

DRAFT FONVCA AGENDA

Wednesday April 20th 2016

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

Time: 7:00-9:00pm

Chair: Diana Belhouse – Delbrook CA & S.O.S.

Tel: 604-987-1656 email:delbrookca@gmail.com

1. Order/content of Agenda

a. Chair Pro-Tem Suggests: First...

Presentation by CNV group re: Proposed G3 Grain Terminal
<https://www.change.org/p/stop-g3-in-north-vancouver-stop-g3-in-north-vancouver>

2. Adoption of Minutes of Mar 16th

*a. <http://www.fonvca.org/agendas/apr2016/minutes-mar2016.pdf>

Note: (*) items include distributed support material

b. Business arising from Minutes.

3. Roundtable on “Current Affairs”

A period of roughly 30 minutes for association members to exchange information of common concerns.

a. EUCCA

b. Delbrook CA

c. Blueridge CA – April 2016 newsletter is at

[http://us11.campaign-archive2.com/?u=f32eac40835ae8336189005db&id=7bf370dab8&e=\[UNIQID\]](http://us11.campaign-archive2.com/?u=f32eac40835ae8336189005db&id=7bf370dab8&e=[UNIQID]) - attached

April 4th Community Discussion on schools - see

* <http://blueridgeca.org/wp-content/uploads/2016/04/Future-of-Blueridge-Elementary-Barry-Forward-April-4th-presentation.pdf>

MISC: * - Comments on 2016-20 Draft Financial Budget
 - Review of Mar 29th meeting with Rick Danyluk on Budget

4. Old Business

a) Update: OCPIC by Corrie Kost

b) NVCAN update on Community Workshops

5. Correspondence Issues

*a) Review of correspondence for this period

Distributed as non-posted addenda to the full package.

6. New Business

a) Biking as viewed from the Netherlands

<http://www.aviewfromthecyclepath.com/>

7. Any Other Business

Items a-f carried over from March meeting

a) Inclusionary Housing in Canada/US

<http://inclusionaryhousing.ca/>

*http://www.uc.edu/cdc/Urban_database/housing/Inclusionary_Housing_Incentives_and_Land_Value_Recapture_Land_Lines.pdf

b) Key Council Policies relating to Public Lands

* <http://app.dnv.org/OpenDocument/Default.aspx?docNum=2611258>

* <http://app.dnv.org/OpenDocument/Default.aspx?docNum=2611242>

d) App for Fire Incidents in DNV

<http://app.dnv.org/fireincidents/>

Allegedly near real time update, but now delayed. Reason?

e) Affordable Housing Strategies

[http://www.edmonton.ca/city_government/documents/PDF/City%20of%20Edmonton%20Affordable%20Housing%20Strategy%2520\(2016-2025\).pdf](http://www.edmonton.ca/city_government/documents/PDF/City%20of%20Edmonton%20Affordable%20Housing%20Strategy%2520(2016-2025).pdf)

<https://www.abbotsford.ca/Assets/2014+Abbotsford/Communications/Master+Plans+and+Strategies/2011+Affordable+Housing+Strategy.pdf>

http://www.city.langley.bc.ca/sites/default/files/uploads/Services/Affordable_Housing_Strategy.pdf

http://www.nelson.ca/assets/City-Services/Pubs-and-Reports/Development-Services/2_HousingStrategy.pdf

http://www.richmond.ca/_shared/assets/AffordableHousing_CNCL_02101540684.pdf

<http://www.kelowna.ca/CityPage/Docs/PDFs/Community%20Planning/Housing%20Strategy/2012%20Housing%20Strategy.pdf>

<http://www.metrovancouver.org/services/housing/HousingPublications/AdoptedMetroVancAffordHousStrategyNov302007.pdf>

<http://www.metrovancouver.org/services/regional-planning/PlanningPublications/RegionalAffordableHousingStrategyUpdateAug19-2015.pdf>

<http://www.coquitlam.ca/docs/default-source/community-planning-documents/housing-affordability-strategy.pdf?sfvrsn=2>

<http://www.coquitlam.ca/docs/default-source/community-planning-documents/housing-affordability-strategy-companion-document.pdf?sfvrsn=2>

<http://www.coquitlam.ca/planning-and-development/resources/social-planning/affordable-housing.aspx>

<http://www.metrovancouver.org/services/regional-planning/PlanningPublications/RegionalAffordableHousingStrategyUpdateAug19-2015.pdf>

f) More on shortcomings of DNV website

- (*) Some observations and recommendations

- (*) Creating and managing a municipal website

<http://vtrural.org/sites/default/files/content/DigitalEconomy/municipal-website-toolkit.pdf>

- (*) Virtual Communication on Municipal Websites

Extracts only included

8. For Your Information Items

(a) Mostly NON-LEGAL Issues

i) News-Clips for the month of Apr 2016

<http://www.fonvca.org/agendas/mapr2016/news-clips/>

Summary of titles:

* <http://www.fonvca.org/agendas/apr2016/news-clips/summary.doc>

Some annotated newspaper clips may be worth a read!

(b) Mostly LEGAL Issues

i) None this month

9. Chair & Date of next meeting

7pm Wed May 18th 2016

Past Chair Pro/Tem of FONVCA (Jan 2010→present)

Notetaker

Apr/2016	Diana Belhouse	Delbrook C.A.	T.B.D.
Mar 2016	Eric Andersen	Blueridge C.A.	John Miller
Feb 2016	John Miller	Lower Capilano Community Residents Assoc.	Margaret Fraser
Jan 2016	Cathy Adams	Lions Gate	Margaret Fraser
Nov 2015	Margaret Fraser	Lynn Valley C.A.	Arlene King
Oct 2015	Diana Belhouse	Delbrook C.A. & S.O.S.	Arlene King
Sep 2015	Val Moller	Assoc. of Woodcroft Councils	John Miller
Jun 2015	Eric Andersen	Blueridge C.A.	John Miller
May 2015	Val Moller	Woodcroft rep.	Cathy Adams
Apr 2015	Adrian Chaster	Edgemont & Upper Capilano C.A.	John Miller
Mar 2015	John Miller	Lower Capilano Community Residents Assoc.	Diana Belhouse
Feb 2015	Eric Andersen	Blueridge C.A.	John Miller
Jan 2015	Diana Belhouse	Delbrook CA & S.O.S.	Arlene King (Norgate)
Nov 2014	Val Moller	Woodcroft rep.	Eric Andersen
Oct 2014	Brian Albinson	Edgemont & Upper Capilano C.A.	John Miller
Sep 2014	John Miller	Lower Capilano Community Residents Assoc.	Diana Belhouse
Jun 2014	Diana Belhouse	Delbrook CA & S.O.S	Eric Andersen
May 2014	Eric Andersen	Blueridge C.A.	Dan Ellis
Apr 2014	Val Moller	Woodcroft rep.	John Miller
Mar 2014	Peter Thompson	Edgemont & Upper Capilano C.A.	John Gilmour
Feb 2014	John Miller	Lower Capilano Community Residents Assoc.	Diana Belhouse
Jan 2014	Dan Ellis	Lynn Valley C.A.	John Miller
Nov 2013	Diana Belhouse	Delbrook CA & S.O.S	Eric Andersen
Oct 2013	Val Moller	Woodcroft rep.	Sharlene Hertz
Sep 2013	Eric Andersen	Blueridge C.A.	John Gilmour
Jun 2013	Peter Thompson	Edgemont & Upper Capilano C.A.	Cathy Adams
May 2013	John Miller	Lower Capilano Community Residents Assoc.	Dan Ellis
Apr 2013	Paul Tubb	Pemberton Heights C.A.	Sharlene Hertz
Mar 2013	Dan Ellis	Lynn Valley C.A.	Sharlene Hertz
Feb 2013	Diana Belhouse	Delbrook C.A. & SOS	John Miller
Jan 2013	Val Moller	Woodcroft & LGCA	Sharlene Hertz
Nov 2012	Eric Andersen	Blueridge C.A.	Cathy Adams
Oct 2012	Peter Thompson	Edgemont & Upper Capilano C.A.	Sharlene Hertz
Sep 2012	John Hunter	Seymour C.A.	Kim Belcher
Jun 2012	Paul Tubb	Pemberton Heights C.A.	Diana Belhouse
May 2012	Diana Belhouse	Delbrook C.A. & SOS	John Miller
Apr 2012	Val Moller	Lions gate C.A.	Dan Ellis
Mar 2012	Eric Andersen	Blueridge C.A.	John Hunter
Feb 2012	Dan Ellis	Lynn Valley C.A.	John Miller
Jan 2012	Brian Platts	Edgemont & Upper Capilano C.A.	Cathy Adams
Nov 2011	Paul Tubb	Pemberton Heights	Eric Andersen
Oct 2011	Diana Belhouse	Delbrook C.A. & SOS	Paul Tubb
Sep 2011	John Hunter	Seymour C.A.	Dan Ellis
Jul 2011	Cathy Adams	Lions Gate C.A.	John Hunter
Jun 2011	Eric Andersen	Blueridge C.A.	Cathy Adams
May 2011	Dan Ellis	Lynn Valley C.A.	Brian Platts/Corrie Kost
Apr 2011	Brian Platts	Edgemont & Upper Capilano C.A.	Diana Belhouse
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.	
Dec 2010	John Hunter	Seymour C.A.	← Meeting with DNV Staff on Draft#1 OCP
Nov 2010	Cathy Adams	Lions Gate C.A.	Brenda Barrick
Oct 2010	Eric Andersen	Blueridge C.A.	None
Sep 2010	K'nud Hille	Norgate Park C.A.	John Hunter
Jun 2010	Dan Ellis	Lynn Valley C.A.	Paul Tubb
May 2010	Val Moller	Lions Gate C.A.	Eric Andersen
Apr 2010	Paul Tubb Pemberton	Heights	Cathy Adams
Mar 2010	Brian Platts	Edgemont C.A.	Cathy Adams
Feb 2010	Special		Dan Ellis
Jan 2010	Dianna Belhouse	S.O.S	Diana Belhouse
			K'nud Hille

FONVCA

DRAFT Minutes of Regular Meeting Wednesday March 16th , 2016

Place: DNV Hall 355 W. Queens Rd, North Vancouver

Time: 7:00-9:00pm

Chair: Eric Andersen – Blueridge C.A.

Attendees:

Eric Andersen (Chair pro-tem)

Blueridge C. A.

Corrie Kost

Edgemont & Upper Capilano C. A.

Diana Belhouse

Delbrook C. A. & Save Our Shores

John Miller (notetaker)

Lower Capilano Com. Res. Assn.

Val Moller

Assoc. of Woodcroft Councils

1. Order/content of Agenda

Called to order at 7:07pm

Agenda - added 6.c) Draft Financial Plan.

2. Adoption of Minutes of January 20th 2016

a) <http://www.fonvca.org/agendas/jan2016/minutes-feb2016.pdf>

Moved by Val, with no amendments. Carried

b. Business arising from Minutes.

Follow-up with Cathy with reference to letter to Council re: **action item** regarding insurance coverage by District for all community events be restored.

3. Roundtable on “Current Affairs”

EUCCA – held AGM with presentation of current status on Montroyal Bridge replacement, annual financial report, Village Developments update and Capilano Watermain Project update.

Delbrook CA – re: Delbrook Lands Ideas Report by SFU - noted that some remarks that may have been considered derogatory were not published.

SFU Delbrook Lands Ideas Report now available at:

<https://www.dnv.org/sites/default/files/edocs/delbrook-ideas-report.pdf>

<http://app.dnv.org/OpenDocument/Default.aspx?docNum=2833034>

Blueridge CA – Finished bylaws and constitution for adoption at their AGM in May (to be distributed to FONVCA when adopted). Meeting with school trustees on May 4th re possible school

land sales in future. Blueridge Good Neighbour Day will be held on Sunday, June 5th and titled "United World of Blueridge". Telephone outage of one week resulted in different credits by Telus to those who complained. Affected 925 customers in Blueridge - Telus is donating \$500.00 to the community association in addition to the credits to individual customers who complained.

March 2016 newsletter is at

<http://blueridgeca.org/wp-content/uploads/2016/03/Blueridge-Community-News-March-2016.pdf>
<http://blueridgeca.org/the-future-of-public-lands-in-blueridge-lets-start-the-conversation/>

Woodcroft – Nowruz celebrated today. They are clearing the Larco site for a sewer upgrade. There will be a public meeting on March 30th by Larco re the latest plans for implementation.

SOS – the shoreline walk will be held on Sunday **June 19th**.

4. Old Business

a) Update: OCPIC - included in the package distributed at the meeting.

- <http://app.dnv.org/OpenDocument/Default.aspx?docNum=2827978> extract of 9.2
- Statement to M&C by OCPWG co-chairs
- Statement to staff/members by OCPIC co-chair

b) Update on future Community Workshop – next meeting the first Saturday in April.

c) DNV Community Building Fund - \$176.00 received to cover printing costs, etc.

5. Correspondence Issues

a) Review of correspondence for this period

Distributed as non-posted addenda to the full package to the members present. All to be posted.

6. New Business

a) DNV 75m Public Notification Rule – the rule was felt to be inappropriate for certain situations. Presentation by representatives from three CA's are to be made at Council.

b) April presentation by CNV group re: Proposed G3 Grain Terminal – attendees agreed to hear presentation at the April meeting even though the site is in the City, although abutting the DNV. See <https://www.change.org/p/stop-g3-in-north-vancouver-stop-g3-in-north-vancouver>

c) Draft Financial Plan – presentation was planned for March 30th but due to the Larco public meeting being held that night, it was suggested to move the draft financial plan to March 29th.

Action item: Corrie to re-poll

Annual meeting scheduled with Rick Danyluk for 7pm. Budget released to council/public Mar 7th

<http://app.dnv.org/OpenDocument/Default.aspx?docNum=2833035>

<https://www.dnv.org/sites/default/files/edocs/2016-2020-draft-financial-plan-workbook.pdf>

7. Any Other Business

The following item will be carried over to next FONVCA meeting.

- a) Inclusionary Housing in Canada/US
- b) Key Council Policies relating to Public Lands
- d) App for Fire Incidents in DNV
- e) Affordable Housing Strategies
- f) More on failed DNV website searches

8. For Your Information Items

These were only lightly outlined...with no discussion.

(a) Mostly NON-LEGAL Issues

i) News-Clips of the month of Mar 2016

<http://www.fonvca.org/agendas/mar2016/news-clips/>

Summary of titles:

<http://www.fonvca.org/agendas/mar2016/news-clips/summary.doc>

(b) Mostly LEGAL Issues

i) Capilano Mobile Park v. Squamish Indian Band

<http://www.courts.gov.bc.ca/jdb-txt/sc/16/01/2016BCSC0157.htm>

9. Chair & Date of next meeting

Diana Bellhouse – Delbrook/SOS

7pm Wed April 20th 2016

Meeting adjourned 9:10 pm

FONVCA AGENDA ITEM 3(c)

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Horse-Drawn garbage collection, Public Lands Debate, First
Fridays Music @Parkgate, BGND 2016

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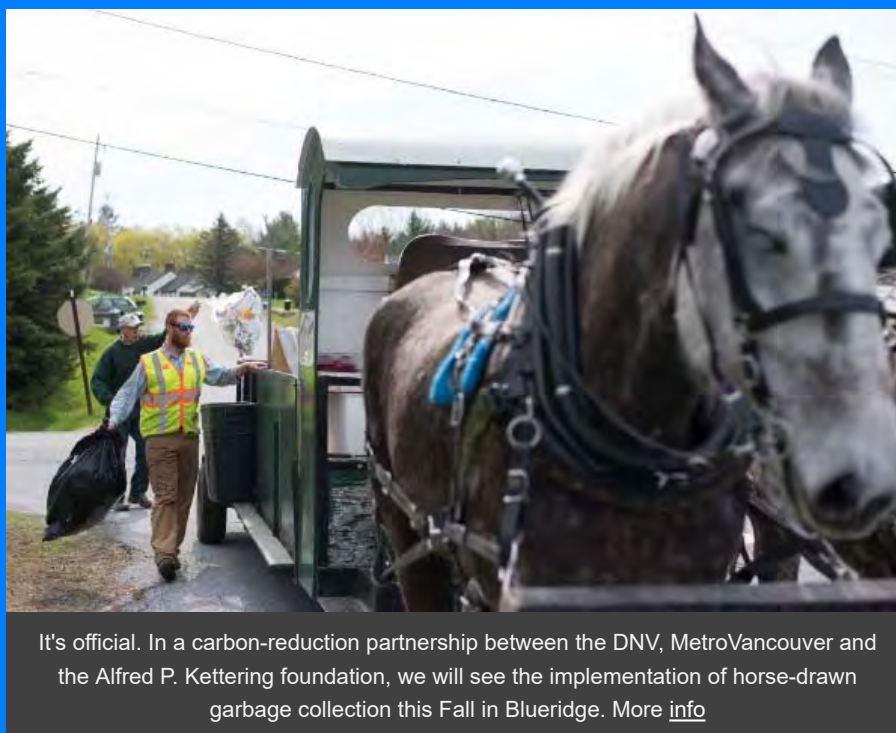


BLUERIDGE
Community Association

What is your vision of the future of
public lands in Blueridge?

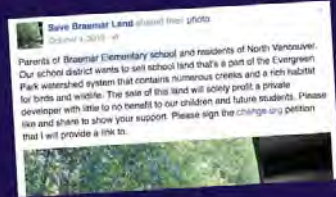
A conversation with North Vancouver
School District Trustee Barry Forward

Monday April 4th 7:00 pm
Blueridge Elementary School Gym
Contact info@blueridgeca.org for more info



It's official. In a carbon-reduction partnership between the DNV, MetroVancouver and the Alfred P. Kettering foundation, we will see the implementation of horse-drawn garbage collection this Fall in Blueridge. More [info](#)

On Monday, April 4 the Blueridge Community Association is hosting a special forum to consider the future of the two elementary schools in our community and the public land associated with them. More info and free tickets to this event [here](#). Please share this information with your neighbours. We want to have a big turnout at this meeting to show the School Board that we care about what happens in Blueridge.



School land sale to net \$25.1 million

Trustees agree to selling Coronation Park to Polygon homes, funds to be used for school capital projects

TRI CITY NEWS
DECEMBER 9, 2015 12:04 PM

Hooray for spring and lighter days and nights. Hope you are getting out and enjoying the sunshine.

- Fabulous First Fridays is on tonight at Parkgate Community Centre.
- Submissions for the next Blueridge Community Newsletter can be sent to newsletter@blueridgeca.org by May 2.
- Telus has offered to donate \$500 to the Blueridge Community Association to make amends for the landline outage experienced in November. Thank you to Telus.
- Blueridge Good Neighbour Day takes place Sunday June 5th, 11 am - 3 pm on the grounds of Blueridge Elementary School. The organizing committee is looking for silent auction donations as well as small used toys for the Fishpond. Contact bgnd@blueridgeca.org if you can help.
- The deadline for applications to the Neighbourhood Small Grants Program is April 4th.



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you can. All ages and abilities welcome. Bring tools if you have them. Read all the latest news about the Sharing Garden [here](#). Sign up for their e-newsletter [here](#).

ELECTRONICS

Recycling

SATURDAY MAY 14, 11:00 AM
@ BLUERIDGE SHARING GARDEN
CARNATION AND LYTTON




Desktops/Notebooks/Printers/
 Peripherals/Phone systems/
 Software/Servers/Computer
 parts/Monitors/TVs/Routers.
 With the support of the Electronics
 Recycling Association, www.era.ca.
**By donation. All proceeds to the
 Blueridge Sharing Garden.**

Electronics Recycling takes place Saturday May 14th at 11:00 am to 1:00 pm in the Blueridge Sharing Garden. By donation. Get there early as once the truck is full it will be leaving.

Local Trail Walks with Anni

Anni has been leading trail walks in Blueridge for a few years now. Everyone is welcome.

Saturday April 16th at 2:00 pm

Meet at the corner of Sechelt and Whitman. The walk will take 1-2 hours and you will explore the connector trails in the area.

Sunday May 1 at 1:30 pm

Meet at the corner of Berkley Ave and Hyannis Drive for a walk to the Seymour River rock slide. We will be walking on forest trails. Not suitable for strollers. In the event of heavy rain, this walk will be cancelled.

Contact info@blueridgeca.org for more info.

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You are receiving this email because you expressed an interest in the Blueridge Community Association, the community association for the neighbourhoods of Blueridge and Seymour Heights in North Vancouver, BC.

Our mailing address is:

Blueridge Community Association
2589 Derbyshire Way
North Vancouver, BC V7H1P9
Canada

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North Vancouver
School District
the natural place to learn®

<http://blueridgeca.org/wp-content/uploads/2016/04/Future-of-Blueridge-Elementary-Barry-Forward-April-4th-presentation.pdf>

Future for Schools in the Seymour Area



Land, Learning, Livability Progress

No decisions have been made by the Board regarding the long-term future use of the Seymour area school sites. These assets have been retained to provide flexibility to the Board of Education to support its future planning in this area of the community in consultation with the District of North Vancouver.

Both Maplewood Elementary and Plymouth Elementary have been retained by the School District for potential future long-term use by the School District. These facilities are currently under lease to independent schools (to 2020 and 2024 respectively), with annual revenue generation for the North Vancouver School District.

The School District submitted its five-year Capital Plan in October 2015 and is awaiting a response from the Ministry regarding our project requests.



Background to the planned future closure of Blueridge Elementary with the replacement of Seymour Heights Elementary

Public consultations and annual forums regarding potential school closures, consolidations and building new schools since 2003 – *Community Input to Schools Changes: Protecting Quality Education*.

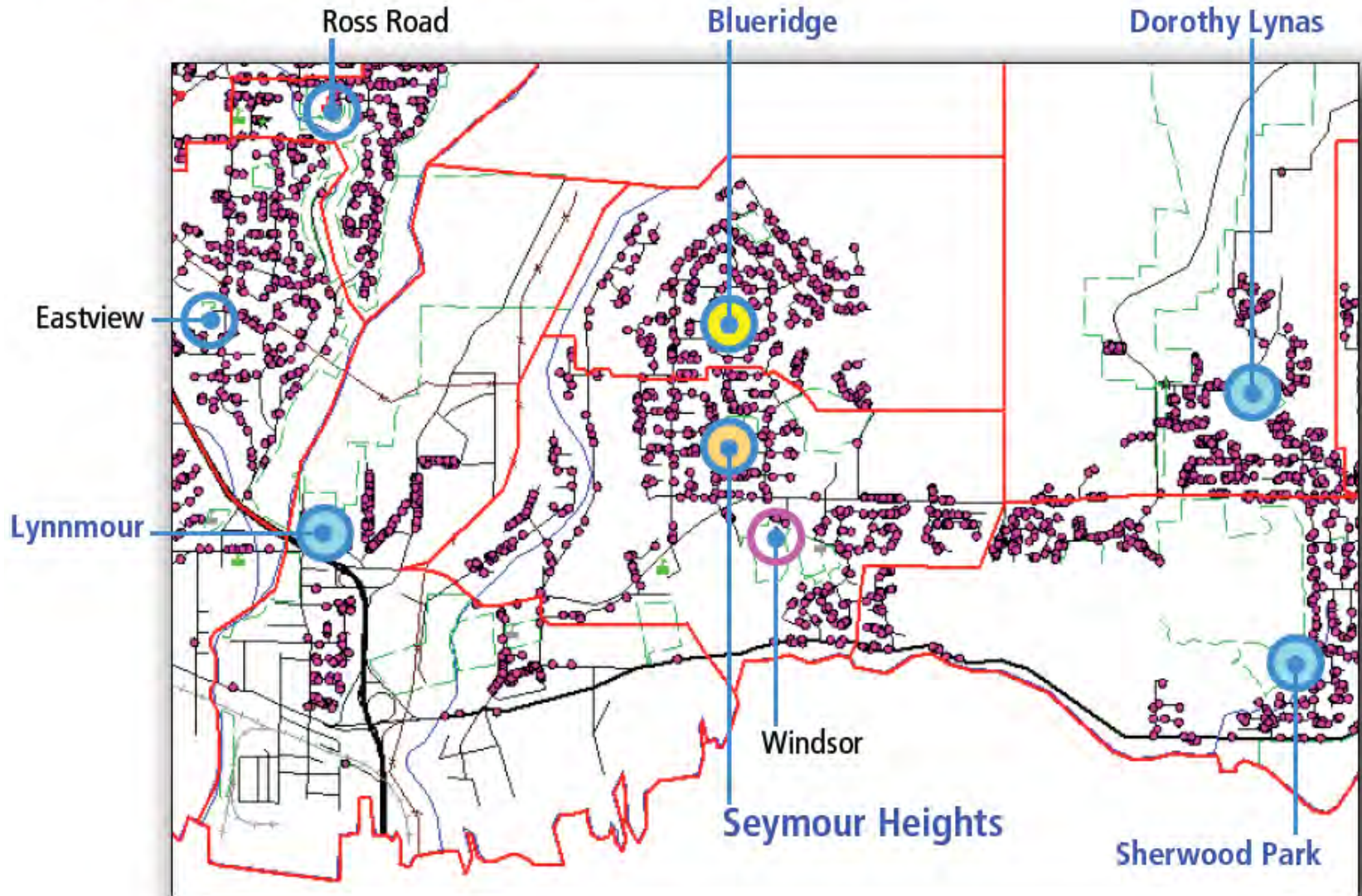
The School District has proactively responded to declining enrolment and changes in funding and capital planning of the Ministry of Education. A number of elementary schools were closed in 2004 including Maplewood Elementary.

The Seymour area (Blueridge, Seymour Heights, Maplewood and Plymouth) has experienced a dramatic decline in student population from over 1570 in the late '90s to its current level of 785.

Towards the Future For Schools engaged the community in consultation regarding the future configuration of schools across the school district. The School District Facilities Plan of 2007 identified the need to consider further school closures and consolidations.



Figure 1: Seymour Heights and Adjacent Schools



During Budget Challenge 2009 and Restructuring 2010, the consolidation of the Windsor elementary feeder schools was proposed (Plymouth, Seymour Heights, Blueridge). After a community consultation process at the time, the Board proceeded with the closure of Plymouth Elementary in June 2010.

The Board of Education also proceeded with the closure of Blueridge Elementary School, effective June 30, 2013, or upon the completion of the new Seymour Heights replacement school, **whichever is later**.

The Board has identified the replacement of Seymour Heights Elementary School within its five-year capital plan as one of its highest priorities. There is a funding request contingent upon Ministry approval and funding. In recent years, the Ministry has placed its highest priority on the seismic projects.

As required by the Ministry, and in support of the project request, a Project Identification Report was completed in 2009 and updated in 2013 setting out the plan to build a new school at the Seymour Heights location to accommodate the student population currently served by Blueridge and Seymour Heights. This report also takes into consideration the neighbouring schools within this area of the school district.





Project Identification Report

To accommodate the combined student population in this area, a replacement school with a capacity of 500 to 650 at Seymour Heights is projected.

An initial concept is to build the new school at Seymour Heights while accommodating the combined student population at Blueridge during the construction period.

There is a parallel request to build a replacement school for Lynnmour with a capacity of approximately 250 students.

The capacity of Seymour Heights and Lynnmour can be adjusted based on enrolment projections and potential changes to catchment areas.



The 2015 School District Facilities Plan has identified the need for a more comprehensive study of the Seymour area to consider the future replacements of Seymour Heights and Lynnmour Elementary.

This study is expected to proceed in consultation with the District of North Vancouver to identify future growth potential arising from developments in the area and to consider the preferred location of future school sites to best serve the anticipated student population.

If/when the Ministry approves the replacement of Seymour Heights and/or Lynnmour as requested in the Capital Plan, the Board of Education will proceed with a Project Development Report, which involves a more detailed analysis of the various options available for the potential replacement of the schools. Public consultation will be included within this review and development process.



Five-Year Capital Plan

Top priorities



Ministry of Education
Resource Mgt.

28 OCT 2015 14:10:55
umur olcay (PRD1)
Version: rder0320.05

CP2 - Five Year Capital Plan Summary

School District: 44 North Vancouver

Capital Plan Year: 2015/2016

Capital Plan Submission Date: Unsubmitted

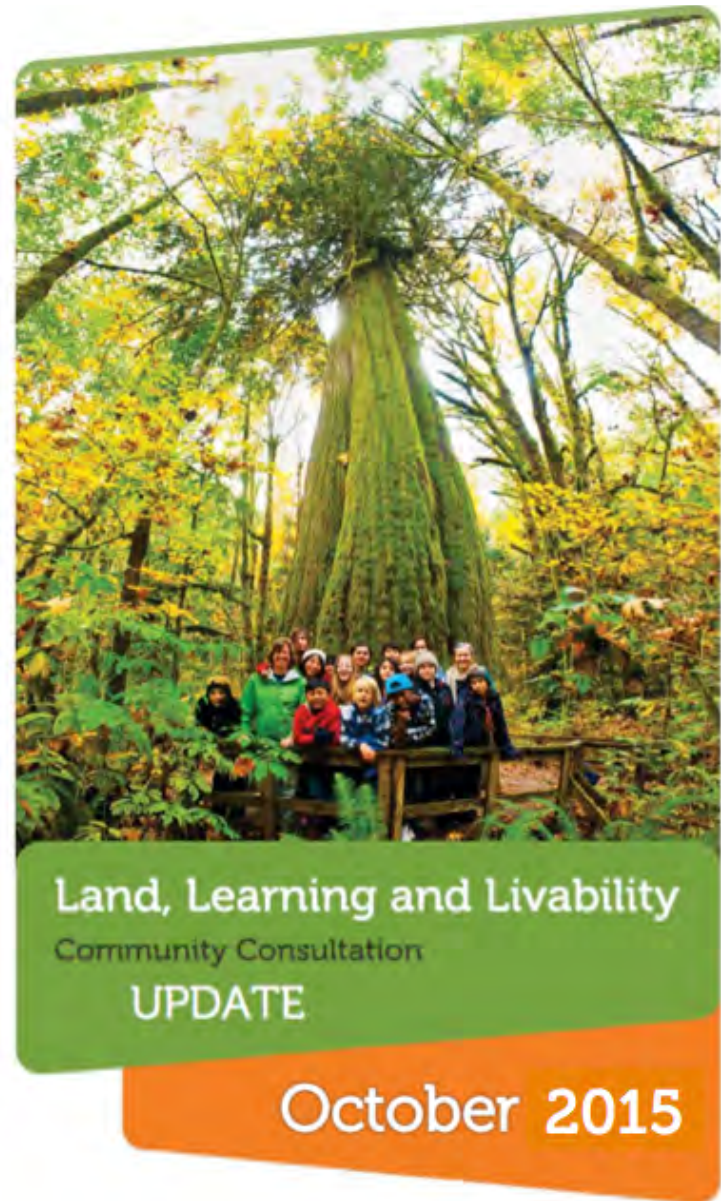
Existing Project Priority	School District No.	School District Reference No.	Project Title	Year One	Year Two	Year Three	Year Four	Year Five	Total Funding
1	116011	44019	REPLACE - SEYMOUR HEIGHTS ELEMENTARY REPLACE 1 WITH EXPANDED 60K / 425	\$0	\$0	\$14,926,807	\$0	\$0	\$14,926,807
2	114811	44016	REPLACE - QUEENSBURY ELEMENTARY REPLACE WITH EXPANDED 60K / 450	\$0	\$0	\$15,354,245	\$0	\$0	\$15,354,245
3	116875	44034	REPLACE - LARSON ELEMENTARY REPLACE WITH EXPANDED 60K / 500	\$0	\$0	\$16,547,743	\$0	\$0	\$16,547,743
4	113149	44046	REPLACE - LYNNMOUR COMMUNITY SCHOOL REPLACE WITH 40K / 225	\$0	\$0	\$0	\$11,162,434	\$0	\$11,162,434
5	N/A	5	NEW - LOWER LONSDALE ELEMENTARY LOWER LONSDALE ELEMENTARY 40K / 250	\$0	\$0	\$0	\$11,500,000	\$0	\$11,500,000





Land, Learning and Livability

Since 2012 the North Vancouver Board of Education has engaged in a long-term planning process to facilitate public involvement and awareness of North Vancouver School District land management initiatives and the future possibilities for 11 properties identified as surplus to long-term public education needs.



Guiding Principles

The Board of Education approved its revised *Guiding Principles – Surplus Land Retention and Disposition Strategy*, which recognize that future decisions regarding surplus properties should incorporate broad-based community consultation to realize the maximum social and financial value, are provided below.

The North Vancouver Board of Education will consider the following guiding principles in the management of its land assets:

1. Recognizing that all School District properties are valued community assets, we will consult with the community as part of our process to realize the maximum social and financial value of these assets.
2. Balancing current and future School District needs by aligning our decision making with our Strategic Plan and implementing options ranging from short, medium and long-term leases. Retaining properties and limiting outright sales will provide flexibility to accommodate potential future enrolment growth.



3. Obtaining maximum financial returns while pursuing creative, holistic solutions for broad-based community objectives of affordable housing, recreation, green space, childcare and other emerging community needs. We will do this with consideration of the Official Community Plans of the respective municipality.
4. Repurposing School District lands through the strategic use of long term land leases to address evolving community needs such as affordable housing, recreation, green space, and childcare.
5. Giving preference to proposals that support the Board of Education's strategic goals and priorities, where all other criteria have been met, for the lease/sale of properties.
6. Managing proceeds from land leases and sales to further enhance the student learning experience. We will do this, in part, by directing proceeds to support a significant endowment fund for the School District.
7. Directing proceeds and endowment funds, where necessary, to adequately fund capital projects that are not eligible for government funding.





Land, Learning, Livability Progress

The Board of Education has proceeded with long-term dispositions of a former school sites including Keith Lynn, Monteray and Ridgeway Annex. Proceeds from these properties have been applied to the replacement of Argyle Secondary School.

The Ministry of Education has required the School District to contribute funds to specific capital projects. The Board continues to pursue the full replacement of Argyle Secondary and has committed funds towards the total funding required beyond the funds for a seismic upgrade.

The Board has arranged for the lease and retention of a number of school sites including Fromme, Maplewood, Plymouth and Westover.

Initial public consultation has occurred for a number of School District sites including the former Cloverley School site and the Lucas Centre. The Board has not yet determined how and when it may proceed with further consideration of these sites.



Blueridge Elementary



Address: 2650 Bronte Drive, District of North Vancouver

Years of Operation: Opened in 1968, Blueridge will continue to remain open and operate as a school until Seymour Heights Elementary is replaced with a larger school. The Board passed a closure bylaw in 2010, with the closure contingent upon Ministry approval of a replacement school for Seymour Heights. A larger Seymour Heights school facility is required to enable the future consolidation of Blueridge with Seymour Heights.

Current Status: Operational. Replacement of Seymour Heights is identified as Priority #1 in the 2015/16 Capital Plan at an estimated cost of \$14.9M.

Alternative Uses: Continued use as an operational school

Capacity: 350 FTE students with 1 kindergarten classroom

Facility Condition: Poor (FCI index 0.79)

Site Size: 2.80 hectares

Site Zoning: Public Assembly – uses include church, school, community recreation, childcare, and government offices.



Official Community Plan Designation: The site is designated Institutional and surrounding neighbourhood is Residential Level 2: detached residential.

Future Public School Potential: Assuming the future consolidation of Blueridge and Seymour Heights schools at the Seymour Heights location, the need for an enrolling school on the Blueridge site in the future is low.

Community Consultation: School closure consultation process of 2010. Towards the future for Schools community consultation process, and Land, Learning and Livability general consultation. Area of study related to the replacement request for Lynnmour.

Aerial View:





Land, Learning, Livability Progress

No decisions have been made by the Board regarding the long-term future use of the Seymour area school sites. These assets have been retained to provide flexibility to the Board of Education to support its future planning in this area of the community in consultation with the District of North Vancouver.

Both Maplewood Elementary and Plymouth Elementary have been retained by the School District for potential future long-term use by the School District. These facilities are currently under lease to independent schools (to 2020 and 2024 respectively), with annual revenue generation for the North Vancouver School District.

The School District submitted its five-year Capital Plan in October 2015 and is awaiting a response from the Ministry regarding our project requests.



FONVCA AGENDA ITEM 3(MISC) - Corrie on 2016-2020 Draft Financial Plan

TOTAL OPERATING EXPENDITURE: PLAN YEAR (Vertical) vs. SPAN YEARS of PLAN (Horizontal)

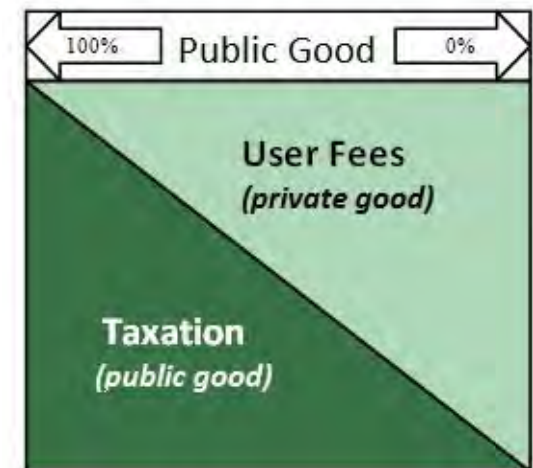
Plan Year	Operating Expenditure 2007	Operating Expenditure 2008	Operating Expenditure 2009	Operating Expenditure 2010	Operating Expenditure 2011	Operating Expenditure 2012	Operating Expenditure 2013	Operating Expenditure 2014	Operating Expenditure 2015	Operating Expenditure 2016	Operating Expenditure 2017	Operating Expenditure 2018	Operating Expenditure 2019	Operating Expenditure 2020
2009	92.9	100.3	104.5	106.6	110.3	113.9	117.7							
2010		99.6	105.4	108.1	111.1	114.0	116.7	119.6						
2011			104.3	107.9	112.8	114.3	117.6	120.6	123.7					
2012				101.3	109.1	107.3	109.6	113.1	116.4	118.6				
2013					104.8	106.3	107.6	109.0	111.7	116.5	119.7			
2014						107.5	107.6	111.0	113.6	116.9	121.0	124.1		
2015							108.6	110.0	116.3	118.4	123.2	126.2	129.0	
2016								117.6	116.8	124.2	131.9	125.5	128.5	132.5

Some comments by Corrie Kost on the 2016-2020 DRAFT 1.0 Financial Plan

Note: These comments are not meant to be critical of either staff or council, but are meant to suggest possible improvements to the Draft Financial Plan in order to improve our liveability.

- The traditional Financial Plans section of how municipal services are paid for (2012 Plan page 7, 2013 Plan page 8, 2014 Plan page 9, 2015 plan page 12) ***“As a general rule, a service that benefits the public good is paid through taxation and a service that benefits the individual (private good) is paid through user fees”***, is no longer in the 2016 plan! Perhaps this explains why expenditures relating to mountain biking (parking and structures in our wilderness) -used by a very small percentage of our residents, as well as catering to non-DNV residents, are now subsidized, contrary to the long standing policy, by our taxes.

- 1. Services are planned and accounted for on a full cost basis
- 2. Private benefits of a service are paid through user fees
- 3. User fees can be used to allocate resources and manage demand
- 4. Access to municipal services can be supported through financial assistance where appropriate
- 5. Regular review of fees to ensure on-going equity and cost recovery is achieved

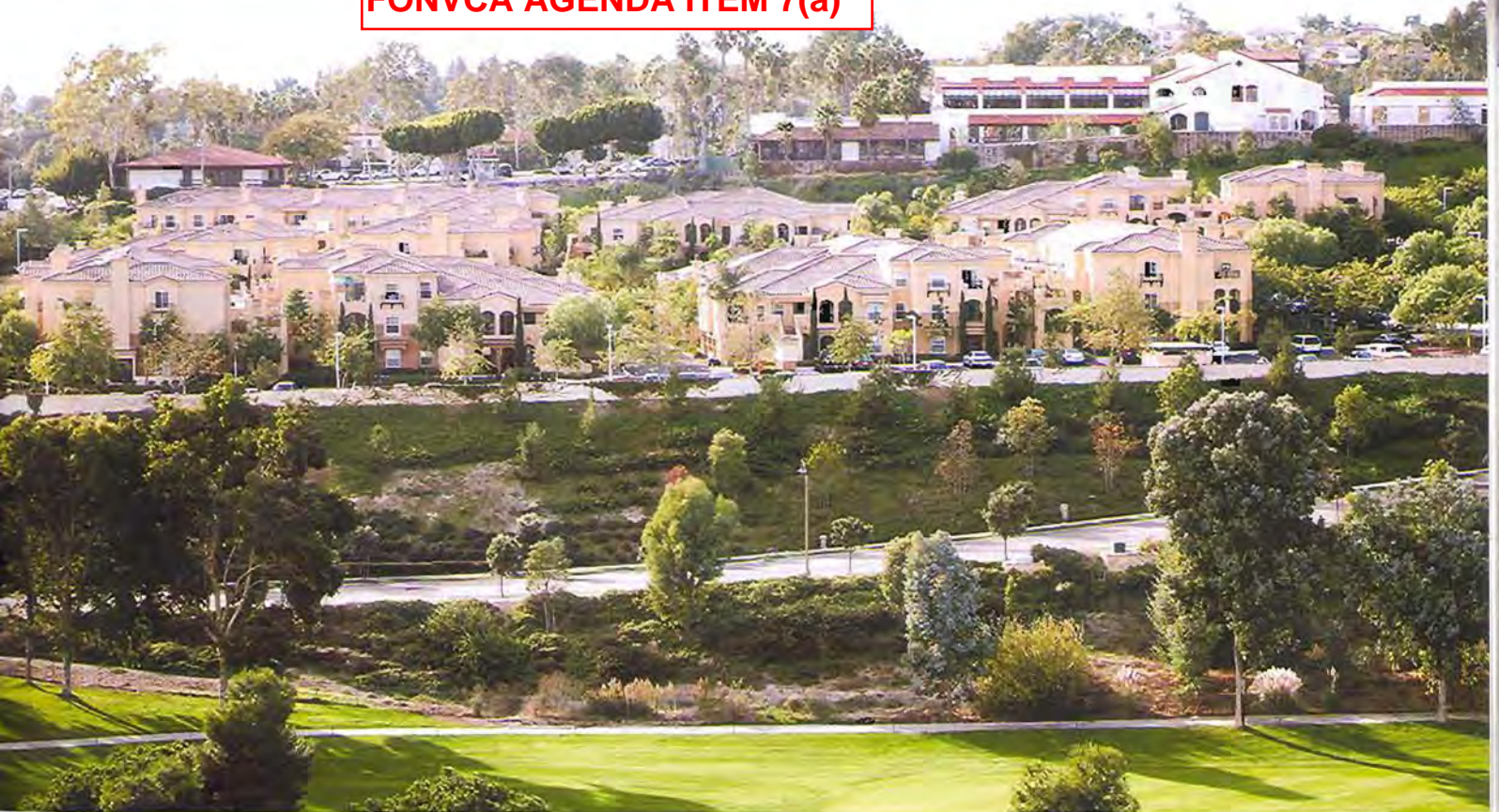


- On the issue of moving forward with the North Shore Waste Water Treatment Plant the CAO (on Plan page 3) wants to move forward with an **equitable funding formula**. “Equitable” is not defined, but in my opinion a North Shore 1/3 share would be far too large (and unfair) for our taxpayers. This is so because the project is mandated by the Federal Government (those who call the shots should pay) and the DNV gets little in terms of taxes from that piece of land in the DNV.
- On the issue of “sustainability” (see Plan page 4) – not only are we encumbering future generations of their ability to meet their housing needs but we are robbing the existing population of their mobility. That was never the idea in the OCP. Transportation capacity increases should precede (as has been the process in past generations), or at least keep up with growth – not follow it, or worse –do nothing. Neglecting transportation needs (private or public) will constrain economic growth. So far I remain unconvinced that the existing and planned transportation improvements will address our community needs. The “message”? -Pay now or pay much more later.
- It should be noted that Operating Expenses increased about 34% from 2007 (\$93million) to 2016 (\$124million)
- **Total property taxes & charges** (from Provincial Schedule 703) **increased by 31%** from **2010** (\$158,607,000) to **2015** (\$203,735,207)
- Total Residential Property Taxes (Provincial Schedule 704) on the “average” residential property, increased by **23%** from **\$4,975** in 2010 to **\$6,135** in 2015.

- I am not a fan of “Radar” charts – eg. see the one on page 10. Far better to have a simple bar chart where it shows the prior years as well! For more read https://www.perceptualedge.com/articles/dmreview/radar_graphs.pdf
- Would like to know how much manpower (\$) went/goes to support new development and how much is recovered from developers (\$) to cover those public wages? It seems that they are more or less in balance but there is no explicit documentation of this.
- It should be noted that the “Reserves and Restricted Revenues” (page 15 of 2016 plan) have largely remained unchanged since 2013. They do however compare (if I have read other municipal 2016 Financial Plans correctly) favourably with say, those of Richmond, which having about double our population but appears to have lower (\$61 million) reserves, while Burnaby, with about triple our population has reserves about 9 times those of DNV. That is why Burnaby does no longer borrow money.
- On population growth in the DNV it should be noted that bcstats.gov.bc.ca data (attached) indicated that from 2011 to 2015 the population of the DNV actually DECREASED from 86,063 to 85,974. It is not rocket science to understand why.
- Finally, and perhaps most importantly, I want to endorse the placing of more monies into the hands of our community associations for the many good public works they do. The current Community Building Grant Program, set at \$7000 is, in my opinion, inadequate – especially since it allows anyone who wants to promote the neighbourhood socially, physically, environmentally, or culturally to apply for a grant up to \$500. I urge council to consider increasing the total to \$20,000 or split the fund into two more or less equal parts with one part dedicated to assisting community associations and the rest to other endeavours.

British Columbia Regional District and Municipal Population Estimates

SGC	Name	Area Type	2011	2012	2013	2014	2015	2011-12 Changes	2012-13 Changes	2013-14 Changes	2014-15 Changes
1040	Radium Hot Springs	VL	781	776	766	764	752	-0.6%	-1.3%	-0.3%	-1.6%
1006	Sparwood	DM	3,798	3,804	3,816	3,850	3,768	0.2%	0.3%	0.9%	-2.1%
1999	Unincorporated Areas	RDR	15,797	15,750	15,844	15,868	15,789	-0.3%	0.6%	0.2%	-0.5%
9000	Fraser Valley	RD	283,905	285,857	287,917	290,071	296,414	0.7%	0.7%	0.7%	2.2%
9052	Abbotsford	CY	136,948	138,308	139,103	139,624	141,498	1.0%	0.6%	0.4%	1.3%
9020	Chilliwack	CY	79,850	80,273	81,437	82,874	86,857	0.5%	1.5%	1.8%	4.8%
9027	Harrison Hot Springs	VL	1,468	1,474	1,507	1,502	1,378	0.4%	2.2%	-0.3%	-8.3%
9009	Hope	DM	5,982	5,874	5,780	5,713	5,714	-1.8%	-1.6%	-1.2%	0.0%
9032	Kent	DM	5,792	5,807	5,838	5,881	6,195	0.3%	0.5%	0.7%	5.3%
9056	Mission	DM	37,101	37,590	37,587	37,854	38,711	1.3%	0.0%	0.7%	2.3%
9999	Unincorporated Areas	RDR	16,764	16,531	16,665	16,623	16,061	-1.4%	0.8%	-0.3%	-3.4%
53000	Fraser-Fort George	RD	93,887	93,452	93,712	93,288	91,277	-0.5%	0.3%	-0.5%	-2.2%
53033	Mackenzie	DM	3,544	3,521	3,493	3,523	3,499	-0.6%	-0.8%	0.9%	-0.7%
53012	McBride	VL	588	586	580	584	577	-0.3%	-1.0%	0.7%	-1.2%
53023	Prince George	CY	73,803	73,509	73,850	73,321	71,363	-0.4%	0.5%	-0.7%	-2.7%
53007	Valemount	VL	1,019	1,007	987	963	955	-1.2%	-2.0%	-2.4%	-0.8%
53999	Unincorporated Areas	RDR	14,933	14,829	14,802	14,897	14,883	-0.7%	-0.2%	0.6%	-0.1%
15000	Greater Vancouver	RD	2,373,037	2,415,909	2,449,022	2,485,132	2,513,869	1.8%	1.4%	1.5%	1.2%
15038	Anmore	VL	2,159	2,225	2,233	2,278	2,243	3.1%	0.4%	2.0%	-1.5%
15036	Belcarra	VL	645	644	632	637	623	-0.2%	-1.9%	0.8%	-2.2%
15062	Bowen Island	IM	3,405	3,457	3,470	3,487	3,546	1.5%	0.4%	0.5%	1.7%
15025	Burnaby	CY	229,228	233,127	234,507	234,774	238,209	1.7%	0.6%	0.1%	1.5%
15034	Coquitlam	CY	130,438	133,936	138,162	141,691	144,668	2.7%	3.2%	2.6%	2.1%
15011	Delta	DM	101,368	101,984	101,694	101,503	100,652	0.6%	-0.3%	-0.2%	-0.8%
15002	Langley, City of	CY	25,845	26,625	26,694	26,805	27,738	3.0%	0.3%	0.4%	3.5%
15001	Langley, District Municipality	DM	106,234	108,982	111,959	115,192	116,863	2.6%	2.7%	2.9%	1.5%
15065	Lions Bay	VL	1,353	1,349	1,352	1,352	1,332	-0.3%	0.2%	0.0%	-1.5%
15075	Maple Ridge	CY	77,730	78,879	79,272	80,817	81,247	1.5%	0.5%	1.9%	0.5%
15029	New Westminster	CY	67,545	68,595	69,178	70,192	71,665	1.6%	0.8%	1.5%	2.1%
15051	North Vancouver, City of	CY	49,396	50,325	51,017	52,600	54,258	1.9%	1.4%	3.1%	3.2%
15046	North Vancouver, District Municipality	DM	86,063	86,779	86,731	86,902	85,974	0.8%	-0.1%	0.2%	-1.1%
15070	Pitt Meadows	CY	18,224	18,526	18,701	18,763	19,652	1.7%	0.9%	0.3%	4.7%
15039	Port Coquitlam	CY	57,262	58,680	59,102	60,097	60,264	2.5%	0.7%	1.7%	0.3%
15043	Port Moody	CY	34,027	34,034	34,479	34,884	34,554	0.0%	1.3%	1.2%	-0.9%
15015	Richmond	CY	196,001	198,550	201,259	206,080	207,773	1.3%	1.4%	2.4%	0.8%
15004	Surrey	CY	482,659	494,889	505,825	515,638	526,004	2.5%	2.2%	1.9%	2.0%
15022	Vancouver	CY	619,366	629,394	636,972	643,473	648,608	1.6%	1.2%	1.0%	0.8%
15055	West Vancouver	DM	42,923	42,720	42,258	42,233	41,728	-0.5%	-1.1%	-0.1%	-1.2%
15007	White Rock	CY	19,327	19,013	19,216	19,232	19,327	-1.6%	1.1%	0.1%	0.5%
15999	Unincorporated Areas	RDR	21,839	23,196	24,309	26,502	26,941	6.2%	4.8%	9.0%	1.7%



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http://www.uc.edu/cdc/Urban_database/housing/Inclusionary_Housing_Incentives_and_Land_Value_Recapture_Land_Lines.pdf

Inclusionary Housing, Incentives, and Land Value Recapture

Nico Calavita and Alan Mallach

Inclusionary Housing (IH) programs are land use regulations that require developers of market-rate residential development to set aside a small portion of their units, usually between 10 and 20 percent, for households unable to afford housing in the open market. Alternatively they can choose to pay a fee or donate land in lieu of providing units. Originating in the early 1970s, inclusionary housing has grown to be a major vehicle by which affordable housing units are provided in large parts of the United States, as well as an important strategy for affordable housing in many other countries.

From the first days of IH, there has been widespread debate over what is sometimes called the “incidence” controversy—that is, how the costs of providing affordable, and by definition below-

market, housing are addressed, and which of the parties in a real estate transaction actually bears those costs. As a result of widespread concern that costs are being borne by developers and/or market-rate homebuyers, and reflecting legal concerns associated with the takings issue, many municipalities enacting inclusionary ordinances have combined them with incentives or cost offsets designed to make the imposition of an affordable housing obligation cost-neutral. Many of these incentives, however, displace costs onto the public, either directly or indirectly.

We suggest that a better approach is to link inclusionary housing to the ongoing process of rezoning—either by the developer or by local government initiative—thus treating it explicitly as a vehicle for recapturing for public benefit some part of the gain in land value resulting from public action.

The La Costa Paloma Apartments in Carlsbad, California, have 180 apartment units affordable to households earning at or below 50 and 60 percent of the area median income.

The Evolution of Inclusionary Housing

Several factors contributed to the development of inclusionary housing in the early 1970s: efforts to foster racially and socioeconomically integrated communities and combat exclusionary practices; the rise of the environmental movement that spurred growth management programs; the use of exactions to make development pay for the costs of growth; and sharp housing cost increases, particularly in key areas such as California and Washington, DC. During the 1980s, IH became an important tool to offset the Reagan administration's savage cuts in federal funding for affordable housing by pushing states and localities to take a more pro-active role in the affordable housing arena.

California, New Jersey, and Massachusetts led the nation in IH, driven by state laws enacted during this period that required local governments to produce, or remove obstacles blocking others from producing, their "fair share" of affordable housing. Outside of those states, the greater Washington, DC, region produced many of the first significant IH programs, notably in Montgomery and Prince George's counties in Maryland, and Fairfax and Loudoun counties in Virginia.

IH was originally a tool to provide affordable housing and create mixed-income communities in

suburban areas, but today it is also being adopted in urban centers such as Denver, Baltimore, Chicago, and New York where redevelopment, infill, and densification—and often gentrification—are taking place. Some cities are also requiring developers who convert rental housing into condominiums to make a portion of the former rental units affordable to moderate- or low-income homebuyers, extending the reach of IH to existing buildings as well. Implementing IH programs becomes more problematic, however, when applied to urban infill sites and redevelopment areas, where development is often more expensive and difficult than in the suburbs, demanding particular flexibility in designing and administering IH ordinances.

No national survey has ever been conducted of IH programs. Estimates range from 300 to 500 programs in existence and 80,000 to 120,000 units produced (Porter 2004; Brunick 2007; Mallach 2009). **IH may not be a panacea for the nation's housing affordability problems, but it can be a significant, locally based component of an overarching strategy in which the federal and state governments must also play significant roles.**

IH, moreover, is no longer an exclusive American practice. In recent years it has spread not only to Canada and many European countries, includ-

Part of an inclusionary development in affluent suburban Cranbury, New Jersey, this four-unit structure is designed to look like an expensive single-family house.



© Alan Mallach



© Nico Calavita

The single-family developer of the La Costa Paloma Apartments in Carlsbad, California, was allowed to cluster the IH units and build them in collaboration with a nonprofit developer.

ing England, Ireland, France, Italy, and Spain, but also to such far-flung places as India, South Africa, New Zealand, and Australia. The global spread of IH reflects a larger policy shift under which governments increasingly look to developers to shoulder part of the wider societal costs of development. But who actually pays for those costs?

The Incidence Controversy

Since it can be assumed that affordable housing units will sell or rent for below-market prices, there is little doubt that there are costs associated with complying with a municipality's inclusionary requirement. While developers often maintain that renters or buyers of market-rate units bear the cost of IH, economists point out that the developer and/or the seller of raw land to the developer should, under most circumstances, absorb part or all of these costs. There seems to be agreement in the literature that "in the long run . . . most of the costs will be passed backward to the owners of land" (Mallach 1984, 88).

A strong argument in support of this position is that a rational developer will already charge the maximum housing sale price that the market can bear, and thus will be unable to pass along additional costs through higher prices. Under those

circumstances, if newly imposed exactions increase the cost of development, either the price of the land or the developers' profits will have to come down. While developers may reduce their profit margins, it is likely that wherever possible they will seek a reduction in land costs. Critics of IH maintain that these represent unreasonable and unfair outcomes, while proponents argue that it is neither unfair nor unreasonable for the landowner to bear much of the cost of inclusionary programs.

Is the reduction of land costs a desirable outcome of IH? Put differently, does the imposition of IH actually reduce land value from some level intrinsic to the land, or does it represent the recapture of an increment in land value associated with governmental action?

It is widely argued that increases in land values do not generally result from the owner's unaided efforts, but rather from public investments and government decisions, and are therefore in whole or part "unearned." This argument is accepted in many European countries, leading to the adoption of regulations that attempt to recapture or eliminate what are considered to be windfall profits associated with land development. Our research, supported by the Lincoln Institute, has found that in many countries IH is viewed explicitly as a

mechanism to recapture unearned increments in land value.

In the United States, where the “right to develop” is far more central to the concept of property rights than is the case in most European countries, land value recapture is not widely recognized as a part of planning practice and land development. Thus, the imposition of affordable housing obligations is often legitimized by providing compensation in the form of incentives or cost offsets to developers for the additional costs of providing IH.

As Hagman (1982) has argued, incentives such as density bonuses and other cost offsets have no effect on the price paid by the buyers of market units, but ensure instead that the unearned increments in land value will keep flowing to landowners. Even housing advocates will argue for cost offsets, if only as a way of gaining support and blunting developers’ opposition to the enactment of inclusionary ordinances. Incentives and cost offsets provided to developers are not free, however, but may carry potentially high public costs.

Incentives and Cost Offsets

It has been argued in the United States that without incentives and cost offsets, “inclusionary housing becomes a constraint or an exaction on new

development” (Coyle 1991, 27–28). For example, the California Department of Housing and Community Development (HCD) has advised for years against “the adoption by local governments of inclusionary housing ordinances or policies which shift the burden of subsidizing low-income affordability from government to private builders” (Coyle 1994, 2). The current HCD position is that IH creates a potential obstacle to private residential development and therefore localities must demonstrate that IH adoption or implementation has a neutral or even positive impact on development. Similarly, a 2007 New Jersey court decision found that municipalities seeking to enact inclusionary ordinances must provide the developers with “compensating benefits” to mitigate the cost of the affordable housing obligation (*In the Matter of the Adoption of N.J.A.C. 5:94 and 5:95*, 390 N.J. Super. 1 (App. Div. 2007), cert. denied 192 N.J. 72 (2007)).

In this climate, it is understandable that local governments incorporate cost offsets or incentives in their inclusionary programs, even in the absence of a clear legal doctrine requiring offsetting benefits. These programs may include density increases or “bonuses,” waivers or deferral of impact fees, fast-track permitting, lower parking requirements,

Mill River House is a 92-unit mid-rise in a downtown redevelopment area of Stamford, Connecticut, with a 12 percent low/moderate income set aside.



© Todd Durma's, City of Stamford Land Use Bureau

relaxation of design standards such as street widths and setbacks, or other regulatory concessions that subsequently reduce developers' costs.

In addition, financial incentives may be provided through federal Community Development Block Grants and Home funds or state and local subsidies, including below-market-rate construction loans, tax-exempt bond mortgage financing, and land write-downs.

A survey of IH in California found that local financial subsidies are common among the most productive jurisdictions (NPH/CCRH 2007). The most frequently used subsidy is tax increment financing (TIF), which is all but synonymous with redevelopment in California. Under state law, 20 percent of all TIF revenues must be dedicated to the provision of affordable housing. After TIF funds the most widely used incentives are density bonuses and permit-related concessions, such as deferral, reduction, or waiver of applicable permit and impact fees. Some jurisdictions also offer fast-track processing and flexibility of design standards, including height and bulk requirements, as well as parking and open space requirements. In his national study of IH programs, Porter (2004, 9) found a similar pattern with "the most common compensatory offering being density bonuses . . . although their specific value in any given location is difficult to calculate."

Studies have shown that it is often possible to fill the affordability gap—the difference between what it costs to provide housing and what lower-income households can afford—through local government measures that reduce production costs. However, developers often argue that cost offsets alone do not compensate them adequately for inclusionary requirements. Even additional financial assistance does not guarantee acceptance of IH by the development industry. In large jurisdictions in fast-growing areas with powerful development interests, even cost offset approaches can be thwarted, particularly during recessionary periods, as they were most egregiously in the City of San Diego in the early 1990s (Calavita and Grimes 1994).

These incentives often come at a public cost. Financial incentives are paid directly by taxpayers, either through appropriations at the federal, state, or local level, or by redirecting revenues that would otherwise go into the city's general fund. The effect of fee waivers, reductions, or deferrals is nearly as direct. Development creates demands for public facilities, services, and infrastructure, the costs of



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which are typically mitigated by fees whose nature and amount is directly related and roughly proportional to the development's impact.

When a project does not pay its full cost, the city must make up the lost revenue or allow infrastructure or service levels to decline. In either case, the public bears a cost. Fast-track permit approval will require more personnel to process the plan at public cost, or lengthen delays for projects that do not benefit from the fast track. Lower parking requirements might be justified by the assumption that lower-priced units require less parking, an assumption that may not be supportable in all cases, and thus a legitimate cause of concern for neighborhood groups.

Density bonuses, which are used widely to incentivize urban design amenities as well as affordable housing, can be both the most attractive to the developers and the most problematic to the public at large. When superimposed on an existing planning framework, density bonuses raise three major areas of concern.

1. They undermine existing regulations, effectively undoing land use planning and zoning regulations without the associated processes that usually accompany zoning changes. A Los Angeles

Torrey Highlands, a 76-unit IH project serving families earning up to 60 percent of area median income, is in the City of San Diego's northern fringe area.

SOMA Grand is a 246-unit condominium project with 29 IH units in the South of Market (SOMA) neighborhood of San Francisco. The IH units are affordable to families making 100 percent of area median income, while the market-rate units sell for between \$500,000 and \$1.9 million.

City Council member opposed to IH stated: "This proposal automatically increases a density in a community by 15 percent, which in effect trashes a community's efforts to master plan their community" (Smith 2004, 2).

2. They may lower the level of service of public facilities and infrastructure in the area. Analysis of the adequacy of public facilities, identification of needed improvements, and scheduling of the investments—either on the part of the developer or the locality—is needed to ensure that levels of service will not deteriorate as a result of the additional density associated with land use or zoning changes. Without it the quality of life and public services in neighborhoods affected by significant use of density bonuses may deteriorate. These impacts are rarely taken into consideration.
3. They frustrate citizen participation in the planning process by being enacted outside of that process. Once approved, their implementation is piecemeal, and their impacts only gradually felt.

A critical distinction must be made, therefore, between density increases resulting from an upzoning based on a planning process that has presumably taken into account the issues arising from an increase in land use intensity, and density bonuses superimposed on existing zoning with the potential to have a significant but unanticipated impact on neighborhoods. The costs imposed by density bonuses, as with other incentives, are often forgotten by those who propose using cost offsets and incentives to support IH.

Land Value Recapture Through Rezoning

Reliance on cost offsets and incentives implicitly assumes a static view of urban planning—that IH requirements will be applied within the existing planning and zoning framework as part of the subdivision or site plan approval process. Within this framework, while rational developers will try to buy the land at prices that reflect those requirements, the availability of cost offsets will reduce the developer's motivation to bargain with the landowner who, in any case, will not be motivated to sell her land at any less than the price she could get in the absence of IH requirements. In the end, the landowner is likely to get her price and the developer his profits, while the city and the neighborhoods absorb the costs. All of this reflects the re-



© Polaris Group San Francisco Residential Market Report

luctance of the public sector in the United States to confront the effects of any action on land values. There is a better way.

Planning is a dynamic process. Plans and ordinances are changed constantly to reflect both changes in external conditions and the potential profit to be made from upzoning properties to higher density or more profitable uses. Constant zoning changes are a reality of the planning process in any area with strong development demand. When land use intensities change and land values increase as the result of public action, IH can become an integral part of the local land use planning and development process, rather than being superimposed on a pre-existing framework. Thus, IH can become an instrument to recapture the land value increment associated with the government action of rezoning or land use changes.

The state of Washington took a step in this direction in 2006 in enacting HB 2984, which specifically authorizes IH where it is linked to upzonings. As described in one commentary, "If a city decides to upzone a neighborhood, it can require that anyone building in that area include a certain number of affordable units. . . . The justification of this requirement is that the property owner has

been given increased land value by virtue of the upzone, and that increased value is the equivalent of an incentive under a voluntary program" (The Housing Partnership 2007, 5).

Rules proposed by the New Jersey Council on Affordable Housing, which sets standards for IH in the framework of the state's statutory fair-share scheme, have moved in a similar direction. The rules establish "minimum presumptive densities" and "presumptive maximum" IH set-asides, ranging from 22 units to the acre with a 20 percent set-aside in urban centers to 4 units to the acre with a 25 percent set-aside in areas indicated for lower density under the State Development and Redevelopment Plan (New Jersey Council on Affordable Housing 2008, 47-48). Although not explicitly linking the inclusionary requirement to a rezoning per se, rezoning will be needed in many, if not most, cases to achieve the presumptive densities required by the proposed rules.

Recent New Jersey legislation has gone a step further, mandating that every residential development "resulting from a zoning change made to a previously nonresidentially zoned property, where the change in zoning precedes the application . . . by no more than 24 months," contain a set-aside of housing affordable to low- and moderate-income households (Public Law 46 of 2008, amending N.J. Statutes Ann. 52:27D-307). The Council is empowered to set the appropriate set-aside percentage in such cases based on "economic feasibility with consideration for the proposed density of development." Although the concept is arguably implicit in the Washington statute, the New Jersey legislation appears to be the first time that the principle of "planning gain," as it is termed in the United Kingdom, or the recapture of the land value increment resulting from rezoning for the benefit of affordable housing, has been enshrined in American land planning law.

We are not proposing that communities do away with existing IH systems, but rather that there be a two-tiered approach. The first would impose modest inclusionary requirements within an existing zoning framework, incorporating those incentives that can be offered without undue cost to the public. The second would be associated with significant upzonings of either specific parcels or larger areas grounded in the principle of land value recapture, imposing inclusionary requirements that in many cases could be substantially higher than the 10 to

20 percent range that is now customary. A period of transition might be appropriate to allow land markets to adjust to the new regulatory framework.

In conclusion, the time has come to reconsider the underlying premises of IH in the United States. By grounding IH in the practice of rezoning, we believe it is possible to better integrate inclusionary housing into good planning practices and begin to recapture for the public good some part of the unearned increment in land values resulting from the exercise of public land use regulatory powers. □

ABOUT THE AUTHORS

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FONVCA AGENDA ITEM 7(b)(i)

The Corporation of the District of North Vancouver

CORPORATE POLICY MANUAL

<http://app.dnv.org/OpenDocument/Default.aspx?docNum=2611258>

Section:	Finance	5
Sub-Section:	Capital Reserves	1840
Title:	Land Opportunity Reserve Fund Policy	8

POLICY

The District of North Vancouver has established by Bylaw 7708 a capital reserve titled the ‘Land Opportunity Reserve Fund’.

This fund will be guided by the following principles:

Appropriations from the fund will be made subject to:

1. Being of a capital nature and;
2. Result in the acquisition of land and related improvements or;
3. Statutory requirements pertaining to the payment of debt remaining on any land and improvements that have been previously acquired.

Contributions to the fund will come from the following sources:

1. Interest earned on the fund’s principal balance;
2. Proceeds relating to the disposition or impairment of developable lands and related improvements;
3. Contributions from the tax levy per Council direction and;
4. Transfer from other funds as per Council direction subject to the provisions of the Community Charter.

REASON FOR POLICY

Within the general context of land use, the Land Opportunity Reserve Fund has been established to provide Council with a mechanism to:

- Designate certain lands as strategic
- Take advantage of financial opportunities
- Ensure the long-term preservation of the value of its land inventory.

This policy serves to articulate the source and use of funds of the Reserve.

PROCESS

An inventory of strategic lands will be established and maintained by the District's Real Estate Department. Additions, deletions and impairments to this inventory will be subject to the provisions of this policy.

Request for appropriation of funds from the Reserve can be initiated by a Councillor or Staff and is subject to Council approval of both a:

- Financial Plan Approval Bylaw and;
- Reserve Fund appropriation Bylaw

AUTHORITY TO ACT

Retained by Council.

Approval Date:	May 5, 2008	Approved by:	Regular Council
1. Amendment Date:		Approved by:	
2. Amendment Date:		Approved by:	
3. Amendment Date:		Approved by:	



FONVCA AGENDA ITEM 7(b)(ii)

The Corporation of the District of North Vancouver

COUNCIL POLICY

<http://app.dnv.org/OpenDocument/Default.aspx?docNum=2611242>

Title	Public Assembly (PA) Lands Strategy
Section	Development and Social Planning

POLICY

It is the policy of Council that public assembly lands and uses are considered as ongoing community assets necessary to support community health and well-being.

Policy approved on: May 27, 2013

PROCEDURE

The following procedure is used to implement this policy but does not form part of the policy. This procedure may be amended from time to time at the discretion of the Chief Administrative Officer.

The Guiding Principles as included in Section A and B of this Policy shall be considered as part of the review of any application which would require a change of use or repurposing of lands designated 'Institutional' (for Public Assembly use) in the District of North Vancouver's Official Community Plan Bylaw 7900.

A. Guiding Principles: Community Value and Role of Public Assembly (PA) Lands

1. Public Assembly lands were created to serve the social needs of the community, and Council supports retention of publicly used lands and buildings (where appropriate) for long-term community purposes to the greatest extent possible;
2. Existing public assembly lands (as well as buildings/spaces, where appropriate), should be retained within or near OCP designated growth centres as these areas will accommodate the majority of new growth in the District, and PA lands/buildings/spaces will be key components of community identity and social and cultural infrastructure;
3. Town and Village Centres are the priority locations for new PA uses, and the District will actively work to acquire additional public use lands and spaces in or near these centres through Community Amenity Contributions (including CACs collected from rezoning in outer areas), through building spaces/lands negotiated during development approvals), partnerships with other agencies or public purchase.
4. All new PA lands/spaces should be accessible by transit and preferably integrated with other community infrastructure.

5. Council supports partnership models for PA lands/spaces/uses that may include revenue sharing and/or longer term leases with non-profit cultural, arts, athletic, recreational, social or other community organizations in order to increase the stability and financial viability of these groups and to create enduring, long-term community benefits.
6. More intensive use of existing PA lands is encouraged; and creative, flexible models of use that may involve co-location (several user groups within facilities) is supported.
7. Council will undertake consultation with user groups and organizations that use or require public assembly lands prior to formalizing policy directions for Public Assembly lands.

B. Potential Change of Use or Repurposing of PA Lands

1. Given the importance of community lands and facilities to the quality of life in the District, Council will consider the broader community interests as well as the neighbourhood effects of any proposed changes to land use or repurposing of Public Assembly (PA) zoned lands.
2. Where potential change of use or repurposing of PA lands is being considered, lease of properties or reuse for other public purposes is preferred in order to provide for changing community needs in the long term. Where this is not possible or practical, the criteria in item (3) will apply.
3. The following principles and criteria will be used as a framework to evaluate proposed changes to public assembly lands¹. This framework supplements the evaluation that is already undertaken as part of a rezoning or OCP amendment. The following criteria are not intended to prevent changes to PA lands from taking place, but to ensure that any change is in the public interest and provides an overall benefit to the community.

Any proposed change from the current public assembly use to another type of use, or to a different public assembly use, should:

- a) Fit with the overall land use directions and policies of the OCP and Town/Village Centres plans;
- b) Provide a rationale for potential loss of any public uses, and confirm that the current zoned use is no longer viable or needed within the neighbourhood;
- c) Provide an overall benefit to the community and immediate neighbourhood;
- d) Demonstrate that no public use or deficiency has been identified that requires use of the land in question (for example, public space/lands in or near growth centres);
- e) Demonstrate that no viable alternative public use(r) has expressed interest in acquiring or leasing the property for public purposes, or that repurposing of the building/site for another public use is not feasible;
- f) Identify impacts of the new proposed use on the neighbourhood, including loss of

1 Include portions of recommendations from March 9, 2004 staff report

community uses and focal point, heritage and environmental impacts, and identify means of mitigating these impacts;

- g) Demonstrate that the long-term social, recreational, educational or worship needs currently provided by the site can be met within the local community through other available facilities or services, or, are no longer needed in the community;
 - h) Demonstrate that any future redevelopment is complimentary to surrounding land uses, except where off-setting community needs are provided as part of the new development (i.e. seniors, rental or affordable housing);
 - i) Assist in providing replacement community services or facilities either on-site or alternative location;
 - j) Complete a traffic impact assessment to determine potential impacts of increased traffic (including short-term parking or drop-off) at the site and adjacent neighbourhood, and identify means of mitigating traffic impacts;
 - k) Undertake consultation and demonstrate support from general community;
 - l) Result in no loss of playing fields, trails and other open space and recreational uses unless supported by the District of North Vancouver and North Vancouver Recreation Commission;
 - m) Provide right of first refusal to DNV lands for properties that have high recreation value to the community (e.g. Playing fields);
 - n) Identify any municipal investment on the site, including playgrounds, trails, field maintenance, sidewalks, roadways and other infrastructure and identify means of compensating for any losses;
 - o) Identify effects on existing joint use agreements.
4. Community Amenity Contributions (CACs) – where rezoning or redevelopment of public assembly land is considered:
- a) Property owners will be required to provide community amenities or financial contribution to the District in accordance with the District's CAC policy;
 - b) CAC contributions will be directed to meeting community needs within designated centres or other areas with identified deficiencies;
 - c) On-site community amenities may be accepted where they fulfill community needs and/or retain some or all of the original public use functions as part of the new use (for example, affordable/non-market housing, daycare or community meeting space as part of a new development will be considered as forms of community benefits);
 - d) Density transfer or other incentives may be considered where there is a net gain in community services or amenities.



2016–2020 Financial Plan

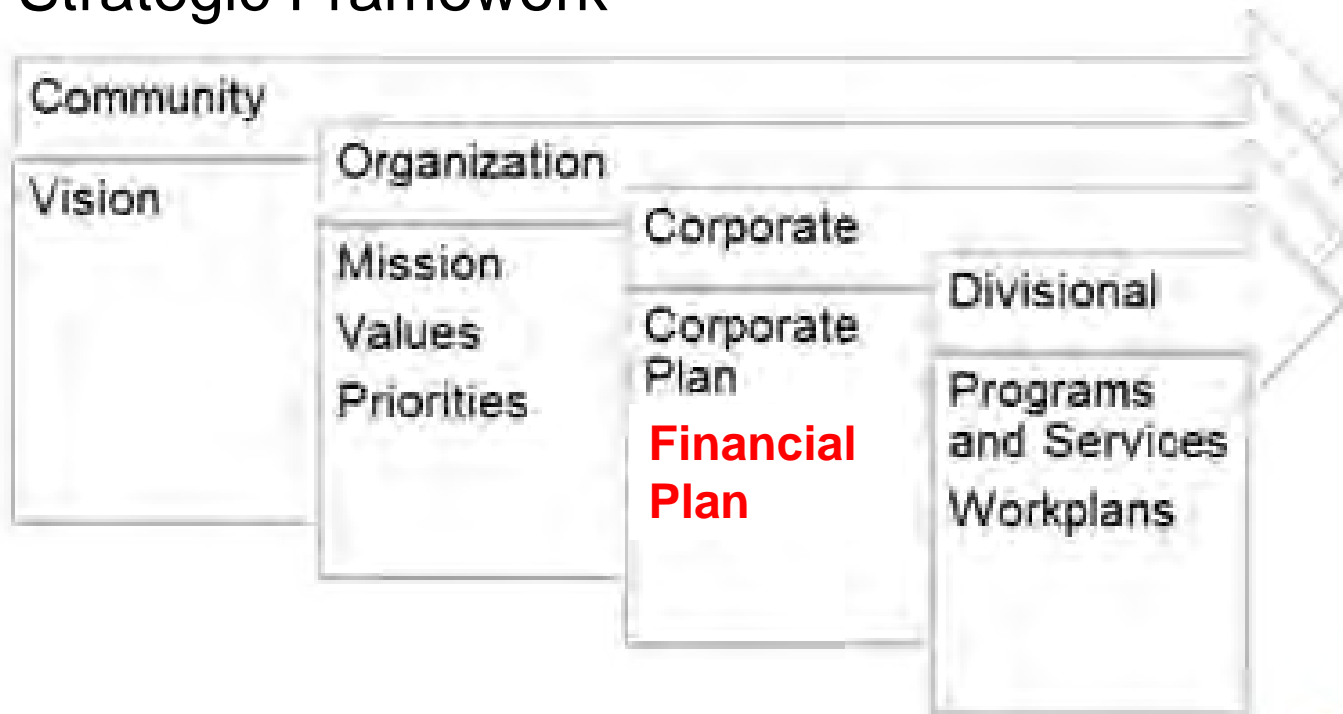
Draft 1.0 March 2016

Agenda

- Financial Planning in Context
- Key Financial Policies
- Budget Highlights and Development
- Next Steps

Financial Planning in Context

Strategic Framework



Stewardship in an Era of Change

- Manage community building and local / regional transportation impacts
- Development pays for development
- Infrastructure renewal & strategic use of reserves & debt
- Sustain levels of service to the community

Key Financial Policies

- Taxation increases at inflation
- 1% tax lift for asset renewal
- Existing fees adjusted to inflation and cost recovery
- New fees @1% per year
- .5% annual efficiencies
- Harmonize tax rates with regional average

2016 Financial Plan Development

- 2% increase in tax levy
- 1% increase for asset renewal
- Development revenue increases cover costs
- Costs increase @ inflation
- \$1.5m surplus use for one-time projects

Key Pressures Addressed In Plan

- Development Review
- Town Centre Coordination
- Building Plans Review & Inspection
- Major Project Delivery & Asset Renewal

2016 Operating

(in millions)

Source

Fees & other revenue	\$	1.3	Develop activity, adjustments
Tax adjustments		1.4	Renewal, growth, adj
Financing		2.1	Debt stabilization
		<u>4.8</u>	

Use

Ops & partners		1.9	Contracts, inflation
Provisions & adj		0.9	Labour, initiatives, reserves
Debt retire/ new		2.1	Issues #97, #131
Develop capacity		1.6	Increased demand
Asset renewal 1%		0.8	Transportation, capacity
		<u>7.3</u>	
Tax levy 3%	\$	2.5	

2016 Capital Projects

(in millions)

Buildings	\$ 23.0	Completion of new Delbrook CRC
Drainage	5.0	New culverts and debris basins
General	1.8	Includes new capacity
Golf	0.2	
Library	0.6	
Natural Hazards	0.5	Wildfire mitigation
Parks	2.6	Design - new parks & Inter River field house / ATF
Sanitary	3.3	
Technology	1.9	
Transportation	11.5	Keith & Montroyal bridges, roads & improvements
Vehicles & Equipment	6.6	New garbage and green bin carts for residents
Water	5.8	
	<u>\$ 62.7</u>	

Next Steps

- Public input period - now to April 4th
- Community Association briefing - March 30th
- Public Input received - April 4th
- Financial Plan Deliberations - April 5th & 11th

Recommendation:

“THAT the 2016 - 2020 Draft Financial Plan presentation be received for information”

Failed Search Examples on DNV Website

by Corrie Kost

“Waterfront Task Force” - all work lost – especially works related to public waterfront access. For example the DNV long standing webpages

<http://www.dnv.org/upload/documents/planning/waterfront/report/50YearPlan.htm>

<http://www.dnv.org/upload/documents/planning/waterfront/report>

Produce the standard response: **Sorry, that page is no longer available**

“Draft Financial Plan 2003-2007” - all plans prior to 2009 lost

“Annual Report” - all reports before 2008 unavailable

“Annual Tax Rates” - all rates before 2011 unavailable

“Chlorine Plant” - almost all past reports have been deleted

“Canexus” – almost completely absent – missing agreements with DNV are key to Maplewood

BYLAWS - many are no longer available: eg 7708-land opportunity reserve fund adopted Dec 17/2007

Past Councils – almost all historical data removed (“Cuthbert” , “Harris” or “Ernie Crist”)

Public Involvement Policies: – key ones like <http://www.dnv.org/upload/documents/cpolicy/c1049601.pdf> now yield the standard “Network Timeout” as they are directed to

<http://archive.dnv.org/upload/documents/cpolicy/c1049601.pdf> which is not accessible to the public.

Indian Arm Policy: Another “lost” Council Policy <http://www.dnv.org/upload/documents/cpolicy/c1365201.pdf>

“District Dialogue” – none of the issues from 2001 to 2013 are available on the new web site.

“Socio-Historial” - the great historical works of Roy Pallant (name not found on web site) are no longer available.

DNV Website Rewrite Observations and Recommendations

- O: Public had no idea that this was to be a complete rewrite!
- O: Public had no idea that much of the material would no longer be available for months, years, or maybe never!
- O: Search function provided links, but “Sorry” they no longer existed!
- O: Most prior bookmarks made by users for past many YEARS no longer worked – “Sorry”.
- **O: Response: “The old website was so outdated that we didn’t directly transfer over any content from the old site to the new. Every page in the new website was manually rewritten from scratch.” Which is likely to be error prone!!**
- O: Keyword searches (eg. a name) often goes to archive.dnv.org and results in “Network Timeout”
- R: Content is even more important than layout/structure. Content can migrate during rewrite/restructuring but should never be “lost”.
- R: Ask USERS what needs to be improved – by online/surveys/emails

Reference Web Sites:

<http://www.town.richmond-hill.on.ca/homepage.asp>



<http://vtrural.org/sites/default/files/content/DigitalEconomy/municipal-website-toolkit.pdf>

Creating and Managing a Municipal Website

One of the services that provided great opportunity for enhanced communication within towns, and greater community resilience was the creation of municipal websites. Through the Vermont Digital Economy Project and its partner organization, the Snelling Center for Government, we created or updated 26 municipal websites for towns across Vermont. Although our project is concluded, we wanted to share the process that we used to create these municipal websites with anyone who is interested. They are below.

A good starting point for this learning is our other article, called [5 Tips for Creating a Successful Municipal Website](#).

Contents

- The Value of Municipal Websites 2
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 - Participation 2
 - Access 2
 - Economic Development 2
- 1. Where Does Your Website Currently Stand? 2
 - Usage 2
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The Value of Municipal Websites

Municipal websites are valuable for a number of reasons:

Communication: To begin with, these sites are a powerful tool for towns to communicate with their citizens, and they allow site visitors to get quick answers to easy questions.

Participation: In addition, these websites expand opportunities for citizens to participate in and be informed by local government. In many smaller towns, town offices are only open at certain times of day, which may be inconvenient for many of those towns' residents. By offering more information online, a town is offering an opportunity for more of its residents to be well informed, and to participate in the process of keeping the community running smoothly.

Access: As more and more people become accustomed to finding the information they need online, municipal website can enable towns to communicate with visitors and residents in a way they are accustomed to.

Economic Development: Finally, these websites offer towns the opportunity to showcase their communities. A well-constructed municipal website is often the first result on a search engine when somebody searches for the name of that town, so if that site has information for residents and visitors alike, it can be a true driver of economic development.

1. Where Does Your Website Currently Stand?

When a town decides it is time to either update or create a new website, the most important first step is to look at what it already has, and to understand what it needs. A town needs to understand who is using its current site, why, and what information users are expecting to find on the site. If a town has no site, then it needs to understand what questions its citizens ask the most frequently.

Usage

If there is already a website, look at the data that it has been collecting. The best scenario is if the site is already using Google Analytics, which can be used to look at a variety of important data, such as where visitors come from, what they're looking at, and how long they stay. Most web hosting services do provide some data on web usage, though, and it is important to look at whatever data is available, to determine who the site's visitors are, and why they are visiting.

Content

Whether there is already a site in use or not, it is possible to gain some understanding of what types of content users are most interested in. You can find this information by looking at what pages are visited the most, or looking at the history of searches that users have done through the site's search-bar, if it has one. If there is no site, think about what forms are requested most frequently from the town offices, or what questions are brought up by people in conversation, or on social media platforms like Front Porch Forum.

Updates

Finally, to analyze a site, you must also ask yourself how it is currently being run. Is this process of keeping up the site done in-house, and if so, by whom? A mark of a successful municipal website is one that can be managed internally, without resorting to (or paying) somebody outside of the town itself. It is also helpful, when looking at a current site, to think about structure, age, and aesthetics. What impression does the site currently



give to people looking up the town to perhaps visit it? Can community members find information easily? How frequently is it updated? Answering these questions will help give a better sense of what will be needed in the future to maintain a new, well-managed, usable, and up-to-date site.

2. Soliciting feedback from the community

A town's municipal government is there to serve the best interest of the town, and thus of its community members. In order to do so, it is important to solicit feedback from a town's citizens, when putting together a new site.

The Snelling Center for Government conducted a Community Discussion around the website in many of the towns they served. Through this process they invited residents to come participate in a facilitated discussion about their community. They made sure to keep the focus positive, to celebrate what was working, and asked what folks thought would be useful on the sites. This was important for a couple of reasons:

1. Municipal websites should exist to inform and serve citizens. If sites do not have relevant or useful information to the site's visitors, they won't be adopted by the community. Adoption matters, especially in emergency settings.
2. Conversation can derive information that can be used in the development of the websites. In the towns where the Snelling Center conducted these meetings, residents shared information that wouldn't have been gained from talking with one person in town. Thus, this meeting prevents site development work from being done in silo, and allows the sites to truly reflect the communities they are representing.

Read examples of how the community helped to give great insight into the municipal website in [Mendon](#) and [Wilmington](#).

3. Mapping out content

Based on analytics data and feedback, work to create a site-map and to prioritize content. This content should be organized under heading and sub-headings, which will then become the menus and navigational structure of the website. [Click here for an article on the approach one library took to organize its content.](#)

4. Designing and Building the Website

Choosing a Content Management System (CMS)

A Content Management System is the platform that enables a website administrator to add new content and to update the website when appropriate. While it is always helpful to know basic HTML and CSS to make the site function, many CMSs do not require that skill, and instead offer easy-to-use, What You See is What You Get (WYSIWYG) editors for adding content.

Here is a good definition of a content management system, from <http://www.joomla.org/about-joomla.html>:

“A content management system is software that keeps track of every piece of content on your Web site, much like your local public library keeps track of books and stores them. Content can be simple text, photos, music, video, documents, or just about anything you can think of.”

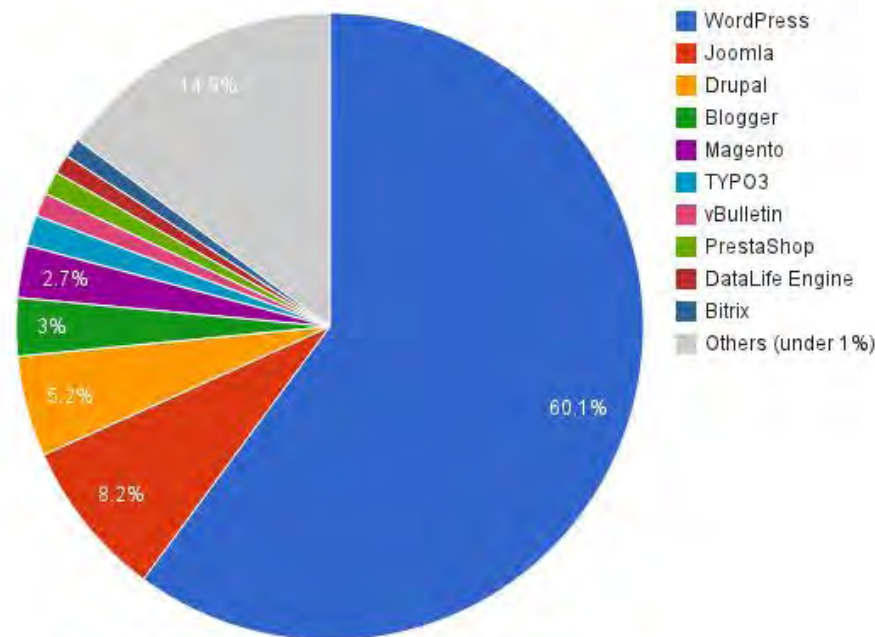


While many CMSs are proprietary, some of the most popular systems are open-source, meaning they are free to use, and develop. Usually, this means there is also a vibrant community dedicated to building and improving that system, of whom you can ask questions. Proprietary CMSs, on the other hand, often cost an annual fee, and are frequently less flexible. However, they do have the advantage of usually coming with a help line to call and receive answers.

Below is a chart of the Content Management Systems being used across the internet as of 2014. We strongly suggest using a CMS that has a large user base, because it means there are a large number of people invested in keeping it updated, free of bugs, and running smoothly. It also means there is a larger community of people who have probably run into whatever questions you might have already, and how know how to solve them.

For the websites we built, therefore, we used WordPress.

Market Share Trends Web Content Management Systems



Data collected by W3Tech.com / Last update: July 1, 2014

Building for Web and Mobile Devices

A site should be built with more than just computers in mind. The current web browsing landscape is rapidly changing: By 2015, more Americans will access the Internet via mobile devices than desktop PCs. (Source: <http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html>), and in 2011, global smartphone shipments exceeded personal computer shipments for the first time in history. (Source: <http://www.whitehouse.gov/sites/default/files/omb/egov/digital-government/digital-government.html>). A successful website, therefore, must look good on a desktop, laptop, tablet, and smart phone, across a variety of different web browsers. In other words, new sites should be designed to be responsive.



Basic Usability and User Experience

No matter what the content on a website, if a user cannot find the information he or she needs in a manner that is simple, clear, and easily navigable, then the website is not successful. This is what usability refers to: ensuring that the information a user is looking for is easy to access and that the site is simple to use.

Usability also refers to ADA compliance. As a municipal website, it is doubly important that the site be easy to navigate and ADA compliant. You can find a list of compliance standards for the state of Vermont here:

<http://www.vermont.gov/portal/policies/accessibility.php>

User experience, on the other hand, focuses on the overall experience the user had on the website. Perhaps it was easy for her to find the information she wanted, but she came away feeling unhappy about the experience. Think about walking into a dim, dirty store. You may be able to find the toothpaste you were looking for, but the experience could have been better. A website should have both good usability and a good User Experience.

Here is a helpful article explaining these two terms: <http://www.uie.com/brainsparks/2007/03/16/the-difference-between-usability-and-user-experience/>

You can find some great information on usability and User Experience, particularly as it relates to government sites, here: <https://www.digitalgov.gov/2014/11/07/welcome-to-user-experience-month/>

There is also a usability starter kit, with great resources, here: <http://www.digitalgov.gov/resources/digitalgov-user-experience-program/digitalgov-user-experience-program-usability-starter-kit/>

Other Considerations

- **Community Television / Public Access Station Partnerships:** Some towns have created partnerships with their Community Access station to video meetings, a link to which is then posted on the website. This expands opportunities for citizens to participate in government, and promotes transparency. For example, the [Town of St. Albans](#) posts a link on their website's front page to their [selectboard videos](#) in addition to [the minutes](#).
- **Information for non-residents:** While residents do access municipal websites for information, the majority of the site traffic we found when we looked at municipal website's analytics was coming from other geographic locations. For example, in Halifax, the town's top 7 visitor locations were as follows: 1. Halifax (7.5%) 2. Burlington 3. Brattleboro 4. Montpelier 5. Manchester 6. Amherst 7. New York (1.7%). There is therefore an enormous opportunity to improve visitor engagement on these sites even without becoming a tourism site. For example, you may consider offering information about what it's like to live in a town, adding links to area Chambers, making sure there are photos of the area, and listing or linking to local events.

5. Creating a process for continued updates

Planning: Criteria For Success

In order to keep the site up to date and successful after its launch, it is important to have a plan in place before the site is launched. A town should be able to answer the following points before the site is built and before any requests are made to have a volunteer/vendor create a website:

1. Who has final decision making authority the website and budget?



2. Who will manage the site once it has launched?
3. List each person's Roles/Responsibilities
4. Have a privacy and linking policy in place on the website.

Internal Management

Below is a very basic example from a Digital Economy Project Town of a clear document whose purpose is to clearly identify Roles & Responsibilities of each website user. When creating your own document for your site, make sure the selectboard, Town Clerk and other officials understand who does what for continuity of operations, especially in an emergency and for standard business:

Administrators: Jane Doe and John Smith

Task: Upload Agendas (SB, PC, DRB). Upload Minutes (SB, PC, DRB)

- **Who:** Jane Doe
- **When:** Minutes will be uploaded within five days of the meeting. Agendas will be posted 48 prior to a regularly scheduled meeting, and special meetings will be posted 24 hours in advance.

Task: Emergency Information

- **Who:** Jane Doe
- **When:** In and emergency!

Task: Keep News and Announcements Current and Update Announcements Box

- **Who:** John Smith
- **When:** News and Announcements will be updated weekly, on Tuesdays.

Additional Resources

- [Stories about Municipal Websites](#): read about the experiences that towns had with the process we described.
- [5 Tips for Creating a Successful Municipal Website](#): five suggestions to ensure that your town's new municipal website is dynamic, usable, and up-to-date.
- [GovLoop](#): A website for staying in touch with a community of government workers, with articles that address topics from one's online presence to office management.
- [DigitalGov](#): A great resource on effectively bringing government online.
- [vermontbroadband.org](#): The Vermont Digital Economy Project's Predecessor, e-Vermont, also worked with the Snelling Center for Government on Municipal websites, and created a [website](#) with a repository of information for officials and citizens who want to build a web presence for their town or make improvements to existing online information. The resources below were created in 2012 and have not been updated, but the majority of the information is still relevant and helpful:



- Check out the [Plans and Policies](#) section for examples of strategic plans, website policies and web manager job descriptions and written by municipal officers, along with a sample RFP for website work and questions to ask before hiring a vendor to do Web-related work.
- Search the [Resource Library](#) for links to topics related to website and online application management.
- Look through a [town website template](#) filled with examples of useful content that encourages transparency and openness in local government.
- Read the [e-Gov Blog](#) section for tips on optimizing search for town websites, municipal records retention on the Web and registering a town website for a .vt.gov domain name.

https://www.academia.edu/attachments/30612528/download_file?st=MTQ2MDk1NTAyNCw1MC42OC4yMzMUMT11LDEwODM1NjY5&s=swp-toolbar&ct=MTQ2MDk1NTAzMywzMjMyNTYsMTA4MzU2Njk=

An Ideal Model for Virtual Communication on Municipal Government Websites

By

Andrew Blake Freeman

Applied Research Project

Submitted to the Department of Political Science



In Partial Fulfillment for the Requirements for the Degree of
Masters of Public Administration

Fall 2012

Faculty Approval:

Hassan Tajalli, Ph.D.

Emily Balanoff, Ph.D.

Felecia Shaw, MPA

Table 3.1: Operationalization table

Descriptive categories	Criteria to be evaluated	Measurement
1. General website structure		
Local municipal websites should have easy to use search engines.	1. Does the website have a built in search engine?	Yes, No, Could not determine, Not applicable
	2. Is the annual budget found as first hit on a search entry for '2012 Annual Budget'?	Yes, No, Could not determine, Not applicable
Local municipal websites should include a news section.	3. Does the website have a dedicated news section?	Yes, No, Could not determine, Not applicable
	4. Has there been a news post in the last 30 days?	Yes, No, Could not determine, Not applicable
Local municipal websites should post contact information for all departments.	5. Does the website have a contact information link visible on the main page?	Yes, No, Could not determine, Not applicable
	6. How many clicks are required to get to the contact page for the city manager?	Number of clicks required
Local municipal websites should make available online payments for bills, permits, fines, and fees.	7. Does the website offer online payment transactions?	Yes, No, Could not determine, Not applicable
	8. If so, which type? (e.g., utility bills, permits, fines, fees, other)	Transaction name, Not applicable
Local municipal websites should have a mobile phone browser display option.	9. Does the website offer a mobile phone browser display option?	Yes, No, Could not determine, Not applicable

Table 3.1: Operationalization table *continued*

Descriptive categories	Criteria to be evaluated	Measurement
1. General website structure (continued)		
Local municipal websites should include blogging.	10. Does the website have a blog page?	Yes, No, Could not determine, Not applicable
	11. If so, which users make posts? I.e. communications department, administration officials, elected officials, other.	Poster's name, Not applicable
Local municipal websites should incorporate YouTube videos.	12. Does the city have an official YouTube channel?	Yes, No, Could not determine, Not applicable
	13. If so, how many videos have been uploaded?	Number of videos listed, Not applicable
	14. If so, how many subscribers are there?	Number of subscribers, Not applicable
Local municipal websites should offer RSS.	15. Does the website offer an RSS subscription for news releases?	Yes, No, Could not determine, Not applicable
Local municipal websites should offer e-mail subscription options for different news and information.	16. Does the website offer an email subscription option?	Yes, No, Could not determine, Not applicable
	17. If so, which different options may be selected for specific areas of interest?	Option names, Not applicable
2. Access, usage, and transparency		
Local municipal websites should be easy to navigate.	18. Does the website use drop-down menus?	Yes, No, Could not determine, Not applicable

Table 3.1: Operationalization table *continued*

Descriptive categories	Criteria to be evaluated	Measurement
2. Access, usage, and transparency (continued)		
Local municipal websites should make it easy to find commonly requested information quickly.	19. How many clicks are required to find the municipal code of ordinances?	Number of clicks required.
Local municipal websites should post commonly requested documents online.	20. Is elected official information located in one section?	Yes, No, Could not determine, Not applicable
	21. Is there an archive of annual budgets available for viewing?	Yes, No, Could not determine, Not applicable
	22. Does the website post the municipality's check register for viewing?	Yes, No, Could not determine, Not applicable
	23. Does the website post agenda from elected officials' meetings? (e.g., city council meetings)	Yes, No, Could not determine, Not applicable
	24. Does the website post minutes from elected officials' meetings? (e.g., city council meetings)	Yes, No, Could not determine, Not applicable
	25. Does the website make streaming video available online for elected officials' meetings? (e.g., city council meetings)	Yes, No, Could not determine, Not applicable

Table 3.1: Operationalization table *continued*

Descriptive categories	Criteria to be evaluated	Measurement
2. Access, usage, and transparency (continued)		
Local municipalities should encourage and promote computer access and usage.	26. Does the municipality offer free computer access at the public library?	Yes, No, Could not determine, Not applicable
	27. Does the municipality offer free computer training courses?	Yes, No, Could not determine, Not applicable
Local municipalities should provide free Wi-Fi in public buildings.	28. Does the city advertise and provide free public Wi-Fi in public places?	Yes, No, Could not determine, Not applicable
	29. If so, where is Wi-Fi advertised as being provided?	Names or places listed with available Wi-Fi, Not applicable
Local municipalities should offer comprehensive online request systems for citizens to report issues and make requests.	30. Does the municipality offer a type of comprehensive online citizen request system?	Yes, No, Could not determine, Not applicable
3. Social media		
Local municipalities should have Facebook pages.	31. Does the municipality have its own Facebook page?	Yes, No, Could not determine, Not applicable
	32. If so, how many “likes” or “friends” does the page have?	Number of “likes” or “friends,” Not applicable
	33. Does the municipality use the events option for posting upcoming events?	Yes, No, Could not determine, Not applicable
	34. How many posts have been made?	Number of posts made, Not applicable

Table 3.1: Operationalization table *continued*

Descriptive categories	Criteria to be evaluated	Measurement
3. Social media (continued)		
Local municipalities should have Twitter pages.	35. Does the municipality have its own Twitter page?	Yes, No, Could not determine, Not applicable
	36. How many followers does the page have?	Number of followers, Not applicable
	37. How many tweets has the municipality made?	Number of tweets made, Not applicable
Local municipalities should offer text messaging subscription services for news and information.	38. Does the website offer a text messaging subscription service?	Yes, No, Could not determine, Not applicable
	39. If so, what options may users select to receive text-message alerts?	Names of the different options available for selection, Not applicable
Local municipalities should use smartphone applications.	40. Does the website offer any applications available to be used on iPhones?	Yes, No, Could not determine, Not applicable
	41. If so, what are the types of applications?	Names of the different options available for selection, Not applicable
4. E-participation & e-democracy		
Local municipalities should offer a chat option to speak with employees live.	42. Does the website offer an option for users to chat with someone live for assistance?	Yes, No, Could not determine, Not applicable

Table 3.1: Operationalization table *continued*

Descriptive categories	Criteria to be evaluated	Measurement
4. E-participation & e-democracy (continued)		
Local municipalities should include a message board for discussions and questions.	43. Does the website have a message board available for users to post discussion topics?	Yes, No, Could not determine, Not applicable
	44. If so, how many discussion topics posted?	Number of discussion topics posted, Not applicable
	45. How many members are registered on the message board?	Number of registered members, Not applicable
Local municipalities should provide options for citizens to provide feedback online.	46. Does the website have links on each page for users to be able to provide feedback on the website?	Yes, No, Could Not Determine, Not applicable
Local municipalities should allow comments online on any news postings.	47. Does the website allow users to comment on news postings?	Yes, No, Could Not Determine, Not applicable
Local municipalities should use different online tools to gauge public opinion.	48. Does the website contain an active public polling tool on the main page?	Yes, No, Could Not Determine, Not applicable
	49. If so, what is the polling question currently being asked?	Polling question currently being asked, Not applicable
Local municipalities should solicit information online regarding current relevant topics or items.	50. Are there any posts on the main page requesting users to submit their comments on a particular item?	Yes, No, Could not determine, Not applicable
	51. If so, what is being asked?	Question currently being asked, Not applicable

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