

CITY OF NORTH VANCOUVER Community Engagement Framework



Learn more at:
letstalk.cnv.org/engagementframework

city
of north
vancouver



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:**

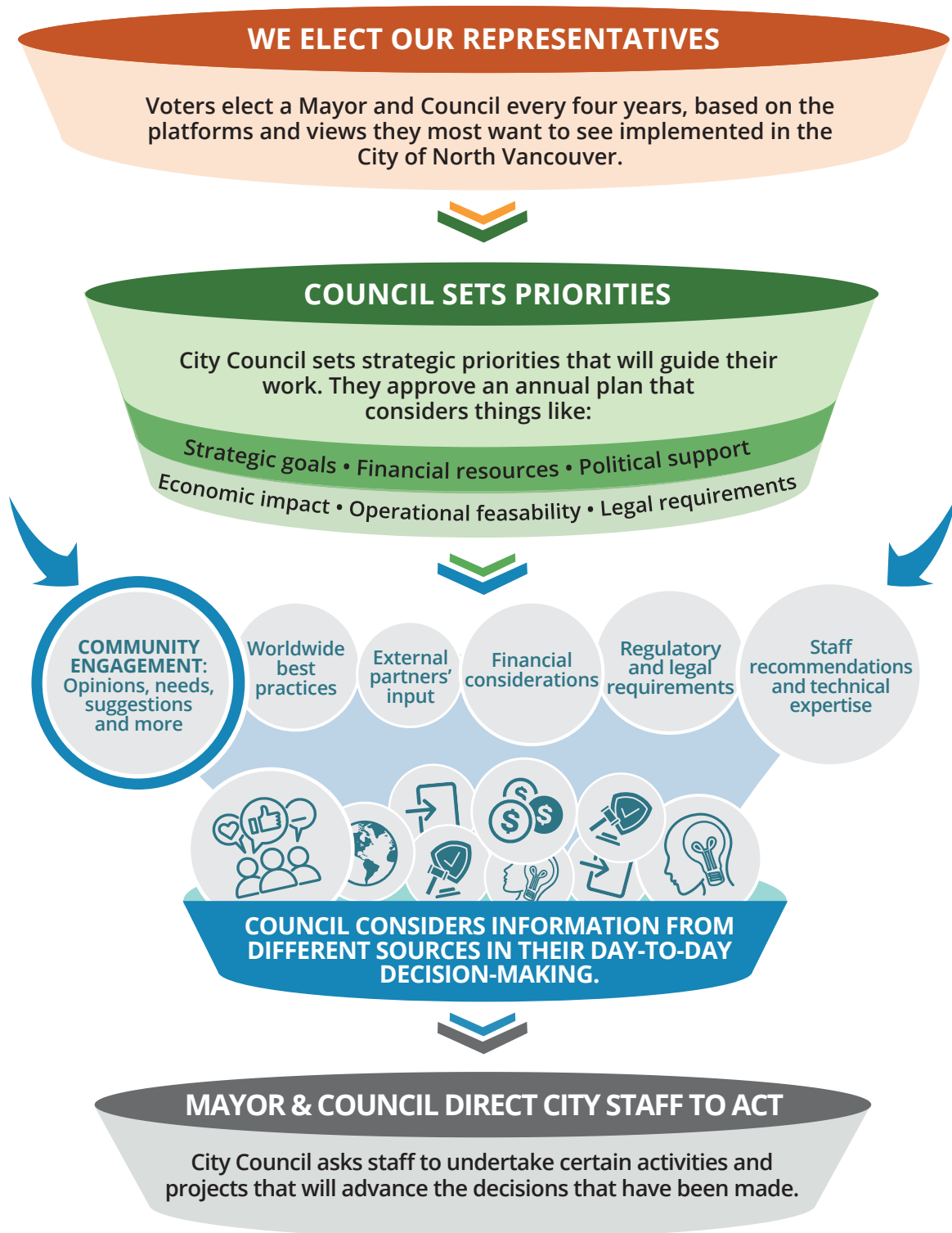
Local governments must undergo public consultation before adopting financial plans to ensure that individuals can review, comment, and ask questions.

**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
Mayor and Council	<ul style="list-style-type: none"> • Represent community interests in decision-making. • Approve policies, budgets, and initiatives. • Ensure oversight and accountability for projects and spending. • Provide direction to City staff and partners to implement decisions.
City Staff	<ul style="list-style-type: none"> • Provide expert analysis and recommendations to Council. • Develop policies, programs, and plans as directed by Council. • Manage daily operations to implement strategies. • Engage with the community for input and feedback. • Monitor and report on project progress.
Intergovernmental and Partner Organizations (First Nations, School district, Metro Vancouver, Translink, etc.)	<ul style="list-style-type: none"> • Provide specialized knowledge, data and best practices. • Collaborate on joint projects and community goals. • Ensure adherence to agreements and partnerships. • Ensure the protection of Indigenous rights and interests as rights holders.
Council Committees	<ul style="list-style-type: none"> • Act as a liaison between the public, staff, and decision-makers. • Offer specialized advice and recommendations. • Ensure decisions consider long-term community impacts.
Community Organizations	<ul style="list-style-type: none"> • Advocate for policies that align with community values and priorities. • Provide insights and feedback on local issues. • Collaborate with the City and other partners to develop solutions and share resources.
All Community Members	<ul style="list-style-type: none"> • Seek information on decision-making and its impacts. • Participate in engagement processes, offering feedback and proposals. • Advocate for changes within the City that they feel are necessary.

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.



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](#).



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:

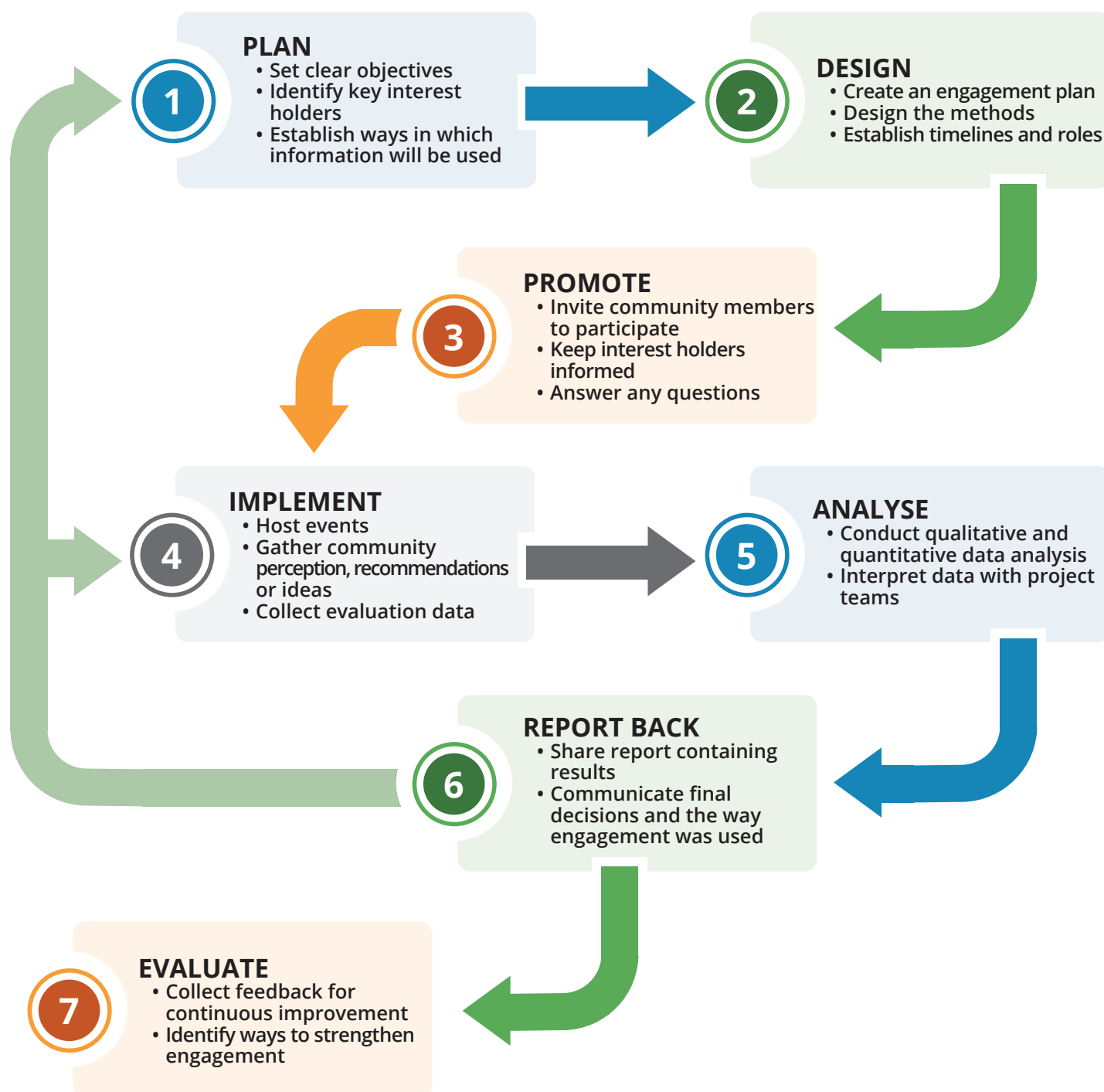
To continually enhance our engagement efforts, the City will:

- 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

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 **GREATER** impact on a decision when:

A successful outcome is greatly defined by personal perception or preference	<i>An example could be:</i> 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.
We need to better understand the community's day-to-day experience, needs or knowledge of an issue	<i>An example could be:</i> 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.
Community buy-in is critical to ensure the success of an initiative	<i>An example could be:</i> 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.

Community engagement will tend to have a **SMALLER** impact on a decision when:

There are few options that would be feasible	<i>An example could be:</i> 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.
The objectives are highly technical	<i>An example could be:</i> 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.
Possible options are highly regulated or legislated	<i>An example could be:</i> 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.

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:

BREADTH		VS.	DEPTH OF TOOLS	
STRENGTH	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.	WEAKNESS
	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.			
CONSULTATIVE		VS.	DELIBERATIVE	
STRENGTH	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.	WEAKNESS
	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.			
OPT-IN		VS.	REPRESENTATIVE	
STRENGTH	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.	WEAKNESS
	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.			



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

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.



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***



Visit www.letstalk.cnv.org for information about engagement processes, or scan the QR code above.