second-most densely populated neighbourhood in the city and serves thousands of residents who rely on accessible services, safe and welcoming streets, and places to gather. The corridor’s proximity to Lions Gate Hospital also creates opportunities for additional health-related businesses and employment in the area.

The city is an attractive place to live and work, and its evolution as a regional city centre is expected to lead to greater demand for commercial space and public amenities along Lonsdale. As the area evolves, there is an opportunity to guide redevelopment to

support small businesses and the fine-grained retail pattern that contributes to the street's character.

For these reasons, proactive planning is important to ensure that Central Lonsdale continues to evolve in a way that strengthens its economic vitality while preserving the qualities that make it distinctive. The LGS Plan advances a vision that supports local businesses, guides future development, and enhances the public realm to contribute positively to the street's economic vitality.

The vision expressed by the Plan is structured around three goals:

1. Ensuring businesses can thrive through business attraction, support, and coordination;
2. Enhancing livability through planning and design; and
3. Enhancing access and public space for businesses and the community through design and activation.

The concept of a "Great Street" provides the guiding lens for this work. Great streets are memorable and welcoming places where people want to be and enjoy spending time, not just pass through. They are comfortable and safe for walking, rolling, cycling, and transit use, while also supporting vibrant economic activity and opportunities for social interaction. These streets function not only as transportation corridors but also as important public spaces where community life takes place, with a high-quality public realm.

Achieving the Plan's vision requires coordination across multiple areas of City responsibility. Economic development initiatives help support business attraction, retention, and investment. Planning and development policy help guide where and how growth occurs. Public realm and streetscape design shapes how people experience the corridor and how they move through it.

To help guide future evolution of the corridor, the Plan introduces the concept of Character Areas. These areas recognize that different segments of Central Lonsdale have distinct physical patterns, uses, and opportunities for betterment.

The three Character Areas are identified as:

- North Character Area – Located near Harry Jerome Community Recreation Centre, this area contains important civic and recreational assets and is primarily multi-family residential. Over time, change in this area could support the development of a more active community hub.
- Central Character Area – This section represents the heart of the local-serving commercial corridor. It is characterized by smaller-scale buildings, fine-grained retail spaces, and a high concentration of independent businesses. Future development can maintain this established scale and pedestrian-oriented character.

- South Character Area – Anchored by Victoria Park and Civic Plaza, this area already functions as a vibrant urban node with a mix of residential, retail, and civic uses. Future growth can build on this energy and reinforce the area’s role as an active, mixed-use centre.

Identifying Character Areas allows the City to recognize the existing and unique qualities of different parts of the corridor while guiding future investment and change in a way that supports local economic vitality, identity, and high-quality public spaces.

Council’s endorsement of the LGS Plan vision would not change permitted density or zoning in the City. As per City practice, any changes to height or density – beyond what is contemplated in the City’s Official Community Plan (“OCP”) – would require Council to consider and approve an Official Community Plan amendment in a manner consistent with the Local Government Act (i.e. consideration of early and ongoing engagement and the requirement for a public hearing). New provincial legislation requires that the City’s OCP be updated every five years to accommodate identified 20-year housing need; the City’s next OCP update will provide an opportunity for expanded public engagement.

The LGS Plan shows the opportunity in the Central Character Area to allow more space for business activation, public seating, trees and gardens, and rain water management while maintaining curbside parking and through traffic. This layout maximizes the opportunity for businesses and supports residents lingering and enjoying the shopping and services of Lonsdale, while reducing the impact and noise associated with high vehicle volumes and speeds. Before any future changes to the cross section or intersections of Lonsdale Avenue, the transportation network would be evaluated and presented to Council following the Transportation Network Plan Update project taking place in 2026 and 2027.

### *Early Actions to Date*

Early actions were identified to refresh and enhance the public realm in Central Lonsdale and were completed in late 2025 by the Infrastructure, Transportation & Parks team, with support from Economic Development and Communications on outreach and coordination. These early actions included:

- Power washing sidewalks and gutters, including under parklets and around barriers;
- Renting and installing decorative lighting in trees and on light poles in high-pedestrian traffic areas to demonstrate future possibilities, including minor tree pruning to support the installation;
- Cleaning, including graffiti and debris removal, of garbage bins, benches, Canada Post boxes, and poster boards, and working with publishers to clean their publication boxes as well;
- Correcting the alignment of concrete traffic barriers and replacing damaged wooden infrastructure at select transit stops;
- Grinding raised sidewalk edges to improve accessibility and reduce trip hazards;
- General horticulture cleanup of landscaped beds and removal of smaller, multi-coloured planters;
- Activation and decoration of parklets for the holiday season; and
- Application of peppermint oil to deter rodents.

### *Next Steps for 2026 Implementation and “Early Wins”*

To support businesses, the following actions are planned for 2026:

- Support the newly formed Central Lonsdale BIA as it establishes programs, partnerships, and operations; and
- Develop a legacy business program to recognize and support long-standing local businesses.

For enhancing livability through planning and design, the following is planned:

- Integration of key Lonsdale Great Street Plan design moves with the mixed-use development permit guidelines currently under development, for Council consideration.

In 2026, the following public realm improvements are planned:

- Additional movable street furniture that is accessible;
- Painting of street light poles;
- Re-wrapping recycling/garbage bins (based on the in-progress City identity standards);
- Landscaping of planting and tree beds, rain gardens, and parklets, including plants selected for survivability under harsh street conditions, with an intentional planting colour palette;
- Purchasing seasonal lighting for installation over a larger section of Central Lonsdale than in the past winter, and for earlier installation in September;
- Working with the North Shore Veterans’ Council, installation of Remembrance Day Parade banners along the parade route;
- Restoration of utility-impacted sidewalk sections;
- Initiation of transportation evaluation of goods movement, transit efficiency, and curb access for vehicle parking as part of the Transportation Network Plan project, in support of, in future years, engagement, design, and construction of a prototype block in the Central Character Area to translate the Plan’s vision of various zones (as shown on Page 43) into reality. Input from the new BIA will help choose a good location and proper mix of the various zones to best support the adjacent businesses.

In addition to the above Early Wins, other elements of the Plan are anticipated to progress in future years. These actions will not only address the public realm, but also improve business support, as well as enhancing livability through planning and design.

In the coming years following the implementation of the 2026 improvements, the plan’s public space goal is anticipated to progress from a vision to a first-phase prototype block design and reconstruction, including a review of relevant existing parklets. This work would be part of the Transportation Network Plan project that will analyze goods delivery, transit efficiency, and curb side access for parking and loading. This work would involve collaboration and engagement with businesses, residents, the Central Lonsdale BIA, and other interest holders to assess current conditions and identify

opportunities to better support surrounding activity. As described in the Plan, the prototype block design work may include exploring the rebalancing of the public right-of-way to maximize pedestrian space, comfort, and safety, including the transition of temporary parklet space(s) toward more formalized furnishings, commercial expansion, and planting zones. Such an approach would support a more cohesive and functional public realm by accommodating street furniture, retail spill-out, and amenities, while improving the network for walking, transit, goods movement, and through traffic.

Given the scope of all the work needed to fully implement the Plan, implementation would need to extend well beyond 2026 into future years.

## **FINANCIAL IMPLICATIONS**

LGS has a total budget of \$2.1M established and approved by Council in prior Financial Plans, of which \$2M is funded by the Growing Communities Fund grant. Of this \$2.1M amount, \$1,140,414 has been committed to project management, consulting services, data acquisition, and engagement materials to support development of the Plan, with \$959,586 remaining for implementation. \$68,370 was spent on 2025 Early Actions, and the remaining funding of \$891,216 is anticipated to be allocated toward the 2026 implementation actions outlined in this report. These funds will cover lighting, furniture, plantings, banner brackets, pole painting, re-wrapping recycling bins, project management, as well as legal and procurement costs.

Any future funding requirements associated with subsequent phases of implementation will be brought forward to Council for consideration in future financial planning processes.

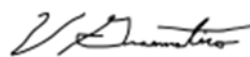
## **INTER-DEPARTMENTAL IMPLICATIONS**

LGS has involvement from all major departments, specifically Finance & Economic Development, Planning, Development, & Real Estate, Infrastructure, Transportation & Parks, and Communications & Engagement.

## **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

LGS is an initiative in Council's Strategic Plan under the priority "A Vibrant City", which states "Reimagine, revitalize and repurpose Central Lonsdale Avenue as a 'great street' to support commercial activity, enhance esthetics, walkability, vibrancy and history." LGS is also supported by policy contained within the Official Community Plan and Economic Strategy.

RESPECTFULLY SUBMITTED:



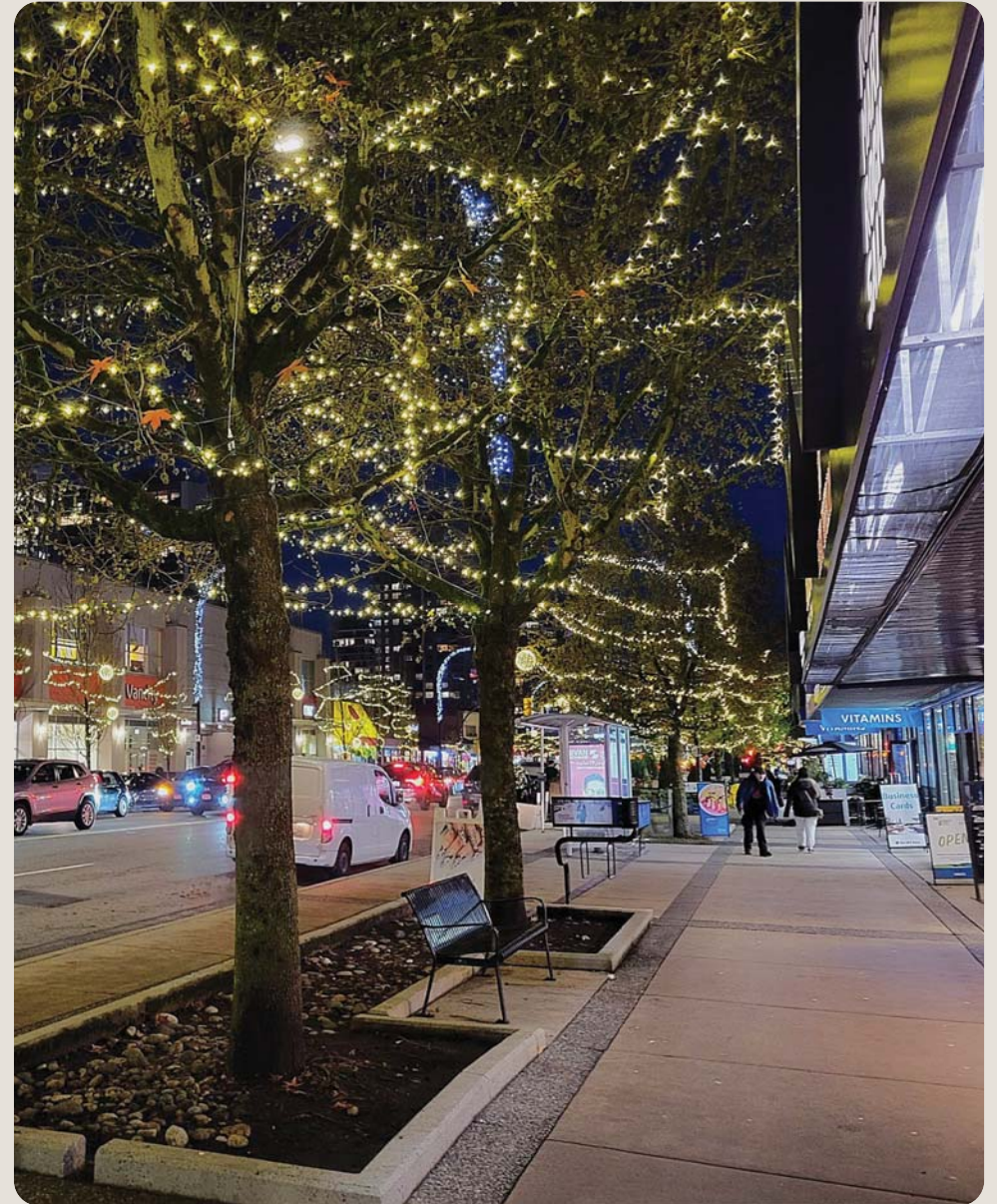
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Vito Grammatico  
Manager, Economic Development

# Lonsdale Great Street

Report - DRAFT

March 2026



city  
of north  
vancouver

Gehl  Stantec HAPA JS&A

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# 1

## Project Introduction

This section outlines the purpose of the Lonsdale Great Street Plan, how it works, and how it helps guide improvement now and over time.

## Land Acknowledgement

We respectfully acknowledge that we live and work on the traditional and unceded territories of the Sk̓wx̓wú7mesh (Squamish) and sə̓lilwətaʔ (Tseil-Waututh) Nations.

The City of North Vancouver is committed to reconciliation with these Nations, who have lived on these lands since time immemorial.



## Foreword

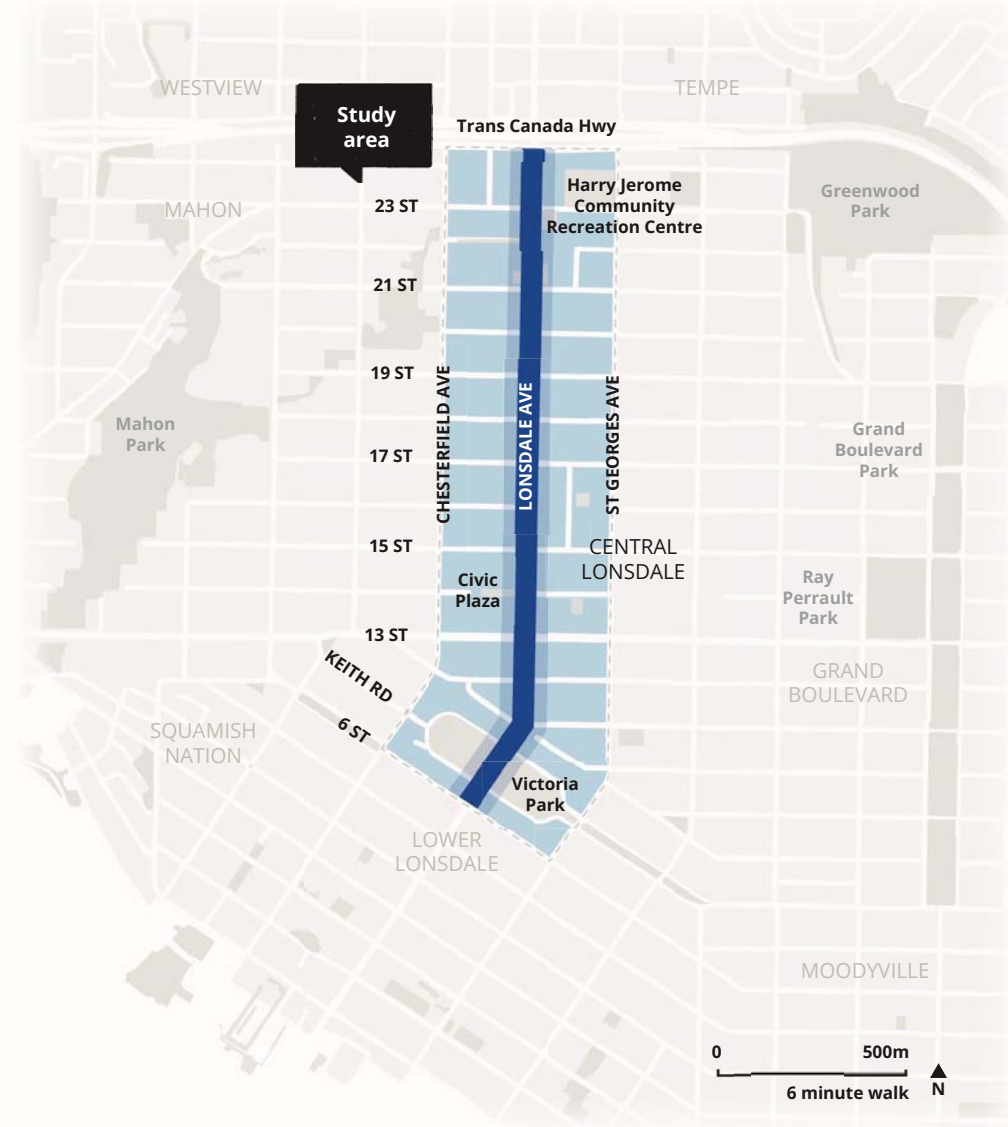
Lonsdale Great Street is an economic development plan that has emerged from a passionate commitment to Central Lonsdale's unique character, its potential as a driver of economic growth, and as a magnet for memorable experiences and community connection now and in the decades to come.

Central Lonsdale is a successful commercial corridor, with a low retail vacancy rate, strong foot traffic, and well-rounded supply of retail and office uses. It is home to many independent, family-owned businesses that reflect the City's rich culture and diversity of people.

The directions proposed in this report are the result of a structured, community-informed process that has brought together a rigorous study of the place and its strengths and challenges and projected opportunities and stresses to come. It has also been shaped by extensive input from residents, workers, and business owners and operators, as well as an understanding of trends and leading practices for "great streets" from the region and successful jurisdictions around the world.

This report presents a 20-year plan for action that works at three scales - near-term opportunities to improve the feeling of safety, welcome and attractiveness; mid-term achievable goals to build on the strengths of existing character areas and to capitalize on new and existing public amenities like Harry Jerome Community Recreation Centre, Topo Park, Civic Plaza, Lions Gate Hospital and an emerging Health Innovation District; and longer-term goals that will help the City respond to changes and meaningfully shape how the area grows over time.

Throughout the document the term, 'Lonsdale Avenue' is used to describe the main street within the project area, while the term 'Central Lonsdale' or "corridor" is used to describe the project scope area from Victoria Park to the Trans Canada Highway, and to Chesterfield Ave to the West and St. Georges Avenue to the East.



Project Area and Surrounding Context

## How This Plan Works

This plan is inspired by Council's Strategic Plan and grounded in the City's Official Community Plan. It is intended to guide future decision making and investment.

**Council Strategic Plan:** A short- to medium-term roadmap outlining Council's key priorities, goals, and actions over its term.

**City of North Vancouver Official Community Plan (OCP):** A long-term, provincially mandated policy document that sets out the City's vision, land use framework, and growth direction.

**City of North Vancouver Economic Strategy:** A targeted plan that identifies actions and investments to strengthen the local economy, support businesses, and attract jobs and investment.

- **A Vibrant City:** Reimagine, revitalize and repurpose Central Lonsdale Avenue as a 'great street' to support commercial activity, enhance esthetics, walkability, vibrancy and history.
- **A Prosperous City:** Explore and foster the growth of a health economic hub in Central Lonsdale.

- The OCP sets a long-term vision to address land use, housing, transportation, economic growth, and environmental sustainability.
- The City's 2014 OCP directs new jobs and housing growth to Central Lonsdale. This is in line with the Metro Vancouver Regional Growth Strategy
- The OCP becomes implemented through City bylaws, like the Zoning Bylaw. The OCP sets the future vision, and then Council can consider changes, such as "rezonings", when development applications are received.

- Ensure increased accessibility to economic precincts to support economic growth, advocating for vibrant, functional streets.
- Analyse the commercial and industrial composition of existing and emerging economic precincts to help facilitate community-focused economic growth.
- Form an entrepreneurial team with a mandate to support the revitalization of Central Lonsdale as a unique destination precinct centred on community and commercial vibrancy.
- Pursue the growth of the health economy that increases quality jobs and attracts innovative companies. Leverage existing health assets, centred on Lions Gate Hospital, to pursue opportunities associated with the development of a Health Innovation District.
- Continue engagement with Business Improvement Areas (BIAs) and business organizations to facilitate support to the local business community.

## Case for Change: Why now?

For decades, Central Lonsdale has thrived as a local-serving commercial street, drawing strength from its proximity to Lions Gate Hospital, City Hall and the Public Library. It is a successful commercial corridor, with a low retail vacancy rate, strong foot traffic, and well-rounded supply of retail and office uses. It is home to many independent, family-owned businesses that reflect the City's rich culture and diversity of people, most notably the north shore's Persian communities.

The City of North Vancouver's challenge is to protect what makes Central Lonsdale special while planning for inevitable change. It is one of North Vancouver's most populated neighbourhoods, with a wide mix of housing just off Lonsdale and thousands of residents who rely on safe sidewalks, green space, and welcoming places to gather. At the same time, its close proximity to Lions Gate Hospital creates strong potential for more health-related jobs and services.

Given these strengths, it would be easy to mark Central Lonsdale as a success. But in our work in Canada and throughout the world, one thing is certain, cities are constantly evolving and the foresight and intentional planning needed to adapt to change are often critical to their success.

The City of North Vancouver continues to grow in prominence as a highly desirable place to live, work, and play. 2026 marks the second year running that the City along with the District of North Vancouver were jointly named the most livable city in Canada by the *The Globe and Mail*. Alongside being a desirable destination, changes in housing legislation have meant increasing density now and in future, which also translates into increasing demand for commercial space on the corridor.

As the area grows, local businesses may face rising costs and pressure that could make it harder for small, independent shops to remain. New buildings can also change how the street feels. If they are too large or poorly designed, they can make walking less comfortable and reduce the welcoming character people value. If new development replaces the existing buildings on Lonsdale, existing businesses could be displaced by rising rents or inappropriately-sized retail spaces.

It will be important to manage future growth while retaining the core character of the area. With this in mind, the opportunity exists for Central Lonsdale to evolve and adapt into a "Great Street."

'Great Streets' are streets that people enjoy spending time on. They are memorable and recognizable, safe and comfortable, and easy to get around by walking, rolling, cycling, and using transit. They play a critical role in supporting economic activity, house landmark buildings, tell stories about local history, and are public living rooms for people to live, work, play, and connect

Going forward, the City of North Vancouver's challenge in this effort is to protect the features of Central Lonsdale that contribute to its uniqueness now, while intentionally planning for growth and creating the conditions to become the City's own "great street". To fully realize Central Lonsdale's potential, the city needs a road map that can address the needs of now and create tools to be able to adapt to change.

## Process to Date

**The Lonsdale Great Street Plan was informed by technical analysis and public input.**



### Engagement Spotlight

This project is grounded in broad and diverse community input. The scale of the engagement effort, which included online platforms, public open houses, business surveys, and dedicated meetings with various interest holders, ensures the plan's foundation reflects the aspirations of the entire Central Lonsdale community.

2,665

**Respondents to the online 'Lonsdale Great Street Survey'**  
January 2025

55+

**Attendees at the 'Lonsdale Great Street' open house**  
February 2025

35+

**Participants engaged in Interest holder meetings**  
February 2025

36

**Business Survey Respondents**  
Spring 2025

## Timeline

### Listen & Learn

*Fall 2024 - Winter 2025*

We started by getting your thoughts! This phase was all about discovery—we collected a record amount of input through surveys, public events, and meetings with local leaders and businesses. This listening led directly to our What We Heard Report. Read the full report at [letstalk.cnv.org/lonsdalegreatstreet](http://letstalk.cnv.org/lonsdalegreatstreet).

### Develop Proposed Plan Directions

*Summer 2025*

We took everything we heard and synthesized it with technical analysis. This stage was crucial for establishing the core planning approach and organizing principles that structure the final plan for Central Lonsdale, ensuring growth protects the character of the corridor.

### Finalize the Plan

*Fall 2025 - Winter 2026*

This final phase outlines the Goals, Actions, and Key Policy Moves that create a clear, long-term roadmap for how the City will work with the community to start building an even better Central Lonsdale.

## What We Heard

The City of North Vancouver and Gehl engaged thousands of participants in a process to understand their vision for Central Lonsdale. We heard that Central Lonsdale is a place people care deeply about, a place cherished for its natural beauty and its vibrant urban life. There were a number of key themes we heard that have shaped the vision and goals outlined in this report. The engagement findings are presented in greater detail in Appendix 1 of this report.

### Enhance the Experience

We heard key themes that respondents want spaces to linger and connect, improvements in overall maintenance, and a shift to a real sense of day-to-night and year-round energy. Some common themes from participants include calls for:

- Spots to sit and rest with more inviting gathering spaces where community can meet.
- A Central Lonsdale that is active year-round, with more events and activity throughout the day.
- A cleaner and better-maintained street, including areas such as the temporary Open Streets parklets or sections of sidewalk in need of care.

- Protection from noise, pollution and the elements.
- Enhanced connectivity and accessibility to and from Central Lonsdale through additional transportation options and high-quality connections.
- Maintain and manage a variety of parking options while also valuing pedestrian-friendly streets.
- Wider and more accessible sidewalks, safer pedestrian crossings, better street lighting and traffic calming measures.
- Improved tree health, more plantings, green spaces, and overall streetscape maintenance.

### Improved Amenities

While respondents appreciate the existing amenities, they're yearning for a greater diversity of services, shopping and amenities:

- More unique, everyday offerings, and a shift towards a broader range of retail and services and fewer service-style amenities like banks or money exchanges at the street level
- More spaces for arts and culture and recreation for all ages and abilities
- A diverse mix of small, local businesses maintaining active frontages

### Preserve Central Lonsdale's Unique Character

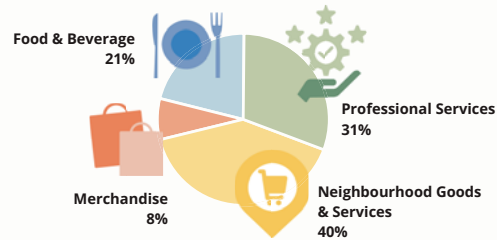
Ultimately, we heard a collective aspirations for a Central Lonsdale that honors its character while embracing thoughtful evolution. Some highlights include:

- Preserve Central Lonsdale's village-like character, views to the mountains, and access to sunlight while supporting thoughtful development.
- Maintain housing affordability to keep the neighbourhood livable, vibrant and accessible to all residents.
- Retain small business, a diverse amenity mix and existing public spaces in the neighbourhood.
- Develop a distinct visual identity through branding and signage that sets the area apart.

## Current Conditions Areas of Strength



**Economic vitality:** Low vacancy, loyal local support, and a strong small business presence characterize the thriving commercial corridor. There is strong demand for retail space and consistent foot traffic throughout the day and week.



**A unique commercial character:** that blends local-first retail with an international flavour, distinguished by a notable Persian/Iranian Canadian presence. The area's retail and commerce encompasses a diverse mix of local-serving amenities (see pie chart), which reinforces its strong patronage.



**Pedestrian-friendly foundations:** The corridor features wide sidewalks and human-scaled building frontages, which—along with a fine-grained mix of local businesses—create a strong foundation for pedestrian activity and an authentic street life. Infill residential development welcomes new households that provide a growing customer base and enhanced sidewalk vibrancy.



**A balanced community:** The variety of people who live near Central Lonsdale ensure consistent foot traffic, patronage, and employment for local shops and services. The relatively high proportion of rental housing (approximately 57% of units) helps to maintain housing choice and affordability.



**Health & wellness hub:** With Lions Gate Hospital at its heart, Central Lonsdale is a well-established destination for essential health and wellness services. This sector accounts for 40% of the area's business mix. This cluster also consistently bring workers and visitors to the area, helping support nearby commercial uses.



**Connecting with nature:** The corridor's unique location offers easy access to mountains, water views, and surrounding city and regional parks.

## Current Conditions Areas for Improvement



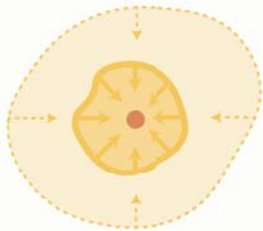
**A public space deficit:** Despite surrounding green spaces, Central Lonsdale lacks quality public spaces, character, and opportunities for people to gather, linger, and spend time, which can positively influence the overall vibrancy and social function of the neighbourhood.



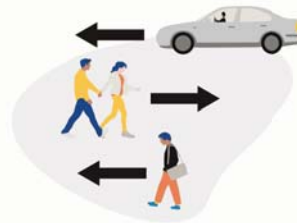
**Inconsistent pedestrian experience:** Walking within Central Lonsdale is often a disjointed experience due to varied sidewalk widths, poor conditions, or frequent obstructions on local streets and Lonsdale Avenue itself. With an aging population, smooth clutterfree sidewalks with ample accessible seating would make Lonsdale more welcoming for more people.



**Rising rents and business displacement:** Rising commercial rents and the risk of redevelopment could cause business displacement and discourage new business starts. Older, independent retail spaces and new businesses rely on more affordable spaces to operate.



**Limited North Shore draw:** Central Lonsdale is successful at serving its local population, but it attracts relatively few patrons from the wider North Shore region. The opportunity exists to expand its customer base without competing with other regional destinations.



**Vibrancy deficit in evenings and off-season:** Lonsdale Avenue is perceived by some as a commuter route, rather than a commercial destination. A lack of clustered nightlife or entertainment options and poor lighting after sunset make the street feel less inviting and lively, especially during winter.



**Limited space for new businesses:** Strong demand from new and expanding retailers is often unmet due to a lack of available storefront space, hindering economic growth, employment opportunities, and continued business diversification.



**Unwelcoming gaps:** Surface parking lots and blank walls leave gaps that reduce pedestrian interest and engagement. While small businesses contribute to vibrant, human-scale building edges, there is an opportunity for more interactive building facades next to the sidewalk.

# 2

## Vision & Goals

This chapter outlines the vision and goals to guide future decision-making about Central Lonsdale. The recommendations reinforce business vitality, enhance the public realm, and cultivate an urban form that fosters continued livability.

## Vision for Central Lonsdale

After listening carefully to the community and businesses, researching and understanding the current state of this successful commercial corridor, and imagining what is possible, this plan has landed on a vision of what Central Lonsdale could look and feel like 20-years from now.

**Central Lonsdale is the North Shore's most beloved neighbourhood main street—a place where local businesses flourish, reflecting the area's rich cultural diversity. Neighbours gather in welcoming public spaces, and the sidewalks hum with life from morning coffee to evening dining. Tree-lined streets connect residents to local shops, cultural destinations, and mountain views, creating a complete community where people choose to live, work, and spend their time.**

**How will this vision be achieved?** The city will strengthen the vitality of Central Lonsdale by fostering a thriving, locally-serving main street that supports existing businesses, attracts new commercial activity, and creates a vibrant, beautiful, and walkable environment throughout the day and into the evening.

## Goals Overview

The Goals are intended to implement the Vision.

Each goal is described in more detail in the upcoming sections of this plan. Each section explains why the goal matters, followed by recommendations in the form of policy and design moves. These moves are further detailed and illustrated through "Spotlights" that provide a closer look at a key move or best practice.

The recommendations are intended to guide future decision-making, rather than set out an exhaustive list of all possible actions.

# 1

### Ensuring businesses can thrive through Business Attraction, Support, & Coordination

**Objective:** Central Lonsdale is already a local destination. To become a North Shore destination, there is an opportunity to retain, attract, and grow businesses and jobs by attracting strategic investments and ensuring a healthy, attractive business mix. This includes developing effective incentives and programs that support the long-term success of local businesses.

# 2

### Enhancing Livability through Planning and Design

**Objective:** Central Lonsdale is a thriving local-serving retail corridor with many independent shops, restaurants, and businesses that serve our community's daily needs. The City can build on this success by expanding commercial areas, updating planning policy, and planning long-term for continued livability and viability in coming decades.

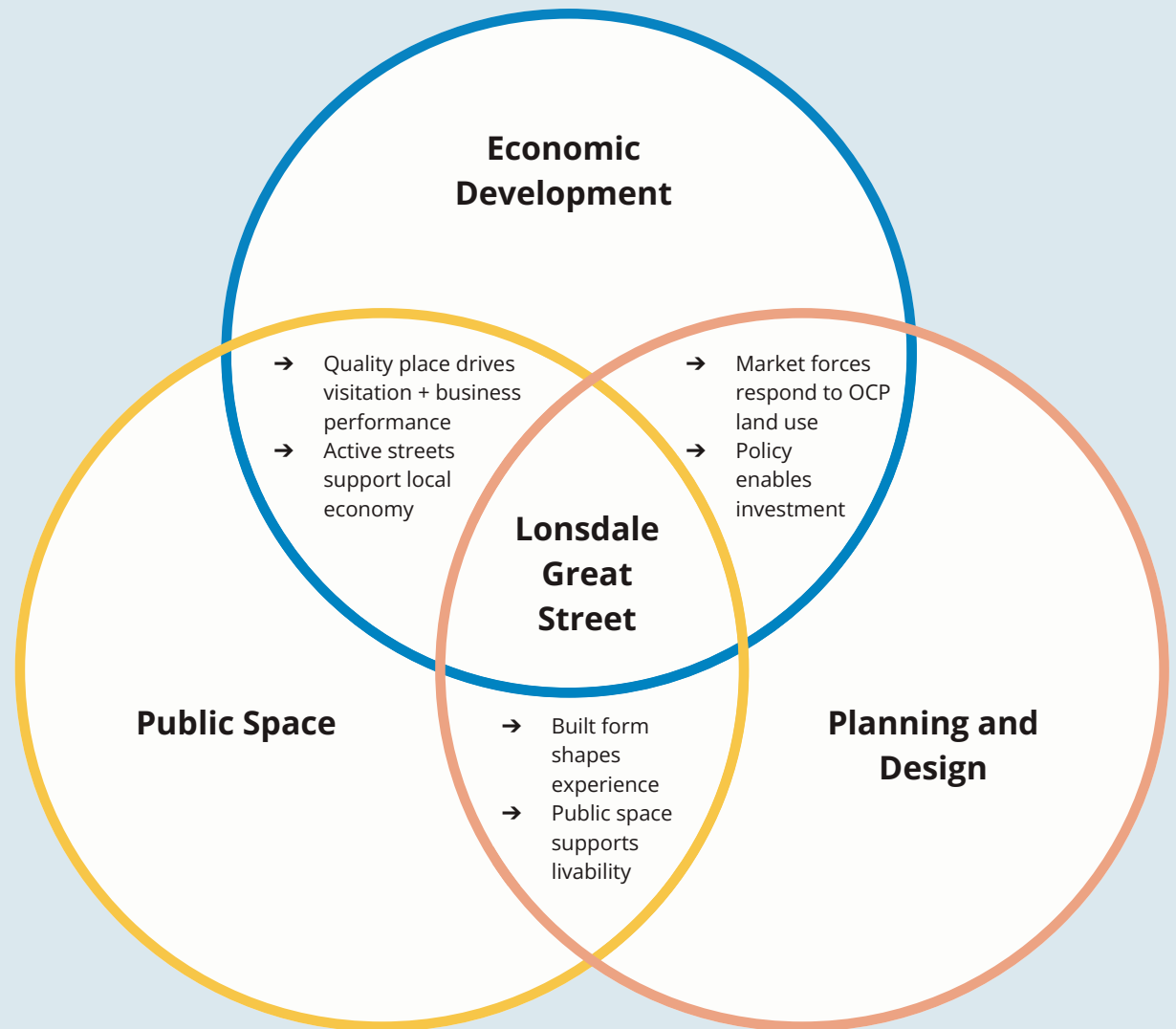
# 3

### Enhancing access and public space for businesses and the community through design and activation

**Objective:** Ensure Lonsdale is a vibrant shopping street that provides comfortable space to walk, to sit, to eat and to meet friends. Small public plazas and seating nodes allow for community connection, activation and celebration and enhance the overall livability of the neighbourhood. Optimize public road for walkability while providing transit, goods movement and private vehicle access to the street.

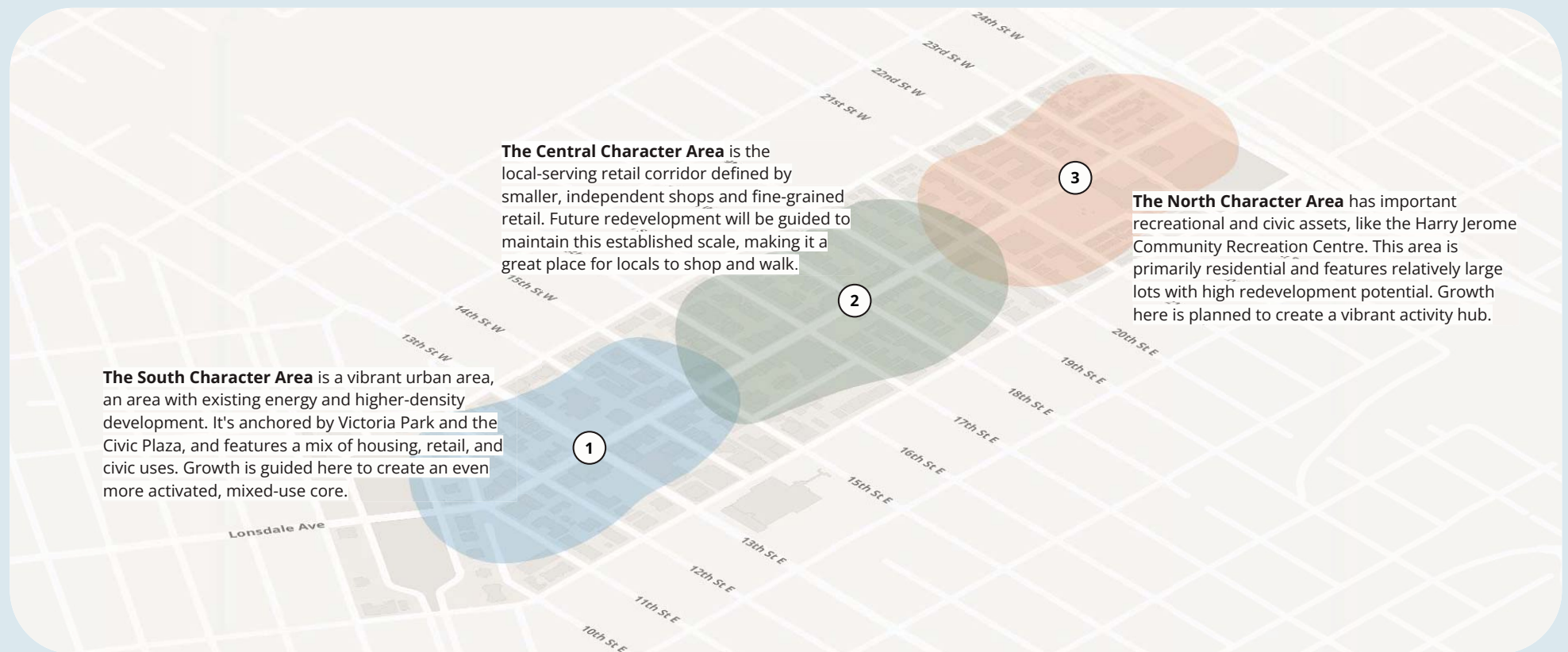
## A Connected Approach to Achieving the Vision and Goals

Economic development, planning and design, and public space design each play an important role in this plan. Each area has its own expertise, but they work best when they work together. Economic development helps support local businesses and investment. Planning helps guide where and how buildings and growth happen. Public spaces help shape how people move, gather, and experience Central Lonsdale. The key moves in this plan depend on all three areas working together. When they are aligned, they help create active business areas, welcoming streets, and strong neighbourhoods along Lonsdale.



## Guiding Concept: Character Areas

Character Areas help describe the different parts of the corridor and what makes each area unique. Each Character Area has its own mix of buildings, businesses, public spaces, and street feel. By identifying Character Areas, the City of North Vancouver can help guide future growth and improvements in a way that supports local identity, supports businesses, and creates great places for people to live, work, and visit. The diagram below introduces the Character Areas, which are explored in more detail later in this section.



# 1

## Ensuring businesses can thrive through Business Attraction, Support, and Coordination

**Objective:** Central Lonsdale is already a local destination. To be a North Shore destination, there is an opportunity to retain, attract, and grow businesses and jobs by attracting strategic investments and ensuring a healthy, attractive business mix. This includes developing effective incentives and programs that support the long-term success of local businesses.

### In this section:

**1.1 Business Retention & Support:** Retain and enhance Central Lonsdale's distinct retail character.

**1.2 Strategic Economic and Cultural Anchors Attraction:** Attract new commercial, cultural, and civic uses to the corridor to support local businesses, boost the tax base, and create a more dynamic, year-round economy.

**1.3 Customer Base & Revenue Growth:** Expand Central Lonsdale's revenue potential by serving local residents while attracting additional visitors from across the North Shore.

**1.4 Capacity Building & Business Coordination:** Support existing and prospective businesses with centralized advocacy, communication channels, and additional resources to grow their business.



Future illustrative representation of Lonsdale Avenue experience

## 1.1 Business Attraction, Support, & Coordination

### Business Retention & Support

#### Why?

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#### **Central Lonsdale’s businesses are at the heart of the City of North Vancouver’s character and culture.**

Maintaining its set of locally-oriented businesses is not just an economic priority, it’s essential to preserving the cultural identity of the corridor and the city at large. As businesses face rising costs and redevelopment pressures, it will be increasingly important to support and retain this existing base.

The corridor is performing exceptionally well across several core metrics, with a low vacancy rate, consistent foot traffic, and a notably international mix of restaurant and other business types – reflective of the diverse North Vancouver community.

These strong conditions have resulted in neighbourhood renewal and strong demand for commercial space – creating upward pressure on rents in recent years and elevating the risk of commercial displacement. In response, the City can take proactive measures to support relocations within the corridor and ensure businesses are equipped to succeed amidst change.

#### Key Design & Policy Moves

#### How?

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**1.1.1 Partner to develop a commercial business relocation program to help retain existing businesses** that may be displaced due to redevelopment, renewal pressures, or other factors.

**1.1.2 Partner to develop a Legacy Business Program** to highlight and support long-standing businesses.

**1.1.3 Consider utilization of municipal revitalization tax exemption** to encourage more property investment and development that aligns with established economic development objectives.

## Key Move 1.1.1

### Commercial business relocation & technical assistance program

Programs to provide assistance to individual businesses are a key tool to help retain businesses in commercial areas experiencing a surge in redevelopment and/or escalating rental rates.

Such a program can prioritize businesses moving to a different location within Central Lonsdale, or businesses seeking support to stay in their existing space. Eligible businesses should include both retail businesses, as well as office, medical, and other non-retail businesses looking to relocate to upper-floor or side street spaces.

A future Business Relocation Program in North Vancouver would likely be oriented around advisory and networking support to help facilitate business retention. These services may be conducted directly by City staff and/or in partnership with a BIA or similar entity.

### Case Study Spotlights



Image Credit: Blacktupelo

**The ReLocate Program in Arlington County, Virginia** provides small businesses (under 50 employees) with assistance to support relocation within the county. The program, created and managed by the County's Economic Development Department, provides lease negotiation coaching and technical assistance with relocation strategy and identifying funding resources. Program staff also help facilitate communications with property managers and developers, potential lenders, and other entrepreneurs with similar experience. Lastly, the program provides one-on-one support on how to sell a business, if appropriate.



Image Credit: CityNews

**Commercial Tenant Assistance Program, City of Vancouver** offers support for relocation planning for businesses. The Commercial Tenant Assistant Program offers resource guides in multiple languages on topics such as commercial leases, legal protections for tenants, tips for finding a new space, and renovation permits.



Image Credit: Ahoy BC

**Community Futures, BC** is a non-profit organization with 34 independent offices across BC. They offer business, financial, and community development services in rural and remote parts of the province. Services include consulting, business succession support, disaster preparedness training, market growth and more. A similar model could be applied in Central Lonsdale by creating a local, community-led economic development hub that offers support to businesses and entrepreneurs.

## Key Move 1.1.2

### Establishing a legacy business retention program

Several North American cities have developed business support programs to specifically assist long-time (or “legacy”) businesses. Specific program elements, benefits, and qualifications vary, but key elements would likely include:

- Advocacy and coordination, including potential registry with digital map to promote businesses.
- Facilitation and connections to external resources, such as training opportunities and collaborative marketing initiatives.

Legacy business retention programs are typically led and administered by local municipalities. Now that a Central Lonsdale BIA is formed, it would likely be well-positioned to lead or support program administration and/or provide technical assistance.

Legacy business program eligibility varies by program, though most restrict eligibility to restaurants, bars, merchandise retailers, bookstores, and other traditional storefront businesses. The minimum length of operation varies by program, but most programs include businesses that have been in operation for at least 10 or 20 years.

### Case Study Spotlights



Image Credit: Andres Rodríguez

**The Vancouver Chinese Society Legacy Program** is a \$36-million rehabilitation of 12 Chinese Societies heritage buildings, and a key step towards the revitalization of Vancouver’s historic Chinatown. The \$36 million budget provides funding for stabilization and seismic upgrades, optimization of building uses, and business development and mentorship programs. The recipients of funding were a mix of heritage businesses, community- serving and social enterprises, and non-profit/ for-profit properties with a social purpose, who met the criteria of historic significance and long-term operations in the area. Funding was provided for building improvements as well as business supports like marketing and promotion methods, succession planning, business practices, mentorships, and business development.



Image Credit: City of Westminister

**The New Westminister Chamber of Commerce and the City of Port Coquitlam** have presented Legacy Business Awards to recognize and celebrate long-standing local businesses that have contributed significantly to the character and economic vitality of their communities. New Westminister’s Annual Business Excellence Awards has a Legacy Business of the Year category which goes to a business operating for 25 years or more. The City of Port Coquitlam added a Legacy Business Award to their 2025 award program, also for a business with more than 25 years of service.



Image Credit: Mobilus In Mobili

**San Francisco’s Legacy Business program** supports designated legacy businesses and nonprofits that have operated in the city for at least 30 years and commit to preserving defining traditions and features. Once designated, businesses can receive marketing, regulatory, and other technical assistance, as well as placement on the City’s Legacy Business Registry, and branded stickers, window clings, and certificates. Landlords that commit to leasing to legacy businesses for at least 10 years are eligible to apply for Business Stabilization Grants (up to \$22,500 annually) and Rent Stabilization Grants (equal to \$4.50/SF up to 5,000 square feet).

### Key Move 1.1.3

## Utilizing municipal property tax exemptions

Municipalities can offer property tax exemptions to key community-serving businesses in order to better empower them to provide important ongoing services. Cities may recognize specific valuable societal contributions of certain organizations and confer tax exemption status on the basis that the property already returns a sufficient community benefit to the community.

Central Lonsdale can determine the specific criteria for which properties might be eligible for such an exemption based on community needs and opportunities. Common categories for property tax exemptions include government and public services facilities, charitable and non-profit organizations (who often provide for low-income residents or meet otherwise unmet community needs), low-income assistance programs, or underused properties, which can take advantage of the reduced tax burden to initiate new redevelopment projects.

Often, property tax exemptions are linked to planning priorities like seismic retrofitting, upkeep of historic properties, creation of new rental housing units, or conversion of underutilized downtown spaces to improved new uses.

## Case Study Spotlights: Tax Incentive Programs



Image Credit: Joe Mabel

**The City of Victoria created the Tax Incentive Program** to stimulate the rehabilitation of heritage buildings in the downtown core and assist with seismic upgrading efforts as well as creating more upper floor residential units. Eligibility for the program is open to any owner of a heritage designated building in downtown Victoria for conversion of upper floor residential units. The duration of the tax exemption is calculated as the cost of seismic upgrades divided by the current taxes paid. Fourteen years after the creation of the program, the tax exemption program has spurred the creation of 631 residential apartments in 34 seismically upgraded and rehabilitated heritage buildings. It has also attracted over \$205 million in private investment to the downtown core and dramatically increased the value of the buildings.



Image Credit: Tourism Nanaimo

**The City of Nanaimo's Downtown Revitalization Tax Exemption Program** provides incentives for the development of new multi-family housing, new commercial construction, and the expansion or renovation of existing commercial properties within the designated revitalization area. Eligible projects receive a five-year exemption on the municipal portion of property taxes within this area.



Image Credit: CBC News

**The City of Chilliwack's Revitalization Tax Exemption Program** is designed to encourage construction and major renovations in the downtown. Eligible projects that meet the minimum investment threshold can receive up to five years of full exemption on the value of the improvements, followed by a phased return to full taxation.

## 1.2 Business Attraction, Support, & Coordination

### Strategic Economic and Cultural Anchors Attraction

#### Why?

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**Central Lonsdale can become an even more vibrant, commercially diverse corridor by adding new commercial and cultural uses that support nearby retail businesses.**

Additional hotels on the corridor would provide a key source of new customers for local businesses and would be expected to generate strong fiscal benefits to the city. The addition of new cultural and/or nightlife uses, particularly in the central portion of the corridor, would help drive additional activity during evening and late-night hours and boost revenue at nearby restaurants and other complementary businesses.

The City should also aim to maintain and build upon the corridor's existing cluster of health-related businesses. Most of these businesses are drawn to Central Lonsdale due to its proximity to Lions Gate Hospital and proximity to other medical offices and health-related businesses. This cluster is a key source of daytime activity and demand for office and upper-floor commercial space along the corridor.

#### Key Design & Policy Moves

#### How?

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**1.2.1 Identify the optimal process for attracting a cultural/entertainment anchor to the central part of the corridor** through, for example, a land acquisition and competitive RFP process, developer incentives, and/or incorporation into a potential City Hall redevelopment.

**1.2.2 Attract and/or enhance new cultural or civic uses.** Depending on specifics of acquisition opportunity, policy tools may include revitalization tax incentives, bonus density, or land swaps.

**1.2.3 Attract hotel development on or near Central Lonsdale** to bring more customers and diversify foot traffic throughout the day and week, particularly in proximity to the Trans-Canada Highway and in relation to health and wellness clusters in the north and south side of the corridor.

**1.2.4 Prioritize public space investments and co-location of commercial offerings around major civic and cultural anchors** to encourage cross-visitation and boost overall activity. This involves expanding the offerings around existing draws like Harry Jerome Centre and Civic Plaza.

**1.2.5 Continue to promote health and wellness sector growth in Central Lonsdale** by supporting the existing health-related business environment and leveraging Lions Gate Hospital as a critical economic anchor to attract additional health/biosciences companies.

**Key Moves 1.2.1, 1.2.2 & 1.2.3**

**Cultivating unique economic anchors like hotel, culture, and civic uses.**

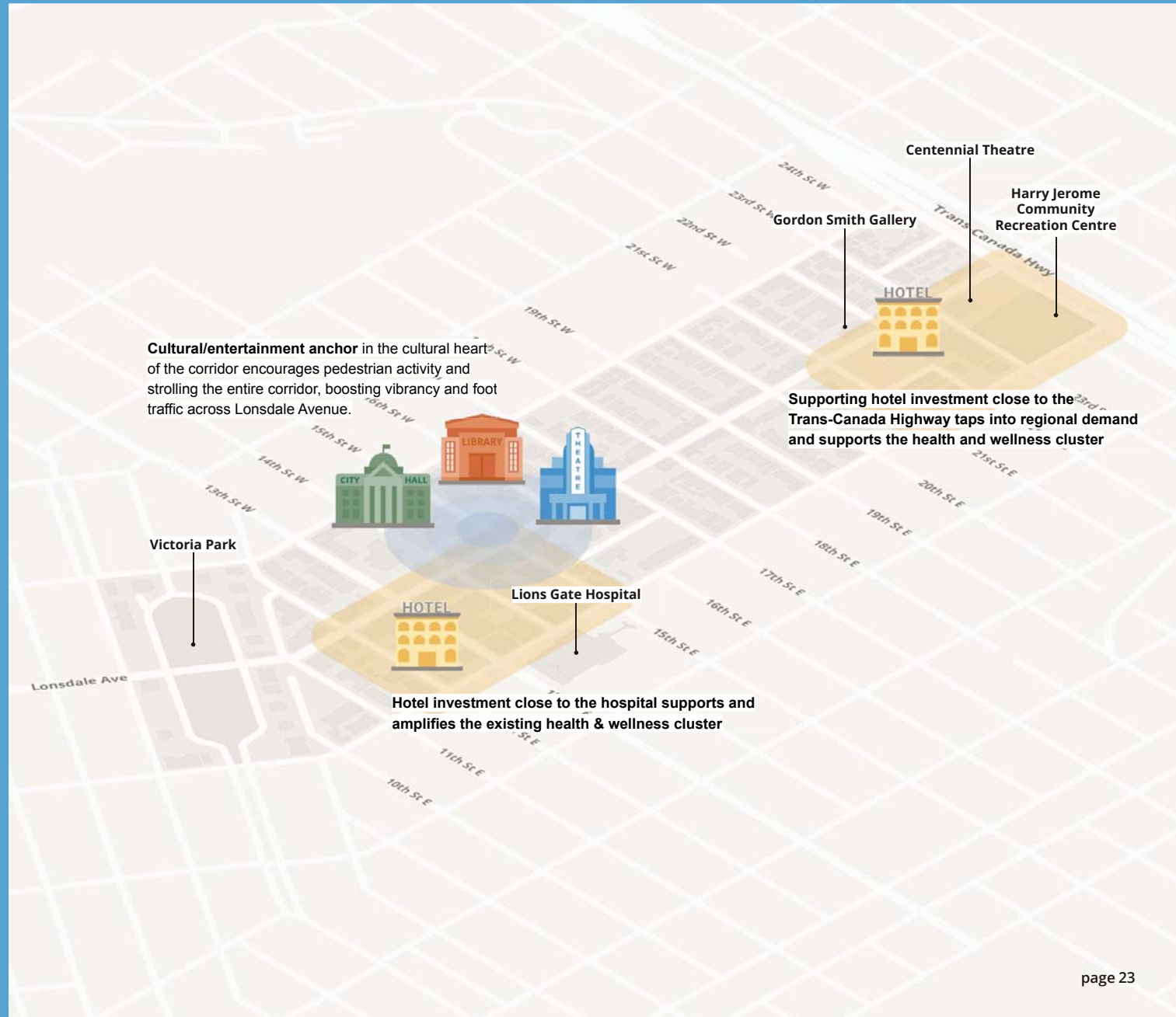
Integrating cultural/entertainment destinations and hotel investment in Central Lonsdale can cultivate a unique identity and drive economic activity.

The strategy begins by proactively securing a signature cultural anchor close to the centre of Lonsdale Avenue. This approach responds directly to public feedback from online public survey respondents, who expressed a desire to see Central Lonsdale vibrant and active year-round, with more events and evening activity.

This may leverage specific mechanisms like land acquisition, competitive Request for Proposal processes, or incorporating development into a potential City Hall redevelopment.

To successfully facilitate these civic and cultural projects, the City can attract and incentivize new cultural or civic uses with a tax revitalization program, bonus density, or land swaps.

These investments are strategically complemented by encouraging hotel development that attracts more customers and diversifies foot traffic throughout the day and week. This diversification is prioritized near the Trans-Canada Highway and its critical relationship to the health and wellness cluster in Central Lonsdale.



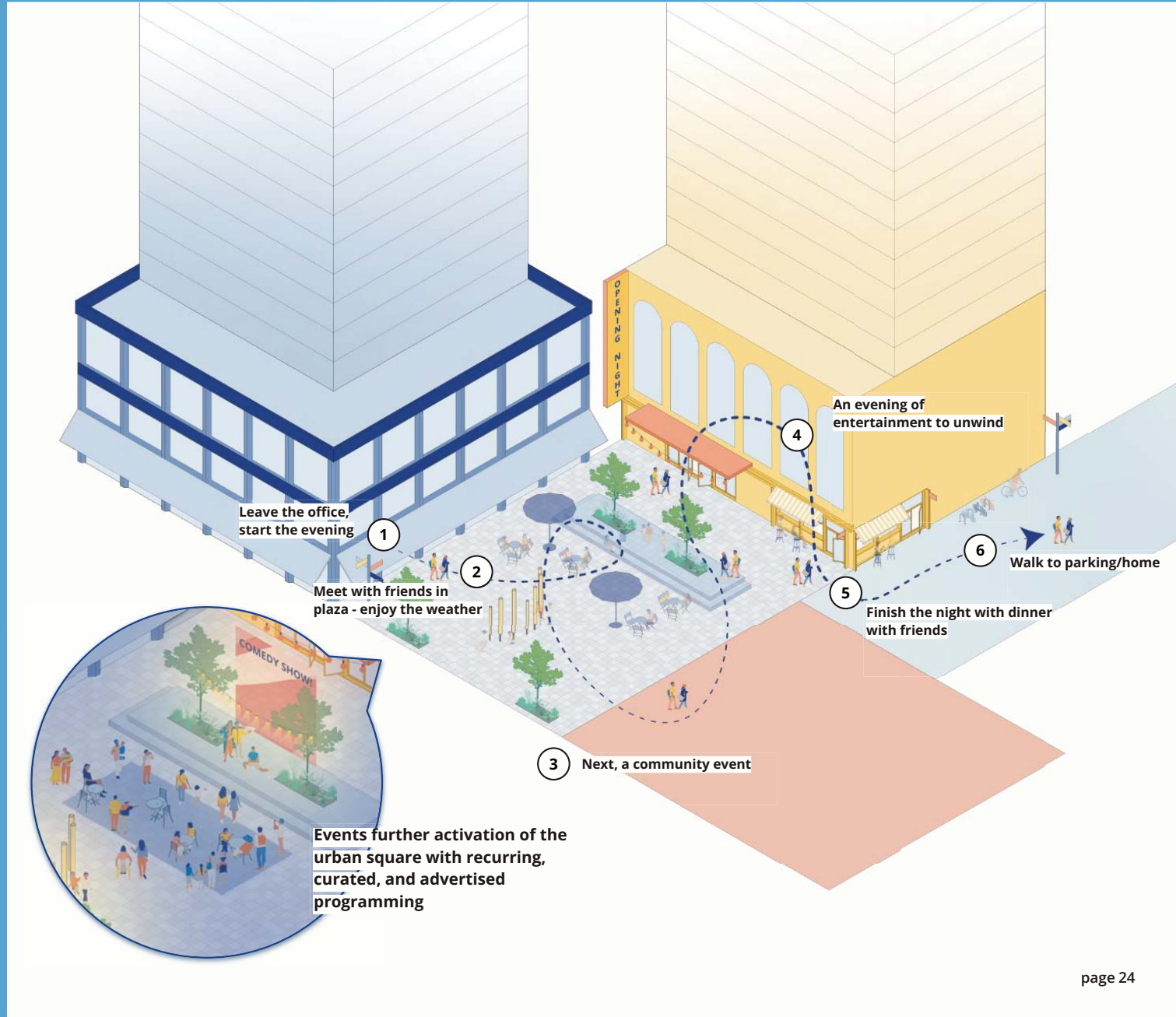
**Key Move 1.2.4**

**Public space investments and co-location of commercial offerings around major civic and cultural anchors**

Intentional location and clustering of civic and cultural and entertainment anchors, alongside places to grab dinner before or drinks after a show, can boost visitation, limit driving between locations, and ultimately have a positive impact on the local economy and vibrancy.

Investing in high quality public spaces in relation to civic and cultural anchors, can improve visitor experience, and provide a place for public life to unfold throughout the day and into the evenings, and weekends.

A redevelopment of City Hall poses a once-in-a-lifetime opportunity to deliver an urban square that can serve for everyday and events. Careful siting, sizing, form, and framing of the space is critical.



## Key Move 1.2.5

### Central Lonsdale's large cluster of healthcare uses, anchored by Lions Gate Hospital, is a key asset that should be built upon to attract additional businesses and high-quality jobs

Since medical and other health and wellness-related businesses tend to locate near each other, and often in the same buildings (for easy cross referrals and shared office and amenity needs), Central Lonsdale has a leg up on other commercial areas for attracting further healthcare and bioscience businesses and investment. Opportunities to further grow the sector in Central Lonsdale include:

- Leveraging existing market research on local healthcare cluster as promotional tools to attract additional businesses
- Highlighting supply of upper-floor commercial spaces as optimal for medical and wellness tenants.
- Continue strategic planning for development of Health Innovation District, with strong partnerships.

A Health Innovation District can not only grow and diversify the local economy, but also attract important daytime visits to support nearby businesses.

## Case Study Spotlight

### Considerations for a Potential Health Innovation District

There are several health/biotech innovation districts established throughout Canada, helping provide equipment, office space, technical assistance, and other supportive services to spur business growth. These districts rely heavily on strong partnerships between local municipalities and major educational and corporate institutions. Municipalities often can play a key role in providing subsidies and regulatory approvals to enable the development of incubators, office spaces, labs, and other key infrastructure. Such investments are highly dependent upon a quality operator (typically a company or university) with strong industry-specific experience and an established network of partners that can provide technical guidance and networking assistance.

Should the City pursue Health Innovation District investments, such as the establishment of an incubator or other facilities, next steps should include:

- Identification of key industry partners.
- Assessment of the optimal sub-industry orientation (wet lab bio-tech; digital health; medical device production; advisory and networking-oriented program, etc.).
- Identification of necessary zoning or land development regulatory adjustments to enable targeted investments.



Image Credit: UCSD Jacobs School of Engineering



Image Credit: UNO Dental San Francisco

# 1.3 Business Attraction, Support, & Coordination

## Customer Base & Revenue Growth

### Why?

**Central Lonsdale’s economic vitality can be strengthened by expanding its customer base and attracting nearby residents more often.**

Central Lonsdale’s customer base is primarily North Vancouver residents and local workers who frequent local businesses to meet their daily needs. By offering regional business offices, a health cluster, and cultural facilities, Central Lonsdale can capture more customers from the greater North Shore region without taking away from Lower Lonsdale attractions. Marketing efforts, placemaking through public realm improvements, branding, and events can help identify Central Lonsdale as a destination.

Importantly, Central Lonsdale has a significantly different commercial focus than Lower Lonsdale, which features a more regional draw, and is more oriented toward tourists, hotel guests, and Seabus commuters. These two commercial areas complement each other, and it is important to preserve the distinct brands and commercial identities of each.

### Key Design & Policy Moves

### How?

**1.3.1 Grow the customer base** by attracting more visitors from the wider North Shore region, through targeted partnerships that help market and brand Central Lonsdale and its businesses. This could be accomplished in partnership with a BIA or other organization.

**1.3.2 Utilize marketing efforts and branding campaign to establish more cohesive identity for Central Lonsdale,** to help attract customers and promote distinct identity from Lower Lonsdale. This work would be ideally led by a BIA.

**1.3.3 Leverage public realm improvements** to create and maintain an attractive, engaging, and comfortable environment to encourage customers to stay, shop, and dine longer.

**1.3.4 Utilize events and festivals, particularly those rooted in the distinct culture of the neighbourhood,** to attract more customers from throughout the North Shore region.

*See Section 3.3 for further detail on proposed community programming.*

*See Section 3.1 for further detail on proposed public realm improvements*

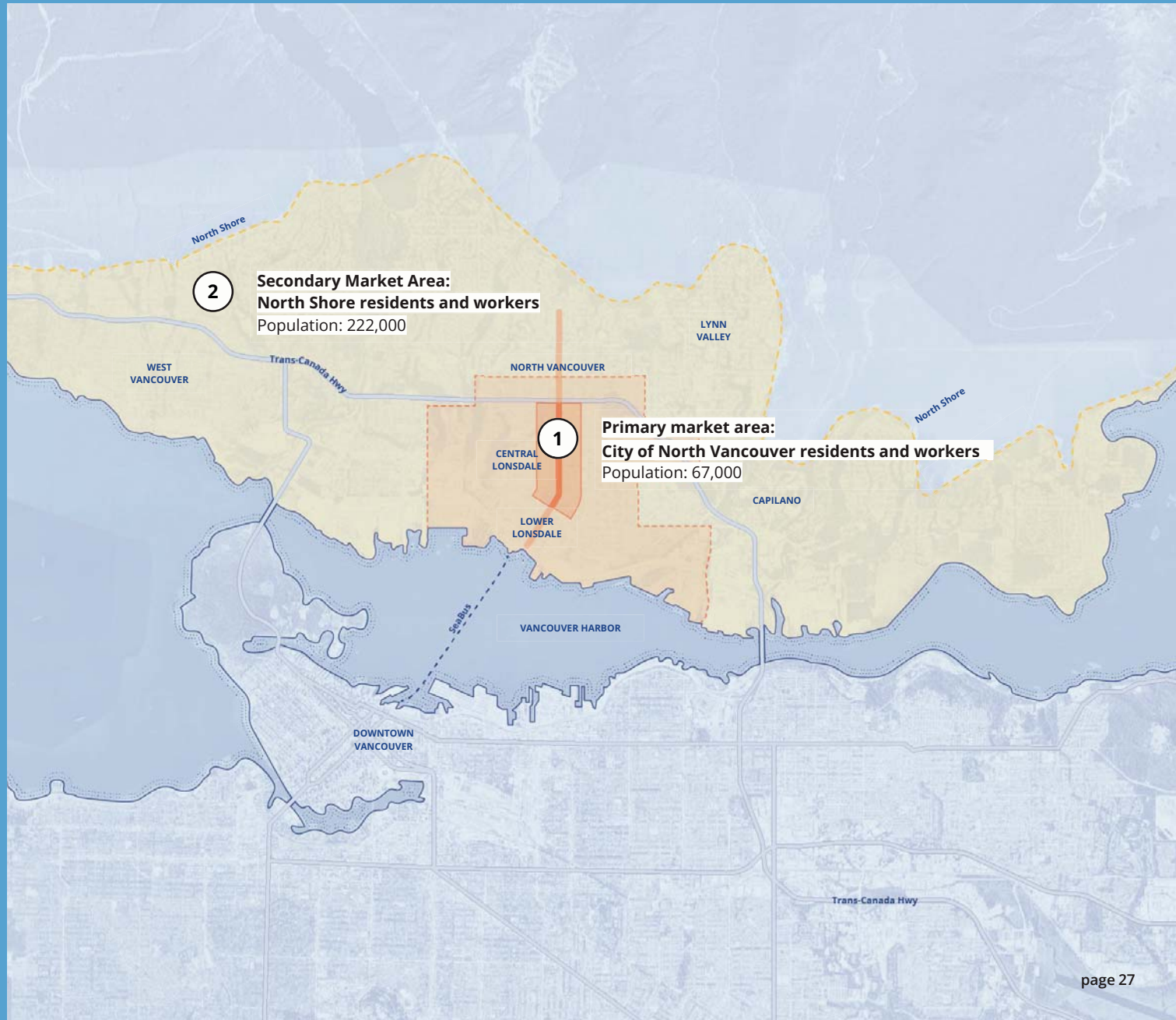
## Key Moves 1.3.1 & 1.3.2

### The primary way to grow Central Lonsdale's customer base is to attract more visitors from its secondary market area: residents of the North Shore outside of North Vancouver

Central Lonsdale has three core customer bases, each from a distinct geographic area. Its primary market area draws from North Vancouver residents and workers. While the local population will continue to increase, there is only marginal opportunity to expand the retail customer base.

The main opportunity to attract additional customers is to enhance its market capture of the secondary market area—the greater North Shore region, including West Vancouver and the District of North Vancouver. This requires a marketing and branding campaign to establish a cohesive identity for Central Lonsdale, distinguishing it from Lower Lonsdale. This area covers residents and workers outside North Vancouver city limits, but within a 15-minute drive. There are approximately 222,000 residents within the secondary market area, compared to a population of 67,000 in the primary market area.

The tertiary market area includes destination visitors and tourists traveling more than 15-20 minutes. Central Lonsdale may attract more destination visitors but its retail mix is not expected to compete with The Shipyards or other regional retail centres.



## 1.4 Business Attraction, Support, & Coordination

### Capacity Building & Business Coordination

#### Why?

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**Establishing a Business Improvement Area (BIA) or similar entity can provide businesses with targeted support while sustaining the corridor's vibrancy for years to come.**

A BIA, or similar entity, can efficiently provide technical and strategic financial assistance to businesses, serve as a key coordinator between the public and private sectors, and lead strategic branding and marketing efforts to retain and attract customers. It is critical that a BIA is well-organized and guided by a clear strategic vision aligned with this plan. The BIA would be an ideal implementation partner for several strategies recommended in this plan, such as a business relocation program, placemaking enhancements, and strategic promotional efforts to expand the corridor's primary market area.

#### Key Design & Policy Moves

#### How?

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**1.4.1 Develop a Capacity-Building and Partnership Plan to identify the working relationship between the City and BIA organization.** Identify programming opportunities to capture higher share of North Shore customer base and develop recommendations for the optimal relationship between the BIA and the City to ensure programmatic alignment and efficiency.

**1.4.2 Continue engagement with Business Improvement Areas (BIAs) and business organizations to facilitate support to the local business community.**

**1.4.3 Encourage and empower the BIA** or similar entity to organize and host events and promotions that help bring customers to businesses, with City providing public safety, regulatory, and other forms of support as needed.

## Key Moves 1.4.1, 1.4.2 & 1.4.3

### Developing a Partnership Plan

The formation of a Business Improvement Area (BIA) presents a significant opportunity for coordinating business needs in the corridor. To maximize its effectiveness and ensure the efficient use of public resources, the City should develop a partnership plan that formalizes the roles and financial relationships between the City, the BIA, and other partners.

This partnership plan will establish shared advocacy, capacity, and programming necessary to execute the business retention, support, and attraction strategies outlined in this document.

The framework on this page offers a conceptual outline of how place management responsibilities are typically distributed between cities and organizations like a BIA. The refinement of these responsibilities will be a key step in establishing this relationship for the benefit of the corridor.

### City of North Vancouver

- ❑ Continue providing standard municipal services to corridor (trash pickup and all other current administrative functions)
- ❑ Allocate funding and strategic oversight to support investments such as public realm improvements and business assistance programs (including legacy business program, relocation program, and promotional programs)

### BIA or Similar Entity

- ❑ Serve as primary business liaison and advocate.
- ❑ Act as implementation arm of business assistance programs.
- ❑ Provide direct support to businesses that apply for assistance programs
- ❑ Provide one-on-one technical assistance to businesses
- ❑ Implement creative placemaking, programming, and promotional efforts
- ❑ Prioritize marketing and promotional efforts aimed at growing the corridor's customer base.
- ❑ Help enhance corridor cleanliness, safety, and aesthetics as resources allow.

### Shared Place Management

- ❑ Pay annual levy to fund BIA operations
- ❑ Play leading role in strategic direction of BIA
- ❑ Uphold providing quality experience to customers

### Property Owners and Businesses

# 2

## Enhancing livability through Planning and Design

**Objective:** Central Lonsdale is a thriving local-serving retail corridor with many independent shops, restaurants, and businesses that serve our community's daily needs. The City can build on this success by expanding commercial areas to support continued business growth, updating planning policy so the new residential and commercial development supports Central Lonsdale's success, and planning long term for continued livability and viability in coming decades.

### In this section:

**2.1 Expanded Commercial Areas:** Add more and a greater variety of commercial spaces to meet market demand.

**2.2 Improved Planning & Design Tools:** Update City planning requirements so that new development delivers the features that make Central Lonsdale successful today.

**2.3 Strategic Long-Term Planning:** Consider Central Lonsdale's needs so that it remains livable and vibrant in the coming decades.



Future illustrative representation of Lonsdale Avenue experience

## 2.1 Enhancing Livability through Planning and Design

### Expanded Commercial Areas

#### Why?

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**The City can build upon Central Lonsdale’s healthy, vibrant business mix by allowing for more commercial space on and around Lonsdale Avenue. This growth would bring more destinations, foot traffic, and street-level vibrancy – boosting its long-term economic resiliency.**

The North Shore’s retail vacancy rate is 0.4%. This means there are few commercial spaces for new businesses to start and for existing businesses to expand into. Making more commercial space available can attract more and a greater variety of businesses. It can also encourage vibrancy on Central Lonsdale at all times of the day, week, and year. Expanding commercial space would also ease pressure on rising rents and allow for creative new commercial spaces and uses.

#### Key Design & Policy Moves

#### How?

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**2.1.1 Expand commercial uses beyond Lonsdale Avenue.** By updating City planning requirements, the City can require ground-floor retail on the side streets off of Lonsdale. As development occurs, this would make more commercial space available to meet pent-up demand.

See Section 2.2 for recommendations on specific Zoning Bylaw changes that could encourage the small storefronts that make Central Lonsdale successful today.

**2.1.2 Require upper-floor commercial retail units** in new developments. This can add office, restaurant, and other spaces to meet demand and provide more choices for new and existing businesses.

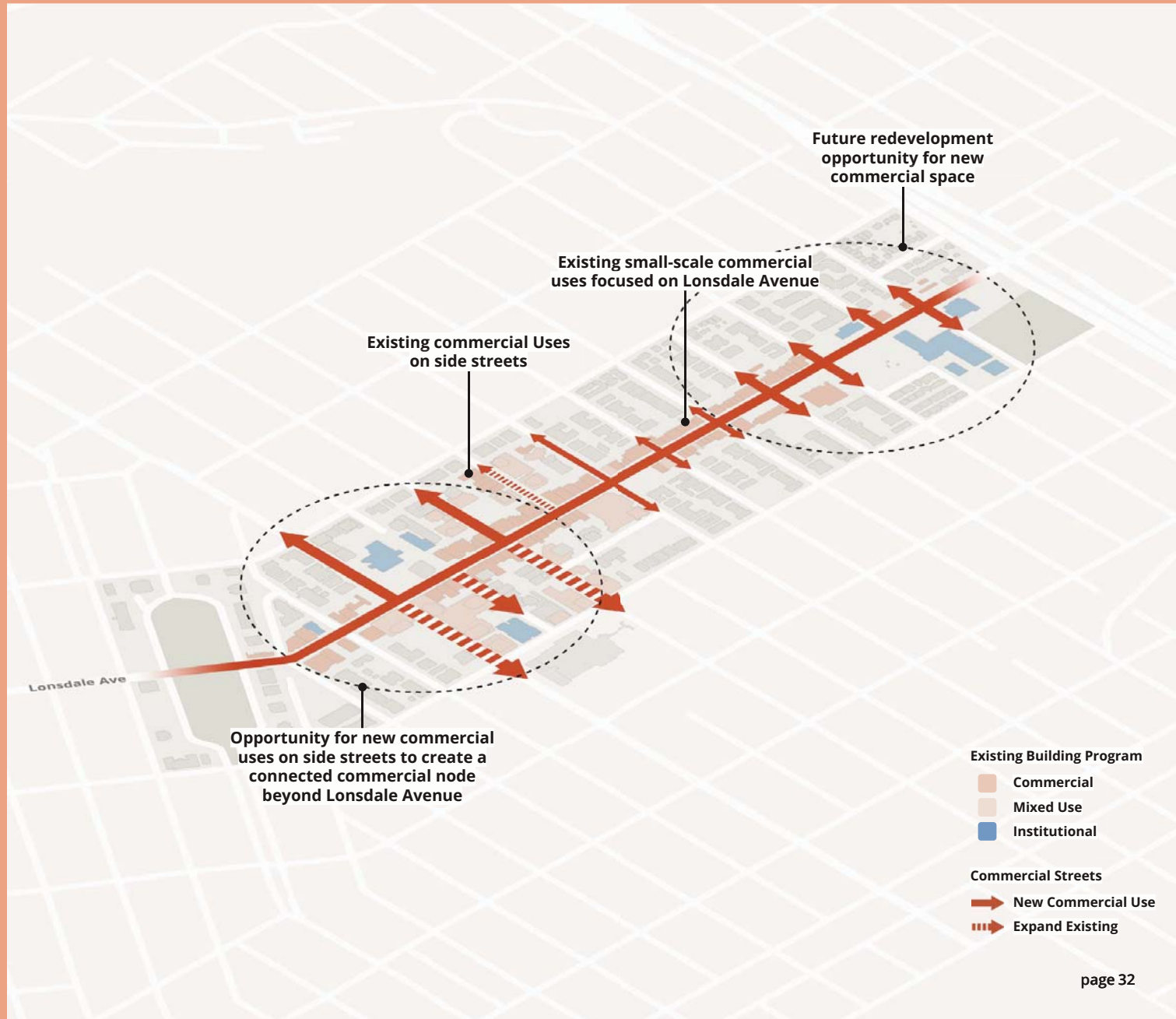
**Key Moves 2.1.1 & 2.1.2**

**Expand Commercial Uses  
Beyond Lonsdale Avenue**

One way to enhance Central Lonsdale's existing retail character is to make space for new retail on the side streets. An expanded supply of upper-floor, multi-level, and side street commercial spaces creates opportunities for a wider range of business types to locate on and around Central Lonsdale.

These spaces will likely be more affordable than street-level spaces directly fronting Central Lonsdale.

This increased supply can attract more and different types of businesses to the corridor and provide more opportunities for existing businesses looking to expand or relocate to larger and/or more affordable units.



## 2.2 Enhancing Livability through Planning and Design

### Improved Planning & Design Tools

#### Why?

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**Central Lonsdale is a highly livable urban district with a rich mix of businesses, services, and housing. The low retail vacancy rate shows that businesses want to be located in the corridor.**

Community feedback through development of this plan indicated that people like the existing mix of independent businesses, and that there is a strong desire for more diverse retail offerings. Through intentional planning, Central Lonsdale can further enhance its vibrancy.

#### Key Design & Policy Moves

#### How?

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**2.2.1 Update Zoning Bylaw requirements so that new development results in a humanscale, active street along Lonsdale.** Updates to the Zoning Bylaw could include maximum storefront widths, minimum floor-to-ceiling heights that are tall enough for commercial kitchen needs, building setbacks to support commercial expansion areas, and building step-backs.

**2.2.2 Use Development Permit Area Design Guidelines to encourage a lively and active street.** Design Guidelines can require new development to provide more of the small storefronts that Central Lonsdale is known for today. Design Guidelines can require large picture windows and prohibit large, blank walls so that streets are engaging and visually interesting.

**2.2.3 Create new public spaces with redevelopment.** As sites redevelop over time, the City can require a portion of the area to be set aside as public space. These public spaces can include pathways, off-street courtyards, partially covered areas or pocket parks.

**2.2.4 Prioritize active storefronts** by updating the Zoning Bylaw to require active commercial uses – such as cafés and storefronts – at the street level on Lonsdale Avenue. Less active businesses, such as offices, can be located on the second floor on Lonsdale or be directed towards retail spaces on the side streets off of Lonsdale.

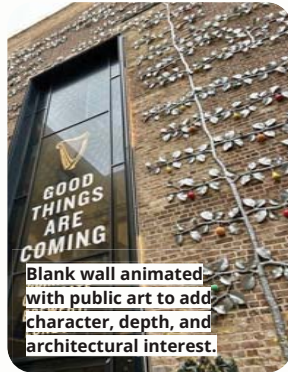
**2.2.5 Encourage commercial rooftops and terraces.** Central Lonsdale has great views towards the mountains and also across the water to Vancouver. Commercial rooftop terraces and outdoor dining could take advantage of these views. Making space for commercial uses on rooftops or terraces can also free up street-level space.

## Key Moves 2.2.1 & 2.2.2

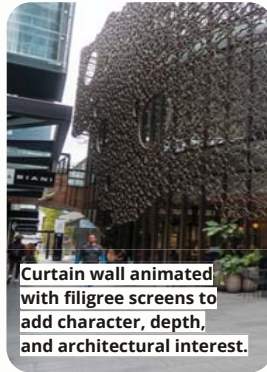
### Activating ground-level facades

Redevelopment is a key opportunity to enhance Central Lonsdale's vibrancy by improving how buildings meet the street. By focusing on the ground floor interface, we can prioritize design that offers a more human-scale experience, which will make the area even more attractive for businesses and visitors. Commercial and residential ground floors can promote vibrancy and safety through:

- **Large, clear windows** to display commercial activity.
- **Varied entrances and murals** to avoid long, uniform facades.
- **Direct, at-grade access** for residential units with stoops or small front yards.
- **Strategic setbacks** that shift large communal green spaces to the interior of the block to maximize centralized, useful public space for residents while maintaining a strong street wall.



Blank wall animated with public art to add character, depth, and architectural interest.



Curtain wall animated with filigree screens to add character, depth, and architectural interest.



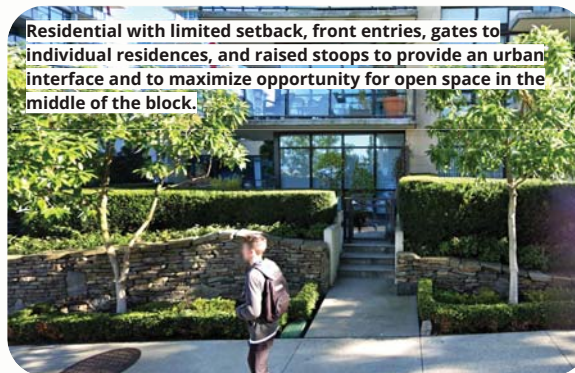
Blank wall animated with patio zones to add character, depth, and architectural interest.



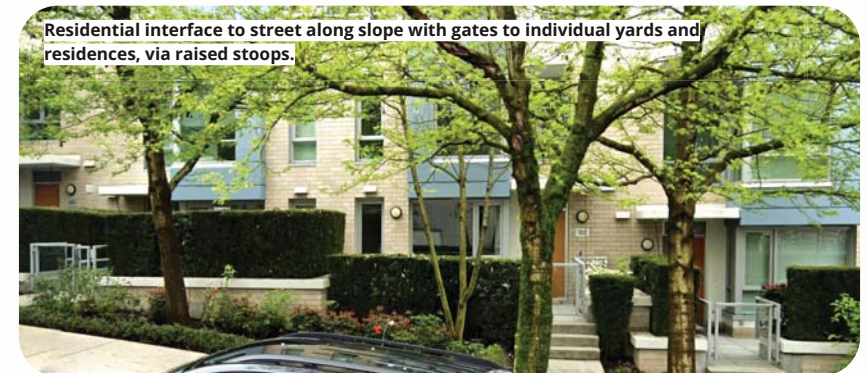
Plain flat facades animated with portable planters, seating, and lighting.



Promote activation of frontages by allowing neighbouring tenants to spill along the sidewalk with patio seating, stalls, and planters.



Residential with limited setback, front entries, gates to individual residences, and raised stoops to provide an urban interface and to maximize opportunity for open space in the middle of the block.



Residential interface to street along slope with gates to individual yards and residences, via raised stoops.

### Potential policy Implications:

It is recommended that these activation measures inform updates to the Zoning Bylaw and the development of new Design Guidelines. These activation measures should apply to both commercial and residential frontages, with specific measures for each condition. For commercial, the measures should allow flexible use of the public realm to support activities that will be an economic support to tenants.

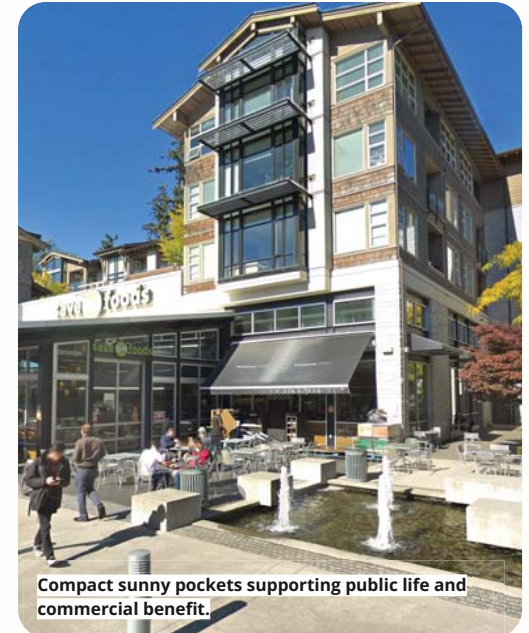
**Key Move 2.2.3**

**Create new public spaces with redevelopment**

When redevelopment takes place, the City can require that a portion of the site be used for public space. Public spaces can include pathways, off-street courtyards, partially covered areas, or pocket parks. They can be a mix of more naturalized areas or more urban areas that are programmed with events and activities.

The public space can be owned by the City or it can be owned privately and made available for the public through legal agreements. Public spaces secured through development help make a development more attractive for future tenants and residents. And, the public spaces help make the city more livable by providing opportunities to hold celebrations, meet neighbours, and interact with urban nature.

In some cases, it is possible to plan ahead to aggregate public space contributions across multiple developments, which can lead to a wider range and higher quality of intentional public spaces.



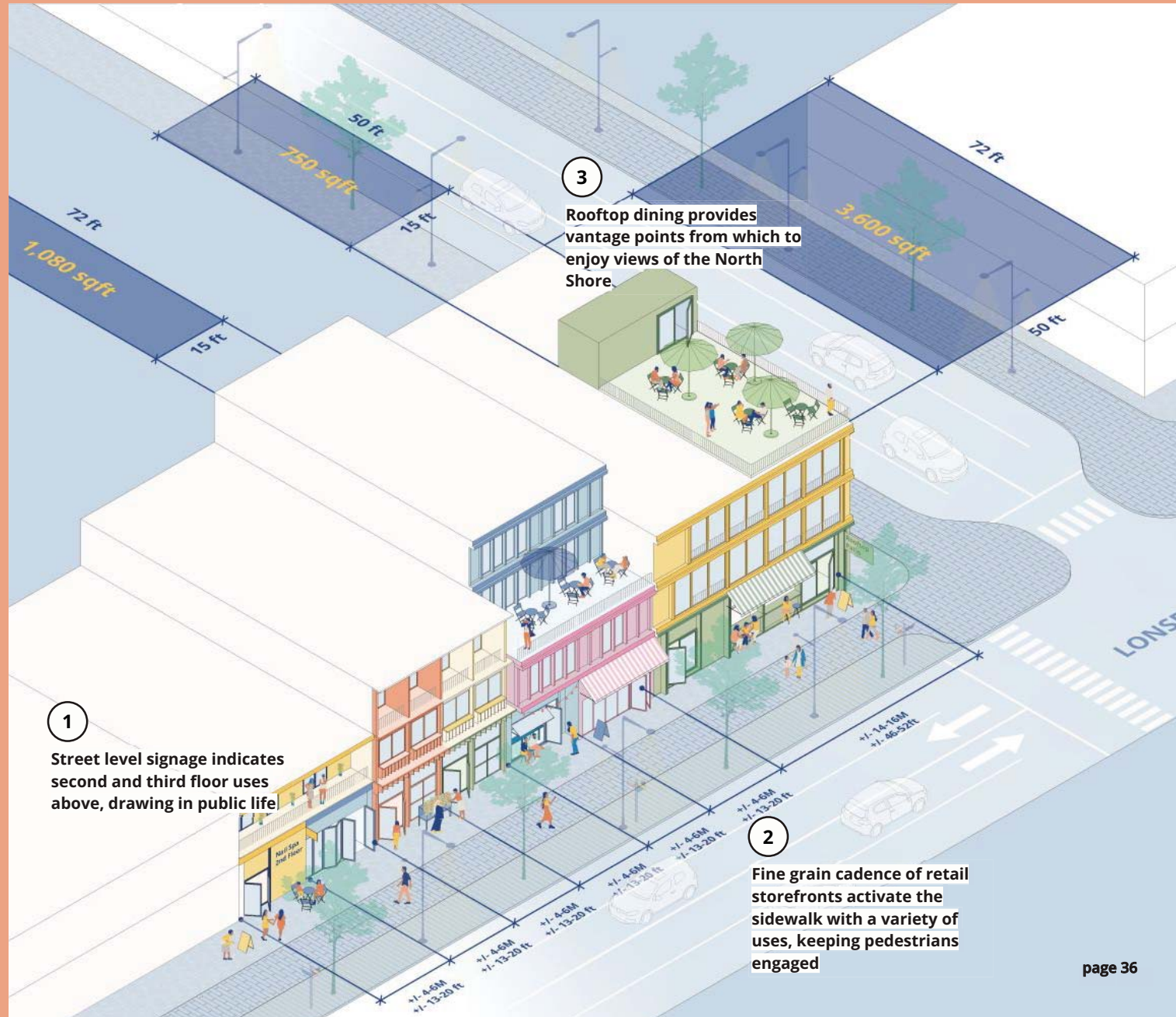
**Key Moves 2.2.4 & 2.2.5**

**Requirements for a human-scale, active street**

Design guidelines should encourage small-scale ground-floor retail bays that continue the fine grain human-scale commercial pattern that is part of the Central Lonsdale identity.

New ground-floor retail bays should have adequate floor plate depths, appropriate floor-to-ceiling heights, space for back-of-house operations, proper ventilation, and clear access/loading areas so that there is flexibility for use over the lifetime of the building.

Upper floor commercial spaces should be encouraged, with direct or shared street-level access. Commercial rooftops and terraces can also support a greater variety of businesses and offer new vantage points to the street.



**1**  
Street level signage indicates second and third floor uses above, drawing in public life

**3**  
Rooftop dining provides vantage points from which to enjoy views of the North Shore.

**2**  
Fine grain cadence of retail storefronts activate the sidewalk with a variety of uses, keeping pedestrians engaged

## 2.3 Enhancing Livability through Planning and Design

### Strategic Long-Term Planning

#### Why?

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**A Great Street has something to offer for people in all stages of life, whether they live nearby, work in the corridor, or are visiting shops and attractions. As of 2021, Central Lonsdale has an estimated population of just over 12,000 residents. The area has a relatively young population and a small average household size (46% of households are one person). The cost of living is relatively affordable due to an older residential supply, with most housing built before 1990. 57% of households rent their homes. Central Lonsdale can be home to a greater variety of households in all stages of life.**

In the coming decades, Central Lonsdale will need to accommodate residential and commercial growth so that it continues to be livable and vibrant. The existing Official Community Plan sets the groundwork for growth by identifying building uses, heights, and densities. When the City undertakes a comprehensive review of its Official Community Plan, consideration should be given to the amount and location of homes and businesses to further strengthen the corridor.

#### Key Design & Policy Moves

#### How?

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**2.3.1 Ensure thoughtful distribution of density** along the Avenue by directing taller buildings to the North Character Area. This will help activate parks and build on community investments around Harry Jerome Community Recreation Centre.

**2.3.2 Allow a wide variety of housing types and tenures** across the corridor to support a stable, multi-generational resident base and meet long-term housing needs. New housing should offer a diversity of choices that are contextually appropriate to different parts of the corridor.

**2.3.3 Mitigate shadowing on public spaces** by implementing design guidelines that consider building siting and shadowing effects on public spaces. For example, taller buildings should be placed on the north end of a street or green space to maximize sun exposure.

**2.3.4 Use design guidelines along the corridor to fit new development in with the existing street character.** Use upper level setbacks and strategic setbacks from Lonsdale Avenue to manage changing building heights and to help new development create intimate places that complement and build on the existing human-scale streetscape. Setbacks and setbacks can also help preserve public views towards the mountains and the water from Lonsdale.

**Key Moves 2.3.1, 2.3.2, 2.3.3, & 2.3.4**

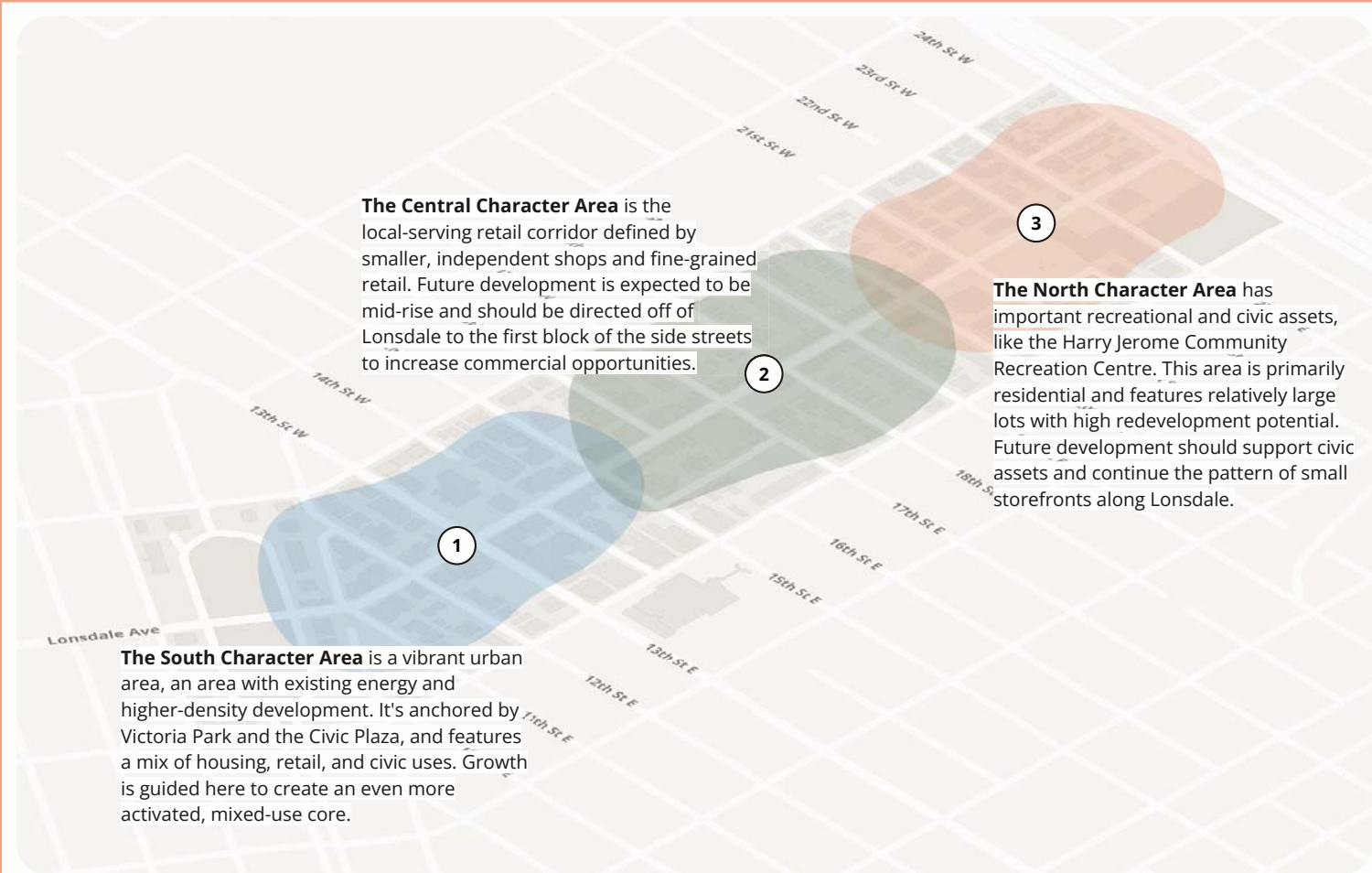
**Living in Central Lonsdale**

Central Lonsdale's economic health is supported by its diverse residential base and the stability it provides for local-serving businesses. With a relatively high proportion of rental housing, maintaining housing choice and affordability helps make sure that local shops and services stay busy.

The Central Character Area is defined by the existing small, local-serving storefronts. We heard through community engagement that existing independent businesses in Central Lonsdale help support people's daily needs and reflect the diversity of North Vancouver's communities. There are opportunities to add more housing diversity in this area. Future development can be directed off of Lonsdale to the side streets to support retention of the existing small storefronts and to retain views from Lonsdale to the mountains and water. Allowing more commercial space off of Lonsdale in this area could be considered during a future Official Community Plan update.

The North Character Area is anchored by the new Harry Jerome Community Recreation Centre, park lands, and the Green Necklace greenway. The Official Community Plan envisions a mix of residential and commercial uses in mid-rise (4 to 6 storeys) and highrise (12+ storey) buildings. Expanding areas where high-rises are permitted could be considered during a future Official Community Plan update.

The South Character Area is the transition from Lower Lonsdale to Central Lonsdale through Victoria Park. The Official Community Plan envisions mid-rise and high-rise residential buildings in this area, with mixed-use buildings on Lonsdale Avenue. A future Official Community Plan update could consider expanding areas where commercial uses are required and/or what building typologies will best support the corridor.



1 South Character Area



2 Central Character Area



3 North Character Area

page38

# 3

## Enhancing access and public spaces for business and the community through design and activation

**Objective:** Ensure Lonsdale is a vibrant shopping street that provides comfortable space to walk, to sit, to eat and to meet friends. Small public plazas and seating nodes allow for community connection, activation and celebration and enhance the overall livability of the neighbourhood. Optimize public road for walkability while providing transit, good movement and private vehicle access to the street.

### In this section:

**3.1 Public Spaces for Businesses and the Community.** Maintain and enhance active, pedestrian-friendly streetscape and public spaces to encourage patrons to spend more time on Central Lonsdale.

**3.2 Create New Public Spaces.** Look for opportunities to create new pocket parks and plazas to improve quality of life and support an active urban environment.

**3.3 Community Programming.** Cultivate a dynamic ecosystem of community amenities and curated programming to extend the street's vitality into the evenings and year-round.

**3.4 Multimodal Connections.** Enhance access for all modes of travel—pedestrian, bicycle, transit, goods, and vehicles—to make it easier for customers to get to and enjoy the street, directly boosting business vitality.



Future illustrative representation of Lonsdale Avenue experience

## 3.1 Placemaking as Economic Driver

### Public Spaces for Businesses and the Community

#### Why?

**High-quality, well-maintained public spaces are a key differentiator that contribute directly to the sense of place and business success. They attract and retain customers, promote a comfortable and safe environment, and strengthen the economic vitality of the corridor by boosting foot traffic and encouraging people to linger and spend more time—and money—in the area.**

This plan recognizes the importance of a balanced approach to the streetscape, accommodating movement for pedestrians, cyclists, transit, and vehicles. By strategically managing the public realm, we can ensure customer access is met while improving the overall quality of the corridor, which directly translates to a more competitive and desirable environment for business activity.

#### Key Design & Policy Moves

#### How?

**3.1.1 Evaluate the network function to maximize pedestrian space where possible.** A narrowed street section can make a street feel more connected and less impacted by vehicle noise and speed. Evaluate the local network and identify where space can be re-balanced for the benefit of pedestrians. Concurrently, identify Central Lonsdale network improvements for transit, goods movement and through traffic.

**3.1.2 Incentivize synergy between ground floor functions and sidewalk uses** with generous edge zones for retail uses, emphasis on corner units, and encourage ground-floor transparency to engage pedestrians and create a more vibrant street experience.

**3.1.3 Improve the streetscape quality** with a cohesive design palette, from human-scale lighting, to consistent sidewalk treatment along the length of Lonsdale Avenue. This foundational improvement ensures comfort, weather protection, and equitable accessibility for all users. It includes an amplified street tree canopy and generous planting zones to strengthen long-term commercial vitality and address heat vulnerability in priority areas, aligning with objectives in the City's Urban Forest Directions Report.

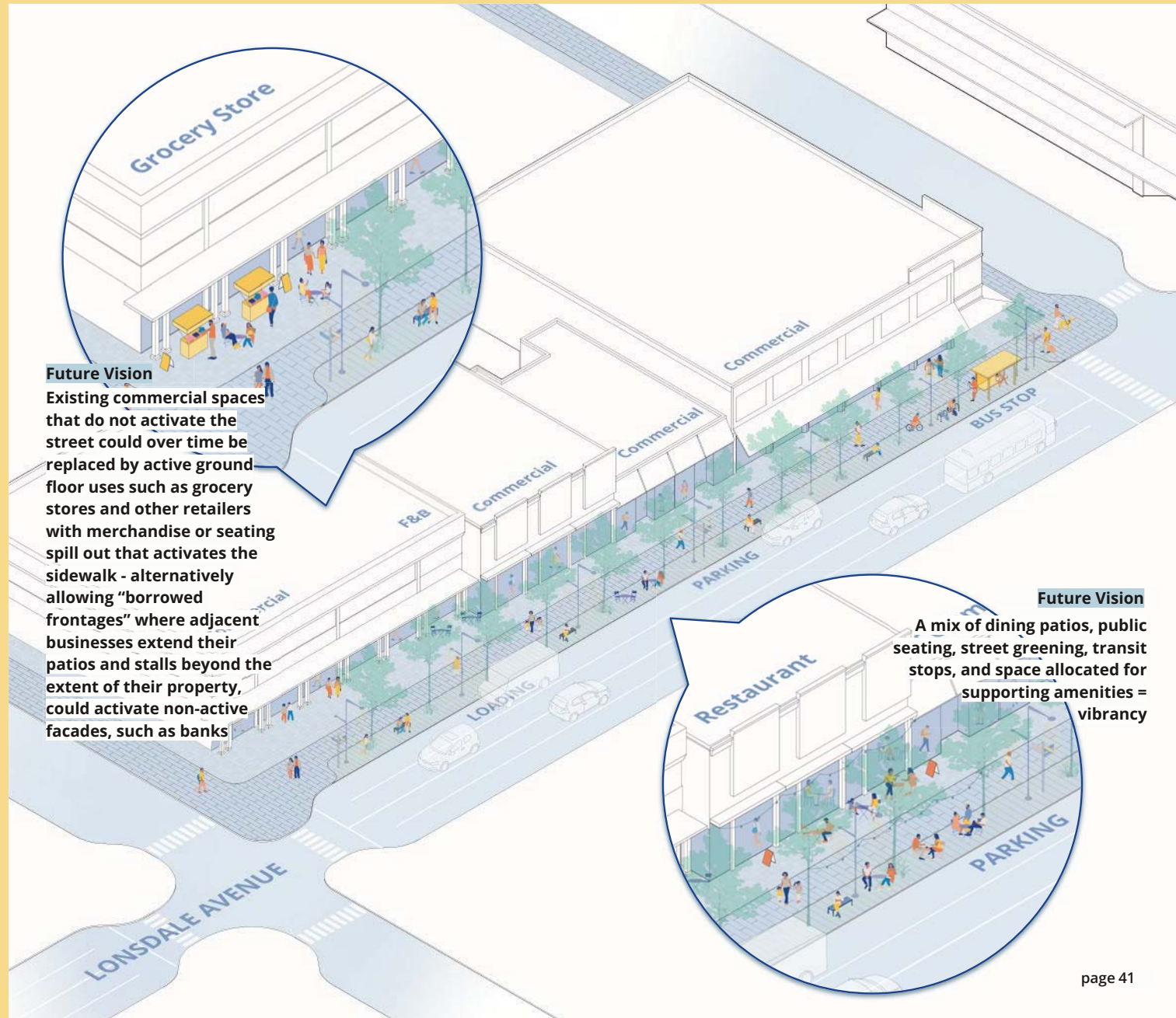
**3.1.4 Establish furnishing zones and commercial expansion** on Lonsdale Avenue where space permits work to include a furnishing zone to allow businesses to animate the pedestrian zone while still providing clear space to walk. Formalize temporary patio space. This zone should integrate diverse amenity offerings (e.g., seating, shade, bike racks, landscaping) tailored to adjacent ground floor uses.

## Key Moves 3.1.1 & 3.1.2

### Ground floor and sidewalk synergy

A vibrant street requires a careful balance between public and private sidewalk uses, supported by a high-quality street environment. In the central segment of Lonsdale Avenue, the sidewalk area can be expanded to provide ample spill out for business uses like cafes, ample walking space and a seating or treed area, all while complementing the adjacent business. Narrowing the roadway, retaining important delivery and parking curbside zones and implementing curb extensions creates a street that is more focused on business access and pedestrian comfort. This approach directly benefits local businesses by:

- **Reducing auto noise and speeds**, making outdoor dining and sidewalk shopping more comfortable and inviting for patrons.
- **Enhancing East-West connectivity**, making it easier and safer for pedestrians to cross the street and explore shops on both sides of Lonsdale Avenue.
- **Maintaining vital access**, ensuring that while the environment is calmed, vehicle access to essential shops and services remains efficient and clear.



### Key Move 3.1.3

## Enhancing the streetscape quality with a cohesive design palette

A thoughtful material and furnishing palette will elevate the character of Lonsdale Avenue, respecting existing identity. This is an opportunity to build on and align with the new city-wide wayfinding system, ensuring a cohesive street identity.

It is recommended to invest in high quality materials to limit ongoing investment in repair and upkeep, provide adequate growth space to sustain a continuous canopy of street trees, and to be selective about deployment of custom furnishings outside of primary public spaces.

Lonsdale Avenue should feel cohesive and consistent, with subtle design that first and foremost supports functionality, while providing a high quality experience and street identity.



Canopy street trees provide a vertical focal point and separation, enhance street identity and bring shade on hot days.



Understory planting and rain gardens add greening, visual and seasonal interest, moments of joy, and heat island effect mitigation.



Human scale lighting enhances evening experiences, and improves sense of safety.



Wayfinding orients and guides visitors and provides an overview of the many offerings in Central Lonsdale.



Continuous treatment provides a seamless and accessible walking experience and clearly mark separation between furnishing, edge, and walking zones.



High quality public benches, colocated with transit stops, key intersections and active building edges, provide places of rest and meet. Warm materials provide comfort in all weather.



Clearly designated patio zones, with or without fencing, along building edges, provide a comfortable dining and service experience.



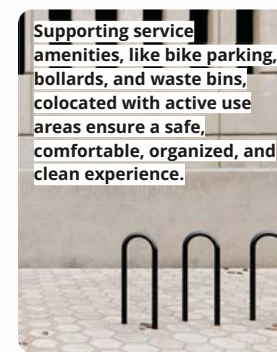
Awnings extend the patio season and can additionally serve as weather protection for people walking.



Small scale art and playful installations bring moments of joy.



Larger signature pieces provide opportunities for integration of cultural and place acknowledgement.



Supporting service amenities, like bike parking, bollards, and waste bins, colocated with active use areas ensure a safe, comfortable, organized, and clean experience.



Service amenities, like water fountains, colocated with active use areas ensure a safe, comfortable, organized, and clean experience.

### Key Move 3.1.4

## Establish furnishing zones and commercial expansion

Formalizing temporary street patios into permanent, contiguous flexible amenity zones on Lonsdale Avenue ensures the corridor's functionality and long-term vitality.

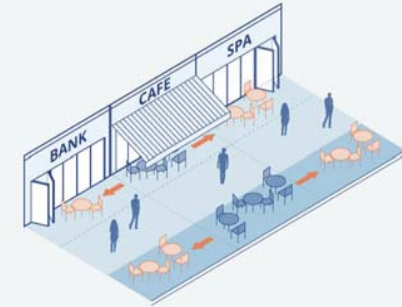
This transformation replaces temporary patio spaces with hardscaping to create a dedicated area for street furniture, retail spill-out, and amenities, while ensuring sufficient walking and rolling space for accessibility.

The furnishing zone's layout and amenity placement—including seating, bistro tables, bike racks, and landscaping—will be dynamically tailored to adjacent ground-floor uses. By balancing public rest areas (near services like banks) with commercial expansion zones (near cafes and restaurants), this infrastructure encourages patrons to linger longer, increasing foot traffic and maximizing year-round economic activity along the corridor.



### Dining & Spill-Out Zone next to Cafes, Bars & Restaurants

Dedicated patio seating area, direct business access, defined edge for service



### Shared-Frontage Seating Expansion

Cafes/Bars/Restaurants expand to adjacent non-seating areas (like bank or services frontages) to increase patio capacity during warmer months



### Quick Stop & Commerce Support next to Shops/Convenience Retail

Public seating/benches, dedicated bike parking, space for display boards & retail signage



### Rest & Green Amenity throughout Avenue and at Services/Office

Integrated landscape planters, public seating for rest stops, bike parking for employees & visitors

## 3.2 Enhancing Connected Experience

### Create New Public Spaces

#### Why?

**Central Lonsdale has a deficit of quality public space, but a significant opportunity exists to leverage redevelopment and allocation of road space. Providing public spaces is critical for improving quality of life, supporting an active urban environment, and creating a memorable experience.**

There are approximately 12,000 residents in the Central Lonsdale area, making it the most densely populated neighbourhood on the North Shore. As Central Lonsdale continues to grow, the public spaces and parks within will need to work harder to accommodate and serve a growing population and visitors base. Central Lonsdale's public realm will be expanded by strategically identifying and developing new opportunities for public space.

A key goal is to proactively address how to expand on the uses within existing park and public spaces assets, as well as making new spaces feel truly public and well-integrated. This work will align with the Citywide Park and Public Space Plan (in progress), which articulates a vision for a connected and functional public space network using a data-driven and equity lens.

Furthermore, strengthening the connections between Lonsdale Avenue, its surrounding neighbourhoods and parks outside of the core can be achieved through amplified green linkages.

#### Key Design & Policy Moves

#### How?

**3.2.1 Conduct a robust audit of public space and park assets** to better understand typology and uses gaps, and work toward a more complete and diverse public space network that serves all residents and visitors. This comprehensive audit will be undertaken as part of the Citywide Parks and Public Spaces Plan, and the results will be integrated into the city-wide park and open space network work included in the final report.

**3.2.2 Create new pocket parks or plazas** by identifying opportunities for temporary or permanent closures of side streets from Lonsdale Avenue to laneways. These can serve as local "breathing spaces," offering smaller areas for rest and social interaction.

**3.2.3 Enhance existing public space assets** with more diverse recreational activation, especially in key parks like Victoria Park, northern parks near Harry Jerome Community Recreation Centre, and Civic Plaza. Improvements could include more seating options, shade and shelter for longer seasons, urban games, play installations, and additional features that invite people to spend more time in these spaces.

**Key Move 3.2.1**

**Help identify areas needing more public spaces with with audit and community input**

Beyond enhancing existing open spaces with new programs and uses, it's recommended that blocks with limited public amenity be enhanced to support community well-being and attract new residents and visitors.

While Central Lonsdale has natural and larger urban parks within walking distance, it lacks smaller-scale neighbourhood parks and plazas.

Community engagement revealed a desire for more spaces for active recreation, play, and events, including safe areas away from traffic.

Creating more neighbourhood parks and plazas of all scales can provide much-needed opportunities for everyday use, community connection, and outdoor respite.



Natural Parks



Large Urban Parks



Neighbourhood Parks



Streets to Plaza



Local Plazas



Boulevard Rooms/Parklets



Mid Block Linkages

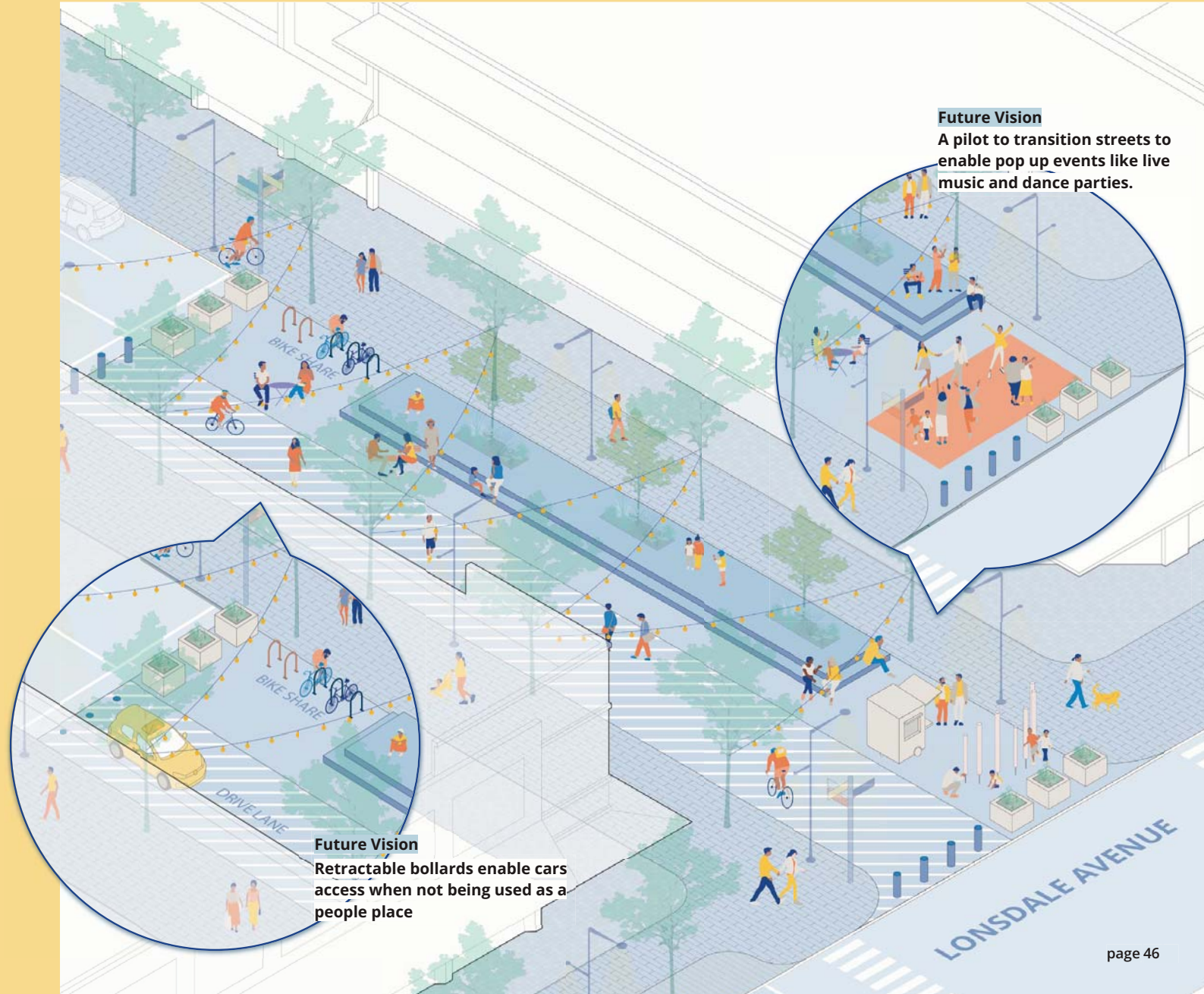
### Key Move 3.2.2

#### From sidestreet to public space

Side streets with limited traffic provide a significant opportunity to pilot an expansion of public space within Central Lonsdale. This strategy aims to test models for creating small-scale community and commercial spill-out spaces, and to explore how side streets can serve as more welcoming access points to the corridor.

This approach builds on successful local models, such as the Lonsdale Off-Leash Dog Plaza, Semisch Park and E 14th pocket park.

Temporary, seasonal, or community-led pilots can involve partial or full street transition to create new types of public spaces and programming. These spaces can host features such as playful installations, large-scale seating and picnic tables for gathering, or elevated green spaces with lush planting that showcases local flora and fauna.



**Future Vision**  
A pilot to transition streets to enable pop up events like live music and dance parties.

**Future Vision**  
Retractable bollards enable cars access when not being used as a people place

**Key Move 3.2.3**

**Deploy flexible light touch everyday programming through physical interventions in anchor public spaces**

Community members who participated in the engagement process expressed a strong desire for more ways to enjoy time in these public spaces. Interest in programming like seating, games, play, public art, food, and shelter from the elements rose to the top.

As a near term action, it is recommended to test implementation and management of temporary installations in these anchor spaces, to support community activity, engage further, and learn from the temporary program evaluation and inform permanent changes.



Lawn games and urban games, like corn hole, ping pong, chess, and futsal activate public space and invite spontaneous play



Consider integrating a place to borrow games, for example at a nearby food and beverage location or civic amenity, from a staffed cart, or in a park pavilion



Playful furniture deployed as signature pieces in primary parks. Include considerations for degree of movable to avoid chairs "walking away", and signature piece custom design



Food vendors, stalls, carts, or food trucks



Playful evening interactive installations deployed as key connectors between destinations



Playful daytime interactive installations deployed to parks and public spaces



Seasonal stage for free performances, adaptable for different scales of events, or tailored to small-scale events.



Movable, seasonal shelter / roof covering / event space, ceremonial space



Pop ups in parks and plazas from nearby institutions like the library

## 3.3 Quality Development & Strategic Investments

### Community Programming

#### Why?

**Community programming is important to Central Lonsdale's vitality because it creates a more vibrant, year-round atmosphere that supports local businesses and establishes the corridor as a key destination.**

By establishing a curated ecosystem of community programming, Lonsdale Avenue can transform from a place people simply pass through to a place they actively choose to visit. This effort builds upon existing successes and civic anchors, such as current programming at Civic Plaza, including movies, markets, music, and dance lessons.

The recommendations to promote the City's year round calendar of events, and expand the City's ambassador program potentially through a BIA are intended to help achieve this vision: these actions directly address the community's desire for more activities and evening life, while ensuring that the programming reflects the distinct local character of Central Lonsdale.

The City should foster partnerships, targeted incentives, and new models for activating space to ensure these efforts are successful.

#### Key Design & Policy Moves

#### How?

**3.3.1 Promote the City's year-round calendar of diverse events** in partnership with a BIA or similar organization, cultural groups, community leaders, and First Nations representatives. This programming should reflect and celebrate Central Lonsdale's diversity, offering a distinct feel from waterfront or tourism-driven events.

**3.3.2 Develop a communication plan** that focuses on both the local community and the wider North Shore community to draw people to Central Lonsdale events. Consider a website with a calendar and information about what the current and next season will include. Leverage on-site communication, with displays or banners, and expand targeted social media promotion. This plan could be co-created with and maintained by a BIA or similar entity.

**3.3.3 Consider expanding the ambassador program - potentially through a BIA** to support day-to-day upkeep and maintenance. The City can support with staffing events, and serve as caretakers of daily programming, like games and movable chairs in the parks.

**Key Moves 3.3.1, 3.3.2 & 3.3.3**

**Activating spaces, programming and events with curated and localized recurring activities**

To establish a consistent draw and community rhythm, Central Lonsdale could expand on its event programming with one or two recurring events—weekly, monthly, or quarterly. Examples include side-street festivals, markets, activities or performances.

Events should reflect Central Lonsdale's unique cultures and identity, attracting visitors from across the North Shore. This could include linking quarterly events to cultural celebrations or highlighting local artists and institutions.

Strong partnerships, stable funding, and effective communication are key to successful programming.



**Recurring series such as weekly farmers markets**



**Rotating Programming like Gastown Thursday Nights**



**Seasonal Events such as the Persian Nowruz celebration**

## 3.4 Enhancing Connected Experience

### Multimodal Connections

#### Why?

---

**A seamless network of connections is vital for a thriving urban corridor. When all modes of travel—pedestrian, bicycle, transit, goods, and vehicles—are well-supported and connected, it enhances the quality of a person’s experience and directly boosts business vitality by making it easier to get to and enjoy the area.**

Central Lonsdale has a unique opportunity to build on its role as a key transportation corridor. Investing in a complete and integrated network is essential, as the value of each component relies on a well-connected system. Multimodal transfer points, where amenities for different travel modes are co-located, become more than just transfer points—they become vibrant hubs for retail and meeting places. This is particularly important for Central Lonsdale due to its topography, which makes it a prime location for bike to bus transfers. These investments concentrate resources in amenities that create safe, comfortable, and desirable places.

#### Key Design & Policy Moves

#### How?

---

**3.4.1 Develop multimodal transfer points** co-located at strategic locations. These hubs will integrate amenities like bus shelters, bike share, secure bike storage, car share, and wayfinding signage to support seamless transfers.

**3.4.2 Enhance pedestrian connectivity and safety** by implementing design improvements at intersections. This will reduce walking distances, minimize conflicts with vehicles, and significantly improve the overall flow for people on foot.

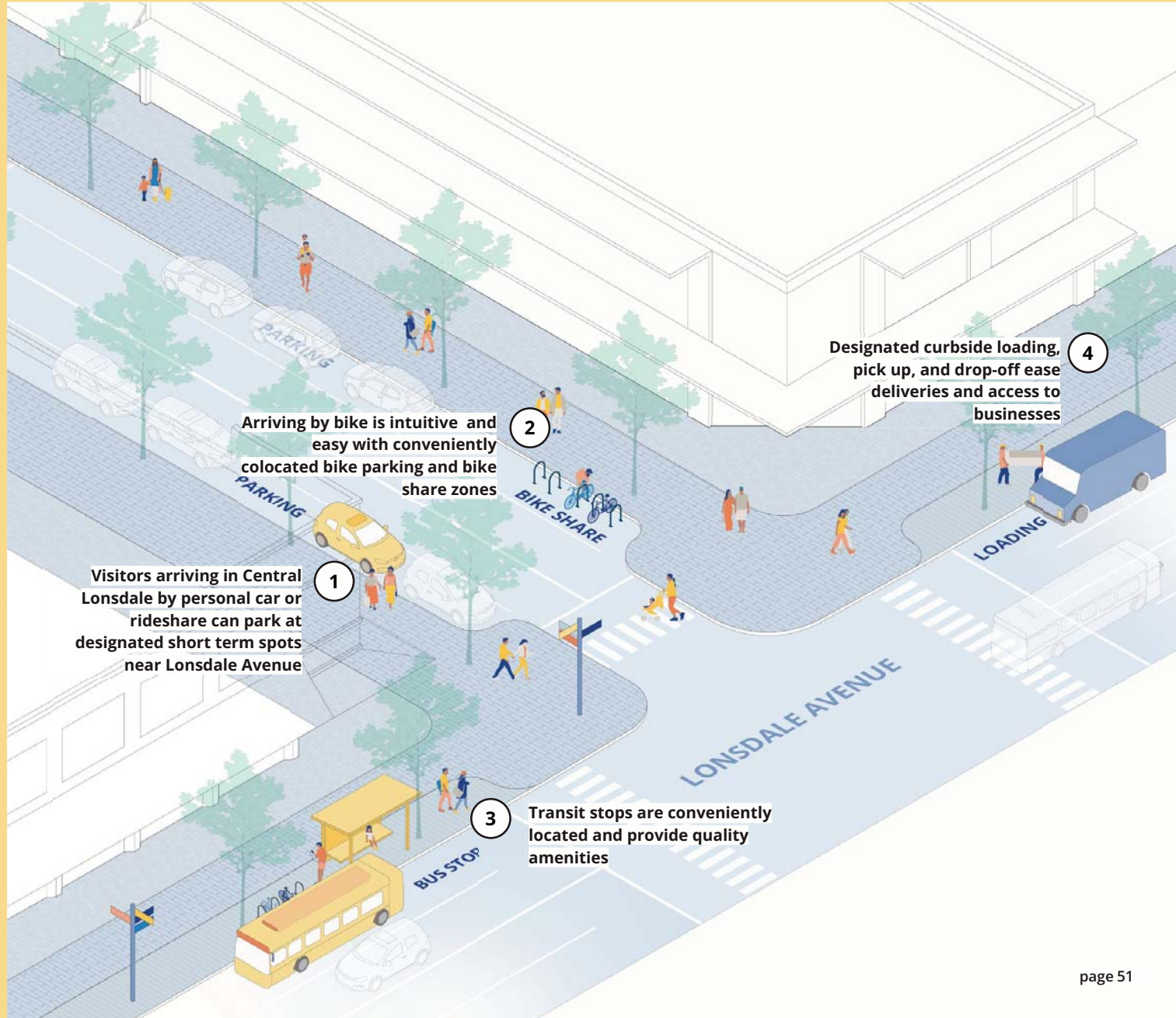
**Key Moves 3.4.1 & 3.4.2**

**Integrating multimodal transfers with the pedestrian experience**

Clear arrival points, convenient transfer locations, and effective wayfinding signage in Central Lonsdale will help guide visitors to the area's many offerings and support access by all modes of travel.

Colocation of on-street parking, carshare parking, bike share and bike parking, and bus stops will allow a seamless mode transfer experience.

An intentional rhythm of multimodal transfer points along Lonsdale Avenue, spaced no more than 250-300 metres apart (eg., every second or third block or side street) - is recommended. These can be co-located with pocket parks/plazas to further elevate the arrival experience and incentivize people to park and walk.



1 Visitors arriving in Central Lonsdale by personal car or rideshare can park at designated short term spots near Lonsdale Avenue

2 Arriving by bike is intuitive and easy with conveniently colocated bike parking and bike share zones

3 Transit stops are conveniently located and provide quality amenities

4 Designated curbside loading, pick up, and drop-off ease deliveries and access to businesses

## Conclusion

Central Lonsdale is already a successful and well-loved neighbourhood main street. With strong local businesses, consistent foot traffic, and a diverse community, it plays an important role in everyday life in the City of North Vancouver. Its proximity to civic institutions, parks, and Lions Gate Hospital further reinforces its role as both a community hub and an economic centre for the North Shore.

The Lonsdale Great Street plan builds on these strengths. Informed by extensive engagement with residents, businesses, and community partners, it reflects a shared desire to preserve what people value today while preparing for future growth and change.

Rather than proposing a single, large-scale intervention, the plan outlines how incremental and coordinated improvements can guide and enable improvements over time.

Through this approach, Central Lonsdale is well positioned to continue evolving as a vibrant, walkable, and locally-serving main street where businesses can thrive and people want to live, work, and spend time, strengthening its role as the North Shore's defining great street.

# Appendix

## What We Heard Report

In January 2025, the City of North Vancouver conducted engagement to understand the community's priorities for Lonsdale. The What We Heard Report is a synthesis of the public engagement that informed the development of this report.

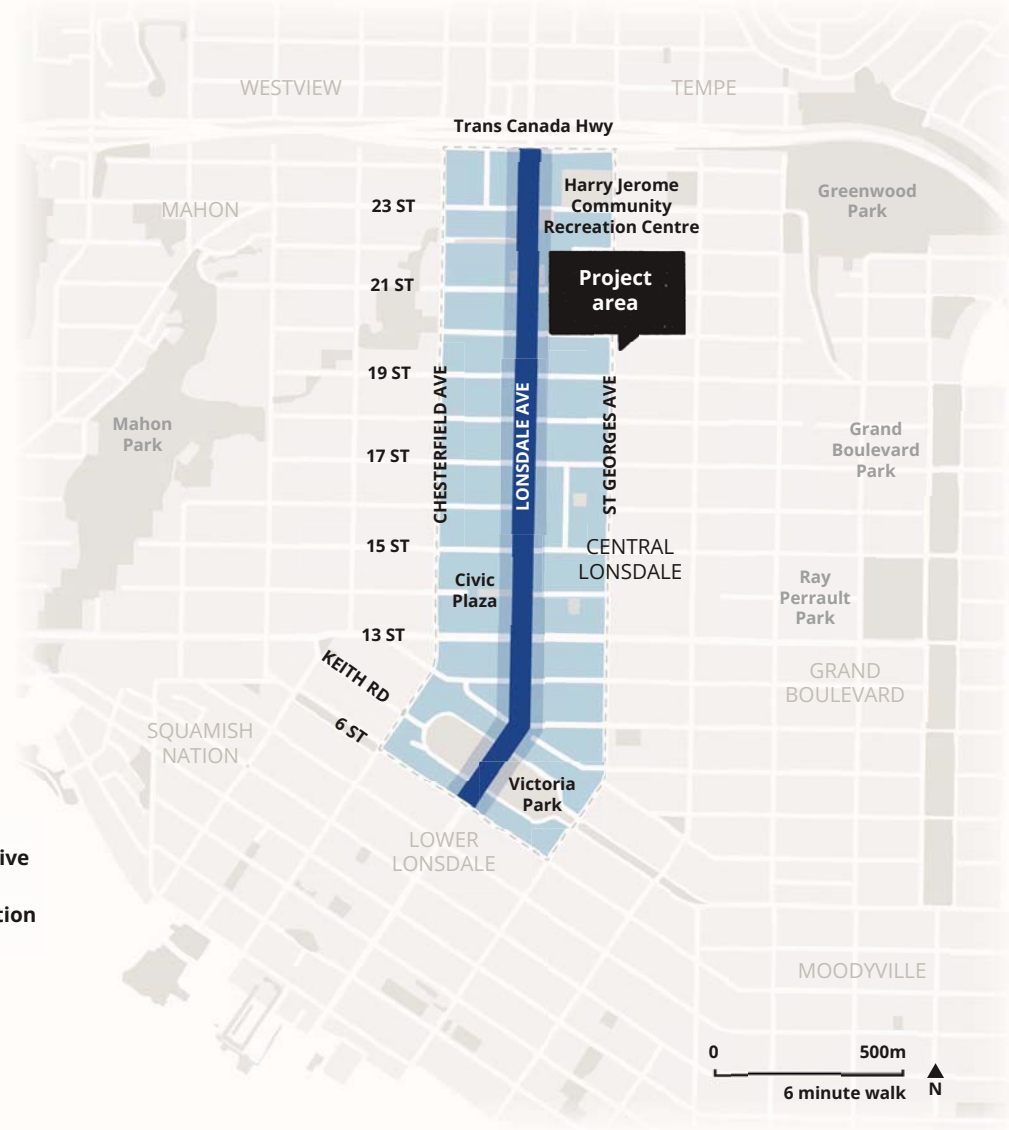
01

# Introduction

# Project overview

This **What We Heard Report** is a crucial step in the Lonsdale Great Street project, which focuses on the revitalization of Central Lonsdale, with Lonsdale Avenue as its vital spine. This report synthesizes Phase 1 engagement, providing a clear understanding of community and stakeholder perspectives. It will directly inform the project vision and goals, guide preliminary issue identification, and build collective buy-in, ensuring community voices shape Lonsdale's future.

The project, including the study area shown on the map, will culminate in a **Comprehensive Plan**—a long-term vision and framework for Central Lonsdale's development—and an **Implementation Plan** which serves as an action plan to realize that vision.



Project Area and Surrounding Context

# Engagement overview

A key component of the Lonsdale Great Street Project is engaging the Central Lonsdale community—residents, visitors, and business owners—to shape a shared vision for the corridor. The project incorporates a multi-faceted engagement approach to ensure a broad, meaningful and inclusive design and planning process.

The first phase of engagement has been broken up into four key touchpoints:

- **Online Survey**
- **Public Open House**
- **Council Meeting**
- **Interest Holder Meetings**

The lessons learned from the various public engagement touchpoints will serve as both benchmarking for future change and help inform the emerging strategic directions and great street concept.

The **online survey**, open for the month of January, provided a platform for public input on key issues to understand how different groups interact with Central Lonsdale. 2,665 respondents participated, setting a record for engagement.

The **public open house** on February 20th drew over 55 attendees and provided an opportunity for the community to help shape the project’s direction and contribute feedback.

The **council meeting** on February 24th helped refine the project’s strategic direction, ensuring alignment with broader city goals through discussions with council members.

Over 35 participants engaged through **interest holder meetings** shared insights in targeted discussions across two days, on February 19th and 21st.

Key engagement touchpoints



**Respondents to the online ‘Lonsdale Great Street Survey’**  
January 2025





**Attendees to the ‘Lonsdale Great Street’ open house**  
February 2025




**Participants engaged in Interest holder meetings**  
February 2025



# Engagement approach


 Online Engagement  
 In Person Engagement

Phase 1



Online Survey

Phase 1



Public Open House

Phase 1



Council Meeting

Phase 1



Interest Holder Meetings

**Date**  
 January 1 – January 31 2025

**Objective**  
 Gather broad public input, identify key issues, and create a platform for ongoing communication.

The intent of this survey was to understand who currently spends time on Central Lonsdale Avenue, what they do, when they are there and how they get there, as well as who isn't spending time there and why that might be the case.

**Date**  
 February 20 2025

**Objective**  
 Gather in-depth feedback, facilitate discussions, and build consensus to further inform the project vision and goals.

Engage the community, from residents, businesses and other key stakeholders, to inform the emerging directions for the corridor. Ensure alignment with the City's Strategic Vision for: A City For People, A Resilient City, A Prosperous City, A Connected City, A Vibrant City.

**Date**  
 February 24 2025

**Objective**  
 Collaboratively define the strategic direction of the Lonsdale Great Street project to align with Council priorities, community needs, and broader city goals. This involved presenting the project framework, engaging in interactive discussions, and gathering crucial insights to inform the next phases.

This meeting served as a touchstone moment for the Council to shape the direction and vision of this project.

**Date**  
 February 19 + 21 2025

**Objective**  
 Organize smaller discussions with targeted interest holder groups to solicit specific feedback about aspirations for the Lonsdale Great Street project.

**Interest Holder Meetings**

- Business owners
- Community Institutions
- Residents
- Developers

02

# What We Heard

## What We Heard —Summary

Central Lonsdale is a place people deeply care about, a place cherished for its natural beauty and its vibrant urban life. Respondents value the mountain views, and yearn for more green spaces—not just for aesthetics, but for a genuine connection to nature within their urban environment. They envision calming respites, places where they can find a moment of peace amidst their daily routines.

But it's not just about the natural beauty. Respondents crave spaces to linger, to connect—more seating, more inviting gathering spaces where people can meet and community can thrive. They want to see Lonsdale pulsating with life, not just during the workday, but with vibrant evening activity, engaging events, and a real sense of year-round energy. A place where something is always happening, where spontaneity is encouraged.

Furthermore it's about creating an environment of comfort and safety, a public realm that offers respite from the daily bustle—protection from noise, pollution, and the elements. While respondents appreciate the existing amenities, they're yearning for greater diversity—more unique, everyday offerings, and a shift towards a broader range of retail and services. They want a tapestry of options, spaces that cater to diverse interests and activities, from the quiet contemplation of a park to the lively buzz of a café.

Cleanliness and upkeep are non-negotiable; the community calls for better stewardship and maintenance of Central Lonsdale. Parking is a perennial challenge, yet so is the desire for a pedestrian-friendly streetscape. It's a delicate balancing act, a constant negotiation between convenience and livability.

Ultimately, we heard a collective aspiration for a Central Lonsdale that honors its character while embracing thoughtful evolution. Respondents want enhanced public spaces and improved connectivity. And, crucially, they want development that respects the community's needs, balancing growth with affordability. It's about building upon the existing foundation, amplifying its strengths, and creating a truly exceptional urban experience.

# What We Heard

## —Summary

### Key Takeaways

#### Online Survey

- Respondents appreciate nature, valuing views of the North Shore Mountains and advocating for more plantings, trees and green spaces.
- Respondents value having spots to sit and rest, and would like to see more gathering spaces in Central Lonsdale.
- Respondents want to see Central Lonsdale vibrant and active year-round, with more events and evening activity.
- Respondents value a comfortable, inviting and safe public realm, offering protection from noise, pollution and the elements.
- Respondents appreciate what Central Lonsdale has to offer but desire more diverse, everyday amenities – no more banks or money exchanges.
- Respondents want a diversity of offerings and spaces that cater to different interests and activities.
- Respondents want Lonsdale Avenue to be clean and well-maintained, but some find certain areas, such as the temporary Open Streets parklets, to be in need of care.
- Respondents desire more convenient parking options while also valuing pedestrian-friendly streets with enhanced landscaping and amenities.

#### Public Open House

- Open house participants are eager to see public spaces, community life and small business presence enhanced in Central Lonsdale.
- Open house participants stressed the importance of maintaining Lonsdale Avenue as a multimodal street with an emphasis on the pedestrian experience.
- Open house participants expressed a desire for density and development to be balanced with maintaining affordability.
- Open house participants emphasized the need for a holistic approach to maintaining and enhancing the public realm in Central Lonsdale.

#### Interest Holder Meetings

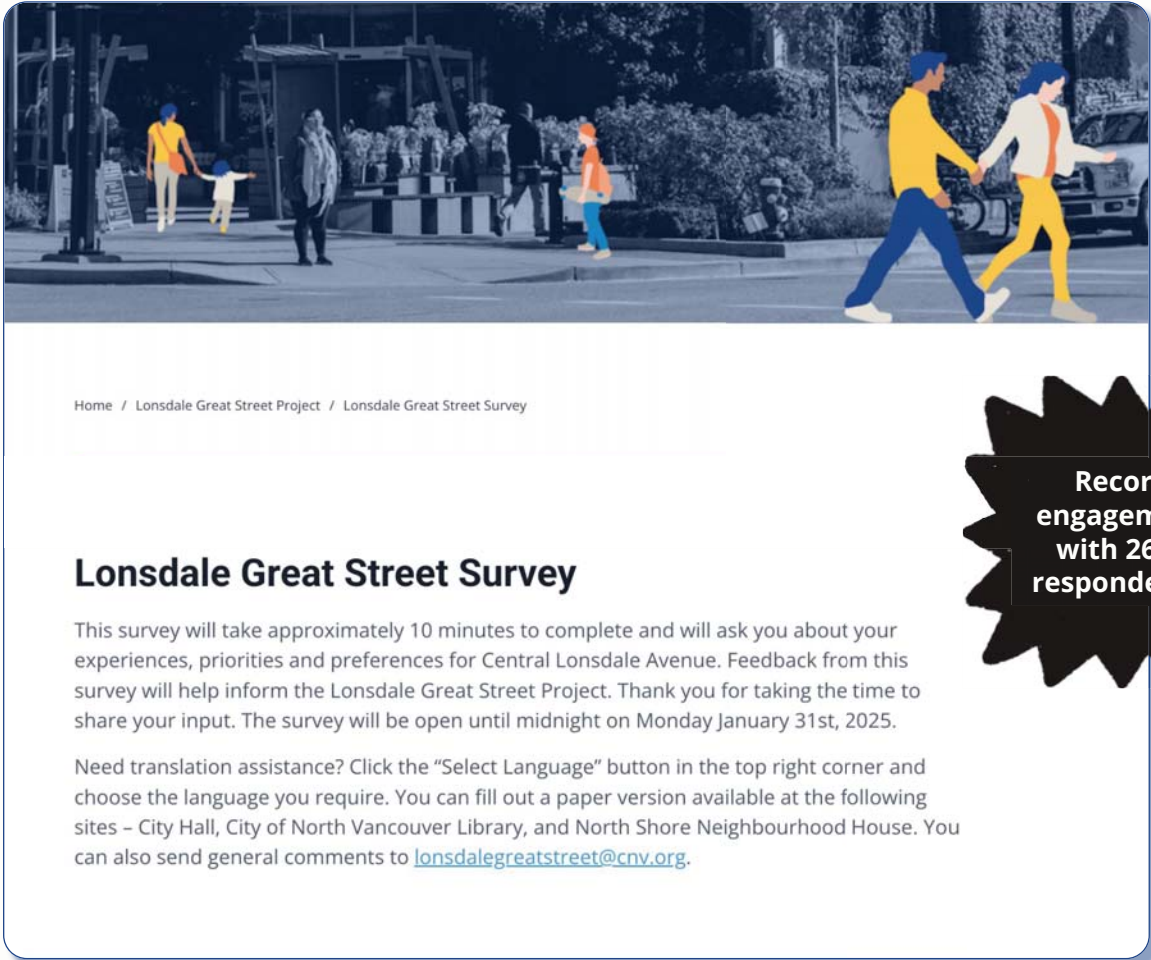
- Interest holder participants emphasized the importance of celebrating and preserving the existing character of Central Lonsdale, while establishing a unique identity.
- Interest holder participants expressed a desire to enhance existing public spaces and fill network gaps through additional spaces, amenities, events, and programming.
- Interest holder participants highlighted the need to enhance connectivity and accessibility to and from Central Lonsdale through additional transit modes and high-quality connections.
- Interest holder participants identified laneways as a unique opportunity to link Central Lonsdale to existing green infrastructure and provide pedestrian spaces, while maintaining utility needs.

## What We Heard —Online Survey

From January 1 to January 31, 2025, the Lonsdale Great Street Survey gathered feedback on how residents and visitors relate to Central Lonsdale, their visit patterns, comfort levels on Lonsdale Avenue, favourite spots in the area and across the North Shore, and their vision for the future of the neighbourhood. The survey included both multiple-choice and open-ended questions.

The survey was designed to gather insights from a broad and representative sample of current and potential residents, business owners, and visitors. The survey was distributed through established communication channels including:

- City of North Vancouver website
- Social media
- Email newsletters
- QR codes



Home / Lonsdale Great Street Project / Lonsdale Great Street Survey

### Lonsdale Great Street Survey

This survey will take approximately 10 minutes to complete and will ask you about your experiences, priorities and preferences for Central Lonsdale Avenue. Feedback from this survey will help inform the Lonsdale Great Street Project. Thank you for taking the time to share your input. The survey will be open until midnight on Monday January 31st, 2025.

Need translation assistance? Click the “Select Language” button in the top right corner and choose the language you require. You can fill out a paper version available at the following sites – City Hall, City of North Vancouver Library, and North Shore Neighbourhood House. You can also send general comments to [lonsdalegreatstreet@cnv.org](mailto:lonsdalegreatstreet@cnv.org).

**Record engagement with 2665 respondents!**

# What We Heard —Online Survey Demographics

Most survey respondents live, work, or study in the City of North Vancouver, with nearly half residing in Central Lonsdale. Respondents represented various age groups, mostly over 35, with few aged 19–24—reflecting census trends. The majority identified as women, at a higher proportion than the census gender split.

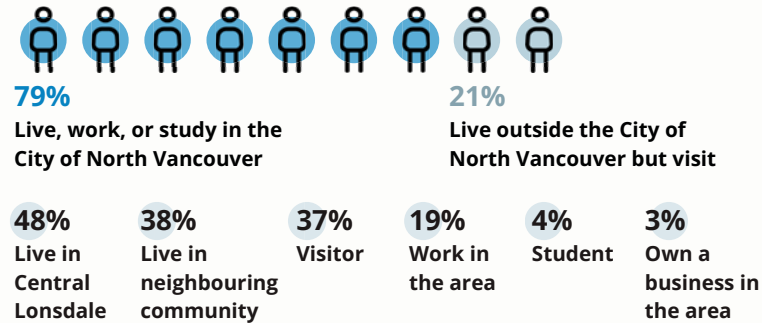
Over half reported household incomes above \$100,000, indicating a higher-income sample than census data. About two-thirds were homeowners, aligning with census figures.

**Total Survey Respondents: 2665**

[Census data is for North Vancouver \(CSD\) from 2020 and 2021.](#)

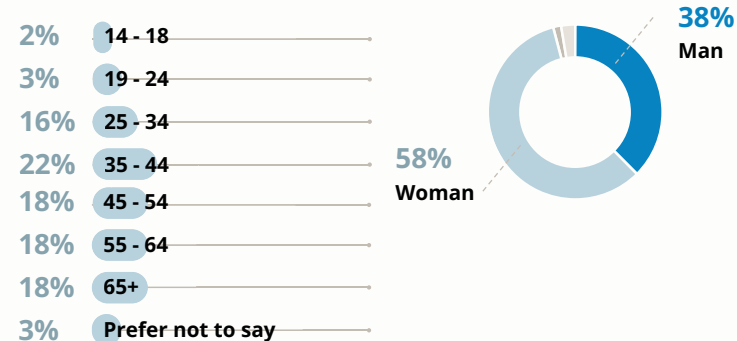
## People’s relationship to Central Lonsdale

Q: Which of the following best applies to you? Choose one; How would you best describe your relationship with this area? Select all that apply.

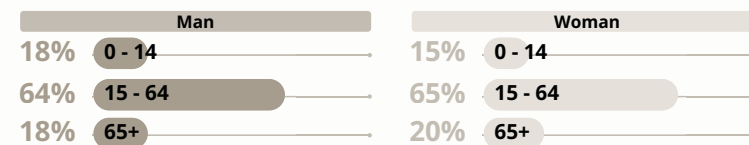


## Respondent demographics

Q: We are inviting input from people of all ages in our community. To help us understand who we are hearing from, please share your age range; Q: What is your gender?

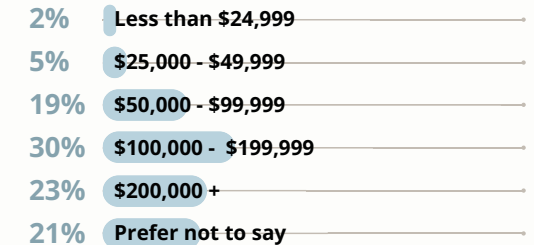


## Gender & age (2020 census)

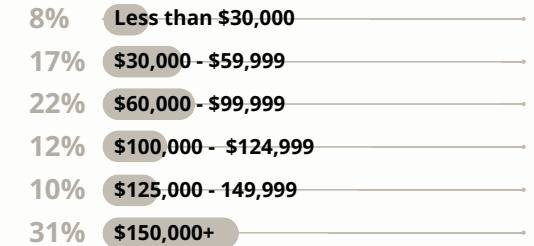


## Household income

Q: What is your total household income?



## Household income (2020 census)



## Housing tenure

Q: Please choose the response that best describes your housing situation.



## Housing tenure (2021 census)



# What We Heard —Online Survey Visit Patterns

Most survey respondents live, work, or study in the City of North Vancouver and visit Central Lonsdale daily or a few times a week. While they come equally on weekdays and weekends, few visit at night.

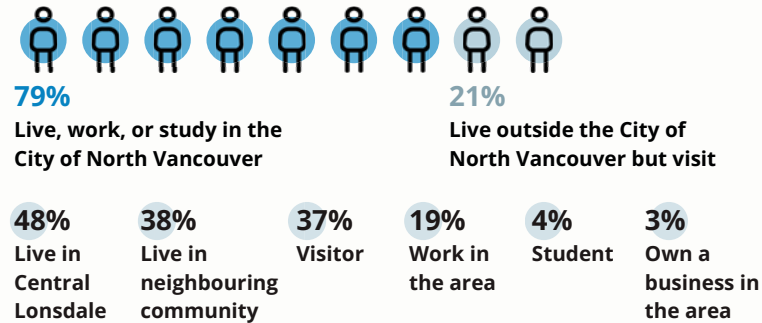
People typically visit with family or friends, though some come alone, and relatively few bring children. The main reasons for visiting are dining, running errands, and shopping, with most spending 1–2 hours in the area.

**Total Survey Respondents: 2665**

**Note:** Not included is question "Why don't you visit Central Lonsdale", only 9 respondents

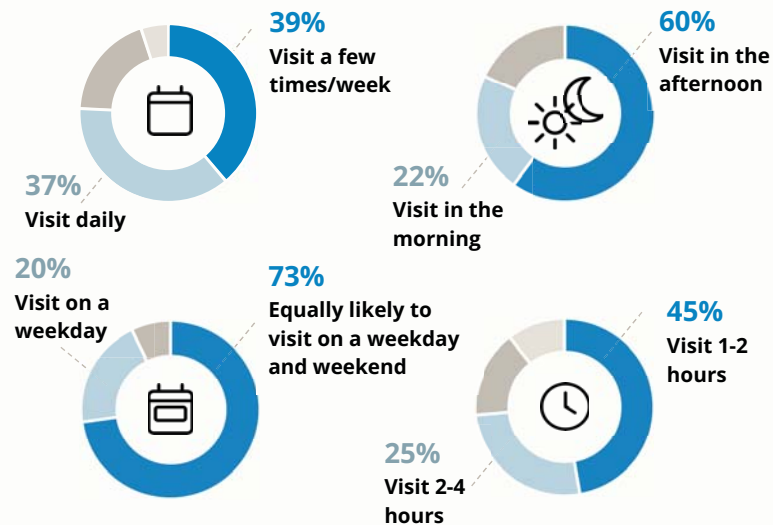
## People's relationship to Central Lonsdale

Q: Which of the following best applies to you? Choose one; How would you best describe your relationship with this area? Select all that apply.



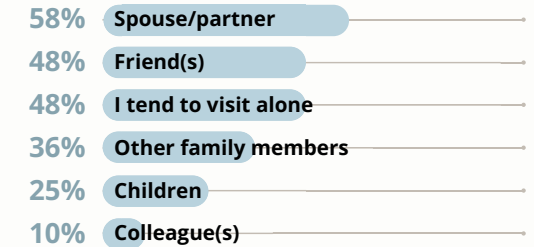
## Frequency and times people visit Central Lonsdale

Q: How often do you visit Central Lonsdale?; Q: What time(s) of the day do you typically visit Central Lonsdale?; Q: Which day(s) of the week do you typically visit Central Lonsdale?; Q: How long do you typically spend in Central Lonsdale?



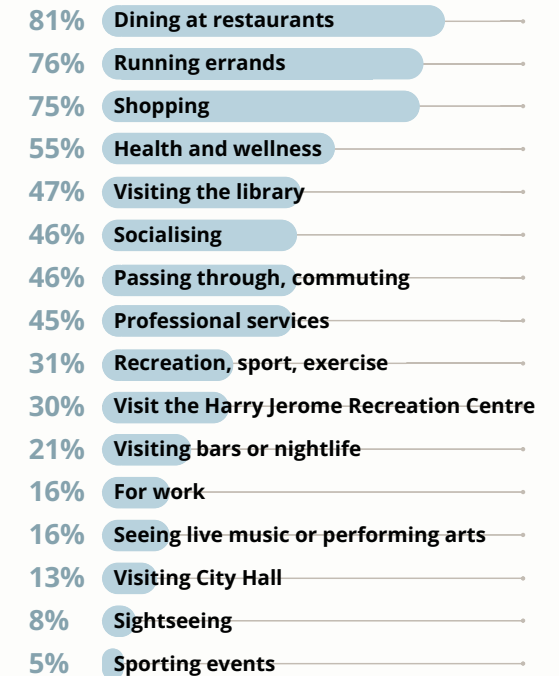
## Who people visit Central Lonsdale with

Q: Who is with you when you visit Central Lonsdale? Check all that apply.



## Typical reasons people visit Central Lonsdale

Q: Why do you typically visit Central Lonsdale. Check all that apply.



# What We Heard —Online Survey Mobility & Comfort

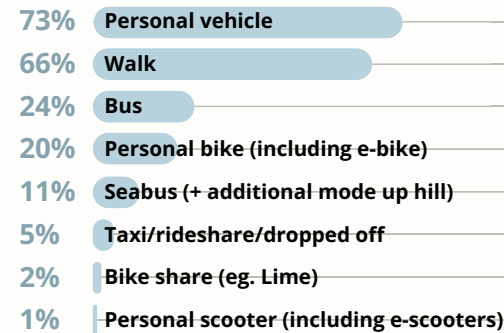
Mobility patterns and comfort levels in Central Lonsdale vary widely. Most people arrive by car or on foot, while fewer use public transit or bikes. Half of all respondents find getting there easy, and most feel comfortable walking or rolling along the corridor.

However, few cyclists use Lonsdale Avenue, and those who do often feel unsafe. While many drive to the area, most do not park on Lonsdale Avenue, opting for side streets or garages instead.

**Total Survey Respondents: 2665**

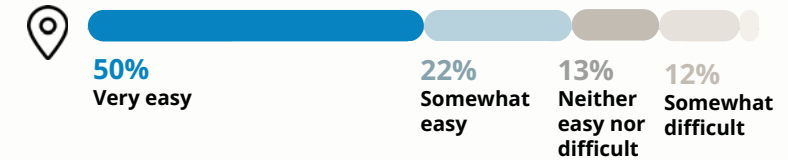
## How people get to Central Lonsdale

Q: Which of the following modes of transportation do you use to get to Central Lonsdale? Select all that apply.



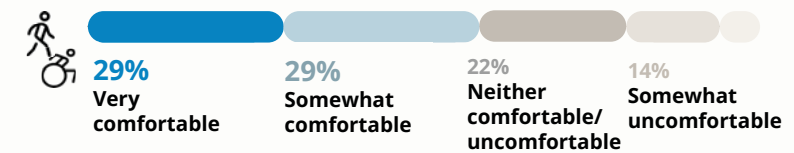
## Ease of getting to Central Lonsdale

Q: How easy is it for you to get to Central Lonsdale? Select one option.



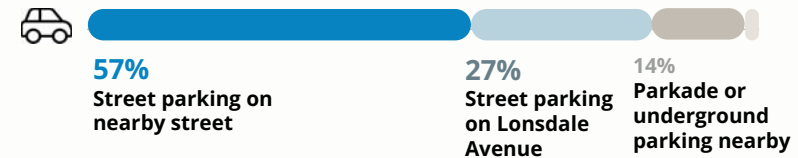
## Level of comfort walking and rolling on Lonsdale Ave

Q: How comfortable do you feel walking, rolling or using an assisted mobility device on Lonsdale Avenue? Select one option.



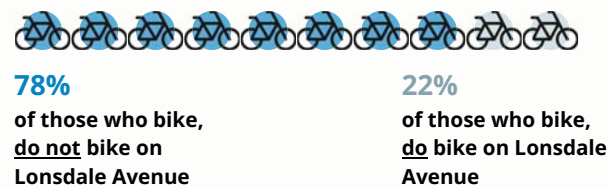
## Where people park in Central Lonsdale

Q: If you drive to Central Lonsdale, where do you park most often? Select one option.



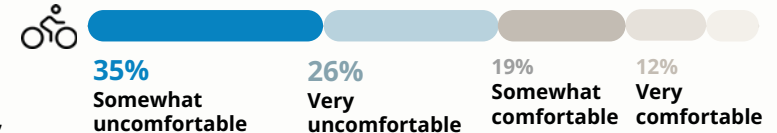
## Biking use on Lonsdale Avenue

Q: If you use bikes as a mode of transportation, do you bike on Lonsdale Avenue? Select one option.



## Biking comfort level on Lonsdale Avenue

Q: How comfortable or uncomfortable do you feel biking on Lonsdale Avenue? Select one option.



## What We Heard —Online Survey Key Takeaways

01

People appreciate nature, valuing views of the North Shore Mountains and advocating for more plantings, trees and green spaces.

02

People value having spots to sit and rest, and would like to see more gathering spaces in Central Lonsdale.

03

People want to see Central Lonsdale vibrant and active year-round, with more events and evening activity.

04

People value a comfortable, inviting and safe public realm, offering protection from noise, pollution and the elements.

05

People appreciate what Central Lonsdale has to offer but desire more diverse, everyday amenities.

06

People want a diversity of recreational amenities and public spaces that cater to a variety of age groups and activities.

07

People want Lonsdale Avenue to be clean and well-maintained, but some find certain areas, such as the temporary Open Streets parklets, to be in need of care.

08

People desire more convenient parking options while also valuing pedestrian-friendly streets with enhanced landscaping and amenities.

# What We Heard —Online Survey

## 01

People appreciate **nature, value views** of the North Shore Mountains and advocate for more **plantings, trees and green spaces**.

Q: What features would you like to see along Central Lonsdale? Select three options.

- 63% More trees and planting
- 40% Places to sit and rest
- 34% More public art
- 29% More resources (eg. trash receptacles)
- 24% Improved accessibility
- 20% Better street lighting
- 18% More bicycle and scooter parking
- 7% Better signage and wayfinding

Q: Which of the following statements about Central Lonsdale are important to you? Select three options.

- 56% It is vibrant and active year round
- 56% It is safe and welcoming for everyone
- 48% It is lively with business and commerce
- 41% It is lush with trees and greenery
- 28% It provides comfortable spots to stop & stay
- 26% Its character is preserved and enhanced

Additional write-in responses.\*

- 7% mention the **mountains** in open-ended questions
- 4% mention **green spaces** in open-ended questions

“Being able to **enjoy the views of the ocean and mountains**, delicious local foods, and community spaces, is something I really admire about the street.

“The more sun and **mountain views** that get blocked by towers the less appealing it is for me to walk along Central Lonsdale.

“We need **more green spaces**.”

“I like the library area and victoria park as a green space. I **wish there were more green spaces** around central Lonsdale.

## 02

People value having spots to **sit and rest**, and would like to see more **gathering spaces** in Central Lonsdale.

Q: What features would you like to see along Central Lonsdale? Select three options.

- 63% More trees and planting
- 40% Places to sit and rest
- 34% More public art
- 29% More resources (eg. trash receptacles)
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- 26% Its character is preserved and enhanced

\*Note: 1% = 26 people

While write-in percentages may appear low, they are statistically significant, as respondents raised recurring topics not directly addressed in the survey questions.

Additional write-in responses.\*

- 4% mention **community or gathering spaces** in open-ended questions
- 3% mention **socializing** in open-ended questions

“Design **community spaces to gather**.”

“More places to **hang out, socialize**. Not enough nightlife and recreation.

“More public **gathering spaces** for parents with strollers.

“Lonsdale needs places to **sit and socialize that don't cost lots of money**, and needs to be easy to ride along and access services.

# What We Heard —Online Survey

## 03

People want to see Central Lonsdale **vibrant and active year-round**, with more **events and evening activity**.

Q: Which of the following statements about Central Lonsdale are important to you? Select three options.

- 56% **It is vibrant and active year round**
- 56% **It is safe and welcoming for everyone**
- 48% **It is lively with business and commerce**
- 41% **It is lush with trees and greenery**
- 28% **It provides comfortable spots to stop & stay**
- 26% **Its character is preserved and enhanced**
- 21% **It reflects and celebrates local communities and cultures**

Additional write-in responses.\*

- 9% mention **activations and events**, including community gatherings and markets, in open-ended questions
- 3% mention **event venues, dance, theatre, live music or comedy shows** in open-ended questions
- 2% mention **lively at night** in open-ended questions

“Introducing more community events or pop-up markets could also foster stronger connections among residents and support local businesses.”

“There is absolutely no nightlife whether it is on the weekend or weekdays. A vibrant city should accommodate needs in the evenings for shopping and socializing as well.”

“I would love to be able to go out and do things past 8pm. Having businesses that are open late can attract a younger audience and breath life into local businesses (dance club, movie theatre, arcade, late night skate with lights and music, concert venues for small artists). Something other than overpriced bars.”

## 04

People value an **inviting and comfortable public realm**, and want protection from noise, pollution and the elements.

Q: Which of the following statements about Central Lonsdale are important to you? Select three options.

- 56% **It is vibrant and active year round**
- 56% **It is safe and welcoming for everyone**
- 48% **It is lively with business and commerce**
- 41% **It is lush with trees and greenery**
- 28% **It provides comfortable spots to stop & stay**
- 26% **Its character is preserved and enhanced**
- 21% **It reflects and celebrates local communities and cultures**

Additional write-in responses.\*

- 2% mention **protection from noise and fumes** in open-ended questions
- 2% mention **protection from the weather and covered outdoor areas** in open-ended questions

“Currently it is hard to sit on the patios, walk, and sometimes breathe with all the cars driving by (rolling noise, smog, drivers running lights despite having a walk signal).”

“I am not protected anywhere along Lonsdale during colder months or the rain 365 days a year.”

“More family-friendly gathering places with coverage from the rain but connection to the outdoors.”

“I wish I could enjoy the ambience more as we lounge outside the shops. The traffic noise and pollution is unbearable at times and we move on.”

**\*Note:** 1% = 26 people  
While write-in percentages may appear low, they are statistically significant, as respondents raised recurring topics not directly addressed in the survey questions.

# What We Heard —Online Survey

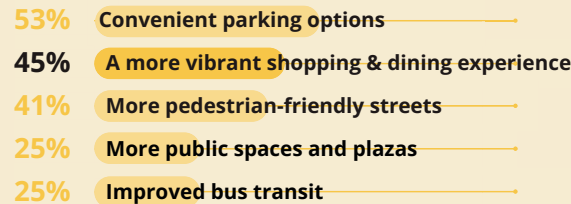
05

People appreciate what Central Lonsdale has to offer but desire **more diverse, everyday amenities.**

Q: What kind of amenities would you like to see more of along Central Lonsdale? Select three options.



Q: Which of the following improvements would make getting to, from and around Central Lonsdale a better experience for you? Select your top three options.



Additional write-in responses.\*

5% mention **more bookshops, butcher shops, cafes and coffee shops, bakeries, wine bars or outdoor dining** in open-ended questions

“It would be nice to see an independent bookstore, craft store, or cafe (no more chains). **More independent businesses of any variety!** We always want to support small and support local.”

“I'd like to see **more restaurants, bars, bakeries, cafes with outdoor seating** rather than just indoor.”

“**More useful shops.** We don't need another vape shop and currency exchange.”

06

People want a **diversity of recreational amenities and public spaces** that cater to a **variety of age groups and activities.**

Q: What kind of amenities would you like to see more of along Central Lonsdale? Select three options.



Additional write-in responses.\*

9% mention **passive recreation or rest and relaxation** in open-ended questions

4% mention **active recreation** in open-ended questions

3% mention **family-friendly spaces** in open-ended questions

Active recreation mentions:

- Workout spaces
- Sports courts (eg. pickleball)
- Gyms
- Public pools
- Skate parks
- Pool halls
- Dog parks

Passive recreation mentions:

- People watching
- Places to read
- Places for respite and relaxation
- Places for quiet

“I wish there were some **nice parks for sitting, reading and enjoying a nice day.**”

“Cycle safely up Lonsdale, stop at some cafes, get an ice cream and **relax somewhere that's quiet and doesn't have cars zooming by.**”

“A wider range of restaurants, shops, and **places for kids** would improve the street.”

“**Sit and relax outside** without traffic.”

**\*Note:** 1% = 26 people  
While write-in percentages may appear low, they are statistically significant, as respondents raised recurring topics not directly addressed in the survey questions.

# What We Heard —Online Survey

07

People want Lonsdale Avenue to be **clean and well-maintained**, but some find certain areas, such as the temporary Open Streets parklets, to be in need of care.

“ A lot of the patio areas created during Covid are not places I'd want to sit and there are too many.

“ I really like the parklets and the outdoor patio areas, but **some of the buildings and public spaces look run down and dumpy**. I could argue they have character, but the low rise buildings, the old sidewalks and parklets look worn and old.

“ Replace the temporary Covid-19 outdoor spaces with permanent attractive seating and adding greenery.

“ Lonsdale has **become quite dirty over the years** - we used to be so proud of the cleanliness.

“ I would love to see Central Lonsdale streets **cleaner** than what they are now.

Additional write-in responses.\*

4% Mention the **implementation, maintenance and use of open street patios** in open-ended questions

3% mention wanting to see Lonsdale Avenue **cleaner and better maintained** in open-ended questions

1% mention Central Lonsdale and Lonsdale Avenue **feels run down** in open-ended questions

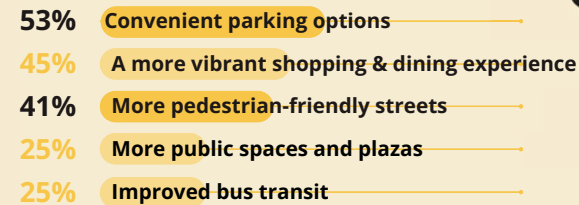
\*Note: 1% = 26 people

While write-in percentages may appear low, they are statistically significant, as respondents raised recurring topics not directly addressed in the survey questions.

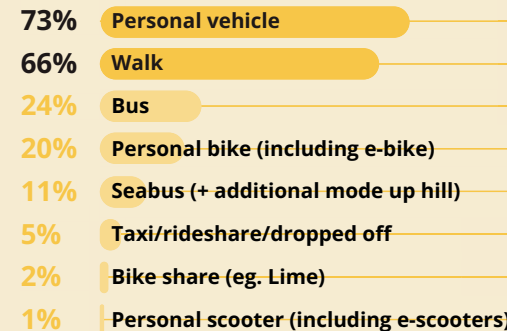
08

People desire more **convenient parking options** while also valuing **pedestrian-friendly streets** with enhanced landscaping and amenities.

Q: Which of the following improvements would make getting to, from and around Central Lonsdale a better experience for you? Select your top three options.



Q: Which of the following modes of transportation do you use to get to Central Lonsdale? Select all that apply.



Additional write-in responses.\*

2% mention **less car-focus and more walking space** in open-ended questions

“ Let's **prioritize the human experience** over the automobile's experience.

“ Sidewalk is **far too cramped** for relaxed family strolls.

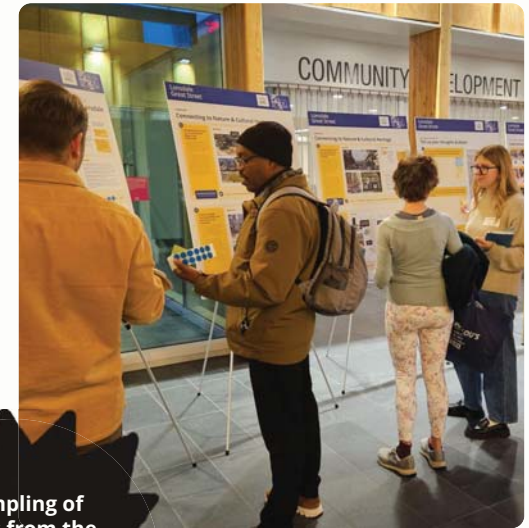
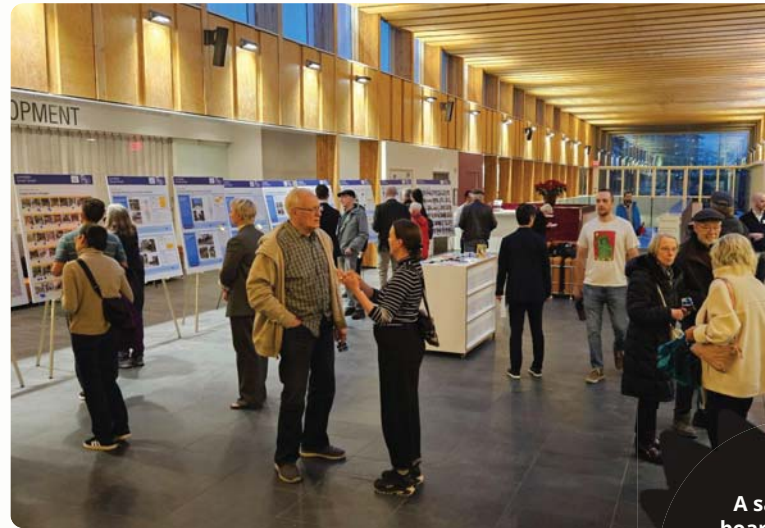
“ I wish I could **enjoy more car free, pedestrian designated spaces**. The roads gets quite congested during the day and it's not nearly as pleasant when the sounds of honking and the smell of fumes in the air interrupt the peace.

## What We Heard —Public Open House

In February, over 55 people attended the public open house at City Hall. Participants explored key issues and considerations for Central Lonsdale, sharing their input in various ways—voting on important issues, leaving sticky notes with ideas, choosing favorite inspiration images, writing "postcards from the future," and having 1:1 conversations with the Lonsdale Great Street team.

The event featured three core stations, each focused on a specific topic:

- **Public Realm + Landscape**
- **Land Use, Planning + Economic Assessment**
- **Transport + Infrastructure**



A sampling of boards from the February public open house at City Hall in the City of North Vancouver.



## What We Heard —Public Open House Key Takeaways

01

**Open house participants are eager to see public spaces, community life and small business presence enhanced in Central Lonsdale.**

Participants want to see more spaces for arts and culture, inviting gathering areas, and weather protected outdoor spaces. There is a desire for more events and activity, especially in the evening. There is strong support for a diverse mix of small, local businesses and maintaining active frontages. Participants showed enthusiasm for better utilizing laneways and expressed desires for more street trees, rain gardens and plantings.

02

**Open house participants stressed the importance of maintaining Lonsdale Avenue as a multimodal street with an emphasis on the pedestrian experience.**

Participants want to see Central Lonsdale remain accessible to all modes while prioritizing the experience and safety of pedestrians. Key desires include wider sidewalks, safe pedestrian crossings, better street lighting and traffic calming measures. Additionally, participants stressed that convenient parking options are important, especially for families and older adults.

03

**Open house participants expressed a desire for density and development to be balanced with maintaining affordability.**

Participants want to preserve Central Lonsdale's village-like character, views to the mountains, and access to sunlight while supporting thoughtful development and densification. Affordable housing is seen as critical to keeping the neighbourhood livable, vibrant and accessible to all residents.

04

**Open house participants emphasized the need for a holistic approach to maintaining and enhancing the public realm in Central Lonsdale.**

Participants emphasized the need for well-maintained, obstruction-free sidewalks that are accessible to all, including seniors and families with strollers. They also advocate for holistic public space upkeep, including sidewalk quality, tree health, and overall streetscape maintenance.

# Public Open House

## —Public Realm & Landscape

### Key Themes

- **Sidewalk quality and accessibility:** Participants highlight the need for smoother, better-maintained sidewalks that are easy to navigate and free of obstruction for all users, including seniors and families with strollers.
- **Desirable and weather-protected public spaces:** Participants expressed interest in covered seating, collocated with amenities that are inviting and gathering spaces that allow for all-weather use.
- **Interest in laneway activation:** There is enthusiasm for better utilizing laneways, with an emphasis on ensuring they enhance the pedestrian experience through design.
- **Maintain and enhance neighbourhood vibrancy:** Participants value the diverse mix of small businesses and want more cultural activities to create a lively daytime and evening atmosphere.
- **Increased maintenance in the neighbourhood:** Participants emphasized the need for holistic care for public spaces including sidewalk quality, tree health and overall streetscape upkeep.

### Participant Quotes

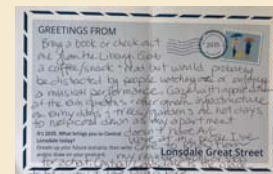
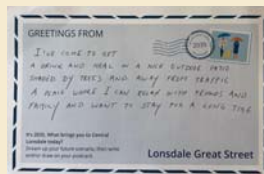
“Walking with a stroller isn't as comfortable as it should be (alley stops are challenging).”

“Store displays frequently force Lonsdale pedestrians very close to curb. This causes **conflicts with uneven sidewalks, tree roots, and the 'parklets'**. Too many 'pinch points' for pedestrians.”

“Laneways will be more **appealing where building scale is about 3 stories**. This allows light & warmth – Tall buildings may generate wind tunnels.”

“**Small businesses bring unique character, products & services to the community**. Chains & franchises bring a generic character. I prefer independent businesses.”

### Participant Postcards



### Favorite Images

People voting for favorite images were in favour of the following categories:

1. **Street trees** (10 votes)
2. **Overhead weather protection** (8)
3. **Commercial laneways** (8)
4. **Green facades** (8)
5. **Engagement with nature** (8)
6. **Generous sidewalks** (7)
7. **Pedestrian friendly** (7)
8. **Community gardens** (7)
9. **Native plantings** (7)
10. **Indoor public spaces** (6)



# Public Open House

## —Land Use, Planning & Economic Assessment

### Key Themes

- **Neighbourhood character and retail diversity:** Open house participants reported that they value the unique character of Central Lonsdale and appreciate existing retail diversity and small businesses.
- **Extend vibrancy into the evening:** Participants expressed appetite for more life at night, including street lighting and music to add to the ambience.
- **Maintain active street frontages:** Participants called out the value of active ground floor uses while balancing the need for essential amenities.
- **Conscious densification and development:** Views to the mountains, light and air are features of Central Lonsdale that are important to participants. Many urged that new developments must take these into consideration through setbacks and step backs.
- **Keep Central Lonsdale inclusive:** Participants expressed the need for more affordable housing in Central Lonsdale.
- **Spaces for arts and culture:** Participants highlighted a desire for places for artisans to showcase their work, art spaces to be creative and community meeting places to gather.

### Participant Quotes

“Variety in retail and services is very important.”

“Keep village atmosphere. Don't create LOLO #2 which is more posh, less livable.”

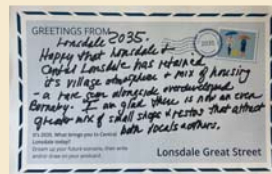
“More ambience at night – lights on patios, warm street lighting, Music.”

“Medical and dental offices could be moved to higher floors, reserving street level for more vibrant businesses.”

“Affordable housing first.”

“Tall buildings need to be set back to allow sun + limit wind for seating & pedestrian areas.”

### Participant Postcards



“Lonsdale 2035. Happy that Lonsdale and Central Lonsdale has retained its village atmosphere and mix of housing – a rare gem alongside overdeveloped Burnaby. I am glad there is now an even greater mix of small shops and restos that attract both locals and others.”

### Favorite Images

People voting for favorite images were in favour of the following categories:

1. **Diverse retail offerings** (8 votes)
2. **Variety of small-scale, independent shops** (8)
3. **Community makerspaces** (7)
4. **Human-scale development** (6)
5. **Open ground floor** (5)
6. **Animated retail edge** (5)
7. **Workshop spaces** (5)
8. **Small-scale retail units** (5)
9. **Active ground floor** (4)
10. **Human-scale rhythm** (4)



Diverse retail offerings



Small-scale, independent shops



Community makerspaces



Human-scale development

# Public Open House

## —Transportation, Utilities & Infrastructure

### Key Themes

- **A multimodal street with a pedestrian focus:** Participants emphasized the to keep Lonsdale Avenue accessible to all modes and highlighted the importance of prioritizing pedestrian experience.
- **Pedestrian safety and traffic calming:** Participants reported that traffic calming measures and pedestrian safety are important to them, highlighting concerns around street crossings and right turns on red.
- **Additional North-South transportation:** There is appetite for improved transit connections between Lower Lonsdale and Central Lonsdale, with participants mentioning hop-on hop-off busses and trams.
- **Convenient parking options:** Maintaining access to convenient parking is a key issue for many participants who rely on personal vehicles.
- **Green infrastructure:** Participants appreciate rain gardens and planting, but expressed concerns about year-round maintenance.
- **Open Street Patios are undesirable:** Participants expressed that Open Street Patios close to vehicular traffic, noise and pollution are unpleasant to spend time in.

### Participant Quotes

“If there's less cars, there's more room for cyclists. **Also safer for everyone.**”

“We choose our walking routes based on the safety of street crossings. **With pedestrian-first design, we would be more likely to walk down Lonsdale.**”

“Free hop-on hop-off up and down Lonsdale”

“Rain gardens and more plantings are very important”

“Move street patios to the laneways. **Air pollution & noise on Lonsdale make the patios unpleasant,** and the new space can be used for parking or bike lanes on Lonsdale.

### Participant Postcards



“We come to Central Lonsdale to grab a book at the library. I walked up with my dog and after the library I'm going to go sit and read at that really nice comfortable place where people go to do that kind of thing.”

### Favorite Images

People voting for favorite images were in favour of the following categories:

1. **Multimodal street** (13 votes)
2. **Accessible and dignified waiting areas** (9)
3. **Slow street** (9)
4. **Pedestrian priority** (8)
5. **Pick-up/drop off zones** (7)
6. **People first street** (6)
7. **Biodiverse/green corridor** (5)
8. **Reduced crossing distance** (5)
9. **Accessible crosswalks** (4)
10. **Pedestrian refuge islands** (4)



Multimodal street



Accessible and dignified waiting areas



Slow street



Pedestrian priority

**Lonsdale Avenue: How can we create more accessible and safer friendly sidewalks along Lonsdale Avenue?**

**What department is this in?**

**Public Realm**

**Running Errands & Recreating in Central Lonsdale**

**Lonsdale Avenue: What kind of street furniture would you like to see?**

**Lonsdale Avenue: How can we make walking and all seasons more enjoyable?**

**What department is this in?**

**Is there anything else you'd like to share with us?**

**Lonsdale Corridor: How can we balance the needs of residents, businesses, and downtown?**

**What department is this in?**

**Lonsdale Great Street**

**Public Realm**

**Running Errands & Recreating in Central Lonsdale**

**Lonsdale Avenue: What kind of street furniture would you like to see?**

**Lonsdale Avenue: How can we make walking and all seasons more enjoyable?**

**What department is this in?**

**Lonsdale Great Street**

**Land Use & Planning**

**Living & Working in Central Lonsdale**

**Shaping Central Lonsdale: What mix will Lonsdale Avenue play?**

**Can simpler planning policies create better communities?**

**What department is this in?**

**Lonsdale Great Street**

**Land Use, Planning and Economic Assessment**

**Inspiration Images**

**Building density and height**

**Vertical development (upside of Lonsdale)**

**Public realm in building**

**Industrial uses**

**Residential uses**

**What department is this in?**

**Lonsdale Great Street**

**Transportation, Utilities & Infrastructure**

**Tell us your thoughts & ideas!**

**What would make Lonsdale Avenue feel safer and more comfortable for your Lonsdale?**

**What types of improvements are important to encourage more people to choose active mobility (e.g., biking, walking) and public transit in Central Lonsdale?**

**Is there anything else you want on this topic?**

**What department is this in?**

**Lonsdale Great Street**

**Public Realm & Landscapes**

**Tell us your thoughts & ideas!**

**What would make Lonsdale Avenue feel more comfortable for pedestrians? What changes would make you want to spend more time there?**

**What's missing in Central Lonsdale? What kinds of open space activities would make it a better place - in all seasons and into the evening?**

**Is there anything else you'd like to share with us?**

**What department is this in?**

**Lonsdale Great Street**

**Land Use & Planning**

**Living & Working in Central Lonsdale**

**Central Lonsdale's Future: Imagine how should it look?**

**What department is this in?**

**Lonsdale Great Street**

**Transportation**

**Moving to, from, & around Central Lonsdale**

**Lonsdale Avenue: How does our current design impact our community?**

**Lonsdale Transit: How can we connect to transit with other ways of getting around?**

**What department is this in?**

**Lonsdale Great Street**

**Transportation, Utilities & Infrastructure**

**Inspiration Images**

**What department is this in?**

# What We Heard —Interest Holder Meetings

In February 2025, working meetings were held with four key interest groups to gather targeted feedback and aspirations for the Lonsdale Great Street project. This input, along with insights from the public open house and online survey, will help guide the project moving forward.

The four groups engaged were:

- **Business owners**
- **Community Institutions**
- **Residents**
- **Developers**

Inspiration image tiles were displayed on a Central Lonsdale map during interest holder meetings.



Highlights from the interest holder meetings in February 2025

“My community is my family, if I do not feel good and I step outside and see a familiar face, I feel good.”

– Resident at interest holder meeting



# What We Heard

## —Interest Holder Meetings

### Key Takeaways

01

**Interest holder participants emphasized the importance of celebrating and preserving the existing character of Central Lonsdale, while establishing a unique identity.**

Participants stressed the value of small business, diverse amenity mix and existing public spaces in the neighbourhood and advocated for Central Lonsdale to develop a distinct visual identity through branding and signage that sets it apart as a destination in its own right.

02

**Interest holder participants expressed a desire to enhance existing public spaces and fill network gaps through additional spaces, amenities, events, and programming.**

Interest holders want to see existing public spaces well maintained and repositioned to be better utilised. There is a desire for new spaces, amenities and programming that build community, foster arts and culture and attract visitors to Central Lonsdale, creating a fun atmosphere that encourages people to spend time in the neighborhood.

03

**Interest holder participants highlighted the need to enhance connectivity and accessibility to and from Central Lonsdale through additional transit modes and high-quality connections.**

Interest holders want Central Lonsdale to be more accessible, despite its topography, with dedicated transportation up and down the hill. They stress that it is important to be able to connect outwards from Central Lonsdale through high quality infrastructure.

04

**Interest holder participants identified laneways as a unique opportunity to link Central Lonsdale to existing green infrastructure and provide pedestrian spaces, while maintaining utility needs.**

Participants saw laneways as potential connections to the Green Necklace and other green infrastructure on the North Shore, while being pedestrian respites within the neighbourhood and maintaining functionality as utility corridors.

# What We Heard

## —Interest Holder Meetings

### 01 Business Owners

- **Preserve Central Lonsdale's unique character:** Maintain diversity and variety in business offerings, while supporting small businesses, both on and off the street.
- **Incorporate flexibility in new developments:** Ensure retention of smaller square footage units and commercial kitchens in new developments so that they might be accessible to a variety of businesses and for evolving uses.
- **Enhance the public realm:** Consider 360 design of buildings, laneways and streets, including weather protected spaces that are human-scaled. Incorporate more public amenities and green spaces in the neighbourhood, while maintaining those that already exist.
- **Events and activations to promote Central Lonsdale:** There is appetite for daytime and evening events and activations in the neighbourhood – including car-free days – that would draw in visitors while being mindful of resident needs.
- **A livable destination:** Central Lonsdale should be a destination in its own right, while not competing with the shipyards, and catering to both residents and visitors.
- **Strengthen identity and branding:** The neighbourhood is in need of a discrete visual identity, and requires better wayfinding and signage.

### 02 Institutions

- **Preserve the eclectic character of the neighborhood:** Ensure that the charming mix of uses and qualities in Central Lonsdale are celebrated while a future-ready philosophy about what the neighbourhood should be and who it is for is defined.
- **Life at night:** Extend public life into the evening through better street lighting that makes all people feel safe and enlivens the neighbourhood atmosphere.
- **Utilise laneway for public life:** Activate laneways with amenities and greenery to become respites off of the busy street, and provide connections to the Green Necklace.
- **Improve connectivity and accessibility:** While adding to the character of the neighborhood, the topography poses significant mobility challenges. Make Central Lonsdale accessible to all by providing new transit options into the neighbourhood.
- **Address community needs:** Fill gaps in the neighbourhood amenity network and enhance the fun factor through temporary street closures, programming and festivals.
- **Celebrate existing public space assets:** Enhance existing public spaces through activations and add new spaces that are intergenerational and comfortable all year round, no matter the weather.
- **Incorporate signage and wayfinding:** Ensure that newcomers to the neighbourhood can find what they're looking for, and chance upon what Central Lonsdale has to offer.

## What We Heard —Interest Holder Meetings

### 03 Residents

- **Unique neighbourhood character:** Residents appreciate the eclectic offerings in Central Lonsdale and want local culture to be celebrated.
- **Enhance the public realm:** Enhance the public realm: Activate building edges through seating, awnings, and organized signage. Reevaluate Open Streets Patios for better functionality. Maintain public spaces, greenery, and landscaping through regular upkeep, while also explore resident-led maintenance programs to foster community engagement and ownership.
- **Seasonal events and programming enhance the neighborhood:** Residents shared appreciation for events like Christmas markets and call for the farmers market to return to Central Lonsdale.
- **A symbiotic relationship with the Shipyards:** Residents feel it important for Central Lonsdale to complement the Shipyards, not compete with it.
- **Provide reasons to spend time in Central Lonsdale:** Shift neighbourhood draw from a place to get errands done to a destination for spending time.
- **Laneway improvements:** Laneways provide opportunities for an expanded public realm but require design upgrades to be true pedestrian spaces.
- **Fill gaps in existing public space network and neighbourhood amenities:** Residents highlighted that the neighbourhood lacks art and culture spaces, community spaces for events, and that existing public spaces could serve community needs better.
- **Accessibility and connections:** Provide better access for both getting to Central Lonsdale and enhance connections to existing green infrastructure from the neighborhood.

### 04 Developers

- **A positive working relationship with the City of North Vancouver:** Developers value their positive working relationship with the City of North Vancouver. However, they've expressed concerns regarding the length of the development approvals process, suggesting that expediting this procedure would facilitate more efficient project timelines.
- **A Vision for diversified development:** Developers see Central Lonsdale's future tied to a diverse housing portfolio: for-sale, affordable rentals, and market-rate rentals integrated within mixed-use buildings. They specifically highlighted the benefits of mixed-tenure buildings. They also emphasize that robust transit access (especially the expansion of rapid transit into the North Shore) and pedestrian-friendly environments are essential for the neighborhood's continued success.
- **Central Lonsdale's livability and amenity mix are a key selling point:** Developers advocate for preserving and enhancing Central Lonsdale's livability, walkability, and existing amenities. They suggest diversifying the retail mix to include more sit-down restaurants and similar establishments, moving beyond the current focus on grab-and-go services.
- **Balancing feasibility with design and public realm improvements:** Developers recognize their potential to enhance the public realm – both onsite and offsite – through thoughtful building design and community amenities, but they also acknowledge the need to balance these improvements with financial feasibility. They call for the City to actively facilitate this opportunity to further improve the neighborhood's livability.

03

# Appendix

## Engagement process

Phase 1 Engagement for the Lonsdale Great Street included a range of online and in-person opportunities for participation including:

- **A survey on the Let's Talk**
- **Digital Engagement Platform**
- **Two pop-ups in Civic Plaza**
- **An open house at City Hall**

Staff provided the survey in a paper format as well as translated into Farsi to accommodate those business owners and residents in the neighbourhood. Translation was available on the website as well as on the Let's Talk Platform.

Staff began promoting participation in engagement early in 2025 using a combination of paid advertising, media relations and social media promotion including the following:

- **Earned media promotion via a news release, interviews resulting in coverage on City News, CBC television and radio, Global TV, Daily Hive and The Georgia Straight.**
- **Posts on CNV social media channels, which resulted in 32,483 impressions**
- **¼ page print advertisements in the North Shore News x 3 insertions with a circulation of 50,000 for each edition**
- **Digital advertising on Glacier media throughout the North Shore with 100,000 impressions**

### Highlights:



**32,483**

**Impressions on CNV social media posts**



**100,000**

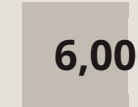
**Impressions on Glacier media throughout the North Shore.**



**1,885**

**Visits to the Lonsdale Great Street project web pages**

January 10 - February 20, 2025



**6,000**

**Visits to the 'Let's Talk' web page**

January 10 - February 20, 2025

# Lonsdale Great Street Survey

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**SURVEY RESPONSE REPORT**  
01 January 2025 - 13 February 2025

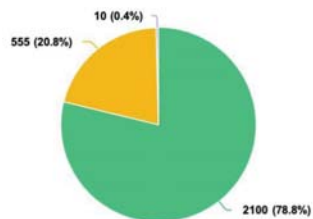
**PROJECT NAME:**  
Lonsdale Great Street Project





SURVEY QUESTIONS

Q1 Which of the following best applies to you?



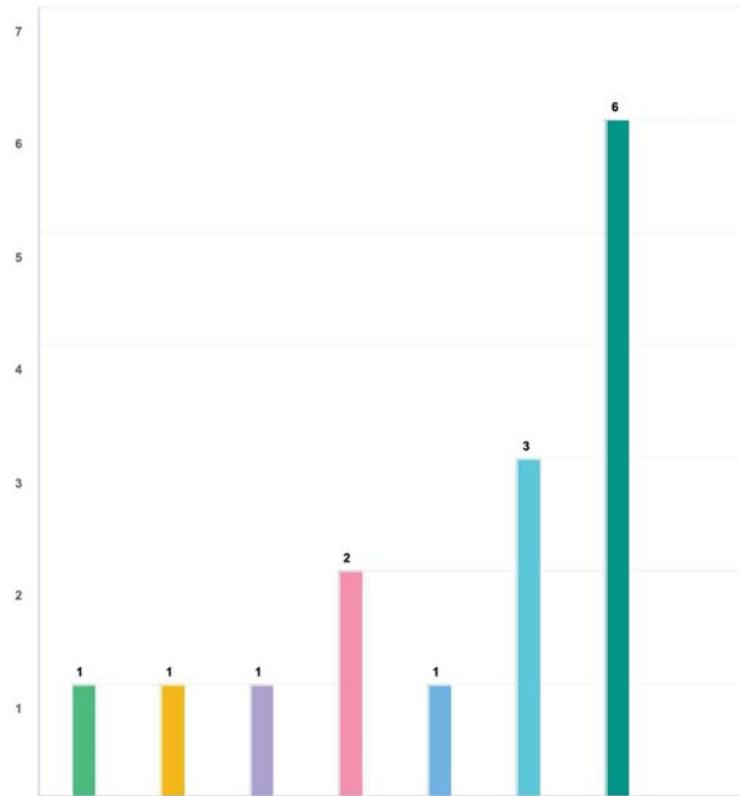
Question options

- I live, work, or study in the City of North Vancouver.
- I live outside of the City of North Vancouver but visit Central Lonsdale.
- I don't visit Central Lonsdale.

Mandatory Question (2665 response(s))

Question type: Radio Button Question

**Q2 Why don't you visit Central Lonsdale? Check all that apply.**

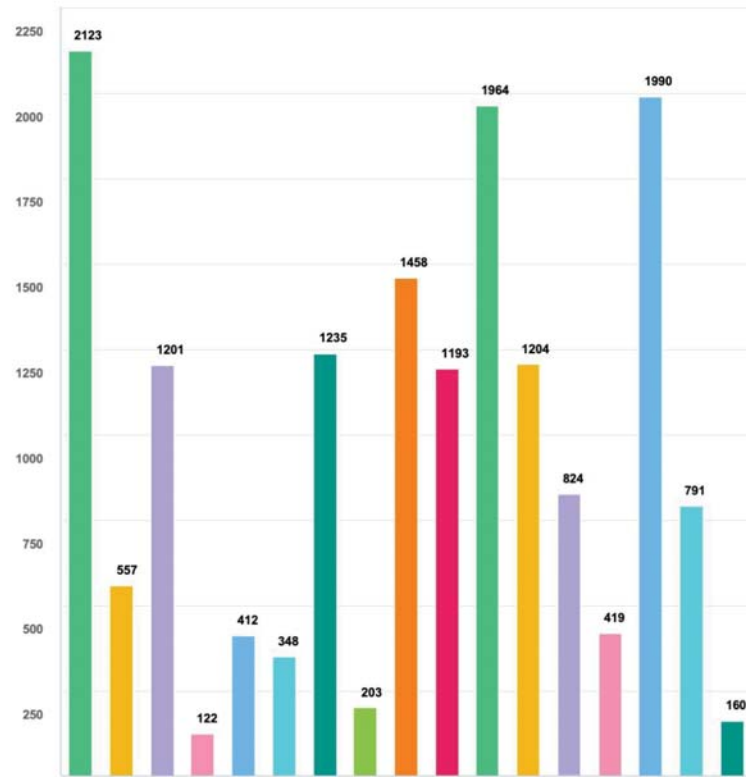


**Question options**

- I haven't heard of it.
- I want to go, but haven't gotten around to it yet.
- It's too difficult to get there.
- I'm not sure what I would do there.
- I don't feel comfortable or safe spending time there.
- I prefer to spend time in a different place.
- Other (please specify)
- I don't have time to go there.

Optional question (10 response(s), 2655 skipped)  
Question type: Checkbox Question

**Q3 Why do you typically visit Central Lonsdale? Check all that apply.**

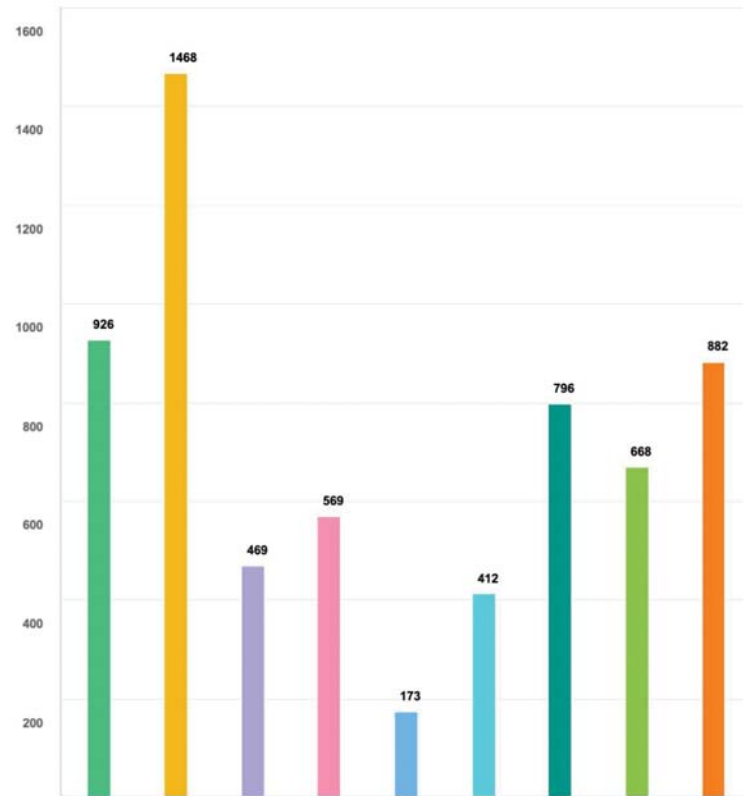


**Question options**

- Dining at restaurants or cafes
- Visiting bars or nightlife
- Passing through /commuting
- Sporting events
- Seeing live music or performing arts
- Visiting City Hall
- Visiting the Library
- Sightseeing
- Health and wellness services
- Professional services
- Shopping
- Socialising
- Recreation /sport / exercise
- For work
- Running errands
- Visit the Harry Jerome Recreation Centre
- Other (please specify)

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

**Q4** What features would you like to see along Central Lonsdale? Select three options.



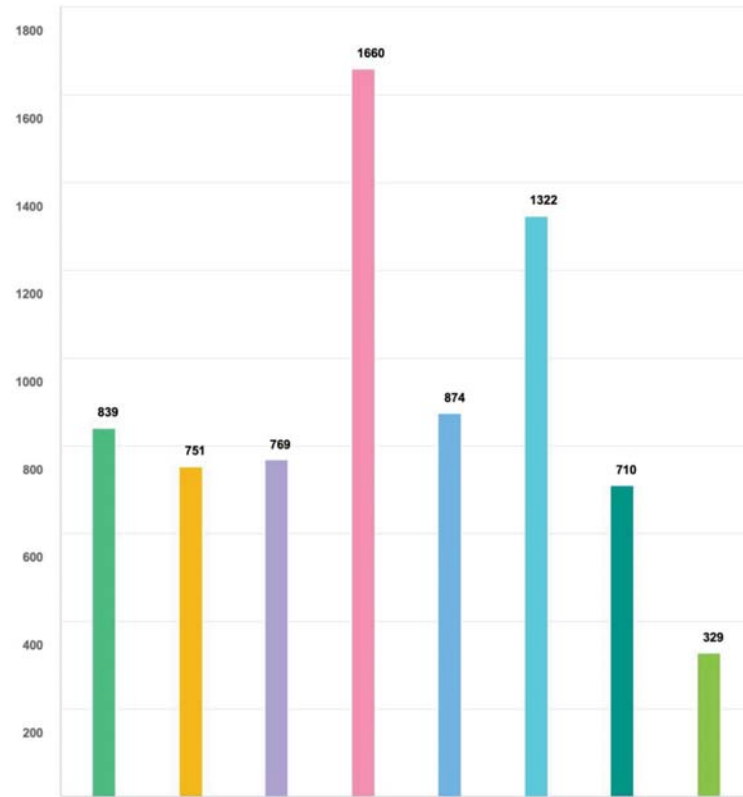
**Question options**

- Places to sit and rest
- More street trees and planting
- Better street lighting
- Improved accessibility
- Better signage and wayfinding
- More bicycle and scooter parking
- More public art
- More resources (eg. trash receptacles and drinking fountains)
- Other (please specify)

Mandatory Question (2655 response(s))

Question type: Checkbox Question

**Q5** What kind of amenities would you like to see more of along Central Lonsdale? Select three options.

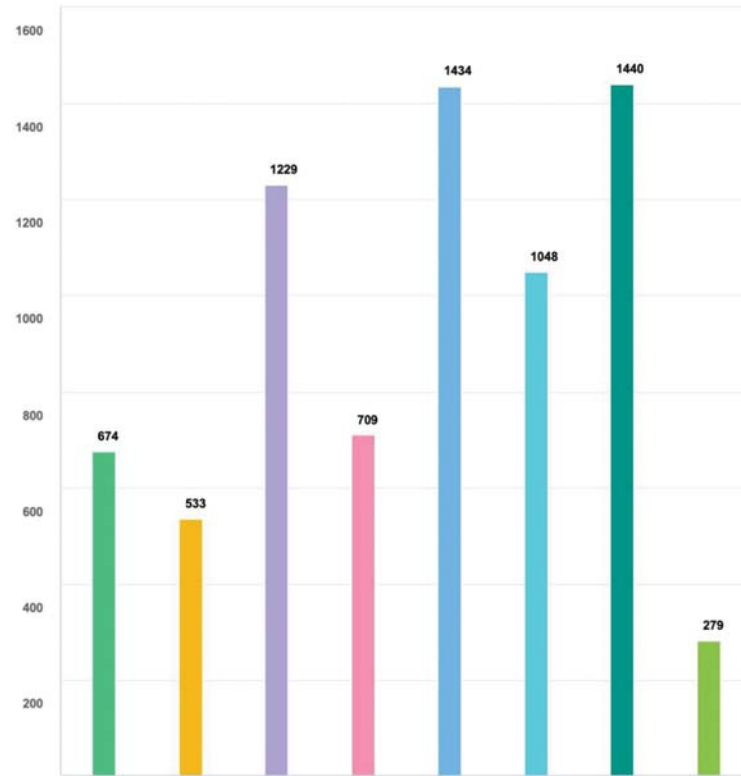


**Question options**

- Park /play areas
- Community event spaces
- Cultural /music offerings
- Local businesses and shops
- Retail offerings
- Food and beverage offerings
- Daily life amenities like grocery stores and pharmacies
- Other (please specify)

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

**Q6** Which of the following statements about Central Lonsdale are important to you? Select three options.

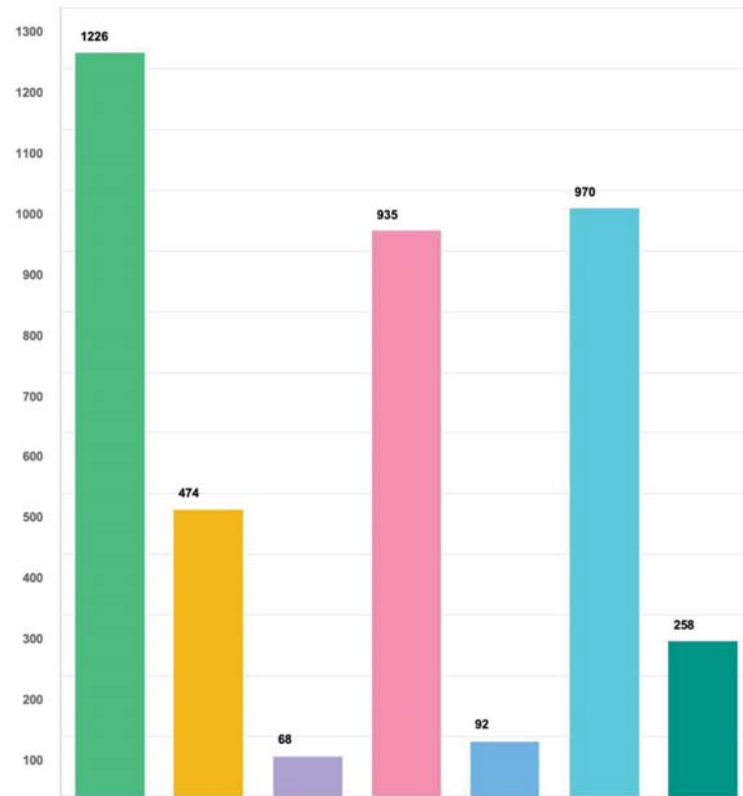


**Question options**

- Its character is preserved and enhanced
- It is lively with businesses and commerce
- It is safe and welcoming for everyone
- Other (please specify)
- It reflects and celebrates local communities and cultures
- It provides comfortable spots to stop and stay
- It is lush with trees and greenery
- It is vibrant and active year-round

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

**Q7** How would you best describe your relationship with this area? Check all that apply.



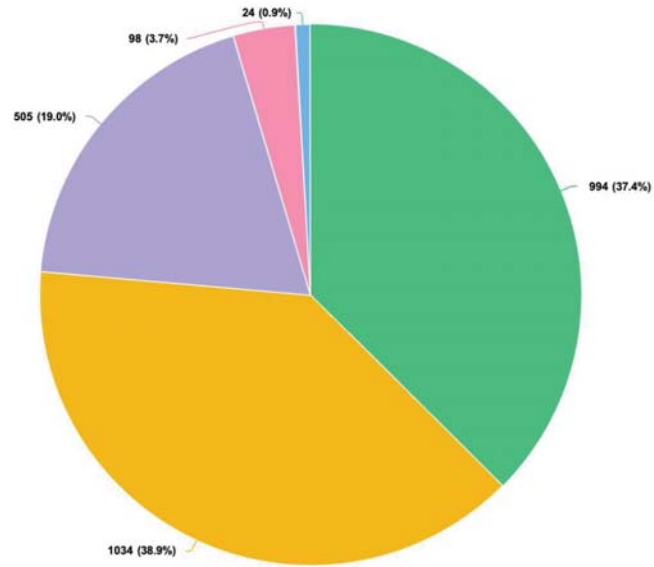
**Question options**

- I live in Central Lonsdale
- I work in the area
- I own a business in the area
- I am a visitor (for shopping, amenities, appointments, seeing friends/family)
- I am a student
- I live in a neighbouring community (West Vancouver, District of North Vancouver, etc)
- Other (please specify)

Mandatory Question (2655 response(s))

Question type: Checkbox Question

Q8 How often do you visit Central Lonsdale? Select one option.

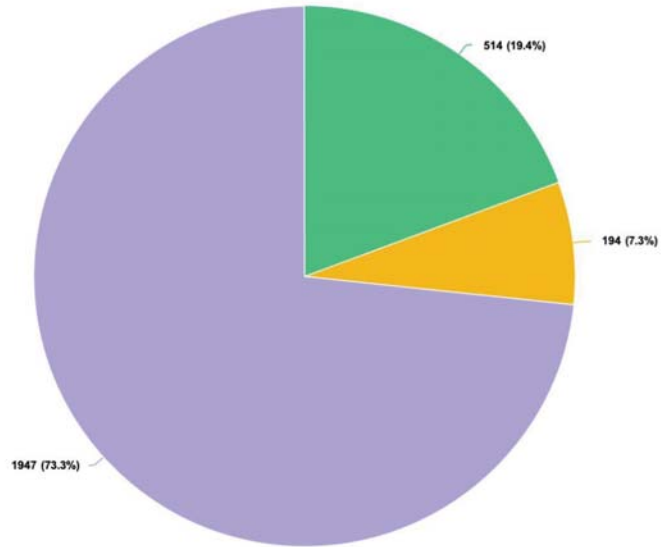


**Question options**

● Daily ● A few times per week ● A few times per month ● A few times per year ● Hardly ever

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q9 Which day(s) of the week do you typically visit Central Lonsdale? Select one option.

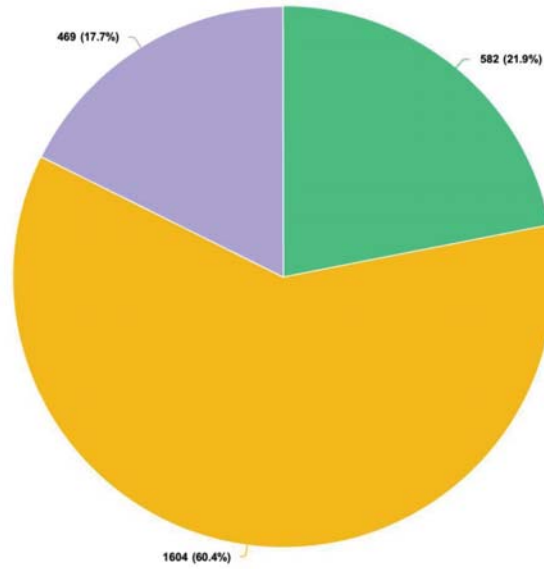


**Question options**

- Weekdays (Monday - Friday)
- Weekends (Saturday - Sunday)
- I am equally likely to visit on a weekday and a weekend. (Monday - Sunday)

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

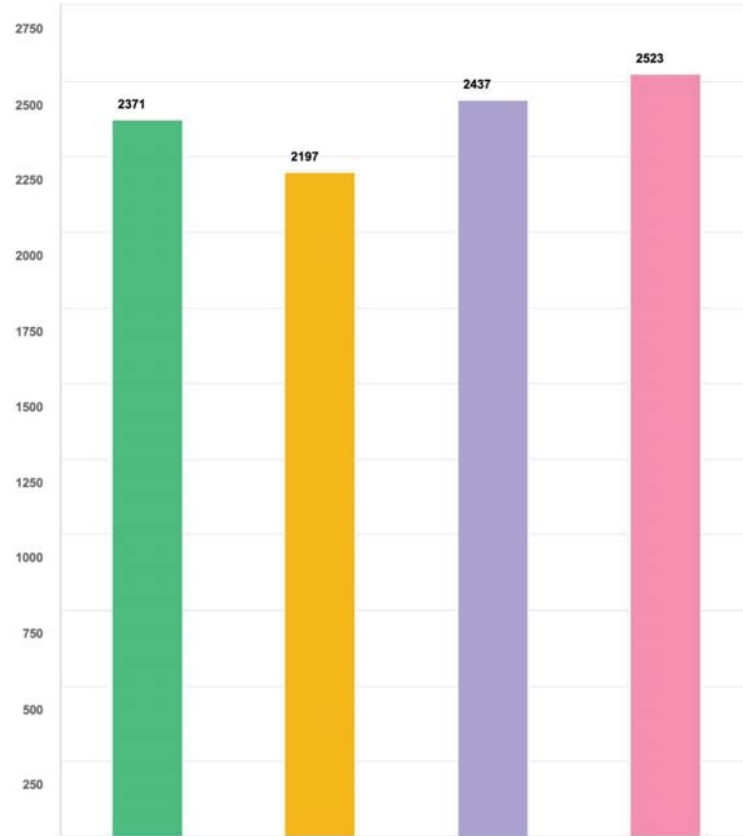
Q10 What time(s) of the day do you typically visit Central Lonsdale? Select one option.



**Question options**  
● Morning ● Afternoon ● Evening

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

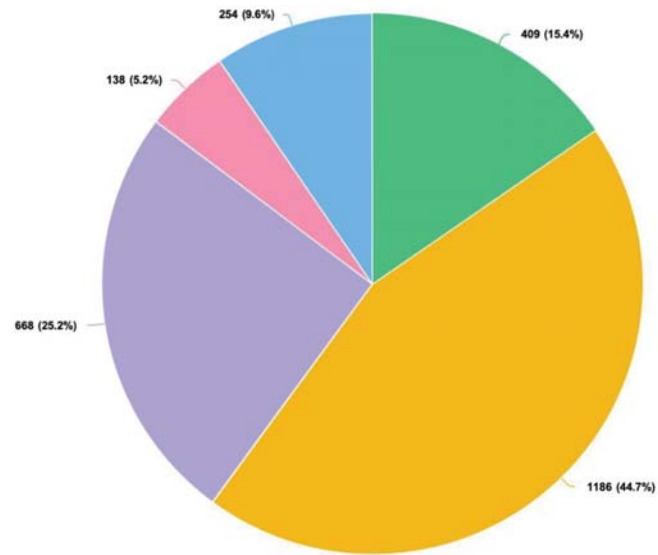
**Q11** Which season(s) are when you are most likely to visit Central Lonsdale? Check all that apply.



**Question options**  
● Fall ● Winter ● Spring ● Summer

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

Q12 How long do you typically spend in Central Lonsdale? Select one option.

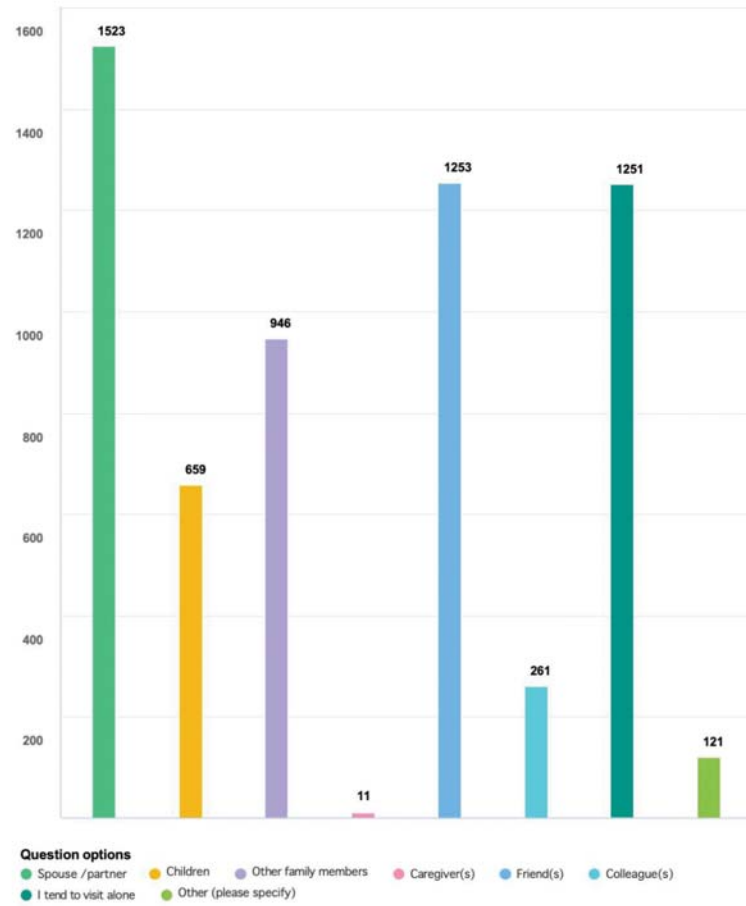


**Question options**

Less than 1 hour 1-2 hours 2-4 hours 4-6 hours Over 6 hours

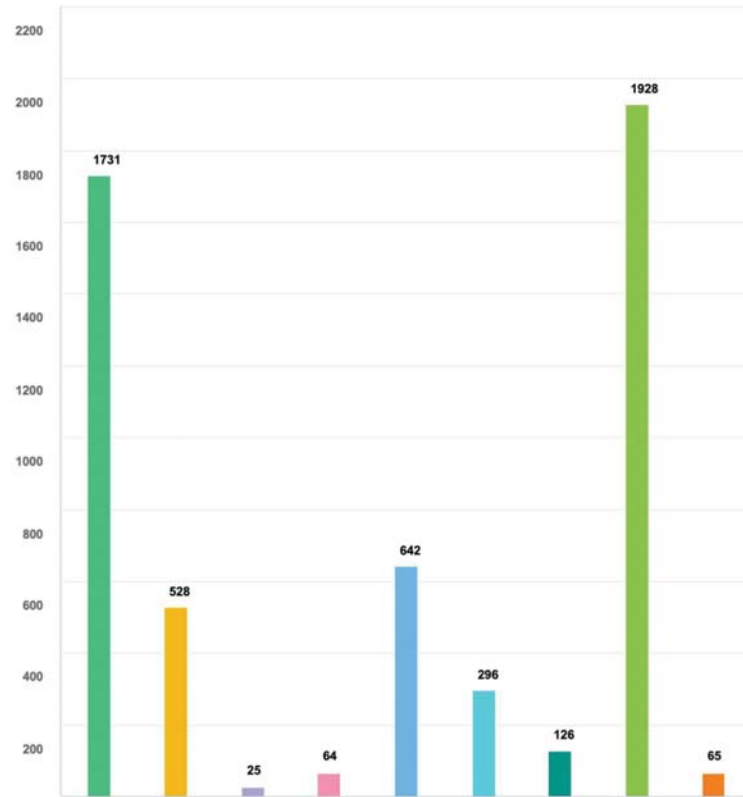
Mandatory Question (2655 response(s))  
Question type: Radio Button Question

**Q13** Who is with you when you visit Central Lonsdale? Check all that apply.



Mandatory Question (2655 response(s))  
Question type: Checkbox Question

**Q14** Which of the following modes of transportation do you use to get to Central Lonsdale?  
Select three options.

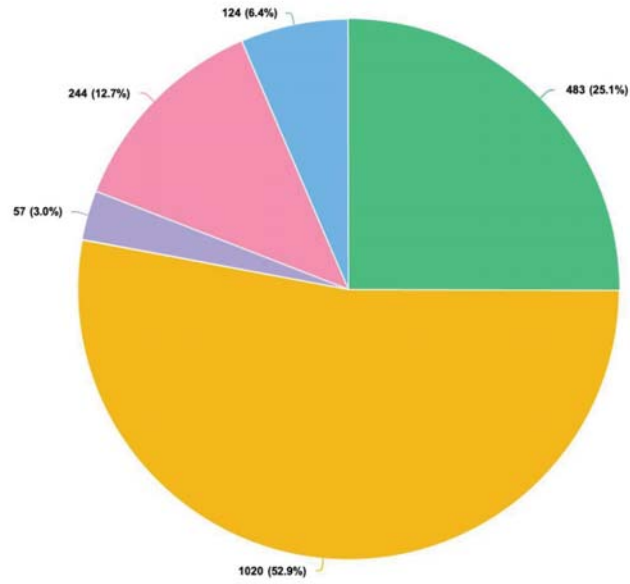


**Question options**

- Walk
- Personal bike (including e-bikes)
- Personal scooter (including e-scooters)
- Bike share (eg. Lime)
- Bus
- Seabus (+ additional mode up the hill to Central Lonsdale)
- Taxi /Rideshare /Dropped-off
- Personal vehicle
- Other (please specify)

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

Q15 If you drive to Central Lonsdale, where do you park most often? Select one option.

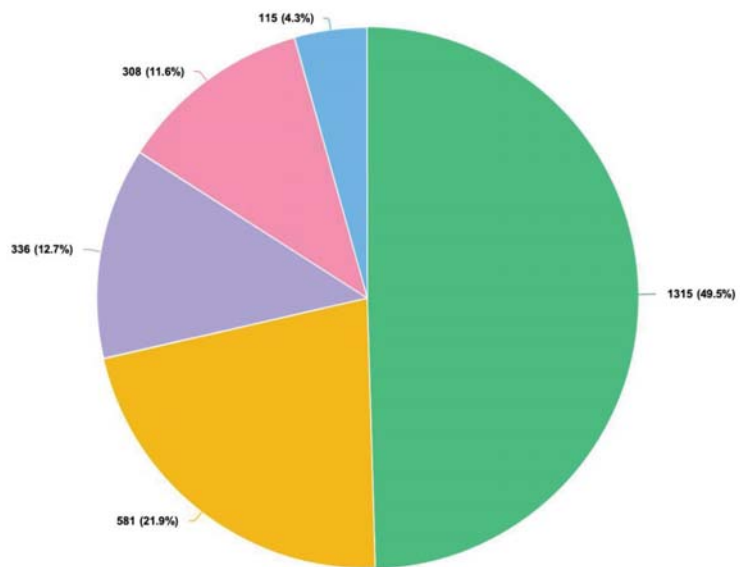


**Question options**

- Street parking on Lonsdale Avenue
- Street parking on nearby street
- Surface parking lot nearby
- Parkade or underground parking nearby
- Other (please specify)

Mandatory Question (1928 response(s))  
Question type: Radio Button Question

**Q16** How easy is it for you to get to Central Lonsdale? Select one option.



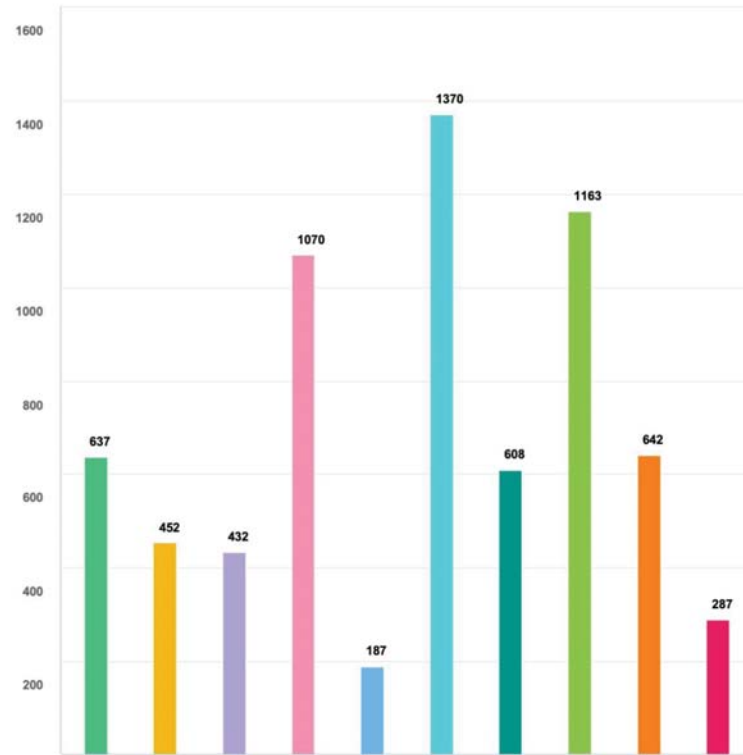
**Question options**

Very easy Somewhat easy Neither easy nor difficult Somewhat difficult Very difficult

Mandatory Question (2655 response(s))

Question type: Radio Button Question

**Q17** Which of the following improvements would make getting to, from, and around Central Lonsdale a better experience for you? Select your top three.

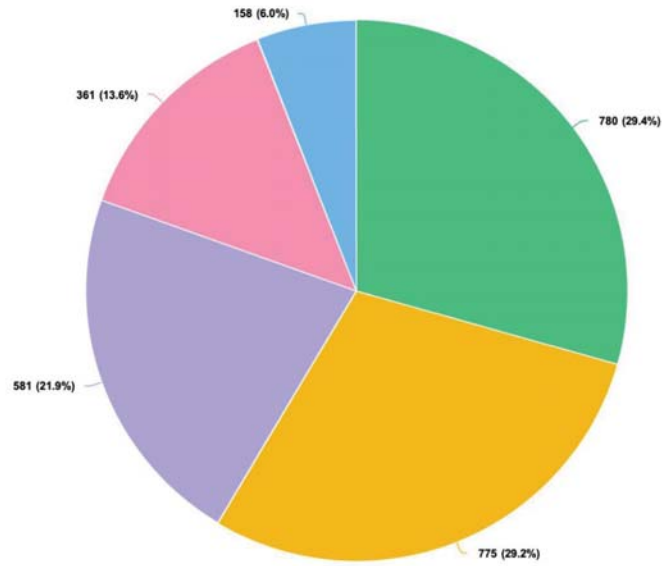


**Question options**

- Improved bus transit (frequency, comfort, reliability, speed etc.)
- More comfortable biking conditions
- More comfortable pedestrian crossings
- More pedestrian-friendly streets with more landscaping and amenities
- Improved accessibility for people with mobility devices
- Convenient parking options
- Prioritizing pedestrian and cyclist comfort over vehicle speed
- A more vibrant shopping and dining experience
- More public spaces and plazas
- Other (please specify)

Mandatory Question (2655 response(s))  
Question type: Checkbox Question

**Q18** How comfortable do you feel walking, rolling or using an assisted mobility device on Lonsdale Avenue? Select one option.

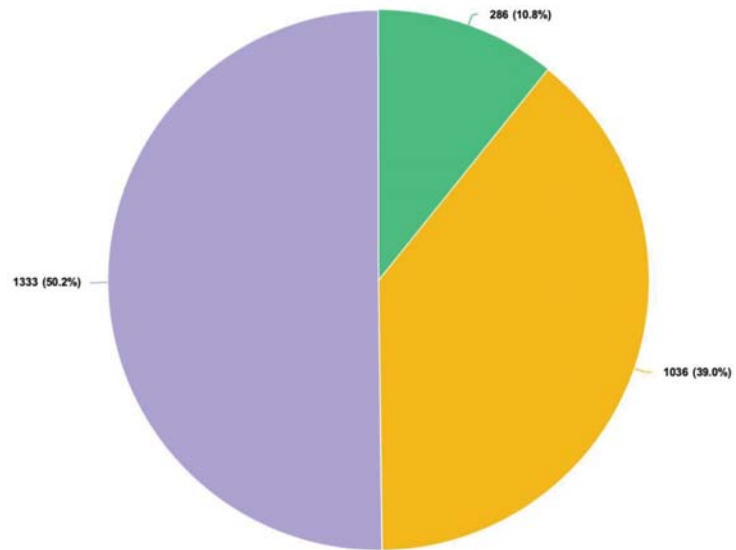


**Question options**

- Very comfortable
- Somewhat comfortable
- Neither comfortable nor uncomfortable
- Somewhat uncomfortable
- Very uncomfortable

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q19 If you use bikes as a mode of transportation, do you bike on Lonsdale Avenue? Select one option.

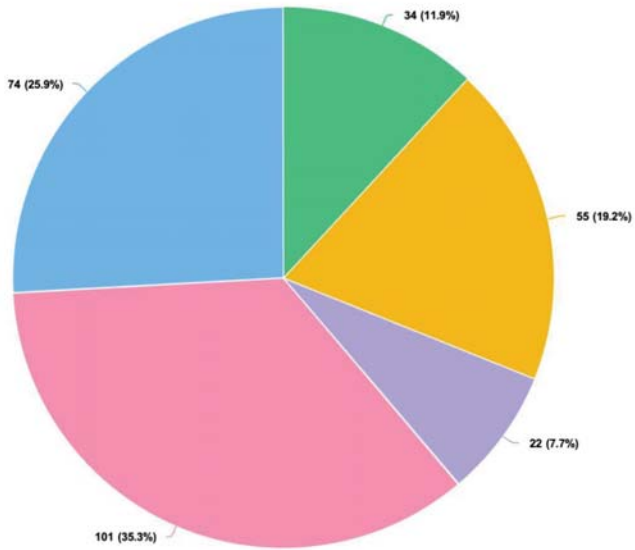


**Question options**

- Yes
- No
- I do not use bikes as mode of transportation

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

**Q20** How comfortable or uncomfortable do you feel biking on Lonsdale Avenue? Select one option.

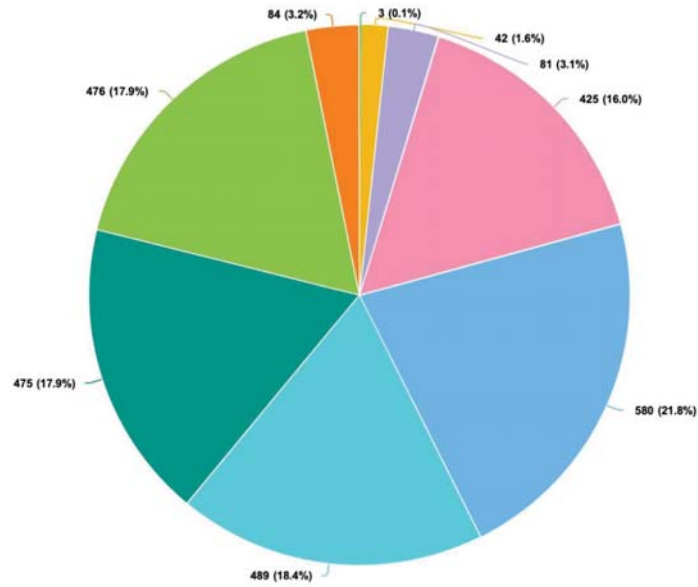


**Question options**

- Very comfortable
- Somewhat comfortable
- Neither comfortable nor uncomfortable
- Somewhat uncomfortable
- Very uncomfortable

Mandatory Question (286 response(s))  
Question type: Radio Button Question

Q21 We are inviting input from people of all ages in our community. To help us understand who we are hearing from, please share your age range. (If you would prefer not to, simply click "Prefer not to say.")

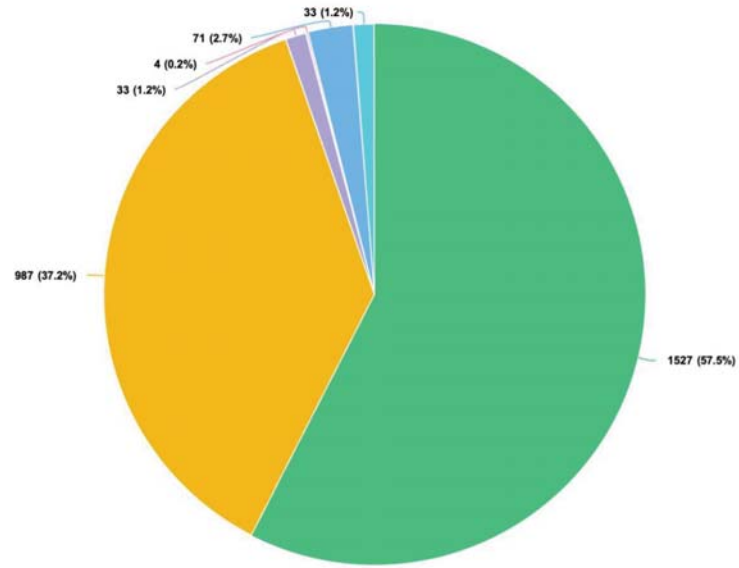


**Question options**

- 13 or younger
- 14 - 18
- 19 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+
- Prefer not to say

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q22 What is your gender?

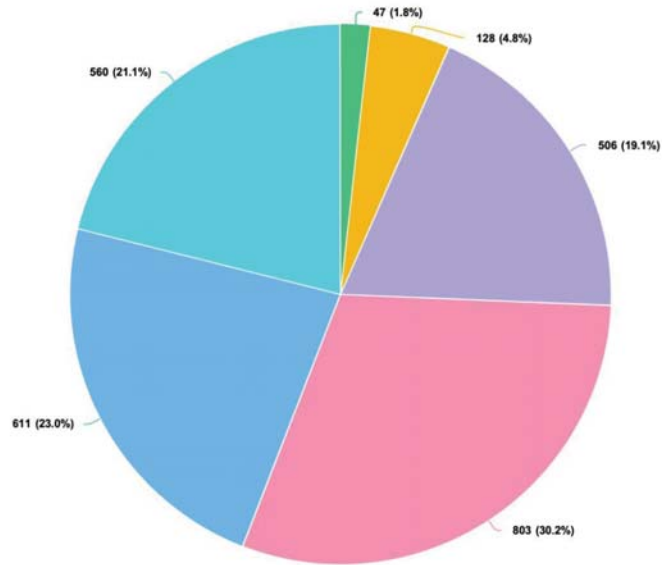


Question options

- Woman
- Man
- Non-binary or gender non-conforming
- Two-spirit
- Unsure / Prefer not to say
- I prefer to self-describe as:

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q23 What is your total household income?

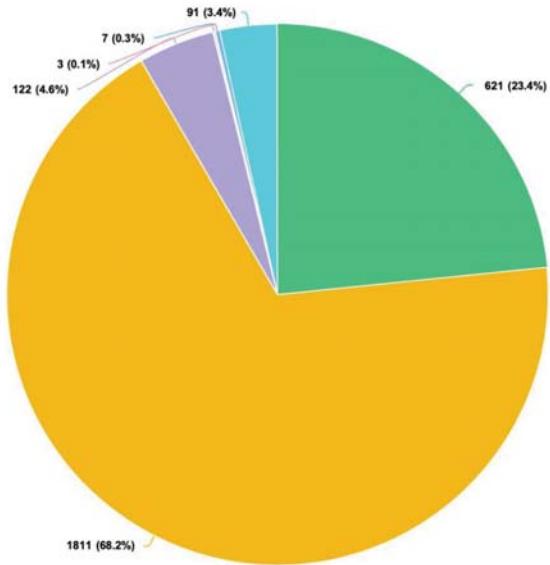


Question options

- Less than \$24,999
- \$25,000 to \$49,999
- \$50,000 to \$99,999
- \$100,000 to \$199,999
- \$200,000 or more
- Prefer not to say

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q24 Please choose the response that best describes your housing situation.

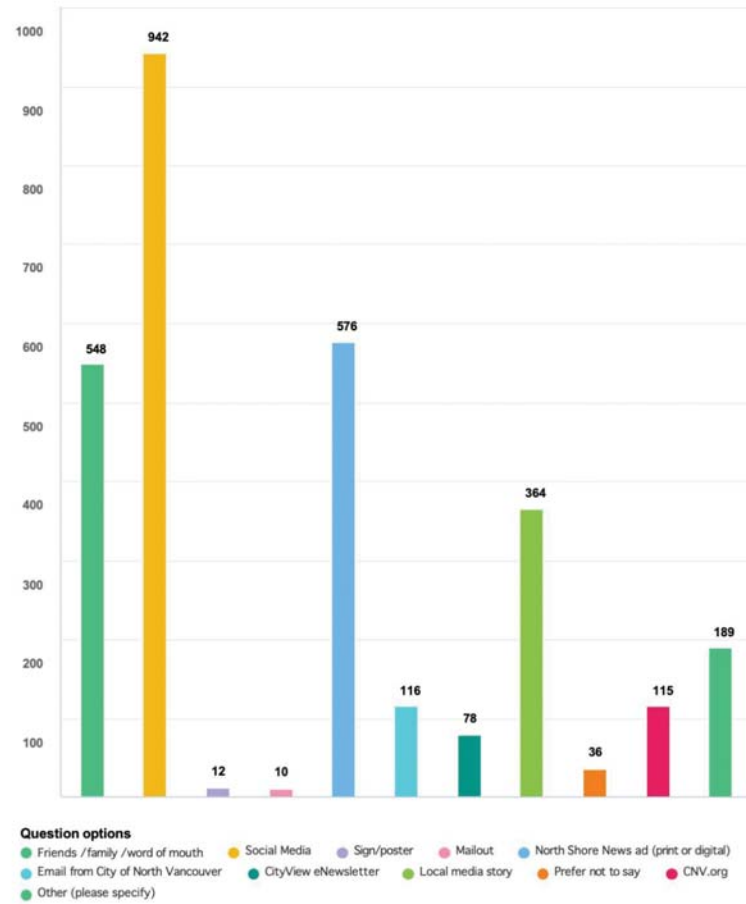


**Question options**

- Rent
- Own
- Living with family/friends
- I do not have a fixed address
- I have a place to stay
- Prefer not to say

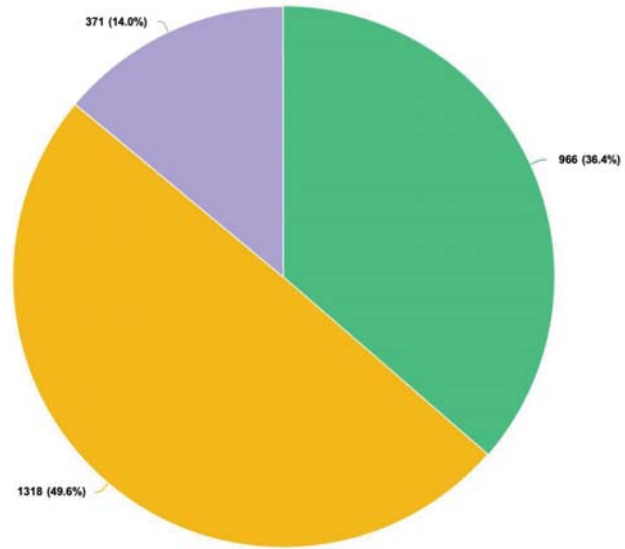
Mandatory Question (2655 response(s))  
Question type: Radio Button Question

Q25 How did you hear about this survey?



Mandatory Question (2655 response(s))  
Question type: Checkbox Question

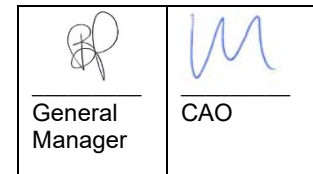
Q26 Have you participated in a City of North Vancouver engagement process before?



**Question options**  
● Yes ● No ● Not sure /Prefer not to say

Mandatory Question (2655 response(s))  
Question type: Radio Button Question

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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**OFFICE OF THE DEPUTY CHIEF ADMINISTRATIVE OFFICER**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Amanda Gibbs, Director, Communications and Engagement

Subject: COMMUNITY ENGAGEMENT – 2025 REPORT BACK AND 2026 LOOK AHEAD

Date: April 1, 2026 File No: 04-1465-01-0001/2026

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**RECOMMENDATION**

PURSUANT to the report of the Director, Communications and Engagement, dated April 1, 2026, entitled “Community Engagement – 2025 Report Back and 2026 Look Ahead”;

THAT the report, dated April 1, 2026, entitled “Community Engagement – 2025 Report Back and 2026 Look Ahead”, be received for information.

**ATTACHMENTS**

1. Community Engagement Framework Plan & Process Report – May 26, 2023 (CityDocs [2385813](#))
2. City of North Vancouver Civic Engagement Framework Phase 1 Progress Report – November 20, 2024 (CityDocs [2609797](#))
3. Community Engagement Framework Council Report – June 18, 2025 (CityDocs [2695895](#))
4. Community Engagement Framework (CityDocs [2686171](#))

**SUMMARY**

The purpose of this report is to provide a summary and analysis of 2025 community engagement efforts, as well as an update on ongoing work to implement the City of North Vancouver’s Community Engagement Framework.

## **BACKGROUND**

The City of North Vancouver has demonstrated a long-standing commitment to engaging the local community in decisions that affect them. Indeed, improving community engagement is a fundamental civic goal and a key pillar of Council's strategic priorities. In recent years, this commitment has been formalized through the development of the City's first Community Engagement Framework, a guiding document that orients the City's work and provides a roadmap for continuous improvement.

The completed Community Engagement Framework and an associated action plan was presented to and endorsed by City Council on July 7, 2025. One of the key commitments in the Community Engagement Framework was the generation of an annual report to Council outlining the City's progress on engagement goals and commitments.


### **Defining Community Engagement for CNV**

The City's Community Engagement Framework defines community engagement as "processes led by the City where there is an opportunity for participants (residents, community organizations, businesses, other levels of government, etc.) to help shape the outcome of a project, policy or decision."

Community engagement at the City primarily falls into three categories:

- Public engagement – Processes open to the public that seek to hear from a broad and representative group of voices.
- Interest holder engagement – Targeted activities that aim to engage with a particular demographic or interest group, for example community organizations, businesses, seniors and youth. This form of engagement is often conducted to strengthen representation in public engagement processes and/or to seek feedback from a group with especially relevant lived or subject matter experience.
- Intergovernmental engagement – Collaboration between different governmental bodies including municipal governments, Squamish Nation, Tsleil-Waututh Nation, Vancouver Coastal Health, Translink, School District No. 44, and the Vancouver Fraser Port Authority among others.

In addition to the Community Engagement Framework, the design of engagement processes is guided by the International Association for Public Participation (IAP2)'s Spectrum of Engagement (included below), with different projects designed for different levels of engagement according to project needs.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: [www.iap2.org](http://www.iap2.org)

### Implementing Engagement at the City of North Vancouver

Staff from a variety of departments engage the public, partner organizations and governments in order to strengthen City policies, programs and initiatives. The City’s Civic Engagement Team provides centralized advisory and strategic support for staff across all departments.

The team’s core work is to provide a framework for consistent engagement standards, to support staff who lead engagement via coaching, training and capacity building, to help schedule and design engagement processes that involve the public in project and/or policy decisions that impact them, and to lead reporting on engagement findings.

Finally, a central function is to advance tools and practices – whether in person or online – to improve reach, accessibility and ultimately expanded and improved participation in the City’s engagement processes. These priorities are guided by the Council-approved Community Engagement Framework.

### DISCUSSION

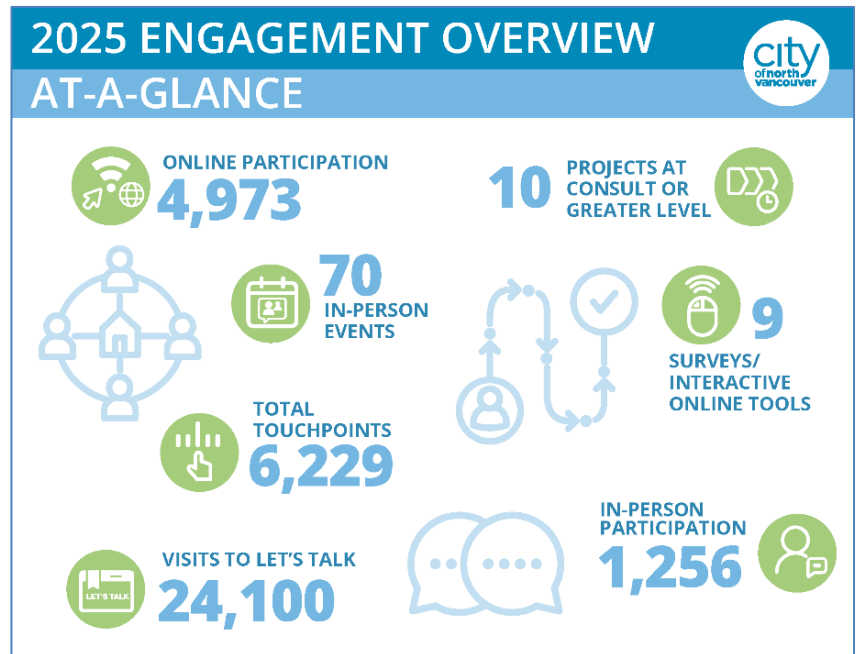
The following section provides a summary of the City’s 2025 community engagement efforts at or above the “Consult” level of engagement, inclusive of interest holder engagement, intergovernmental engagement and broad community engagement. Beginning in 2026, staff will develop a baseline evaluation model including new key performance measures to evaluate the quality and reach of engagement. Council advisory committees and commissions, rezonings and public hearings, and ongoing

partnerships and collaborations with external partners are not included in the scope of this report.

## 2025 Engagement Overview

In 2025, the City of North Vancouver conducted 10 engagement projects at the “Consult” level of engagement or higher. These projects featured 9 online tools, including surveys and online mapping, 70 in-person events including focus groups, workshops, dialogues and pop-up activations.

In total, staff recorded a total of 6229 touchpoints with participants. A “touchpoint” signifies one response or interaction with a participant. The City records touchpoints rather than participants, as it is possible for a single participant to participate multiple times or through multiple tools.



Of the total 6229 touchpoints, 1256 touchpoints resulted from in-person activities and 4973 discrete responses through online participation. Additionally, the City’s online engagement platform, Let’s Talk, received over 24,100 visits in 2025. A common metric for high-performing municipal engagement is to reach 10% of the population annually through active participation. Beyond the numbers, there were notable improvements in the City’s engagement processes.

The team worked to schedule engagement in a manner that acknowledges the “consultation fatigue” that results from asking residents and organizations to participate in numerous and often competing processes. Staff are now advised not to field major processes during peak winter and summer holiday periods as well as to limit major processes to one in the field at a time.

The team also worked to improve transparency by leading the report back of engagement findings in a timely way via What We Heard Reports. Specifically, results are posted online within three months of an engagement process completing. In addition to these improvements, we also heard clearly from the community during in-person engagement activities, during the Public Input Period at Council meetings and via correspondence that there is a need for:

- improved clarity of language and visuals used to explain detailed technical processes;
- improved notification of planning changes and processes;

- longer periods of promotion in advance of engagement activities, longer periods to accept input and commentary, as well as more diverse opportunities to participate where people gather i.e., make it easier and more convenient for people to participate;
- improved outreach to all language speakers and all abilities;
- clearer reporting on how public input did or did not influence the decision or policy.

Staff are committed to addressing these concerns through enhanced training, planning and implementation of the Community Engagement Framework.

### **Detailed Engagement Processes Conducted in 2025**

The City of North Vancouver led the following engagement processes as part of policy and project initiatives in 2025. The following projects represented engagement activities at a “Consult” level or higher on the IAP2 spectrum, meaning that participants were invited to provide their thoughts, experiences and feedback on a project, and that City staff considered that data when making decisions related to the project. Going forward the team prepares high level summaries that are now the standard for all broad public engagement processes at a consult level or higher. Please visit <https://letstalk.cnv.org/> for more detailed information and reports.

#### *January – March 2025*

##### Lonsdale Great Street Comprehensive Plan

Beginning in early January through February 2025, the City’s Economic Development team launched a project to strengthen Central Lonsdale as one of the city’s main economic hubs building on its strengths as a vibrant local serving destination. The process included a digital survey that received nearly 2700 responses, as well as several pop-ups in Civic Plaza led by staff, and an open house, a business survey and a series of six interest holder workshops led by the consultant team. The process was promoted broadly online and in the community, and included surveys translated into Farsi to reflect the culture of local businesses. The detailed What We Heard Report is available at <https://letstalk.cnv.org/lonsdalegreatstreet>

##### Budget 2025

In January 2025, staff initiated a community engagement process to support the 2025-2029 Financial Plan. 380 people participated in a digital survey providing their perspectives on the City’s prioritization of key initiatives and allocation of funds. The survey was promoted broadly online, via newspaper ads, and using high traffic locations including City Hall, North Van Public Library, and John Braithwaite Community Centre. This process represented the highest participation rate for the Budget process to date.

##### Accessibility Plan

Staff worked to create the City’s first Accessibility Plan in 2025, working with interest holders to strengthen the final product. During two meetings with the North Shore

Accessibility Committee, staff reviewed feedback previously shared by the Committee to understand its relevance to the City of North Vancouver in particular. Staff also engaged with 6 different local organizations that support people living with disabilities, including their members, to discuss barriers to accessibility generally as well as in particular within the City. Finally, an Accessibility Employee Resource Group was formed and met multiple times to gather internal feedback.

### Complete Communities

The Complete Communities Initiative is a provincial granting program designed to help local governments use geospatial assessments alongside public input to map housing development, transportation options and other amenities where they are needed most. The City's Planning team led a process that included an online survey and a series of 9 community pop-up workshops, alongside detailed GIS mapping and data gathering. 785 survey responses were received and staff had 309 interactions with participants at pop-up workshops throughout the City.

*April – August 2025*

### Eastview Park

The Eastview Park project explored improvements to this popular community park that would integrate a well-designed disc golf course with other park uses and users. A detailed engagement process in May-June 2025 gathered in-depth feedback on several early design concepts. Through this process, 298 responses were received via a digital survey, while staff had 60 interactions with participants through in-person interest holder meetings and 2 open houses. Engagement informed a proposed park redesign which is anticipated to advance to construction in 2026. Learn more about the process at this link <https://letstalk.cnv.org/eastviewpark>

### Updates to the Official Community Plan and Zoning Bylaws

The Growing Livable Neighbourhoods initiative launched in summer 2025 to update the City's Official Community Plan and Zoning Bylaws to meet new provincial housing regulations. The process was promoted through mailouts, via community organizations, print and digital advertising and social media. In July, 673 individuals participated in a combination of digital and in-person engagement that included a survey, 6 community pop-ups, a Town Hall and a Community Workshop. Engagement explored how the City might best maintain neighbourhood character and livability while adding more density in the city's lower density neighbourhoods, as well as soliciting feedback on the future development of 5 City-owned properties to meet provincial housing capacity requirements. In October 2025, the Planning team brought new planning regulations, including new development permit guidelines, to Council shaped by what they heard through this engagement process. Council adopted the Official Community Plan and Zoning Bylaw amendments on December 8, 2025. Learn more about the process here: <https://letstalk.cnv.org/livableneighbourhoods>

### Community Engagement Framework May – June 2025

In 2025, the City’s Engagement team concluded public listening on the City’s first Community Engagement Framework. Phase 2 engagement activities focused on connecting with equity-deserving communities as well as organizations that would be critical in the implementation of the Community Engagement Framework. Through a series of 7 workshops, 2 open houses and a survey, 123 people provided their feedback to help finalize the document. The Framework was adopted by Council on July 7, 2025. Learn more about the process at <https://letstalk.cnv.org/engagementframework>

### DCC Bylaw Changes

Focused interest holder engagement was led by the Finance and Planning teams with members of the City’s development community to understand the potential impacts of proposed changes to an update to the Development Cost Charges (DCC) Bylaw. Staff participated in 2 Urban Development Institute (“UDI”) meetings to gather immediate feedback, invited UDI members to submit written feedback, and invited members of the general public to comment on proposed changes by email.

### September – December 2025

#### Budget 2026

Later, in October 2025, staff worked with the Finance Department to design the Budget 2026 engagement process. Community engagement was launched earlier in the Financial Plan development process to improve the degree to which engagement results could help inform decision-making. As a process improvement, staff sought to strengthen outreach by promoting the survey with support from local community organizations, and conducting two in-person pop-ups at central locations in the city. Staff shared the budget engagement with 182 individuals through the pop-ups and received 299 survey responses. The What We Heard Report was published in January 2026 to the City’s Let’s Talk page and shared back to participants. <https://letstalk.cnv.org/budget2026>

### Community Safety Strategy

In November 2025, the Public Safety team began development of a comprehensive Community Safety Strategy that will serve as a 10-year guiding framework for public safety planning, decision-making, and future investments. To ensure the plan reflects the lived experiences and safety needs of the entire community, the team placed a strong emphasis on meaningful engagement and the strengthening of collaboration networks across all relevant sectors, with an overall shift toward preventative, upstream approaches. Phase one included a total of 25 external interviews and workshops with 128 subject matter experts, members of committees, and allied organizations to help guide the direction of a vision and strategic framework.

## **Forthcoming Community Engagement in 2026**

During 2026, the City anticipates engaging with the public, intergovernmental partners and interest holders on a number of projects that involve community engagement at or above an “Inform” level of the IAP2 Spectrum.

These projects are:

### Public Safety:

- Community Safety Strategy – Spring-Summer 2026

### Infrastructure, Transportation and Parks:

- Parks & Public Spaces Plan – Spring 2026
- 1612 Eastern Park Naming Themes – Spring 2026
- Harbour Swim Deck at Waterfront Park – Spring 2026

### Planning and Development:

- Residential Tenant Displacement Policy Update – Winter 2026
- OCP/Zoning Bylaws: Bill 25 Response to Provincial Requirements – February-May 2026

## **2025 Advances on Commitments in the Community Engagement Framework**

The Community Engagement Framework Action Plan outlined a series of strategies and projects to improve the City’s engagement practices, including this end-of-year report to Council. Here are some new developments and a look at work to come in 2026.

### Launch of an Improved Digital Engagement Platform

The Civic Engagement Team developed and issued a Request for Proposals to acquire a more modern and user-friendly digital engagement platform in November 2025. The City’s Let’s Talk page was launched with the new provider and new look on February 1, 2026. Staff look forward to offering participants more intuitive and user-friendly digital engagement tools, as well as improved accessibility features such as live translation into 15 languages, improved mapping and interactive tools.

### Improved Surveys, Analysis and Reporting

The Civic Engagement team has worked to strengthen data collection and analysis. To this end, staff have:

- Formalized a working relationship with Ipsos Research, a respected firm specializing in public research, to conduct third-party review for all major surveys,
- Developed templates and standards for What We Heard reports,
- Worked closely with City teams to define data analysis protocols and participate in the generation of What We Heard Reports(WWHR).
- Advised where possible that engagement findings should be posted a minimum of three months following the close of engagement.

## Improved Community Outreach – Understanding Community Connections

In 2025 improvements in the promotion of engagement processes have focused on the City's capacity to share information through and with community organizations. Recent engagement processes have benefited from a greater degree of promotion in relevant community spaces like City community centres and the offices of community organizations, as well as improving the database and network of community organizations. To support this work, staff are continuing to update the team's interest holder database, and to lead interest holder mapping sessions with staff leading engagement to help them understand the communities they must reach to be effective in their work.

## Improved Accessibility

In coordination with the City's Diversity, Equity and Inclusion Lead, the Civic Engagement team has worked to improve the accessibility of the City's processes. This work seeks to lower barriers to participation and ensure a greater variety of voices are involved. Key steps include:

- Generating information sheets that share accessibility information about the locations where engagement activities are held,
- Providing the option to respond to surveys by phone in multiple languages, and
- Improving access to hard-copy and large-print materials.

## **Looking ahead to 2026 Commitments in the Community Engagement Framework**

### Civic Literacy Tools and the Civic Election

The Communications and Engagement team will be working closely with Legislative Services to promote participation in the 2026 municipal election and to ensure all eligible voters have the information they need to fully participate. This will include accessible information on how to vote, and ongoing work with the North Shore Civic Youth Forum to engage young people in the democratic process.

### Translation Guidelines

By the end of 2026, the City will have language accessibility and translation guidelines. As the City of North Vancouver becomes more diverse there is a corresponding duty to ensure residents, regardless of their English proficiency can access essential services like public safety or critical information regarding taxes, bylaws or social programs. Providing information in home languages fosters a sense of civic belonging and encourages participation in the democratic process. The team will create a decision-making tool to help determine when to translate materials and to move this work to a professional standard. The new Let's Talk platform offers improved translation capacity for all online processes.

### Training and Capacity Building

Staff have been working to develop the first version of a City of North Vancouver Engagement "Playbook" that will share standards, leading practices and guidelines to

be used by all staff. The Civic Engagement team will also be advancing both formal engagement training opportunities in facilitation and engagement practices as well as peer-to-peer learning for staff who lead engagement.

### Evaluating Engagement – Continuous Improvement

Staff have identified an initial set of performance indicators that set the stage for target-setting and benchmarking to strengthen the quality and extent of participation over time. For example, emerging performance measures would be:

- to have the engagement touchpoints reflect the City of North Vancouver’s census data;
- to report in a transparent manner how what we heard during engagement did or did not result in documented change of priorities in a project; and
- to use our existing tools like surveys and workshops to measure public trust and satisfaction over time.

### **FINANCIAL IMPLICATIONS**

Funding approved in previous financial plans supports the work to implement the Community Framework Action Plan.

### **INTER-DEPARTMENTAL IMPLICATIONS**

Civic Engagement staff work closely with all City departments leading external engagement to meet the standards outlined in the Community Engagement Framework.

### **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

The Community Engagement Framework aligns with Council’s Commitments to be open, inclusive, progressive, engaged and informed. High-quality community engagement processes represent a key input for decision-making for a number of strategic initiatives, including the City’s first Community Safety Strategy, the upcoming Parks and Public Spaces Comprehensive Plan, as well as on-going updates to the City of North Vancouver’s Official Community Plan.

RESPECTFULLY SUBMITTED:



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Amanda Gibbs  
Director, Communications and Engagement

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON **MONDAY, JUNE 12, 2023****

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**PRESENTATION**

Community Engagement Framework – Acting Director, Community and Partner Engagement, and Communications and Engagement Officer

The Acting Director, Community and Partner Engagement, and Communications and Engagement Officer provided a PowerPoint presentation regarding the “Community Engagement Framework” and responded to questions of Council.

**REPORT**

4. Community Engagement Framework Plan and Process – File: 04-1465-08-0001/2023

Report: Acting Director, Community and Partner Engagement, and Communications and Engagement Officer, May 26, 2023

Moved by Councillor Bell, seconded by Councillor Girard

PURSUANT to the report of the Acting Director, Community and Partner Engagement, and Engagement Officer, dated May 26, 2023, entitled “Community Engagement Framework Plan and Process”:

THAT staff be directed to proceed with the proposed plan to engage with the community to build an Engagement Framework that will guide the City’s approach to public participation and the engagement process to inform City decision making.

**CARRIED UNANIMOUSLY**



N/A		
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**  
**COMMUNITY PARTNERSHIPS & ENGAGEMENT DEPARTMENT**

**REPORT**

To: Mayor Linda Buchanan and Members of Council

From: Jody Robertson, Acting Director, Community Partnerships and  
Engagement  
Rebecca Vaughan, Communications & Engagement Officer

Subject: COMMUNITY ENGAGEMENT FRAMEWORK PLAN & PROCESS

Date: May 26, 2023 File No: 04-1465-08-0001/2023

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

**RECOMMENDATION**

PURSUANT to the report of the Communications & Engagement Officer, dated May 26, 2023, entitled "Community Engagement Framework Plan & Process":

THAT staff be directed to proceed with the proposed plan to engage with the community to build an Engagement Framework, which will guide the City's approach to public participation and the engagement process to inform City decision making.

**ATTACHMENTS**

1. Community Engagement Framework presentation (CityDocs #2367674)
2. IAP2 Spectrum of Engagement (CityDocs #2363136)

**SUMMARY**

Public engagement is about building trusting relationships. Done purposefully, it fosters opportunities for people with diverse perspectives to share their ideas to help inform City decision making. In short, public engagement helps people be involved in shaping the community in which they live, work and play.

Over the next year, the Communications & Engagement division proposes to undertake an engagement process to help inform and develop a City Community Engagement Framework.

A Community Engagement Framework will provide consistency in when and how we engage with the community, increase opportunities for public participation and equip staff with the tools they need to build upon and improve our current approaches. It will be informed by residents, business owners and other key groups, and rely on established practices from the International Association of Public Participation (IAP2), our experiences and those of other municipalities and subject-matter experts across British Columbia and Canada.

The Framework is anticipated to be complete in the first quarter 2024 and fully implemented by end of the second quarter.

## BACKGROUND

The International Association for Public Participation (IAP2) is a globally-recognized organization that provides standards to support entities that affect the public interest in Canada and around the world. It has developed seven core values for the practice of public participation:

1. Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

*(iap2.org/corevalues)*

IAP2 also provides a Spectrum of Engagement (*Attachment 2*), which outlines the commitment to the community and/or interested parties in an engagement process. Different initiatives, programs and services and various phases of a project may require different levels of participation. The commitment to the community at each level of engagement informs the type of engagement activities to include in the initial design of the engagement process.

Using these values and the Spectrum as a foundation, City staff have developed a proposed plan and process to develop a Community Engagement Framework, which will guide the City's approach to public participation in decision making.

The Framework will also be developed to align with research and informed practices such as principles of equity, diversity and inclusion to ensure the needs of diverse community members are met and their voices are heard. And most importantly, the

Framework will better support information gathering, learning and listening approaches to help support the City in its decision making, in conjunction with contextual, technical and industry standard information.

## DISCUSSION

The City's Community Engagement Framework will involve input from the community, decision-makers, and internal and external parties. Using the IAP2 Spectrum of Engagement (*Attachment 2*), we will use techniques at the *Involve* level to hear from the community and implement the feedback into the Framework. This will include workshops with community stakeholders and equity-deserving groups, including First Nations and Indigenous Peoples; pop-up presence at community events; an online community-wide survey; City staff workshops; and opportunities for Council input.

In terms of engaging with First Nations governments, the City is currently engaged with Sk̓wx̓wú7mesh Úxwumixw (Squamish Nation) and səliłwətał (Tseil-Waututh) regarding protocols. This will be the foundation of ongoing work to facilitate future engagement and align with organizational standards, provincial legislation, the Truth and Reconciliation Report's 94 Calls to Action, and engagement best practices.

Throughout Phase 1, we will be asking the community about how we can design engagement processes that will meet their needs and also support decision-makers with rich, valuable information. This includes seeking feedback on how people prefer to participate, what barriers they face to participation, accessibility and inclusion considerations, projects and issues of importance to them, and how they would like to be informed.

The proposed process for developing our Community Engagement Framework has four steps:

- **Phase 1 Engagement**, Spring/Summer 2023 - gather feedback about the principles and values of our community and how they should be reflected in our Framework. Staff and Council input will be included at this stage.
- **Framework Development**, Fall 2023 - balance feedback and research to ensure development of our Framework reflects our community's unique needs.
- **Phase 2 Engagement**, Winter 2024 - present the draft Community Engagement Framework for review and feedback with the community, City staff and Council, and deliver final revisions and adjustments as necessary.
- **Implementation**, Spring 2024 - communicate the final Framework to the public and begin implementation across all City of North Vancouver projects.

Upon completion of the project, the City will have a community-informed framework that will guide when we engage, with whom, how to design an effective process, and how the input from impacted parties and the public will inform decisions. The City will also have tools and resources to support staff in delivering engagement that meets informed practices and City standards, and building ongoing relationships with community members and groups.

## FINANCIAL IMPLICATIONS

This project draws from capital project funding of \$93,310, which will be used toward external support in delivering the engagement process, and research and development of the Framework.

## INTER-DEPARTMENTAL IMPLICATIONS

This project anticipates involvement of staff across all departments, particularly those whose work involves engaging with the community in the decision-making process. An Internal Advisory Committee will provide input and feedback throughout the process.

## STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

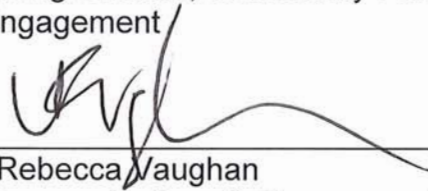
This work supports Council's Strategic Vision to be the "Healthiest Small City in the World." Building an Engagement Framework informed by community input also supports Council's Strategic focus areas, and key City plans and policies.

RESPECTFULLY SUBMITTED:



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Jody Robertson  
Acting Director, Community Partnerships and  
Engagement



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Rebecca Vaughan  
Communications & Engagement Officer

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, DECEMBER 2, 2024**

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**PRESENTATION**

City of North Vancouver Engagement Framework Phase 1 Update  
– Senior Manager, Communications and Engagement

The Senior Manager, Communications and Engagement, provided a PowerPoint presentation regarding the “City of North Vancouver Engagement Framework Phase 1 Update” and, along with the Communications and Engagement Specialist, responded to questions from Council.

**REPORT**

7. City of North Vancouver Civic Engagement Framework Phase 1 Progress Report  
– File: 04-1465-01-0001/2024

Report: Senior Manager, Communications and Engagement, November 20, 2024

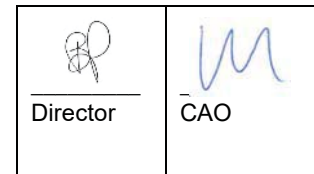
Moved by Councillor McIlroy, seconded by Councillor Shahriari

PURSUANT to the report of the Senior Manager, Communications and Engagement, dated November 20, 2024 entitled “City of North Vancouver Civic Engagement Framework Phase 1 Progress Report”:

THAT the report entitled “City of North Vancouver Civic Engagement Framework Phase 1 Progress Report” be received for information.

**CARRIED UNANIMOUSLY**

R2024-12-02/7



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**OFFICE OF THE DEPUTY CHIEF ADMINISTRATIVE OFFICER**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Amanda Gibbs, Senior Manager, Communications and Engagement

Subject: CITY OF NORTH VANCOUVER CIVIC ENGAGEMENT FRAMEWORK  
PHASE 1 PROGRESS REPORT

Date: November 20, 2024 File No: 04-1465-01-0001/2024

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

**RECOMMENDATION**

PURSUANT to the report of the Senior Manager, Communications and Engagement, dated November 20, 2024 entitled “City of North Vancouver Civic Engagement Framework Phase 1 Progress Report”:

THAT the report entitled “City of North Vancouver Civic Engagement Framework Phase 1 Progress Report” be received for information.

**ATTACHMENTS**

1. Civic Engagement Framework Update Presentation November 20, 2024 (CityDocs [2598682](#))
2. CNV Engagement Framework – What We Heard Report 2024 (CityDocs [2599478](#))

**PURPOSE**

To provide Council with a status update on the development of a City of North Vancouver Engagement Framework including a report on the findings from the first phase of engagement and next steps for delivery of a draft framework to Council for approval in 2025.

## SUMMARY

As an action toward implementation of Council's 2022-2026 Strategic Plan, staff initiated a review of the City's engagement methods, standards and resources and in July 2023 and again in April 2024 led public and interest holder engagement activities to guide development of a City of North Vancouver engagement framework.

This report offers a comprehensive review of the findings from the first phase of public engagement, some proposed early actions and quick starts in service of improved practices now, and a roadmap for the final phase of engagement and presentation of a draft engagement framework and implementation plan in 2025.

## BACKGROUND

There are many drivers for the development of a City of North Vancouver Community Engagement Framework. Well-designed processes and mechanisms for civic engagement can help make our city more responsive, inclusive, adaptive, and better prepared to meet the increasingly complex challenges of the day. By being clear, consistent and transparent with engagement commitments and standards, municipal government is better prepared to address declining levels of trust and rising levels of misinformation in a fragmented and polarizing media environment. Significantly, we can also save and money -- and, most importantly, improve outcomes by going to those who have direct experience to shape effective and efficient solutions to wicked technical and social issues.

The City of North Vancouver also has unique characteristics and opportunities that speak to the need for a tailored Community Engagement Framework; specifically, ambitious provincial housing targets and the corresponding infrastructure needs driven by growth, an increasingly diverse community in background, language, culture, age, and abilities, critical government to government relationships with Skwxwú7mesh (Squamish) and səíl#wətał (Tsleil-Waututh) Nations, and a robust culture of volunteerism and passionate involvement in civic matters.

It's also the case that the City of North Vancouver has numerous strengths to build on vis-a-vis its engagement practices. Staff engage the public in diverse ways, every day. The public, interest holders and partners offer feedback on single topics or larger plans through opportunities such as participating in a public input period or public hearing during Council Meetings, joining a City advisory body, answering a survey on the Let's Talk engagement platform, submitting comments to a Council committee, interacting with individual staff and by calling or connecting with Mayor and Council.

Staff also engage with residents daily in their work in neighbourhoods and communities across the city, delivering programs and services, through community outreach, development and capacity building work, gathering and bringing input, feedback and ideas back through their departments to inform work plans, service reviews and longer term strategies.

However, despite these strengths, this first phase of listening has highlighted clear opportunities to improve how we engage and by extension our relationships with all communities.

## DISCUSSION

The early phase of public listening coupled with a review of recent engagement findings and research into accepted and leading practices for public and interest holder engagement in municipalities across Canada has yielded the following emergent directions.

### Communications and Engagement Efforts

The City of North Vancouver implemented a range of online, print and in-person strategies to promote and convene participation in Phase 1 engagement. The following summary provides an overview of the engagement approach and activities, communications strategies, and offers a qualitative analysis of the comments received online and in-person by staff.

#### Engagement Approach

This first phase of listening sought input and guidance from residents, civic partners, members of Council, advisory committees, and community interest holders on their experiences of City of North Vancouver's engagement practices and their preferred ways to receive information and optimal ways to participate. Phase 1 was held during two key periods: June to July 2023, and April to June 2024 and comprised the following streams: an online survey with 299 clean survey responses, 12 in-person workshops, 5 in-person open events, and a series of interviews with staff and Council totaling approximately 500 touchpoints. Participation was promoted through advertising, social media, and invitations to community groups.

Using a mixed method approach – an online survey, pop up activations in public places, individual interviews, and a range of meetings and workshops- staff were able to gather hundreds of open ended comments and specific survey responses. These comments were analysed using a qualitative assessment process that shaped a code book of frequently cited comments that were then sorted into themes.

### Key Themes

In a qualitative analysis of all input received, staff identified seven key themes that will help provide the cornerstones for the CNV Community Engagement Framework. The main themes are summarized below, with additional quantitative analysis of commentary material included in the attached Phase 1 What We Heard Engagement Summary Report.

#### Transparency and Communication

- **Timely communication** regarding engagement opportunities is crucial, allowing participants to prepare and participate effectively.
- **Provision and Availability of information** regarding how specific issues impact interest holders, how their input influences outcomes, and timely reporting on engagement sessions, limitations, and relevant studies is crucial for fostering understanding and informed participation.

- **Clear explanations** as to how interest holder feedback is gathered, analyzed, and used in decision-making, along with the rationale behind the decisions and how input leads to actions or changes.

#### Community Involvement and Inclusion

- **Work to reach all segments of the community** and ensure all residents and organizations have the opportunity to participate, not only those who have access, time and existing knowledge of government.
- **Offering varied engagement venues**, including a range of online and in-person formats that accommodate different needs, interests, schedules and learning styles.
- **Include diverse perspectives** from various demographic, cultural, and socio-economic backgrounds to enrich discussions and decision-making processes.
- **Provide supportive services**, including supports to remove barriers to participation and encourage greater community involvement.
- Ensure that **engagement activities are user-friendly** and not overly complex. Creating an environment where individuals feel safe, comfortable, and welcomed, is crucial for fostering meaningful interactions.

#### Accessibility

- Enhance efforts to remove and prevent barriers to accessibility in all public engagement efforts and beyond.
- Choose **accessible physical locations for engagement activities** for individuals with mobility challenges. Online platforms and digital content must also be accessible, compatible with assistive technologies, and available in various formats.
- Offer **translation services and materials in multiple languages** to accommodate those who have English as a second or learning language along with using clear and simple language to foster a more inclusive environment and enable broader community engagement.

#### Action-Oriented

- Effective engagement should both **facilitate discussion and lead to clear actions** that address community needs and concerns.
- There is an expectation that recommendations from the community will be shared and when possible, implemented, as this shows a commitment to valuing their contributions.

#### Collaboration

- **Create opportunities to connect** with others who share similar interests, while promoting a sense of community and collective purpose.
- A commitment to **mutual respect between the community and decision-makers** is essential for productive collaboration; it encourages open communication and leads to more meaningful discussions.
- There is a need for **collaborative decision-making that includes all interest holders and staff-led findings**. City departments should work together to ensure diverse perspectives are considered, which leads to effective solutions for the community.

#### Relationships and Trust

- **Actively listen to community input** and respond appropriately.

- **A flexible engagement process that can adapt** based on feedback and changing circumstances is essential to staying relevant and effectively meeting the evolving needs of the community.
- **Fairness and impartiality in evaluating feedback and decision making is essential.** Input should be assessed objectively, and decisions should reflect a balance of interests, grounded in the majority of perspectives and evidence-based studies. This commitment to fairness can enhance trust and ensure that all community voices are respected.

#### Meaningful Impact and Future Focused

- The City's **engagement efforts should focus on long-term outcomes** that benefit future generations, rather than solely addressing immediate concerns. This forward-thinking approach encourages sustainable development that considers how community initiatives are designed for long-term social, economic and environmental impact.
- There is a collective expectation that discussions and feedback during **engagement processes should lead to meaningful changes** within the community.

#### **Opportunities and Implications**

In brief, we heard from a majority of respondents in phase 1 about the need for more timely and comprehensive promotion of engagement and provision of information that supports participation. Further to this theme, participants noted a need to be clear about reporting back on what we heard in a timely manner and “showing the work” of how public input did or did not influence a policy outcome and why.

Ensuring the City's outreach is focused on a broader more representative group of residents and organizations was another rising theme. Whether through language access, improved physical accessibility or ensuring that we offer opportunities to participate in a myriad of ways both in person where people already meet to providing civic literacy opportunities to bring new voices into the public involvement arena.

Another repeated theme focused on the desire for greater collaboration among partners and organizations as well as enhanced coordination among City departments to ensure we can maximize community participation, ensure consistency between the plans, ensure efficient resource use, and avoid public confusion and potential engagement fatigue from multiple overlapping planning processes.

In the second phase of engagement, the project will concentrate on ways to build on the first phase including:

- Improved promotion and outreach to under-represented voices like youth and specific cultural communities, as well as more focused outreach to partners in government, business and community organizations.
- Additional opportunities for dialogue and interactive idea sharing in community
- Opportunities for more review with community experts and leaders in the field of engagement
- More comprehensive promotion of opportunities to participate
- Working concurrently with staff to develop a meaningful implementation plan and tools that can come into force early next year.

## Early Actions and Next Steps

The findings from phase 1 will be posted on the City's Let's Talk Platform web page in December. Staff will use the current research and findings as well as leading and accepted practices from municipalities around the world to develop a draft engagement framework, which will be shared in a second, final phase of engagement beginning in late January through February 2025 before seeking Council approval in spring 2025.

Process improvements for phase two will include greater reach and promotion to residents and groups to build on the groups heard from in phase 1, a digital survey and low barrier webinar, small group discussions and dialogues, and greater interactivity in our events and activations. Given what we have learned and in order to show our commitment to continuous learning and improvement, staff are working on and delivering on some early actions including:

- Preparing What We Heard Reports and posting them within 90 days of completing engagement
- Preparing language accessibility guidelines, accessible meeting guidelines and committing to plain language standards in all materials.
- Providing additional notification and outreach via a quarterly print newsletter that will go out to all households.
- Developing metrics and evaluations standards to measure and track our progress and report back to Council annually.

## FINANCIAL IMPLICATIONS

This project draws from current project funding, which will be used toward external support in delivering the engagement process and the development of implementation tools and training.

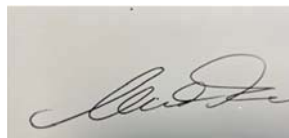
## INTER-DEPARTMENTAL IMPLICATIONS

This project anticipates involvement of staff across all departments, particularly those whose work involves engaging with the community in the decision-making process. Department leads will provide input and feedback throughout the process.

## STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

This work supports Council's Strategic Vision to be the "Healthiest Small City in the World." Building an Engagement Framework informed by community input also supports Council's Strategic focus areas, and key City plans and policies.

RESPECTFULLY SUBMITTED:



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Amanda Gibbs  
Senior Manager, Communications and  
Engagement

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON MONDAY, JULY 7, 2025**

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**PRESENTATION**

Community Engagement Framework – Senior Manager, Communications and Engagement

Communications and Engagement staff provided a PowerPoint presentation regarding the “Community Engagement Framework” and responded to questions from Council.

**REPORT**

8. Community Engagement Framework – File: 04-1465-01-0001/2025

Report: Senior Manager, Communications and Engagement, June 18, 2025

Moved by Councillor Bell, seconded by Councillor Girard

PURSUANT to the report of the Senior Manager, Communications and Engagement, dated June 18, 2025, entitled “Community Engagement Framework”:

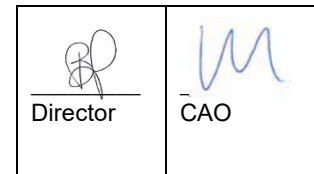
THAT the City of North Vancouver Community Engagement Framework Principles be approved;

THAT the City of North Vancouver Community Engagement Framework, included as Attachment #1 to the report, dated June 18, 2025, entitled “Community Engagement Framework”, be endorsed;

AND THAT staff be directed to implement the phased Community Engagement Action Plan.

**CARRIED UNANIMOUSLY**

R2025-07-07/8



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**OFFICE OF THE DEPUTY CHIEF ADMINISTRATIVE OFFICER**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council  
From: Amanda Gibbs, Senior Manager, Communications and Engagement  
Subject: COMMUNITY ENGAGEMENT FRAMEWORK  
Date: June 18, 2025 File No: 04-1465-01-0001/2025

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

**RECOMMENDATION**

PURSUANT to the report of the Senior Manager, Communications and Engagement, dated June 18, 2025, entitled “Community Engagement Framework”:

THAT the City of North Vancouver Community Engagement Framework Principles be approved;

THAT the City of North Vancouver Community Engagement Framework, included as Attachment #1 to the report dated, June 18, 2025, entitled, “Community Engagement Framework”, be endorsed;

AND THAT staff be directed to implement the phased Community Engagement Action Plan.

**ATTACHMENTS**

1. Proposed CNV Community Engagement Framework (CityDocs [2686171](#))
2. Proposed CNV Community Engagement Action Plan (CityDocs [2682177](#))
3. Phase 1 What We Heard Report (CityDocs [2682176](#))
4. Summary of Phase 2 Engagement (CityDocs [2682175](#))

**SUMMARY**

Following two extensive rounds of community engagement, research into leading and wise practices across Canada, and guidance from members of Council and internal

subject matter experts, the Civic Engagement team has developed a draft Community Engagement Framework (CEF) for Council's consideration.

The proposed CNV Community Engagement Framework (Attachment 1) provides a corporate framework for excellence in the delivery of community engagement efforts aligned with Council's Strategic Vision, reflecting rapidly evolving municipal practices for public involvement grounded in the ideas, experiences and advice of our communities and partners.

The Community Engagement Action Plan (Attachment 2) offers a three-year phased approach to implementation that will activate and measure the principles and commitments outlined in the framework.

The primary objectives of the proposed Community Engagement Framework (CEF) are to **build trust with the community, strengthen relationships, and improve access to local government**, helping to create opportunities for City of North Vancouver initiatives to tangibly and positively impact the lives of those who live, work and play here.

The Framework is underpinned by six guiding principles:

1. Transparency and timely communication
2. Inclusivity and accessibility
3. Impact-oriented
4. Data-driven
5. Relationship-focused
6. Continuous improvement

These principles represent a critical standard against which the organization will direct, measure and evaluate our progress. Other major components include a transparent road map for how staff plan and implement engagement and a clear articulation of how decision-making works at City of North Vancouver. Finally, the accompanying phased strategies outlined in the Community Engagement Action Plan ground the high-level principles and commitments in measurable and achievable strategies and tactics over time.

## **BACKGROUND**

In the 2022-2026 Strategic Plan, Council set a vision to become the "Healthiest Small City in the World" including supporting commitments to be open, inclusive, engaged and informed to strengthen relationships and build trust with the community. This vision and commitments have been cornerstones in the development of the City's first Community Engagement Framework.

On June 12, 2023 Council endorsed a four-stage process, which involved Phase 1 community engagement, framework development, Phase 2 engagement and implementation. This process seeks to engage the public, partners and interest holders in the development of this critical work.

Beginning in 2023, staff led Phase 1 community and partner engagement in the development of the CEF. The work has included listening closely to the public including taking into account commentary shared at Council Meetings during public input periods, during public conversations in the development of the Community Wellbeing Strategy, and the Diversity, Equity and Inclusion Framework and ensuring alignment and compliance with the *Accessible British Columbia Act*.

In December 2024, staff presented the detailed and analysed findings of Phase 1 engagement to Council, and began the work of crafting a draft framework and an accompanying action plan. Staff researched leading practices in the field and among other Canadian municipalities, learning about the perspectives and priorities of members of Council, as well as fielding ongoing dialogue with intergovernmental leaders, community organizations, interest holders and partners, to develop key strategies to improve and elevate the City of North Vancouver's engagement practices.

Beginning in May through June 2025, staff led a final phase of engagement to test a draft Framework, its principles and to seek insight into specific strategies to implement it over time. Inclusive of this final round of engagement, staff are now able to submit the final CEF to Council for consideration.

## **DISCUSSION**

Community engagement by local government is comprised of an evolving and critical set of tools and practices that seek to involve those with whom we partner, serve, and support in extra-democratic activities. As outlined in the accompanying documents, municipal governments in British Columbia must conduct specific forms of consultation – often involving land use and financial decisions - to comply with provincial legislation, including the *Local Government Act*. However, the majority of government interactions fall outside this legislated consultation, and are guided by established practices from the International Association of Public Participation (IAP2) as well as emerging and increasingly accepted forms of democratic practices like deliberative decision-making, quantitative and qualitative data analysis, civic education and addressing the inclusion of those who have experienced barriers to participation.

The City regularly conducts community engagement to ensure its programs and services are reflective of the needs of the communities it serves. This ranges from interactive in-person sessions (e.g. pop-ups and workshops) and partnerships with community organizations to leveraging advancements in digital platforms including an online engagement portal.

Factors like population growth, declining levels of trust in institutions like government and media, and the increasing complexity of global and regional challenges, means the municipality's approach must evolve to meet this shifting landscape. In response to these and other factors, this Framework and its associated actions such as corporate guidelines for community engagement, will help achieve and maintain higher standards of community engagement thereby strengthening the relationships and trust between the City and its residents. It will also ensure quality input can guide solutions that are

effective, creative, equitable and reflective of the needs and priorities of those who live, work and play here.

## **Engagement and Communications Efforts**

The City's first Community Engagement Framework has been developed through a comprehensive, multi-phase engagement process.

Phase 1 activities were conducted beginning in August 2023 and completed in July 2024. This phase consisted of a variety of public-facing engagement opportunities including a digital survey, community pop-up sessions, Council interviews, and conversations with the City's Advisory Committees. One of the primary results of Phase 1 was to identify guiding principles to orient all engagement processes at the City. The Phase 1 What We Heard Report (Appendix 3) outlines the critical themes that have guided the CEF.

In the final Phase 2 engagement process, the City led a series of seven workshops and outreach to key interest holders and equity-deserving groups to validate where we have landed on the principles and processes and sought advice and ideas on the "how" – the strategies and tools that breathe life into the guiding principles. Internally, staff also convened an internal Working Group to ensure alignment and relevance with other City teams. Additionally, in June, as part of the commitment to transparency, staff shared the full draft document broadly with the public via two open houses, as well as opportunities for the public to review the draft Framework on the City's Let's Talk platform.

These new dialogues helped staff ensure we are on the right track and fine-tune the Framework, as well as inform the generation of the first version of an Action Plan. An initial summary of Phase 2 findings is attached to ensure we can share how engagement helped shape or validate the framework (Appendix 4) and will soon be shared with the general public in the form of a Phase 2 What We Heard engagement report.

In total, over 500 individuals have participated in the creation and iteration of the CNV's first Community Engagement Framework and accompanying Action Plan.

## **Proposed CEF Framework and Action Plan**

The proposed CEF (Attachment 1) outlines six guiding principles and what they mean in terms of specific commitments: transparency and timely communication, inclusivity and accessibility, impact-oriented engagement, data-driven decision-making, being relationship-focused, and a commitment to continuous improvement. The guiding principles seek to ensure that all engagement activities are clear, inclusive, and impactful, leading to decisions that are both meaningful and actionable.

The proposed Framework also outlines the City's structured engagement process, supported by standardized methods and tools to guide the planning, execution, and evaluation of community engagement; and important contextual information about how

decision-making works in local government in BC generally, and specifically at the City of North Vancouver.

Finally, vital to this framework is a phased and costed Community Engagement Action Plan, (Attachment 2), which will be implemented over a 3-year period. The phases are articulated below.

#### Phase 1: Building the Foundations (July 2025 to June 2026)

This phase is characterized by the development of guidelines, tools and methods that improve the quality, effectiveness and efficiency of engagement processes at the City. Key outputs will include a new digital engagement platform, community engagement corporate guidelines, regular meetings with partners, community organizations and Council Advisory Committees to share engagement approaches and efforts.

#### ***Early Implementation – December 2025***

Staff have already begun implementing Phase 1 of the Community Engagement Action Plan. By the end of 2025, staff will have completed high-impact deliverables including improved methods for survey, data analysis and reporting, a Playbook for staff, a training plan, and an annual report to Council.

#### Phase 2: Living Our Commitments (July 2026 – June 2027)

Building on a foundation of tools and training established in Phase 1, Phase 2 involves building stronger networks and improving the experience of engagement for all residents, partners, and interest holders. Key outputs will include civic literacy tools, improved customer experience tools, and improved and expanded outreach via print and digital channels.

#### Phase 3: Continuous Improvement (July 2027 – June 2028)

By Phase 3, the City has established a strong internal culture of engagement. The Civic Engagement team will gather more data about our processes, deepening KPIs and metrics around evaluation, and build a repository of information useful to City teams, Mayor and Council.

### **FINANCIAL IMPLICATIONS**

Delivery of the Framework and early implementation outlined in this report is funded by existing project funding through 2025.

To support key initiatives and processes outlined in the Community Engagement Action Plan, operating budget funding of \$15,000 to modernize the digital engagement platform will be included in the draft 2026 Operating budget for Council consideration. In 2027, the implementation plan will require additional operating budget funding of \$50,000 designated for staff training and capacity development, public facing education

regarding participation in City engagement processes among under-represented audiences, as well enhanced evaluation and research tools.

Temporary staffing resources for this work are funded through mid-2026. Project funding of \$306,000 will be included in the draft 2026-2030 Financial Plan for Council consideration for the implementation period of May 2026 – May 2028, and will support the CEF goals, principles and deliverables, to continue implementation through 2028. Ongoing resources to support the CEF will be evaluated during the implementation period and future operating budget requests needed to fully operationalize the Framework will be incorporated in future Financial Plans for Council consideration.

### **INTER-DEPARTMENTAL IMPLICATIONS**

Engagement staff worked closely with key departments that frequently lead engagement processes to ensure their input shaped and framed this work. An internal Working Group was formed with staff from Planning and Development, Engineering, Parks and Environment, Deputy Chief Administrative Office, Economic Development, and People and Culture (Diversity, Equity and Inclusion). Their input has been critical to ensure the socialization and applicability of the final CEF and Action Plan.

### **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

This proposed Community Engagement Framework aligns with the Strategic Plan, and is compliant with the *Local Government Act*, Community Wellbeing Strategy, Diversity, Equity and Inclusion Framework, *BC Freedom of Information and Protection of Privacy Act* (FIPPA), and Canada's anti-spam legislation (CASL), as well as the forthcoming Accessibility Plan.

RESPECTFULLY SUBMITTED:



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Amanda Gibbs  
Senior Manager, Communications and  
Engagement



# CITY OF NORTH VANCOUVER Community Engagement Framework



Learn more at:  
[letstalk.cnv.org/engagementframework](https://letstalk.cnv.org/engagementframework)





## Land Acknowledgment

The City of North Vancouver respectfully acknowledges that we live and work on the traditional and unceded territories of Skwxwú7mesh Úxwumixw (Squamish Nation) and səliłwətaʔ (Tsleil-Waututh Nation). The City of North Vancouver is committed to Reconciliation with these local First Nations, who have lived on these lands since time immemorial. We thank them for sharing this land with us and for their ongoing partnership with the City on mutual priorities.

## A Commitment to Truth & Reconciliation

The City is committed to Truth and Reconciliation. We humbly recognize that we need to learn and share the truth about Indigenous history in Canada and are at the beginning of our journey of Reconciliation with local First Nations.

We are committed to working collaboratively, cooperatively, and respectfully with Skwxwú7mesh Úxwumixw (Squamish Nation) and səliłwətaʔ (Tsleil-Waututh Nation) acknowledging the legacies of colonialism and the importance of rebuilding relationships based on mutual respect, trust, and understanding.



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# Executive Summary

Welcome to the City of North Vancouver's first Community Engagement Framework (CEF) designed to formalize the City's approach to engaging residents, interest holders and partners in decision-making.

The CEF clarifies the City's engagement process, emphasizing transparency, clear guidelines for participation, and the importance of community input in shaping key policies, programs, and projects.

In its 2022-2026 Strategic Plan, City Council set a bold vision to become the "Healthiest Small City in the World," including supporting commitments to be open, inclusive, engaged and informed to strengthen relationships and build trust with the community.

Beginning in summer 2023 and closing in spring 2025, staff led two phases of engagement in the development of the CEF. The work has included learning about leading practices in the field and among other Canadian municipalities, understanding the perspectives and priorities of Council, as well as ongoing dialogue with intergovernmental leaders, interest holders, partners, and the public, to develop key strategies to improve and elevate City of North Vancouver's engagement practices.

## This report will outline the major components of the Framework, namely:



Summaries of two phases of engagement and how the input shaped the work



Six guiding principles and specific supporting commitments



A roadmap for how we plan and implement engagement



A clear articulation of how decision-making works



A Community Engagement Action Plan that outlines key strategies and tactics to help us realize our aspirations

The City of North Vancouver believes that more inclusive and transparent community engagement plays a vital role in ensuring the development of solutions that are effective, creative, equitable, and reflective of the needs and priorities of the public. Moreover, it helps strengthen the relationship and trust between the City and its residents, building a healthier, more connected, and resilient community.

# Introduction

Welcome to the City of North Vancouver's first Community Engagement Framework. This Framework outlines why, when, and how the City of North Vancouver conducts community engagement processes.

## Engagement in the Healthiest Small City in the World

The City of North Vancouver is repeatedly ranked one of Canada's most livable cities, distinguished by high levels of volunteerism, charitable giving, and vibrant public spaces for gathering. We are a community where residents take an active interest in their neighbourhoods and the local government.

In 2019, City Council adopted its first-ever Strategic Plan, declaring its vision to be the "Healthiest Small City in the World," a city in which residents and visitors experience a high quality of life and well-being. We believe that community engagement is core to creating healthy communities, fostering a sense of belonging and nurturing the values and practices of democratic governance.

The City of North Vancouver Council's Strategic Plan outlines five priorities. All five pillars require creative solutions that strengthen the relationship between the City and those who live, work, and play here.

### CITY OF NORTH VANCOUVER STRATEGIC PRIORITIES



#### A City for People

An equitable, accessible and healthy community that is inclusive, welcoming and safe.



#### A Resilient City

Leads the way in climate action and is a steward of the environment for future generations.



#### A Connected City

Active and sustainable ways for people and goods to move safely and efficiently.



#### A Prosperous City

A diverse economy where new and existing businesses can grow and thrive.



#### A Vibrant City

Dynamic public spaces and places that provide for connection and celebration of residents' culture and history.



## Civic Health in a Changing City

The City of North Vancouver is unique regionally and nationally. In 2025, the City ranked as the [third densest city in Canada](#), and one of the smallest urbanized communities in the Metro Vancouver region, occupying a grand total of 12 square kilometres. Like many cities in British Columbia and across Canada, we are a city in transition, growing to meet new urban realities while welcoming new residents.

As of the [2021 Census](#), the City of North Vancouver had the highest average levels of population growth across the three North Shore municipalities, with immigration accounting for more than half of overall growth.

We know there is work to do to foster a sense of connection and community (the foundations of meaningful and effective community engagement) and to realize our vision as an inclusive, equitable, and safe community where every resident feels valued.

Listening to residents, businesses, intergovernmental partners, and organizations representing the voices of thousands of community members, we have received important advice and guidance. We have heard we must do more to ensure transparency in City processes, to increase accessibility of information, and to strengthen opportunities for people across all perspectives to participate fully.

A thoughtfully designed Engagement Framework, powered by the knowledge and input of community, is a critical tool that will move the City closer to achieving these aspirations.



# Engagement Framework Goals

The City of North Vancouver's Engagement Framework is a strategic tool to guide how the City engages with its community on projects, policies, and decisions. Specifically, the Framework seeks to achieve the following:



**Increase trust and confidence** in the City's local government by ensuring that engagement efforts are transparent, easy to understand, and based on clear guidelines and standards.



**Increase participation** in engagement by all communities, especially those historically underrepresented or who have experienced barriers to participation.



Ensure Council has the most comprehensive and rigorous **data-driven insights** to help them make informed choices that reflect the community's needs and aspirations.



**Create guidance, training and tools** for staff to build their skills and capacity to improve the quality and standardization of engagement activities.

## What is Community Engagement?

Community engagement refers to processes led by the City where there is an opportunity for participants (residents, community organizations, businesses, other levels of government, etc.) to help shape the outcome of a project, policy or decision.

Community engagement can take many forms and employ a range of tools, but it frequently involves gathering experiences, ideas, and/or recommendations to help shape City policies, programs, designs, and initiatives. At the core of all engagement is a two-way process for information sharing and gathering.

## Why is Engagement Important?

Well-designed community engagement should generate positive impacts:

**Improved trust and transparency:** Engagement can foster trust by making municipal processes more transparent. It creates spaces for dialogue between the Mayor, Council, City staff, and the community, allowing the community to help shape the kind of City they want to see.

**More equitable and inclusive outcomes:** Successful engagement means engaging with individuals with varied perspectives, experiences and identities. This allows the City to better understand the needs of all residents and visitors, leading to policies, programs, and projects that address those needs and reduce systemic inequities.

**Increasingly innovative solutions:** Active public involvement in decision-making brings the rich knowledge and lived experience of our community to bear in decision-making. It results in greater creativity and encourages the City to explore more innovative solutions, especially for projects that involve competing underlying values and trade-offs that cannot be resolved through technical solutions alone.



Hearing from people with diverse lived experiences leads to more innovative ideas, better decisions, greater public support of outcomes and stronger democracies.

- Beyond Inclusion: Equity in Public Engagement -  
SFU Morris J. Wosk Centre for Dialogue, 2020



## Is Community Engagement a Requirement?

In many cases, engagement processes take place when the elected Mayor and Council decide to directly involve the community in a particular initiative. In other instances, City staff may initiate an engagement process so as to ensure that their work is relevant and effective for our community.

It is both an expectation of and a commitment by most local governments in Canada to meaningfully involve the community in their decision-making processes, but only certain types of community engagement or public consultation are required by provincial legislation.

The City of North Vancouver is governed by the British Columbia's Local Government Act, which legislates local government powers and responsibilities, including specific requirements for consultation, including with regional districts, First Nations, and other relevant authorities.

### PROVINCIALY LEGISLATED PUBLIC CONSULTATION IN B.C.

**Public Hearings:**

Statutory public hearings are required for certain types of planning and land use bylaws, like amendments to Official Community Plans (OCPs).

**Official Community Plan (OCP) Development:**

Local governments must provide opportunities for consultation with affected parties during the development or amendment of OCPs.

**Public Notice:**

Municipalities must provide advance public notice of matters of public interest, such as public meetings, elections, and public hearings, to facilitate transparency and accountability.

**Financial Plans:**

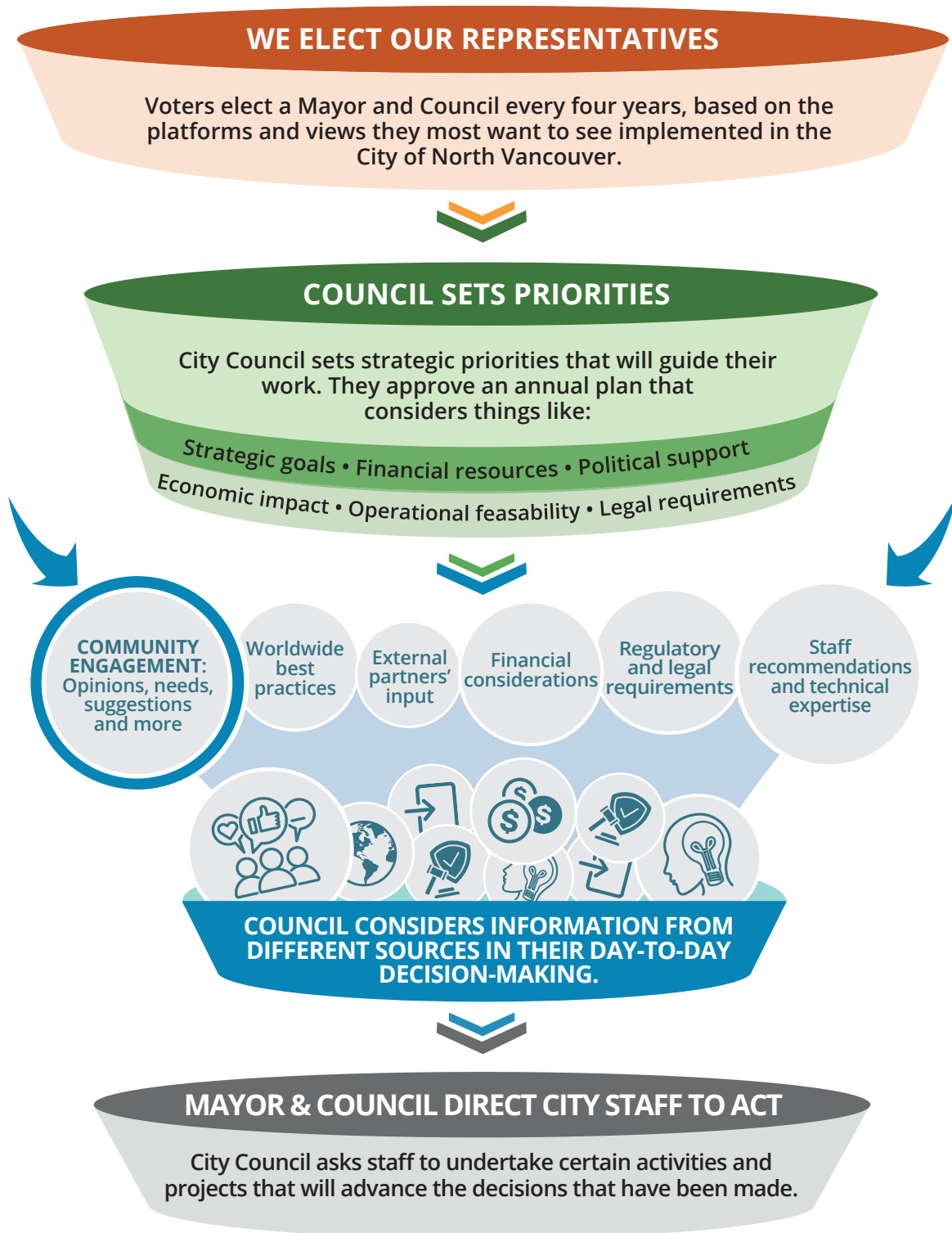
Local governments must undergo public consultation before adopting financial plans to ensure that individuals can review, comment, and ask questions.

**Public Health Bylaws:**

Municipal councils or regional district boards must consult with the regional health board or medical health officer before adopting health-related bylaws.

# How Does Engagement Factor into Municipal Decision-Making?

Local governments make decisions by considering a variety of sources of input, including community engagement and factors like technical requirements, leading practices, economic considerations, and legal and regulatory requirements. The diagram below shows the ways in which decisions are made in a municipal context.



## Who is Involved in Municipal Decision-Making?

Interest holder	Their role in decision-making
<b>Mayor and Council</b>	<ul style="list-style-type: none"> <li>• Represent community interests in decision-making.</li> <li>• Approve policies, budgets, and initiatives.</li> <li>• Ensure oversight and accountability for projects and spending.</li> <li>• Provide direction to City staff and partners to implement decisions.</li> </ul>
<b>City Staff</b>	<ul style="list-style-type: none"> <li>• Provide expert analysis and recommendations to Council.</li> <li>• Develop policies, programs, and plans as directed by Council.</li> <li>• Manage daily operations to implement strategies.</li> <li>• Engage with the community for input and feedback.</li> <li>• Monitor and report on project progress.</li> </ul>
<b>Intergovernmental and Partner Organizations</b> (First Nations, School district, Metro Vancouver, Translink, etc.)	<ul style="list-style-type: none"> <li>• Provide specialized knowledge, data and best practices.</li> <li>• Collaborate on joint projects and community goals.</li> <li>• Ensure adherence to agreements and partnerships.</li> <li>• Ensure the protection of Indigenous rights and interests as rights holders.</li> </ul>
<b>Council Committees</b>	<ul style="list-style-type: none"> <li>• Act as a liaison between the public, staff, and decision-makers.</li> <li>• Offer specialized advice and recommendations.</li> <li>• Ensure decisions consider long-term community impacts.</li> </ul>
<b>Community Organizations</b>	<ul style="list-style-type: none"> <li>• Advocate for policies that align with community values and priorities.</li> <li>• Provide insights and feedback on local issues.</li> <li>• Collaborate with the City and other partners to develop solutions and share resources.</li> </ul>
<b>All Community Members</b>	<ul style="list-style-type: none"> <li>• Seek information on decision-making and its impacts.</li> <li>• Participate in engagement processes, offering feedback and proposals.</li> <li>• Advocate for changes within the City that they feel are necessary.</li> </ul>

# How the Draft Engagement Framework was Created

To develop this draft Framework, City staff engaged with the community, evaluated learnings from past initiatives, and researched leading practices across Canada. Throughout this process, the City considered Diversity, Equity and Inclusion (DEI) principles to ensure the Framework fosters fairness, inclusivity, and representation for all community members.



## PHASE 1

The first phase of engagement took place in 2023-2024 and included a year of research, interviews, and community and interest holder engagement, including various in-person and virtual opportunities for the community to help build the guiding principles and emerging directions. In total, nearly 500 people participated in this first phase.

For further details, please refer to the [Phase 1 - What We Heard Report](#).



## PHASE 2

In May and June 2025, the City engaged with organizations and groups to test the guiding principles and to identify the processes and tools needed to bring the Community Engagement Framework to life. Workshops were held with youth, seniors, newcomers, community organizations, intergovernmental organizations, City of North Vancouver partners, and Council Advisory Committees. The City also gathered final feedback from community members by sharing the draft Framework online and hosting pop-up open house sessions at City Hall and the Civic Plaza.

In summer 2025, staff brought the Engagement Framework to Council for adoption.



# Guiding Principles

Based on the input received through community engagement, reflections on past engagement, and research into leading practices, we have developed six guiding principles for the City of North Vancouver’s engagement activities.

## Transparency and Timely Communication

### Our Commitment:

The City is committed to sharing clear, accurate, and up-to-date information in a timely manner. This principle seeks to promote accountability and trust, ensuring that community members can remain informed, contribute meaningfully, and understand how decisions are made.

### Our Approach:

To uphold this principle, the City will:

- Notify interest holders well in advance of upcoming engagement opportunities.
- Use a diverse range of communication channels to ensure broad and effective outreach.
- Clearly explain how issues and decisions may impact both interest holders and the wider community.
- Provide relevant materials in advance of engagement activities to support meaningful participation.
- Maintain transparency around rules, constraints, research, and best practices.
- Share feedback summaries and decisions with interest holders, including the rationale for how input was considered.

## Inclusivity and Accessibility

### Our Commitment:

The City is committed to fostering inclusive and accessible engagement where everyone has an equal opportunity to participate and be heard. Meaningful participation requires proactively identifying and removing barriers, particularly for historically underrepresented communities.

### Our Approach:

To ensure accessibility and inclusion in engagement, the City will:

- Provide a variety of engagement opportunities that accommodate diverse needs, preferences, and abilities, including in-person and online options.
- Ensure physical spaces are accessible, and provide accommodations for mobility, sensory, and other needs as possible.
- Design digital platforms and content to be compatible with assistive technologies.
- Ensure engagement strategies are informed by cultural understanding and designed to honor diverse cultural norms and values.
- Offer translated materials in multiple languages.
- Use clear and simple language that supports different literacy levels and language proficiencies.
- Schedule meetings and events at varied times to support broad participation, including for those with caregiving responsibilities.
- Provide supportive services such as child care and transportation subsidies.



## Impact-Oriented

### Our Commitment:

The City aims to ensure that engagement processes are designed to lead to actionable decisions and meaningful change in the community.

### Our Approach:

To remain focused on impact, the City will:

- Clearly communicate how public input will be used in decision-making.
- Create mechanisms to deepen understanding of community needs and priorities.
- Foster internal and external collaborations to act on engagement results.
- Ensure timely sharing of engagement outcomes with relevant municipal teams to inform decision-making.

## Data-Driven

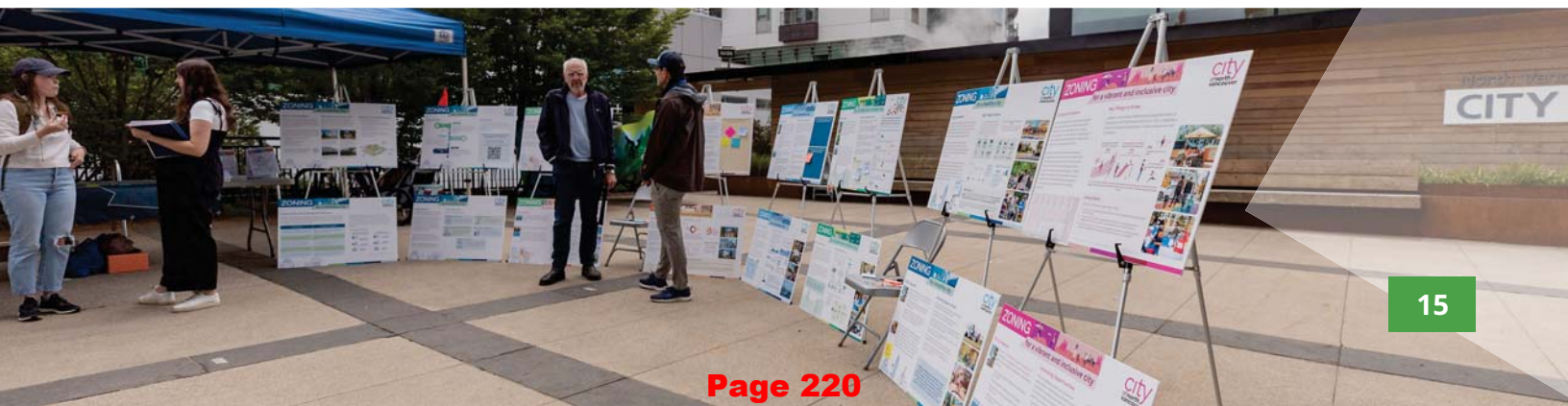
### Our Commitment:

The City is committed to using high-quality engagement data to inform its decisions. Data must be analysed and interpreted rigorously.

### Our Approach:

To support data-informed engagement, the City will:

- Collect data to understand community needs, demographics, and emerging trends.
- Ensure data collection, analysis, and reporting respects privacy and ethical standards.
- Rigorously analyse and interpret engagement findings to guide and inform decision-making.
- Communicate relevant data in clear, engaging, and accessible ways to the public, City staff, partners, and interest holders.





## Relationship-Focused

### Our Commitment:

The City prioritizes cultivating trust and building strong connections with the community through open, respectful, and ongoing dialogue.

### Our Approach:

To build and sustain strong relationships, the City will:

- Create safe spaces that support open dialogue and diverse perspectives.
- Clearly explain how community voices influence decisions and outcomes.
- Evaluate all feedback impartially, ensuring a fair and balanced process.
- Adapt engagement approaches and timelines in response to feedback when possible.
- Use trauma-informed approaches to foster compassionate and inclusive engagement experiences.

## Continuous Improvement

### Our Commitment:

The City is committed to regularly assessing and refining engagement practices to enhance their relevance and effectiveness.

### Our Approach:

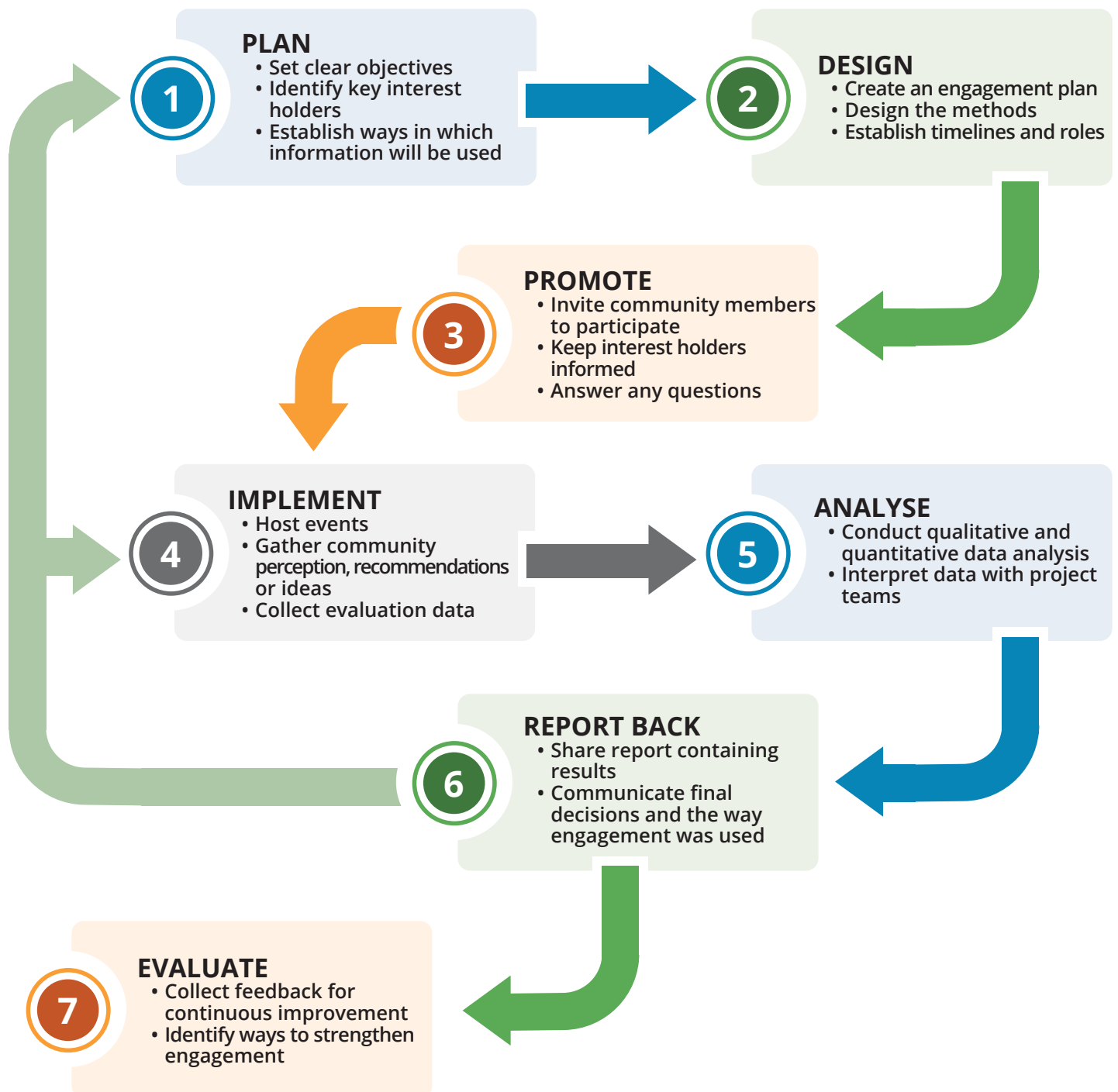
To continually enhance our engagement efforts, the City will:

- Routinely evaluate engagement processes to identify strengths and areas for improvement.
- Stay current on leading practices and integrate innovative engagement methods.
- Create opportunities for public feedback to inform continuous staff learning, internal reflection, and process improvement.
- Build national and international connections with other engagement practitioners to learn about their experiences.

# The Engagement Process

The City of North Vancouver’s engagement process follows a structured approach to ensure all opportunities for participation are identified and addressed effectively. The process includes seven key phases, each supported by methods and tools to guide the planning, execution, and evaluation of community involvement.


The engagement process is dynamic and often involves adjusting and refining during the process. The initial plan may need to be revisited to gather additional input, adjust strategies, or address emerging concerns. This iterative approach ensures that final outcomes—whether policies, programs, or designs—are informed by continuous dialogue and responsive changes along the way.



# Defining the Impact of Community Engagement

The International Association of Public Participation’s (IAP2) Spectrum of Public Participation outlines a range of engagement levels that vary from sharing information to collaboratively creating outcomes. The IAP2 Spectrum spans from ‘Inform’ to ‘Empower’.

Depending on the design of an engagement process, the community has a different level of impact on the final resulting decisions. Wherever possible, CNV strives to conduct engagement at the ‘Consult’ level or higher, meaning that the City is collecting input from the community to affect decision-making. The degree to which community engagement influences decision-making in a given project is explored in the following section.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: [www.iap2.org](http://www.iap2.org)













## To What Degree Does Community Engagement Influence Decision-Making?

Not all City projects are appropriate for community engagement; in some cases, the City will focus on sharing information with the community. When there is a meaningful opportunity for participation, the degree to which community opinions and preferences will impact decision-making is affected by a number of factors, including the following.

Community engagement will tend to have a <b>GREATER</b> impact on a decision when:	
A successful outcome is greatly defined by personal perception or preference	<p><i>An example could be:</i></p> <p>The City designs a public park that makes people feel safe, welcomed and comfortable. Community engagement could help us understand what makes people feel safe and welcome.</p>
We need to better understand the community's day-to-day experience, needs or knowledge of an issue	<p><i>An example could be:</i></p> <p>The City defines the service levels and services that are funded through the annual budget. Through engagement, we can understand what is important to residents, what kinds of services people need and expect and what trade-offs they are willing to make in delivering these services.</p>
Community buy-in is critical to ensure the success of an initiative	<p><i>An example could be:</i></p> <p>The City builds an action plan for emergency management in the event of a flood or seismic event. The action plan would only be successful if it can be defined in collaboration with community members who will need to have the right information at the right time to be able to act.</p>
Community engagement will tend to have a <b>SMALLER</b> impact on a decision when:	
There are few options that would be feasible	<p><i>An example could be:</i></p> <p>The City needs to select the site for a new fire hall that has stringent technical and legal requirements. Although community members might have many ideas about where to locate the facility, very few options are technically feasible.</p>
The objectives are highly technical	<p><i>An example could be:</i></p> <p>The City builds a plan to increase biodiversity in the City's green spaces. Community engagement could help define what the community wants to see, but much of the decision-making will depend on biodiversity expert knowledge.</p>
Possible options are highly regulated or legislated	<p><i>An example could be:</i></p> <p>The City is required to update their land use planning documents. Community engagement can help inform changes, within a limited scope outlined by rigid rules and laws for land use planning.</p>

# How Do We Choose Methods for Community Engagement?

Engagement processes can be built with a wide variety of creative techniques and tools, such as workshops, pop-ups in public spaces, mapping exercises, and community forums. When deciding what techniques will be used in a particular engagement process, City staff consider the strengths and weaknesses of each tool, including these factors:

				
<b>BREADTH</b>		<b>VS.</b>	<b>DEPTH OF TOOLS</b>	
<b>STRENGTH</b>	Some tools like surveys or pop-ups are better for reaching a greater quantity of participants. This allows the City to better identify trends across a larger number of responses.		Techniques like workshops or interest holder focus groups allow the time and space to explore the complexities of an issue, deliberate, and offer more detailed feedback.	<b>WEAKNESS</b>
	However, breadth-focused tools offer less opportunity to explore background information about complex topics, gather less detailed, in-depth feedback, and are often less interactive for participants.		However, in-depth tools usually involve fewer participants, meaning we hear from fewer different perspectives and experiences. This may concentrate the impact of fewer voices.	
				
<b>CONSULTATIVE</b>		<b>VS.</b>	<b>DELIBERATIVE</b>	
<b>STRENGTH</b>	Some techniques are consultative: they ask people their existing opinion or perception. These methods are usually more convenient and therefore reduce barriers to participation.		Deliberative techniques allow participants to engage in dialogue and discussion. These tools often generate results that can be more directly translated into action because participants were able to consider nuanced realities.	<b>WEAKNESS</b>
	However, consultative tools tend to provide less space to help participants understand the complexities of an issue, are less interactive, and result in less nuanced information because participants have not had the opportunity for dialogue.		However, deliberative approaches require a greater commitment of time and energy from participants, which may prevent some communities from participating. Also, fewer people can be involved.	
				
<b>OPT-IN</b>		<b>VS.</b>	<b>REPRESENTATIVE</b>	
<b>STRENGTH</b>	Opt-in techniques mean that participants self-select. They require far fewer municipal resources to execute, which means they can be more fiscally responsible. By choosing opt-in approaches, the City is able to conduct more engagement processes in total.		Representative approaches mean that the City actively ensures that the group of participants reflects the make-up of our community. They give a more accurate picture of the community's needs or views.	<b>WEAKNESS</b>
	However, opt-in approaches mean that the City does not actively search out certain participants, so opt-in approaches tend to hear more from the people who are already interested in the topic.		However, representative approaches require far greater financial and time resources to implement. We may also hear from people who are not interested in the topic and therefore have a lower level of background knowledge.	



## How Can You Be Part of Decision-Making?

There are a number of ways to get involved in City decision-making, and the City is working to build capacity for even more opportunities. Find out about the latest initiatives on our Let's Talk online engagement portal, available at [www.letstalk.cnv.org](http://www.letstalk.cnv.org)

When you participate in one of the following activities, your input becomes a formal part of City decision-making.

- **Voting and elections:** Voting in local elections allows residents to choose their elected representatives based on the individual and/or party's platform. The City Mayor and Council are then tasked with representing the voters' priorities in day-to-day operations.
- **Advisory Committees:** A number of City committees were developed to focus on specific topics. The committee provides advice to City Council and staff.
- **Attend Council meetings:** Community members can attend City of North Vancouver Council meetings online or in person to gather information and/or to speak on issues important to them during the public input period or during Public Hearings.

The City additionally opens a wide variety of engagement processes on a project-by-project basis. Each project may use different engagement techniques, including a mix of digital and in-person opportunities. Based on the definitions of the projects, these opportunities may be consultative, deliberative, or informative in nature. Information about current projects can be found on [www.letstalk.cnv.org](http://www.letstalk.cnv.org).



## Civic Participation Initiated by Members of the Public

Members of the public can also seek to dialogue or collaborate with the City outside of the formal City-led community engagement processes. At any point in time, community members can contact their elected representatives (Mayor and Council) or City staff to communicate priorities or concerns.

# Putting the Framework into Action

The City of North Vancouver's first Community Engagement Framework (CEF) is a document which describes the City's commitment to the community to conduct high-quality community engagement.

The CEF is complemented by a Community Engagement Action Plan. Whereas the Community Engagement Framework provides conceptual guidelines and commitments, the Action Plan maps out the changes necessary to bring the Community Engagement Framework to life in practice.

## A move toward more rigorous engagement

The Community Engagement Action Plan will be implemented over a 3-year period. It seeks to build upon the intentional community engagement already conducted by the City by:

- Increasing consistency across all engagement processes,
- Deepening City capacity for high-quality engagement,
- Collecting more rigorous and detailed data for municipal decision-making,
- Involving participants earlier in decision-making processes, such that participants are appropriately involved in prioritization of municipal resources.

These priorities reflect the constructive feedback provided during past community engagement processes, and represent impactful opportunities to create an improved resident experience. The phases and some key deliverables of the Community Engagement Action Plan are articulated below.

## Phase 1: Building the Foundations (2025-2026)

This phase is characterized by the development of internal approaches that improve the quality, effectiveness and efficiency of engagement processes at the City. Here, much of the work involves building capacity internally within the City, developing well-thought-out policies, templates and workflows, strengthening the City's engagement team, and updating the main tools such as the online engagement platform. Additionally, during Phase 1, the engagement team will begin to build connections with key community organizations and partners.





## Phase 2: Living Our Commitments (2026-2027)

Now that a strong foundation of tools and training has been established in Phase 1, Phase 2 involves building stronger networks and improving the experience of engagement for all residents, partners, and interest holders. This phase will include an enhanced approach to the public's experience of engagement including expanding and improving the means of promoting engagement and sharing back results. It will also include opportunities for improved civic literacy, as well as beginning to pilot engagement initiatives to continue to grow the impact and innovation of the City's approaches to engagement.

## Phase 3: Continuous Improvement (2027-2028)

By Phase 3, the City has established a strong internal culture of engagement. The engagement team regularly supports staff to test out more innovative, creative methods in engagement processes, and a greater proportion of processes are strategized, designed and/or implemented in-house. The engagement team is now able to gather more data about our processes, deepening key performance indicators and metrics around evaluation, conduct analysis with more rigour, and build a repository of information useful to City teams, Mayor and Council.



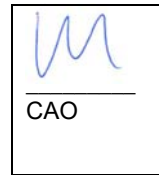
***The City of North Vancouver is committed to engaging residents and visitors on the issues that impact us all.***

***Be a part of an upcoming engagement process!  
Together, we can build the healthiest small city  
in the world.***

***If you have questions about the City of North Vancouver's  
Community Engagement Framework or the associated  
Action Plan, please reach out to the Engagement team at  
[engagement@cnv.org](mailto:engagement@cnv.org)***



Visit [www.letstalk.cnv.org](http://www.letstalk.cnv.org) for information about engagement processes, or scan the QR code above.



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

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer

Subject: 2026 TAX RATES BYLAW

Date: April 14, 2026 File No: 05-1970-05-0005/2026

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

**RECOMMENDATION**

PURSUANT to the report of the Chief Financial Officer, dated April 14, 2026, entitled “2026 Tax Rates Bylaw”:

THAT “Tax Rates Bylaw, 2026, No. 9150” be considered.

**ATTACHMENTS**

1. Proposed “Tax Rates Bylaw, 2026, No. 9150” (CityDocs [2767713](#))

**PURPOSE**

The purpose of this report is to seek Council approval for the 2026 Tax Rates Bylaw.

**BACKGROUND**

The *Community Charter* requires the preparation and adoption of a Tax Rates Bylaw after adoption of the Financial Plan but before May 15<sup>th</sup> each year. CNV’s property tax rates are set each year to enable CNV to collect the tax levy that is required in the Financial Plan.

**DISCUSSION**

The Tax Rate Bylaw presented for endorsement reflects the “across the board” tax rate distribution option endorsed by Council at the March 30, 2026 Regular Council meeting.

The 2026 Tax Rates Bylaw contains the following schedules:

**Schedule A** – Rates required for CNV’s total general municipal tax revenue

**Schedule B** – Rates required for the CNV’s storm drainage levy

**Schedule C** – Rates required for the CNV’s eco levy

**Schedule D** – Rates required for the Metro Vancouver Regional District tax

The storm drainage and eco levy rates in schedules B and C reflect the CNV utilities budgets endorsed by Council on December 1, 2025.

The Metro Vancouver Regional District (“MV”) tax rates are as required to collect the MV 2026 tax requisition included in MV’s Bylaw 1432, 2025 relating to its most recent Financial Plan for the years 2026-2030, adopted by the MV Board of Directors on October 31, 2025.

Note that the other governmental agencies (School, TransLink, BC Assessment and the Municipal Finance Authority) will set and approve their own respective tax rates separate from CNV’s Tax Rate Bylaw.

## **FINANCIAL IMPLICATIONS**

Financial implications have been addressed in detail during the 2026-2030 Financial Planning process.

## **STRATEGIC PLAN IMPLICATIONS**

The preparation and approval of a Tax Rates Bylaw is a critical step in CNV’s financial planning process. The property taxes collected through the Bylaw will provide funding for programs and projects in support of the vision and priorities of the 2022-2026 Council Strategic Plan.

RESPECTFULLY SUBMITTED:



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Larry Sawrenko  
Chief Financial Officer

**THE CORPORATION OF THE CITY OF NORTH VANCOUVER**

**BYLAW NO. 9150**

**A Bylaw to impose property value taxes on land and improvements in the City of North Vancouver for the year 2026.**

WHEREAS it is provided under Section 197(1) of the *Community Charter* being, that the Council must, each year after adoption of the financial plan but before the 15<sup>th</sup> day of May, subject to the provisions and restrictions of the *Community Charter* contained, pass a bylaw to impose property value taxes on all land and improvements according to the assessed value thereof, for the purpose enumerated and set forth in Section 197(1) of the *Community Charter*;

WHEREAS the Council of The Corporation of the City of North Vancouver deems it necessary and expedient to pass a bylaw for imposing a property value tax on all taxable land and improvements, according to the assessed value thereof, on the last Revised Assessment roll for The Corporation of the City of North Vancouver, the rates thereafter imposed and levied for purpose hereinafter stated;

WHEREAS for General and Debt purposes, according to the last Revised Assessment Roll of the City, the amount of the assessed value of the taxable land and taxable improvements is \$32,935,450,943;

AND WHEREAS for the Regional Hospital purposes, according to the last Revised Assessment roll of the City, the amount of the assessed value of the taxable land and taxable improvements is \$32,959,272,443;

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

1. This Bylaw shall be known and cited for all purposes as “**Tax Rates Bylaw, 2026, No. 9150**”.
2. The following rates are hereby imposed and levied for the year 2026:
  - A. For all lawful general purposes of the municipality on the assessed value of land and improvements taxable for general municipal purposes, rates appearing on Schedule “A” attached hereto and forming a part hereof.
  - B. For the storm drainage purposes on the assessed value of land and improvements taxable for general municipal purposes, rates appearing on Schedule “B” attached hereto and forming a part hereof.
  - C. For the eco levy purposes on the assessed value of land and improvements taxable for general municipal purposes, rates appearing on Schedule “C” attached hereto and forming a part hereof.

- D. For the City's appropriate share of the monies required for the operating fund of the Metro Vancouver Regional District for the year 2026, on the assessed value of land and improvements taxable for Regional Hospital District purposes, rates appearing on Schedule "D" attached hereto and forming a part hereof.

READ a first time on the <> day of <>, 2026.

READ a second time on the <> day of <>, 2026.

READ a third time on the <> day of <>, 2026.

ADOPTED on the <> day of <>, 2026.

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MAYOR

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CORPORATE OFFICER

SCHEDULE "A"

2026 Tax Rates (\$'s of tax per \$1,000 taxable value)

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Property Class	Municipal General
1. Residential	1.89202
2. Utilities	37.30615
4. Major Industry	25.64798
4. Major Industry (With Provincial Cap)	25.64798
4. Major Industry (With Provincial Cap for new investment)	20.98471
5. Light Industry	6.19158
6. Business	6.19158
8. Recreation/Non-Profit	2.41786

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SCHEDULE "B"

2026 Tax Rates (\$'s of tax per \$1,000 taxable value)

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Property Class	Storm Drainage
1. Residential	0.10697
2. Utilities	2.10923
4. Major Industry	1.45010
4. Major Industry (With Provincial Cap)	1.45010
4. Major Industry (With Provincial Cap for new investment)	1.18644
5. Light Industrial	0.35006
6. Business	0.35006
8. Recreation/Non-Profit	0.13670

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SCHEDULE "C"

2026 Tax Rates (\$'s of tax per \$1,000 taxable value)

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Property Class	Eco Levy
1. Residential	0.02965
2. Utilities	0.58462
4. Major Industry	0.40193
4. Major Industry (With Provincial Cap)	0.40193
4. Major Industry (With Provincial Cap for new investment)	0.32885
5. Light Industry	0.09703
6. Business	0.09703
8. Recreation/Non-Profit	0.03789

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SCHEDULE "D"

2026 Tax Rates (\$'s of tax per \$1,000 taxable value)

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Property Class	Metro Vancouver Regional District
1. Residential	0.05556
2. Utilities	0.19446
4. Major Industry	0.18891
5. Light Industry	0.18891
6. Business	0.13613
8. Recreation/Non-Profit	0.05556

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## **NOTICE OF MOTION**

8. Hidden Disabilities Sunflower Campaign – File: 01-0530-12-0001/2026

Submitted by Councillor McIlroy

### **RECOMMENDATION:**

WHEREAS hidden or non-visible disabilities, also known as invisible disabilities, include a wide array of conditions that are not immediately apparent but significantly affect a person's daily life;

WHEREAS the 2022 Canadian Survey on Disability stated that nearly 8 million, or 27%, of Canadians above the age of 15 are living with one or more disabilities, and studies show that 80% of disabilities or conditions can be considered 'invisible';

WHEREAS the Hidden Disabilities Sunflower Campaign is a globally recognized initiative that empowers individuals with non-visible disabilities to discreetly signal their needs for extra time, understanding, or quiet support;

AND WHEREAS participation in the Hidden Disabilities Sunflower Campaign represents a possible practical, compassionate, and policy-aligned step toward enhancing accessibility and inclusion in the City of North Vancouver and could directly support the objectives of the Accessibility Plan and reinforce commitments set out in the Community Wellbeing Strategy;

THEREFORE BE IT RESOLVED that the City of North Vancouver engage the North Shore Accessibility Advisory Committee and local disability community on the option of becoming a member of the Hidden Disabilities Sunflower Campaign and report back to Council with a recommendation.

*Background Information, March 31, 2026*

**Background: Hidden Disabilities in Canada**

Hidden or non-visible disabilities, also known as invisible disabilities, include a wide array of conditions that are not immediately apparent but significantly affect a person's daily life. These can range from mental health conditions (e.g., anxiety, depression, PTSD), learning and cognitive disorders (e.g., ADHD, autism, dyslexia), chronic pain, fatigue, and episodic illnesses, to neurological conditions, hearing or vision challenges, and other chronic health issues.<sup>1</sup> Individuals with hidden disabilities often face unique barriers because their needs may not be immediately recognized, leading to misunderstandings, scepticism, or inadequate accommodations.

According to the 2022 Canadian Survey on Disability, 27% of Canadians aged 15 and older (about 8 million people) have at least one disability that limits daily activities, up from 22% (6.2 million) in 2017.<sup>2</sup> Of those with disabilities, 39% reported a mental health-related condition, the largest increase among disability types since 2017.<sup>3</sup> Additionally, 10.4% of Canadians (nearly 3.1 million individuals) had a mental health-related disability in 2022, and over half of them experienced attitudinal barriers resulting from misconceptions or assumptions in the preceding year.<sup>4</sup>

**The Hidden Disabilities Sunflower Initiative**

The Hidden Disabilities Sunflower is a globally recognized initiative that empowers individuals with non-visible disabilities to discreetly signal their needs for extra time, understanding, or quiet support. Originating in 2016 at Gatwick Airport in the UK, the Sunflower, a distinctive green lanyard adorned with yellow sunflowers and optional accompanying ID card, enables wearers to be “discreetly seen” by staff trained to offer additional assistance.

Participation in the program is entirely voluntary and does not require individuals to disclose the nature of their disability. The symbol is intentionally discreet yet recognizable to trained personnel, making it especially valuable in settings where hidden disabilities can otherwise go unnoticed. Organizations that participate in the campaign distribute lanyards and related materials free of charge to community members, helping to create a more inclusive and supportive public environment.

The Hidden Disabilities Sunflower organization is a UK-based social enterprise that manages the global Sunflower campaign. Organizations join by paying a yearly membership fee and gain access to comprehensive support materials, including digital toolkits, brand guidelines, posters, and webinars designed for staff training.

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<sup>1</sup> Government of Canada. (2024 June 10). “A way with words and images: guide for communicating with and about persons with disabilities.” Available at <https://www.canada.ca/en/employment-social-development/programs/disability/arc/words-images.html>

<sup>2</sup> Statistics Canada. (2024 April 3). “The disability rate in Canada increased in 2022.” Available at <https://www.statcan.gc.ca/o1/en/plus/5980-disability-rate-canada-increased-2022>

<sup>3</sup> Statistics Canada. (2024 April 3). “The disability rate in Canada increased in 2022.” Available at <https://www.statcan.gc.ca/o1/en/plus/5980-disability-rate-canada-increased-2022>

<sup>4</sup> Statistics Canada. (2025 January 22). “Mental health-related disabilities, 2022.” Available at <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2025010-eng.htm>