



## **FONVCA AGENDA**

### **THURSDAY April 21st 2011**

**Place:** DNV Hall 355 W. Queens Rd V7N 2K6

**Time:** 7:00-9:00pm

**Chair:** Brian Platts – EUCCA – bplatts@shaw.ca

**Tel:** 604-985-5104

Regrets: Katherine Fagerlund; John Hunter; Val Moller;

#### **1. Order/content of Agenda(\*short)**

#### **2. Adoption of Minutes of Mar 17th**

<http://www.fonvca.org/agendas/apr2011/minutes-mar2011.pdf>

#### **3. Old Business**

##### **3.1 Council Agenda Distribution - continued**

-Basic Agenda listing still missing from District Dialogue

#### **4. Correspondence Issues**

**4.1 Business arising from 19 regular emails:**

**4.2 Non-Posted letters – 2 this period**

#### **5. New Business**

#### **5.0 Roundtable on “Current Affairs”**

A proposal to get back to our roots...

#### **Council and other District issues.**

##### **5.1 Status/Update on OCP**

Letters sent to Council/staff as per Mar 17<sup>th</sup> meeting:

<http://www.fonvca.org/agendas/apr2011/letter-to-council-1b.pdf>

<http://www.fonvca.org/agendas/apr2011/letter-to-council-2b.pdf>

<http://www.fonvca.org/agendas/apr2011/letter-to-council-3b.pdf>

-Completeness of OCP

-Comments by John Hunter

[http://www.fonvca.org/letters/2011/14mar-to/John\\_Hunter\\_21mar2011.pdf](http://www.fonvca.org/letters/2011/14mar-to/John_Hunter_21mar2011.pdf)

##### **\*5.2 Proper Use of Council In-Camera Meetings,**

##### **Council Workshops, and Green Projects**

- John Hunter - due to absence deferred till next meeting

##### **\*5.3 Using Web to conduct simple surveys**

<https://www.surveymonkey.com/pricing/>

##### **\*5.4 Ethics of Gambling**

<http://debates.juggle.com/does-gambling-make-up-for-its-bad-rap-with-its-charitable-contributions>

[http://www.responsiblegambling.org/articles/legalization\\_of\\_gambling\\_in\\_canada\\_july\\_2005.pdf](http://www.responsiblegambling.org/articles/legalization_of_gambling_in_canada_july_2005.pdf)

-Do the ends justify the means? Is so, why have ethics?

-Concept of “do no wrong” -What about the “greater good”?

-Can “dirty money” do “good”? -Do “net” economics make sense?

#### **5.5 Tall or Sprawl?**

<http://www.vancouver.sun.com/opinion/4462759/story.html>

#### **5.6 Fire Service Study – Safety vs. Costs**

<http://www.bclocalnews.com/news/118115554.html>

<http://www.nsnews.com/news/4431377/story.html>

#### **\*5.7 Should Mayors retain extra meetings pay?**

<http://www.bclocalnews.com/news/118049679.html>

<http://www.edenprairienews.com/node/10099/print>

<http://www.albertalocalnews.com/rimbeyreview/news/117155523.html>

#### **\*5.8 Joint Water Use Plan (JWUP) – Gain or Loss?**

<http://www.metrovancouver.org/services/water/planning/Pages/JointWaterUsePlanSeymour-CapilanoWatersheds.aspx>

<http://www.metrovancouver.org/services/water/planning/Docs/JWUPPanels.pdf>

Recreational uses sets off alarm bells?

#### **5.9 Translink Supplemental Plan Rejected by Default**

<https://www.translinklistens.ca/MediaServer/documents/2011%20TransLink%20Supplemental%20Survey%202010.pdf>

<http://www.fonvca.org/agendas/apr2011/Translinklistens-March%202011%20Newsletter.pdf>

### **6. Any Other Business**

#### **6.1 Legal Issues**

##### **a) DNV changed Public Notification Bylaw**

- See Council Mtg Feb 28/2011 – see Feb 28<sup>th</sup> email by Corrie to Council

##### **b) Phased Development Agreements: Councils reneging vs developer reneging on developments**

<http://www.vancouver.sun.com/business/business/4454326/story.html>

##### **c) DNV Council advertizes Public Hearing before approval**

<http://www.nsnews.com/business/business/4502294/story.html>

What message does this send to public?

##### **\*d) Study of incremental Single-Family densification**

<http://dSPACE.mit.edu/bitstream/handle/1721.1/42418/237800669.pdf?sequence=1>

##### **e) FSR and 12ft+ ceilings**

- All SF residential zones double count those floor areas

- Some CD zones (CD57) double count those floor areas

- C9 zones do not double count those floor areas

#### **6.2 Any Other Issues (2 min each)**

##### **\*(a)Terms:**

BANANA: Build Absolutely Nothing Anywhere Near Anybody

ABSNS: Always Building Something Near Someone

NIMBY: Not In My Back Yard

##### **(b) Status of Healthy Neighbourhoods Funding?**

##### **(c) Update on Maplewood CAP – John Hunter**

##### **(d) Community Policing Checklist**

<http://www.policing.com/articles/pdf/COMMUNITY%20POLICING%20CHECKLIST.pdf>

<http://www.nsnews.com/news/Community+policing+RCMP+priority/4568423/story.html>

### **7. Chair & Date of next meeting.**

**Thursday May 19th 2011**

**ATTACHMENTS** -List of Recent Emails to FONVCA

**OUTSTANDING COUNCIL ITEMS**-Cat Regulation Bylaw;

Review of Zoning Bylaw; Securing of vehicle load bylaw;

Snow removal for single family homes bylaw.

**FONVCA Received Correspondence/Subject**  
**14 March 2011 → 10 April 2011**

<b>LINK</b>	<b>SUBJECT</b>
<a href="http://www.fonvca.org/letters/2011/14mar-to/Brian_Platts_25mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Brian_Platts_25mar2011.pdf</a>	Earth Hour: Why I leave my lights on
<a href="http://www.fonvca.org/letters/2011/14mar-to/Corrie_Kost_10apr2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Corrie_Kost_10apr2011.pdf</a>	Response to email from S. Debenedetto
<a href="http://www.fonvca.org/letters/2011/14mar-to/Jerome_Irwin_28mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Jerome_Irwin_28mar2011.pdf</a>	OCP
<a href="http://www.fonvca.org/letters/2011/14mar-to/John_Hunter_21mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/John_Hunter_21mar2011.pdf</a>	OCP
<a href="http://www.fonvca.org/letters/2011/14mar-to/Metro_Vancouver_22mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Metro_Vancouver_22mar2011.pdf</a>	Joint Water Use Plan for the Capilano and Seymour Watersheds
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_14mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_14mar2011.pdf</a>	Los Angeles Retains Ban on Mountain Biking in City Parks
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_19mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_19mar2011.pdf</a>	Mountain Biking
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_20mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_20mar2011.pdf</a>	Making Space for Nature
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_25mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_25mar2011.pdf</a>	Earth Hour: Why I will leave my lights on
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_25mar2011b.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_25mar2011b.pdf</a>	Mountain biking
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_26mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_26mar2011.pdf</a>	Urban Trails and Bike Paths, Safe Alternatives or Hidden Perils
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_29mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_29mar2011.pdf</a>	Illegal trailbuilding 'not going to end' (in DNV, either)
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_30mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_30mar2011.pdf</a>	Pro mountain biker cited for using illegal trail
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_31mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_31mar2011.pdf</a>	<b>Bike Ban Continues...</b>
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_4apr2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_4apr2011.pdf</a>	An MTBer rips and shreds on muddy trails!
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011.pdf</a>	Tweaking Mount Fromme Trails Plan
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011b.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011b.pdf</a>	Tweaking Mount Fromme Trails Plan (b)
<a href="http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011c.pdf">http://www.fonvca.org/letters/2011/14mar-to/Monica_Craver_5apr2011c.pdf</a>	Wetland Protection
<a href="http://www.fonvca.org/letters/2011/14mar-to/Wendy_Qureshi_15mar2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Wendy_Qureshi_15mar2011.pdf</a>	not publishing letters to the editor
<a href="http://www.fonvca.org/letters/2011/14mar-to/Wendy_Qureshi_8apr2011.pdf">http://www.fonvca.org/letters/2011/14mar-to/Wendy_Qureshi_8apr2011.pdf</a>	Reference to NSNews Article on OCP

**FONVCA Pro-Tem Chair (Jan 2008-present)**

			<b>Notetaker</b>
Apr 2011	Brian Platts	Edgemon & Upper Capilano C.A.	John Hunter
Mar 2011	Val Moller	Lions Gate C.A.	Eric Andersen
Feb 2011	Paul Tubb	Pemberton Heights ← Special focus on 2011-2015 Financial Plan	
Jan 2011	Diana Belhouse	S.O.S.	Brenda Barrick
Dec 2010	John Hunter	Seymour C.A. ← Meeting with DNV Staff on Draft#1 OCP	None
Nov 2010	Cathy Adams	Lions Gate C.A.	John Hunter
Oct 2010	Eric Andersen	Blueridge C.A.	Paul Tubb
Sep 2010	K'nud Hille	Norgate Park C.A.	Eric Andersen
Jun 2010	Dan Ellis	Lynn Valley C.A.	Cathy Adams
May 2010	Val Moller	Lions Gate C.A.	Cathy Adams
Apr 2010	Paul Tubb	Pemberton Heights	Dan Ellis
Mar 2010	Brian Platts	Edgemont C.A.	Diana Belhouse
Feb 2010	Special		
Jan 2010	Dianna Belhouse	S.O.S	K'nud Hille
Nov 2009	K'nud Hill	Norgate Park C.A.	Eric Andersen
Oct 2009	Dan Ellis	Lynn Valley C.A.	Cathy Adams
Sep 2009	Brian Platts	Edgemont C.A.	Dan Ellis
Jul 2009	Val Moller	Lions Gate N.A.	Diana Belhouse
Jun 2009	Eric Andersen	Blueridge C.A.	Diana Belhouse
May 2009	Diana Belhouse	S.O.S	Eric Andersen
Apr 2009	Lyle Craver	Mt. Fromme R.A.	Cathy Adams
Mar 2009	Del Kristalovich	Seymour C.A.	Dan Ellis
Feb 2009	Paul Tubb	Pemberton Heights C.A.	Cathy Adams
Jan 2009	K'nud Hille	Norgate Park C.A.	Eric Andersen
Dec 2008	Dan Ellis	Lynn Valley C.A.	Paul Tubb
Nov 2008	Cathy Adams	Lions Gate N.A.	Dan Ellis
Sep 2008	Brian Platts	Edgemont C.A.	John Miller
Jul 2008	Diana Belhouse	Delbrook C.A.	Lyle Craver
Jun 2008	Eric Andersen	Blueridge C.A.	Diana Belhouse
May 2008	Herman Mah	Pemberton Heights C.A.	Cathy Adams
Apr 2008	Del Kristalovich	Seymour C.A.	Del Kristalovich
Mar 2008	K'nud Hille	Norgate Park C.A.	Dan Ellis
Feb 2008	Lyle Craver	Mount Fromme R.A.	Lyle Craver
Jan 2008	Dan Ellis	Lynn Valley C.A.	John Miller

# FONVCA

## Minutes Mar 17<sup>th</sup> 2011

Place: DNV Hall 355 W. Queens Rd V7N 2K6  
Time: 7:00-9:00pm

### Attendees

Val Moller (Chair)	Lions Gate C.A.
Corrie Kost	Edgemont C.A.
Cathy Adams	Lions Gate N.A.
Eric Andersen(Notes)	Blueridge C.A.
Paul Tubb	Pemberton Heights C.A.

**Regrets:** Diana Belhouse; John Hunter; Dan Ellis

The meeting was called to order at 7:05 PM

### 1. ORDER / CONTENT OF AGENDA

No added items.

Note: Items marked with \* are mainly for information and usually involved little or no discussion by the members present.

### 2. ADOPTION OF MINUTES

<http://www.fonvca.org/agendas/mar2011/minutes-feb2011.pdf>

Moved Cathy Adams, seconded by Paul Tubb and carried to adopt Feb 24<sup>th</sup> minutes as circulated.

### 3. OLD BUSINESS

#### 3.1 Council Agenda Distribution

We will continue to monitor this unfortunate situation. Concerns were expressed that still no action had been taken by DNV staff. Corrie to refresh request to council and/or give history of past requests if available.

### 4. CORRESPONDENCE ISSUES

#### 4.1 Business arising from 13 regular e-mails

No discussion.

#### 4.2 Non-posted letters – 0 this period.

### 5. NEW BUSINESS

#### Council and other District Issues

#### 5.1 Updates on OCP Draft #2

- Open houses were held Mar 10 & 15<sup>th</sup>
- Some sections of the OCP are still incomplete
- Point 2 in the OCP section 2.5 is troublesome as it shows an allowable FSR for SF homes up to 0.55 (instead of the usual 0.35). Corrie/Cathy to forward this concern to council. There was a worry that Council may use its discretionary powers to decide to increase density on a case

by case basis. Corrie moved to insert in last sentence of P. 14 of draft OCP – following “discretion” words to the effect “as a result of a public hearing and not to waive the public hearing”. Cathy seconded the motion which was carried. A letter is to be sent to Council with cc to Brian Bydwell and Susan Haid.

#### **ACTION**

- Discrepancies were found in the OCP regarding Lower Capilano.
- Further clarification of the LAPs status appear to be needed.
- Changes in key referenced areas need to be clarified
- Concerns were expressed that changes could be made regarding the LAP’s (see page 52) without requiring the Council of the day to go to Public Hearings.
- Cathy moved / seconded by Paul and carried that a separate letter/email be sent (as above) about the page 52 concerns. **ACTION**
- It was noted that many residences will be unaware that they will be impacted by the new OCP DPA requirements (although the Wildfire DPA is to be relaxed to exclude 100m contours from “island” forested areas). The question remains whether Council would consider explicitly notifying the impacted properties?
- Financial implications of the OCP are still missing (p 54). It was suggested that a public meeting be held on this specific element.
- The OCP is expected to go to 1<sup>st</sup> reading by council on April 11<sup>th</sup>. With tentative public hearing dates of April 19,21,24 as required.

#### \* 5.2 Hard Lessons (Process Limits) of Neighbourhood Improvement Initiatives

[http://hewlett\\_prod.acesconsulting.com/uploads/files/HewlettNIIRReport.pdf](http://hewlett_prod.acesconsulting.com/uploads/files/HewlettNIIRReport.pdf)  
Only summary of report was distributed.

#### 5.3 Legal uses of DCC’s

<http://www.toolkit.bc.ca/tool/development-cost-charges>  
[http://www.cscd.gov.bc.ca/lqd/finance/development\\_cost\\_charges.htm](http://www.cscd.gov.bc.ca/lqd/finance/development_cost_charges.htm)  
[http://www.cscd.gov.bc.ca/lqd/intergov\\_relations/library/DCC\\_Elected\\_Officials\\_Guide\\_2005.pdf](http://www.cscd.gov.bc.ca/lqd/intergov_relations/library/DCC_Elected_Officials_Guide_2005.pdf)

#### 5.4 Incorrect Views of DCCs(DCLs) & CAC’s

<http://www.vancouversun.com/business/business/4389250/story.html>  
<http://www.vancouversun.com/business/business/4429856/story.html>  
Some valid points expressed in the above distributed articles but many new-home municipal charges are justified. It was stressed that DCC’s can only be used to provide new infrastructure and not for municipal operations.

#### 5.5 Proper Use of Council In-Camera Meetings and Council Workshops

- John Hunter was absent – item tabled for next meeting

#### 5.6 Garbage Lessons

<http://www.vancouversun.com/technology/technology/4417296/story.html>

<http://www.vancouver.sun.com/technology/technology/4414154/story.html>  
<http://www.scientificamerican.com/article.cfm?id=recycling-old-mattresses>  
<http://www.vancouver.sun.com/technology/technology/4422275/story.html>  
<http://www.vancouver.sun.com/technology/technology/4350712/story.html>  
<http://www.vancouver.sun.com/technology/opinion/4429802/story.html>  
<http://www.nsnews.com/technology/story.html?id=4422818>  
<http://www.calgaryherald.com/technology/health/4337454/story.html>

It was claimed that some communities are in revolt because of excessive downloading of the handling of garbage from local governments onto individuals. Corrie reviewed his experiences during his recent visit to Ottawa.

The organic waste program, which is scheduled to start in DNV this spring, is expected to cause grief with many residents. Issues with this new program include smell in the summer, freeze of the waste in the winter and problems with bears (feeding).

## 5.7 TRANSLINK - more taxes/fees/levies

<http://www.vancouver.sun.com/news/news/4389094/story.html>  
<http://www.vancouver.sun.com/business/business/4308640/story.html>

It was debated whether Translink will ever be financially sustainable – simply adding ever more fees/taxes on a yearly basis. Concerns expressed that communities like DNV & Delta are not getting a fair share (paying much more than they benefit from Translink). That the 3<sup>rd</sup> seabus is not in regular service is particularly irksome.

## 5.8 Municipal Tax Breaks & Urban Renewal

<http://www.vancouver.sun.com/news/business/4394154/story.html>

“Tax holidays” and reduced DCC’s are being used by some Metro munis to stimulate private revitalization/improvement projects.

## 6. ANY OTHER BUSINESS

### 6.1 Legal Issues

#### \*a) Oak Bay woman pays \$600k archeology fees.

<http://www.courts.gov.bc.ca/jdb-txt/SC/11/02/2011BCSC0270.htm>  
<http://www.vancouver.sun.com/technology/technology/4407706/story.html>  
homeowners & municipalities beware!

#### \*b) Dogs on leash at Regional Parks

<http://www.vancouver.sun.com/health/men/4376347/story.html>

#### c) Parents to pay for child’s graffiti

<http://www.vancouver.sun.com/news/news/4344892/story.html>

#### d) Unintended consequences of low-flush toilets

[http://www.civil.ubc.ca/documents/publications/newsletter/2010winter\\_civil@ubc-Vol12.pdf](http://www.civil.ubc.ca/documents/publications/newsletter/2010winter_civil@ubc-Vol12.pdf)

The article illustrates that many existing drainage systems of older homes were not designed for low water flows.

As well, it was suggested that in spite of good intents for the environment, the low-flush toilets often need double-flushing which negates their purpose.

#### \*e) Legalization of Gambling in Canada

[http://www.responsiblegambling.org/articles/legalization\\_of\\_gambling\\_in\\_canada\\_july\\_2005.pdf](http://www.responsiblegambling.org/articles/legalization_of_gambling_in_canada_july_2005.pdf)

A measure of a society is how well it treats those that are disadvantaged – in this case those who are addicted to gambling – Corrie Kost

### 6.2 Other Issues (only item d) discussed)

**7. CHAIR AND DATE OF NEXT MEETING**  
Thursday April 14<sup>th</sup> 2011 (to avoid conflict with tentative OCP public hearings scheduled around April 21<sup>st</sup>). Subsequently, due to further OCP delays **the next FONVCA meeting will take place at its normal date Thursday April 21<sup>st</sup>, 2011**

**Chair: Brian Platts – Edgemont C.A.**

**Notes: John Hunter or Paul Tubb**

Meeting adjourned ~ 9:10PM.

March 20/2011

Your Worship & Members of Council,

Re: Concern of Draft #2 of OCP

At the FONVCA meeting of Mar 17<sup>th</sup>, the members present unanimously endorsed the expression of our concern Re: section 2.5 “Land Use Designations for the Urban Structure” wherein the “Residential Level 2: Detached Residential” inclusive of [secondary] suites and coach hoses) **are** generally allowed up to **approximately 0.55 FSR**.

It was felt that such a generally allowed FSR, especially without an appropriate public hearing (since the above table clause could allow future councils to waive a public hearing because the extra density would be compatible with the OCP) was excessive in the general sense for our current single family designated zones. Clearly developed council policy guidelines would go a long way to add clarity to any future process and public involvement.

FONVCA also has a similar concern with the final sentence preceding the Land Use Designation table – namely that:

“Council may at its discretion consider providing additional density on a case by case basis, where such additional density provides an incentive to achieve public benefits or amenities.”

FONVCA requests that consideration be given to qualifying this discretion with a requirement/declaration to always hold a public hearing in this regard.

It is thus suggested that the sentence read:

“Council may at its discretion, **following a public hearing on the matter**, consider providing additional density on a case by case basis, where such additional density provides an incentive to achieve public benefits or amenities.” The rationale being that council should not use the existing statement in Draft #2 of the OCP as a general mechanism to unilaterally waive future public hearings – even though such additional density provides an incentive to achieve public benefits or amenities.

Yours truly,

Val Moller,  
Chair Pro-tem  
FONVCA

March 20/2011

Your Worship & Members of Council,

RE: Concern of Draft #2 of OCP

At the FONVCA meeting of Mar 17<sup>th</sup>, the members present unanimously endorsed an expression of concern Re: section 12.3.2 ...Transitions from Local Area Plans

Although it is stated that "...the general land use directions from LAP's have been respected and incorporated into Land Use Map Schedule A of this OCP" and furthermore that "Until such time as more detailed sub-area planning occurs at the centres or neighbourhood level, existing Local Area Plans will be retained as reference policy documents to inform land use decisions in their respective areas" the members opined that any future changes to such key "reference policies" be subject to public hearings or at the very least public meetings.

Yours truly,

Val Moller,

FONVCA Chair Pro-tem

March 20/2011

Your Worship & Members of Council,

RE: Concern of Draft #2 of OCP

At the FONVCA meeting of Mar 17<sup>th</sup>, the members present unanimously endorsed an expression of concern Re: section 12.4.2 Long Term Financial Plan

Section 882 of the LGA requires that the OCP be adopted by bylaw and it dictates the order of a number of considerations.

After first reading of a bylaw the local government must in sequence, do the following:

- a) Consider the plan in conjunction with
  - i) Its financial plan
  - ii) Any waste management plan that is applicable in the municipality

Our concern is that the public has been provided insufficient information regarding the financial implications of the key strategic directions outlined in the OCP. It is thus recommended that a public meeting be held on this singular item, and more financial information be included/referenced by the OCP.

Yours truly

Val Moller,  
FONVCA Chair Pro-tem

# **COMMENTS BY JOHN HUNTER ON DRAFT #2 DNV OCP**

**March 21, 2011**

These comments are based on my attendance at numerous workshops and public meetings in 2010, a FONVCA-Staff meeting Dec. 9, 2010, and interaction with various elected officials, residents, and Staff

## **GENERAL COMMENTS**

My comments show greatest concerns first.

- Can we not utilize page numbers in the OCP as MV's Regional Growth Strategy does?
- I remain concerned about the tendency to spend money, without normal economic testing, on politically popular projects, such as "affordable housing" and "Green" projects. With the mayor's encouragement, I prepared two sets of language that I would like to see inserted near the front of the respective sections. Please note that the language is in the nature of a "head's up", not as a directive or any sort. It is a reminder to future Councils. I am not alone in my view on the need for this language.

1) The District recognizes that many of the District's maturing population, and others, are on fixed or limited pensions and incomes and that subsidies from the ratepayers to any cause, regardless of how worthy, impairs the ability of these maturing individuals to enjoy life on the North Shore, or indeed, even afford to remain on the North Shore. Subsidizing housing of any type on the North Shore with DNV ratepayers' funds may have the unintended effect of driving current residents off the North Shore.

2) Energy conservation, reduced use of non-renewable fuels, and greenhouse gas reduction are worthy goals. However, we must ensure that all such projects, where not mandated by legislation or other "must do regardless" factors, are sufficiently economic for the District that they do not constitute a negative economic impact for district ratepayers.

## **Other Sections**

- Introduction: The fit and interaction of the OCP and RGS is not well described, particularly where the RGS overrides the OCP.
- 6.3 Suggest some words here to make it clear that we will not accept senior government downloading in providing our "support" to various community services.
- 7.1 has DNV directing developers what to do in terms of housing design/type, and the same in 7.2. I fear these will backfire and discourage developers. 7.2-5 may result in reduction of strata quality. I would prefer to see a carrot, not a stick.
- Section 7 also has the many areas in which I fear subsidies to people who frankly can't afford to live on the North Shore are going to hit ratepayers and tend to drive them off the North Shore. In 7.3-7, how will DNV control the rental rates once the place is built?



- 8.2 Providing Competitive Local Government Services: Item 2 – I do not want our fees, charges etc “competitive” – I’d rather see them cost based, logical, and a service wanted by the “customer”.
- 9.5 Air Quality **Please** insert the word “practical and economic” to qualify the new fuel alternatives to be looked at. You list “hydrogen highway” which meets neither restriction as, in any quantity, it must be made from natural gas with carbon dioxide the major by-product. This R & D project is probably dead insofar as a practical reality.
- 10 Climate Action - We say “Climate change is a global reality that affects us at a local level”. This is opinion, not proven fact. You can however change “reality” to “concern” and you are pretty safe.
- 10.1-3 Do we really want to force every home seller to go to the cost and trouble of getting an “energy efficiency rating” for his house? Nanny state, market interference.
- 10.2. There is a raft of well intentioned but, in my view, questionable policies here. You NEVER undertake a “detailed” feasibility assessment of district heating systems unless you love your consultant – and he will love you! Take out “detailed” and you are OK. Do we really want to force all developers (“require) to do energy efficiency and alternative energy assessments on all projects? In my view the District has no place giving incentives to homeowners for green projects (#5). It creates a big bureaucracy.
- The LAPs do not seem to have incorporated yet.
- Add the policy, somewhat neglected, to open street ends to saltwater and to eradicate remaining shoreline encroachments. The language now dodges the issue.
- It would sure be nice to see “sustainability” and “affordable housing” defined.

## **SMALLER POINTS**

### **Introduction**

- Para. 2 – Appendix 10 missing
- Paragraph 3 –line 4- “should be” or “must be” – what does the LGA say?
- Bottom of page - why is the first figure in the document referenced as Figure 10 (but has no label on it)?

### **Historical And Regional Context**

- Para.1: What does it mean that the Port manages our waterfront lands, and how much of them? It seems to say that all the waterfront industries are on Port lands – is this true?
- Para. 2, line 1 – to keep in line with RGS, change “projected” to “potential”. (see RGS on page 68, especially note 2 under Table A.1.; see also OCP page 8 - use of word “capacity” is smooth)
- **Regional Goal 1** This could imply an Urban Containment Boundary exists now – is that true, or do you mean it affirms the RGS?
- **Page 4:** I am surprised “an effective 0% vacancy rate” exists, and suggest you add a reference.
- The use of the word “improved” seems liked by one author and “enhanced” by another.
- 4.1-4 I am still at a loss what this “non-motorized” only boats means to Cates Park boat launch and the Cove docks.

- 5.4-9 Why delete “sea buses”? These could be public or private sector.
- Section 8 English Nitpick – I think you “advocate” policy xyz, not “advocate for” (several places).
- 9.1 “pollination of our crops”????
- 9.6 put “responsible” in front of “awareness” in 9.6-5 Patrick Moore makes this point a lot.
- MAPLEWOOD Land Use 3.2.1 item 4 What about Univar? Canexus is not the only risk.

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## Does gambling make up for its "bad" rap with its charitable contributions?

Topic: Morality Debates

11 Contributors  
in this discussion.45%  
of users55%  
of users

Yes 54nShal

**I believe gambling makes up for its bad reputation with charitable donations and economic help.** Gambling is an addiction that effects millions of people but it is also something that can be extremely beneficial to help maintain a prosperous society. The fact that there are many charitable contributions made and jobs created by the industry more than make up for the negative side of gambling.

Yes T3ddDemon

**Gambling is a great way to raise money for charity and in such cases should not be considered bad as the ends justify the means.** While gambling is considered a vice that taints the morality of its victims by many, it is also considered a perfectly moral and legitimate form of entertainment by many others. Charitable gambling completely negates its immorality in many religions and in the minds of many. The only problem left from charitable gambling is the possibility of individuals' development of addictions. In those cases, some of the profits may continue to be diverted to their protection, as many large-scale gambling operations already do.

Yes 54Inferno

**Even if they didn't give to charities, gambling shouldn't have a bad rap. Why is it any worse than playing the stock market?** I see very little difference between gambling in a casino and gambling on the stock market. If gambling establishments give to charity then that is great, should make a difference in how people view the whole concept of gambling. I think that if they give to their communities then that is more than other corporations do unless forced to to maintain some kind of public image. So, yes, gambling's contributions should make up for negative views.

Yes lacherchuse

**The revenues generated by gambling can provide useful benefits to communities.** I personally was able to go to a state college for free due to the Hope scholarship, which is funded by the lottery, as were thousands of other Georgia student, many of whom, myself included, would otherwise have either been unable to go to school or would be heavily indebted to the student loan companies. Gambling is not necessarily the most noble pursuit, but there are lots of people who enjoy it, so it is good that money from it can be helpful to others.

Yes w00dwitch

**Gambling making up for it's bad rap with charitable contributions because it redistributes money from the rich to poor.** Gambling makes up for it's "bad" rap with charitable contributions because it takes money from people who can afford to gamble and redistributes it people who are poor. If someone makes the choice to wager their money on something, it means that this

No MariaR

**Gambling is a terrible, addictive problem in the world.** No matter how much money you give away, if you are earning it in a way that is detrimental to society you can't justify it. If I was a drug lord and made 100 million dollars a year and gave away 95 million to charity would that make it okay for me to be a drug lord?

No N3vinFace

**Gambling does not make up for its bad rap with charitable contributions, unless they are giving to Gamblers Anonymous.** Gambling ruins lives, just like drugs, alcohol, food or any other addiction. Most people can't handle it. They get sucked in and whole families are torn to shreds over it. Charity is lovely, but dressing a filthy swine up in beautiful clothing does not change the fact that it's still a filthy swine.

No labrat839

**I do not believe that gambling makes up for its "bad" rap by making charitable contributions because of possible selfish reasons and outweighing charitable need that comes as a result of gambling addictions.** There are many reasons for making charitable contributions which are more selfish than charitable. These include tax breaks, possible tax evasion, and obvious self-promotion. Another reason that I disagree is that so many people end up having such terrible gambling addictions that they lose everything and then they end up needing far more charity than what the gambling institutions have contributed in the first place.

No SandDari

**Charitable contributions made by casinos do not erase their "bad" rap with the public because it doesn't undo the negative stigma.** Charitable contributions made by casinos do not erase their "bad" rap with the public because it doesn't undo the negative stigma they have surrounding them. The only thing charitable contributions do for the casinos is keep those organizations that do want casino illegal quiet in the short-term - until something bad happens that those groups can use toward their arguments. Ultimately, charitable donations mainly are just used to keep people quiet. It is a means of paying the public or the government into liking you, but it does to mean that the way those gambling facilities are viewed by the public is going to be any different with a charity donation.

No SummersOrrin

**I believe that gambling is an addictive behavior, and does more harm than good.** No matter how much good charitable giving by gambling establishments does, it cannot make up for the many lives it ruins in the process. Oftentimes those who gamble are least able to afford it. Family members suffer from the excesses of chronic gamblers. Children go hungry and bills are not paid.

money is not absolutely necessary to their daily living. By taking some of this money and donating it to charities that benefit the poor, all parties benefit. The rich have an entertaining chance to win more money and the poor receives the excess that the poor have wagered for entertainment.

No Mohal0v35

**Gamblers are usually not thinking about where their money goes.** Unfortunately, if it was all about giving money to charity, people wouldn't gamble so much. A donation is not worth someone's quality of life. There are other ways to get contributions. They cannot be used to justify a harmful addiction. Tom could be improving the schools in his community by purchasing scratch offs everyday. In the meantime, Tom isn't paying his child support. The contribution can't cancel out the diminished capabilities of the addicts.

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# THE LEGALIZATION OF GAMBLING IN CANADA

**Prepared for:**

The Law  
Commission Canada  
*"What is a Crime?"*

**Prepared by:**

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6 JULY 2005

This paper was prepared for the Law  
Commission of Canada. The views  
expressed are those of the author and do  
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Commission.

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CSC  
TFH  
GJS

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## EXECUTIVE SUMMARY

Situated within the ambit of the “*What is a Crime?*” project, *The Legalization of Gambling in Canada* reviews the transformed status of gambling in modern Canadian society, with particular emphasis on the social, political, economic and cultural forces that have changed the public perception of gambling from a sin, to a vice, to a mode of entertainment. More specifically, the report examines the selective removal of criminal prohibitions against gambling in Canada.

The provisions of the Canadian *Criminal Code* that pertain to gambling have undergone numerous revisions since the *Code*’s creation in 1892. These changes have entailed a gradual but sustained shift toward greater liberalization and represent a clear transition of gambling’s status from criminal prohibition to legalization. Taken together, the changes also reveal a consistent pattern of lesser federal responsibility over gambling and a greater provincial authority over an activity that now has considerable economic significance. This report documents the consequences of this transition.

Amendments made to the *Criminal Code* in 1969 and 1985 were pivotal developments both in transforming gambling in Canada and in consolidating provincial authority over it. Several different operational and regulatory models have appeared across Canada as a result of differing provincial interpretations of the *Criminal Code* with respect to gambling. A national *Criminal Code*, once uniform in its application, can now be seen to have regional interpretations, at least in regard to gambling.

Available data on public attitudes support the notion that Canadians are ambivalent toward gambling. Canadians generally view gambling as an acceptable community activity, due perhaps to its perceived inevitability and as a source of revenue for governments and charities. On the other hand, many Canadians feel there should be more restrictions on gambling, with the strength of such feelings varying with the type of

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gambling (e.g., VLTs), the location of venues (“not in my backyard”), and the perceived social costs of gambling.

Four broad theoretical perspectives are considered as rival explanations of the transformed legal status of gambling in Canada. The consensus perspective suggests that fundamental shifts in Canadian attitudes and values regarding gambling underpinned the legal changes that have facilitated the widespread availability of gambling in Canada in the 20<sup>th</sup> Century. Alternatively, a group conflict perspective is considered which suggests that relatively powerful interests such as the leisure industry (including private sector gambling operators) in alliance with influential non-profit community-based charities have influenced the legislative process. This perspective points to the presence and influence of prominent groups which have sought to benefit from the relaxation of restrictions on gambling. A third perspective, termed “managing consent” points to a general pattern within Canadian federalism in which the central government has tended to devolve traditional federal responsibilities to the provinces. The transfer of authority to provinces to conduct, manage and license gambling would appear to provide strong evidence in support of this perspective. Finally, aspects of “neo-liberalism” are considered in regard to the relaxation of gambling prohibitions. In this perspective, the state realistically can perform only a minimum of functions, particularly in regard to crime prevention. Thus deviant behaviours that were once criminalized are “defined down.” The decriminalization of substantial amounts of gambling and the devolution of responsibility for its regulation and control (“licensing”) from the federal to provincial governments fit this pattern of “defining deviance down.” The 1969 and 1985 amendments removed centralized state control over much gambling behaviour and shifted responsibility to the provinces for licensing and regulation. In turn, provinces have, in effect, shifted responsibility for the social control of licensed gambling

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to the private sphere through management contracts with leisure industry businesses or to Crown corporations.

In the wake of legalized gambling's widespread availability within Canada, a series of unintended and unanticipated negative consequences have also appeared. In this regard, a categorization of gambling-related crime is developed and presented including: illegal gambling, crimes committed to finance gambling, crimes associated with legal gambling expansion, crimes located in or near gambling venues, crimes that occur in the course of legal gambling activities, crimes associated with pathological gambling behaviours and graft and corruption of elected and appointed officials. Additionally, consideration is given to problem and pathological gambling as serious problems in their own right, independent of their association to crime.

A series of contentious public policy issues are identified. These include questions about the legal validity of particular operational and regulatory models of gambling now evident in some provinces. As well, questions are broached pertaining to the legality of the arrangements under which some provinces permit, operate and regulate video lottery terminals (VLTs). Questions are also raised in regard to the legality of Internet betting conducted by First Nations operators on First Nations land and on horse-race betting via the Internet. Additionally, the current class-action suit against Loto Quebec for its alleged failure to prevent excessive losses by problem gamblers is reviewed briefly. Finally, recent concerns raised in the Canadian Senate about provincial operation of VLTs have culminated in a private member's bill to dramatically limit provincial authority with regard to gambling are reviewed as yet another contentious public policy development.

For comparative purposes, the nature and scope of gambling in Australia, Great Britain and the United States are examined, followed by a synopsis of the national studies of gambling that have been completed in each of these countries. The

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comparative analysis points to specific aspects of these countries' gambling policies and suggests particular lessons that Canadian law and policy makers may wish to consider with respect to: a) illegal gambling and crimes associated with legal gambling; b) the probity and integrity of gambling regulation; and c) the social costs of gambling.

Despite the legalization of many forms of gambling, a number of unwanted and harmful behaviours associated with gambling persist and, in some cases, have increased. In particular, criminal behaviour and gambling remain linked in a number of ways. New problems or forms of "deviance," such as "excessive" or "problem" gambling have arisen, the latter associated with the availability of electronic gambling machines. As well, a range of provincially-funded educational and therapeutic programs directed at preventing and ameliorating problems associated with these new forms of deviance have arisen.

Fundamentally, *The Legalization of Gambling in Canada* poses a series of challenging questions regarding Canadian gambling policies. How can the benefits and costs of legal gambling be balanced? How can the unintended but negative consequences of legalization be mitigated? How should public opinion and values enter into the policy process with respect to the regulation of gambling? Perhaps the most crucial policy issue concerns the potential conflicts of interest that arise for provincial governments when they both regulate and promote gambling. Provincial governments have become increasingly dependent upon the revenue generated by the expansion of legal gambling; therefore, they have a vested interest in the promotion and expansion of gambling. At the same time, these governments now have exclusive power to regulate and control gambling activity. The potential for conflicts inherent in this situation is of pressing concern from the perspective both of public welfare and respect for governmental institutions.

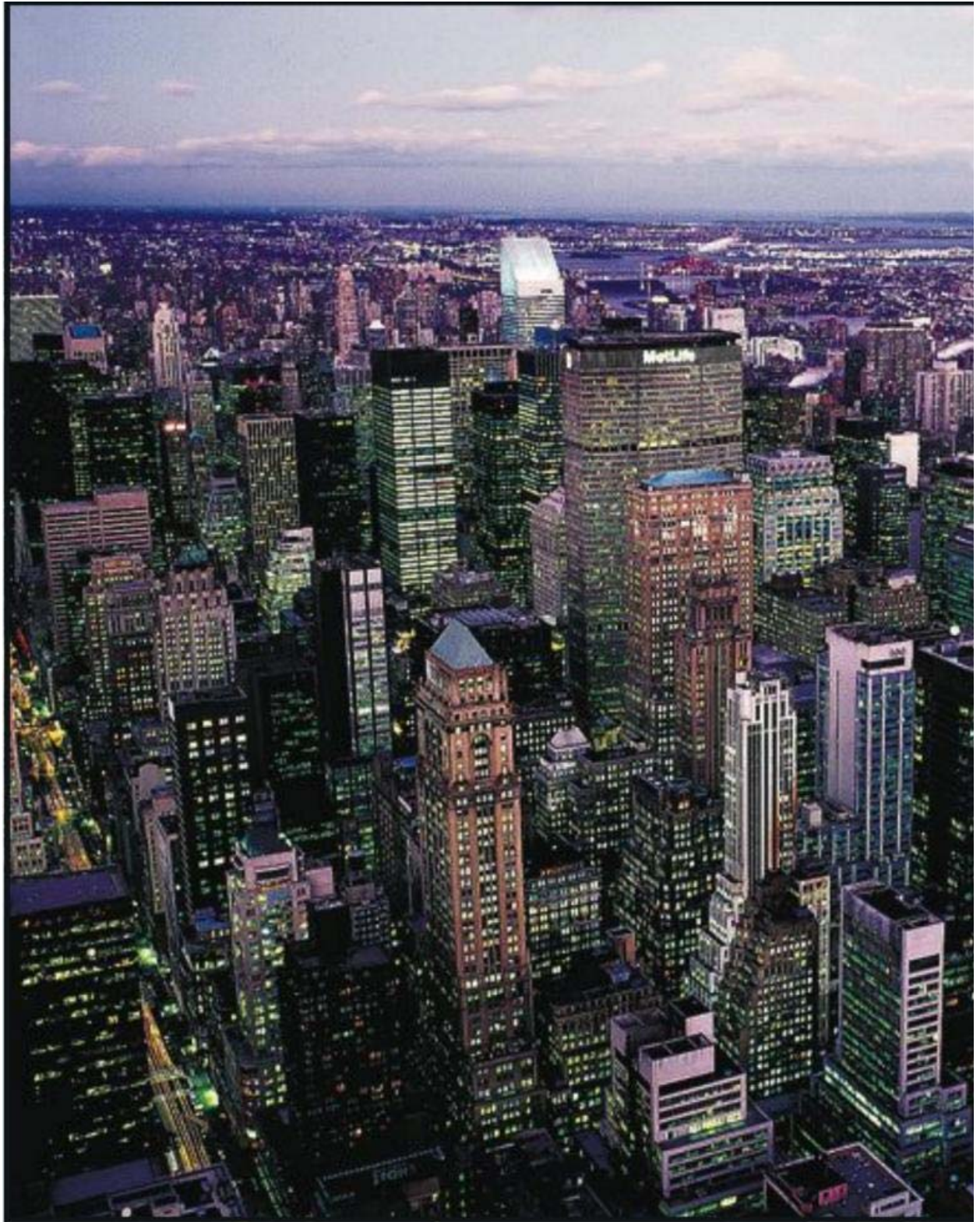
Canadian criminal law in regard to gambling has been used principally to consolidate and legitimize a provincial government monopoly over gambling as a revenue generating instrument. This, of course, begs the fundamental question of whether or not this is an appropriate use of criminal law.



## Tall or sprawl, Metro Vancouver has it all

Sam Sullivan's new Centre for Market Urbanism will engage citizens on regional issues

BY DON CAYO, VANCOUVER SUN MARCH 18, 2011



Author David Owen says New York City is the greenest city in the world.

**Photograph by:** Wayne Leidenfrost, PNG, Vancouver Sun

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Here are two key insights I gleaned from Thursday's launch of Sam Sullivan's new Centre for Market Urbanism and the

event's provocative star, author David Owen:

. Vancouver is no New York, but it is one of the greener communities on the continent.

. Vancouver is losing nine square feet of land per second to urban sprawl.

Astute readers may guess I'm referring to the City of Vancouver in the first instance and the whole Metro area in the second, and this does, indeed, explain some of the contradiction in these two statements. It also helps to know that to be "greenest on the continent" is to clear a fairly low bar.

But the dichotomy is also inherent in the very issues that brought Owen his fame -or, depending on your point of view, his notoriety. Owen, a staff writer for the New Yorker as well as the author of several books, stirred up urbanists and environmentalists alike with his thesis that New York City, Manhattan in particular, is North America's most ecofriendly place to live. Its citizens have a such a light footprint, he says, because they live close together, mostly without cars, sharing services that can be provided at a fraction of the environmental cost it takes to deliver them in places that sprawl.

He has lots of facts and figures and logic, and he makes a compelling case not only that density works for New York, but that -if carbon reduction and habitat protection are your criteria -it's the only way to go.

His measure of a truly green neighbourhood -a test that can be aced by several Vancouver neighbourhoods, though by no means all -is whether its residents can live comfortably without a car.

"If you can, then you've shrunk your impact about as far as you can for a prosperous 21st-century population.

"If you can walk to the grocery store, you probably can get by without a car, at least most of the time. And if you have a grocery store within walking distance, you probably have a lot of other things, too."

To make this possible, a neighbourhood needs density, he said, and to get the density its residential buildings must be taller than most neighbourhoods allow.

Here's yet another contradiction: Owen lives in small-town Connecticut -the antithesis of the kind of neighbourhood he advocates -and he has no plans to move. And, despite his grasp of the problems, he admits he has no solutions.

"Every single solution people talk about carries risks," he told me in an interview.

It's one thing to analyze and admire those dense-but-attractive city centres that have managed to develop here and there. But the unintended consequences may mean that Joe and Jill Lunchbucket, the folks who work in all the city-serving businesses, have to commute in daily because they can't afford to live in the neighbourhood. Or that, as we're seeing now in Japan, density will make disasters worse when they inevitably happen. Or that the suburbs eventually become the slums.

"It has been clear for some time there are no easy answers to some of these issues," he told me. "The question is, are there any hard ones?"

That's where Sullivan and his new Centre for Market Urbanism come in.

Capitalism -the influence of those who put profits ahead of community good -is usually blamed for sprawl, Sullivan noted. But his 15 years on Vancouver city council, three years as mayor, taught him that governments also play a major role.

He calculated the ninesquare-foot-a-second figure for the rate at which the region is losing land, and developed a visual sprawl meter to focus attention on the problem. But he has also been chewing on potential solutions, and the objective of the centre is to engage citizens and decisionmakers alike in weighing -and solving -these problems.

I'll have more on what he has in mind in a followup column in Saturday's Sun.

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To comment, visit Don Cayo's blog at [www.vancouver.sun.com/cayo](http://www.vancouver.sun.com/cayo)

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# Union questions North Shore fire service study

Published: **March 16, 2011 1:00 PM**

Updated: **March 16, 2011 1:56 PM**

District of North Vancouver's firefighters' union has some burning questions regarding a study on North Shore services.

In early 2009, North Shore fire chiefs and municipalities hired outside consultant Dugal Smith and Associates to take a closer look at what firefighting services could be consolidated. Through greater cooperation, the study reported, more than half a million dollars a year could be saved.

While that sounds nice, there are big holes in the report, said Brian Leavold, vice-president of the District of North Vancouver's firefighters union, IAFF Local 1183.

"We don't think it is a thorough enough report; it kind of skims the surface," he said.

Some of the study's suggestions threaten to leave areas uncovered, Leavold said. Although not against working together, the model could mean district firefighters would be in the City of North Vancouver more than the city's department would be in the district, he said.

"We are not even sure of the legality of us going in and doing their work," Leavold added.

The study also suggests the North Shore implement a "closest-truck-goes policy," a system the fire engines are not currently equipped for. But North Shore fire departments are rolling out a "closest fire hall" system. This policy presents problems, Leavold said.

"[District fire halls] surround the city," he said, noting the district itself has a large area to cover.

North Shore politicians need to understand the current dispatch system before moving forward, Leavold said, noting the union is still unclear on what the "closest truck" policy entails.

"This extends far and above emergency mutual aid agreements," he noted.

The union is calling for an audit of current service levels across the North Shore and an analysis on service gaps.

Ultimately, North Shore firefighters just want to make sure the citizens they serve get the best possible service they are paying for, Leavold said.

City of North Vancouver's British Columbia Professional Fire Fighters Association president, Brandon Moberg, said his union has not reviewed the study, but plans to in the near future. West Van president, Gord Howard, was contacted for comment, but was unable to respond before press deadline.

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# Review of fire services stokes amalgamation debate

BY NIAMH SCALLAN, NORTH SHORE NEWS MARCH 13, 2011

A report on North Shore fire services has reignited the debate over amalgamation of the community's fire departments.

The report, created for the district by Dugal Smith and Associates last year, tracked the three North Shore fire units' record in cooperating and collaborating services since the move to standardize operations to "reduce costs and improve service."

West Vancouver's chief administrative officer Grant McRadu reviewed the document and tabled his findings at a Monday council meeting. His review outlined inefficiencies and difficulties in the current service model.

Presenting the report to councillors, West Vancouver fire chief Jim Cook said there was a "high degree of cooperation between the three North Shore fire departments."

But the district review highlighted major barriers to increasing cooperation between the departments. According to the review, "it is difficult for any one individual, department or municipality to drive change in the fire service without the authority or agreement to do so."

The district review also stated that the current cooperation model's predicted annual cost savings -- estimated at \$513,000 -- is "likely a long term rather than a short term possibility."

Coun. Michael Smith voted against council's decision to receive the 2010 report.

"I'm a little bit disappointed here," Smith said. "Clearly, this is not acting in the best interest of taxpayers. . . . We have to look for better efficiencies."

Echoing the concerns in McRadu's review, Smith called for one central fire services organization on the North Shore to reduce costs and improve service efficiencies.

"Nobody will address the issue on the North Shore that we have three chiefs and three bureaucracies," he said. "If we had one central command, one chief and one bureaucracy for the North Shore, all the fire-fighters would be trained under the same training department. It makes so much sense that nobody can speak against it."

"Politicians and bureaucrats are lagging behind everybody else," he added.

But Coun. Bill Soprovich spoke out against Smith's comments, calling for a focus on safety rather than cost savings.

"What do you put first, efficiencies or safety?" Soprovich asked. "There are no guarantees that a combined service is going to be safer for our citizens."

District staff is expected to return to council with feedback on the fire services review in July 2011.

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# Metro pay rules to draw line at triple dipping

By [Jeff Nagel - BC Local News](#)



Published: **March 15, 2011 5:00 PM**

Updated: **March 16, 2011 10:14 AM**

Metro Vancouver directors will vote next month on whether to limit themselves to being paid for no more than two meetings a day, even if they manage to squeeze in three or more.

Metro directors are paid \$322 for each meeting they attend, or \$644 if a meeting runs longer than four hours. That's over and above their pay from local municipalities for serving as elected mayors and councillors.

Under the current no-limit policy, some directors have occasionally attended three different Metro meetings in the same day and collected \$966.

But a proposed change would cap the maximum daily pay for meeting attendance at \$644, equivalent to two regular-length meetings.

Metro's finance committee narrowly voted in favour of the change Tuesday, but it still requires the approval of the full board in late April.

North Vancouver City Mayor Darrell Mussatto supported the change.

"I've never had three meetings in a day myself," he said. "A two-meetings-a-day cap is, I think, appropriate."

Langley City Coun. Gayle Martin, however, opposed the new limit and said it's rare that a politician is paid for attending more than two meetings.

"I think it happened three times last year," she said. "But I think if you attend three meetings in a day, you should get paid for three meetings."

The cap would also limit a director to just \$644 in pay if they attend two meetings in a day but one is over four hours, a scenario that until now was worth \$966.

That could happen when a Metro board meeting runs over time, from say 9 a.m. to 2 p.m., and directors later attend an evening public hearing.

Richmond Mayor Malcolm Brodie, who chairs the finance committee, supports the change, saying it also aligns with the \$644 limit on how much directors can be paid for meetings in a full day while travelling out of town on Metro business.

"It keeps it consistent with the travel policy," Brodie said. "We just wanted to be reasonable."

The Metro board is also revising its travel policy for attending conferences and meetings outside the region.

It indicates directors will now be expected to minimize expenses and travel time such as overnight stays wherever possible.

It will also ban directors from claiming meal costs when they are at events where meals are provided.

The policy calls for directors to fly economy class while travelling.

But on flights over nine hours, directors are allowed to upgrade to business class or else stay in economy but arrive a day ahead of schedule, with an extra day's travel pay.

**Find this article at:**

<http://www.bclocalnews.com/news/118049679.html>

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Published on Eden Prairie News (<http://www.edenprairienews.com>)

## City Council could be eliminating extra meeting pay

By Leah Shaffer

Created 09/10/2010 - 11:05am

A majority on the Eden Prairie City Council appears to be in favor of eliminating reimbursement for meeting attendance. If they approve a change, it would mean the new council elected this fall will be paid a flat salary, but not additional pay for attending special meetings outside of regular City Council meetings.

The City Council reviewed the issue during a workshop on Tuesday. They learned that Eden Prairie in fact pays its council members less than the average, when compared to its peer cities in the region.

The Eden Prairie mayor is paid \$9,000 a year; council members receive \$7,200 a year. The average for cities in the 14-city coalition called the "Municipal Legislative Commission" (MLC) is \$12,232.50 for mayor and \$8,904.40 for council members.

But Eden Prairie does differ from most other regional cities in that it offers funds for attendance to "special meetings." According to city statutes:

"Member shall be paid \$35.00 a day for attending special meetings of the council and other meetings involving city business regardless of the length or number of meetings attended that day. Such activities for which the mayor or council members may qualify to be paid are limited to service as a representative of the city:

- "1. At meetings of boards, committees, commissions, or other entities of the city, or of which the city is a member, and which do not compensate attendees;
- "2. For appearances related to litigation;
- "3. For appearances to testify at the proceedings of other units of government;
- "4. For out-of-town travel directly related to city business;
- "5. For council assignments to participate in scheduled meetings in support of city business."

### Special meetings

The current policy allows for City Council members to receive meeting reimbursement for any number of meetings beyond council meetings: This could include things like a ribbon cutting, visit to the Chamber of Commerce; regional board meeting or any other meeting where they do city business.

Most MLC cities don't offer this sort of meeting reimbursement.

During the workshop on Tuesday all the members present seemed in favor of eliminating meeting pay. Mayor Phil Young was not present.

"I'd be in favor of eliminating all of the per diem," said Council member Jon Duckstad.

The council discussed eliminating meeting pay with the exception of reimbursements for mileage or conferences.

"I don't see a reason for meeting pay," said Council member Kathy Nelson. "It just doesn't seem to be something that's working," she added.

The issue of meeting pay came to the forefront this year when it was discovered that Mayor Phil Young had asked for mileage reimbursement and meeting pay for a number of meetings of the Regional Council of Mayors that he had not attended. The mayor never faced criminal charges in the matter, but it highlighted the variations at play when it comes to requesting meeting pay.

An Eden Prairie News review of the of council's reimbursement records shows a wide range in what members request when it comes to reimbursements for meetings.

Council members Brad Aho and Kathy Nelson made no requests for reimbursement for either meetings or mileage in

2009. Council member Jon Duckstad put in a request for a total of \$385 for attending 11 meetings in 2009, all involving his work on the SouthWest Transit Commission. Council member Ron Case requested payment for attending 28 meetings, the majority of which were City Council workshops. His 2009 reimbursement totaled \$980. Mayor Young requested a total of \$3,710 for meeting reimbursement in 2009. The meetings he requested reimbursement for varied from business meet-and-greets in Eden Prairie, to meetings with the Eden Prairie Chamber of Commerce and City Council workshops.

Pay raise?

The change to meeting pay will likely come before the council at an upcoming meeting. If changes are approved, it would affect next year's council.

Council member Ron Case said he was OK with getting rid of the meeting pay. He recalled it first came into place many years ago because it was found some members of previous councils attended many more meetings than others.

"I just think it gets confusing to the public," said Case.

Case also suggested that the city look into bringing its salaries up to the average so that citizens could afford to be council members.

They've got to make it so people are willing to put forth their name to serve others, he added.

None of the others at the workshop were interested in raising salaries, even up to the MLC average.

"It's just not the time to do it," said Duckstad.

Aho said he'd be in favor of doing away with meeting reimbursements. As to salary, "I really don't care that much," he said.

Maybe in a future year they could look at a salary increase, but this year, "it would be viewed as raising our salary in a down economy," Aho noted.

Council member Nelson said that the city staff has faced a wage freeze. She couldn't see doing for themselves what they could not do for the staff.

**Source URL:**

<http://www.edenprairienews.com/news/announcements/city-council-could-be-eliminating-extra-meeting-pay-109>

**Links:**

[1] <http://www.rwpads.net/www/delivery/ck.php?n=eden12214ad>

# Providing clean, safe drinking water

**Metro Vancouver supplies drinking water for the Lower Mainland using a system of watersheds, dams, reservoirs and pipes.**

The source of our drinking water is rain and snow, which is collected and stored in the Capilano, Seymour and Coquitlam reservoirs.

The Capilano and Seymour watersheds supply about 70 per cent of the region's drinking water and the Coquitlam Watershed supplies the rest.

Management of the region's drinking water is guided by Metro Vancouver's *Drinking Water Management Plan (DWMP)*. The goals of the DWMP are to:

- **Provide clean, safe drinking water**
- **Ensure the sustainable use of water**
- **Ensure the sufficient supply of water**
- **Manage and protect the watersheds that provide the region's water as natural assets**



# Exploring hydropower generation

**Commitments to reduce greenhouse gas emissions, combined with uncertainties about future supplies of fossil fuels, require finding new solutions for power generation.**

We need to identify new, renewable and reliable sources of energy.

**Metro Vancouver wants to explore opportunities to generate green renewable power from water spilling over the Capilano and Seymour dams.**

Energy may also be recovered from water flowing through the pipeline between the Seymour Dam and the Seymour Filtration Plant.

Generating power from spilled water would help:

- ensure reliable energy for the supply of water to the region
- keep water rates low by reducing the amount charged to taxpayers for the power needed to operate the water system
- reduce the region's greenhouse gas emissions
- meet British Columbia's energy self-sufficiency goals



*Water spilling over Seymour Falls Dam*

## **Metro Vancouver and hydropower generation**

- All revenue from power would be retained by Metro Vancouver and used to run and manage the water system
- All power facilities would be owned and controlled by Metro Vancouver
- Water licenses for power generation would be held by Metro Vancouver



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# Developing a Joint Water Use Plan for the Capilano and Seymour watersheds

Metro Vancouver is developing a *Joint Water Use Plan* to explore whether and how hydropower generation from existing reservoirs can be accommodated within Metro Vancouver's commitments to:

- **continue to supply clean, safe drinking water**
- **protect fish habitat**
- **adapt to climate variability and climate change**



The final water use plan will direct the operation of water control facilities, including dams and any potential hydropower facilities.

The planning process to develop the *Joint Water Use Plan* will follow a structured approach to decision making, guided by the Province's *Water Use Plan Guidelines*.

Aligned with Metro Vancouver's sustainability goals, the *Joint Water Use Plan* will seek to balance social, economic and environmental values.



*The Joint Water Use Plan encompasses the Seymour and Capilano watersheds, including the reservoirs and the lower reaches of the Capilano and Seymour rivers below the dams.*

In developing the plan, Metro Vancouver will explore and consider the potential effects of hydropower generation on a range of water needs and uses including:

- drinking water supply
- recreation
- flood control and safety
- energy self-sufficiency
- fish and wildlife
- culture and heritage
- the net cost of water supply
- other uses identified during the planning process

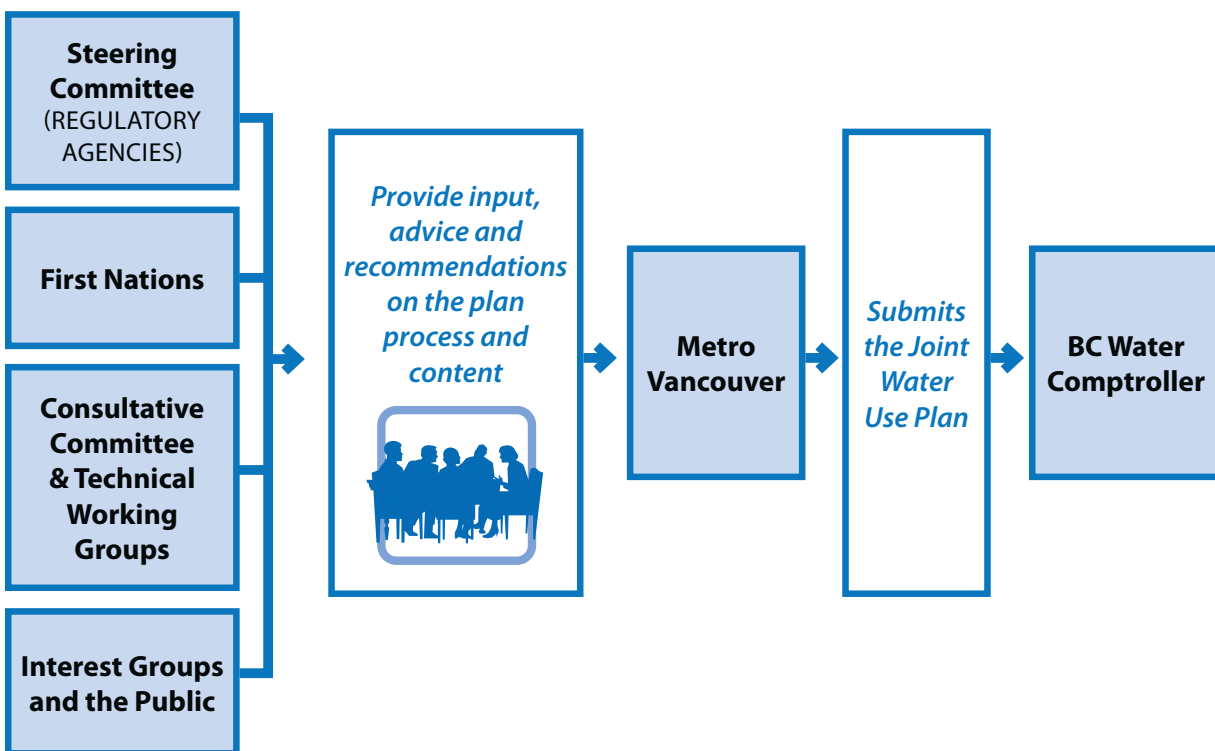




# Working together toward a Joint Water Use Plan

To develop the *Joint Water Use Plan*, Metro Vancouver will work with government agencies, Metro Vancouver Members, First Nations, technical experts and others through a consultative committee.

## Process to develop the Joint Water Use Plan for the Capilano and Seymour watersheds



At the end of the engagement and plan development process Metro Vancouver will bring the plan to its Board of Directors for approval. This part of the process is estimated to be completed by December 2011.



# Working collaboratively with the **Consultative Committee**

**To better ensure public values are integrated into water management decision making, Metro Vancouver is forming a Consultative Committee.**

**A Consultative Committee will work collaboratively through a structured decision making process to identify and explore water use scenarios and develop recommendations for consideration by Metro Vancouver.**



Committee members will represent a diverse range of water interests, and will likely include representatives from:

- Metro Vancouver
- First Nations
- Ministry of Environment
- Fisheries and Oceans Canada
- Municipalities adjacent to the Capilano and Seymour rivers
- Public interest groups (fisheries, environment, angling, recreation, community associations)

Once the committee is assembled, Metro Vancouver will hold about ten Consultative Committee meetings over the next year to assist with the development of the *Joint Water Use Plan*.

# Provincial Water Use Plan Guidelines

The Metro Vancouver Joint Water Use Plan process is aligned with the Provincial Water Use Plan Guidelines.

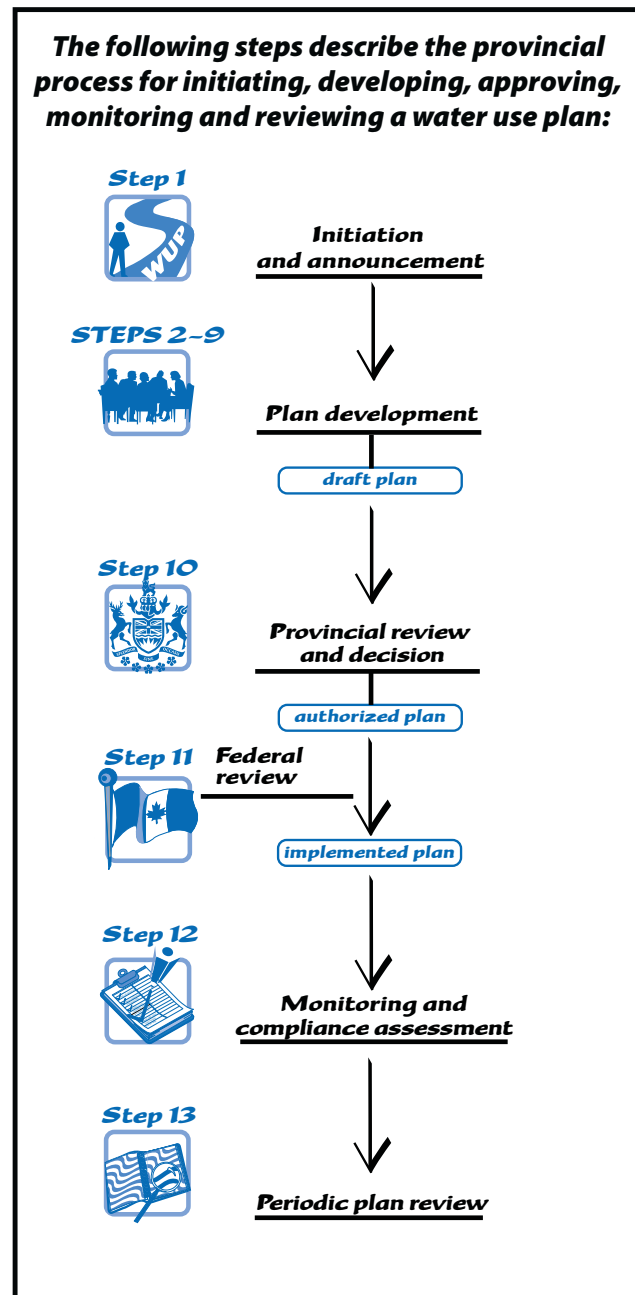
Guidelines for developing a water use plan were prepared by the BC Ministry of Environment, BC Hydro and Fisheries and Oceans Canada in 1998.


The process described in the guidelines is designed to achieve consensus on a set of operating rules for each facility that satisfies the full range of water use interests at stake, while respecting legislation and other boundaries.

#### Under the Guidelines, a water use plan provides:

- increased operating certainty
- a license to operate water control facilities
- a structured approach to address key issues
- operational flexibility in the future

**The following steps describe the provincial process for initiating, developing, approving, monitoring and reviewing a water use plan:**





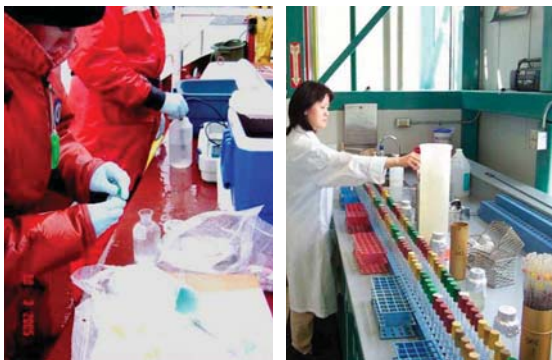
# Hydropower generation and the drinking water supply

The primary role of the Seymour and Capilano watersheds will continue to be to supply clean, safe drinking water to the region.

## Drinking water supply will not be compromised by hydropower generation.

In developing a *Joint Water Use Plan*, Metro Vancouver will carefully consider:

- **water quality** - including taste, odour and colour
- **water quantity** - ensuring that the region's drinking water needs are always met, even in drought years



On-site and lab testing of water quality





# Could hydropower generation affect fish and wildlife?

**Metro Vancouver is currently working to protect fish habitat and considering additional water management techniques and programs to protect fish habitat, including a long-term solution for fish to safely migrate out of the Capilano Reservoir.**

Researchers are collecting the scientific data necessary to evaluate the potential effects of energy generation on fish and aquatic habitat.



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# Could hydropower generation affect recreation?



The lower watersheds of both the Seymour and Capilano rivers are used for a range of recreational activities including hiking, picnicking, fishing, swimming, canoeing and kayaking.

**Metro Vancouver will continue to support and preserve the unique recreational activities offered in the lower watershed areas.**

Metro Vancouver is working with recreation communities to determine needs and expectations related to water levels and flow changes.





# How could hydropower generation affect culture and heritage?

Cultural and heritage sites include archaeological sites pre-dating 1846 and post-European contact sites where logging, mining and settlement agriculture took place.

Collectively, they form "heritage landscapes" representing distinct periods and activities that have been superimposed upon the landscape chronologically.



**Metro Vancouver is committed to recognizing and protecting significant cultural resources.**

**First Nations will be involved in determining the significance and best means for managing cultural resources.**



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# Hydropower generation and safety

As part of the *Joint Water Use Plan* development, Metro Vancouver will ensure potential changes to water flow and water levels do not increase the risk of flooding and related impacts such as property damage, bank erosion and risks to public safety.



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**Subject:** March 2011 Newsletter  
**From:** "TransLink Listens" <support@translinklistens.ca>  
**Date:** Wed, 30 Mar 2011 12:01:03 -0700  
**To:** "corrie@kost.ca" <corrie@kost.ca>

newsletter  
March 2011

We would like to express our sincere thanks for your continued participation in the TransLink Listens Panel. Your feedback is invaluable to us as we gain insight on how to continue to improve transportation in Metro Vancouver.

In this edition we will be sharing with you some of the results from the recent Panel Satisfaction Survey as well as The Canada Line Bus Integration Study and the TransLink Supplemental Plan. You'll hear from a few lucky winners of the Sweepstakes and finally, we'll give you an update on what you can expect from TransLink Listens over the next few months. Let's get started!

Did you make your voice heard?

This month we asked you to tell us about your experience of being on the TransLink Listens Panel. We received great responses and valuable feedback from over 2,000 of you. Here are the key findings:

75% of panelists said they are satisfied with their TransLink Listens experience

70% of panelists are likely to recommend membership to a friend or colleague

You told us that you like the look and feel of our surveys

Some of you would like to hear more feedback on the results of the studies

Some of you would like to see more opportunities for open-ended comments in the questionnaires

One of the top reasons you joined the panel was for the opportunity to provide feedback and to share your transit experiences with us.

We heard lots of great advice from people and over the coming months we hope to implement some of them.

We will be sending you regular newsletters where we hope to share some of the ways your feedback is making a difference.

### Canada Line Bus Integration Survey

Thank you for your feedback on the new Canada Line and how well the connecting buses are working for you. Overall service ratings for the individual bus routes that connect to Canada Line have been forwarded to Transit Service Planning staff at TransLink and Coast Mountain Bus Company.

Here are some key findings:

Overall satisfaction with the Canada Line service remains high, with three quarters of you rating it "8 to 10" out of a possible 10. This represents an improvement from 2009, when two-thirds gave a comparable rating. Aspects of Canada Line people like the most continue to be the trip speed, cleanliness of the system and the spaciousness of the train cars. High frequency riders value the frequency and the on-time reliability of the service. Low frequency riders like the convenient access to YVR airport.

To view the whole report, visit the Members' Library.

TransLink 2011 Supplemental Plan Survey:

TransLink recently completed a consultation process regarding the 2011 Supplemental Plan. The purpose was to collect feedback from residents on how to pay for a number of key transportation projects including the Evergreen SkyTrain Line and Phase 1 of the North Fraser Perimeter Road.

Here are some of the results:

Most panelists (78%) believe the Evergreen SkyTrain Line and Phase 1 of the North Fraser Perimeter Road are important to the Metro Vancouver region, though a smaller proportion (39%) say these projects are important to their local municipality.

Panelists are split in their views of funding the Evergreen SkyTrain Line and Phase 1 of the North Fraser Perimeter Road by increasing property taxes by \$5.20 per year per \$100,000 of assessed value, or \$31 per year on the average home. Half (48%) say they support increasing property taxes and half (49%) say they oppose increasing property taxes.

Compared to property taxes, there is less support for funding these two projects by introducing a Transportation Improvement Fee of between \$15 and \$55 per year. Four-in-ten (41%) panelists support using this method to fund the two projects, while a majority (56%) are opposed.

To view the entire report, visit the Members' Library.

In terms of the present status of the 2011 Supplemental Plan, the February 9, 2011 deadline for the Mayor's Council to decide whether or not to approve the Plan has passed. Provincial legislation gives the Mayor's Council three options to respond to a Supplemental Plan within 90 days of receiving it: vote to approve it; vote to not approve it; or decline to vote on it within the 90-day period. If they approve a Supplemental plan, it becomes TransLink's new Base Plan. If they don't approve the plan or don't vote on it, TransLink defaults to its existing Base Plan. With the deadline past, the 2011 Supplemental Plan is officially no longer 'on the table' and a new Supplemental Plan will need to be developed and approved if there is to be transportation network expansion that requires additional funding from existing or new sources.

## Sweepstake Winners

Were you one of the lucky winners of the survey sweepstakes? Ensure you get your chance by entering in as many surveys as you can!

Timothy from Vancouver: "I enjoy participating in TransLink surveys as it helps pave the way for better service. I'll use the \$200 to take my partner to lunch and buy 2 months of passes!"

Barbara from Burnaby: "The surveys are always interesting, and I am glad that my opinion can help to shape the future improvements to TransLink."

Fred from Maple Ridge: "It is nice to be able to give an opinion..."

Michele from Vancouver: "I have had a great experience with TransLink surveys, tried to always give an opinion and I am excited about the prize."

## What's Next?

We are working on some exciting new surveys for you to take in the next several months. Keep watch for more invitations from TransLink Listens!

## Feedback and Suggestions?

We love to hear your feedback and suggestions on how we can make your experiences better. What sorts of things would you like to see in the newsletter? Email us with your suggestions or other comments: [support@translinklistens.com](mailto:support@translinklistens.com).

To unsubscribe go to:

<https://join.translinklistens.ca/U.aspx?e=corrie%40kost.ca&ml=UWgUenDD1tQ%3d>

# City council asks Concord: Where are the park and school?



## Condo plan frozen until broken promises fulfilled

BY JEFF LEE, VANCOUVER SUN MARCH 17, 2011

Vancouver city council has put the brakes on Concord Pacific's plan to build two tall residential towers with more than 500 condos near BC Place Stadium in an effort to prod the company into completing a long-awaited park. The 3.6-hectare (nine-acre) park at the end of False Creek, along with a school near International Village, were two of the amenities Concord Pacific promised more than 20 years ago when it began developing its False Creek holdings. Those amenities have yet to materialize, even though Concord is getting close to the end of its project.

Now, Concord wants council to approve its plans for one of four remaining undeveloped parcels it owns in the northeast corner of False Creek. Those plans include 28- and 30-storey towers between the on and off-ramps at the north end of the Cambie Bridge. Late Tuesday night, council sent that proposal, along with the overall official development plan for the area, back to staff "for more work."

Coun. Geoff Meggs said the city is sending Concord a message to speed up on its public promises.

"My hope is that this delay clarifies when the people -and there are thousands who live around there already and thousands more to come -will get the park and the school and the other benefits promised in the original Concord [official development plan]."

Concord had proposed transferring commercial density to the towers from other lands it owns to the east, and converting the density to residential.

Under the plan just rejected by council, the company offered to build a "temporary" 0.8-hectare (two-acre) park lasting up to 15 years while it fills out the rest of its commercial and residential developments.

Concord has also offered to give the city two vacant Downtown Eastside parcels on which to build social housing, in return for being released from its social housing requirements for the towers near the bridge.

But the unfulfilled promise of the park put a wrench in things. Coun. Raymond Louie, who drew up the motion sending the proposal back to staff, said residents have been clear they want more than a temporary park.

"We're saying we're not going to approve the [development] ... for now because we're not satisfied with the package as a whole. We're very interested in making happen the provision of the nine-acre park."

The rejection is a rare occurrence for city council, which generally adopts the recommendations of its planning department, with some modifications. Michael Geller, a planner and professor at Simon Fraser University's Centre for Sustainable Community Development, said the idea of a temporary park "was crazy."

"This is certainly a setback for Concord Pacific," he said.

Calls to Concord Pacific for comment Wednesday morning were not returned.

City manager Penny Ballem said council's dissatisfaction with Concord's plans doesn't affect the company's proposal for two next-door residential towers wrapped up in a complicated land swap affecting Paragon Gaming's \$500-million hotel and casino expansion proposal on B.C. Pavilion Corp. land. A public hearing on the casino proposal that has more than 200 speakers signed up won't be affected by Tuesday's decision, she said.

"The two issues have been separated out."

However, Meggs said Wednesday he thinks all of the developments are tied together and will have an effect on everything being planned in the area.

"I think there is no doubt that council's decision not to approve these two pieces raises question marks about all the coming projects there and when we will see the public benefits," he said.

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# Deep Cove zoning goes to public hearing

BY ASHLEY MACDONALD, NORTH SHORE NEWS MARCH 25, 2011

Some Deep Cove residents are concerned about two zoning bylaws and how they may change the core of their small community.

The bylaws will rezone areas of Gallant Avenue and Deep Cove Road to "village commercial zones" instead of commercial zones.

The village commercial zone is a unique designation specifically for the area of Deep Cove that covers height, density, site coverage, setback and design guidelines.

Building height has been a concern in discussion of the new zoning with some residents worrying whether the construction of underground parking will increase the height of buildings.

All commercial zones in the district allow for a height bonus of 15 per cent.

"I've never seen a bylaw in my experience that is as detailed and specific as these ones that are being proposed tonight, so I would urge we make this abundantly clear to the people that are going to come out to the public hearing," said Coun. Alan Nixon Monday.

A public hearing is scheduled for Monday, March 28 at 6 p.m. in the council chamber of the municipal hall.

A public hearing announcement was placed in the North Shore News on March 20, prior to Monday's council vote on first reading of the bylaw. Some residents thought that was premature.

Coun. Doug MacKay-Dunn stated the announcement was placed because the rezoning issue is time sensitive.

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## **COMMUNITY POLICING CHECKLIST**

### **How does your department measure up?**

Apply this checklist to your department periodically to gauge your progress in maximizing community policing:

#### **Vision/Values/Mission**

- Has the organization written or revised these statements to reflect an organization-wide commitment to the philosophy and principles of community policing?
- Does the process include soliciting input from all levels of the police department, including sworn, non-sworn, and civilian personnel?
- Does the process include soliciting input from outside the police department: the community, business, civic officials, public agencies, community institutions (schools, hospitals, the faith community), non-profit agencies, formal and informal community leaders, and community residents?

#### **Code of Ethics**

- Has the organization written or revised a Code of Ethics that reflects the principles of community policing?
- Does producing a new Code of Ethics encourage input from inside and outside the organization?
- Does the Code of Ethics discuss issues such as civility, courtesy, respect for civil rights (including the right to privacy), and sensitivity to diversity?

#### **Leadership & Management Style**

- Does the department support and exhibit leadership at all levels in implementing, institutionalizing, and maintaining the momentum of community policing? Does the department empower the community to support and exhibit leadership in this regard?
- Does the implementation plan reflect inverting the power pyramid, shifting power, authority, and responsibility to line-level?
- Do managers serve as facilitators who access resources from inside and outside the department in service of community building and problem solving?
- Do managers act as models for the behavior that they want others to follow? Does this include demonstrating sensitivity to diversity?
- Do managers act as coaches who inspire and instruct?
- Do managers act as mentors who guide and support?
- Does the internal management style exhibit a striving for collaboration and consensus?
- Does the department have a mechanism to prevent, identify, and deal with burnout?

#### **Role of Chief Executives**

- How does the chief executive exhibit leadership internally and externally for the commitment to and changes required by implementing community policing?
- Does the CEO understand and accept the depth of change and the time required to implement community policing, as framed by the principles of community policing?
- Does the CEO practice the philosophy of community policing by collaborating with others in the department?
- Has the CEO succeeded in assembling and educating a management team committed to translating the new vision into action?

- Is the CEO a consistent internal and external advocate for community policing? Is he or she ready with the "stump speech" and success stories for any group or occasion?
- How does the CEO express commitment to risk-taking within the organization?
- What kinds of leadership does the CEO provide in support of community building and community-based problem solving?
- How will the CEO deal with the internal resistance/backlash, particularly from middle managers, first-line supervisors, and others who perceive community policing as a rejection of the prevailing police culture?
- How can the CEO cut red tape and remove bureaucratic obstacles that stifle creativity?
- How does the CEO express openness to new ideas from all levels of the organization, including line-level personnel?
- Does the CEO back those who make well-intentioned mistakes?
- Does the CEO jump the chain of command on occasion to reinforce the commitment to community policing within the organization?
- How has the CEO committed the organization to deal with the small percentage of "bad apples" whose actions can undermine the trust of the community?
- How will the CEO deal with marginal employees who are unwilling or unable to translate the community policing practice into the hard and risky work of effecting real change?

### **Role of Top Command**

- How does top command exhibit leadership internally and externally for the commitment to and changes required by implementing community policing?
- How does top command express the philosophy and 10 principles in their work - leading by example?
- How will they translate the vision into practice? How will that planning process model community building and problem solving internally?
- How will top command plan for dealing with the internal resistance?
- Does top command cut red tape and remove bureaucratic obstacles that stifle creativity?
- How does top command create a structure to allow new ideas from all levels of the organization, including line-level personnel, to bubble up to the top?
- Does top command back those who make well-intentioned mistakes?
- Does top command jump the chain of command on occasion to reinforce the commitment to community policing within the organization?
- How has top command operationalized and institutionalized zero-tolerance for abuse of authority and excessive force?
- How does top command deal with marginal employees who are unwilling or unable to translate the community policing practice into the hard and risky work of effecting real change?

### **Role of Middle Management & First-Line Supervisors**

- How do middle management and first-line supervisors exhibit leadership internally and externally for the commitment to and changes required by implementing community policing?
- How do middle management and first-line supervisors express the philosophy and 10 principles in their work -- leading by example?
- Are middle management and first-line supervisors as supporting the organization's transition to community policing?
- How do middle managers and first-line supervisors practice the principles of community policing internally within the organization?

- Are middle managers and first-line supervisors encouraged and supported for cutting red tape and removing barriers that inhibit implementing community policing as outlined in the community policing principles?
- Are middle management and first-line supervisors open to communication, ideas, and decision-making at all levels of the organization?
- Are middle managers and first-line supervisors given the autonomy to innovate?
- How do middle managers and first-line supervisors express their roles as facilitators, models, coaches, and mentors?
- How does the organization support their efforts at innovation, including support if well-intentioned efforts fail?
- How does the organization support middle managers and first-line supervisors who are attempting to redefine success in terms of positive, qualitative change achieved in the community?
- How does the organization address their typical concerns that the transition to community policing threatens to reduce their power and authority? (This may become a reality in organizations that "flatten" during the change to decentralization.)

### **Role of Line Officers**

- How do line officers exhibit leadership internally and externally for the commitment to and changes required by implementing community policing?
- How do line officers express the philosophy and 10 principles in their work?
- Do line-level officers engage in community building and problem solving in their work? Are they given the time, freedom, autonomy, and opportunity to do so?
- Do line-level officers receive support from management in carrying out their commitment to community policing?
- How do ideas from line level move upward within the organization?
- Has the job really changed?

### **Role of Non-Sworn and Civilian Personnel**

- How do non-sworn and civilian personnel exhibit leadership internally and externally for the commitment to and changes required by implementing community policing?
- How do non-sworn and civilian personnel express the philosophy and 10 principles in their work?
- Do non-sworn and civilian personnel engage in community building and problem solving within the scope of their work? Are they given the freedom, autonomy, and opportunity to do so?
- Do non-sworn and civilian personnel receive support from management in carrying out their commitment to community policing?
- How do ideas from line level move upward within the organization?
- Has the job really changed?

### **Information Management**

- Does the organization have systems to collect, analyze, and share relevant information on problems in the community internally (among all levels of the organization, including sworn, non-sworn, and civilian personnel) and externally (with the broader community)?
- Does the organization gather and analyze information on social and physical disorder and quality-of-life concerns in addition to crime data? Is the information analyzed in terms of geographic area?
- Are data and analysis provided in their most useful forms?



- Are there formal and informal opportunities for information gathered at the line level to "bubble up" to the top within the organization? Is there a two-way flow of information?
- Are there formal and informal opportunities for officers assigned permanently in beats to share information with other patrol officers who patrol the same areas? Are such opportunities encouraged at all levels?
- Has the organization developed a means of capturing and documenting (tracking) problems solved in neighborhood areas including solutions that do not involve arrest?
- Does the management style support exhibiting greater sensitivity to issues of diversity within the department?
- Is the department taking full advantage of new technologies, such as the Internet and the World Wide Web, to interact with the community?

### **Planning/Evaluation**

- Has the organization devoted sufficient time and resources to make the most of strategic planning to implement community policing?
- What mechanisms are employed to solicit input from inside and outside the organization to ensure input from line-level police personnel and community residents?
- Does the strategic planning process itself provide opportunities to begin building new partnerships?
- Does the strategic planning process itself provide opportunities to empower line-level personnel?
- As a "reality check," can the participants involved in planning clearly describe what the plan is designed to achieve?
- How does the organization inject objectivity into the process, as a guarantee that the tough questions will be asked?
- Does the monitoring process include capturing qualitative as well as quantitative outcomes?
- Can the planning/program evaluation staff cross organizational lines and coordinate directly with management information system staff?
- Have program assessments changed to reflect the many different kinds of success, such as overall harm reduction?
- Is there a plan to keep modifying and "tweaking" the implementation plan? Is there a strategy to stay abreast of new opportunities and new problems?

### **Resources/Finances**

- Have funding priorities been revised to reflect community policing's priorities?
- Has the department realistically analyzed its resource needs to implement community policing? Has the police agency clearly justified the need for additional resources?
- Are residents of the jurisdiction willing to pay more in taxes to obtain community policing?
- Has the police department fully explored local, state, and federal grants available for community policing?
- Has the police department fully explored private sources of funding (businesses, foundations, etc.)?
- Has the police department restructured and prioritized workload and services to free up patrol time for community policing? Has the department worked with the community on developing alternatives to traditional handling of calls for service?
- Has the police organization considered flattening the management hierarchy as a means of creating more patrol positions for community policing?
- Has the police organization considered despecializing (eliminating, reducing, or restructuring specialized units) as a means of creating more patrol positions for community policing?

- Has the police organization made the best possible use of civilians and volunteers as a means of freeing up patrol officer time for community policing?
- What mode of transportation is the best for officers doing community policing in different areas with different needs (e.g., patrol cars, scooters, bicycles, etc.)?
- Are officers outfitted with appropriate technology (e.g., cellular phones, pagers, answering machines/voice mail, FAX machines, laptop/notebook computers, access to computer network, etc.)?
- Do neighborhood-based officers require office space? Is free space available? What about furniture? What about utilities?

### **Recruiting**

- Has the organization considered expanding its recruiting efforts to reach college students in non-traditional fields, such as education and social work, to educate them about how community policing might provide an appealing alternative?
- Has the organization succeeded in finding ways to attract women and minorities?
- Does recruiting literature explain the new demands required by a community policing approach? Does it also discuss job satisfaction?

### **Selection & Hiring**

- Has the organization conducted a job-task analysis of the new "community policing" entry-level officer position and developed a new job description?
- Do individuals and groups inside and outside the department have opportunities for input in developing criteria for the selection process?
- Do selection criteria emphasize verbal and written communication skills, the ability to work closely with people from all walks of life, and interest in developing skills in conflict resolution and creative problem solving?
- Do civil service requirements reflect the principles of community policing?
- Are candidates directly informed about the expectations of officers involved in community policing?
- Is the screening process designed to weed out those who categorically reject the principles of community policing?

### **Training**

- Do plans include the eventual training of everyone in the department, sworn, non-sworn, and civilian, in the philosophy, practice and principles of community policing?
- Do plans include building community policing into all training opportunities: recruit, field training, in-service, roll call, and management?
- Has the organization recently conducted a comprehensive training skills needs assessment to determine the actual knowledge, skills, and abilities needed to perform community policing as an officer?
- Does the organization provide new and existing line-level personnel sufficient skills training in communication, interpersonal relationships, conflict resolution, problem solving, and sensitivity to diversity?
- Do field training officers "practice" the principles of community policing so that recruits see how they are put into practice?
- Are middle managers and first-line supervisors trained concerning how their role changes in a community policing organization?
- Is there a system in place to capture suggestions and recommendations on training from individuals and groups inside and outside the department?
- Has the organization considered bringing culturally representative residents in to recruit training to work with recruits on "real life" problem-solving exercises?

- Does the department maintain a library of information on a wide range of topics that can broaden experience and understanding? Does the department provide opportunities for further learning through the Internet and the World Wide Web?

### **Performance Evaluation**

- Are performance evaluations based on job descriptions that reflect the principles of community policing and that emphasize taking action to make a positive difference in the community as the yardstick for success?
- Did the process of developing performance evaluations reflect broad input from inside and outside the organization?
- Are performance evaluations written from the "customer's" point of view (the public who are the recipients of police service), rather than to serve the organization's bureaucratic needs?
- Do performance evaluations encourage risk-taking, by avoiding penalties for well-intentioned mistakes and by rewarding creativity?
- Do performance evaluations for managers and supervisors reflect the shift from "controller" to "facilitator", as well as the roles of model, coach, and mentor?
- Do performance evaluations for managers and supervisors reward efforts to delegate not only responsibility but authority?
- Do performance evaluations for managers and supervisors reward them for cutting red tape and removing bureaucratic obstacles that can stifle creativity?
- Do performance evaluations for managers and supervisors reward their efforts to secure resources for community building and community-based problem solving?
- Do performance evaluations for managers and supervisors reward them for developing collaborate partnerships with individuals and groups outside the organization?
- Do performance evaluations for managers and supervisors reward them for efforts to generate internal support for community policing?
- Do performance evaluations for managers and supervisors reward actions taken to reduce internal friction/backlash?
- Do performance evaluations for special units (e.g., detectives, traffic officers) reward members for initiating, participating in, and/or supporting community policing, specifically community building and community-based problem solving?
- Do performance evaluations for non-sworn and civilian personnel reward them for initiating, participating in, and/or supporting community policing, specifically community building and community-based problem solving?
- Do performance evaluations for patrol officers reward them for using their free patrol time to initiate community building and community-based problem solving?
- Do performance evaluations for officers reward meeting the special needs of specific groups – women, the elderly, minorities, juveniles?
- Do performance evaluations for officers reward sensitivity to diversity?
- Do performance evaluations for officers reward developing and strengthening collaborative partnerships?
- Does the performance evaluation process allow the community opportunities for formal and informal input into the assessment?
- Do performance evaluations for officers reward them for initiating and maintaining community building and community-based problem solving initiatives? Creativity? Innovation? Risk-taking? Preventing problems?
- Do performance evaluations for officers gauge success on whether their efforts attempted to improve life in the community?

### **Promotions**

- Did the development of promotional criteria include broad input from inside and outside the organization?
- Do promotional criteria reflect qualitative and well as quantitative measures?

Adapted from **Community Policing: How to get started** – Robert C. Trojanowicz & Bonnie Bucqueroux (Anderson Publishing/Lexis-Nexis)

- Do promotional exams, interviews, and oral boards require candidates to express their knowledge of and support for the philosophy and principles of community policing?
- Do civil service requirements reflect the philosophy and principles of community policing?
- Does the process allow one or more representatives from the community to sit on oral board panels?
- Does the promotional process result in managers and supervisors able and eager to make the transition from the "controller" to "facilitator" model? Does it produce managers who act as models, coaches, and facilitators?
- Do officers who work directly in the community receive credit in the promotional process for the skills and expertise acquired by serving in this capacity?
- Does the promotional process recognize that well-intentioned failures or mistakes should not necessarily be a minus? just as a clean slate is not necessarily a plus if it is indicative of a rote and perfunctory performance?
- Are the right people being promoted?

### **Honors/Awards**

- Does the formal and informal honors and awards process allow those who do an extraordinary job of community-based problem solving to be recognized for their efforts?

### **Discipline**

- Has the organization adopted a determined leadership approach toward those whose behavior has the potential to undermine community policing?
- Does the organization provide formal and informal support for "whistleblowers" on this issue?
- Does the organization reject the excuse that trivial infractions do not warrant the time expended on paperwork required to enforce discipline?
- Is the community a partner in accountability?
- Has the department adopted a zero-tolerance approach to abuse of authority and use of excessive force?

### **Unions**

- Are unions directly and immediately involved as partners in the planning process to implement community policing?
- How does the police organization plan to educate union representatives about the need to change some terms in the contract to implement community policing (e.g., providing officers greater autonomy and flexibility, assigning officers to permanent beats and work hours)?
- Should the union address the issue of whether community policing is implemented as a change for all patrol officers or as a specialized assignment?

### **Structuring the Delivery of Patrol Services**

- The CEO must decide whether to deliver neighborhood level community policing with a generalist or specialist approach?
- Does the police organization prioritize calls to free up patrol time for community building and community-based problem solving by all patrol officers?
- Has the department involved the community in decisions about prioritizing calls for service? Are call takers and dispatchers trained with an acceptable protocol to explain to callers why they may have to wait for a response to a non-emergency call or have

- their call handled by an alternative? Are communications personnel trained to use discretion in these situations?
- How do various levels of the police organization address the need to educate the public about the rationale for prioritizing calls as a means of enhancing opportunities for community engagement and problem solving?
- Does the police organization have a range of alternatives ready to handle non-emergency calls for service to relieve officers of the responsibility?

### **Beat Boundaries (where applicable for community policing officers and teams)**

- Do beat boundaries correspond to neighborhood boundaries?
- Do other city services recognize the police beat boundaries?
- Considering the severity of the problems in the area, is the size of the beat manageable?
- Are patrol officers/teams assigned to a specific area long enough to make a difference?
- Does the police organization have a policy to reduce or eliminate cross-beat dispatching? Are dispatchers adhering to the policy?
- Are patrol officers assigned to beats assured that they will not be used to substitute whenever temporary or permanent vacancies occur elsewhere in the organization?
- Does the organization avoid pulling these officers for special duty?parades, special events, etc.?
- Are patrol officers/teams assigned to permanent shifts long enough t make a difference?
- Do work rules permit officers to change their hours of work as needed with a minimum or no red tape?
- Do officers/teams assigned to beats have the same opportunities to receive overtime for appropriate activities, such as attending important evening community meetings, as other patrol counterparts do for activities considered essential to effectiveness in their job?

### **Assignment Issues**

- Has the organization clarified and documented that putting in unpaid overtime hours in the community is appreciated, but that such dedication is not a requirement of the job or is it considered in the performance review and promotional process?
- Does the assignment process ensure that such duty is not used as punishment or as a "dumping ground" for problem officers?
- How has the department addressed the perception that this is "special duty" with special perquisites? What strategies are used to reduce internal dissent?

### **Integration of Other Systems**

- Has the department considered ways of integrating its efforts with other elements of the criminal justice system – prosecutors, courts, corrections, and probation and parole? Has the department explored opportunities to work toward a Community Criminal Justice system?
- Has the department considering ways of integrating its efforts with other agencies that deliver public services – social services, public health, mental health, code enforcement? Has the department explored opportunities to work toward Community Oriented Public Service/Community-Oriented Government?
- Are the police and the community prepared to serve as the catalyst to integrate community criminal justice and community-oriented public service into a total community approach?

- Has the department explored strategies such as the Neighborhood Network Center concept as a means of encouraging a total community approach?
- Is the department planning to take full advantage of new technology, including the Internet and World Wide Web as a means of interacting with the community?



# Community policing is an RCMP priority

BY PETER DEVRIES, NORTH SHORE NEWS APRIL 6, 2011

This week, instead of answering one of the questions sent to me by the editor, I would like to use this column to address the North Shore News' April 3 story, North Vancouver Police Volunteers Protest Closures.

The RCMP in North Vancouver feels that the relocation of the community policing centres is a very important community issue, and one about which people ought to be well informed.

I think it would benefit the reader to know more about the rationale behind our review and its ultimate results, not only as it relates to fiscal accountability, but also as it reflects the RCMP's commitment to crime reduction in the community.

It is true that we went through an extensive consultation process that included individual interviews with volunteers, staff and RCMP officers as well as soliciting feedback from around 20 North Vancouver community groups and associations. We also hosted numerous open meetings with all of our volunteers to discuss their concerns and to solicit their opinions and ideas.

Almost all of those interviewed and surveyed expressed the belief that community policing programs could be delivered without a physical building with little negative impact on the quality of services. The success of the programs, it became clear, was due to the incredible commitment the volunteers continuously show in delivering the programs in the community, and was not based on the existence of the police centres themselves.

Throughout this change, we have maintained the delivery of volunteer services without interruption. Policing services to the community have not suffered, and all of the active programs previously delivered from the community policing centres remain active and available.

Yet this was not the only reason the restructuring made sense. In its continuous effort to improve services, the RCMP has begun to shift its operations towards a co-ordinated crime reduction methodology. This crime response protocol uses input from the community coupled with crime statistics analysis to implement a multi-faceted, targeted policing response to clearly identified community-specific problems. Under this framework, all of the RCMP's resources, including uniformed officers, specialized investigators in plain clothes and our volunteer programs, among others, will play a role in solving individual community problems.

It became clear that this crime reduction model did not require policing centres throughout the community. From the district hall, our volunteers and their programs can be dispatched to any location in the community to deliver volunteer services as one of the facets of our crime response, all at a fraction of the cost included in supporting a community policing centre.

Because of these factors, Supt. Tonia Enger decided to reorganize our volunteer programs and consolidate them at district hall in order to reduce the \$300,000 it costs to operate the community policing centres, and to better facilitate the co-ordinated delivery of services under the crime reduction methodology model by bringing everyone together at one location.

There is, in fact, further discussion to be had about how we are improving policing services to North Vancouver. We will be introducing three dedicated resources at a senior level to act as neighbourhood liaison officers who will identify and co-ordinate responses to community problems under the crime reduction methodology. We will also be installing RCMP information boards throughout the community, and are redesigning our website to bring as much of the community policing resources as possible online for convenience and cost-effectiveness.

One thing remains clear: Volunteers are perhaps the most valuable asset the RCMP has. We remain committed to them and to the public to provide the opportunity and the means for people to improve the safety of their own neighbourhoods in partnership with the police.

Cpl. Peter DeVries

Media Relations Officer

North Vancouver RCMP

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