

Wednesday Feb 19th 2014

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

Time: 7:00-9:00pm

Chair: John Miller – Lower Capilano Community

Resident;s Assoc. jimmam@shaw.ca 604-985-8594

Regrets: Dan Ellis – LV Bosa PIM

1. Order/content of Agenda

- a. Chair Pro-Tem Suggests:

2. Adoption of Minutes of Jan 15th

- a. <http://www.fonvca.org/agendas/feb2014/minutes-jan2014.pdf>
- b. **Business arising from Minutes.**
- email to DNV council re: Jan 15th agenda item 5(a)
<http://www.fonvca.org/agendas/feb2014/January-29-letter-to-council.pdf>

3. Roundtable on “Current Affairs”

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

- a. **EUCCA**
 - Update on Edgemont Village Refresh Process
- b. **Blueridge C.A.**
Eric Andersen’s Feb 3rd “Award of Honour”

4. Old Business

- a) Update: “Process” FONVCA Committee
- b) Update: OCPIC by Corrie Kost / Dan Ellis

5. Correspondence Issues

- a) **Business arising from 8 regular emails:**
Distributed with full package and posted on web-site
- b) **Non-Posted letters – 0 this period**
Distributed with full package (if any) but not currently posted on web-site.

6. New Business

- a) “FONVCA” anticipated amalgamation
Historical context - by Corrie Kost Ref:
http://www.dnv.org/upload/documents/Council_Agendas_Minutes/140203RC_AGN.htm item 9.11
- b) Changing Landscape of Municipal Libraries
- verbal report by Corrie on COW meeting of Feb 11th
http://www.dnv.org/upload/documents/Council_Agendas_Minutes/140211CW_AA.pdf

7. Any Other Business

- a) **Congestion and Nowhere to Go**
http://www.bcbc.com/content/1027/RoadPricingPaper_FINAL.pdf
Limited copies for distribution at meeting.

- b) **Searching for specific information in a large collection of pdf files.** - tips

8. For Your Information Items

a) Non-Legal Issues

- i. **News-Clips of the month Feb 2014**
<http://www.fonvca.org/agendas/feb2014/news-clips/>
The annotated newspaper clips may be worth a read!
- ii) Triple Bottom Line – What is it? How does it work?
<http://www.fonvca.org/agendas/feb2014/Triple-Bottom-Line-insert.pdf>
- iii) **DNV 2014 Assessment**
2013: \$30,516,638,459 2014: \$30,709,475,273
Tax rate comparisons (2013):
http://www.cscd.gov.bc.ca/lgd/infra/tax_rates/tax_rates2013.htm
- iv) **National Municipal Adaptation Project**
<http://www.localadaptation.ca/>
- v) **Vancouver Consumer Price Index for Year 2013 December 2012 to December 2013: +0.2%**
Dec2002: 100.0, Dec2012: 118.3 Dec2013: 118.5
<http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/cpis02a-eng.htm>
- vi) **Affordability Index – by the numbers**
<http://www.fonvca.org/agendas/feb2014/news-clips/Affordability-Index.pdf>
- vii) **TRANSLINK - by the numbers/governance**
<http://www.fonvca.org/agendas/feb2014/news-clips/TRANSLINK-by-the-numbers.pdf>
<http://www.fonvca.org/agendas/feb2014/Mayors-to-have-more-control-over-transit-diagram.pdf>

b) Legal Issues

- i) **OCP Process and Consultation**
http://www.fonvca.org/agendas/feb2014/LGD_OCP_Process_and_Consultation.pdf

9. Chair & Date of next meeting

Wed. March 19th 2014

FONVCA Received Correspondence/Subject

13 January 2014 → 16 February 2014

LINK	SUBJECT
http://www.fonvca.org/letters/2014/13jan-to/Doug_Curran_26jan2014.pdf	Initial comments on 1700 Marine Drive – Imani Developments proposal
http://www.fonvca.org/letters/2014/13jan-to/Doug_Curran_28jan2014.pdf	What we bring to the meeting / considerations for January 29th - Larco's Capwest Public meeting
http://www.fonvca.org/letters/2014/13jan-to/Cathy_Adams_3feb2014.pdf	Thank you from FONVCA-Healthy Neighbourhood Funding
http://www.fonvca.org/letters/2014/13jan-to/Corrie_Kost_3feb2014.pdf	Last minute additions to agenda...
http://www.fonvca.org/letters/2014/13jan-to/Natasha_Letchford_4feb2014.pdf	RE: Last minute additions to agenda...
http://www.fonvca.org/letters/2014/13jan-to/Steven_Petersson_4feb2013.pdf	Re: 1325 - 1335 Draycott Road Proposal
http://www.fonvca.org/letters/2014/13jan-to/Wendy_Qureshi_6feb2014.pdf	Bosa not following the rules.
http://www.fonvca.org/letters/2014/13jan-to/Wendy_Qureshi_6feb2014b.pdf	Developers not transparent

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

Notetaker

Feb 2014	John Miller	Lower Capilano Community Residents Assoc.	To be determined
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.	Charlene 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.	Brenda Barrick
Dec 2010	John Hunter	Seymour C.A. ← Meeting with DNV Staff on Draft#1 OCP	None
Nov 2010	Cathy Adams	Lions Gate C.A.	John Hunter
Oct 2010	Eric Andersen	Blueridge C.A.	Paul Tubb
Sep 2010	K'nud Hille	Norgate Park C.A.	Eric Andersen
Jun 2010	Dan Ellis	Lynn Valley C.A.	Cathy Adams
May 2010	Val Moller	Lions Gate C.A.	Cathy Adams
Apr 2010	Paul Tubb	Pemberton Heights	Dan Ellis
Mar 2010	Brian Platts	Edgemont C.A.	Diana Belhouse
Feb 2010	Special		
Jan 2010	Dianna Belhouse	S.O.S	K'nud Hille

FONVCA

Draft Minutes of Regular Meeting, Wednesday January 15th, 2014

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

Time: 7:00-9:00pm

Chair: Dan Ellis – LVCA Tel: 604-816-8823 Email: ellis7880@shaw.ca

Regrets: ?

Attendees:

Corrie Kost	Edgemont & Upper Capilano C.A.
Diana Belhouse	Delbrook Community Association
Dan Ellis (chair pro-tem)	Lynn Valley Comm. Association
Eric Andersen	Blueridge Comm. Association
Rob Dickison	Blueridge Comm. Association
Val Moller	Woodcroft / L.G.N.A.
Cathy Adams	L.G.N.A.
John Miller (notetaker)	Lower Capilano Comm. Res. Assoc.

1. Order/content of Agenda

- a) Motion for Call to Order at 7:10 pm
- b) Chair Pro-Tem Suggests: as is

2. Adoption of Minutes of November 29th, 2013

- a. Moved by Cathy. Adopted

3. Roundtable on “Current Affairs”

a) EUCCA – Corrie Kost

Reported on William Griffin upcoming meeting and the Edgemont Refresh meeting that took place. <http://www.fonvca.org/agendas/jan2014/dnv-dialogue-9jan2014b.pdf>

b) BCA - Eric Andersen

Reported on their meeting regarding ‘Cultivate’ and discussions on street tree planting with District staff in attendance which indicated a change in policy of leaving it more up to the neighbourhood to decide if they wanted trees on their boulevard.

Also reported on sharing garden in Blueridge where residents work together to raise crops not for themselves but for donations to others. They discussed a possible location adjacent to the former slide site. They also reported on exploring having a welcome wagon working with them and reported their Association now has a brochure for the welcome wagon to hand out to new residents.

c) Woodcroft - Val Moller

Reported on Woodcroft not receiving the Fullerton Avenue survey and discussions between DNV staff and Woodcroft Strata Council on improving communication between Woodcroft and the District. Val also reported on having Woodcroft being added to the District's website.

A request has been submitted to have a live link notification for the District meeting notifications. Some users find the notification does not contain a live link but needed to cut and paste the text to go to the notification area.

d) Delbrook - Diana Belhouse

Reported on the planning communications regarding the redevelopment of Delbrook Rec Centre. Association may have a UBC student investigate and gather facts about the site for them.

e) LCCRA - John Miller

Reported on a Request for Expression of Interest issued by the District for a new contract for Bus Shelters & Benches which contains an option for possible 'electric signs' but doesn't detail what type of signs are intended (free standing billboards or electric signs for bus shelters?).

f) LGNA - Cathy Adams

Reported on non-delivery of the North Shore News and wondered what impact it has on residents not getting it. Discussion ensued where others also reported on not getting the NS News and fewer received the Outlook.

4. Old Business

- a) **"Process" FONVCA Committee** – the committee made the front page picture on a SFU brochure. They haven't met lately and had nothing further to report.
- b) **OCPIC** – met that evening. Long discussion on how to be more effective. Expect the committee will be extended another year or two. Ongoing metrics (11 in OCP). Reported that changes to the OCP should be coming to Council soon.
- c) **Healthy Neighbourhood Fund** – DNV repaid the payment (\$444) that Corrie paid for the FONVCA website (now paid up for a 3 year period).

5. Correspondence Issues

- a) Diana moved a motion, seconded by John, "That FONVCA send a letter urging District Council to follow-up on the suggestion from Councillor Nixon [Council meeting of 18 Nov/2013] to review the impacts of mountain biking and trail building on the North Shore." Carried unanimously. Letter to be prepared for Dan Ellis to sign as chair pro-tem.

b) Email regarding the Norgate Association and whether they post their minutes. John to follow-up.

6. New Business

a) OCP design guidelines for Multi-Family Housing – the minutes are posted. http://www.dnv.org/upload/documents/Council_Agendas_Minutes/140113CW_AGN.pdf#page=1
Five code restrictions for coach houses will result in the possibility of only a few units in the District. Among other suggestions Corrie had commented at the COW meeting that shadow studies should also include the winter solstice ~ Dec 21

b) CAC's – concerns that they were applied inconsistently and not made public as to how they are determined for each project. Need for transparency.

c) COW (Nov 25th) on climate change.

DNV planned to establish an “International Council on Local Environmental Initiatives” working group, focussed on climate change adaptation (building dykes, preventing floods etc) as part of the 2014 financial plan. See DNV minutes on pages 8-9 of

http://www.dnv.org/upload/documents/Council_Agendas_Minutes/140113CW_AGN.pdf#page=1 and pages 21-26 of

http://www.dnv.org/upload/documents/Council_Agendas_Minutes/131125CW_AGN.pdf

7. Any Other Business

a) Public input sought on disability policy

<http://www.fonvca.org/agendas/jan2014/Public%20input%20sought%20on%20disability%20policy.pdf>

b) Public Notification – recent purchase of property (1326-1336 Main St for about \$3.3m) by Council was not published in a transparent fashion, and the question was raised as to whether the public should be properly informed of such a major purchase.

c) Jan 22 William Griffin Public Information Meeting

<http://www.fonvca.org/agendas/jan2014/William%20Griffin%20Public%20info%20meeting%20January%202014.pdf>

Next Meeting: February 19th 2014

Suggested Chair: John Miller, LCCRA

January 29/2014

Your Worship & Members of Council,

At a regular FONVCA meeting of January 15th 2014, the following motion was passed unanimously by those members present:

“That FONVCA send a letter urging District Council to follow-up on the suggestion from Councillor Nixon [Council meeting of 18 Nov/2013] to review the impacts of mountain biking and trail building on the North Shore.”

We would be grateful to hear from you as to whether such a review is being contemplated and when it might occur.

Yours truly,

Dan Ellis

FONVCA Chair pro-tem

FONVCA AGENDA ITEM 5(a) # 1

Subject: Fwd: Initial comments on 1700 Marine Drive - Imani Developments proposal
From: DOUGLAS CURRAN <dougcurran@shaw.ca>
Date: 26/01/2014 9:22 PM
To: fonvca@fonvca.org
CC: kost@triumf.ca

----- Forwarded Message -----

From: "DOUGLAS CURRAN" <dougcurran@shaw.ca>
To: dallan@dnv.org
Cc: "Brian Bydwell" <Brian_Bydwell@dnv.org>
Sent: Sunday, 26 January, 2014 10:18:43 PM
Subject: Initial comments on 1700 Marine Drive - Imani Developments proposal

Hello Doug,

I would like to offer a few comments with regard to the Marine Drive Plan under which the Imani Developments proposal for 1700 Marine Drive is submitted. I am not directing my comments directly to Imani's plans, which appear to generally meet the guidelines for the C9 mixed use designated for the site.

My concerns is for the overall guidelines themselves, for the highly limited manner in which the plan was developed and its narrow scope. The bald evidence of the plan's deficiencies are increasingly evident with every building completed along Marine Drive.

I am not aware of anyone, from residents, to DNV politicians, to visitors, who view the slate of completed Marine Drive 1.75 C9 projects as either desirable, or successful in terms of economics or realization for animating Marine Drive socially.

To the best of my knowledge the entire Marine Drive Plan was badly hatched as a pet project of a small group of local citizen activists. From my experience of the planning committee I would suggest that the ultimate goal was less about creating a vibrant Marine Drive community and more about loading density along Marine Drive in order to force the DNV to purchase the former Capwest Winter Club site for park and recreational centre space. Given its present realization and form, I would suggest that the Marine Drive Plan as presently constituted be frozen and approached anew.

I sympathize with developers who are faced with the present guidelines for the Marine Drive corridor, but more, I dread the conformity, the lack of useable public space and the conventionality imposed by the design guidelines. It is terrible, a blight and will confirm for the next 40+ years the timidity of design and lack of vision for Marine Drive.

regards, Doug Curran

FONVCA AGENDA ITEM 5(a) # 2

Subject: Fwd: What we bring to the meeting / considerations for January 29th - Larco's Capwest Public meeting
From: DOUGLAS CURRAN <dougcurran@shaw.ca>
Date: 28/01/2014 4:54 PM
To: fonvca@fonvca.org
CC: kost@triumf.ca

----- Forwarded Message -----

From: "Douglas Curran" <dougcurran2046@gmail.com>

Sent: Tuesday, 28 January, 2014 5:27:21 PM

Subject: What we bring to the meeting / considerations for January 29th - Larco's Capwest Public meeting

Tomorrow evening at the Capilano Rugby Club, Art Phillips and Larco will present their application plans for the Capwest site to the community, as part of the development public process.

Attached are some background comments with regard to the issues that will bear on every resident's thinking on the project and the future for this community. As the remarks summarize, let's not be the people who never miss a chance to miss a chance...

regards, Doug Curran

— Attachments: —

What do we bring to the meeting.pdf

64.0 KB

What do we bring to the meeting?

Tomorrow evening (Jan. 29), Larco will present to the area residents their plans for development of the 4.5 acre Capwest site. As noted in the DNV notice, the site will include a variety of housing units, ranging from seniors rental units, to smaller units suitable for young singles to larger townhouses suitable for families.

For many in our neighbourhood the question remains, “Why should we allow this? What benefit is this to me? How does this multi-year construction impact my property values?”

The answer to most of these questions is found not simply in terms of dollars – the application includes a number of neighbourhood improvements that will only be obtained through redevelopment of the Capwest site. These improvements, it should be noted, will not be obtained otherwise, or funded by general DNV tax revenues.

The long period of uncertainty of the future of both the Larco site, combined with vacant properties and other marginal businesses along Capilano Road, has long suppressed the desirability and thus the property values in our neighbourhood. Estimates of the impact on property prices for our single family homes are that they run 20-25% below other areas of the DNV for equivalent homes and lot sizes.

Some of the benefits included in the Capwest project – and publicly available to all, include:

- traffic and streetscape improvements to Fullerton Avenue (based on plans initiated through a community residents initiative)
- the unique pedestrian-dominated “woonerf” street, running from Fullerton to Curling. Patterned after similar streets found in Europe and similar to Granville Island, this “shared space” road design acts as a meandering public space, calming traffic to the human pace, expanding on and connecting the public plaza, the community centre and planned expansion of Belle Isle Park.
- multi-use trail along the west side of the development. Lined with trees and benches, this walkway will accommodate pedestrians and cyclists, connecting Curling Road to Fullerton.
- Small seniors rental housing. Desperately needed across the North Shore, these small rental units will appeal to seniors wanting alternatives to their single-family homes, while allowing them to “age in place” in a highly walkable, transit-improved community.
- Community neighbourhood house as a meeting, activity and resources centre for all ages. Approximate cost in excess of \$12 mil.
- Open landscaped 8,000 sq. ft. public plaza
- New signalized intersection at Curling and Capilano Road

All of the above are obtained through either Development Cost Charges (DCC) or Community Amenity Contributions (CAC), provided by the developer’s construction budget. They will not be obtained in any other way. The DNV – and your tax rates – will simply not afford them.

There is an old saying, “You can’t make an omelet without breaking eggs.” Some point out that the development will mean several years of construction and traffic disruption, that in the end “we will get nothing” and it is better to reject the plan, or (even more unrealistically) commit all of the South of Fullerton/SoF to a plan for high density and obtain the dream of high land values obtained from a 3.5 FSR density. (for comparison, Capwest’s planned density is approx. 2.43, below the 2.5 density anticipated within the OCP Village Centre plans). In fact most of the construction will occur without using any part of Fullerton and the developer will have a full construction management plan in place, controlling construction traffic, noise and dust control.

Beyond the unrealistic vision of a 3.5 FSR SoF, there remain other problems that would almost certainly defeat the realization for “millions” being effortlessly obtained through simply declaring a desire to sell for high density. The accompanying CAC levies of 75% of increased property values mean that developers cannot pay multiples over the existing market values for properties.

Additionally, for many, such as the lots along the west side of Glenaire & riverside McLallen Court, the provincial riparian laws and DNV Development Permit Area/DPA policies would require lot setback (30 metres from bank) from the Capilano River on any new redevelopment, making most of these homes extremely unappealing to any developer. As one development consultant commented, “I would be asking for land re-assessment if that was mine.”

So, the question remains, what does the development of Capwest mean for my home value? A number of real estate reports show that the market for homes with high walkability scores as well as calmed traffic have improved values, as does the trail amenities, transit options and the desirability of the community centre. These are the key components buyers increasingly look for.

All of those amenity values will accrue to the lifestyle of residents and to resident home values in the Gateway, as a result of the Capwest redevelopment. Carrying the vision forward to the Capilano Road properties offers the opportunity to live within a truly unique and complete community. Increasingly people desire this, increasingly people will pay for this. What buyers will not pay for is an area with no amenities, no renewal, and no possibility for a vibrant future.

My wish is for residents of this neighbourhood to attend Wednesday evening’s meeting with a broadly-based outlook for their own best self interest, and to take a similar awareness to the planned-for DNV meeting dealing with Infill Housing options for the peripheral residential areas. Let’s not find ourselves in the position once used to describe another small, marginalized group: “They never miss a chance to miss a chance.”

Regards,
Doug Curran

email: dougcurran@shaw.ca

FONVCA AGENDA ITEM 5(a) # 3

Subject: Fwd: Thank you from FONVCA-Healthy Neighbourhood Funding
From: Brian Platts <bplatts@shaw.ca>
Date: 03/02/2014 12:07 PM
To: Corrie Kost <corrie@kost.ca>

----- Original Message -----

Subject: Thank you from FONVCA-Healthy Neighbourhood Funding
Date: Mon, 03 Feb 2014 09:45:43 -0800
From: Cathy Adams <CathyAdams@shaw.ca>
To: Penny Chester <ChesterP@dnv.org>
CC: DNV Mayor and Council <council@dnv.org>, FONVCA@fonvca.org

Dear Penny

On behalf of FONVCA, I want to express our appreciation to the District for providing funding for website maintenance

costs for our organization. Our mandate is to improve the quality of life in District neighbourhoods.

The District's contribution through the

Healthy Neighbourhood Fund assists us to strengthen communication through the sharing of information via this essential tool.

Cathy Adams,

on behalf of the Federation of North Vancouver Community Associations

FONVCA AGENDA ITEM 5(a) # 4

Subject: Fwd: Last minute additions to agenda...

From: Brian Platts <bplatts@shaw.ca>

Date: 04/02/2014 11:45 AM

To: Corrie Kost <corrie@kost.ca>

----- Original Message -----

Subject: Last minute additions to agenda...

Date: Mon, 03 Feb 2014 23:39:11 -0800

From: Corrie Kost <corrie@kost.ca>

To: Mayor and Council - DNV <Council@dnv.org>

CC: fonvca@fonvca.org

Your Worship & Members of Council,

Tonight was not the first time that agenda items were added without prior notification to the public. In this case

- a) The web page was updated after 3pm today...far too late for us to notice.
- b) No notification of web-page update was issued - also a first!
- c) The actual motions were not introduced at the time council adopted the agenda for the meeting and finally
- d) The items were not listed on the TV monitors to allow the public present in chambers to read them.

I trust none of this will happen in the future.

Yours truly,

Corrie Kost
2851 Colwood Dr
N. Vancouver, V7R2R3

FONVCA AGENDA ITEM 5(a) # 5

----- Original Message -----

Subject: RE: Last minute additions to agenda...

Date: Tue, 4 Feb 2014 17:59:53 +0000

From: Natasha Letchford <letchfordn@dnv.org>

To: Corrie Kost <corrie@kost.ca>, Mayor and Council - DNV <Council@dnv.org>

CC: fonvca@fonvca.org <fonvca@fonvca.org>

Good morning Mr. Kost:

Thank you for your email regarding the late-addition agenda addenda for the February 3, 2014 Council Meeting.

Every possible measure is taken to ensure that agenda addenda are documented and placed on the District's website to allow ample time for public viewing.

However, there are extremely rare instances where items may be overlooked, and unfortunately this was one of those times.

Thank you again for bringing this to our attention.

Regards,

Natasha

Natasha Letchford, CMC
Deputy Municipal Clerk
District of North Vancouver

Email: letchfordn@dnv.org

Direct: 604 990 2212

-----Original Message-----

From: Corrie Kost [<mailto:corrie@kost.ca>]

Sent: Monday, February 03, 2014 11:39 PM

To: Mayor and Council - DNV

Cc: fonvca@fonvca.org

Subject: Last minute additions to agenda...

Your Worship & Members of Council,

Tonight was not the first time that agenda items were added without prior notification to the public. In this case

- a) The web page was updated after 3pm today...far too late for us to notice.
- b) No notification of web-page update was issued - also a first!
- c) The actual motions were not introduced at the time council adopted the agenda for the meeting and finally
- d) The items were not listed on the TV monitors to allow the public present in chambers to read them.

I trust none of this will happen in the future.

Yours truly,

Corrie Kost
2851 Colwood Dr
N. Vancouver, V7R2R3

FONVCA AGENDA ITEM 5(a) # 6

Subject: Fwd: Re: 1325 - 1335 Draycott Road Proposal
From: Brian Platts <bplatts@shaw.ca>
Date: 04/02/2014 3:27 PM
To: Corrie Kost <corrie@kost.ca>

----- Original Message -----

Subject: Re: 1325 - 1335 Draycott Road Proposal
Date: Tue, 4 Feb 2014 14:53:03 -0800 (PST)
From: Steven Petersson <peterssonconsulting@yahoo.ca>
Reply-To: Steven Petersson <peterssonconsulting@yahoo.ca>
To: Wendy Qureshi <wendyqureshi@shaw.ca>
CC: fonvca@fonvca.org <fonvca@fonvca.org>, Hesam Deihimi <hesam@milorihomes.com>

Hello Wendy,

Thank you for coming to the Milori Homes Early Public Input meeting regarding the proposed Draycott Road project and taking time to email your thoughts.

One of the benefits of holding a public meeting so early in the process is that there is more flexibility to make changes in response to feedback. One of the drawbacks is that the development team will not have all the answers at this preliminary stage. We heard loud and clear that traffic is the key neighbourhood concern, and the DNV is aware of this, too. The development team will continue to work with District staff and the community to address it.

The DNV and development team do not know what can be done with the hedge. There is hope it can be retained, and concern that it may need to be removed to provide for the DNV lane. An arborist is being consulted about the hedge because the DNV and development team want to know whether there is sufficient room for the roots for the hedge if the development proceeds. There may also be an opportunity for the DNV to vary the lane standard in order to retain the hedge. The development team will know better after receiving comments from the DNV transportation planning staff and the arborist.

regards,

Steven Petersson
Petersson Consulting

On Tuesday, February 4, 2014 1:36:24 PM, Wendy Qureshi <wendyqureshi@shaw.ca> wrote:
Steven,

Here is my response to your Comments Sheet:

What do you think about the proposed development?

Uninformed about the neighbourhood and the traffic congestion challenges.

Do you have any specific suggestions to improve the proposal?

Provide accurate information to the local residents. Most especially the people who live at Brookwood North, 1385 Draycott Road. We are the most impacted by this proposal and we have

been left out of the "renderings" by the proponent.

Most importantly is the omission of our visitors' parking lot and the entrance into the underground parking. This is very near where the DNV is supposedly taking down the hedge to facilitate a laneway for underground parking accessibility to the new complex. There is contradiction here as I heard the other night that an arborist will be consulted regarding the hedge.

Seems like a done-deal to me. We lose the hedge and we get more traffic.

Wendy Qureshi
Owner, #302
1385 Draycott Road
North Vancouver
wendyqureshi@shaw.ca
604-980-1885

FONVCA AGENDA ITEM 5(a) # 7

----- Original Message -----

Subject: Bosa not following the rules.

Date: Thu, 6 Feb 2014 12:47:04 -0800

From: Wendy Qureshi <wendyqureshi@shaw.ca>

To: HartforM@dnv.org

CC: fonvca@fonvca.org

Please note that the two buildings on the left and the right are over the 8 storey-limit prescribed by DNV Council.

It is interesting that the height is not mentioned on the DNV website, vis-a-vis the Bosa proposal.

Over 1000 underground parking stalls is not acceptable in Lynn Valley. We simply cannot support the added traffic.

Wendy Qureshi

DNV Council Candidate, 2014

604-980-1885



FONVCA AGENDA ITEM 5(a) # 8

Subject: Fwd: Developers not transparent
From: Brian Platts <bplatts@shaw.ca>
Date: 06/02/2014 1:32 PM
To: Corrie Kost <corrie@kost.ca>

----- Original Message -----

Subject: Developers not transparent
Date: Thu, 6 Feb 2014 13:07:11 -0800
From: Wendy Qureshi <wendyqureshi@shaw.ca>
To: North Shore News <editor@nsnews.com>
CC: fonvca@fonvca.org, DNV Council <council@dnv.org>

Dear Editor,

Please find attached an artist's rendering of the Bosa proposal in Lynn Valley. The two buildings on the left and the right are over the 8-storey limit accepted by DNV council, except under major circumstances that warrant the change.

There is nothing of the sort here, and over 1,000 underground parking stalls proposed is not sustainable in Lynn Valley.

I just emailed Michael Hartford, community planner, whose name and address is the contact at dnv.org <<http://dnv.org>> and he is unavailable until February 11.

This reminds me of Casey Peters, who also works in planning for the DNV regarding the proposal at 1325 - 1335 Draycott Road. After the proposal went out the public via mail, she was also unavailable for 2 weeks.

We residents of Lynn Valley have about had it with this supposedly democratic system.

The information provided does not follow recent studies which show that we are over-densifying and our transportation system cannot take it anymore,

Wendy Qureshi
North Vancouver
604-980-1885

>
>

FONVCA AGENDA ITEM 8(a)(ii)

The Triple Bottom Line: What Is It and How Does It Work?

Timothy F. Slaper, Ph.D.

Director of Economic Analysis, Indiana Business Research Center, Indiana University Kelley School of Business

Tanya J. Hall

Economic Research Analyst, Indiana Business Research Center, Indiana University Kelley School of Business

Sustainability has been an often mentioned goal of businesses, nonprofits and governments in the past decade, yet measuring the degree to which an organization is being sustainable or pursuing sustainable growth can be difficult.

John Elkington strove to measure sustainability during the mid-1990s by encompassing a new framework to measure performance in corporate America.^{1 (#ftn1)} This accounting framework, called the triple bottom line (TBL), went beyond the traditional measures of profits, return on investment, and shareholder value to include environmental and social dimensions. By focusing on comprehensive investment results—that is, with respect to performance along the interrelated dimensions of profits, people and the planet—triple bottom line reporting can be an important tool to support sustainability goals.

Interest in triple bottom line accounting has been growing across for-profit, nonprofit and government sectors. Many businesses and nonprofit organizations have adopted the TBL sustainability framework to evaluate their performance, and a similar approach has gained currency with governments at the federal, state and local levels.

This article reviews the TBL concept, explains how it can be useful for businesses, policy-makers and economic development practitioners and highlights some current examples of putting the TBL into practice.

The Triple Bottom Line Defined

The TBL is an accounting framework that incorporates three dimensions of performance: social, environmental and financial. This differs from traditional reporting frameworks as it includes ecological (or environmental) and social measures that can be difficult to assign appropriate means of measurement. **The TBL dimensions are also commonly called the three Ps: people, planet and profits. We will refer to these as the 3Ps.**

Well before Elkington introduced the sustainability concept as "triple bottom line," environmentalists wrestled with measures of, and frameworks for, sustainability. Academic disciplines organized around sustainability have multiplied over the last 30 years. People inside and outside academia who have studied and practiced sustainability would agree with the general definition of Andrew Savitz for TBL. The TBL "captures the essence of sustainability by measuring the impact of an organization's activities on the world ... including both its profitability and shareholder values and its social, human and environmental capital."^{2 (#ftn2)}

The trick isn't defining TBL. The trick is measuring it.

Calculating the TBL

The 3Ps do not have a common unit of measure. Profits are measured in dollars. What is social capital measured in? What about environmental or ecological health? Finding a common unit of measurement is one challenge.

Some advocate monetizing all the dimensions of the TBL, including social welfare or environmental damage. While that would

have the benefit of having a common unit—dollars—many object to putting a dollar value on wetlands or endangered species on strictly philosophical grounds. Others question the method of finding the right price for lost wetlands or endangered species.

Another solution would be to calculate the TBL in terms of an index. In this way, one eliminates the incompatible units issue and, as long as there is a universally accepted accounting method, allows for comparisons between entities, e.g., comparing performance between companies, cities, development projects or some other benchmark.

An example of an index that compares a county versus the nation's performance for a variety of components is the Indiana Business Research Center's Innovation Index. There remains some subjectivity even when using an index however. For example, how are the index components weighted? Would each "P" get equal weighting? What about the sub-components within each "P"? Do they each get equal weighting? Is the people category more important than the planet? Who decides?

Another option would do away with measuring sustainability using dollars or using an index. If the users of the TBL had the stomach for it, each sustainability measure would stand alone. "Acres of wetlands" would be a measure, for example, and progress would be gauged based on wetland creation, destruction or status quo over time. The downside to this approach is the proliferation of metrics that may be pertinent to measuring sustainability. The TBL user may get metric fatigue.

Having discussed the difficulties with calculating the TBL, we turn our attention to potential metrics for inclusion in a TBL calculation. Following that, we will discuss how businesses and other entities have applied the TBL framework.

What Measures Go into the Index?

There is no universal standard method for calculating the TBL. Neither is there a universally accepted standard for the measures that comprise each of the three TBL categories. This can be viewed as a strength because it allows a user to adapt the general framework to the needs of different entities (businesses or nonprofits), different projects or policies (infrastructure investment or educational programs), or different geographic boundaries (a city, region or country).

Both a business and local government agency may gauge environmental sustainability in the same terms, say reducing the amount of solid waste that goes into landfills, but a local mass transit might measure success in terms of passenger miles, while a for-profit bus company would measure success in terms of earnings per share. The TBL can accommodate these differences.

Additionally, the TBL is able to be case (or project) specific or allow a broad scope—measuring impacts across large geographic boundaries—or a narrow geographic scope like a small town. A case (or project) specific TBL would measure the effects of a particular project in a specific location, such as a community building a park. The TBL can also apply to infrastructure projects at the state level or energy policy at the national level.

The level of the entity, type of project and the geographic scope will drive many of the decisions about what measures to include. That said, the set of measures will ultimately be determined by stakeholders and subject matter experts and the ability to collect the necessary data. While there is significant literature on the appropriate measures to use for sustainability at the state or national levels, in the end, data availability will drive the TBL calculations. Many of the traditional sustainability measures, measures vetted through academic discourse, are presented below.

Economic Measures

Economic variables ought to be variables that deal with the bottom line and the flow of money. It could look at income or expenditures, taxes, business climate factors, employment, and business diversity factors. Specific examples include:

- Personal income

- Cost of underemployment
- Establishment churn
- Establishment sizes
- Job growth
- Employment distribution by sector
- Percentage of firms in each sector
- Revenue by sector contributing to gross state product

Environmental Measures

Environmental variables should represent measurements of natural resources and reflect potential influences to its viability. It could incorporate air and water quality, energy consumption, natural resources, solid and toxic waste, and land use/land cover. Ideally, having long-range trends available for each of the environmental variables would help organizations identify the impacts a project or policy would have on the area. Specific examples include:

- Sulfur dioxide concentration
- Concentration of nitrogen oxides
- Selected priority pollutants
- Excessive nutrients
- Electricity consumption
- Fossil fuel consumption
- Solid waste management
- Hazardous waste management
- Change in land use/land cover

Social Measures

Social variables refer to social dimensions of a community or region and could include measurements of education, equity and access to social resources, health and well-being, quality of life, and social capital. The examples listed below are a small snippet of potential variables:

- Unemployment rate
- Female labor force participation rate
- Median household income
- Relative poverty
- Percentage of population with a post-secondary degree or certificate
- Average commute time
- Violent crimes per capita
- Health-adjusted life expectancy

Data for many of these measures are collected at the state and national levels, but are also available at the local or community level. Many are appropriate for a community to use when constructing a TBL. However, as the geographic scope and the nature of the project narrow, the set of appropriate measures can change. For local or community-based projects, the TBL measures of success are best determined locally.

There are several similar approaches to secure stakeholder participation and input in designing the TBL framework: developing a decision matrix to incorporate public preferences into project planning and decision-making,^{3 (#ftn3)} using a "narrative format" to solicit shareholder participation and comprehensive project evaluation,^{4 (#ftn4)} and having stakeholders rank and weigh components of a sustainability framework according to community priorities.^{5 (#ftn5)} For example, a community

may consider an important measure of success for an entrepreneurial development program to be the number of woman-owned companies formed over a five-year time period. Ultimately, it will be the organization's responsibility to produce a final set of measures applicable to the task at hand.

Variations of the Triple Bottom Line Measurement

The application of the TBL by businesses, nonprofits and governments are motivated by the principles of economic, environmental and social sustainability, but differ with regard to the way they measure the three categories of outcomes. Proponents who have developed and applied sustainability assessment frameworks like the TBL encountered many challenges, chief among them, how to make an index that is both comprehensive and meaningful and how to identify suitable data for the variables that compose the index.

The Genuine Progress Indicator (GPI), for example, consists of 25 variables that encompass economic, social and environmental factors. Those variables are converted into monetary units and summed into a single, dollar-denominated measure.^{6 (#ftn6)} Minnesota developed its own progress indicator comprised of 42 variables that focused on the goals of a healthy economy and gauged progress in achieving these goals.^{7 (#ftn7)}

There is a large body of literature on integrated assessment^{8 (#ftn8)} and sustainability measures that grew out of the disciplines that measure environmental impact. These are not constrained by strict economic theory for measuring changes in social welfare.^{9 (#ftn9)} Researchers in environmental policy argue that the three categories—economic, social and environmental—need to be integrated in order to see the complete picture of the consequences that a regulation, policy or economic development project may have and to assess policy options and tradeoffs.

Who Uses the Triple Bottom Line?

Businesses, nonprofits and government entities alike can all use the TBL.

Businesses

The TBL and its core value of sustainability have become compelling in the business world due to accumulating anecdotal evidence of greater long-term profitability. For example, reducing waste from packaging can also reduce costs. Among the firms that have been exemplars of these approaches are General Electric, Unilever, Proctor and Gamble, 3M and [Cascade Engineering](http://www.cascadeng.com/sus/triple.htm) (<http://www.cascadeng.com/sus/triple.htm>).^{10 (#ftn10)} Although these companies do not have an index-based TBL, one can see how they measure sustainability using the TBL concept. Cascade Engineering, for example, a private firm that does not need to file the detailed financial paperwork of public companies, has identified the following variables for their TBL scorecard:

- **Economic**
 - Amount of taxes paid
- **Social**
 - Average hours of training/employee
 - From welfare to career retention
 - Charitable contributions
- **Environmental/Safety**
 - Safety incident rate
 - Lost/restricted workday rate
 - Sales dollars per kilowatt hours
 - Greenhouse gas emissions

- Use of post-consumer and industrial recycled material
- Water consumption
- Amount of waste to landfill

Nonprofits

Many nonprofit organizations have adopted the TBL and some have partnered with private firms to address broad sustainability issues that affect mutual stakeholders. Companies recognize that aligning with nonprofit organizations makes good business sense, particularly those nonprofits with goals of economic prosperity, social well-being and environmental protection.^{11 (#ftn11)}

The Ford Foundation has funded studies that used variations of the TBL to measure the effects of programs to increase wealth in dozens of rural regions across the United States.^{12 (#ftn12)} Another example is [RSF Social Finance](http://rsfsocialfinance.org/values/focus/) (<http://rsfsocialfinance.org/values/focus/>),^{13 (#ftn13)} a nonprofit organization that uniquely focuses on how their investments improve all three categories of the TBL. While RSF takes an original approach to the TBL concept, one can see how the TBL can be tailored to nearly any organization. Their approach includes the following:

- **Food and Agriculture** (economic): Explore new economic models that support sustainable food and agriculture while raising public awareness of the value of organic and biodynamic farming.
- **Ecological Stewardship** (environmental): Provide funding to organizations and projects devoted to sustaining, regenerating and preserving the earth's ecosystems, especially integrated, systems-based and culturally relevant approaches.
- **Education and the Arts** (social): Fund education and arts projects that are holistic and therapeutic.

Government

State, regional and local governments are increasingly adopting the TBL and analogous sustainability assessment frameworks as decision-making and performance-monitoring tools. Maryland, Minnesota, Vermont, Utah, the San Francisco Bay Area and Northeast Ohio area have conducted analyses using the TBL or a similar sustainability framework.

Policy-makers use these sustainability assessment frameworks to decide which actions they should or should not take to make society more sustainable. Policy-makers want to know the cause and effect relationship between actions—projects or policies—and whether the results move society toward or away from sustainability. The State of Maryland, for example, uses a [blended GPI-TBL framework](http://www.green.maryland.gov/mdgpi/) (<http://www.green.maryland.gov/mdgpi/>) to compare initiatives—for example, investing in clean energy—against the baseline of "doing nothing" or against other policy options.^{14 (#ftn14)}

Internationally, the European Union uses integrated assessment to identify the "likely positive and negative impacts of proposed policy actions, enabling informed political judgments to be made about the proposal and identify trade-offs in achieving competing objectives."^{15 (#ftn15)} The EU guidelines have themselves been the subject of critique and have undergone several rounds of improvement.^{16 (#ftn16)} The process of refining the guidelines shows both the transparency of the process and the EU commitment to integrated assessment.

Regional Economic Development Initiatives

The concept of the triple bottom line can be used regionally by communities to encourage economic development growth in a sustainable manner. This requires an increased level of cooperation among businesses, nonprofit organizations, governments and citizens of the region. The following examples throughout the United States show various ways the TBL concept can be used to grow a region's economic base in a sustainable manner.

Cleveland, Ohio

In 2009, the mayor of Cleveland convened the [Sustainable Cleveland 2019 \(SC2019\) Summit](http://www.gcbl.org/projects/sustainable-cleveland-2019) (<http://www.gcbl.org/projects/sustainable-cleveland-2019>) to bring together hundreds of people interested in applying the principles of sustainability to the design of the local economy.¹⁷ (#ftn17) The SC2019 is a 10-year initiative to create a sustainable economy in Cleveland by focusing on a TBL-like concept. The city uses four key areas for measuring sustainability: the personal and social environment, the natural environment, the built environment (e.g., infrastructure and urban growth patterns) and the business environment. Each key area has six goals. At this point, specific measurement indicators have not been fully developed; however, the city is looking to create a dashboard that could be combined to create an index for overall project success. This dashboard would allow for quick year-to-year assessment in the SC2019 progress.

Grand Rapids, Michigan, and the Surrounding Region

In 2005, the Grand Rapids region created the nation's first "Community Sustainability Partnership" to develop a roadmap to lead Grand Rapids to sustainability. The region employs 14 major indicators related to the region's quality of life and environmental factors to determine progress made towards sustainability. Rather than create an index, target goals were established for each indicator. More detailed information of the metrics used for each indicator can be found in their TBL report.¹⁸ (#ftn18) Below are brief explanations of the variables used to measure their TBL.

- **Environmental Quality**

- Waste: trends in recycling, refuse and yard waste
- Energy: energy consumption, natural gas consumption and alternative fuel usage
- Water: water consumption
- Air Quality: toxic release inventory and number of air pollution ozone action days
- Built Environment: number of LEED registered and certified projects
- Land Use and Natural Habitat: inventory of land use and forest canopy
- Transportation: public transportation ridership

- **Economic Prosperity**

- Personal Income: personal income per capita
- Unemployment: unemployment rate
- Redevelopment, Reinvestment and Jobs: results from brownfield redevelopment investment and job creation
- Knowledge Competitiveness: third-party report ranking U.S. regions

- **Social Capital and Equity**

- Safety and Security: crime statistics
- Educational Attainment: degree attainment levels
- Health and Wellness: infant mortality rate and blood lead levels trends
- Quality of Life: home ownership, poverty, and reduced price and free lunches trends
- Community Capital: 211 calls for assistance, voter participation and population and ethnicity

Summary

The Triple Bottom Line concept developed by John Elkington has changed the way businesses, nonprofits and governments measure sustainability and the performance of projects or policies. Beyond the foundation of measuring sustainability on three fronts—people, planet and profits—the flexibility of the TBL allows organizations to apply the concept in a manner suitable to their specific needs.

There are challenges to putting the TBL into practice. These challenges include measuring each of the three categories, finding applicable data and calculating a project or policy's contribution to sustainability. These challenges aside, the TBL

framework allows organizations to evaluate the ramifications of their decisions from a truly long-run perspective.

[Get PDF of this article \(pdfs/article2.pdf\)](#)



Like 197

Tweet

64

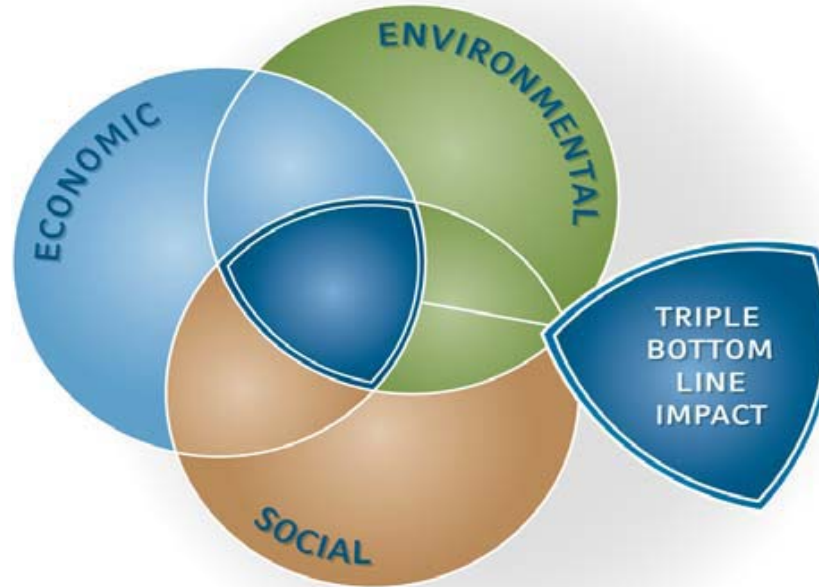
368 (#)(#)

Notes

1. John Elkington, "Towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development," *California Management Review* 36, no. 2 (1994): 90–100.
2. Andrew Savitz, *The Triple Bottom Line* (San Francisco: Jossey-Bass, 2006).
3. Peter Soderbaum, "Positional Analysis and Public Decision Making," *Journal of Economic Issues* 16, no. 2 (June 1982): 391–400,
www.jstor.org/stable/pdfplus/4225177.pdf (<http://www.jstor.org/stable/pdfplus/4225177.pdf>).
4. Terre Satterfield, Paul Slovic and Robin Gregory, "Narrative Valuation in a Policy Judgment Context," *Ecological Economics* 34 (2000): 315–331.
5. Stephen R. J. Sheppard and Michael Meitner, "Using Multi-Criteria Analysis and Visualization for Sustainable Forest Management Planning with Stakeholder Groups," *Forest Ecology and Management* 207 (2005): 171–187. Another example can be found in Katrina Brown et al., "Trade-Off Analysis for Marine Protected Area Management," *Ecological Economics* 37, no. 3 (June 2001): 417–434.
6. See Herman E. Daly, John B. Cobb and Clifford W. Cobb, *For the Common Good: Redirecting the Economy towards Community, the Environment, and a Sustainable Future* (Boston: Beacon Press, 1989) and John Talberth, Clifford Cobb and Noah Slattery, "The Genuine Progress Indicator 2006: A Tool for Sustainable Development,"
www.environmental-expert.com/Files/24200/articles/12128/GPI202006.pdf (<http://www.environmental-expert.com/Files/24200/articles/12128/GPI202006.pdf>).
7. Minnesota Planning Environmental Quality Board, "Smart Signals: An Assessment of Progress Indicators," March 2000,
www.green.maryland.gov/mdgpi/pdfs/GPI-Minnesota.pdf (<http://www.green.maryland.gov/mdgpi/pdfs/GPI-Minnesota.pdf>).
8. Integrated assessment is used as a general rubric for all sustainability assessment frameworks, including TBL. The proliferation of frameworks and their acronyms often complicates the issues associated with implementing a TBL framework for evaluating economic development initiatives. Except for a couple of sustainability frameworks, the accessibility components and measures can be easily organized into the three TBL categories (economic, social and environmental).
9. Theo Hacking and Peter Guthrie, "A Framework for Clarifying the Meaning of Triple Bottom-Line, Integrated, and Sustainability Assessment," *Environmental Impact Assessment Review* 28 (2008):73–89 and Wouter de Ridder et al., "A Framework for Tool Selection and Use in Integrated Assessment for Sustainable Development," *Journal of Environmental Assessment Policy and Management* 9, no. 4 (December 2007): 423–441.
10. Cascade Engineering, "The Triple Bottom Line Report," 2009, www.cascadeng.com/pdf/TBL_2009.pdf.
11. Nancy Fell, "Triple Bottom Line Approach Growing in Nonprofit Sector," *Causeplanet*, January 21, 2007, and Peter Senge, et al., *The Necessary Revolution* (New York: Doubleday, 2008).
12. For example, see Nancy Stark and Deborah Markley, "Rural Entrepreneurship Development II: Measuring Impact on the Triple Bottom Line, Wealth Creation in Rural America," July 2008, www.yellowwood.org/wealthcreation.aspx (<http://www.yellowwood.org/wealthcreation.aspx>).
13. "Focus Areas," RSF Social Finance, <http://rsfsocialfinance.org/values/focus/> (<http://rsfsocialfinance.org/values/focus/>).
14. "Maryland's Genuine Progress Indicator: An Index for Sustainable Prosperity," *Maryland: Smart, Green and Growing*, www.green.maryland.gov/mdgpi/ (<http://www.green.maryland.gov/mdgpi/>).

15. Commission of the European Communities, "Communication from the Commission on Impact Assessment," May 6, 2002, http://trade.ec.europa.eu/doclib/docs/2005/february/tradoc_121479.pdf (http://trade.ec.europa.eu/doclib/docs/2005/february/tradoc_121479.pdf).
16. EU Secretariat General, "Memo: The Main Changes in the 2009 Impact Assessment Guidelines Compared to 2005 Guidelines," http://ec.europa.eu/governance/impact/index_en.htm (http://ec.europa.eu/governance/impact/index_en.htm).
17. Sustainable Cleveland 2019, "Action and Resources Guide: Building an Economic Engine to Empower a Green City on a Blue Lake," October 2010, <http://gcbl.org/files/resources/sc2019resourceactionguide8sep10.pdf> (<http://gcbl.org/files/resources/sc2019resourceactionguide8sep10.pdf>).
18. City of Grand Rapids, Michigan, "Community Triple Bottom Line Indicator Report," September 2008.

TRIPLE BOTTOM LINE ANALYSIS



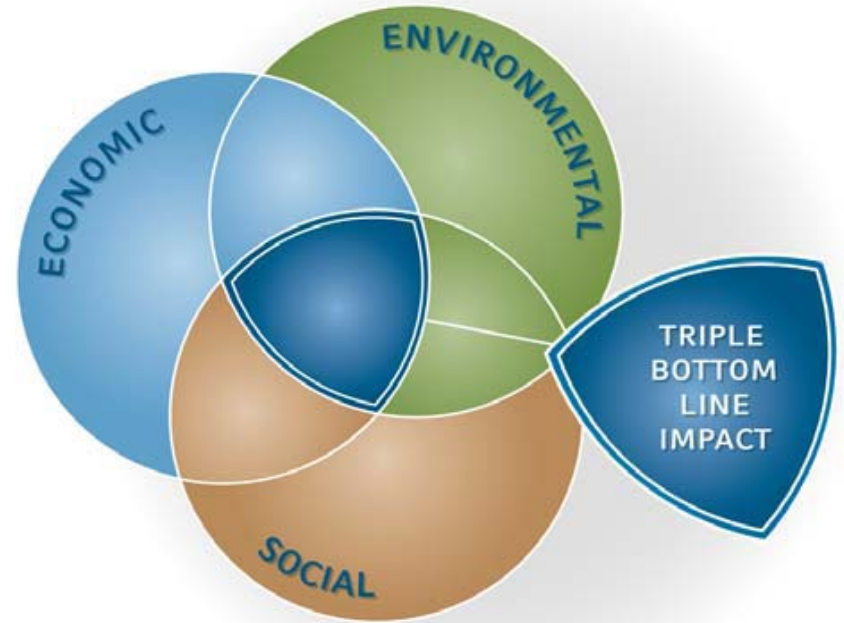
Kraig Bader
Fort Collins Utilities Light & Power
Standards Engineering Manager
970.416.2481

Katy Bigner
Fort Collins Utilities
Environmental Project Coordinator
970.221.6317



Triple Bottom Line (TBL)

- Balanced approach to business decisions
- **Environmental** – what impacts will it have on the environment?
- **Social** – how will it impact society?
 - Consider both Workforce & the Community
- **Economic** – how much will it cost over the life of the project or product?



Factors to Consider When Applying TBL

- **Environmental** – life cycle assessment of: energy consumption, GHG emissions, waste generation, depletion of natural resources, impacts on biodiversity, etc.
- **Social** – human health impacts, use of local businesses, impact to employees, etc.
- **Economic** – life cycle cost assessment, use reduction, product performance & quality, impact on staff time & labor, etc.



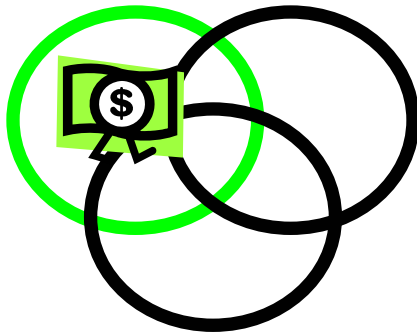
Triple Bottom Line Analysis: Not So Different From Common Sense

- Increased life cycle vs. low cost
 - Examples?
- Reduced maintenance expenses vs. low cost
 - Examples?
- Reduced operations expenses vs. low cost
 - Examples?

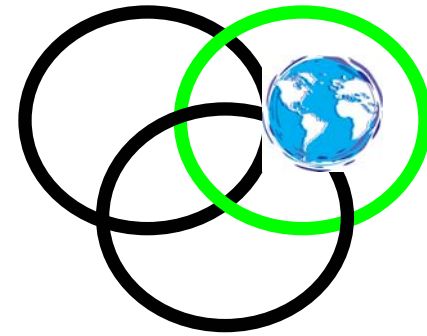


EXAMPLE (3 slides)

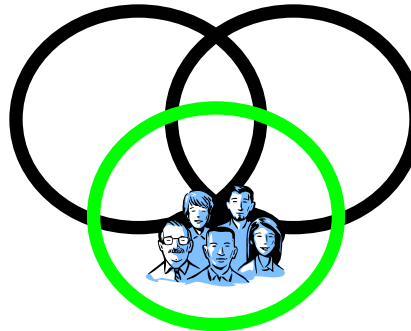
Economic





Environmental



Social



Example: Use of Compact Fluorescent Lamps (CFLs)

Typical Light Output (Lumens)	Standard Bulb (Watts)	Exposed CFL Bulb (Watts) 	Enclosed CFL Bulb (Watts) 
250	25	5 to 7	9 to 10
450	40	9 to 11	14 to 15
900	60	13 to 18	18 to 20
1,200	75	18 to 23	25
1,750	100	25 to 30	–

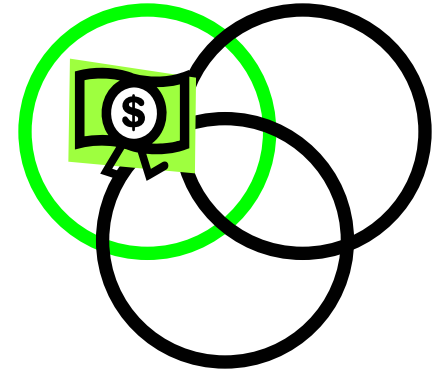
- Last up to 10 times longer than standard light bulbs.
- Use 2/3 to 3/4 less energy than standard light bulbs.
- CFLs are offered locally from \$1.75 to \$8, allowing for positive return on investment ROI.
- Smaller than standard light bulbs; retrofitting incandescent bulbs is easy.
- Operate at lower temperatures, generating less waste heat than incandescent.



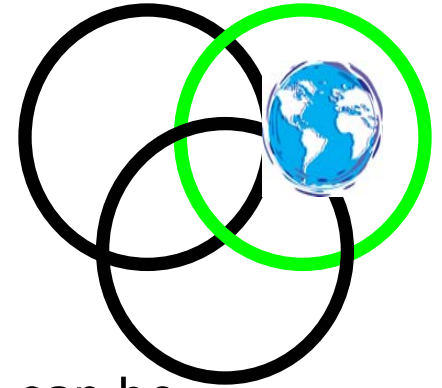
Use of Compact Fluorescent Lamps (CFLs)

Economic Benefits (1 of 3):

- Pros:
 - Reduced energy needs & longer life of CFLs vs. incandescent makes for a positive Return on Investment (ROI).
 - Longer life span allows reduced maintenance & replacement costs.
- Cons:
 - Higher capital investment (initial cost).
 - Higher costs of disposal (labor & transportation costs) if no local recycling program exists.
 - Not suitable in every type of lighting fixture (size, lighting duration).



Use of Compact Fluorescent Lamps (CFLs)



Environmental Benefits (2 of 3):

– Pros:

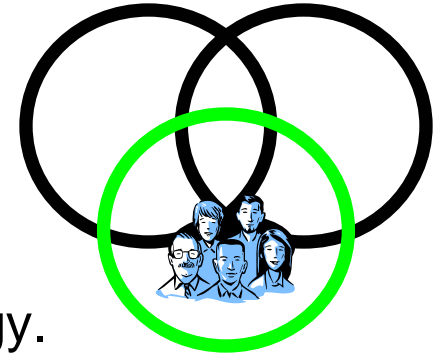
- Reduces landfill waste.
- Reduces energy consumption, & therefore can be part of GHG reduction strategy.
- Airborne mercury entering environment avoided as part of energy savings (less coal combustion)

– Cons:

- Requires proper handling & disposal for mercury.
- If communication & implementation of mercury handling & disposal isn't adequate, public health & ecosystem problems could be created (contamination of water & land).



Use of Compact Fluorescent Lamps (CFLs)



Social Benefits (3 of 3):

- **Workforce & Community Pros:**

- Provides adequate light for work & saves energy.
- Less time needed for maintenance & replacement over life of lamp.
- Reduced energy costs frees up funding to support workforce & other local businesses.

- **Workforce & Community Cons:**

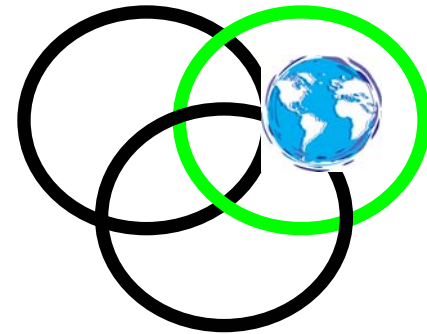
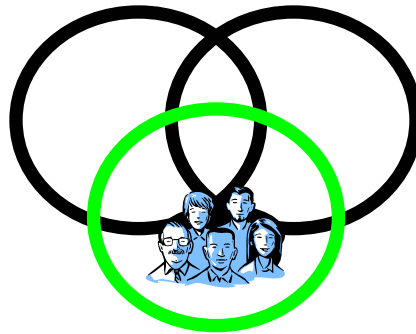
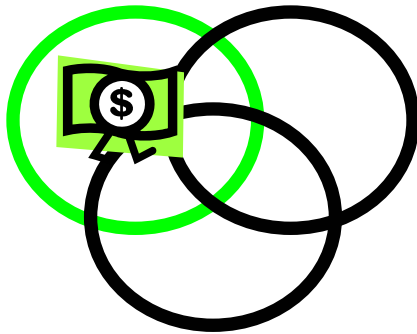
- Disposal must be handled appropriately to avoid compromising public health.
- Public concerns about mercury handling & health risks.



Triple Bottom Line Memory Test - CFLs

What Do You Remember from the last three slides?

- Would you make your analysis or recommendation from the information on the previous 3 slides?



TBLAM!

Triple Bottom Line Analysis Map (TBLAM)

• When you have completed each section, please select the appropriate "Condition indicator" on the traffic light graphic that reflects the result of the analysis.

Project or Decision: Use of Compact Fluorescent Lamps

Evaluated by: Ft. Collins Utilities

Positive Outcome - Proceed!

Acceptable Risks - Caution

Re-evaluate Before Proceeding

Social		Environmental		Economic	
<p>WorkForce </p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> - Able to provide adequate light for work needs while saving energy. - Less time needed for maintenance & replacement over life of lamp. <p>LIMITATIONS:</p> <ul style="list-style-type: none"> - Lighting change may be noticeable and may potentially cause eyestrain for some unless designed appropriately. <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - If employees are educated or consulted prior to change, employee engagement in a company savings effort, can help develop energy efficiency culture. <p>THREATS:</p> <ul style="list-style-type: none"> - If employees are not engaged, some may actively attempt to deter energy savings. 	<p>Community </p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> - Reduced energy costs frees up funding to support other local businesses, - Reduced energy needs may improve regional air quality from coal-fired power plants - health benefit. <p>LIMITATIONS:</p> <ul style="list-style-type: none"> - If quantities of CFLs are large, disposal must be handled appropriately so as not to compromise public health. <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - Possible reduction of greenhouse gases and improved regional air quality through reduced electrical demand. <p>THREATS:</p> <ul style="list-style-type: none"> - Public concerns about mercury handling & health risks pose a problem. 	<p>Environmental </p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> - Reduces landfill waste. - Reduces energy consumption, and therefore can be part of GHG reduction strategy. - Mercury entering environment avoided as part of energy savings (less coal combustion). <p>LIMITATIONS:</p> <ul style="list-style-type: none"> - Requires proper handling and disposal for mercury. <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - Possible reduction of greenhouse gases and improved regional air quality through reduced electrical demand. <p>THREATS:</p> <ul style="list-style-type: none"> - If communication of mercury handling and disposal is not adequate, public health and ecosystem problems could be created (contamination of water and land). 	<p>Economic </p> <p>STRENGTHS:</p> <ul style="list-style-type: none"> - Reduced energy needs & longer life of CFLs versus incandescent makes for a positive Return on Investment (ROI). - Longer life span allows reduced maintenance & replacement costs. <p>LIMITATIONS:</p> <ul style="list-style-type: none"> - Higher capital investment (initial cost) - Higher costs of disposal (labor and transportation costs) if no local recycling program exists. - Not suitable in every type of lighting fixture (size, lighting duration). <p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - Reduced energy costs will contribute to ROI. Less work time spent on replacement of lamps <p>THREATS:</p> <ul style="list-style-type: none"> - Large scale adoption may lead to temporary supply issues. 		

NOTES: The condition indicators should be selected based on your personal values as they relate to this analysis. You are not "trying to get to green," but using this form as an analysis method to guide a qualitative and quantitative assessment.

Consider using a more detailed analysis method like this one to develop a memorandum with your recommendation.



**UDI/FORTISBC
Housing Affordability Index**

POWERED BY URBAN ANALYTICS INC.

METRO AFFORDABILITY

An explanation of the definitions and assumptions used in the Index

DEFINITIONS

Inner Metro: West Vancouver, North Vancouver, Burnaby, New Westminster, Richmond, South Delta, Coquitlam, Port Moody and Port Coquitlam.

Outer Metro: Langley, North Delta, Surrey, White Rock, Pitt Meadows and Maple Ridge.

PRICES

Prices for the new home market were collected from actively selling, new multi-family projects in Metro Vancouver.

Resale prices were collected from the Real Estate Boards of Greater Vancouver and the Fraser Valley, with median sales for this index. There is not enough data to track new single-family

home prices, so only MLS resale single family prices are used.

ASSUMED DOWN PAYMENTS

First-time buyers: **10%**

Wood frame and concrete condominiums: **20%**

Townhouses: **30%**

Single-family homes: **35%**

The reason for the differences is the assumption that townhouse and single-family buyers are more likely to be move-up buyers with equity built up in their existing property.

ANALYTICAL METHODS

Five-year, fixed rate 30-year amortization mortgages were used, taking an average of the best rates at eight

banks at the time of analysis. For the first-time buyer, a 10 per cent down payment, which requires an insured mortgage and a 25-year amortization, was assumed.

OTHER ASSUMPTIONS

The affordability index assumes that a person can afford a maximum of 32 per cent of their gross family income to go toward mortgage payments. Transportation costs were also included, with estimates from a 2005 Greater Vancouver Regional District report, a Canadian Automobile Club survey from 2012 and a 2006 Metro estimate on commuter distances. Different amounts are used for each area.

TRACY SHERLOCK, MANAGER, VES/EN



AFFORDABILITY INDEX (10% DOWNPAYMENT ONLY)

New wood frame condominiums

	Avg. price	Avg. size	Avg. Est. \$/ft2	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Outer Metro	\$283,797	852	\$333	\$1,298	\$48,692	65.3%
Inner Metro	\$363,499	808	\$450	\$1,663	\$62,367	52.5%
Vancouver	\$500,268	794	\$630	\$2,189	\$85,833	31.7%

December 2013 wood frame condominium re-sales

	Avg. Price	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Outer Metro	\$205,000	\$943	\$35,344	76.5%
Inner Metro	\$274,900	\$1,258	\$47,166	64.0%
Vancouver	\$365,000	\$1,670	\$62,624	45.5%

AFFORDABILITY INDEX (MLS RE-SALES DECEMBER 2013)

	Avg. price	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Outer Metro				
MLS re-sale concrete condominiums	\$241,000	\$882	\$33,065	78.5%
MLS re-sale wood frame condominiums	\$205,000	\$754	\$28,263	82.3%
MLS Re-sale townhomes	\$338,000	\$1082	\$40,577	72.1%
MLS single family	\$580,000	\$1,724	\$64,655	53.0%
Estimated monthly transportation costs (All): \$498				

	Avg. price	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Inner Metro				
MLS Re-Sale concrete condominiums	\$405,000	\$1,482	\$55,566	57.4%
MLS Re-sale wood frame condominiums	\$274,900	\$1,006	\$37,716	71.9%
MLS re-sale townhomes	\$475,000	\$1,521	\$57,023	56.3%
MLS single family	\$970,000	\$2,883	\$108,130	29.7%
Estimated monthly transportation costs (All): \$383				

	Avg. price	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Vancouver				
MLS re-sale concrete condominiums	\$459,900	\$1,683	\$63,098	45.2%
MLS re-sale wood frame condominiums	\$365,000	\$1335	\$50,078	54.5%
MLS Re-Sale townhomes	\$700,000	\$2,241	\$84,034	32.5%
MLS single family	\$1,470,000	\$4,370	\$163,867	9.9%
Estimated monthly transportation costs (All): \$383				

AFFORDABILITY INDEX (NEW HOMES)

	Avg. price	Avg. size	Avg. Est. \$/ft2	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Outer Metro						
New concrete condominiums	\$303,479	680	\$446	\$1,110	\$41,637	71.2%
New wood frame condominiums	\$283,797	852	\$333	\$1,038	\$38,937	73.5%
New townhomes	\$385,126	1,606	\$240	\$1,233	\$46,234	67.4%
MLS single family	\$580,000			\$1,724	\$64,655	53.0%
Estimated Monthly Transportation Costs (All): \$498						

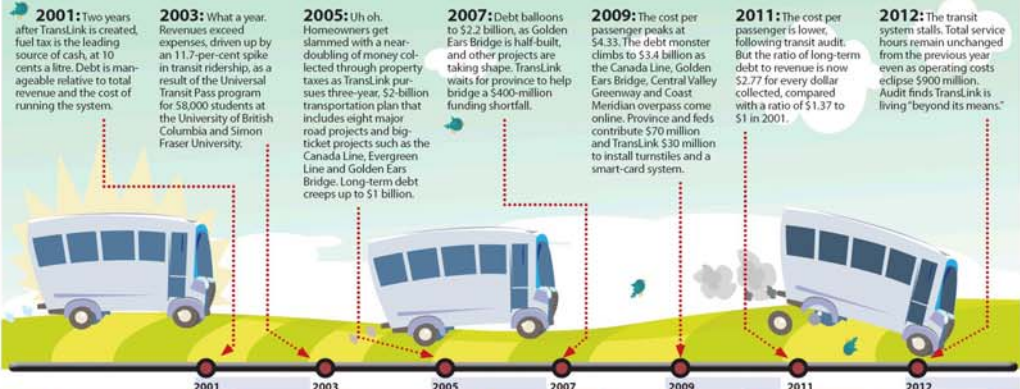
	Avg. price	Avg. size	Avg. Est. \$/ft2	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Inner Metro						
New concrete condominiums	\$439,345	819	\$537	\$1,607	\$60,278	53.9%
New wood frame condominiums	\$363,499	808	\$450	\$1,330	\$49,872	61.7%
New townhome	\$506,448	1,367	\$370	\$1,621	\$60,799	53.5%
MLS single family	\$970,000			\$2,883	\$108,130	26.7%
Estimated Monthly Transportation Costs (All): \$383						

	Avg. price	Est. Mortgage payment	Req. Income for 32%	Working Households at/ or above Req. Income
Vancouver				
New concrete condominiums	\$517,163	\$706	\$70,954	40.2%
New wood frame condominiums	\$500,268	\$630	\$68,636	41.7%
New townhomes	\$896,022	\$613	\$107,566	22.4%
MLS single family	\$1,470,000	\$4,370	\$163,867	9.9%
Estimated Monthly Transportation Costs (All): \$383				

GRAPHIC BY: MARGRETHE GRANCOUVES SUN

TRANSLINK: A BUMPY, WINDING RIDE

In early days, TransLink relied on fuel tax as its main revenue source and debt was manageable. By 2005, cracks were appearing, in the face of major road and bridge projects. By 2009, debt had climbed to \$3.4 billion (all figures adjusted to 2013 dollars), and a recent audit found TransLink living 'beyond its means'



	2001	2003	2005	2007	2009	2011	2012
Expenditures	\$630.9 M	\$745.7 M	\$831.8 M	\$951.1 M	\$1.3 B	\$1.4 B	\$1.4 B
Revenue	\$599.0 M	\$765.9 M	\$1.1 B	\$1.4 B	\$1.3 B	\$1.3 B	\$1.4 B
REVENUE BREAKDOWN							
Transit Fares	\$182.8 M	\$297.0 M	\$327.6 M	\$349.8 M	\$382.6 M	\$443.6 M	\$452.3 M
Property Tax	\$116.1 M	\$145.5 M	\$248.8 M	\$271.9 M	\$283.5 M	\$287.0 M	\$291.3 M
Fuel Tax	\$232.2 M	\$289.9 M	\$292.2 M	\$294.7 M	\$278.9 M	\$319.3 M	\$338.3 M
Other	\$35.3 M	\$33.6 M	\$393.7 M	\$476.5 M	\$322.9 M	\$298.0 M	\$352.3 M
<small>(Includes Hydro levy and parking)</small>							
Major Road Network*	\$23.9 M	\$34.4 M (Also Alton Ferry)	\$38.9 M	\$39.4 M	\$49.2 M	\$50.3 M	\$49.8 M
Revenue Passengers*	95.7 M	143.6 M	159.7 M	172.1 M	187.9 M	231.9 M	237.5 M
Operating Cost Per Passenger*	\$3.99	\$3.71	\$3.64	\$3.87	\$4.33	\$3.73	\$3.79
Service Hours*	3.1 M	4.5 M	4.9 M	5.3 M	6 M	6.3 M	6.3 M
Operating Cost*	\$382.6 M	\$534.1 M	\$580.8 M	\$665.7 M	\$813.7 M	\$863.7 M	\$900.8 M
Average Operating Cost Per Service Hour*	\$124.5	\$118.5	\$118.7	\$123.5	\$135.3	\$136.9	\$142.2
Debt Servicing Costs	\$111.6 M	\$130.2 M	\$140.5 M	\$139.3 M	\$178.4 M	\$243.3 M	\$274.3 M
Long Term Debt (net)	\$819.0 M	\$919.8 M	\$1.0 B	\$2.4 B	\$3.4 B	\$3.6 B	\$3.5 B

* Conventional transit only which includes everything but HandyDART

MOVING PEOPLE: BY THE NUMBERS



Buses

(shuttle, trolley, regular buses):

	2001	2007	2012
Diesels	858	961	944
Hybrids	n/a	n/a	208
CNG	n/a	n/a	50
Trolleys	244	227	262
HandyDART	246	325	330
Com. Shuttles:	4	153	174
Total	n/a	n/a	1,871



SeaBus

	2001	2007	2012
Total	2	2	3



Total TransLink staff

(all operating companies and administration)

	2001	2007	2012
Total	n/a	n/a	6,699



SkyTrain attendants

(BCRTC)

	2001	2007	2012
Total	n/a	n/a	661



SkyTrain cars

(including Canada Line)

	2001	2007	2012
Total	150	210	298



WestCoast Express cars

	n/a	n/a	6
Locomotives	n/a	n/a	6
Cars	24	24	32
Cab cars	8	8	6
Café cars	5	5	6
Total	n/a	n/a	50



Bus drivers (MBC)

	3,903	5,055	5,305
Total	3,903	5,055	5,305



Transit Police

	n/a	n/a	238
Total	n/a	n/a	238

2006 TransLink revives the idea of tolling major bridges and roads, but Liberal transportation minister Kevin Falcon says that the government only supports tolls on new projects.

2007 TransLink receives another three cents per litre on the gas tax, bringing it to 15 cents, from the province on the condition it raise property taxes for transit. It also raises fares, while Victoria hands over authority to generate revenue from developing and selling property around rapid transit stations, but kills the parking tax and a Hydro tax TransLink had been collecting. Falcon, calling the mayors 'dysfunctional,' imposes new unelected board of members to run TransLink.

2008 Ottawa permanently extends an increase in the gasoline-tax transfer payments to provinces, some of which is then shared by B.C. government with TransLink.

2008 TransLink raises property taxes to cover the parking site tax that the province had cancelled a year earlier.

2009 Mayors agree to a \$130-million "stabilization plan" — raising the gas tax, property tax and fares — to help TransLink avoid a looming deficit. Mayors also float the idea of tolls on all Metro bridges, charging drivers for road use and pulling money from the provincial



carbon tax and accessing some of the federal fuel-tax funds that go to the province. It also pro-

poses a \$122 vehicle levy. The Liberal government rejects all those ideas.

2009 TransLink begins collecting the first tolls on the newly opened \$800-million Golden Ears Bridge, left.

2010 Premier Christy Clark says she's open to considering using the carbon tax to support public transit. Within a year, her government backtracks and opposes the idea.

2011 Province approves another two-cent gas tax hike, bringing it to 17 cents per litre, to help TransLink pay its \$400-million share of the Fourieson

Line. Mayors also propose a vehicle levy or road/bridge tolling again, with a backup plan that if those fail to gain support they will impose two-year property tax increase of \$23 per home.

2012 TransLink votes for a 12.5-per-cent fare hike. An independent TransLink commissioner rejects the hike.

2012 Mayors ask the province for road/bridge tolling, vehicle levy or a regional carbon tax for transit, but all are rejected. In response, mayors mix a backup plan to raise property taxes, and give the Liberals an ultimatum to come up with ways to pay for transit or cut services. Clark orders an audit

of TransLink, and says any new funding sources must be supported by the public, be affordable for families and not negatively affect the economy.

2013 Mayors again propose five funding sources for transit expansion, including the regional carbon tax, road pricing, regional sales tax, vehicle levy and leveraging land values near SkyTrain stations. Province says mayors need a consensus on specific transit priorities first and announces a working group with mayors on sustainable funding. Clark makes an election promise to have a referendum for any new TransLink revenue source. She is re-elected in May.

Edie Glavinich and Bob Shaw