

Place: DNV Hall 355 W. Queens Rd V7N 2K6
 Time: 7:00-9:00pm
 Chair: Arlene King – Norgate C.A.
 Email: arleneking82@hotmail.com Tel: 604-985-6830

1. Order/content of Agenda

a. Chair Pro-Tem Suggests:

2. Adoption of Minutes of May 21st

*a. <http://www.fonvca.org/agendas/may2015/minutes-may2015.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

Latest update on upper Capilano Traffic rerouting
<http://fonvca.org/Edgemont/Jun3-2015/Capilano-Water-Main-Project.pdf>
 Mayor Richard Walton June 3rd Presentation
<http://fonvca.org/Edgemont/Jun3-2015/Mayor-Richard-Walton-Presentation.pdf>
 Grosvenor Development goes to Public Hearing June23
http://www.dnv.org/upload/documents/Public_Hearings/150623PH_AdditionalInformation.pdf#page=1 ← warning: 150 Mbyte file!

b. Delbrook CA

c. Blueridge CA

Bylaws – lack of enforcement in spite of complaints

d. Others

4. Old Business

- a) Update: OCPIC by Corrie Kost
- b) Update on Community Workshop
- c) Revision to FONVCA E-mail List – BCA
- d) Future Presentation by NSMBA
- e) Update on Healthy Neighbourhood Funds

5. Correspondence Issues

- *a) Review of correspondence for this period
 Distributed as non-posted addenda to the full package.

6. New Business

a) North Shore Biking Association 101

*<https://drive.google.com/file/d/0ByBpBpJdymDjYnBRbnJwWmR1ZkU/view?usp=sharing>

7. Any Other Business

a) Community Association Presentations

* Basics: <http://ctb.ku.edu/en/table-of-contents/assessment/getting-issues-on-the-public-agenda/community-presentations/main>

* b) NEWS-CLIPS Listing ~May18-Jun14/ 2015

c) DWV Community Engagement Policy

* http://westvancouver.ca/sites/default/files/dwv/assets/gov/docs/Committees-Groups/Committees/Community-Engagement/Documents/COMMUNITY_ENGAGEMENT_POLICY_5_0.PDF

d) How DWV Handles Correspondence

* <http://westvancouver.ca/sites/default/files/dwv/council-correspondence/2015/may/15may01.pdf>

e) Ontario auditor shares P3 findings

* <http://cupe.ca/ontario-auditor-shares-p3-findings-municipal-leaders>

8. For Your Information Items

(a) Mostly NON-LEGAL Issues

i) Best Places to Retire in Canada

* <http://www.comfortlife.ca/blog/best-places-to-retire-in-canada-10692/>
<http://www.moneysense.ca/canadas-best-places-to-live-2014-small-sized-cities/>

ii) DNV Earthquake Risk – Special Council Meeting of April 27/2015

http://www.dnv.org/upload/documents/Council_Agendas_Minutes/150427SM_AGN.htm
<http://www.dnv.org/article.asp?a=5809&start=3027&end=6682&filename=20150427>

iii) 7 Reasons Why High-Rises Kill Livability

* <http://sustainablecitiescollective.com/bloomingrock/561536/7-reasons-why-high-rises-kill-livability>

Read especially the comments section for an informative discussion.

iv) What are “Linkage Fees”? ←CAC&DCC

<http://www.mitod.org/linkagefees.php>

v) Linkage Fees and Inclusionary Zoning: A

Scalable Policy For Affordable Neighborhoods
<http://www.theurbanist.org/2015/05/07/why-urbanists-must-support-linkage-fees-and-inclusionary-zoning-a-scalable-policy-for-affordable-neighborhoods-in-seattle/>

(b) Mostly LEGAL Issues

i) Council Review of Transcripts of Public Hearing Record is Inadequate...

“A video is a potentially powerful record. It not only allows us to hear what was said, but also the tone of the voice used.”

* <http://www.nsnews.com/opinion/editorial/editorial-periscope-up-1.1951466>

ii) Filing Election Expenses Difficult?

* <http://www.nsnews.com/news/election-expenses-under-review-1.1951470>

Last minute Misc. Addendum Material

9. Chair & Date of next meeting

7pm Wed July 15th 2015 ?

FONVCA Received Correspondence/Subject

18May 2014 → 14 June 2015

LINKED or NO-POST	SUBJECT

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

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

FONVCA AGENDA ITEM 2(a)

FONVCA

Draft Minutes of Regular Meeting Thursday May 21st, 2015

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

Time: 7:00-9:00pm

Chair: Val Moller – Tel: 604-926-9063

Attendees:

Val Moller (Chair pro-tem)	Assoc. of Woodcroft Councils
Lesley Brooks	Blueridge C.A.
Corrie Kost	Edgemont & Upper Capilano C.A.
Diana Belhouse	Delbrook C.A. & Save Our Shores
John Miller	Lower Capilano Community Res.Assn.
Arlene King	Norgate C.A.
Cathy Adams (Notes)	Lions Gate

The meeting was called to order at 7:10 p.m.

1. Order/content of Agenda

No changes.

2. Adoption of Minutes of April 15th

<http://www.fonvca.org/agendas/may2015/minutes-apr2015.pdf>

Adopted as circulated.

Business Arising: None.

Previous item – from Jan/2015 agenda item 4(a) earlier this year. Cathy to contact the District and give FONVCA an update on policies, etc. of the Healthy Neighbourhood Fund.

3. Roundtable on “Current Affairs”

Edgemont & Upper Capilano Lots happening in area.

Capilano Road shutdown for water main project – there hasn't been much reaction so far. Likely more when it happens. Noted –Handsworth teachers were allegedly only informed recently.

CMAC – filtration project for Seymour and Capilano now fully operational. Some attended the Capilano grand opening ceremony – Dignitaries, etc. in attendance. Interesting tour.

Grosvenor development – No Public Hearing yet. Parking under the supermarket will be public-but time restricted to about 2hrs – considered by some a “community benefit” to justify the partial 4th storey.

Queens & Edgemont Commons–completed. All commercial/3 stories. Nice rooftop area at corner for employees.

Discussions with the EUCCA-exec:modest townhouses being proposed in several areas near the village – some may be elevator-ready.

Community meeting-June 3rd. Speaker Metro Vancouver on Capilano traffic management and Mayor Walton on local issues. All welcome.

Delbrook. Diana reported that they have a sponsor for newsletters-Re-Max. They're very pleased-first newsletter has gone out.

No recent news on the Delbrook Community centre site. Hoping for enough time for good input opportunities.

Blueridge May 12 AGM-successful. New residents involved. The association is doing welcome visits to new residents to area.
New community garden – is going well.
New local transit routing – some challenges. Not going so well.
Good Neighbour Day coming up June 7th. Many involved. Lots of activities, mostly centred at the school. All welcome.

Norgate One evening, had a long train whistle several times. Malfunction? Caused concern for residents, who didn't know what was going on. Concerned it was an emergency.
Norgate has a facebook page, which is proving to be a good communication tool.

Lower Capilano C.R.A AGM May 13th. Nothing controversial at this time/low turnout. Jerome Irwin had an article in the Georgia Straight on earthquakes, calling for a seismic model showing potential damage should the dam be affected in a major earthquake. There's a lot of development in the Lower Capilano area – much more planned. It's noted that the North Shore Emergency Management Office is not informed, can't seem to get information from Metro Vancouver. Metro Vancouver doesn't seem to look at planning, doesn't share what information they do have with local government. Reports are being kept secret?

Save Our Shores The Discovery Waterfront Walk is June 14th. Transportation is being arranged - there will be free water taxis this year.

Woodcroft At DNV Council Committee of the Whole - next Monday-approval of names for Lower Lynn and Lower Capilano areas. Lower Capilano area recommendation-Lower Capilano Village. Much issue with the term "village". Also-discussion on renaming William Griffin.

4. Old Business

4.a OCP Implementation Committee

Working on OCP Progress Monitoring Committee report. Many aspects looked at – housing mix, growth – as outlined in the OCP. Has been delayed going to Council –committee is to review it prior, but likely to Council in a month or so. Useful report – lots of stats in it. Main task for committee is presenting progress indicators of the OCP.

4.b Update on Community Workshop

-tabled/due to Eric Andersen not being in attendance. Still a work in progress.

4.c Revision to FONVCA e-mail list

Still to be discussed further. BCA proposes revisions. (some emails to participants, other items to the larger, current list)

5. Correspondence Issues

5.a Review of correspondence for this period:

Distributed with full package – not yet posted on web-site, as per policy.

11 emails. Discussion of contents.

Decision: Do not post #1 – contains accusations of criminal wrong doing

Do not post #11 – simply a repeat of #10/actually a Non Delivery status notification

6. New Business

6.a Save our Shores Discovery Waterfront Walk-dealt with during Roundtable
<http://www.nv-saveourshores.ca/Walk/tabid/60/Default.aspx>

7. Any Other Business

a) CNV/Daycare rules-the City is proposing to relax the rules, reduce input from impacted area residents. Might DNV consider adopting lower standards as well?

b) News Clips listing – April 15-May 17/2015 All on webpage. Good collection, especially from the North Shore News.

c) FONVCA website visits map Shows the countries from where visit to the site have come

8. For Your Information Items: Items were outlined. No discussion.

9. Chair & Date of next meeting:

June 17/2015. 7 p.m. Arlene King, Norgate C.A. will chair. Tel: 604-985-6830

Meeting Adjourned. 8:50 p.m.

FONVCA AGENDA ITEM 4(e)

Subject: Fwd: Re: Healthy Neighbourhood Fund
From: Cathy Adams <CathyAdams@shaw.ca>
Date: 15/06/2015 10:57 AM
To: FONVCA <fonvca@fonvca.org>
CC: Corrie Kost <corrie@kost.ca>

For FONVCA members - my correspondence with the District in regards to questions surrounding the amount and functioning of the Healthy Neighbourhood Fund. Note-Cristina Rucci hasn't answered all the questions we had.

Cathy

Date: Mon, 15 Jun 2015 10:52:02 -0700
To: Cristina Rucci <RucciC@dnv.org>
From: Cathy Adams <CathyAdams@shaw.ca>
Subject: Re: Healthy Neighbourhood Fund
Cc: Penny Chester <ChesterP@dnv.org>

Thanks very much for the information, Cristina. FONVCA doesn't have a current request pending for funds from this account. The enquiry was of a general information nature - questions we at FONVCA have on the functioning and funding through the Healthy Neighbourhood Fund.
Cathy Adams, on behalf of FONVCA

At 09:33 AM 6/15/15, Cristina Rucci wrote:

Hi Cathy,

Thank you for your inquiry about the Healthy Neighbourhood Fund. This fund will continue to be offered in 2015, but in a slightly different form.

Staff is currently seeking approval to broaden the application of this fund to meet current community needs and to increase the total grant amount by \$2000 (currently at \$5000).

Under this amendment the grant will also be given a new name – the Community Building Grant.

Please keep any receipts for community events and other potentially eligible expenses that FONVCA may have incurred, and check back with us at the end of July.

At that time we will be able to provide the grant criteria and application forms.

Apologies for any inconvenience re timing as we sort out these policy changes.

Thanks,
Cristina

From: Cathy Adams [<mailto:CathyAdams@shaw.ca>]
Sent: Thursday, June 11, 2015 10:49 AM
To: Penny Chester
Subject: Re: Healthy Neighbourhood Fund

Hi Penny

Please confirm that you received my email from earlier this month, and that there isn't someone else I should be directing my enquiry to at the District.

Thank you,
Cathy Adams, on behalf of FONVCA

At 01:40 PM 6/03/15, Cathy Adams wrote:

on behalf of the Federation of North Vancouver Community Associations:

Hi Penny

First, thank you again for the funds received by FONVCA from the Healthy Neighbourhood Fund in the past. We greatly appreciate the District's support of our organization.

We have a couple of questions about the fund and how it operates:

I understand from our application process last year, that receipts should be into the District by November in a given year, for funds being requested for that calendar year - is this correct?

Are funds distributed throughout the year, or distributed on a once per year basis to all applicants, once all receipts expected into the District are received?

We also would like some information about the amount of funding the District has set aside - what is the total budget right now? Has the amount been reduced in recent years, and if so - when was this, and what was the budgeted amount previously?

Could you give us information on how much has been spent by the District in the past 3 years for this funding?

Thank you for this information, Penny.

Cathy Adams, on behalf of FONVCA
(604) 987-8695



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North Shore Mountain Bike Association 101
Understanding the Organization's Function and Purpose

May 2015

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Vision and Mission Statements

The current North Shore Mountain Bike Association (“NSMBA”) Vision and Mission statements were revised and finalized in 2010 by the Board of Directors through multiple SWOT* analysis sessions, led by Ilana Wapniarski. The Vision and Mission statements are revisited annually to ensure that they remain relevant and appropriate.

Vision

The NSMBA is a voice for the mountain biking community of the North Shore. We protect and maintain the trails as environmental leaders, focused on sustainability through education and action. We develop trail networks that provide challenge and progression while fostering mountain bike culture and a community that embraces our sport as a positive force.

Mission

Trails for all, trails forever!

The Origins of the North Shore Mountain Bike Association

The NSMBA was formed in the winter of 1997, in response to trail sabotage on mountain bike-specific trails. At this time mountain bike trail building was relatively new and these actions of sabotage did not bode well for the future safety of mountain bikers on the North Shore.

Unsubstantiated rumours were also circulating about various undertakings that would potentially prevent public access to mountain biking trails on the North Shore. There were suggestions that Grouse Mountain intended to take over the Fromme trails and charge users to access the trails; that further housing development would take away trails on Cypress, Fromme and Seymour; and that B.C. Parks officials on Seymour would close down trail access.

The problem facing North Shore mountain bikers included the lack of a grassroots organization capable of formulating a united response to these potential and future threats. Although local mountain bike shops and the mountain bike industry were key stakeholders in the future of mountain biking on the North Shore, their focus was on running and maintaining their business.

* A SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or in a business venture.



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In response to this reality and the rumours of the winter of 1997 an impromptu and informal meeting at the Black Bear pub resulted in the decision to form a mountain bike advocacy group for the North Shore.

After much discussion a name was chosen, an executive was elected and a decision was made to incorporate as a not-for-profit society. And thus began the North Shore Mountain Bike Association!

It is important to note that in 2009, the NSMBA was near implosion and essentially operating without a Board of Directors, a mostly disengaged community, a largely neglected trail network and very few dedicated trail builders. Then President, Mathew Bond, put an ultimatum to the community, either fold or rebuild the organization.

In 2010 the NSMBA was re-born with a new Board of Directors who sculpted a new Vision and Mission. Since 2010 a colossal amount of work has been completed to rebuild the organization, re-establish relationships with key stakeholders & Land Managers, engage the community and revitalize the trail network.

To achieve the rebuilding of the NSMBA several distinct areas were identified as priorities including:

Capacity

To affect a positive change and catch-up on the years of deferred maintenance, a primary focus was to build capacity within our community. The Trail Adoption Plan was created to harness the power of volunteerism and 'close the loop' with industry.

Education - 'Knowledge is Power'

To improve our effectiveness and propagate leaders from within the community the NSMBA created the North Shore Builders Academy. An adaptable approach to sustainable solutions, the program has now grown province wide, empowering organizations throughout BC and beyond, establishing the NSMBA as leaders in the field of modern trail solutions.

The 'Plumbing'

Much of the internal NSMBA systems, processes and policies needed reviewing and updating - including: community and industry engagement, overall program management and administration, grant and funding processes, communications (including website and social media), stakeholder engagement and advocacy,



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database management and clearly defining the role and responsibilities of the Association.

From Grassroots to Leaders

Stewardship, Education and Sustainable Trail Solutions

Since 2010 the NSMBA has become a leader in the emerging field of sustainable trail solutions. Educational initiatives, both local and regional, are focused on long-term care. The community has become a large and educated group of engaged volunteers who participate in various initiatives including the Shore Corps, the Trail Adoption Plan and the Trail Builders Academy. All volunteer trail building efforts are now led by a team of trained Trail Builders.

Our goal is to serve the mountain bike community and create a balanced network that provides challenge and progression for all levels. Much of our work addresses issues on multi-use trails so, although primarily a mountain bike association, the NSMBA is cognizant and respectful of all users, often embarking on work that benefits the wider community.

The evolving work plans include the continued revitalization and maintenance of our existing network, replacement of expiring wood structures and increasing connectivity by developing ascent trails. Since the re-birth of the organization in 2010, much of the work has focused on developing beginner and intermediate options that were noticeably missing in the North Shore trail inventory.

At the same time much of the network was in a severely neglected state, requiring huge amounts of labour to restore and revitalize the trails. As the NSMBA continues this work, catching up on decades of deferred maintenance, our focus into the future includes opportunities for the advanced rider.

The new era of trail building is focused on a sustainable approach, seeking solutions that last and are also considerate of the environment. The North Shore is a temperate rain forest, receiving as much as 4000



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mm of rain annually. Therefore much of the new work is conscious to include erosion mitigation through water management. Working under the guiding principles of Trail Triage, the work is prioritized by inherent risk vs. unnecessary risk, governed by Duty of Care.

The People in the Organization

To achieve these goals the NSMBA relies predominantly on volunteers. The Board of Directors are all unpaid volunteers, passionate about the North Shore trails and the mountain bike community. The Board is supported by two staff, a full time Program Manager and a part time Administrator.

The Board of Directors

The Directors of the NSMBA are elected by the membership at the Annual General Meeting. The directors are responsible for planning for the future of the organization, as well as managing its day to day activities. Each director has a duty to act honestly and in good faith with a view to the best interests of the Association.

Directors are expected to be involved in the planning, organization and execution of the NSMBA's activities including events, marketing and communication, advocacy, fundraising, stakeholder management and community engagement.

Program Manager

Reporting to the President of the Board of Director, the Program Manager is responsible for ensuring the successful delivery of the Trail Adoption Plan, the Builders Academy, and building our capacity with the continued expansion of the Shore Corps. The Program Manager also provides general support to the Board of Directors and NSMBA staff and volunteers.

Administrator

Reporting to the President of the Board of Directors, the Administrator is responsible to work with the Program Manager to facilitate delivery of NSMBA programs. The Administrator is also responsible to assist the Treasurer in bookkeeping duties as well as supporting the board in general duties.



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Why Join?

Membership

As a mountain biker or trail user the single most important thing you can do to ensure your ongoing enjoyment of the trails is to become a member of the NSMBA, an individual adult membership is \$40 per year, and \$35 for those under the age of 18.

Becoming an NSMBA member means that you care about keeping the trails of the North Shore open and accessible. Your membership gives the NSMBA a stronger voice with sponsors, Land Managers and various levels of government.

Your membership dues provide direct financial support to enable the NSMBA to:

- Pay professional trail builders to lead specific maintenance projects and trail days, ensuring trails remain open, safe, sustainable and FUN!
- Purchase materials, tools, and equipment for our volunteer and trail builders to use during trail days.
- Purchase insurance that allows the NSMBA to conduct activities for our members, and host trail days.
- Manage and deliver the programs that educate the community on trail building's evolving best practices.
- Engage proactively with Land Managers to ensure their continued support and investment in the trail network.

Trail Pass

Supporting the NSMBA with a Trail Pass purchase also helps with our ongoing programs. It is an ideal way to show your support if you are a visiting the Shore, as well as being a great way to give back to the trails if you are a local rider. All of the funds raised through trail pass sales go directly back to trail work, a Trail Pass is \$15 per year.

Either way, your support is essential to fuel our efforts to keep the trails in good condition and protects them from closure. Your membership directly supports NSMBA trail work and allows the NSMBA to not only hold awesome events, but also work with land managers to ensure we have continued access to trails.



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Creation of the Trail Adoption Plan, Builders Academy and Shore Corps

Since its inception in 2011, the Trail Adoption Plan (TAP) has contributed over 5000 hours of volunteer labour to the trails annually. The program was created to foster community stewardship, create sponsor buy-in, harness the power of volunteerism and tackle what, at the time, seemed an insurmountable workload considering the amount of deferred maintenance.

TAP works by partnering 'Adopters', local, national, and international businesses and community groups, with a professionally trained NSMBA Trail Builder. The Trail Builder completes an Annual Trail Assessment and then creates a Work Plan for the adopted trail.

The work plan is proposed to the appropriate land manager who then approves the work or makes edits as needed. It is important to note that ultimately the Land Manager needs to approve any and all work conducted on a particular trail. Our greatest opportunity for ensuring "trails forever" is building strong relationships, based on trust and credibility, with the Land Managers.

Once approved by the Land Manager the Adopter will then work with the Builder to jointly deliver up to six trail Days. The NSMBA Builder then continues to conduct preventative maintenance on the trail throughout the year.

Our efforts to restore the Shore continues in full force, TAP accounts for approximately 100 trail days each year. In total, TAP contributes approximately 5,000+ hours of labour annually and is the primary driver in 'catching up' on decades of deferred maintenance.

The Builders Academy

This program starts with a theory session to teach the fundamentals of modern techniques to assess, build and maintain trails; with a strong focus on long term sustainability and a positive trail user experience. Each class is followed with a practical day in the forest for hands-on learning.

To enroll in Builders Academy, which is free, you must be a current NSMBA member.



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The Builder Academy educates students on an adaptable approach, seeking sustainable solutions using modern techniques and is founded upon the following guiding principles:

- Respect for the environment.
- Long term care and development of the trails through sustainable practices.
- The forest is a shared resource.
- Positive trail user experience.

The curriculum covers the following topics:

- Sustainable Solutions to build & maintain
- Trail Assessment & Trail triage
- Environmental care
- Best practices - An adaptable approach

The practical application of sustainable solutions and trail building principles includes the knowledge and guidance of experienced North Shore builders.

The Builders Academy would not be possible without the partnership and financial support of Arc'Teryx, an international company based here on the North Shore, specializing in designing and producing performance outdoor apparel and equipment



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The Shore Corps

The Shore Corps program is comprised of Builders Academy graduates. To enroll in the program you must have completed the Builders Academy (both theory and practical sessions) and be a current NSMBA member.

Trained in modern techniques of sustainable trail care, our Builders Academy graduates attend a theory session followed by a full day in the forest working with a Lead Builder to put their new found theory into practice. When training is complete, they become members of the Shore Corps and receive their Shore Corps badge. Members of the Shore Corps will engage in ongoing specialty projects to improve the trails, including Advanced Academies that will expand knowledge through tactile learning.

Over 600+ graduates have joined the Shore Corps from throughout the Province of BC as well as Washington state. The Shore Corps engages through a Facebook group for members, a quarterly newsletter and ongoing trail development through mentorship programs, advanced builder courses and special projects.

The Shore Corps is part of the NSMBA's commitment to "Trails Forever", ensuring the trails are cared for today and into the future.

Trail Building Best Practices

When developing work plans for the trails the NSMBA follows and adheres to the following best practices; Whistler Standards, IMBA Guidelines and Best Management Practices of the respective land manager.

The NSMBA uses the most robust applicable standard and applies these principles in our unique topography and climate, with a focus on long term sustainability.

The NSMBA then builds upon this existing foundation of knowledge and creates the highest standard possible to withstand our Sustainability Equation of:

- High usership
- Extreme rainfall
- Easy access
- Year round availability

The existing trail network was organically created without any master planning. The inherited trails were built at a time when 'sustainability' was not part of the vernacular. Due to the cumulative impact of the above factors much of the work



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completed by the NSMBA seeks to upgrade the existing trail network through improving and maximising the sustainability of the trails.

To achieve this goal of a sustainable trail network and deliver on the NSMBA's mission of 'Trails for all, trails forever' the following activities are required to support the building standards and guidelines:

- Education - Build capacity within our community and encourage leaders for today and tomorrow.
- Relationships - Build strong and positive relations with Land Managers and other user groups.
- Unity - Work together as a community towards the common goal Trails for All, Trails Forever.
- Capacity - Continue to engage the community with initiatives like TAP to ensure we are able to keep pace with the increasing usage.
- Etiquette - Create a culture in which it is understood the actions of the few affect the opportunities for all.

Please visit the following link for a copy of the Whistler Standards:
http://www.mbta.ca/assets/pdfs/trail_standards_first_edition.pdf

Please visit the following link to access IMBA's trail building resources:
<https://www.imba.com/resources/trail-building>

Trail Difficulty Rating - How and Why?

It is important to note that the North Shore offers unique riding terrain, the trail difficulty ratings must be applied to the topography we have while still adhering to globally recognized standards.

Any trail difficulty rating must allow a new rider or visitor to easily ascertain a trails difficulty; it must not be based on the relative difficulty compared to other trails in the area or what regular users of the trails are accustomed to riding.

The foundation for the trail difficulty ratings applied on the North Shore come from the Whistler Standards in conjunction with the IMBA Trail Rating Guidelines.






The IMBA Trail Difficulty Rating System can:

- Help trail users make informed decisions.
- Encourage visitors to use trails that match their skill level.
- Manage risk and minimize injuries.
- Improve the outdoor experience for a wide variety of users.
- Aid in the planning of future trails.



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Many trail networks use this type of system, most notably resort-based mountain biking trail networks. These criteria should be combined with personal judgment and trail-user input to reach the final rating.

Trail Difficulty Rating System					
	Easiest White Circle 	Easy Green Circle 	More Difficult Blue Square 	Very Difficult Black Diamond 	Extremely Difficult Dbl. Black Diamond 
Trail Width	72" or more	36" or more	24" or more	12" or more	6" or more
Tread Surface	Hardened or surfaced	Firm and stable	Mostly stable with some variability	Widely variable	Widely variable and unpredictable
Average Trail Grade	Less than 5%	5% or less	10% or less	15% or less	20% or more
Maximum Trail Grade	Max 10%	Max 15%	Max 15% or greater	Max 15% or greater	Max 15% or greater
Natural Obstacles and Technical Trail Features (TTF)	None	Unavoidable obstacles 2" tall or less Avoidable obstacles may be present Unavoidable bridges 36" or wider	Unavoidable obstacles 8" tall or less Avoidable obstacles may be present Unavoidable bridges 24" or wider TTF's 2' high or less, width of deck is greater than 1/2 the height	Unavoidable obstacles 15" tall or less Avoidable obstacles may be present May include loose rocks Unavoidable bridges 24" or wider TTF's 4' high or less, width of deck is less than 1/2 the height Short sections may exceed criteria	Unavoidable obstacles 15" tall or greater Avoidable obstacles may be present May include loose rocks Unavoidable bridges 24" or narrower TTF's 4' high or greater, width of deck is unpredictable Many sections may exceed criteria



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Who are the Land Managers?

Seymour & Fromme

- BC parks
- Metro Vancouver
- Canadian Housing and Mortgage Corporation (“CHMC”)
- District of North Vancouver (“DNV”)
- Grouse Mountain Resorts LTD

BC Parks, Metro Vancouver and the DNV have clear rules on mountain bike trails on the land they manage. They are engaged land managers.

Any trail work or maintenance in Metro and DNV land must be permitted. It is illegal to build or ride in BC Parks unless it is explicitly permitted. BC Parks will clearly sign areas in which riding is permitted (e.g. Empress By pass, Old Buck)

At this time the CHMC is not an engaged land manager and as a result there is no policy on mountain bike trails on their land. There is currently no official permitting for trail building on CMHC land either. The NSMBA does not have any direct contact with the CMHC.

Both the DNV and Metro Vancouver have expressed concern about how trails on CMHC land will impact them. New trails built on CMHC land that would potentially exit on existing trails within the DNV or Metro Vancouver networks have created problematic situations and friction between the mountain bike community and the Land Managers. The building of trails on CMHC land has the potential to have a negative impact on established trails on DNV and Metro Vancouver land.

The NSMBA works closely with the DNV and Metro Vancouver to continue improving the trail network. The NSMBA has continued to build very strong relationships with the engaged land managers since 2010. With ongoing cooperation we see a bright future and the opportunity to continue to improve the trail network for all styles and abilities of riders.



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Cypress

- District of West Vancouver (“DWV”)
- British Properties (“BPP”)
- BC parks

At this time there is no agreement for trails on Cypress, DWV and BPP have a moratorium on new trail development.

The NSMBA is actively engaged with the Cypress Land Managers. The NSMBA’s formal policy is not to undertake any work until a formalized trail agreement is in place with a Land Manager.

Grouse Mountain Resorts LTD

Grouse Mountain Resorts is the owner of some land on Fromme, the area above the 6th switchback along Mountain highway is part of their property. Trails such as 7th Secret, Bookwus, Upper Oil Can are in or partially on their land.

Grouse Mountain Resorts LTD has accepted these trails on their land for several years. In fall of 2014 the NSMBA received a request to inform the Fromme trails users to cease the use, building and maintenance of trails above the 7th switchback.

Use of public lands, how it works?

Provided by the District of North Vancouver

Crown land is not public in the sense that anyone can use it for anything they want. It is land that is owned by the provincial government and while the public is generally permitted to access Crown land, there is no overriding right by the public to use it without restriction. The *Land Act* makes it an offence to use Crown land without lawful authority or construct a structure on it without authorization of the Minister (s. 60).

In the case of the North Shore, many of the recreational trails traverse between three separate land managers – BC Parks, Metro Vancouver and the District of North Vancouver, each of which has legislation or bylaws governing the management and administration of their recreational lands. For example, Mt. Seymour Park falls under the management of BC Parks, who administers their recreational lands in accordance with the Park Act and the Park Conservancy and Recreation Regulations while Lynn Headwaters Park and Lower Seymour Conservation Area fall under the jurisdiction of Metro Vancouver and are



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governed by other legislation and bylaws that assign the responsibility to manage the lands.

DNV land is not Crown land, DNV land is owned by the District of North Vancouver. The District can set restrictions around its use both in its capacity as the owner of the land and as the local government having authority. The Community Charter gives the District the authority to regulate, prohibit and impose requirements in relation to public places (i.e. parks) per s. 8(3)(b). Parkland in the District falls under the management of the District and is subject to the restrictions set out in the Park Control Bylaw 2733, namely the prohibition against damaging a park in section 2 and the prohibition against erecting structures in a park without a permit in section 8. In addition, policy documents such as the Fromme Mountain Trail Classification Study set goals and directions for recreational activity.

NSMBA's Policy on Rogue and Unsanctioned Trails

Trails or features built and/or constructed without the authorization of the Land Manager, on land for which the NSMBA has a formal work agreement with a Land Manager poses several problems for the NSMBA.

The proliferation of rogue and unsanctioned trails is one of the biggest threats to the sport of mountain biking on Fromme and Seymour.

Over the last 10 years the sport of mountain biking has formally been recognized by the Land Managers who have jurisdiction over Mount Fromme and Mount Seymour. The trail network, which was mainly built prior to this, was evaluated and a trail classification system was conducted. This classification process was the mechanism for the Land Managers to authorize and legitimize these trails. This process enabled the NSMBA to legitimately work on the trails on Mount Fromme and Mount Seymour which reside on land managed by the DNV and Metro Vancouver.

In creating sanctioned and recognized trails the Land Managers began investing in the trail network. The NSMBA has worked closely with the Land Managers and the community has made significant investments to maintain, repair and upgrade the trails. The current status of trails on these mountains is due to this ongoing cooperation. The trail network is a work in progress with much future work yet to be completed.



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Rogue* and unsanctioned trails which exist, or are being constructed, on DNV or Metro Vancouver land are a serious issue for the NSMBA; these trails can inhibit our ability to maintain existing trails and are a significant deterrent to being permitted to construct any new trails.

Rogue and unsanctioned trails can have a significant impact on the environment. A poorly aligned trail can generate significant soil erosion due to changes in the natural hydrology. These issues are further compounded when the trails are not maintained due to a lack of a formalized maintenance plan being in place to care for these trails. The result is typically advanced erosion, rendering the trail undesirable and eventually unusable. Politically, this causes the entire mountain bike community to be perceived in a negative light, by both the Land Managers as well as other trail system users.

The creation of 'Parasite Lines' is also of great concern to the NSMBA. Tacking into a sanctioned trail and creating a parasite line can place the sanctioned trail at risk. This practice is in total disrespect to the original and/or existing builder and should not be accepted or tolerated by our community. In some cases, easy lines are made around difficult sections. This dilutes the integrity of the trail and often results in dumbing down of the shore.

The NSMBA advocates against the constructions of trails or features which have not been authorized or permitted by the land managers.

The NSMBA recognizes that often rogue and/or unsanctioned trails are built out of frustration with the system or from a perceived need for more advanced or varied trail experiences. The NSMBA encourages that builders work within the existing systems and engage in dialogue with the NSMBA, this is the only way to guarantee trails for all, trails forever.

**Rogue (adjective): No longer obedient, belonging, or accepted and hence not controllable or answerable; deviating, renegade*



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Challenges of Providing Concise Work Plans to the Public

Each year the NSMBA must submit work plans to each Land Manager, these plans are a request to conduct maintenance and trail care. If approved the NSMBA receives a permit for the work and can then begin to execute the work.

This process holds true for all builders wishing to work on trails on DNV or Metro Vancouver land. Ultimately, it is up to the respective Land Manager what work is permitted.

This process takes several months and is a complicated, rigorous process which requires approval from the land managers and includes a 'walk throughs' of all proposed work sites on over thirty trails a year, attended by the NSMBA Program Manager, the respective NSMBA Lead Builder and the Land Manager.

Premature presentation or discussion of proposed work plans, prior to approval by the land manager, can lead to disappointment, confusion and dissatisfaction within the community if the land manager rejects or requests modifications to proposed work plans.

The Future of the NSMBA

The NSMBA is focused on the needs of the mountain biking community as a whole. We strive to support the evolution and ongoing growth of the sport of mountain biking. We embrace change and seek to perpetually move forward, we do this with the utmost respect to our roots and heritage.

The NSMBA is comprised of riders whose primary interest is to improve the current state of the North Shore trail network and create opportunities for the sport.

This philosophy in combination with adherence to best building practices is the NSMBA's approach to fulfilling our mission of Trails for all, Trails forever!

Trails are always changing; use and weather are major factors. The need for constant and ongoing maintenance enables the NSMBA to improve and enhance trails. Not simply to maintain the existing trails but to also keep pace with usership, progression and the evolution of the sport. This constant evolution is key to having a world class trail system and requires a delicate balance between the old and the new.



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Engaging in a preventative maintenance model is imperative as it allows for a measured and more tempered approach to trail maintenance. The outcome is a gentler transition between our past and the future.

A constant in this evolution is trail etiquette. The NSMBA seeks to foster a community that not only has respect for the environment but also fosters respect for all users of the trails.

There are no instruction manuals, licenses or permits for this. We must self-govern and treat others as we wish to be treated.

To assist with achieving this goal the NSMBA works with the land managers to ensure that trails are signed in a clear and meaningful manner, the aim is to help users route find which ensures better safety and reduces the potential for user conflict.

The best way to affect change is to get involved. The NSMBA is an inclusive organization and welcomes your participation and contribution to help drive us forward towards achieving our shared mission and vision.

Join in and become part of the team helping shape the future of the trails on the North Shore. Become a member, volunteer, trail builder, corporate donor, or Director. Our progress is driven by volunteers and the fuel is passion. As the saying goes; “the world is decided by those who show up.”

FONVCA AGENDA ITEM 7(a)

<http://ctb.ku.edu/en/table-of-contents/assessment/getting-issues-on-the-public-agenda/community-presentations/main>

- **What is a community presentation?**
- **Why should you make community presentations?**
- **When should you make community presentations?**
- **How do you make community presentations?**

What is a community presentation?

One very effective way to educate and involve people in your community is to make a presentation. A "community presentation" is a live, face-to-face description of your viewpoint to a local group. Community presentations can be done in many formats -- through public speeches, informal talks, town meetings, debates, workshops, or seminars. This is just a partial list.

But all these presentation formats have qualities in common. First, their purpose is to discuss problems, issues, action plans, or goals for the community. And second, their success (and yours) will depend upon use of some basic principles of communication, which we plan to describe in this Tool Box section.

Have you ever fantasized about giving a presentation and receiving loud cheers and a standing ovation? In real life, you may not always be able to move people to their feet; but with preparation and practice, you can certainly become more skilled at moving their hearts and minds closer to your point of view.

Why should you make community presentations?

- To increase community awareness and understanding of your issues
- To increase community awareness and understanding of you and your group
- To increase community support for you and your group
- To encourage community involvement and action regarding your cause

When should you make community presentations?

So when should you make these presentations? Some situations will certainly be better than others. And among the best situations are when:

- Community awareness or knowledge about the issue is low
- You have new or important information about the issue to present
- The community is receptive to such information, and not locked into an opposing position
- Action needs to be taken quickly

How do you make community presentations?

Stare into your past, and you probably have some presentation experience, of one kind or another. You may have made presentations at work, for school, or for a community organization you have belonged to. So chances are you already know a few of the basics. But can you increase your current presentation ability, and move up to the next level of skill? We think so.

A successful community presentation has three key elements, or stages: the right **background conditions**, the right **preparation**, and the right **delivery**. Each of these stages has several steps within it. The stages, and the steps, are described below, in order:

Decide on the best communication format

Many different formats for getting your message across are available to you. Certainly, using advertising, local radio or television announcements, mass mailings, door-to-door solicitations, telephone calls, and personal invitations can all be important parts of [your communication strategy](#). You may also want to consider holding town meetings, public forums, listening sessions, seminars, or workshops to discuss issues, goals, and action plans.

Check on who the audience will be

Ask yourself: "Who is likely to attend this presentation?" This is important, because you will want to address their particular needs and concerns. If you expect neighborhood activists, that's one type of audience. If you expect local businessmen, that may be another situation entirely. What you say, and how you say it, may need to vary accordingly, sometimes by quite a bit.

If you were *invited* to speak by a particular group (the League of Women Voters, the interfaith association, the local hospital) that invitation will certainly give you a clue. If there's no specific sponsor, you can still make a best guess of your audience, based on your knowledge of the community and on attendance at past presentations. You can also [ask other well-placed community members](#) for their insights.

Here are some more specific questions you should ask yourself (and possibly others) about your prospective audience:

- What will be the audience's likely age range? Education level? Values? Cultural or ethnic background?
- How have you been described to them?
- How interested are they in your topic?
- What (and how much) do they already know about it?
- What does the audience expect of you?
- What do they expect from your presentation?

Recruit the audience members you want

Now, ask yourself: "Who do I want to be there?" *over and above* those who are likely to come. This is especially important, because you can try to recruit those people. You can do this indirectly, by publicizing your presentation to your desired target groups. Or you (or your supporters) can do it directly by individual letter, by phone, or in person.

Are you talking about street safety? Recruit crime watch leaders.

...about childhood diseases? Recruit school health nurses.

...about youth sports? Recruit youth leaders and coaches.

Know the presentation setting

In addition to information about your audience, you should also learn about the location and setting of your presentation. For example, how big is the room? How will the room be set up? What audio-visual equipment is available?

The right physical arrangements can go a long way toward ensuring your success. Here is some specific advice:

- Visit the room well ahead of time. Check the seating arrangements, your own speaker's position, and anything else in the environment that will make a difference to you (such as electrical outlets, lighting controls, ventilation). If you have recommendations for changes, don't be shy; make them; then do your best to see they get attended to.
- Make sure you have the audio-visual equipment you need. Learn how it works; make sure it is working. Try it out a few days before your presentation, and just before the presentation itself, to reduce the chance of equipment failure. (If using projectors, have a spare bulb on hand.)
- Find out who can help you with last-minute room arrangements or equipment adjustments. Try to make sure that person will be there before the presentation starts. More than one presentation has suffered because someone forgot the key to the room; don't let this happen to you!

The right preparation:

Now you are ready to plan the presentation.

Clarify your objectives

Before you present to the community, you need to be clear on exactly what you want to get across. What is the basic objective you want to achieve?

For example, you may be trying to gather support for a program to inspect older houses for lead paint. Your specific objective might be to convince the town to fund this program and begin it within six months. (Tip: It helps to write your objectives down.)

How can your presentation help reach this objective? You might decide to speak on lead poisoning of young children in your community. A well-done presentation here could convince

others about inspections. In that case, you'll need to decide on the key points you want to make about lead poisoning. These should be directly related to the inspection program you are advocating.

Write down these points. This will help you focus your presentation outline, which is the next step coming up.

Develop an outline

Just as in other presentations you may have done, you will want to develop an outline covering your main points or issues. Your outline is the overall plan that will guide you through your presentation.

Presentation outlines often have a similar sequence, which commonly includes:

- A general overview
- A history or background of the issue
- A description of the current situation or problem
- Your proposed solutions -- often together with requests for action
- A summary

Will this sequence work for you? Very likely so. But if you think a different sequence would be better, then by all means try it out.

The *content* of your outline should be based on your objectives above, and include the main points you want to get across. For more, see Heading #10, "Bring them to their feet," below.

Select your materials

Now that you have an outline, you need to find and develop materials to include in the content of your presentation. You may want to collect things such as newspaper articles, quotes, reports, data, stories, and anecdotes to support your key points. Even for a 10- or 15-minute presentation, having this material available will help you prepare, and will serve as reference backing if audience members have questions for you.

Next, sort through this material and pick out the best items to use. What is most relevant here? What will best support and enhance your presentation?

Creating Visual Aids: Types and Tips

Visual aids in your presentation can improve your audience's *attention*, as well as its *retention* of what you have to say. This is because people remember more if they hear and see something, compared to if they only hear it alone. Good visual aids will be simple, clean, eye-appealing, and easy to see or read. Some **types** of visual aids you might use are:

- **Chalkboards, or whiteboards.** These are especially useful in small groups, and can help with participation and audience interaction.
- **Flipcharts.** You can prepare these in advance (with multiple colors), and use them as audience participation tools.

- **Overhead transparencies.** These are useful to project hand-drawn images, pictures, and text. You'll need to use an overhead projector. Note that transparencies can also be used to write upon while you talk.
- **35mm slides.** Slides can be made for written information as well as for pictures and graphics. These work well with large audiences, as they can be projected on screens.
- **Handouts.** Handouts should be short summaries of the key points and information in your presentation, together with contact addresses and numbers. You can distribute them either before your presentation, so people can look them over and follow technical information, or after your presentation is finished. (Don't hand them out during the presentation, because it will distract people from what you are saying.)
- **Live demonstrations.** These can be compelling if they are well-rehearsed and visible by the entire audience.

Whatever visual aids you decide upon, here are some basic rules and tips you can use to design them:

- Limit each overhead, slide, or poster to one main idea.
- For each graphic, use no more than 6-8 lines of text.
- Use key phrases rather than sentences. Use plain language. Avoid jargon.
- Use bulleted lists for key points.
- Double-space between lines of text.
- Use large, bold, serif type fonts. (This font has serifs.)
- Make sure the audience can read the text. (To check on this, look at the graphic from the back of the room.)
- As you present a graphic, read and clarify it to your audience.
- Only show information you plan to discuss.
- In designing graphics:
 - * A **horizontal bar chart** helps compare one category among several others.
 - * A **vertical bar chart** helps focus attention on change over time.
 - * A **line graph** can be used to show data for several time periods, or trends.
 - * A **pie chart** helps show the amount of each variable as a percent of the total.
- Turn off the lights on the projector when you have no images to project.
- Keep any visual aid before the audience only as long as it supports your oral presentation. And don't distract the audience with the next slide or visual aid before you are ready to talk about the material on it. Keep it covered.

Practice!

The content of your presentation is very important, and well worth spending extra time on. But equally important is the upcoming delivery of the presentation itself. The key to this is simple: practice. The more you practice, the more you will grow comfortable with the material, and the greater your impact will be.

Tips to help you practice effectively

- Practice **in front of a mirror** -- you can see your facial expressions, gestures, and stance.
- Practice **in front of others** -- family, friends, colleagues, and anyone else who will listen. A live rehearsal is one of the best forms of practice. Hopefully, your practice audience will give you constructive feedback to improve your presentation when the real thing comes.
- Practice **using a video camera or tape recorder** -- again, you will be able to see and hear what you are doing well, and what could be improved. (The camera doesn't lie; it's an excellent teaching technique.)
- Practice **reading aloud** -- and when you do, practice sounding relaxed and natural, not like you're reading from a script.
- Practice **breathing and relaxing** -- as silly as it may sound, when you are nervous, your breathing becomes shallow; this deprives you of oxygen and makes it harder to think clearly.
- Practice **with a clock** -- do a practice run-through of your presentation for time, and see how close you are to the time available to you. You don't want your presentation to be either too long or too short.
- Practice **maintaining eye contact** with the audience. Don't keep your eyes locked on your notes or one side of the room. Scan the entire audience frequently.
- Practice **paying attention to how your words are delivered**. Are you speaking clearly? Are you speaking too rapidly or too slowly? Are you speaking expressively, rather than in a monotone? Once again, feedback from live listeners or from recording equipment will help you here a lot.

Another powerful practice technique is **visualization**. Visualize yourself giving the actual presentation, with the real audience there. Visualize how you will bring home your ideas, both in your words and in your manner. Play that mental movie, more than once. Experts have learned that this "visual practice" leads to real performance improvement in areas ranging from singing to skiing -- and in community presentations too.

Use your notes

Now comes the time to deliver your presentation. Your message is important, and you're comfortable with the facts. But you will need more than the facts; you will need to connect with and involve your audience as well. How can you educate, and convince, and inspire them around your issues?

If you are an experienced public speaker, or have presented on the same issue many times over, it may be that all you need for your presentation is your basic outline, or even less.

But if you're like most of us, you will have a longer set of notes, or the written-out talk itself. Keep your notes organized and well-ordered, with each main topic on a separate page (or cue card); with clear headings; with large letters; and with different colors to accentuate key points.

Your notes are the basic foundation of your presentation. They will help you be as convincing and inspiring as is possible. Once you are under way, you can stray from your notes to a degree; but it's always good to have them there to return to!

"Bring them to their feet" (Convince your audience)

Speech-making is thousands of years old. There are a lot of tricks of the trade. Let's put them into a nutshell:

- Your **opening sentences** are key to grabbing your audience's attention. First impressions count! Your introduction should be memorable, brief, and to the point. Stories, quotes, and sometimes humor are all ways of getting people's attention and keeping it.
- Once you've gotten attention, **let your audience know what to expect**. State your purpose, and preview the rest of your talk.
- **Make eye contact** with your audience. Connect with them. They will let you know -- by expression and by posture -- how well you are reaching them. Be guided by their feedback, and make mid-course corrections if needed.
- In the middle of your presentation, **present your key facts and ideas**. Again, stories, examples, and evidence will help get your message across. But don't waste words, especially if time is short. Make every word count.
- **Evidence** is important. Cite facts and figures. Comparisons with other communities are often effective. But don't overwhelm your audience with too much information, because people may tune out. Keep it simple, relevant, and understandable. Some printed literature you bring with you can provide additional details.
- Make sure to **highlight your main points**. Underline them, verbally or through your visual aids. And repetition helps, up to a point; repeating your main ideas, in different phrasing, will increase retention.
- **Speak with personal conviction** about your topic. You have it; so show it. And you may have emotions as well as convictions. Use them, too -- which doesn't mean you should let every single feeling show. Generally speaking, you should draw upon your emotions, but keep them under control, and put them in the service of your presentation.
- Your goal may include action; so as you begin to close, **show what action is necessary**, and why. The desired actions should flow naturally from the evidence you have presented. Make any desired action steps very specific; and show very clearly how audience members might take them.
- Your **closing** is at least as important as your opening. Sum up your main points; repeat the need for action; show how your proposed actions are immediate and doable; appeal to the values and concerns you all share; and (at this time, especially) do it with feeling. Aim for a lasting impression here, and end on a high note.

Explain

The importance of the issue

Present

Facts

Sum up with

Conclusions

Show

Possible actions

Personalize the

Actions we can take

Questions and Answers

Your presentation has ended, and your audience has applauded. Congratulations on a job well done! But the event is not quite over. In the large majority of presentations, the audience will have questions. Your response to those questions can convince many remaining doubters, and bring them over to your side.

The best way to deal with questions? Prepare for them in advance. It's usually not hard to anticipate the questions you're most likely to receive. And if you can do that, you can also prepare general answers to them (once again, notes help), and be ready with them if the question arises. The greater your preparation, the more effective your answer is likely to be.

Some general tips:

- Listen carefully to each question.
- Paraphrase the question, to make sure you've heard it right, and for the benefit of those who might not have heard it. Then, respond to the question as asked.
- Show respect and appreciation for each questioner, even if you think the question is off the mark.
- Keep your answer relatively short and to the point. (Sometimes a question will give you the chance to make an important point you omitted in your original presentation. In that case, make it briefly. But don't go on too long; other questioners are waiting.)

And some specific situations that may arise:

- *A questioner disagrees with you.* This will happen. You can emphasize the areas you do agree upon, while acknowledging that on this particular point you may disagree. Restate the reasons for your position, show understanding of the other's viewpoint, and move on.
- *The questioner gets angry or hostile.* The same principles apply. But don't get angry in return. Keep your cool.
- *You don't know the answer.* Then say so. You can offer to look it up later, and get back to the questioner. (Sometimes, if you have good factual materials with you, you can look it up on the spot.)
- *A questioner goes off on a tangent.* Listen, show understanding of what is being said, and steer the discussion back to your main points. If the questioner persists, repeat the above, thank the questioner, and move on to the next question. Or look to the moderator or host of the event, if there is one, to get the questions back on course.

Follow up

When the question period is over (and especially if things have gone well), you have the chance to follow up. You may now have new supporters in the room, as well as previously-lukewarm supporters who have just become energized. Take advantage of this golden opportunity. Seize the moment. This is an excellent time to build on the momentum you have generated.

How can you do this? You might have:

- A literature table in the back of the room (bring a friend to help you staff it)
- A sign-up list for further information, or to get on a mailing list
- An announcement of your next meeting

- A reminder to take local action (e.g., phone calling, voting, talking to friends)

And you can stay after the presentation to speak directly with others who would like to learn more or act.

The key point is to look for ways to harness the energy that's there. Do it now. This is because human energy often fades fast. One week later, it will be much harder to spur the same group on to action -- assuming you remembered who they were in the first place!

Online Resources

All about presentations.com features a helpful and detailed post entitled [Master Your Presentation in 25 Steps](#).

A Wordpress blog called Tweak Your Slides has helpful advice in a post entitled [Participation: Action Speaks Louder Than Your Words](#).

Pivotal Public Speaking offers great advice with "Is your audience switching off when you present data?" This article is published in three sections: [Part One](#), [Part Two](#), and [Part Three](#).

The blog Kate's Voice contains an article about the human voice as a critical tool in public speaking, entitled [The Power of Intention: The secrets your voice reveals](#).

The Harvard Business Review shares thoughts on nonlinear and real-time presentations in [Presentation Tools That Go Beyond "Next Slide Please."](#)

Better presenting.com's article, [What's the Problem with "Creating a PowerPoint"?](#), puts the popular software tool in perspective as an enhancement of your presentation, not the presentation itself.

Print Resources

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FONVCA AGENDA ITEM 7(b)

News Clips Listing May 18 to June 14 2015

<http://www.fonvca.org/agendas/jun2015/news-clips/>

\$4-million West Vancouver 'teardown' fuels housing debate.pdf
2015 05 25 Public Hearing Waived for Bylaw 8418 - Minor Amendments for Clarification to Zoning Bylaw.pdf
A most boring story.pdf
A No vote and pleased as punch.pdf
A Yes vote supports Blue Bus.pdf
Accountability is not a dirty word to be avoided.pdf
Affordability_ It's not so bad.pdf
Amalgamation costs more_ Fraser Institute.pdf
Argyle secondary rebuild awaiting provincial approval.pdf
Attention traffic ranters_ cast your ballots.pdf
Avoid Keith Bridge during construction, DNV advises.pdf
Awareness key to making change.pdf
B-line to Armageddon if No prevails.pdf
Blame geography, not foreigners, for high housing prices - 9 Jun 2015 - Page #14.pdf
Burnaby spill cause clarified.pdf
Calls for seniors project proposals issued.pdf
City of North Vancouver tweaks its daycare rules.pdf
City pledges land for affordable housing - 11 Jun 2015 - Page #6.pdf
City reins in density bonusing.pdf
Climate Change - Canada's Shame from NSNWED20150520.pdf
Clock's ticking.pdf
Come together.pdf
Condoville could be worse.pdf
Dad flags road safety concerns.pdf
Democracy relies on citizen participation.pdf
Distance fares fairer than current transit zone system.pdf
District of North Vancouver considers renaming William Griffin.pdf
District to name new 'hoods'.pdf
Election expenses under review.pdf
Families look to other communities for affordability - 10 Jun 2015 - Page #13.pdf
Flipping out.pdf
Foreign buyers debate lacks backup data.pdf
Grosvenor development moving ahead in North Vancouver's Edgemont Village.pdf
Grouse Mountain a good neighbour to the Grind.pdf
Happy trails.pdf
Hoodwinked.pdf

Loss of rental housing an issue.pdf
Low snowpack no worry for water reserves.pdf
National-bike-day.jpg
National-bike-day.pdf
New grain terminal floated for North Vancouver.pdf
New grain terminal floated for NV.pdf
North Shore homes no longer affordable to the young.pdf
North Shore's transit tax vote turnout high.pdf
North Vancouver city council stays hands-off in hedge fights.pdf
North Vancouver District grabs 9th spot as best place to live.pdf
North Vancouver school board to allow video.pdf
North Vancouver townhouse neighbours settle driveway border war.pdf
Oil spill study is fear mongering.pdf
Oil tanker spills an unacceptable risk.pdf
One fee too many at the dump.pdf
Periscope up.pdf
Private liquor stores in fight for survival.pdf
Public Hearing Notice - 1241-1289 East 27th Street.pdf
Public Hearings, Public Meetings and Standing Committees of Council.pdf
Public input deserves decorum.pdf
Rainbow warrior.pdf
Roundabouts make more sense than traffic lights.pdf
Seeing red over not-so-green green can program.pdf
Seymour River Canyon Trail Public Meeting from page A27 NSNWED20150610.pdf
Shell station to clip canopy over views.pdf
Speculation tax won't fix prohibitive housing costs.pdf
Tanker comments misleading.pdf
To defer or not to defer_ that is the question.pdf
Tower of power worth considering.pdf
Traffic cams added at North Vancouver highway exits.pdf
Trash castle cleanup ordered in North Vancouver.pdf
Uncast ballot in transit plebiscite leads to regret.pdf
Up to 90 per cent of Burrard Inlet oil spill would reach shoreline in hours_ report.pdf
Vancouver is 46th best city in Canada, according to moneysense.pdf
Vancouver not such a happy place anymore.pdf
Water restrictions in effect.pdf
West Vancouver mulls monster homes.pdf
When trees fall, environment loses.pdf

COMMUNITY ENGAGEMENT POLICY

1. Philosophy

West Vancouver is committed to engaging the community in the deliberation of issues and policies. This document sets out guiding principles to provide for:

- An integrated approach involving citizens, elected officials, and municipal staff in policy formulation and decision-making;
- A positive, collaborative atmosphere where citizens are motivated to participate, and can contribute to decision-making;
- Processes that operate with a spirit of openness and ethical conduct, reflecting provisions of the Community Charter and District policies.

2. Background

A key planning policy of West Vancouver's Official Community Plan (OCP 2004) is to "Engage our citizens in civic decision-making and ... enable their contributions to an effective and inclusive local government."

West Vancouver's commitment to openness and community engagement promotes the inclusion of information, expertise, and views by citizens in Council's decision-making. Citizens have an integral role in gathering information and in evaluating alternatives, before issues come to Council for decision.

Community engagement:

- Improves the quality of solutions and decisions;
- Provides opportunities to identify community-based alternatives;
- Utilizes expertise and resources available within the community;
- Provides for greater understanding of issues and support of decisions by the community;
- Generates on-going feedback, whereby objectives and actions may be modified to reflect changing circumstances;
- Fosters and expects mutual respect, responsibility, flexibility, and community commitment among citizens.

3. Guiding Principles for Community Engagement

Community Engagement (CE) means that citizens actively participate in governance. They are broadly informed about community affairs, and directly or indirectly involved in planning and influencing policy.

Elected Officials and District Staff are expected to ensure that:

- Citizens have timely access to information about community issues, in order that they may participate in activities, plans, and decisions that interest or affect them;
- Citizens are informed about opportunities to become involved, are motivated to participate, and are acknowledged in meaningful and timely ways;
- A broad, representative cross-section of residents and groups participate in the CE process;
- Council's decision-making considers the full range of community input;
- Timely status reports are provided on CE activities;
- CE processes are open and clear, and operate in a positive atmosphere of good faith and collaboration;
- CE processes are evaluated with regard to their effectiveness, and value to the decision-making process.

Citizens are expected to be informed about community affairs, and are encouraged to become actively involved (from time-to-time) in a working group, board or committee. Involvement includes engaging in respectful deliberation in open forums, providing constructive input, working toward consensus, and acting in good faith.

4. Opportunities for Community Engagement

Citizens can become informed and make comments in various ways, including:

- The District's website, www.westvancouver.ca
- The "Tidings" Newsletter;
- On-Line Forums;
- Attending meetings of Council, working groups, boards, committees and special public meetings, where citizens are always welcome and can provide input.

Citizens can be directly involved in many ways, including:

- Working Groups (currently there are nine: Ambleside Town Centre Strategy, Arts & Culture Strategy, Child Care Services, Community Centre Governance, Community Grants & Social Services, Environmental Strategy, Heritage Strategic Plan, Neighbourhood Character & Housing, Rodgers Creek Area).
- Council Committees (Community Engagement, Design Review, Finance & Audit);
- Boards (Police Board, Library Board, Board of Variance);
- Serving on Council;
- Other community and advisory groups that work with Council and Staff on a variety of issues and initiatives.

5. Community Engagement Through Working Groups

Working Groups (*see Working Group Guidelines*) are one of the means for achieving community engagement in West Vancouver. Working Groups are established to address specific issues, and typically include eight-to-ten citizens (with appropriate expertise and representative of the community), a Councillor and a Staff Liaison.

The Working Group process involves:

- *Framing the Question* – A community engagement process may be undertaken to answer a question or to help make a decision. It may be initiated by Council, District staff, or by members of the community.
- *Establishing a Working Group* – The Community Engagement Committee, in consultation with Council, establishes Working Groups with terms of reference to carry out specific tasks within prescribed time frames.
- *Communicating* – Working Groups maintain informative sections on the District's website, whereby citizens can rapidly access the progress of WG deliberations. Working Group meetings are open, and input by citizens is welcome. Working Group web-pages include summaries of meetings, background papers, reports, and other relevant material.
- *Reporting to Council* – Upon completion of their assignments, Working Groups submit a report to Council and their term ends. The reports include: an analysis of the issues examined, the process followed, the alternatives considered, the conclusions reached, and the options and recommendations to Council.
- *Providing Feedback* – Feedback about the decisions resulting from the work of Working Groups will be provided by Council and posted on the District's website. Each Working Group will also be asked to evaluate their experience.

COUNCIL CORRESPONDENCE UPDATE TO MAY 1, 2015 (NOON)**Referred for Action**

- (1) **G. Pajari, April 28, 2015, regarding “Change to Council Meeting Time”**
(Referred to Chief Administrative Officer for consideration and response)
- (2) **April 29, 2015, regarding “Trembling and earthquake” (Collingwood School Construction)** (Referred to Director of Planning, Land Development and Permits for consideration and response)
- (3) **April 30, 2015, regarding “Seascapes Development Plan No. 02-020”** (Referred to Director of Planning, Land Development and Permits for consideration and response)

Received for Information

- (4) **City of Moncton, April 21, 2015, regarding “Resolution – Warning Labels – Gas Pumps”**
- (5) **2 submissions, April 27, 2015, regarding Proposed Woodfibre LNG Project**
- (6) **April 27, 2015, regarding “Park Royal towers – Practically the deal is done”**
(Development Application 12-085 for 752 Marine Drive - Former White Spot Site at Park Royal)
- (7) **April 29, 2015, regarding “Survey” (Single Family Housing – Siting, Form, and Character)**
- (8) **April 30, 2015, regarding “The OCP, the Park Royal and procedures in general”**
- (9) **April 30, 2015, regarding “Municipal CCEP” (Reduction of Greenhouse Gas Emissions)**

Responses to Correspondence

- (10) **Acting Manager of Utilities, March 23, 2015, response regarding “Temporary Traffic Control Devices – 2100 Block of Palmerston, Ottawa and Nelson Avenues”**
- (11) **Chief Financial Officer, April 30, 2015, response regarding “Community Report”**

FONVCA AGENDA ITEM 7(e)

Ontario auditor shares P3 findings with municipal leaders

Jun 8, 2015



Municipal leaders from across the country took an in-depth look at the problems with public-private partnerships in a workshop with Ontario Auditor General Bonnie Lysyk at the Federation of Canadian Municipalities' annual conference.

A capacity crowd at the CUPE-organized workshop heard Lysyk describe how 74 P3 projects cost \$8 billion more than if they had been delivered publicly. She also explained the "biased model" that provincial P3 agency Infrastructure Ontario used to evaluate P3s. The way P3s were evaluated tipped the scales in favour of privatizing, without any evidence to back up the recommendations.

Lysyk said it was "pretty much automatic" that the projects she reviewed, which had been evaluated by Ontario's provincial P3 agency, would go ahead as P3s. Key decisions were based on opinion, not fact. "We wanted some empirical data to support the analysis that [Infrastructure Ontario] had done. We were not able to obtain any empirical data," said Lysyk.



Responding to a question from a municipal councillor about having to put an infrastructure project through a P3 screen, Lysyk reinforced her concerns about the model used to evaluate whether a P3 delivers 'value for money.'

"We're saying show us the evidence. The way the model in Ontario is working right now, it's a theoretical model derived based on judgement. There isn't a way to substantiate how risk is valued in this model. In all cases this model shows P3 is the way to go. So it's a biased model," said Lysyk.

The federal government and most provinces have P3 agencies that work like Infrastructure Ontario, and municipalities are increasingly being exposed to the risks and higher costs of these schemes.

"Bonnie Lysyk's audit calls the entire P3 model into question. The new federal transit infrastructure fund is just the latest example of federal funding being tied to P3s. But we know P3s cost more, and are being promoted without any evidence they're good for communities," said CUPE National President Paul Moist, who moderated the packed session.



Economist and panelist David Thompson questioned the federal P3 fund, which offers grants of up to 25 per cent of capital costs to privatized projects. "The federal government maintains a massive federal subsidy for P3s. One quarter of the costs of them. You have to wonder, if there is such a big subsidy required for P3s, if there is really a business case for them in the end," he said.

"It's time to stop forcing municipalities into this expensive model. Instead, it's time for predictable, long-term federal funding that isn't tied to privatization," said Moist.

The workshop also looked at better ways to finance and build infrastructure for our cities and towns.

Panelist and Dauphin Mayor Eric Irwin says there is no reason the public sector can't manage and deliver infrastructure projects. "The onus is on municipal councils and politicians to manage," said Irwin. He pointed to Dauphin's arena, which was delivered without resorting to a P3.

Lysyk said Infrastructure Ontario "could just as easily manage public sector projects," improving outcomes and saving money. "Successful public sector delivery depends on effective contracting and project management. What we're saying in our report is, leverage the knowledge of Infrastructure Ontario to manage traditional builds more, so that you have strong project management and you don't have to pay as much financing."

Irwin described how community engagement and reinvestment have transformed his Manitoba community.

When Irwin was first elected to council in 1998, Dauphin was being hollowed out as residents, jobs and businesses left the rural community. The tax base had shrunk and, as Irwin said, "it's not possible to starve yourself into prosperity."

The new council embraced and involved the community in public facilities that strengthen the community, including a skate park, recreation complex and pool. The city's popular CountryFest has played a key role in boosting the economy, and helped support Dauphin's new community-owned movie theatre.

The turnaround started with residents, says Irwin. "If you engage your citizens and you create excellent public spaces you will grow your community. Your tax base will increase and you're not going to be chasing taxes. They will grow as your needs grow."

Thompson emphasized the need for more and better revenues for municipal governments, highlighted the many financing alternatives to P3s that exist, including bonds, municipal financing authorities and revolving funds.

He outlined the impact of income inequality on communities, and highlighted ways municipalities can find revenues that are progressive, and based on ability to pay.

View the photo album: [CUPE delegation at Federation of Canadian Municipalities conference](#)

ATTACHMENTS

-  [Bonnie Lysyk Presentation](#)
-  [David Thompson Presentation](#)
-  [Eric Irwin Presentation](#)

Best places to retire in Canada

July 17, 2014 By [Comfort Life - The Trusted Source](#)

Where are the best places to retire in Canada? Well, the answer to this question really depends on your definition of what constitutes a “great place” to live. According to Mark Brown of *MoneySense*¹, a city with great access to health care, decent weather and a low crime rate is a good start.



Based on these factors, Brown says the top 10 places to retire in Canada, in 2014 are:

- [Kingston, Ontario](#)
- [Ottawa, Ontario](#)
- [Burlington, Ontario](#)
- Rimouski, Quebec
- Moncton, New Brunswick
- [Toronto, Ontario](#)
- Salmon Arm, British Columbia
- [Oakville, Ontario](#)
- [Calgary, Alberta](#)
- [Stratford, Ontario](#)

However, for seniors on a budget, cost might be a factor. In 2012, *MoneySense* ranked [Prince Edward Island](#) as one of the 11 [least expensive places in the world](#) to retire.

According to the *Globe and Mail*², looking to move to a less-expensive home in a community that also offers a warm climate and good quality of life, Canadians 55 and older are migrating

“from cities to smaller communities”. Accordingly, the following Canadian cities are considered excellent choices:

- [Niagara Falls, Ontario](#)
- [Niagara-on-the-Lake, Ontario](#)
- [Windsor, Ontario](#)
- Peachland, British Columbia (in the Okanagan)
- British Columbia’s Sunshine Coast (including communities like Sechelt and Lund)
- Comox Valley, [Vancouver Island](#), British Columbia
- Elliot Lake, Ontario

Although these retirement-friendly cities offer great amenities, climates and affordability for Canada’s zoomers and baby boomers, many prefer to remain close to their children, family and friends. When asked what they liked in particular about [Seasons Strathroy](#), residents Bev and Ross said “the locality. We are from Delaware, so we wanted to be close to our church and our friends.”

Indeed, George Macavey’s goal was to find a community that would meet his needs to be near his family, and have an active, home-like atmosphere. [Tapestry at Westbrook Village](#) fit his requirements, including location. “George fits the bill for an ideal resident: he has ties to the area and loves to have fun,” says Alison Howard, general manager at Tapestry.

For some, an ideal retirement location may offer an affordable lifestyle, a warm climate, a vibrant cultural scene, accessible amenities, or simply the familiarity and comfort of living near family. For this reason, perhaps the best place to retire in Canada is simply any small town that feels like home.

Sources:

¹ Brown, Mark. “Top 10 Places to Retire”. *MoneySense*. March 12, 2014. [Online](#).

² “Want to retire in Canada? Here are seven surprisingly warm spots.” *The Globe and Mail* [Toronto] February 10, 2014. [Online](#).

Written by Kimberley Fowler

7 Reasons Why High-Rises Kill Livability

<http://sustainablecitiescollective.com/bloomingrock/561536/7-reasons-why-high-rises-kill-livability>

Posted September 29, 2014

Keywords: [Building & Design](#), [Building height](#), [Demographics](#), [high rise](#), [urban livability](#), [urban living space](#), [Preservation](#), [Design & Architecture](#), [Housing](#), [Economic Sustainability](#), [Communications & Messaging](#), [Urban Planning](#), [Land Use](#), [Populace](#), [Resources](#), [Economy](#), [Urbanism](#), [Policy](#)



What do you do when you're the city of Portland and millions of people are supposed to move into your city in the coming decades and you have an urban growth boundary? Build up, right? To a certain extent yes, but not above the fifth floor, says world-renown architect [Jan Gehl](#). "I would say that anybody living over the fifth floor ought generally to be referring to the airspace authorities. You're not part of the earth anymore, because you can't see what's going on on the ground and the people on the ground can't see where you are," he warns. As the [Portland Comprehensive Plan](#) update is underway, residents are looking on with alarm as the city is proposing to allow building heights up to 40 stories in such questionable places like historic neighborhoods and bridgeheads all in the name of density.

The high-rise is not the only answer to density. In fact, it may be a very unsuitable solution that undermines the character, livability, social fabric and even the public health of a city.

Below are 7 reasons why high-rises kill livability:

1. High-rises separate people from the street

According to Gehl, a city is best viewed at eye-level. Sure the views from a high-rise can be stunning, but you aren't able to see people in a way that allows for connection. Because it's not as easy as walking out your front door, people who live on the high floors of a high-rise are less likely to leave their houses. This separates people from the outdoors, the city and from other people. "What high-rise does is separate large numbers of people from the street, so we end up with a city that is detached from street life, we end up with a city that is based on enclaves and gated communities," says urban planning expert Michael Buxton.

And Gehl maintains that "meaningful contact with ground level events is possible only from the first few floors in a multi-story building. Between the third and fourth floor, a marked decrease in the ability to have contact with the ground level can be observed. Another threshold exists between the fifth and sixth floors. Anything and anyone above the fifth floor is definitely out of touch with ground level events."

2. High-rise scale is not [the human scale](#)

High-rises are simply so tall that they make no visual sense to a pedestrian at eye-level. You can't even see the whole building unless you're in another high-rise. You become lost and engulfed in [glass and steel canyons](#) which can be isolating and dehumanizing.

[The Preservation Institute tells us](#) that when you walk through a traditional urban neighborhood, with buildings five or six stories high, you can see the faces of people looking out of their windows, and you can see personalizing details such as flowerpots in windows. When you walk through a high-rise neighborhood, you cannot see this sort of thing in most of the building's facade. In other words, you lose sight of the human-scale in high-rise neighborhoods.

3. High-rises radically reduce chance encounters and propinquity

Because high-rises tend to separate people from the street and each other, they greatly reduce the number of chance encounters that happen, which are crucial to the [liveliness of a city](#) and to creating [social capital](#). And because people are cooped up in tall buildings, they are less likely to experience [propinquity](#), a concept introduced to me by architect and urban designer, [Kevin Kellogg](#).

Propinquity is "one of the main factors leading to interpersonal attraction. It refers to the physical or psychological proximity between people. Propinquity can mean physical proximity, a kinship between people, or a similarity in nature between things," according to Wikipedia. Propinquity happens in [public spaces](#) – on the street, in [parks](#), public transportation and [city squares](#). High-rises diminish people's participation in public spaces and therefore diminish propinquity.

Living in a high-rise creates a very finite and encapsulated world in and of itself. The high-rise becomes your world, especially those which include a restaurant, market, gym and other amenities. You never have to go outside or encounter other people. Plus, this phenomenon creates the opposite effect of public spaces. It ensures that people mostly interface with others of the same [socioeconomic strata](#). High-rises literally create silos, both physical, social and psychological.

4. High-rises are vertical sprawl

How could high-rises possibly be sprawl as they take up so little actual land? Sprawl is when something is built inefficiently and takes up too much space. With high-rises, they take up too much vertical space for something (in this case dense housing) that could be achieved with much less height.

Think of the South Waterfront in Portland, a sea of speculative high-rises that largely remain empty. Not unlike suburban sprawl that promotes isolation and is often devoid of people on the streets, high-rises offer up the same problems, but just from a vertical perspective. Plus, not unlike the vast swaths of [suburban tract homes](#) that are built during an economic bubble that often end up empty, high-rise bubbles can be just as unrealistic.

5. High-rises=gentrification and inequality; Low/Mid-rises=resiliency and affordability

[According to Suzanne H. Crowhurst Lennard](#), co-founder and director of the [Making Cities Livable International Council](#), “the construction industry is a powerful engine for fueling economic development. Tall buildings offer increased profits for developers. However, the higher a building rises, the more expensive is the construction. Thus, the tallest buildings tend to be luxury units, often for global investors. Tall buildings inflate the price of adjacent land, thus making the protection of historic buildings and affordable housing less achievable. In this way, they increase inequality.”

On the other hand, says Making Cities Livable, “small footprint shops and apartments in a fine textured urban fabric yield smaller profits, spread out among many individuals and businesses in the community. Over centuries, this human scale urban fabric has proved to be adaptable to changing political and economic times, making the community resilient, and durable. The City of Paris, with buildings no taller than 100’, supports continuous retail along the street, making every neighborhood [walkable](#).”

6. Are High Rises Even Green?

Contrary to public opinion, which thinks high-rises must be sustainable because they allow for so much density, [Patrick Condon of the University of British Columbia says](#) that high-rise buildings are not green at all. He says, “high-rise buildings are subject to the effects of too much sun and too much wind on their all-glass skins. And all-glass skins are, despite many improvements to the technology, inherently inefficient. Glass is simply not very good at keeping excessive heat out, or desirable heat in. Our high-rises, according to BC Hydro (the province of British Columbia’s main electric utility) data, use almost twice as much energy per square metre as mid-rise structures.”

Moreover, Condon says that high-rise buildings are less adaptable than mid-rise structures, and therefore are inherently less sustainable. Furthermore, he says, high-rise buildings are built largely of steel and concrete and are less sustainable than low rise and mid-rise buildings built largely of wood; steel and concrete produce a lot of GHG. Wood traps it. Concrete is 10 times more GHG-intensive than wood.

7. High Rises are not good for your health

This assertion may sound laughable to some, but the effects of the high-rise on mental health have been researched and documented. Psychologist [Daniel Cappon writes in the *Canadian Journal of Public Health*](#) that high-rises keep children and the elderly from getting the exercise the extra effort it takes to get outside encourages them to stay at home and flip on the TV. High-rises, he says, also deprive people and especially children of “neighborhood peers and activities.” And he believes that the level of alienation and isolation, things that have been proven to negatively impact health and even shorten people’s lives, increase with the height of the building.

In conclusion, I’ll quote Cappon at length:

“What is there to say? We must have the incontrovertible evidence and the mechanism whereby the high-rise leads to the low fall of urban humanity. Meanwhile, we must not go on blindly building these vertical coffins for the premature death of our civilization.

What shall we do instead while we are wanting to learn the ultimate facts? We can satisfy the economy needs for high density per land acre, which of itself is not likely to produce ill health, while restricting height and redistributing spaces in terraced, human-scale fashion, supporting social confluence and relationships or, at least, not impeding the nurturing of precious human resources.”

Authored by:

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[Architecture as if People and the Planet Mattered](#) - February 25, 2015

[The Future of the Library](#) - February 17, 2015

May 27, 2015

[brian jones](#) says:

I've lived in Taiwan for almost 15 years. For about 9 years I lived in the tenement style concrete 4-5 story buildings which were thrown up in Taiwan's urban centres during it's population explosion in the 1960s to 1980s.

Slowly but surely high rise has been infiltrating in many areas so there is quite a balance between high and low rise at present. It works quite well, and there is little central planning involved. If a developer or plot becomes available now inevitably high rise buildings are thrown up. This can house people closer to their places of work and they can take public transport like trains, subways and buses much easier.

In the end, due to increased human population and urbanisation, there is really no choice but to include high rise in the mix, otherwise you get massive urban sprawl where people have to commute for hours on end. Tokyo is an example of this, where an hour long commute is seen as quite good or reasonable, and a 2 hour commute in and out a bit rough but not exceptional.

Whereas in Taiwan, with mid-rise and high rise dominant, a one hour commute would be seen as quite tough by much of the population, and I have never met anybody with a commute of 1.5 to 2 hours.

Due to the interspersed nature of the mid-rise (4-5) and high-rise (20-30 floors) in Taiwan, there's plenty of street life around and neighbourhoods are vibrant with services all on your doorstep.

Now...comparing my time living in the old style (4-5 floors) and newer high rise...

- Neighbourliness : neighbours don't really talk to each other much in both types, they keep to themselves mostly
- Security : high rise is much more secure, with 24 hour guards and elevator access control and CCTV
- Living space: Space in the apartment depends on your budget
- Living conditions: Older apartments often suffer from leaks and warped floors, both mid and high rise need maintenance. High rise will face issues over decades in terms of knocking down and redeveloping. Mid-rise is a lot easier....but in Taiwan compulsory purchase for redevelopment is rare compared to places like Singapore.
- Facilities : Mid-rise non existent , just staircases and no greenery. High rise can have gardens, lobbies, gyms, swimming pools and car parking.
- Accessibility: Big problem for older people. Elevators are very important unless they live on the ground floor

All in all, a mix of mid-rise to high-rise is the best. Single family dwellings are becoming rich peoples luxuries in a world filled to the brim with Homo Sapiens.

I have colleagues in the West who commute hours by car on clogged highways, I envy their houses and gardens, but their commute is a nightmare and their costs are much higher. There's a trade-off in everything we do. This lifestyle simply cannot be conducted in many of the world's populated areas, as there simply isn't enough space for commuter suburbs and roads etc.

I much prefer living in high rises compared to the older mid-rises (with no elevators). But I might change my mind in a European city with more space and budget allocated to their mid-rises. Also high rises (residential developments) almost never use glass facades in Asia. That's seen as a big no-no and they have decades of experience. But they still suffer from poor building facades and designs.

June 7, 2015

[Victor Nielsen](#) says:

I disagree.

You talk about Tokyo. "In the end, due to increased human population and urbanisation, there is really no choice but to include high rise in the mix, otherwise you get massive urban sprawl where people have to commute for hours on end". That is not true. The long commute (and even longer with shorter buildings) is not a result of the height and density of the buildings alone. It's also the lack of organic mix use zoning. Why would you need to travel to one side of the city to another if your work is close enough? Why would you live that far away? In Copenhagen we have a vibrant street life, very seldom is commute longer than 40 minutes, you can walk to any grocery place, and it's not hard to bike from one side of the city to another in Copenhagen municipality.

In vibrant streets with street life, security would not be a problem that needed to be addressed by security guards unless there should be some political issues.

Facilities inside the building is a killer for street life and would promote a life within one building.

Elevators are possible in midrises, but I don't see why you would need them. It's healthy to walk up stairs and elderly could have the lower apartments if they even need them.

In my opinion we should avoid highrises almost as much as suburbs.

October 3, 2014

[Dinesh Naik](#) says:

The basic reason cities go high is space-crunch. Many to be accommodated in relatively small city size: extremely expensive land. Taller buildings not only open up land for different public and private purposes but also offer much needed solace for mind in relatively hectic city life. One feels safer, secure and enjoys tranquility after completing hectic schedule of the day.

People do travel a lot for work. In city like Mumbai, people who uses motorized transport for work places, more than 85% of them use public transport. It is also interesting to know that more than 50% of cities population walks to work.

Therefore public life in cities is sufficient to interact with people at different scales and can provide much needed social bonding.

Though initially high rises are much resource consuming they are more resource sharing in long run. Resources can therefore be managed much efficiently by reducing urban sprawl.

According to me high rises are the essential need of the urban life, at least for cities like Mumbai.

October 2, 2014

[Bob McCoy](#) says:

I think high rise buildings are works of art. Our modern cities are our 21st century pueblos. We can and should adapt to our increasing population and be sure to design our habitat for humanity to enhance life from the inside out. The most important thing we can do to establish a sustainable civilization is to improve the spirituality of the people. Highrise or lowrise, capitalist or communist, divine civilization is the only sustainable civilization. Man made civilization is inherently unstable and not sustainable. The divine rule of law, revealed by the Manifestation of God, is the difference between a wild animal and a civilized human being. It is the inner essence of human nature and the original source of human civilization.

I like the Asian style of spreading the highrise buildings out all around town, rather than having them all clustered in one central district. Have fun, making the world a better place.

October 2, 2014

[Steve Dearlove](#) says:

I fundamentally agree with the bloggers position.

Unfortunately, I also fundamentally agree with Gary: "when a small city block sells for \$100 million or more, there's no way to develop it and break even if you don't build tall."

There's the conundrum. The economics of "small" developments (i.e. 5-6 stories) in large metropolitan cities are lousy, forcing higher per-unit prices, which ends up being counter-productive to affordability.

The only remedy in all this is (very) strong municipal zoning legislation, but the big 'D' developers will likely kybosh any real advancements on this front given the degree of rot within our municipal political systems. (Can you spell M-O-N-T-R-E-A-L?) I suspect Toronto and Vancouver are close seconds and thirds.

Unfortunately, I don't see a postive solution any time soon.

We all know what's best for the collective "US", but money inevitably triumphs in the end. ****Sigh****

June 7, 2015

[Victor Nielsen](#) says:

You are right, but isn't that another reason why highrises are bad? They drive inequality in housing. If all the highrises were midrises, the problem you described would be nonexistent..

October 2, 2014

[Victor CG](#) says:

Hi, I totally disagree!, well, it depends on the urban planning, but I have been grown (from 0 to 18 yo) in a high-rise neighborhood in southern Spain and my experience has been the opposite, in a place developed in the 70s, so not a wealthy place. Thanks to the smaller area that the buildings occupy, I had gardens, swimming-pools, playgrounds, sport grounds... and I could see which of my friends were playing and where, and then going outside to join them!, if not, I had 3 friends just going 2 or 3 floors up, and a lot more in the entire building, I had everything I needed without need to cross the street. I kept my windows totally opened all day long without losing privacy, no need for curtains or anything to keep privacy, so the connection to the outside was total!, In fact, thanks to the great views and sun, I wasted entire hours looking outside just for fun, when going outside or inside, always run by many people, friends, or new people to meet or have chat with. The school was in a 5 minute walk, I always did the walk with friends, and thanks to the density, the beach was in a 10 minute walk, so I could go everywhere without need of car or parents, I went back from school at 2pm, have lunch, and at 3:30pm I was already outside with friends until 8!, in summer I spent the entire days outside, and very close to my apartment.

June 7, 2015

[Victor Nielsen](#) says:

This problem is not whether people enjoy their building or not, it's that it doesn't give anything to the common good - people not living in that building.

October 2, 2014

[Simon Vallée](#) says:

I will provide a dissent.

First, a witty comment: the problem with "towers in a park(ing lot)" wasn't with the "towers" part, but with the "in a park" part.

Second, yes indeed, higher floors are disconnected from the street, but people have different tastes relating to neighborhood connection and privacy. Some people crave connection with the street, but others have shown willing to pay very high prices to live in isolated apartments in high-rises. If we do not provide the type of building these people prefer, then they will seek that privacy in large single-family homes in the suburbs, and they will have to use cars to go anywhere. Is that better? I think not. It is important for cities to provide different housing instead of a one-size-fits-all approach. The fact that there are higher floors doesn't prevent the residents of the lower floors from being connected to the street if they want.

Third, the idea that high-rises detract from the human scale is one I do not agree with. As human beings, we have evolved to look downward more than upward, to check where we are walking. As a result, when on a livable street, our attention is drawn first and foremost to the ground floors of buildings around us, and not to the top of buildings. I have walked down Montréal's main commercial street, Sainte-Catherine street, some buildings have 8 stories or more, others are a mere 2-story tall. You know what? If I don't take the time to look up, I cannot tell how tall or not the buildings next to me are. So the idea that high-rises automatically detract from the human scale seems wrong to me, because it doesn't jive with my own experience walking the streets of my own city.

Also, with setbacks on the higher floors, the visual impact of high-rises can be lowered, even almost eliminated.

What is really important, I think, is not height, but width. Wide buildings with few entrances and no shops at ground level result in blank walls that make walking really uncomfortable. It doesn't matter if the building has 2 stories or 12, if it is wide and the wall at ground level has few if any doors, and what windows there are are shuttered to protect residents' privacy (a common case seen in French cities). I've written a blog post about this on my Urban Kchoze blog, google "Is the building height debate mistaken?".

Finally, with regards to affordability, I must say that you are completely and utterly wrong. Okay, yes, high-rises have much higher construction costs, so the same apartment in a skyscraper is going to be much more expensive than in a 3-story condo building. But the reality is that high-rises do not create gentrification, they stave it off. By concentrating the wealthiest residents into extremely-dense living quarters, they effectively protect living quarters in mid-rise and low-rise buildings from an influx of wealthier buyers who would renovate them and turn middle-class housing into luxury apartments. It is very ironic that one points out Paris in a paragraph about how height limits prevent gentrification... Paris is perhaps the most gentrified city in the world! The average cost of housing, AVERAGE, is 8 223 euros per square meter, or 980 \$ per square foot! All the poor are warehoused in "banlieues" (suburbs).

Height limits do not prevent gentrification, they make it ten times worse. The million-dollar homes of Vancouver, British Columbia present an extreme example of this. If the wealthy can't live in very-high-density housing, they will buy the current middle-class housing, renovate it and convert it into housing that fits their needs. The way you prevent gentrification is by allowing housing stock to increase, so as to avoid housing shortages, and when cities are fully built, the only way to do this is by building up. Now, building plenty of 8-story or 14-story buildings is much better to do so than building a few skyscrapers, but you're talking of banning buildings over 5 stories here. Japan has very lax zoning, and the result is that Tokyo, though much bigger than Paris, has real estate prices about half of what they are in Paris.

Also, high-rises make plenty of sense for offices, in which you absolutely do not need connection to the street. Indeed, most skyscrapers are not residential.

Overall, I'd say this: let it go. Do not be afraid of tall buildings, as you point out, they make little economic sense most of the time, but where they do make economic sense, they should definitely be allowed. Allowing high-rises to be built will not deprive anyone of the right to choose to live in buildings closer to the ground, better, they will alleviate shortages of housing by siphoning people who want privacy and isolation out of the market for street-connected housing. The supposed deleterious effect of high-rises on streetlife I think is a case of confusing causation and correlation. American downtowns have the most skyscrapers in the world, and most of them are ghost towns, but that's not a result of high-rises but of car-first policies and use separation. Manhattan, Vancouver and Toronto prove that high-rises can easily occur in places with good street life.

October 2, 2014

[Gary Smith](#) says:

We're seeing a lot of this debate in Toronto, where condo construction is booming. I've noticed that the least pleasant of these newly developed areas are those where the construction consists of nothing but high rises, one after another, creating wind canyons and a sense of deadness at street level despite the fact that tens of thousands of people live there (ex: Toronto's City Place neighbourhood.) Areas of the city that are benefiting from the development are those where a few highrises are intermixed with other low and mid-rise development (ex: Toronto's Distillery District.)

So I suspect moderation is the key: some high rises are necessary, if only from a financial standpoint: when a small city block sells for \$100 million or more, there's no way to develop it and break even if you don't build tall. A few high rises in a vibrant area can bring in more people and make it even more vibrant, and residents have good incentive to go down to the ground and get outside. But too many highrises in one area kill it.

One other issue you could add to the list is the cost of future maintenance: when high rises age, and the window curtain walls need replacing, for example, the bill for that can be in the tens of millions of dollars. If future residents or tenants of the buildings cannot collectively afford the maintenance, the towers will decay in a frightening and possibly dangerous manner.

October 19, 2014

[Steve Dearlove](#) says:

Gary you're right. All these glass towers are a nightmare in the making. 20 years is about as long as any window system will last without causing trouble. I doubt the condo reserves will be adequate to fund the replacements and these gleaming towers will soon turn into vertical slums. Good-bye equity!

The sad thing is that we have plenty of evidence as to what excellent urban design is all about. Unfortunately, it is seldom implemented because profits usually trump wisdom. It takes a visionary developer to actually seek out the talent and use the proven methods and tools of successful urban and architectural design.

The other contributing factor in the high-rise problem is that it's rare that entire neighbourhoods can be razed and re-built en-masse. So what few pockets of land that become available is limited, and therefore the only way to make it profitable is to go up. The densities of cities like London, Paris, Rome etc. all compare to that of places like Chicago, New York and Toronto, but in the former's case, it's done uniformly at 5-6 stories... everywhere. That's what makes those cities truly livable.

October 19, 2014

[Simon Vallée](#) says:

There are condo towers who have been around for decades in New York, they have yet to turn into "vertical slums". It is possible that they will require more in condo fees, but this will reflect into the housing costs, overall, you're trading one dollar for four quarters, because higher condo fees result in smaller housing prices.

You know what the cities you point to as "great examples of livability" all have in common? They are amongst the most expensive cities in the world, the most gentrified, with the poor shoved into shoddy suburbs. They may be nice to visit, but you probably can't stay there, few if any people can afford it. You speak harshly about profits for developers, but what you seem to propose is to instead direct profits to speculators and landlords, you may not realize it, but that is exactly what you are proposing, because it results in housing shortages, which result in higher housing costs, which benefit current owners. I prefer profits to go to developers who at least DO something for it, rather than to speculators who get money for doing nothing at all.

The slow replacement of low-rise by mid-rise buildings you propose is not just unprofitable, it is UNAFFORDABLE. If you replace 3 units by 5 units, then each of these 5 units you build must incorporate 60% of the market cost of each previous unit, PLUS their own construction cost. So if each earlier unit was worth 400 000\$ and building an additional unit costs 250 000\$, that means that each new unit will cost at least 490 000\$, more than the units they replaced. Yes, you're adding to density, but at a cost that is unaffordable to all but the richest. If you instead allowed people to go high, say 10 units rather than 5, then each of these units could be sold for 370 000\$, allowing more people to live in the area at a lower cost.

Your favored solution also has a "one-size-fits-all" approach that deprives people of choice. There is no housing choice, there's only this one type, if you don't like it, too bad. I think a well-built city offers choice to people.

Keep your Paris, my heart belongs to Tokyo. Paris is static, it is mummified, stuck in the past, forcing people to adapt to it rather than adapting to people. Tokyo is dynamic and always evolving to respond to the needs of its population.

October 23, 2014

October 23, 2014

[Steve Dearlove](#) says:

Simon... I'm not sure what your point is, but Tokyo and New York are ranked #7th and 16th (respectively) as the most expensive places to live in the world according to Mercer's Cost of Living Index. Vancouver and Toronto are 96th and 101st respectively. BIG difference. London and Paris; 12th and 27th. And these are cities with metropolitan populations reaching 38 million in Tokyo to a paltry 20 million in New York. ([Go](#) to Wikipedia's List of Metropolitan Areas by City) If you are going to make a claim, please support it.

I suspect these condos you refer to in NY are home to the mega-wealthy. Likewise in Tokyo. Apparently 1021sq.ft. is about as big as it gets for a box in the sky in Tokyo with 2.56 people per unit. And these are averages! (Got to Wikipedia's Housing In Japan) I doubt all high-rise dwellers feel as comfortable perched up in the sky as you do... and do so out of lack of choice.... especially in the high-rent cities of the (western-developed) world. When there's 38 million people all congregating in one spot, "choice" is simply an illusion.

Highrises are NOT a solution for good urban life. They are a solution for developers, marketing mavens, cash-strapped city governments, and uninspired citizenry that don't know what they don't know... and don't have anyone to tell them anything different. This goes back to my criticism of poor to absent urban-literacy education.

I highly recommend you read (cover-to-cover) "A Pattern Language" written and researched back in the late 60's early70's. It's essentially the 'bible' on modern city planning that incorporates automobiles into the mix without destroying livability. The "Geography of Nowhere" is another great treatise for anyone interested in urban design.

October 23, 2014

[Simon Vallée](#) says:

My sources are the real estate site suumo.jp for housing prices in Japan and real estate sites in France for average cost per square meter of housing in Paris. Tokyo housing is about half as expensive as Paris'. You're going by Mercer's cost of living which includes far more than just housing costs. Numbeo.com also offers cost of living comparisons and it confirms that Tokyo is cheaper than Paris, with housing being half as expensive to buy in Tokyo as in Paris. BTW, do you think apartments in Paris are any bigger than they are in Tokyo? Come on now. Japan is not only Tokyo, but even cities of 1 or 2 millions have high-rises in Japan and housing is much cheaper.

For Tokyo's population, housing is positively affordable. Thanks to their relentless building spree thanks to being able to build up (Tokyo's 23 wards build 100 000 new units each year), there is filtering occurring over there, meaning you can buy condos built in the 60s or 70s for a fraction of the cost of new housing. Interestingly, living in a modern "mansion" (as they call apartments in tall concrete buildings) is actually seen as a sign of success in Japan while living in an old single-family house is not. It's not like there is no choice, Tokyo has plenty of types of housing available, from single-family homes to high-rises thanks to a lax form of zoning that doesn't dictate uniformity in neighborhoods.

I do not currently live in an high-rise, I don't know if I would like to, but that is irrelevant. Just because one doesn't like living in an high-rise, should he get to rule whether or not people can choose to do so? That's what I don't like about urbanist opposition to high-rises, to me, it has gone away from simply being about good urban design and has crossed the line into "imposing one's housing preference on everyone else".

How is the attitude that high-rises should be banned and only 4-to-6-stories buildings be allowed any different than the sprawl promoters of yesteryear who thought multi-family buildings were sinful and that everyone should live in a single-family detached house?

You seem to write as if people who accept high-rises as if they wanted to force everyone into them. Not so. Personally, I'm of a live and let live attitude. High-rises should be allowed, but not imposed. I am convinced however that high-rises (that I qualify as more than 8 stories) are part of the solution, if they are strategically

placed near transit and commercial hubs. Not everyone will want to live in them, but those who do will have that choice and therefore reduce pressure on mid-rise and low-rise housing.

As to your recommended reading, no thanks. I know what I felt when I visited cities and I am a firm believer that cities require LESS planning, not more of it. Cities should be organic, eclectic and evolve depending on their residents' needs. Cities must not be art galleries for post-modernist thinkers, nor museums.

FONVCA AGENDA ITEM 8(b)(i)**north shore news****EDITORIAL: Periscope up**

North Shore News

May 29, 2015 12:00 AM

Kudos to the North Vancouver School District for taking its first baby steps into the, um — 20th century — with its decision to allow video recording of school board meetings.

Granted, it took a fair bit of navel-gazing for trustees to come around to what is seemingly obvious — that allowing a public window on their decisions is a good idea.

In the age of Periscope and Snapchat, it's somewhat surprising that a 1980s technology has inspired such rumination.

But the supportive comments from trustees this week were a significant distance from the knee-jerk reaction that prevailed at the board table when a parent first propped up his iPad and pushed Record six months ago.

We'd still argue the policy doesn't go far enough.

Perhaps trustees have trouble distinguishing between protecting students within school activity and what adults discuss in open government forums. But fundamentally they are discussing the people's business in their meetings. There's no reason why anyone who attends shouldn't be part of the public record — whether they wish to be or not.

A video is a potentially powerful record. It not only allows us to hear what was said, but also the tone of the voice used. It shows who was silent, who got red in the face, who was texting their way through a presentation.

Parents are those with the biggest stake in what happens at school board. For practical reasons, they're also the least likely to turn up to meetings.

The new policy goes the first step to providing a small window on decisions that impact their kids' lives.

What are your thoughts? Send us a letter via email by clicking [here \(http://www.nsnews.com/opinion/send-us-a-letter\)](http://www.nsnews.com/opinion/send-us-a-letter) or post a comment below.

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FONVCA AGENDA 8(b)(ii)**north shore news****Election expenses under review****Campaign finance documents showing new numbers**[Brent Richter](#) / North Shore News

May 29, 2015 12:00 AM



File photo supplied

Council candidates from the 2014 municipal elections, including City of North Vancouver Mayor Darrell Mussatto, are having to check their math.

Elections BC has been reviewing the campaign finance disclosure statements filed by the more than 3,600 candidates who ran for mayor, council and school board in the province last year — the first time the agency has had that responsibility.

The initial campaign finance disclosure forms showed Mussatto accepted \$91,394.79 in donations but spent only \$74,051.24, raising questions about where the rest of the money was. An amended expense form filed last month shows \$99,034.75 in both donations and expenses, including another \$7,639.10 donation from Coun. Craig Keating.

“I disclosed that I had received a donation but I hadn’t put it on my expense side so it made it look like I had money,” Mussatto said. “The people at Elections BC have been very helpful. They totally understood my situation and empathized. They said these are very complex documents and it’s a lot of accounting you have to learn how to do.”

Further muddying the waters was the fact the mayor shared campaign expenses and donations with six other candidates, including Keating and Couns. Linda Buchanan and Holly Back. Much of their shared contributions came in the form of donated staff time from K&T Properties to work in a campaign phone bank supporting Mussatto and his allies.

Mussatto has been facing backlash for the donation on and off council as K&T’s affiliate Playtime Gaming is currently petitioning the city to overturn its ban on commercial gambling. Mussatto said he never had any discussions with the company before they contributed staff to his phone bank. Instead, the donation likely came because of his stance on

gaming over his many terms on council, Mussatto said.

“This is not the first time we’ve had gaming come to us. We have had it over the last 20 years. It’s been here since the lotteries started in B.C. and I’ve shown a willingness to be open minded on it. That’s my position,” he said. “I’m not dead against it. I’m not dead for it. I feel very free to saying yes or no to moving forward on this and I have no qualms with it.”

Coun. Rod Clark has also filed an updated form, showing an extra \$631.79 contribution from himself to his own campaign to square the final income and expenditures.

Elections BC staff have reviewed about 35 per cent of the more than 3,600 disclosure forms filed from the 2014 election, according to Elections BC spokesman Don Main, and so far, the majority of which required some degree of amendment after the fact.

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References on Housing Policies

From Councillor Mathew Bond:

This item added due to council discussion of June 15/2015 as a result of added agenda item 9.11 - Affordable Housing

- Examples of Municipal Policies

Toronto Housing Charter

http://www1.toronto.ca/city_of_toronto/affordable_housing_office/files/pdf/housingcharter_may8.pdf

Incentives for accessory dwelling units in Portland

<http://trec.pdx.edu/events/professional-development/accessory-dwelling-units-portland-oregon-evaluation-and>

Vancouver: Mayors Task Force Affordability Summary Report

<http://vancouver.ca/files/cov/committees/mayors-task-force-housing-affordability-summary-report.pdf>

Vancouver: Mayors Task Force

<http://vancouver.ca/your-government/mayors-task-force-on-housing-affordability.aspx>

Coquitlam Housing Affordability Discussion Paper

http://www.coquitlam.ca/Libraries/Community_Planning_Documents/Housing_Affordability_Discussion_Paper_Feb_4_2013_FOR_WEB.sflb.aspx

CNV Affordable Housing History

<http://www2.cnv.org/CityShaping/papers/housing%20Overview%20Report.pdf>

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<http://www.cnv.org/~media/F103125167FD4F6DA669548D1F910E47.pdf>

Open House

<http://www.cnv.org/~media/2C7E7835D2AF4EABB9AE3DB5DE388C07.pdf>

- Examples of Municipal Plans

Saanich: Housing Strategy Implementation Plan

<http://www.northsaanich.ca/Assets/Current+Projects/Housing+Implementation+Strategy/CTO+Housing+Strategy+Implementation+Plan++Draft.pdf?method=1>

City of Langford - Inclusionary Zoning

<http://www.cityoflangford.ca/EN/meta/city-hall/affordable-housing-program.html>

City of Saint John's - Affordable Housing Action Plan

http://www.stjohns.ca/sites/default/files/files/publication/affordablehousing_0.pdf

York Region - 10 year plan

<http://www.york.ca/wps/portal/yorkhome/support/yr/housing/housingsolutions/>

Toronto: Housing Opportunities Toronto: An Affordable Housing Action Plan

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=e80707ceb6f8e310VgnVCM10000071d60f89RCRD&vgnextchannel=05d407ceb6f8e310VgnVCM10000071d60f89RCRD>

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Capital Regional District Regional Housing Affordability Strategy

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- Existing Tools, Strategies, Research

Affordable Housing for BC's Capital Region: Tools for the Future

http://www.communitycouncil.ca/sites/default/files/CSPC_Report_Tools_for_the_Future_FINAL_NOV15.pdf

Toronto: Private Sector Initiatives - Housing Makes Economic Sense

<http://www1.toronto.ca/City%20of%20Toronto/Affordable%20Housing%20Office/Shared%20Content/pdf/private-sector.pdf>

What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities

http://www.metrovancouver.org/services/regional-planning/PlanningPublications/1267_WhatWorks_LR.pdf

Creating Market and Non-Market Affordable Housing A Smart Growth Toolkit for BC Municipalities

http://bowenhousing.biz/wp-content/uploads/2009/04/Affordable_Housing_Toolkit.pdf