

COUNCIL CORRESPONDENCE UPDATE TO FEBRUARY 17, 2021 (8:30 a.m.)

Referred for Action

No items.

Referred for Action from Other Governments and Government Agencies

No items.

Received for Information

- (1) **19 submissions, February 6-16, 2021, regarding Proposed 2021 Budget**
- (2) **E. Kelsall, February 8, 2021, regarding “Re: Video and Slides” (February 8, 2021 Delegation to Council)**
- (3) **5 submissions, February 10-16, 2021, regarding Preliminary Development Proposal for Inglewood Avenue & Burley Drive**
- (4) **6 submissions, February 10-16, 2021, regarding Proposed Arts & Culture Facility**
- (5) **February 12, 2021, regarding “Bike Lane in Horseshoe Bay”**
- (6) **February 14, 2021, regarding “Potential developments along Taylor Way”**
- (7) **February 14, 2021, regarding “Why keeping one mature street tree is far better for humans and nature than planting lots of new ones”**
- (8) **February 15, 2021, regarding “Ebikes”**
- (9) **February 16, 2021, regarding “Emergency access to Stratas”**
- (10) **February 16, 2021, regarding “Tax Payers Report.”**
- (11) **West Vancouver Chamber of Commerce, February 16, 2021, regarding Small Business Web Series (February 17, 2021)**
- (12) **February 16, 2021, regarding “Inappropriate location for cannabis store”**
- (13) **February 16, 2021, regarding “Excellent information, please share” (Wireless Technologies)**

Received for Information from Other Governments and Government Agencies

- (14) **P. Weiler, M.P. (West Vancouver-Sunshine Coast-Sea to Sky Country) (5 submissions), February 10 and 12, 2021, regarding Federal Programs and Initiatives**

Responses to Correspondence

- (15) **Financial Services, February 10, 2021, response regarding “taxes” (Proposed 2021 Budget)**
- (16) **Financial Services, February 12, 2021, response regarding “2021 Capital Budget”**

(1)(a)

From: [REDACTED] s. 22(1)
Sent: Saturday, February 6, 2021 1:07 PM
To: MayorandCouncil
Subject: 2021 Budget should not exceed 1% Inflation rate

[REDACTED]
[REDACTED]

Don't forget that West Van requires your name and address

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(1)(b)

From: [REDACTED] s. 22(1)
Sent: Wednesday, February 10, 2021 12:46 PM
To: MayorandCouncil
Subject: Budget & Art Centre

Dear Mayor & Council,

As a resident of West Vancouver and a member of [REDACTED] s.22(1) I believe it is essential to keep the momentum going in regards to going forward with a new Arts Centre. I believe it will add to West Vancouver community in so many ways and is very much needed. With the caliber of the arts and culture community in West Vancouver it deserves a facility that serves its needs. I believe a new Art Facility will add to West Vancouver's vitality and will be a draw for others to enjoy our beautiful seaside community.

Sincerely,

[REDACTED]
s. 22(1)

--
[REDACTED]
s. 22(1)

[REDACTED] West Vancouver, [REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Wednesday, February 10, 2021 3:01 PM
To: MayorandCouncil
Subject: 2021 Budget should not exceed 1% Inflation rate

Here by, [REDACTED] s. 22(1)

[REDACTED] s. 22(1)

West van

[REDACTED] s. 22(1)

Disagree of any inflation rate exceeding 1%.

[REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 9:05 AM
To: MayorandCouncil
Subject: Support for Arts & Culture Centre Funding in 2021 Budget

CAUTION: This email originated from outside the organization from email address [REDACTED] s.22(1) [REDACTED]. Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Feb 11, 2021

Dear Mayor and Council.

My name is [REDACTED] s. 22(1). I am [REDACTED] s.22(1) [REDACTED], but this letter comes to you as a private citizen.

I am writing to urge you to accept the proposed 2021 budget allocation of \$312,000 in support of the next stages of work on the proposed Arts and Culture Centre.

The development of this new Centre has been identified as central to Council's goal of revitalizing the social, economic, and educational well-being of our community. Alongside District staff, expert strategic planning, technical and engineering consultants, stakeholders, and the public, the Arts Facilities Advisory Committee has been working for three years on plans for an exciting new home for the remarkable collections, exhibitions, music, dance, and theatre arts programming now taking place in outdated, unsuitable and deteriorating facilities.

To date, three publicly-owned sites and one privately-owned site have been identified for public consultation. To ensure this consultation is carried out comprehensively, and that work continues on creating a first-class functional programme for the Centre based on the arts sector's needs for the next 20 years, the amount identified in the budget is entirely appropriate to accomplish the next stages of work on a project that Council has for three years identified as a priority.

Please take the chance we have NOW to stand up for those who want West Vancouver to be a leader in creating a vibrant, sustainable, desirable Arts and Culture Centre where young and old, families and individuals, creators, collectors, educators and audiences can come together and thrive.

Thanks for your continued support.

Best,

[REDACTED]
s. 22(1)

West Vancouver, BC s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 11:32 AM
To: MayorandCouncil
Cc: [REDACTED] s. 22(1)
Subject: Arts Funding for the Future

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Hello Mayor Booth,

As a 20+ year resident of West Vancouver I wanted to share with you my views on the importance of arts funding in our community. Art plays a significant role in my family's lives, both in how it has helped my children to develop into creative and expressive adults, as well as being the path for [REDACTED] s.22(1) to transition from [REDACTED] s. 22(1) to [REDACTED] s.22(1). The arts also have been the glue that hold together many of my relationships within the community, as a form of joy, expression, learning and beauty.

For a community like ours, it's felt like West Vancouver has fallen behind in our programs, facilities and highlighting of the many wonderful and renown artist that live here amongst us. Also, as we continue to face challenges around growing mental health issues at all ages, strong art programs and personal development have proven to be an effective way for people to live happier lives. I am encouraging you to do everything possible to see that the funding for a first-class functional programme for the Centre based on the arts sector's needs for the next 20 years in the amount of \$312,000, that was identified in Council's 2021 budget, stays in the budget.

I know that there are members of our community that are outspoken against this spending, but it is clear to me that the values that the arts represent are not part of their core values. Unfortunately, I believe that they are a vocal minority, and when compared to the often-introverted personalities of those that cherish the arts, it's easy to appear like they represent more of the community than they do. I grew up and have lived in communities that hold the arts up at the highest levels, [REDACTED] s.22(1) and even small towns like [REDACTED] s. 22(1) I have always been amazed since moving here how our facilities for all aspects of the arts are few, outdated and comparatively underfunded, especially when I think of it as a necessary reflection of the values of our community.

Thank you for taking time to consider my point of view.

ATB,

[REDACTED] s. 22(1)

West Vancouver, [REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 12:16 PM
To: MayorandCouncil
Subject: Some Suggestions for Budget Control

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Hello Mayor and Council

Some suggestions for council . Maintaining the status quo is not acceptable.

<https://financialpost.com/opinion/opinion-cities-should-think-outside-the-box-and-cut-property-taxes>

s. 22(1) [REDACTED]
[REDACTED].
West Van
s. 22(1) [REDACTED]

From: Graham McIsaac [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 1:15 PM
To: MayorandCouncil; Mary-Ann Booth; Peter Lambur; Sharon Thompson; Marcus Wong;
Bill Soprovich; Craig Cameron; Nora Gambioli
Subject: FINANCIAL POST: Opinion: Cities should think outside the box and cut property taxes

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As you consider a budget for 2021 proposing operating costs rising 6.3% and property taxes by 5.2% while inflation is 0.8% I strongly recommend you read the article below.

Many in our Community are challenged both from a Health and Financial perspective during this Pandemic which sadly is not over.

Should you approve a property tax increase of 5.2% I humbly suggest you are not listening to or being respectful of residents.

Opinion: Cities should think outside the box and cut property taxes

Read in Financial Post: https://apple.news/ATJRgE3E_RIOv8NBMkAgvrw

Shared from [Apple News](#)

Please ensure article is printed in Council Correspondence and please do not redact m name.

Graham McIsaac

[REDACTED] s. 22(1)

West Vancouver,

[REDACTED] s. 22(1)

[REDACTED]

From: Graham McIsaac [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 1:28 PM
To: MayorandCouncil; Mary-Ann Booth; Peter Lambur; Sharon Thompson; Marcus Wong;
Bill Soprovich; Craig Cameron; Nora Gambioli
Subject: RE PROPERTY TAX INCREASE OF 5.2% WHILE INFLATION 0.8% Report examines how municipalities can cut costs, property taxes - SecondStreet.Org

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Further to my earlier email here is the actual report with specific recommendations on how to cut costs. Taking action to reduce the tax burden on behalf of tax payers is not easy but can be done.

Please read and give careful consideration to the recommended actions.

<https://www.secondstreet.org/2021/02/02/report-examines-how-municipalities-can-cut-costs-property-taxes/>

Please ensure the actual report is published in Council Correspondence and do not redact my name.

Graham McIsaac

[REDACTED] s. 22(1)

West Vancouver,

[REDACTED] s. 22(1)

[REDACTED]
[REDACTED]

From: Graham McIsaac [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 1:47 PM
To: MayorandCouncil; Mary-Ann Booth; Peter Lambur; Sharon Thompson; Marcus Wong; Bill Soprovich; Craig Cameron; Nora Gambioli
Subject: Re PROPOSED 5.2% TAX INCREASE WHEN INFLATION 0.8% Detailed Second Street Report on cost cutting options for municipalities
Attachments: Cost-cutting-options-for-municipalities-Final.pdf

CAUTION: This email originated from outside the organization from email address [REDACTED] s.22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Please see my earlier emails regarding the above report. Here is the more detailed report itself which I strongly recommend you all read. It covers in more detail actions Municipalities can take to reduce costs and the tax burden on residents and businesses.

We are still in the middle of this pandemic and many residents and businesses are facing an uncertain financial future.

As you review the Budget proposed by staff please act on behalf of businesses and residents by not increasing their tax burden any further.

<https://www.secondstreet.org/wp-content/uploads/2021/02/Cost-cutting-options-for-municipalities-Final.pdf>

Please do not redact my name and ensure full report included in published Council Correspondence.

Graham McIsaac

[REDACTED] s. 22(1)

West Vancouver,

[REDACTED] s. 22(1)

[REDACTED]
[REDACTED]

POLICY BRIEF: Cost-cutting options for municipalities

Colin Craig & Franco Terrazzano | February 2021



Executive Summary

As Canadians look for solutions to our nation's economic woes arising from the COVID-19 pandemic and government-imposed lockdown measures, it is important to pay close attention to the decisions made by municipal governments and the unique role they could play in stalling recovery efforts.

Provincial governments and the federal government are heavily dependent on incomes taxes and sales taxes for their revenues. Both of those revenue sources tend to decrease during recessions as workers and businesses earn less.

Conversely, municipal governments are heavily dependent on property taxes. Unlike consumption taxes and income taxes, property taxes do not decrease as soon as businesses and individuals face difficult financial times. For a business that is on the edge of bankruptcy, a property tax increase, or even a property tax freeze, could be enough to drive the enterprise under and leave workers unemployed.

With this in mind, it would be beneficial for Canada's economy if municipal governments curtailed expenditures and reduced taxes. This policy brief examines 10 examples of initiatives municipalities could pursue to reduce costs without impacting core services. They include:

- 1. Lead by example:** Politicians and executive staff could lead by example by taking pay reductions and curbing discretionary spending.
- 2. Salary reductions:** Reduce compensation for city employees to reflect what has happened to incomes outside of government.
- 3. Pension reform:** Reform municipal pensions and benefits so they are more in-line with the private sector.
- 4. Eliminate business subsidies:** Politicians can best help the economy by letting families and businesses keep more of their own money, rather than having bureaucrats pick winners and losers.
- 5. Prioritize spending:** Focus on priorities such as policing and road repair, not discretionary areas such as new public art, professional sports facilities, etc.
- 6. Utilize managed competition:** Tender more city services, but support city employees with developing their own bids.
- 7. Sell surplus land/assets:** Review city land and assets to determine opportunities to dispose of unneeded inventory.
- 8. Gainsharing:** Create an employee rewards system to incentivize staff to come forward with ideas to reduce costs.
- 9. Utilize new technology:** Explore opportunities to use new technology to reduce costs.
- 10. Share ideas:** Spend more time speaking with other municipal governments about innovative ways to reduce costs instead of gathering to devise strategies to raise taxes.



A Calgary business displays its large property tax increase

Provincial governments and the federal government could also benefit from this policy brief. When a municipal government seeks financial support, a senior level of government could respond by asking municipal governments if they have pursued each measure on this list before asking for assistance.

For example, a municipal affairs minister could ask if the municipality has curtailed its wages and benefits? Has it focused spending on priorities or is it still paying for public art and other luxuries?

Individual taxpayers can also use this document. For example, when it's time for the municipality to set its budget, taxpayers could ask their local representatives whether they have implemented these 10 recommendations before raising taxes. This document can also be used during municipal elections – taxpayers could ask candidates whether they support these recommendations.

Introduction

Beginning in 2014, Alberta's economy went into a downturn as global oil prices plummeted. Calgary in particular was hit hard as large energy sector companies began laying off thousands of workers.

However, small and medium-sized businesses were also impacted as fewer citizens had the funds to dine out for meals regularly, purchase goods from local stores and enjoy other services.

While the drop in global oil prices was difficult for businesses to cope with, countless news stories about business closures featured entrepreneurs pointing to government policies that contributed to their demise, including property tax increases.

Despite Calgary's economic woes, its city council continued to increase spending and raise taxes on struggling businesses and families. Frustrations ultimately culminated in a protest at city hall featuring many local business owners in 2019. By that point, many businesses had publicly shared the enormous tax hikes they faced.

For example, Kensington Auto, a local auto repair shop, posted on its signage that its annual property tax bill had risen from \$12,000 in 2009 to \$75,000 in 2019. Wurst, a German-themed restaurant and pub, posted publicly that its property tax bill had risen from \$74,000 in 2014 to \$208,000 in 2019. Many other businesses shared similar stories.

Ultimately, Calgary's property tax problem stemmed from a council that refused to control costs and adapt to the new reality that the city's economy faced.

Virtually all of Canada now finds itself in a similar situation. Unemployment has spiked coast-to-coast as a result of COVID-19 and government lockdowns. Business bankruptcies have ballooned, leaving many workers dependent on financial support from the federal government. The Canadian Federation of Independent Business estimated in July, 2020, that between 55,000 and 218,000 businesses could close for good due to COVID-19 and government lockdowns.

Many businesses are pondering whether or not they will need their current office space (or as large a footprint) in the future as many workers have proven they can work from home.

City halls across Canada need to adapt for these changes.

Property tax increases, or even property tax freezes, could be deadly for thousands of businesses that are on the cusp of having to close their doors for good. And each decision to close has a compounding effect throughout the economy as employees are laid off and other businesses subsequently lose contracts (suppliers, rug cleaning services, accounting services, etc.).

With that in mind, the Canadian Taxpayers Federation and SecondStreet.org developed a top 10 list of initiatives that municipalities could pursue to reduce their expenditures and property taxes. Ultimately, this would help ease the financial pressure that struggling businesses are facing across the country and would help save thousands of jobs.

Property tax reductions could also help struggling families. A tax reduction could help some families put food on their table, pay their mortgage, pay off debt or perhaps support a local business.

Opportunities for Savings

There are countless examples of ways municipal governments could be more cost-effective in Canada. This report has identified 10 broad categories and provides background for each example.

1. Politicians lead by example

Spending restraint must start with leadership at the top. This is something that business leaders know all too well.

"The reason our executives took the [20 per cent] rollback right away wasn't because of investor pressure, it was because our employees are taking a hit," said Dale Dusterhoff, President and CEO of Alberta-based Trican Well Services Ltd. "We can't ask our people to do something different than us."¹

In order for governments to provide meaningful tax relief, they'll need to address a key cost pressure: labour. But before the bureaucracy will be willing to share in the downturn and take a pay cut, politicians will have to lead by example.

Since the COVID-19 downturn began, some councillors and mayors have taken pay cuts to show solidarity with struggling taxpayers and show leadership to the bureaucracy. Examples of council members taking pay cuts include:

- Halifax Mayor Mike Savage took a 20 per cent pay cut and Councillor Zurawski took a 10 per cent pay cut²
- Lethbridge city council took a 10 per cent pay cut³
- Burnaby city council took a 10 per cent pay cut⁴

Unfortunately, not all council members have been willing to share in the tough times. While business and families are struggling through the COVID-19 downturn, the Mayor of Beauceville François Veilleux suggested he deserves an extra 33 per cent in compensation.⁵ And that's after he doubled his salary and expenses in 2019. In British Columbia, the City of Kelowna's councillors and mayor are set to receive salary increases.⁶

In addition to scaling back salaries, councils could also look to reduce the cost of their benefits. In Calgary, Councillor Jeremy Farkas turned down the costly pension and transition payments that other council members will receive.⁷ Other councilors in Canada who are set to receive expensive defined benefit pensions could follow Farkas' lead or push to reform the pension system to a RRSP-style benefit that does not put taxpayers on the hook to cover pension plan shortfalls.

Other council benefits that could be scaled back include:

Vehicles and travel: Calgary's mayor is provided a car and each councillor receives a \$9,400 car allowance.⁸ Edmonton, Surrey and Vancouver offer a costly car allowance for their mayors, averaging \$12,079 per year.

Transition payments: Vancouver, Surrey, Calgary, Edmonton, Winnipeg, Mississauga, Toronto and Ottawa offer transition payments to councillors when they leave office.⁹

Health Spending Accounts: Some cities offer their councillors health spending accounts that range up to \$500.¹⁰

2. Salary reductions for city staff

Labour costs make up the largest expense category of many city budgets. For example, labour costs make up more than half of Calgary and Edmonton's budgets.¹¹ Meaningful tax relief will require municipal employees to take a pay cut.

While there have been many stories of private sector workers taking pay cuts through downturns, we could not locate any examples of government employees taking a pay cut since the outbreak of the virus. In fact, municipal pay reductions are very scarce in Canada.

SecondStreet.org filed Freedom of Information requests with 13 major cities in Canada asking for details on pay

reductions negotiated with various government employee bargaining units, but not a single city had any records of a negotiated pay cut.

The following is a summary of the results:¹²

- **Vancouver:** Did not come up with any data, indicating there were no records available.
- **Edmonton:** Data provided for the City of Edmonton's union agreements dates back to 1985 and shows no pay reductions since that time
- **Calgary:** Data provided for the City of Calgary's unions agreements dates back to 1974 and shows no pay reductions since that time.
- **Saskatoon:** Did not come up with any data, saying that there were no records available.
- **Regina:** Data provided for the City of Regina's union agreements dates back to 2008 and shows no pay reductions since that time.
- **Winnipeg:** Unaware of any examples of the city reducing pay for employees.¹³
- **Mississauga:** Indicated they have not negotiated any pay cuts, noting "The City has not negotiated a pay reduction with a bargaining unit."
- **Toronto:** Did not have a summary document available and did not provide data on the last pay cut provided
- **Ottawa:** The City of Ottawa indicated they have no data available, and that there have been no pay reductions since amalgamation in 2001.
- **Montreal:** Did not provide any data, noting that there were no records available.
- **Moncton:** The city noted that "at no point have pay reductions been issued to bargaining units (Unions)."
- **Halifax:** Data provided for the numerous City of Halifax unions dates back to 1997, with no pay reduction recorded since that time.
- **St. John's:** Data provided for the numerous City of St. John's unions dates back to 2007 with no pay reduction recorded since that time.

Ideally, union leaders and cities will be able to agree on the need for pay reductions to help struggling families and businesses receive tax relief. But it's council that controls the budget. Councils will have to communicate firmly to union leaders and make it clear that the budget will be reduced by a certain percentage and the union leaders can either accept pay cuts or job losses. A similar approach was taken by the Alberta government in the 1990s, which led to government employees accepting a five per cent wage reduction. To reduce the tension between council and current municipal employees, council could also consider further reducing the pay of future employees, similar to the reforms made by the province of Saskatchewan when it moved future employees into a less costly pension plan (more on this below).

3) Pension reform

Pension costs are one of the fastest growing areas of municipal spending in Canada, yet they've largely flown under the radar when it comes to news coverage.

For example, in 2009 the City of Toronto spent \$115 million on current service contributions for the Ontario Municipal Employees Retirement System (OMERS), which is a pension plan enjoyed by most city employees.¹⁴ By 2019, the city's annual bill for the pension had grown to \$211 million, an 83 per cent increase.¹⁵

The city's increase in spending on OMERS far outstripped increases in spending on other city services over the same period – Toronto's police force (29 per cent) and transit services (six per cent) to name two examples of core services. Total city spending rose from \$9.9 billion to \$12.8 billion (29 per cent) during the same period.

In Calgary, we find a similar phenomenon. In 2009, the city spent approximately \$75 million on the Local Authorities Pension Plan, which is the main pension plan for most city employees.¹⁶ A decade later, the city's annual bill for the pension had ballooned to \$137 million, an 83 per cent increase.¹⁷

Similar to Toronto, Calgary's increase in spending on this pension has far exceeded increases to city services such as policing (58 per cent), firefighting (59 per cent) and transit (65 per cent) over the same period.¹⁸

In addition to the absolute costs, a key issue with these plans is the risk associated with their structure. These defined benefit plans guarantee specific payments in retirement, regardless of the funds' performance. This means that taxpayers can be put on the hook to pay for pension plan fund shortfalls. Over time, we have repeatedly seen this happen: shortfalls are routinely "fixed" by increasing the contribution rates put in by governments (taxpayers) and employees.

Some readers may wonder how pension spending at cities across Canada could increase substantially without much in the way of public discourse. The answer likely lies in the fact that pensions are complex and many people are not familiar with how they operate.

Second, some city councils are conflicted as council members are enrolled in the very pensions they oversee. For example, members of Toronto's city council, as well as Mississauga and Ottawa, will receive the OMERS pension upon retirement.¹⁹ Thus, those elected officials have no incentive to blow the whistle on ballooning costs.

Pension reform could help city halls reduce their expenses in this area and reduce the risk of requiring taxpayers to chip in more money to cover the shortfall of these defined benefit pension plans.

For precedent in this area, politicians can look to Saskatchewan's former New Democrat premier Allan Blakeney and the reforms he enacted in the late 1970s.²⁰ He allowed existing employees to remain in the pension plans they belonged to, but new employees were put in a less costly defined contribution pension. This approach also protects taxpayers from having to bailout pensions through higher and higher contributions.

Cities could copy Blakeney's approach or simply match each employee's RRSP contributions to a set limit each year – say, \$5,000. In the case of Calgary, which paid an average of more than \$10,000 per employee into

its pension in 2019, contributing, say, \$5,000 into each employee's RRSP could allow for significant savings.

Considering 77.5 per cent of workers outside of government do not have workplace pensions, these reform options would still be generous.²¹ This approach would also allow municipalities to discontinue the cost of providing second and in some cases third pensions for select municipal employees.

4) Eliminate business subsidies

Many Canadians would tell you that elected officials are expected to help grow the economy. While some politicians attempt to reach this goal by giving taxpayer dollars to select businesses, a more effective approach would be to let families and businesses keep more of their own money and support businesses by reducing red tape and cutting taxes.

In the Spring of 2019, Calgary's business community held a rally outside of city hall demanding spending restraint and tax relief, not taxpayer-funded subsidies. Yet, the City of Calgary has refused to discontinue its \$100-million corporate subsidy program, known as the Opportunity Calgary Investment Fund.²² Rather than having politicians and bureaucrats pick which businesses receive subsidies, municipalities with these types of funds could use the money for direct tax relief. That way businesses can compete for customers and the city's residents can directly decide which companies receive their support.

Another example of a major subsidy in Calgary would be the decision by councillors to contribute about \$300 million towards the construction of a new arena for the Calgary Flames.²³ An alternative approach would be to reduce taxes by \$300 million and let each business and household decide if they wish to support the Flames by purchasing a ticket to a game, buying Flames merchandise, etc.

Another example of a municipal subsidy program comes from the Quebec municipality of Trois-Rivières, which gave the company Kruger \$250,000.²⁴ Interestingly, by law, Quebec municipalities are only allowed to give business \$250,000 in direct subsidies (Montreal and Quebec City can give up to \$300,000). A similar law could be adopted in other provinces, but to end business subsidies entirely.

5. Focus on priorities

It's especially important during difficult times for politicians to prioritize spending on the essentials, such as fixing potholes. Unfortunately, there have been numerous examples of politicians claiming the cupboards are bare then spending taxpayers' money on frivolous expenses.

Some examples of this problem come from Vancouver and Montreal city halls. Vancouver's city employees spent more than \$300,000 on luxury chairs and office furniture during the pandemic and Montreal city hall commissioned a \$600,000 art piece only a few weeks after claiming it was cash strapped.^{25 26}

The City of Toronto is also a prime example of a council that could better focus on cutting unnecessary spending before asking for more tax dollars. For example, the city spent \$160,000 installing 25 kilometres of bike lanes in Scarborough as part of its pandemic response in the spring of 2020, only to spend \$80,000 just five months later tearing them out.

But this is just the tip of the iceberg. Toronto Mayor John Tory also confirmed he wants to proceed with building Rail Deck Park, a park built in the air above the railways on the west side of Union Station. The city's estimate pegs the price tag for the park at \$1.7 billion, but a report released by the CTF shows the park will cost at least \$3.8 billion.²⁸ Clearly, a floating park is not a priority compared with services such as road repair, policing, ambulance services, etc.

There are also services which cities could completely discontinue, such as running municipal golf courses. For example, data obtained by the CTF shows that the City of Calgary lost over \$2 million through its golf courses between 2015-2017.²⁹ And if we exclude Shaganappi Point (the only course that regularly turns a profit), the city lost more than \$3 million. What these figures don't account for, however, are opportunity costs.

Clearly, many municipalities could find significant savings by focusing on essential services, essential infrastructure priorities, delaying the nice-to-have items on their list, getting out of the business of business and halting expenditures on public art.

6. Managed competition

Every day in Canada, citizens and businesses shop around for the best deal possible. Whether we're talking about buying goods such as televisions and cars, or services such as having someone paint their homes, shopping around can save citizens money.

Governments also shop around for goods and services, but there is room to do more.

Instead of simply putting more government services out for tender (eg. cutting the grass in city parks, garbage pick-up, security services for a government building, etc.), governments could pursue what is known as "managed competition."

In short, this approach sees governments help city employees (currently providing the service in question) put together their own bids and compete against private sector bids. This way city employees have an opportunity to keep their jobs provided they can put together a cost-effective bid.

The City of Indianapolis pioneered this method in the 1990s under mayor Stephen Goldsmith. Many tenders for city services were ultimately won by private companies. However, there were several examples of city employees winning bids.

Under the old model, City of Indianapolis employees had no incentive to provide services more cost-effectively. However, under a managed competition model, city employees had every reason to make tough choices and reduce expenses.

For example, City of Indianapolis employees won the bid for pothole repair services. Their bid cut costs by 25 per cent while increasing output by 68 per cent.³⁰ They achieved the savings by trimming management overhead, remounting some patching equipment and reducing the size of their work crews from eight men and two trucks to five men and one truck.

For years the employees were capable of coming forward with these changes, but had absolutely no incentive to do so.

7. Sell surplus land/assets/review reserves

The profit motive incentivizes private businesses to sell surplus goods and land they aren't using or won't need in the future.

Governments of course are not driven by the same incentive so it is not uncommon to see governments let valuable land and assets sit idle for years before they are sold.

For example, the City of Winnipeg's 2007 Economic Opportunity Commission report flagged valuable city land that was being used as a snow dumping site.³¹ The land wasn't sold for another seven years (2014).³²

The CTF flagged in 2009 that the City of Winnipeg owned valuable riverfront property outside of city limits.³³ In 2011, when the city eventually put the 44-acre parcel of land up for sale, media reported that the land had never been used and that the city had owned the property for 40 years.

Before asking for more tax dollars, councillors in municipalities could review land and major capital assets to determine if any are surplus and not necessary in the future. Councillors could also review city reserve funds and determine whether some of the money could be used to fund essential services or be used for tax relief.

For example, The City of Calgary has nearly \$2.5 billion in its various reserve accounts, according to the city's most recent annual report. The city's largest reserve is the Fiscal Stabilization Reserve which has a balance of \$426 million as of 2019. The FSR is "a contingency reserve for urgent situations with significant financial implications." In 2019, council also created the Major Capital Projects Reserve and deposited \$424 million in it for several discretionary projects. At the very least, the money remaining in the Major Capital Projects Reserve could be used for tax relief.

8. Gainsharing

As we have noted in this report, governments are often inefficient as they lack the profit motive that drives private businesses to root out waste.

One tool governments can use to reduce inefficiencies is an incentive rewards program known as gainsharing.

In short, the program rewards employees financially if they identify ideas that save the government money while maintaining output levels. Governments share part of the savings with employees, so it's a win-win model.

For example, after gainsharing was introduced in the State of Maryland, some employees at the highways maintenance division questioned why they were paying a private company each year to haul away damaged highway signage that state employees regularly gathered and piled up at their public works yard. The government employees recognized that such metal had a significant value so instead of paying someone to take away the material, the material could be sold to a metal recycling company.

As a result of this decision, the State of Maryland raised \$15,000 in revenue and split the funds between the employees and the state.³⁶

One can easily see how this idea could work well at reducing costs in government.

For example, some employees might decide their division no longer needs a large office footprint as most employees could work from home and meeting space could be rented as needed. Savings from such a decision could be split with employees and the government.

What gainsharing does is incentivize employees to reduce costs. And regardless of how employees find the savings, the key is for output to be maintained or increased. The fine points of this program can of course be customized by municipality (eg. perhaps there's a cap on maximum bonuses, the sharing of annual savings could be phased out over a few years, etc.)

9. Utilize new technology to save money

More than 20 years after email was adopted as a common workplace communications tool, some government bodies in Canada still refuse to communicate with the public through that medium. Some government bodies even prefer materials be faxed.

To say that governments are often slow to adopt new technologies is an understatement.

However, that does not mean there haven't been bright spots, many which can save governments significant amounts of money while improving services at the same time.

For example, many cities have installed transit technology called Active Transit Signal Priority on their buses. When placed on a bus, this device can communicate with upcoming traffic signals and direct them to stay green a little longer or turn green a little earlier to ensure the vehicle can travel with fewer stops and delays. This not only reduces travel time for transit riders, in some cases, it could help cities avoid building costly new infrastructure in order to provide more expedient travel for transit riders. Sometimes this technology is combined with dedicated street lanes, allowing transit to travel even faster without having to build new dedicated subway lines, train lines or bus rapid transit corridors.

As noted in the previous section, technological change could now allow governments to shift some of their positions to work-from-home arrangements. In fact, many employees have already made the shift during COVID-19. If governments permanently shift some employees to telework positions, savings could be realized through lower real estate rental costs, lower costs related to owning and maintaining buildings, utility charges, insurance, etc.

Furthermore, COVID-19 has resulted in many professions, including governments and politicians, utilizing technology to meet online rather than in-person. If governments can use technology during the pandemic to save travel costs, surely this tool can be used more often when we return to normal.

Technological change could also be as simple as changing light bulbs. For example, Calgary has estimated it is saving

\$250,000 per year by switching 80,000 light bulbs to LED lighting.³⁷ In Markham, the city estimates it is saving \$795,000 per year after switching to LED bulbs.³⁸ As the city spent \$5.3 million on switching its lighting, it expects this initiative will pay for itself within 6.7 years and yield significant savings after that period.

In Surrey, the government spent \$9 million to replace its copper wiring in streetlights with aluminum wiring. In just two years, the city has already saved over \$3.5 million through a reduction in copper theft.³⁹

Governments should examine how utilizing new technology could save taxpayers money.

10. Share ideas

For decades, many large municipal governments in Canada have gathered to discuss how they can raise more revenues through higher taxes, new taxes and fees. They've also been quite active when it comes to working together to demand higher levels of government provide more funding.

But taxpayers could benefit from municipal governments gathering more often to discuss something else: their best cost-effective ideas. Many municipalities in Canada have implemented innovative strategies to reduce costs and provide services more cost-effectively.

Note that in 2016, the Manning Centre released a report with 290 examples of unique and innovative initiatives that municipal governments have pursued to reduce spending. The ideas ranged from the aforementioned light bulb examples to the City of Victoria renting out its city hall for weddings. The report noted Regina partnered with Coca-Cola and Pepsi to raise over \$35,000 for new recreation equipment, Fredericton is saving over \$20,000 each year through its anti-idling policy for city buses and Markham is saving over \$1 million annually by using new technology to pave its roads.^{41 42 43}

If Canadian municipalities exchanged cost-saving strategies with their counterparts from the U.S. and other nations, even more savings opportunities could be identified.

Conclusion

If municipal governments do not adapt for Canada's current economic climate, they could impede our nation's economic recovery. Property tax increases or freezes could be enough to drive more businesses into bankruptcy, increasing unemployment in local communities. Similarly, tax increases could cause more households to file for bankruptcy or suffer from other social costs.

As this policy brief demonstrates, there are many ways municipalities could improve their operations to become more cost-effective without cutting core services.

About the Authors

Colin Craig is the President of SecondStreet.org. He holds an MBA and a BA (Economics) from the University of Manitoba and is the author of *The Government Wears Prada*.

Franco Terrazzano is the Alberta Director for the Canadian Taxpayers Federation. He holds an MPP and BA (Economics) from the University of Calgary.

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(1)(j)

From: [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 5:21 PM
To: MayorandCouncil
Subject: Support for the art museum budget

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To whom it may concern,

I am writing to emphasize my support for funds being allocated in upcoming budgets for the development of a new museum/gallery/artscenter in West Vancouver. As someone who grew up here and moved away for [REDACTED] s. 22(1) years and am now living here again, as is my [REDACTED] (who's love is the arts), I find the lack of development in arts and culture since I left long ago disconcerting. We have an excellent library, and excellent recreation center, and parks and the glorious seawall and waterfront, yet, our museum is tiny, inadequately staffed, and all this in one of the richest communities in Canada... frankly hard to believe.

I wish to express very strongly that it is essential that this missing part of our community is fixed by Council, to match the new needs of a changing population. Any decent city should have a proper arts facility as much as they should have a good swimming pool, soccer fields and so on.

I look forward to seeing Council ignore the noisy few naysayers, who really are the very small minority, and make changes that let our community progress and make West Vancouver a shining example of a society moving forward and inclusive of its newer members.

With my best,

s. 22(1)
[REDACTED]

West Vancouver, BC
s.22(1)
[REDACTED]

From: [REDACTED] s. 22(1)
Sent: Thursday, February 11, 2021 9:10 PM
To: MayorandCouncil
Subject: 2021 proposed WVD budget

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Dear Mayor and Council:

I am writing to express my strong support for the budget appropriation for planning costs for the proposed new arts centre in West Vancouver, specifically the *Total Amount Request for Arts Facility Planning after Site Selection (\$270,000)* and *Continued 2020 Funding for Arts & Culture Facility Consultants related to Site Selection (\$42,500)*, as set out in the budget's Schedule B. The budget allocation sets aside \$312,500 to support the planning process for the arts facility. The planning process is a requisite step that is anticipated to lead to considerable external support for this Centre.

West Vancouver has been the muse for artists, architects, and everyday citizens for many decades, and we are very fortunate to have excellent arts facilities that support these passions. However, our current venues don't meet the public's demand to create or be inspired by art, as our facilities are small, outmoded, and even in some cases (as the Silk Purse during high tides) dangerous. The West Vancouver Art Museum is a Canadian gem, with a world-class curator and exhibitions that have been praised regionally, nationally, and internationally. However, the current Heritage House, lovely as it is, doesn't allow the Museum to realize its potential, or even to display its permanent collection.

The arts have been essential in nourishing the spirit during these COVID times, and they will continue to be a central part of the lives of West Vancouverites going forward. Please keep the momentum going for the development of a Centre that meets the needs and expectations of its citizens by approving funding of the planning process for the arts facility.

Feel free to contact me if you'd like additional information, and thank you!

Full name: [REDACTED] s. 22(1)

Street address: [REDACTED] s. 22(1) West Vancouver, BC [REDACTED] s. 22(1)

Phone number: [REDACTED] s. 22(1)

From: M Slater <melroy1058@gmail.com>
Sent: Friday, February 12, 2021 12:09 AM
To: MayorandCouncil
Cc: Mary-Ann Booth; Craig Cameron; Nora Gambioli; Peter Lambur; Bill Soprovich; Sharon Thompson; Marcus Wong
Subject: 2021 Budget.

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Dear Mayor & Council,

I would like to draw your attention to Heather Mersey's excellent letter to Council regarding the proposed 2021 budget. This well thought out letter from ADRA's president (see below) speaks to a number of concerns that I share. Ms. Mersey's comments about the District's proposed use of the \$5 million COVID Safe Restart Grant are particularly astute. I echo her alarm about the \$312,000 to be spent planning a yet to be approved Arts Centre (egregious indeed)!

Don't spend another cent on plans for an Arts Centre. We are living beyond our means. West Van has not kept up with maintenance of existing assets and we're now in the unfortunate and expensive position of requiring significant funds to try right this. We are in no position to add to our asset base. North Vancouver's Polygon Gallery, which has not been able to keep afloat without financial assistance from the City (and that's pre-COVID), should serve as a cautionary reminder that such a venture will not be cost neutral.

We need a back to basics budget that focuses on core services. Acquisition of costly and non-critical assets and ill-defined or aspirational projects, such as Environmental and Climate Change strategies and campaigns, must be reconsidered.

Of further concern is the District's ever-increasing payroll costs, which are frequently explained, in part, with the rationale that *West Van is unique in that residents generally expect a higher level of service*. Frankly, this is a pretty lame excuse and I don't believe the expectation of quality service is unique to West Vancouver. Payroll costs are by far the largest expense the District has and an obvious place to look to reduce expenses.

We can start by not hiring 13 additional staff, rather, we should be looking to reduce staff. With many programs and facilities closed due to the pandemic this is an obvious time to make cuts, as so many other employers have done. (City of Vancouver laid off 1,500 employees, Delta laid off 500 employees, Surrey laid off 2,000 employees, Burnaby is laying off 1,500 workers).

Government remuneration, particularly benefits and pensions, have long been out-pacing the private sector and must be brought in line. With so many employers laying off staff and freezing salaries, it is an ideal time to implement changes and renegotiate contracts. We could start by having employees contribute more to the cost of their benefit plans. Even a 50/50 split of costs between employee and the municipality would not be unreasonable.

These are trying times that call for frugality and belt-tightening. We must use this economic upheaval to our best advantage to create a lean, strong, and sustainable municipality.

Sincerely,

Melinda Slater
1058 Keith Road
West Vancouver

Please do not redact.

Council Correspondence update to February 10, 2021 (8:30 a.m.) Letter (16)(5)

From: ADRA Ambleside Dundarave Residents Association <adrawestvan@gmail.com>

Sent: Thursday, February 4, 2021 11:46 AM

To: MayorandCouncil; Mary-Ann Booth; Bill Soprovich; Craig Cameron; Nora Gamboli;
Marcus Wong; Sharon Thompson; Peter Lambur

Subject: DWV Proposed Budget 2021

Dear Madam Mayor and Council,

2020 has been a challenging year for all Municipalities in Canada, no less so for West Vancouver, and has likely been a difficult year for all of you both personally and in your role as Councillors.

Thank you for your service.

This next year many Residents will also be facing challenges from both a health and financial perspective. Vaccines will hopefully bring an end to the health part of this crisis by year end.

However, the economic consequences will likely be felt for years to come.

Many in the private sector have been laid off or are working reduced hours and have had their pay

frozen or reduced. Many small businesses are struggling or have had to close down at great personal cost to owners and employees alike. Many seniors are on fixed incomes and with record low interest rates have seen their income decline or had to take additional risk to their capital to preserve income.

It is in this context that I write to you with regard to the Budget 2021. I attended the Budget Presentation on January 28 and have had only a short time since to review some of the details along with the ADRA Board Members. I am sure you will all agree that given an inflation rate of less than 1% a 5.2% increase in property taxes proposed by staff seems to be unreasonable. For many years now property taxes and the cost of running West Vancouver (driven mainly by increasing numbers of employees and salary costs) have increased well above the rate of inflation. This when the population of West Vancouver has been flat. Why?

The Public sector cannot just continue to download increasing costs through increased taxes onto Residents and Businesses. They need to seriously evaluate how to reduce these costs AND the burden on taxpayers. Unfortunately there seems to be nothing regarding the strategic objectives costed into this Budget to actually help our small businesses in West Vancouver.

Mr. McIsaac, on behalf of ADRA, has forwarded a list of questions to Mr. Bartlett related to the 2020 Budget that are relevant today and yet remain unanswered. Questions of the 2021 Budget were included in the list. In a phone call on Friday January 28 Mr. Bartlett, Chief Administrative Officer (CAO) undertook to provide a speedy response to these questions.

In addition to the concern about the 5.2% proposed property tax increase (and this does not include any increases re Translink, School Taxes and Utilities usage) ADRA has the following concerns:

a) Costs are proposed to increase 6.3% or \$6.3 million. \$1.4 million of this relates to adding 13 new full time staff. We cannot continue adding staff especially when our population is not growing.

Surely we should be freezing recruitment and reallocating staff from under resourced areas to areas where more staff are required. In addition we should be at least freezing salaries for non-union staff and management. We cannot continue to see salary and benefit costs rise

b) Revenues include \$4 million of a one-time \$5 million Grant from the Province of BC related to COVID Safe Restart. \$4 million has also been added to expenses. The BC Government provided guidance to CAO's as to what is considered as eligible costs under the program and the money can be used in 2020, 2021 or 2022 in respect of:

1. Addressing revenue shortfalls.
2. Facility reopening and operating costs.
3. Emergency planning and response costs.
4. By-law enforcement and protective services like fire and police.
5. Computer and other electronic technology costs (to improve interconnectivity and virtual communications).
6. Services for vulnerable persons.
7. Other related costs.

Of the \$4 million only \$1.8 million of the proposed spending clearly relates to COVID restart. \$3.2 million less so. Eight additional staff are added as well, costs included.

\$1.7 million is related to Support for Strategic Objectives and it is particularly hard to see how any of this relates to COVID Safe Restart at all. Much of it is for Consulting for things such as Environmental Strategy Update, Transportation Consultant Service, Strategic Transportation Plan, Public education events re Climate Change, Ambleside Town Centre Planning etc.

Particularly egregious is \$312,000 re planning for a yet to be approved Arts Centre.

None of the \$1.7 million seems to be eligible and certainly does not seem to be being spent in the spirit for which the BC Government gave the Grant to Cities and Municipalities.

Also allowed is using Grant Funds to replenish any statutory reserve funds. Our understanding is that \$8 million was borrowed last year from the Endowment Fund largely for the Municipal Hall seismic upgrade. Budget 2021 is proposing spending a further \$3.2 million of the Endowment Fund for the Capital Budget in 2021. The Grant funds instead of being spent, as outlined above, could be used to repay the money borrowed in 2020. This would have reduced expenses and the percentage increase in property taxes proposed.

c) In the General Fund summary it is proposed that \$2.9 million from projected land sales are included in Operating Revenue. We would suggest that this is highly inappropriate and that such funds be allocated to the Endowment Fund or for Capital Assets.

In closing, the above are issues that stand out from a very preliminary review of the proposed Budget 2021. We would hope, as you consider the Budget, you will take into account the comments above.

In these difficult and challenging times we do not consider a 5.2% increase in property taxes appropriate. This is a time to focus on core services delivery and essentials and not to be pursuing major new strategic objectives.

Respectfully submitted,

Heather Mersey, President
Ambleside & Dundarave Residents Association
, West Vancouver BC

Please do no redact my name

Visit our website: ADRAwestvan.ca

From: [REDACTED] s. 22(1)
Sent: Friday, February 12, 2021 4:06 PM
To: MayorandCouncil
Subject: Approval of 2021-2022 budget items for new arts centre

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Dear Mayor & Council,

I am writing to express my strong support for the budget appropriation for planning costs for the proposed new arts centre in West Vancouver.

West Vancouver has a rich heritage of art, architecture and design, and a vibrant community of artists and art lovers. The West Vancouver Art Museum, with its unique focus and excellent exhibitions, publications and programs, is respected across Canada yet its current premises are woefully dilapidated, inaccessible to many and inadequate for its purpose.

With this budget, Council has an opportunity to make a modest outlay of \$312,500 to keep this important project on track, a project which will attract significant private philanthropic support to West Vancouver. Let's keep this process moving forward, and support this opportunity to bring a proper arts centre to this community. A vocal minority will surely oppose any spending devoted to enriching the cultural life of West Vancouver, during a global pandemic or at any other time.

I urge you to approve the Proposed 2021 Operating and Capital Budget, in particular the Total Amount Request for Arts Facility Planning after Site Selection (\$270,000) and Continued 2020 Funding for Arts & Culture Facility Consultants related to Site Selection (\$42,500), as set out in Schedule B to the budget.

Yours sincerely,

[REDACTED]
s. 22(1)

West Vancouver, BC

[REDACTED]
s. 22(1)

From: Concerned WestVan Voter Taxpayer <noreply@alchemer.com>
Sent: Saturday, February 13, 2021 3:05 PM
To: MayorandCouncil; Peter Lambur; Sharon Thompson; Bill Soprovich; Nora Gambioli; Marcus Wong; Mary-Ann Booth; [REDACTED] s. 22(1)
Subject: 2021 Proposed Property Tax Increase of 5.2%

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13 Feb 2021

Mayor & Councilors
District of West Vancouver

My name is [REDACTED] s. 22(1) and I certify that I am a resident of West Vancouver. Thank you for your service to our community. The purpose of my email is to let you know how I feel about the proposed 2021 property tax plus utilities proposed increase of at least 5.12%. You do remember that utilities can not be deferred? Additional thoughts:

- It is wrong for District of West Vancouver to assume in preparing their budget that COVID impact will be over in 2021. Council should focus on core services and cutting staff costs and other expenses
- With 2020 inflation at 0.8%, West Vancouver must keep tax increases below the inflation rate; a survey of 325 + overwhelmingly demanding a tax increase of 1% or less with many demanding a tax reduction
- Year after year of tax increases above the rate of inflation is not financially sustainable for residents or businesses. Many residents and business due to COVID have suffered from loss of income from losing jobs, reduced hours or cuts in pay. Many seniors have fixed income and also seen declining income from investments. Many small business owners are struggling to survive (some have failed)
- We need more budget transparency in plain English from Staff and Council. Questions from residents must be answered promptly and clearly without obfuscation or spin. Residents pay the bills and must be respected as customers – they are entitled to these answers.
- Stop spending money on all items that are non essential. For example money being spent on the proposed Arts Centre which is not a core service and has not been approved. We do not need another building to maintain and require staffing.
- I read a survey where more than 325 West Vancouver residents when polled demanded no increase in property taxes. Start listening to the voters and following their wishes. This is the time for west Vancouver to focus on core services and the bread and butter -- not grand visions.
- I have read that the District of West Vancouver has proportionally more staff compensated in excess of \$120,000 per year than the City of Vancouver. What gives?
- Many residents, employees and business owners due to loss of income or being on a fixed income can not afford a 5.2% tax increase in property & utility taxes this year.

Thank you
[REDACTED]
s. 22(1)

West Vancouver

s. 22(1)

From: Concerned WestVan Voter Taxpayer <noreply@alchemer.com>
Sent: Saturday, February 13, 2021 5:55 PM
To: MayorandCouncil; Peter Lambur; Sharon Thompson; Bill Soprovich; Nora Gambioli; Marcus Wong; Mary-Ann Booth; [REDACTED] s. 22(1)
Subject: 2021 Proposed Property Tax Increase of 5.2%

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13 Feb 2021

Mayor & Councilors
District of West Vancouver

My name is [REDACTED] s. 22(1) and I certify that I am a resident of West Vancouver. Thank you for your service to our community. The purpose of my email is to let you know how I feel about the proposed 2021 property tax plus utilities proposed increase of at least 5.12%. You do remember that utilities can not be deferred? Additional thoughts:

- It is wrong for District of West Vancouver to assume in preparing their budget that COVID impact will be over in 2021. Council should focus on core services and cutting staff costs and other expenses
- With 2020 inflation at 0.8%, West Vancouver must keep tax increases below the inflation rate; a survey of 325 + overwhelmingly demanding a tax increase of 1% or less with many demanding a tax reduction
- We need to diversify our revenue sources including parking fees and higher fees for non residents of West Vancouver
- Year after year of tax increases above the rate of inflation is not financially sustainable for residents or businesses. Many residents and business due to COVID have suffered from loss of income from losing jobs, reduced hours or cuts in pay. Many seniors have fixed income and also seen declining income from investments. Many small business owners are struggling to survive (some have failed)
- We need more budget transparency in plain English from Staff and Council. Questions from residents must be answered promptly and clearly without obfuscation or spin. Residents pay the bills and must be respected as customers – they are entitled to these answers.
- Stop spending money on all items that are non essential. For example money being spent on the proposed Arts Centre which is not a core service and has not been approved. We do not need another building to maintain and require staffing.
- I read a survey where more than 325 West Vancouver residents when polled demanded no increase in property taxes. Start listening to the voters and following their wishes. This is the time for west Vancouver to focus on core services and the bread and butter -- not grand visions.
- I have read that the District of West Vancouver has proportionally more staff compensated in excess of \$120,000 per year than the City of Vancouver. What gives?
- Many residents, employees and business owners due to loss of income or being on a fixed income can not afford a 5.2% tax increase in property & utility taxes this year.

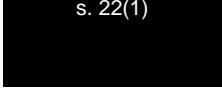
Thank you

s. 22(1)



West Vancouver

s. 22(1)



From: [REDACTED] s. 22(1)
Sent: Monday, February 15, 2021 12:45 PM
To: MayorandCouncil
Cc: [REDACTED] s. 22(1)
Subject: 2021 Budget should not exceed 1% Inflation rate

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To whom this concerns,

We are writing to share our thoughts on the proposed increase in property & utility taxes.

We have been informed of potential changes to taxes from the Ambleside & Dundarave Residents Association. As a resident and owner in West Vancouver, in these difficult and challenging times, we do not consider a 5.2% increase in property taxes appropriate for the community.

Our names:

[REDACTED] s. 22(1)

Our address:

[REDACTED] s. 22(1) West Vancouver, BC [REDACTED] s. 22(1)

[REDACTED] s. 22(1)

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From: [REDACTED] s. 22(1)
Sent: Sunday, February 14, 2021 7:53 PM
To: MayorandCouncil
Subject: West Van District, 2021 budget

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To Mayor and Council

This email relates to the 2021 budget process / property tax increases

I'd like to add my name to the list of WV residents / property tax payers / voters who are unpleasantly surprised by the proposed increase in permanent staff positions by 13 persons

In the current environment in which many of your constituents have endured significant financial hardship and job losses and given the static population of the District, there is no reasonable argument that can be made for hiring more employees with all the long-term commitments that such an action entails. By doing so, you are simply living beyond the means of the WV taxpayer

I am not at this time taking issue with the (much more expensive) infrastructure levy as I recognise the argument that infrastructure in the District may not have been adequately maintained historically

I also recognise the cost commitments that this council has inherited in the form of existing employment contracts which include expensive long-term cost commitments such as benefits, pensions, etc.

My concern relates to an issue that is entirely under the current council's control and that is increased staffing. I tried to find on the District website in what capacities the lucky new employees would be working but could not find this. Moot point though as my thesis would remain the same regardless of where the proposed new hires are to be retained: the WV District should be doing every thing it can to reduce its current and, more importantly, future cost base. Given the static population growth of the District (actual declines in recent years), the hiring of additional staff does not do this and, on the contrary, is a financially irresponsible act

Best regards,

[REDACTED] s. 22(1)

[REDACTED] WV

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 9:01 AM
To: MayorandCouncil
Subject: 2021 Budget should not exceed 1% Inflation rate

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5.2% increase in taxes is unacceptable. Cuts in the budget are needed.

[REDACTED] s. 22(1) Patricia Shannon

Don't forget that West Van requires your name and address
Get [Outlook for iOS](#)

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 3:40 PM
To: MayorandCouncil
Subject: Council priorities

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Dear Mayor Booth and Councillors,

A new Arts and Culture Centre has been identified as central to Council's goal of the revitalizing the economic, educational and social well-being of West Vancouver.

The Arts Facilities Advisory Committee has been working diligently for three years toward building an Arts Centre suitable to the needs of the District.

They have added to the decades of previous studies and plans, and worked in concert with experts in all relevant fields.

This has been a long journey and we are now at an exciting and crucial milestone.

To continue with the next stage it is imperative that Council confirm the funds that have been allocated in 2021 budget.

There is no doubt of the well-documented need for new facilities. The responsible next step is to make an informed decision.

I urge you to honour the District's commitment to its promise to provide high quality arts services and programs for our community.

Thank you.

Sincerely,

[REDACTED]
s. 22(1)

West Vancouver, BC

[REDACTED]
s. 22(1)

From: Emily K [REDACTED] s. 22(1)
Sent: Monday, February 8, 2021 6:59 PM
To: MayorandCouncil
Subject: Re: Video and Slides

I just want to correct myself. My collaborators are Teodora Zaltanova and Ismail Askin.

On Mon, Feb 8, 2021 at 6:51 PM Emily K [REDACTED] s. 22(1) [REDACTED] wrote:
To Mayor and Council,

I want to extend a heartfelt thanks to the West Van council and staff.

Attached are the slides and the video. I hope you get a chance to look at the video. As they say in Gen Z youth lingo it "hits different" when you put faces to stories.

Please keep in contact with Teodora, Ishmael, the NSYF and myself. We're always looking for ways to reach out and get involved. I'm especially looking forward to seeing youth representation on committees.

Here's the video: https://www.youtube.com/watch?v=yoEC9yX0Mds&ab_channel=DoughbirdO

Sincerely,
Emily

Emily Kelsall

[REDACTED]
s. 22(1)

West Van, BC

[REDACTED]
s. 22(1)

Belonging: a West Vancouver Story



WHO WE ARE



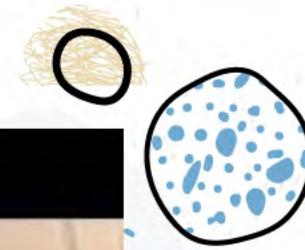


CONTENT NOTE

Mental Health and Eating disorders



A Short Video



Our Objectives

- Create a **starting point** for Council to engage with youth and excluded groups in West Vancouver
- To highlight underrepresented voices and narratives in the city
- Present both positive and negative stories from youth and excluded groups





WHY IT MATTERS?

- “West Vancouver has consistently had its population in decline, compared to a general population increase across Metro Vancouver - according to the following report, it saw a drop of 2.1 % in 2015-2016 compared to an increase in 6.5 % across Metro Vancouver.”
- **Working age people 25 to 44 make up only 16% of West Van’s population** compared to the 28 per cent Metro Vancouver average

-Sources-

<https://newtobc.ca/wp-content/uploads/2013/07/West-Vancouver-Immigrant-Demographic-Profile-2018.pdf>

<https://www.nsnews.com/local-news/west-van-council-oks-gordon-ave-affordable-housing-3125055>

<https://dailyhive.com/vancouver/west-vancouver-population-growth>



THE METHODOLOGY

INITIAL PHASE

Defining our goal, deciding our method.

PHASE 1

PHASE
2

PHASE
3

PHASE
4

DATA GATHERING AND ANALYSIS

SURVEY PREP
Gathering questions

FINAL PHASE
Presentation





BELONGING

Support



Community

Acceptance

Understanding

Inclusivity

Home

Sharing

Comfort
Compassion

Family





THE BEST OF WEST VAN

01 SUPPORT
PROGRAMS

02 REC CENTRES

03 COMMUNITY
EVENTS

04 PARKS AND
GREEN SPACES



“I had a really bad depression in high school and wasn’t eating for a long time and lost a lot of weight and my counselor saw me. **To have the support even though I wasn’t actively looking it made me feel looked after”**

“The **volunteer program** at the community centre also helps in creating this community”



SUPPORT PROGRAMS

(West Van) represents the idea of supporting kids and older people to have a place to go to - ...there ARE some really really good programs in West Vancouver



REC CENTRES

It's a very **tight-knit community**, especially working for the community centre I've seen kids grow up ... It **feels like it's a family and I think it's pretty fantastic for raising a family honestly.**

...Very good people are hired for [the community centre programs]..**they hire the best people for these jobs** which isn't always the case elsewhere.

I miss the youth centre that burnt down so much, I **went there so much, it was a place to hang out and it was amazing** - they had the work experience program, workshops, group therapy, battle of the bands, poetry nights, free birth control, it was all really good.



COMMUNITY EVENTS

“I really like Community Day parades, and we used to do the maypole dance, and I liked that, **and if more of that was done the community would come together, it was fun.**”



“The harmony arts festival is amazing, it is one of the coolest and best highlights of the year...**I think more events like that would be amazing for the community to get closer and for people around Vancouver to know that hey there is life in West Vancouver.”**

GREEN SPACES

I love how well the landscape is taken care of, the seawall, its beautiful, it's just nice to be there, it's pretty, I love Ambleside, I love the community centres and how much there is to do.



“After living here for four years... I have a connection to Ambleside.”

I like that there is walkable communities, how everything is quite close, Horseshoe Bay, Park Royal, Caulfield are just walkable communities



THE ISSUES RAISED



HOUSING
AFFORDABILITY



VALUES



TRANSIT



STAGNATION



ACTIVITIES FOR
YOUNG PEOPLE



REPUTATION



HOUSING



What could be done is actually **more affordable housing** and make it so people living in communities are more...secure and those who aren't financially safe aren't pushed out, so **more young families and students can move in to bring new energy in**

They do need some places with higher density at an affordable cost.

Because the housing is generally quite expensive, it does seem like it's restricted only to those who can afford it, and **for everyone else, they just visit it for a day, and then go back to their daily lives.**

This community isn't welcoming to young adults - **it isn't affordable for students, unless you're wealthy or living at your parents**

I would love to stay on North Shore, but I want to desperately move away from West Van. If it were affordable, open, more progressive, and a place where a progressive could make their voice heard, I would consider staying.

VALUES ★

“To me - West Van represents the upper class, old-school values, the values of an entrenched rich elderly community that resists change”

“Keeping and preserving wealth, and letting everyone know you have it. Those are not my values. West Vancouver should instead be teaching youth to be socially conscientious and focused on making the world, or at least Vancouver, a better place.”

I feel West Van represents a good positive inclusive environment. I hope that West Van will strive to be a more down to earth place to live and not fall more in to a “high end” place . It's nice to have a good mix of everything.

West van represents prosperity, power, and security. These values somewhat align with mine however... I would like acceptance, openness, and friendliness to be represented.

TRANSIT



While I drive, I would like to see greater opportunities to explore or get around West Van by cycling, walking, and bus service.

(West Vancouver) refuses to allow the city to open up to a younger, more dynamic, more diverse demographic. This was evident in the **outcry around a B-line**, in the development projects they prioritize.

To get around in West Vancouver you need a car, point blank. There are very little ways to get West Van without a car. It's terrible! Transit is supposed to be here to help people get around their city and it's not possible in West Vancouver.

There was, with the B-line, an idea to maybe make the neighbourhood a little more versatile and accommodating to students living at home, that didn't come to pass.

STAGNATION

A lot of people who come here are very like minded in that they don't want things to change... **Nothing grows if nothing changes, and nothing is changing.**

If I had an issue and I wanted to speak to a Councillor, it's not obvious to me how someone would go about doing that, and there is a lack of trust if you even do - **do these things get taken up, do they get heard?**

There needs to be engagement for young people - even like, hey there is a council meeting tonight, these are the things we're going to talk about, if you have an opinion about these things come tonight.

It's also an issue of lack of information - like I've never been to council meeting, I don't know how to go to them, how to go about it, like by the time you hear about them, they've already happened. **There is just, it feels like there is such a lack of options.**

ACTIVITIES FOR YOUNG PEOPLE



"In North Van I'm ten minutes away from a ton of fun stuff whereas in **West Van it's not a place where you can do things.**

There is nothing for young twenty year olds. **You either spend a lot of money to go downtown or you move downtown.**

Where do you go to drink in West Van? Everything closes very early...**places like North Van have been able to develop an area like the Shipyards: (a) central meeting hub...maybe Ambleside is the closest but I don't think that's comparable**

You're living in West Van but doing things outside West Van. **It's a good place to live, just not a good place to be at any given moment**

REPUTATION



“There is a **negative reputation** that surrounds West Vancouver residents.”

“My parents say they’re from the North Shore, I’ve been kinda taught to say that as well.”

“I don’t plan on living in West Van because it is remote from anything relevant to me and I don’t want the label that comes with it. Also I can’t afford it. “

It’s I feel like it’s kind of embarrassing to tell people you’re from West Van because it comes with connotations that you’re a spoiled rich chid and **sheltered...which is true in some ways.**

“I don’t really feel like I’m a proud member of the community. I feel very fortunate and happy to live here... **there can be a bit of a stigma when you say you’re from “West Van” So I usually say I’m from the North Shore.”**

WHAT CAN BE DONE?

TRANSIT

- BETTER CONNECTION TO DOWNTOWN
- MORE BUSES RUNNING INTO THE CITY
- BETTER BUS TIMES
 - BUS LANES!



Affordable Housing Programs

- SOCIAL HOUSING PROGRAMS NEED ADVERTISING
- RENT/SELL CAPS NEED REVISITING
- MORE HOUSING SUPPORT



More Targeted Outreach to Youth

- MORE SOCIAL MEDIA OUTREACH
- MORE DIRECT CONTACT
- CONSULTATION WITH UNDERREPRESENTED GROUPS



More Activities for Young Adults

- CLOSING HOURS NEED ADJUSTING
- MORE YOUTH-ORIENTED BUSINESSES NEED ESTABLISHING
- MORE COMMUNITY EVENTS NEED TO OCCUR



SPECIFIC RECOMMENDATIONS (1/2)

Three initiatives we believe will expedite the creation of a youth inclusive community

1. Rebuild the Youth Centre

- a. The Ambleside Youth Centre burned down in March, 2019
- b. Rebuilding will create a sense of belonging for W.Van Teens
- c. **We recommend prioritizing the design and construction of a youth centre.**
- d. **We recommend outreach to high school students for ideas and feedback.**

2. Action on Affordable Housing

- a. "...a larger proportion of tenant households in West Vancouver spend 30% or more of household income on gross rent "-2016 West Vancouver Report
- b. 2195 Gordon House is a good example of progress. The rentals are in reach of households earning \$50k to \$120k per year. This is still far out of reach of the average min wage earner in BC.
- c. **We recommend that new developers are required to allocate 20% of rentals to affordable housing.**

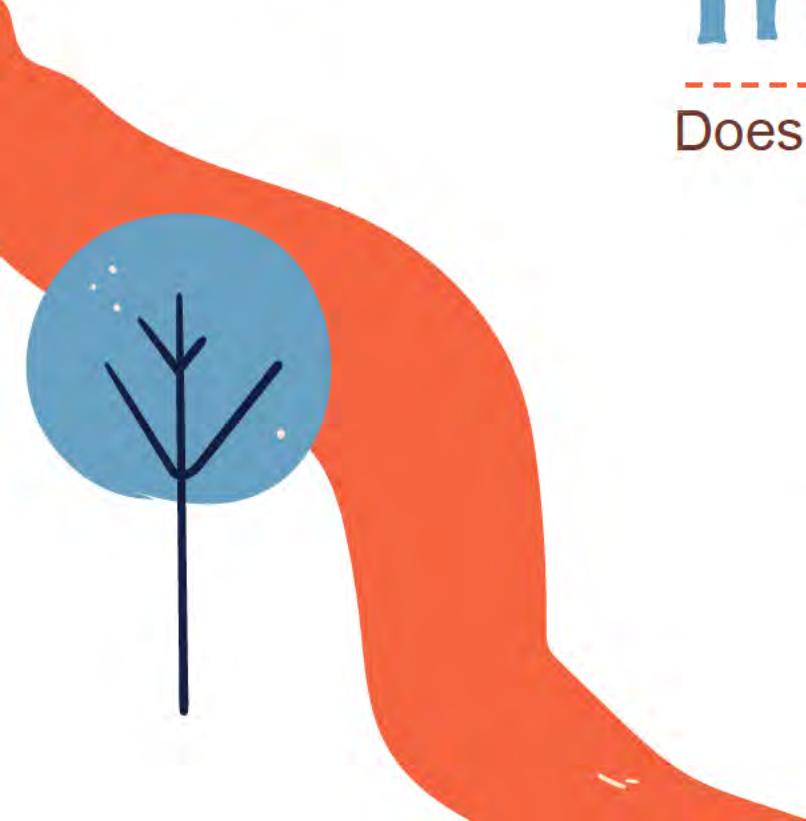
SPECIFIC RECOMMENDATIONS (2/2)

Three initiatives we believe will expedite the creation of a youth inclusive community

3. Youth Committees

- a. There's 5 Youth committees for grades 6-12 listed on the W.Van website, but the page hasn't been updated since 2019.
- b. Having a group of young people actively providing ideas and feedback and in municipal affairs will balance the discourse and improve engagement
- c. There' currently no working group or committee established for young people (18-40).
- d. We recommend **re-establishing the Youth Committees and establishing a Young Citizens Committee.**





Thanks!

Does anyone have any
questions?



From: [REDACTED] s. 22(1)
Sent: Wednesday, February 10, 2021 3:52 PM
To: info@inglewoodburley.ca; Craig Cameron; Bill Soprovich; Mary-Ann Booth; Nora Gambioli; Peter Lambur; Sharon Thompson; Marcus Wong
Cc: [REDACTED] s. 22(1) MayorandCouncil; [REDACTED] s. 22(1)
Subject: 500 600 Inglewood Burley Townhouses- Go

Dear Council Member,

I am [REDACTED] s. 22(1), one of the owners of [REDACTED] s. 22(1). This house has only ever been owned by my family [REDACTED] s. 22(1) and my family and myself have lived here and paid taxes at [REDACTED] s. 22(1) years. As a child, I attended both [REDACTED] s. 22(1) and [REDACTED] s. 22(1) Schools and my children now go to [REDACTED] s. 22(1) and [REDACTED] s. 22(1) Schools. Our Children too wish to have affordable starter homes to live in West Van so they too can raise families here in the future.

I support the townhome project at Inglewood Avenue and Burley Drive being proposed by Canderel, because:

- I like that the buildings are limited to three-storey townhomes that have nice street presence and individual front entrances and yards.
- I like that the townhomes step back at the third floor, reducing the scale of the buildings along the street to fit with the existing one- and two-storey single family homes.
- I like that all homes would have access to underground parking so they wouldn't add further parking to the street.
- I like that the homes would be designed to be highly energy efficient.
- I like that the site will be nicely landscaped, the sidewalks would be treelined, all of which would add to the beauty of the neighbourhood.
- I like the common outdoor green space/amenity area at the edge of the property would be accessible to all area residents
- West Vancouver needs more diverse housing options for families and down-sizers.

A few final short points:

1. Traffic- 99.9% of newly added cars will 98.5% of the time turn Taylor way to get in and out. Not east thru 3rd street or their neighbourhood.
2. If you do not approve this? I know 100% I will or someone else will just build another soon to be vacant 7500sqf monster house and so will the rest of the older properties. How does that help West Van or preserve the neighbourhood character?
3. After 34years of the 500-600 block tolerating the wishes and traffic of the other side of Brothers creek a little return for this side Brothers creek that also benefits West Van is over long due.

Thank You

[REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Friday, February 12, 2021 10:34 PM
To: info@inglewoodburley.ca; Craig Cameron; Bill Soprovich; Mary-Ann Booth; Nora Gambioli; Peter Lambur; Sharon Thompson; Marcus Wong; [REDACTED] s. 22(1)
Subject: [REDACTED]; MayorandCouncil
500 600 Inglewood Burley Townhouse

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Inglewood Burley

Dear Council Member,

I am [REDACTED] s. 22(1), the [REDACTED] owner of [REDACTED] s. 22(1). My children now go to [REDACTED] s. 22(1) and [REDACTED] s. 22(1) Schools. Our Children too wish to have affordable starter homes to live in West Van so they too can raise families, and send thier kids to school here in the future.

I support the townhome project at Inglewood Avenue and Burley Drive being proposed by Canderel.

1. Traffic- 99.9% of newly added cars will 98.5% of the time turn Taylor way to get in and out. Not east thru 3rd street or their neighbourhood.
2. If you do not approve this? I know 100% we will or someone else will just build another soon to be vacant 7500sqf monster house and so will the rest of the older properties. How does that help West Van or preserve the neighbourhood character?
3. After 34years of the 500-600 block tolerating the wishes and traffic of the other side of Brothers creek a little return for this side Brothers creek that also benefits West Van is over long due.

Thank You

[REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 2:06 PM
To: MayorandCouncil
Cc: info@inglewoodburley.ca
Subject: Inglewood Avenue and Burley Drive Townhomes

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Dear Mayor and Council:

As a North Shore resident and father to [REDACTED] s. 22(1) children I fully support the proposed Canderel development on Inglewood Avenue and Burley Drive. West Vancouver is in need of conveniently located diverse homes to fit the growing number of residents (including young families and downsizers) who are wanting to make West Vancouver home.

I support the townhome project at Inglewood Avenue and Burley Drive being proposed by Canderel because they are the perfect starter home for the young family and I like that the townhomes step back at the third floor so that they fit in with the scale of the two-storey single family homes in the immediate area.

Sincerely,

[REDACTED]
s. 22(1) [REDACTED], North Vancouver
[REDACTED]

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 2:08 PM
To: MayorandCouncil
Subject: Inglewood Avenue and Burley Drive Canderel

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Dear Mayor and Council,

I have been seeing a lot of different views on the proposed townhomes at Inglewood Avenue and Burley Drive. As a new resident to Canada who commutes to West Vancouver daily I have been looking for a home in West Vancouver to call my own.

The Inglewood/burley townhomes would be the perfect place for me to put down roots in the community where I work. Not only is the proposed development beautiful and perfectly suited for the area, the homes would allow for the diversification of West Vancouver and for people like me to find a place where I belong.

Sincerely,

[REDACTED] s. 22(1)

[REDACTED] West Vancouver

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 6:46 PM
To: MayorandCouncil
Cc: info@inglewoodburley.ca
Subject: In support of the Inglewood / Burley townhome project

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council:

RE: The townhome project at Inglewood Avenue and Burley Drive – as proposed by Canderel Pacific Management

My wife and I are writing to you as residents of [REDACTED] s.22(1) years), lifelong residents of West Vancouver and active supporters of our community.

We are strongly in favour of the Canderel proposal – as it captures so many important criteria currently missing in our neighbourhood. From my review of the proposal and having discussed this with some of the Canderel team, I believe this project offers strong alignment with the needs of West Vancouver: additional and functional density with a balance of affordability with units ranging from Garden Suites to Townhomes. Even beyond West Vancouver's need to support more diversity in housing choices for families, workers, empty-nesters, retirees and those downsizing – this project is also in tune with such important aspects as energy efficiency, accessibility and affordability.

The design is in keeping with a West Coast, high-quality aesthetic; with individual entrances, adding gardens, greenspace and meandering walkways conducive to a community feel. Further, the slope of the land allows for the stance, when viewed from Inglewood Avenue, to be in keeping with the stature of the current buildings. Having the third floor of the townhomes set-back is a practical design attribute – allowing privacy for the home-owners while minimizing scale and impact on the surroundings. We are impressed by the landscaping design and imagine the attention to detail would be in line with Canderel's long list of quality projects this family-owned business has created over many years.

Shifting the parking underground reduces street parking (from residents and visiting guests). I've heard many discussions and complaints about increasing density and the impact on traffic – and I've been stuck on Taylor Way (or trying to get out of our area [REDACTED] s.22(1)) countless times – but that has not grown as a result of increased density in our area (even following the build-out of Evelyn Drive and Amica). Our struggles with traffic are a result of the bottleneck of Taylor Way, Marine Drive and their role as the gateways to the Ferries, Whistler and downtown Vancouver. Even if each resident of this proposed development was to simultaneously hop in a car and all head for the same destination, the congestion would be no worse than a typical rush hour or school drop-off/pick-up time. If anything, advanced turns and other traffic light management methods would go a long way towards mitigating what are already bad traffic patterns.

We believe the Canderel proposal sets a very high standard and will be an improvement to the Taylor Way corridor. We like the three-storey height limit – as a balance between our need for higher density with the wish to maintain a residential look. The project will be attractive to a range of owners, from young families to retirees – and will be a welcome addition to our neighbourhood.

Best regards, Dave

[REDACTED]
[REDACTED]

West Vancouver, BC [REDACTED] s. 22(1)
[REDACTED]
s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Wednesday, February 10, 2021 4:58 PM
To: MayorandCouncil
Subject: New Arts Centre proposed for West Vancouver

Madam Mayor and Council.

Imagine a world without art. Without art the crudeness of reality would make the world unbearable. George Bernard Shaw.

West Vancouver needs a revitalization plan. It needs an Arts Centre that the people of West Vancouver and visitors can enjoy.

We are an artistic community and it needs to be housed and shown off in a building that also embraces the vision of one of West Vancouvers many talented architects.

Art and Culture express the way of life. It is also an expression of taste in the fine arts and humanities.

It is time for West Vancouver to become more sophisticated. More beautiful.

We need less Money Exchanges and more interesting shops and eateries and galleries.

We need people to enjoy West Vancouver. To be proud of where we live. Progressive.

We need to appeal to all age groups. Especially younger families who want to be integrated into the neighbourhood that they grew up in. Or those who want to simply join a great community.

Please consider the Arts Centre. It will embrace the very young to the very old.

With respect.

[REDACTED]
[REDACTED]

West Vancouver.

A resident since [REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Friday, February 12, 2021 1:42 PM
To: MayorandCouncil
Subject: WV Art Centre

CAUTION: This email originated from outside the organization from email address [REDACTED] s.22(1) . Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Council,

It has been a long and arduous struggle to get an art centre in West Vancouver. Even in these difficult times of Covid 19, we must look ahead. We cannot stop growing as a community. Just as creating dynamic shopping villages in Ambleside and Dundarave, so too would an art centre bring community involvement. I trust that Council will speak for the many, who have worked so hard, and proceed in the coming year to march forward with a new art centre.

Many thanks

[REDACTED] s. 22(1)

[REDACTED] WV.

From: [REDACTED] s. 22(1)
Sent: Saturday, February 13, 2021 12:07 PM
To: MayorandCouncil
Subject: Allocation and Art Centre

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mr. Mayor and Council, for West Vancouver,

To all people who desire a community of culture , and liveability , I fully support the allocation and building of a new Cultural Centre in West Vancouver.

It is long past and sorely needed and will enrich the entire North Shore and all Vancouver for years to come with tourism possibilities and the accompanying riches that follow.

I totally agree that West Vancouver should be a leader in creating a vibrant, sustainable, desirable Arts and Culture Centre where young and old, families and individuals, creators, collectors, educators, and inventors can come together and thrive. This project is exciting and will harmonize with our unique landscape as well as the necessary needs for a growing community .

I have lived in West Vancouver for [REDACTED] s. 22(1) years but since have lived in North Vancouver when my family moved away. I still shop and partake of the available **amenities**. in WV.

I was fortunate to [REDACTED] s.22(1), so part of my heart and spirit is still in West Vancouver.

The West Van Art Museum has regularly exhibited my paintings ,as well as works of countless other wonderful artists , and is promised donations in works of art when new facilities are in place.

Best wishes for success in this exciting proposal.

[REDACTED]
[REDACTED]

North Vancouver,
B.C. [REDACTED]
[REDACTED] s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 3:46 PM
To: MayorandCouncil
Subject: Arts and Culture Centre

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council Members,

I am writing to endorse your plan to proceed with a public consultation phase for the proposed Arts and Culture Centre. Having participated as [REDACTED] s.22(1) dealing with this issue over the past years, I applaud your commitment to move ahead with a new facility to showcase the collections and talent in the community. West Vancouver residents and visitors deserve a place to showcase and enjoy everything the arts community has to offer. I understand approximately \$300,000 has been allocated for further studies, and while some may think this is a lot of money, I believe it is necessary and appropriate to spend this now in order to move forward and take advantage of possible appropriate sites for a new facility - something that West Vancouverites can embrace and enjoy at last. Please keep up your good work on this important project.

Sincerely,

[REDACTED]
s. 22(1)

Vancouver [REDACTED] s. 22(1)
[REDACTED]
s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 5:58 PM
To: MayorandCouncil
Subject: I support a new Arts Facility

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council

I'm writing to you as a resident who is passionate about the arts, and who believes in the power of the arts at both the individual level, and the community level.

I'm not alone. I probably don't need to remind you of the many, many residents who support - and have supported over the decades - investing in a new Arts Facility such as the one currently being explored by the District.

We all know from the thorough research conducted by Cornerstone, how necessary this facility is. I am dismayed, but not surprised, that there is a small but vocal group who are opposing the Facility due to funding concerns.

The project is still being explored. In the next phases, funding sources will be explored in earnest. **Making any kind of decision to cancel the project is premature.** We don't have all the information yet. I urge you to **stay the course on the Arts Facility until we know more** - where it will be, what it will cost, how it will be funded and sustained, and how it will be governed.

Personally, I can already feel the sense of pride I would feel to have an iconic building dedicated to this art-loving community, in our midst. It would elevate West Vancouver as a destination and help fuel our local economy. It will help enliven Ambleside's commercial district which is sorely needed. And it will give future residents as much fulfillment as the Community Centres do.

We need this on so many levels - to bring people together, to provide a social and artistic outlet and to fuel our economy. We've been bold taking on the exploration of a facility of this stature, thus far. I urge you to stay the course.

Thank you as always, for listening.

Best

[REDACTED]
s. 22(1)

West Vancouver, BC
[REDACTED]
s. 22(1)

[REDACTED]
s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 9:04 PM
To: MayorandCouncil
Subject: Arts Centre

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council: I am writing as a private citizen of West Vancouver in support of taking the next steps to consult the public about the possible location of an Arts Centre. It is important to note that many of our current arts facilities (Silk Purse, WVan Arts Museum, Music Box and Ferry Building) are all in disrepair and do not fulfil the community's current need for visual arts learning, events and exhibitions.

In addition, there are significant economic reasons for determining whether or not to commit to such a major undertaking.

I believe that we must move forward to consult with the public on location, and we must examine all of the technical and governance issues to ensure we have a successful business model before such a decision is taken by Council. It is important to budget sufficient funds to do this. To not fulfill that commitment would be a dereliction of duty and a missed opportunity, one more time for the District.

Regards,

[REDACTED] s. 22(1)

West Vancouver [REDACTED] s. 22(1)

Sent from [Mail](#) for Windows 10

From: [REDACTED] s. 22(1)
Sent: Friday, February 12, 2021 8:01 PM
To: MayorandCouncil; Jenn Moller
Cc: Western Residents Association; [REDACTED] s. 22(1)
Subject: Bike Lane in Horseshoe Bay
Attachments: Bench 1.png; Bench 2.png; Chat Bench Sign.png

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor & Council Members,

Now that the bike lane installation on Royal Avenue, between Bruce and Bay is almost complete, there continues to be immense negative feedback about the inherent danger it creates. My awareness of this dissatisfaction is because I am [REDACTED] s.22(1) [REDACTED].

Residents and restaurant owners have strong concerns about the potential for a collision between a car passenger and a cyclist or skateboarder. As well, with the lack of a physical barrier, there is a danger of younger children running from the sidewalk into the bike lane. There is obviously no question that the measurements between the road, bike lane and sidewalk comply with technical standards, but we all know that accidents happen when people are not paying attention.

Bike lanes make sense in busy commercial areas where traffic, including bikes, is passing through from one place to another. That is certainly not the case with Royal between Bruce and Bay. That stretch is a "destination" where people come to visit the shops and restaurants or the waterfront park.

The WVD failed to consult residents to ascertain if they were in favour of a bike lane on Royal Avenue. Instead, a survey asked if residents had suggestions about modifications. This resulted in the bike lane becoming one-way only, but the overwhelming number of responses indicating residents were not in favour of having a bike lane, were completely disregarded. The illustration on the WVD website that accompanied the survey showed the bike lane would terminate at Royal and Bruce. This illustration and the survey responses have recently disappeared from the website and under "Past Consultation" there is no reference to the survey. Why?

Streetscape for Horseshoe Bay is about improving it. Unfortunately many people feel that the bike lane negatively impacts a sense of community for pedestrians and has left us with a sidewalk that is a narrow bland concrete strip with backless benches that are unsuitable for the elderly and an ugly yellow (metal?) band to delineate between the sidewalk and bike lane. The final result is far from the attractive pedestrian green space that many of us envisaged to encourage residents and visitors to enjoy a leisurely stroll or to attract customers to the various eateries. Or possibly even allow for an extension of the outside patios in the summer. Where is the sense of place, interest or community?

While the LAP is not involved with roadways and sidewalks, the planners stated intent is that "Horseshoe Bay will thrive as a charming and livable seaside community and a vibrant and welcoming destination

village". Unfortunately, this positive message is not going to reach anyone walking along Royal Avenue beside the bike lane and the featureless benches.

One suggestion is to replace the yellow band with planters to greatly improve the visual aspect, while providing a physical barrier to the bike lane. Another is to replace the benches, or add backs to the existing ones, to provide seating suitable for elderly people. Allowing commemorative plaques is a possible way to defray costs. "Chat Benches" are becoming popular in many places around the world to encourage people to talk to each other and help lonely people to feel less isolated. Please see some examples in the attachments, although personally I'd like to see benches with some "funky" character, not just straight lines. As well, I will forward an email from [REDACTED] s.22(1) [REDACTED] with further suggestions and examples on this topic.

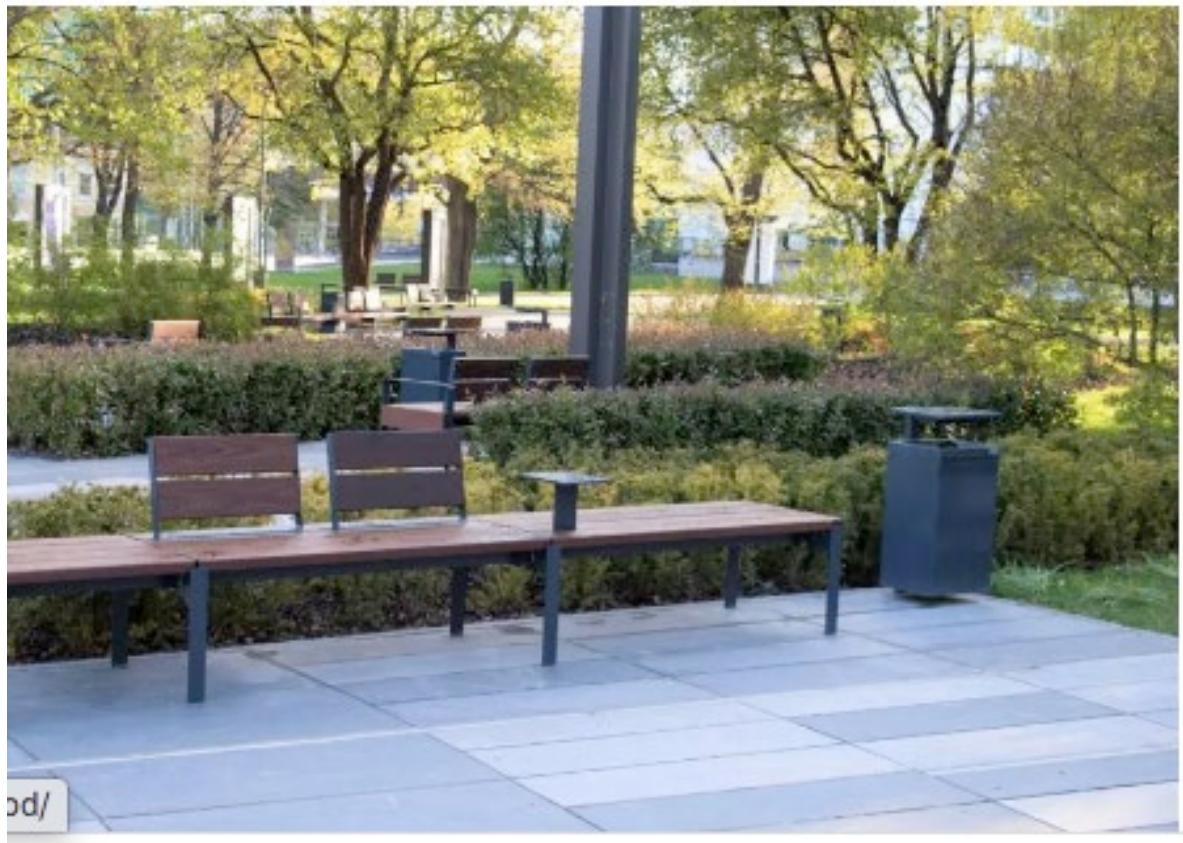
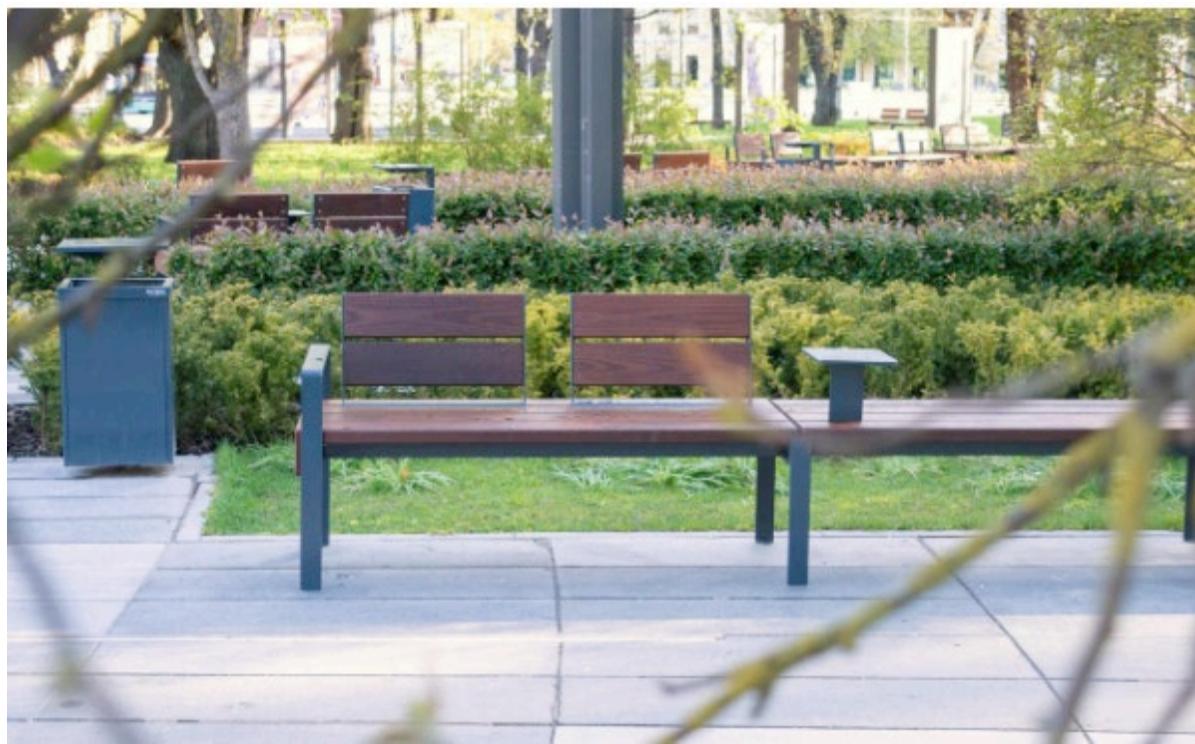
Finally, please consider terminating the bike lane at Bruce, as the survey indicated and allow the segment of Royal Avenue between Bay and Bruce to become a vibrant, people friendly place. Please also consider honouring the wishes of Horseshoe Bay residents, by allowing cyclists to ride down Royal Avenue without a bike lane, as they do on other parts of the Spirit Trail. This would save a lot of money that could be better used elsewhere.

Yours sincerely,

s. 22(1)
[REDACTED]

West Vancouver, BC

[REDACTED]
s. 22(1)
[REDACTED]



**THE 'HAPPY TO
CHAT' BENCH**

**SIT HERE IF YOU DON'T MIND
SOMEONE STOPPING TO SAY
HELLO**

From: [REDACTED] s. 22(1)
Sent: Sunday, February 14, 2021 11:35 AM
To: MayorandCouncil
Subject: Potential developments along Taylor Way

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Dear Mayor and Council,

We live in Ambleside and use Taylor Way, Esquimalt and Inglewood Streets regularly...by car.

I do not believe that car traffic is going to decrease in the next few decades. In fact, with more electric vehicles coming to us in the near future, if anything, there will be more car traffic. Taylor Way and Marine Drive is a traffic nightmare often. Until this issue is addressed, I don't think there should be any large increase in housing in our area. Getting from Taylor Way to North Vancouver is ridiculous.....being stuck in the south-bound lanes for too many light changes.

I am a supporter of more people being able to move into West Vancouver, but our very old traffic routes need to be upgraded first....access to North Vancouver and the Lion's Gate Bridge.

[REDACTED]
s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Sunday, February 14, 2021 1:41 PM
To: MayorandCouncil
Subject: Why keeping one mature street tree is far better for humans and nature than planting lots of new ones

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Dear Mayor & Council,

Please read this article for consideration as the UK addresses this same issue which we face here in West Vancouver.

<https://phys.org/news/2021-02-mature-street-tree-humans-nature.html>

Please take care, sending love on this Valentines Day to all,

[REDACTED]
s. 22(1)

West Van BC

[REDACTED]
s. 22(1)

From: [REDACTED] s. 22(1)
Sent: Monday, February 15, 2021 4:51 PM
To: MayorandCouncil; Sharon Thompson
Subject: Ebikes

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

I see North Van are looking at eBikes sharing program. I think is a fabulous idea for West Van .. the cost if these bikes is so out of reach for many and my bike is gathering dust because I can't face pedalling it all the way up 27th after a ride to get home. May be a great project to pilot this coming given so many people are not going away ... we'd need a couple stations higher up on the hill below the highway so that those returning home and leave their bike there.

Kind regards

[REDACTED] s. 22(1)

[REDACTED] West Vancouver

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 10:36 AM
To: MayorandCouncil
Subject: Emergency access to Stratas

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

Dear Mayor and Council

I'm certain there is a perfectly good reason for it, but my understanding is the emergency key locked in the cylinder at the front door of strata buildings is for the exclusive use of the fire department. It appears that if there is a call for the police or paramedic, they will have no access to the building until a resident opens the door for them.

On occasion this must frustrate timely access for emergency personnel when an unnecessary delay has serious consequences.

[REDACTED] s. 22(1)

West Vancouver BC [REDACTED] s. 22(1)

Sent from my iPad

From: [REDACTED] s. 22(1)
Sent: Tuesday, February 16, 2021 10:49 AM
To: MayorandCouncil; [REDACTED] s. 22(1)
Subject: [REDACTED]
Attachments: Tax Payers Report.
Cost-cutting-options-for-municipalities-Final.pdf

CAUTION: This email originated from outside the organization from email address [REDACTED] s. 22(1). Do not click links or open attachments unless you validate the sender and know the content is safe. If you believe this e-mail is suspicious, please report it to IT by marking it as SPAM.

This is a very detailed report which clearly points out how municipal leadership can make good responsible decisions immediately. Our community is worthy of these common sense examples.

When does West Vancouver step up?

[REDACTED] s. 22(1)
West Vancouver BC
[REDACTED] s. 22(1)

<https://www.secondstreet.org/wp-content/uploads/2021/02/Cost-cutting-options-for-municipalities-Final.pdf>

Sent from my iPhone

[REDACTED] s. 22(1)

POLICY BRIEF: Cost-cutting options for municipalities

Colin Craig & Franco Terrazzano | February 2021



Executive Summary

As Canadians look for solutions to our nation's economic woes arising from the COVID-19 pandemic and government-imposed lockdown measures, it is important to pay close attention to the decisions made by municipal governments and the unique role they could play in stalling recovery efforts.

Provincial governments and the federal government are heavily dependent on incomes taxes and sales taxes for their revenues. Both of those revenue sources tend to decrease during recessions as workers and businesses earn less.

Conversely, municipal governments are heavily dependent on property taxes. Unlike consumption taxes and income taxes, property taxes do not decrease as soon as businesses and individuals face difficult financial times. For a business that is on the edge of bankruptcy, a property tax increase, or even a property tax freeze, could be enough to drive the enterprise under and leave workers unemployed.

With this in mind, it would be beneficial for Canada's economy if municipal governments curtailed expenditures and reduced taxes. This policy brief examines 10 examples of initiatives municipalities could pursue to reduce costs without impacting core services. They include:

- 1. Lead by example:** Politicians and executive staff could lead by example by taking pay reductions and curbing discretionary spending.
- 2. Salary reductions:** Reduce compensation for city employees to reflect what has happened to incomes outside of government.
- 3. Pension reform:** Reform municipal pensions and benefits so they are more in-line with the private sector.
- 4. Eliminate business subsidies:** Politicians can best help the economy by letting families and businesses keep more of their own money, rather than having bureaucrats pick winners and losers.
- 5. Prioritize spending:** Focus on priorities such as policing and road repair, not discretionary areas such as new public art, professional sports facilities, etc.
- 6. Utilize managed competition:** Tender more city services, but support city employees with developing their own bids.
- 7. Sell surplus land/assets:** Review city land and assets to determine opportunities to dispose of unneeded inventory.
- 8. Gainsharing:** Create an employee rewards system to incentivize staff to come forward with ideas to reduce costs.
- 9. Utilize new technology:** Explore opportunities to use new technology to reduce costs.
- 10. Share ideas:** Spend more time speaking with other municipal governments about innovative ways to reduce costs instead of gathering to devise strategies to raise taxes.



A Calgary business displays its large property tax increase

Provincial governments and the federal government could also benefit from this policy brief. When a municipal government seeks financial support, a senior level of government could respond by asking municipal governments if they have pursued each measure on this list before asking for assistance.

For example, a municipal affairs minister could ask if the municipality has curtailed its wages and benefits? Has it focused spending on priorities or is it still paying for public art and other luxuries?

Individual taxpayers can also use this document. For example, when it's time for the municipality to set its budget, taxpayers could ask their local representatives whether they have implemented these 10 recommendations before raising taxes. This document can also be used during municipal elections – taxpayers could ask candidates whether they support these recommendations.

Introduction

Beginning in 2014, Alberta's economy went into a downturn as global oil prices plummeted. Calgary in particular was hit hard as large energy sector companies began laying off thousands of workers.

However, small and medium-sized businesses were also impacted as fewer citizens had the funds to dine out for meals regularly, purchase goods from local stores and enjoy other services.

While the drop in global oil prices was difficult for businesses to cope with, countless news stories about business closures featured entrepreneurs pointing to government policies that contributed to their demise, including property tax increases.

Despite Calgary's economic woes, its city council continued to increase spending and raise taxes on struggling businesses and families. Frustrations ultimately culminated in a protest at city hall featuring many local business owners in 2019. By that point, many businesses had publicly shared the enormous tax hikes they faced.

For example, Kensington Auto, a local auto repair shop, posted on its signage that its annual property tax bill had risen from \$12,000 in 2009 to \$75,000 in 2019. Wurst, a German-themed restaurant and pub, posted publicly that its property tax bill had risen from \$74,000 in 2014 to \$208,000 in 2019. Many other businesses shared similar stories.

Ultimately, Calgary's property tax problem stemmed from a council that refused to control costs and adapt to the new reality that the city's economy faced.

Virtually all of Canada now finds itself in a similar situation. Unemployment has spiked coast-to-coast as a result of COVID-19 and government lockdowns. Business bankruptcies have ballooned, leaving many workers dependent on financial support from the federal government. The Canadian Federation of Independent Business estimated in July, 2020, that between 55,000 and 218,000 businesses could close for good due to COVID-19 and government lockdowns.

Many businesses are pondering whether or not they will need their current office space (or as large a footprint) in the future as many workers have proven they can work from home.

City halls across Canada need to adapt for these changes.

Property tax increases, or even property tax freezes, could be deadly for thousands of businesses that are on the cusp of having to close their doors for good. And each decision to close has a compounding effect throughout the economy as employees are laid off and other businesses subsequently lose contracts (suppliers, rug cleaning services, accounting services, etc.).

With that in mind, the Canadian Taxpayers Federation and SecondStreet.org developed a top 10 list of initiatives that municipalities could pursue to reduce their expenditures and property taxes. Ultimately, this would help ease the financial pressure that struggling businesses are facing across the country and would help save thousands of jobs.

Property tax reductions could also help struggling families. A tax reduction could help some families put food on their table, pay their mortgage, pay off debt or perhaps support a local business.

Opportunities for Savings

There are countless examples of ways municipal governments could be more cost-effective in Canada. This report has identified 10 broad categories and provides background for each example.

1. Politicians lead by example

Spending restraint must start with leadership at the top. This is something that business leaders know all too well.

"The reason our executives took the [20 per cent] rollback right away wasn't because of investor pressure, it was because our employees are taking a hit," said Dale Dusterhoff, President and CEO of Alberta-based Trican Well Services Ltd. "We can't ask our people to do something different than us."¹

In order for governments to provide meaningful tax relief, they'll need to address a key cost pressure: labour. But before the bureaucracy will be willing to share in the downturn and take a pay cut, politicians will have to lead by example.

Since the COVID-19 downturn began, some councillors and mayors have taken pay cuts to show solidarity with struggling taxpayers and show leadership to the bureaucracy. Examples of council members taking pay cuts include:

- Halifax Mayor Mike Savage took a 20 per cent pay cut and Councillor Zurawski took a 10 per cent pay cut²
- Lethbridge city council took a 10 per cent pay cut³
- Burnaby city council took a 10 per cent pay cut⁴

Unfortunately, not all council members have been willing to share in the tough times. While business and families are struggling through the COVID-19 downturn, the Mayor of Beauceville François Veilleux suggested he deserves an extra 33 per cent in compensation.⁵ And that's after he doubled his salary and expenses in 2019. In British Columbia, the City of Kelowna's councillors and mayor are set to receive salary increases.⁶

In addition to scaling back salaries, councils could also look to reduce the cost of their benefits. In Calgary, Councillor Jeremy Farkas turned down the costly pension and transition payments that other council members will receive.⁷ Other councilors in Canada who are set to receive expensive defined benefit pensions could follow Farkas' lead or push to reform the pension system to a RRSP-style benefit that does not put taxpayers on the hook to cover pension plan shortfalls.

Other council benefits that could be scaled back include:

Vehicles and travel: Calgary's mayor is provided a car and each councillor receives a \$9,400 car allowance.⁸ Edmonton, Surrey and Vancouver offer a costly car allowance for their mayors, averaging \$12,079 per year.

Transition payments: Vancouver, Surrey, Calgary, Edmonton, Winnipeg, Mississauga, Toronto and Ottawa offer transition payments to councillors when they leave office.⁹

Health Spending Accounts: Some cities offer their councillors health spending accounts that range up to \$500.¹⁰

2. Salary reductions for city staff

Labour costs make up the largest expense category of many city budgets. For example, labour costs make up more than half of Calgary and Edmonton's budgets.¹¹ Meaningful tax relief will require municipal employees to take a pay cut.

While there have been many stories of private sector workers taking pay cuts through downturns, we could not locate any examples of government employees taking a pay cut since the outbreak of the virus. In fact, municipal pay reductions are very scarce in Canada.

SecondStreet.org filed Freedom of Information requests with 13 major cities in Canada asking for details on pay

reductions negotiated with various government employee bargaining units, but not a single city had any records of a negotiated pay cut.

The following is a summary of the results:¹²

- **Vancouver:** Did not come up with any data, indicating there were no records available.
- **Edmonton:** Data provided for the City of Edmonton's union agreements dates back to 1985 and shows no pay reductions since that time
- **Calgary:** Data provided for the City of Calgary's unions agreements dates back to 1974 and shows no pay reductions since that time.
- **Saskatoon:** Did not come up with any data, saying that there were no records available.
- **Regina:** Data provided for the City of Regina's union agreements dates back to 2008 and shows no pay reductions since that time.
- **Winnipeg:** Unaware of any examples of the city reducing pay for employees.¹³
- **Mississauga:** Indicated they have not negotiated any pay cuts, noting "The City has not negotiated a pay reduction with a bargaining unit."
- **Toronto:** Did not have a summary document available and did not provide data on the last pay cut provided
- **Ottawa:** The City of Ottawa indicated they have no data available, and that there have been no pay reductions since amalgamation in 2001.
- **Montreal:** Did not provide any data, noting that there were no records available.
- **Moncton:** The city noted that "at no point have pay reductions been issued to bargaining units (Unions)."
- **Halifax:** Data provided for the numerous City of Halifax unions dates back to 1997, with no pay reduction recorded since that time.
- **St. John's:** Data provided for the numerous City of St. John's unions dates back to 2007 with no pay reduction recorded since that time.

Ideally, union leaders and cities will be able to agree on the need for pay reductions to help struggling families and businesses receive tax relief. But it's council that controls the budget. Councils will have to communicate firmly to union leaders and make it clear that the budget will be reduced by a certain percentage and the union leaders can either accept pay cuts or job losses. A similar approach was taken by the Alberta government in the 1990s, which led to government employees accepting a five per cent wage reduction. To reduce the tension between council and current municipal employees, council could also consider further reducing the pay of future employees, similar to the reforms made by the province of Saskatchewan when it moved future employees into a less costly pension plan (more on this below).

3) Pension reform

Pension costs are one of the fastest growing areas of municipal spending in Canada, yet they've largely flown under the radar when it comes to news coverage.

For example, in 2009 the City of Toronto spent \$115 million on current service contributions for the Ontario Municipal Employees Retirement System (OMERS), which is a pension plan enjoyed by most city employees.¹⁴ By 2019, the city's annual bill for the pension had grown to \$211 million, an 83 per cent increase.¹⁵

The city's increase in spending on OMERS far outstripped increases in spending on other city services over the same period – Toronto's police force (29 per cent) and transit services (six per cent) to name two examples of core services. Total city spending rose from \$9.9 billion to \$12.8 billion (29 per cent) during the same period.

In Calgary, we find a similar phenomenon. In 2009, the city spent approximately \$75 million on the Local Authorities Pension Plan, which is the main pension plan for most city employees.¹⁶ A decade later, the city's annual bill for the pension had ballooned to \$137 million, an 83 per cent increase.¹⁷

Similar to Toronto, Calgary's increase in spending on this pension has far exceeded increases to city services such as policing (58 per cent), firefighting (59 per cent) and transit (65 per cent) over the same period.¹⁸

In addition to the absolute costs, a key issue with these plans is the risk associated with their structure. These defined benefit plans guarantee specific payments in retirement, regardless of the funds' performance. This means that taxpayers can be put on the hook to pay for pension plan fund shortfalls. Over time, we have repeatedly seen this happen: shortfalls are routinely "fixed" by increasing the contribution rates put in by governments (taxpayers) and employees.

Some readers may wonder how pension spending at cities across Canada could increase substantially without much in the way of public discourse. The answer likely lies in the fact that pensions are complex and many people are not familiar with how they operate.

Second, some city councils are conflicted as council members are enrolled in the very pensions they oversee. For example, members of Toronto's city council, as well as Mississauga and Ottawa, will receive the OMERS pension upon retirement.¹⁹ Thus, those elected officials have no incentive to blow the whistle on ballooning costs.

Pension reform could help city halls reduce their expenses in this area and reduce the risk of requiring taxpayers to chip in more money to cover the shortfall of these defined benefit pension plans.

For precedent in this area, politicians can look to Saskatchewan's former New Democrat premier Allan Blakeney and the reforms he enacted in the late 1970s.²⁰ He allowed existing employees to remain in the pension plans they belonged to, but new employees were put in a less costly defined contribution pension. This approach also protects taxpayers from having to bailout pensions through higher and higher contributions.

Cities could copy Blakeney's approach or simply match each employee's RRSP contributions to a set limit each year – say, \$5,000. In the case of Calgary, which paid an average of more than \$10,000 per employee into

its pension in 2019, contributing, say, \$5,000 into each employee's RRSP could allow for significant savings.

Considering 77.5 per cent of workers outside of government do not have workplace pensions, these reform options would still be generous.²¹ This approach would also allow municipalities to discontinue the cost of providing second and in some cases third pensions for select municipal employees.

4) Eliminate business subsidies

Many Canadians would tell you that elected officials are expected to help grow the economy. While some politicians attempt to reach this goal by giving taxpayer dollars to select businesses, a more effective approach would be to let families and businesses keep more of their own money and support businesses by reducing red tape and cutting taxes.

In the Spring of 2019, Calgary's business community held a rally outside of city hall demanding spending restraint and tax relief, not taxpayer-funded subsidies. Yet, the City of Calgary has refused to discontinue its \$100-million corporate subsidy program, known as the Opportunity Calgary Investment Fund.²² Rather than having politicians and bureaucrats pick which businesses receive subsidies, municipalities with these types of funds could use the money for direct tax relief. That way businesses can compete for customers and the city's residents can directly decide which companies receive their support.

Another example of a major subsidy in Calgary would be the decision by councillors to contribute about \$300 million towards the construction of a new arena for the Calgary Flames.²³ An alternative approach would be to reduce taxes by \$300 million and let each business and household decide if they wish to support the Flames by purchasing a ticket to a game, buying Flames merchandise, etc.

Another example of a municipal subsidy program comes from the Quebec municipality of Trois-Rivières, which gave the company Kruger \$250,000.²⁴ Interestingly, by law, Quebec municipalities are only allowed to give business \$250,000 in direct subsidies (Montreal and Quebec City can give up to \$300,000). A similar law could be adopted in other provinces, but to end business subsidies entirely.

5. Focus on priorities

It's especially important during difficult times for politicians to prioritize spending on the essentials, such as fixing potholes. Unfortunately, there have been numerous examples of politicians claiming the cupboards are bare then spending taxpayers' money on frivolous expenses.

Some examples of this problem come from Vancouver and Montreal city halls. Vancouver's city employees spent more than \$300,000 on luxury chairs and office furniture during the pandemic and Montreal city hall commissioned a \$600,000 art piece only a few weeks after claiming it was cash strapped.^{25 26}

The City of Toronto is also a prime example of a council that could better focus on cutting unnecessary spending before asking for more tax dollars. For example, the city spent \$160,000 installing 25 kilometres of bike lanes in Scarborough as part of its pandemic response in the spring of 2020, only to spend \$80,000 just five months later tearing them out.

But this is just the tip of the iceberg. Toronto Mayor John Tory also confirmed he wants to proceed with building Rail Deck Park, a park built in the air above the railways on the west side of Union Station. The city's estimate pegs the price tag for the park at \$1.7 billion, but a report released by the CTF shows the park will cost at least \$3.8 billion.²⁸ Clearly, a floating park is not a priority compared with services such as road repair, policing, ambulance services, etc.

There are also services which cities could completely discontinue, such as running municipal golf courses. For example, data obtained by the CTF shows that the City of Calgary lost over \$2 million through its golf courses between 2015-2017.²⁹ And if we exclude Shaganappi Point (the only course that regularly turns a profit), the city lost more than \$3 million. What these figures don't account for, however, are opportunity costs.

Clearly, many municipalities could find significant savings by focusing on essential services, essential infrastructure priorities, delaying the nice-to-have items on their list, getting out of the business of business and halting expenditures on public art.

6. Managed competition

Every day in Canada, citizens and businesses shop around for the best deal possible. Whether we're talking about buying goods such as televisions and cars, or services such as having someone paint their homes, shopping around can save citizens money.

Governments also shop around for goods and services, but there is room to do more.

Instead of simply putting more government services out for tender (eg. cutting the grass in city parks, garbage pick-up, security services for a government building, etc.), governments could pursue what is known as "managed competition."

In short, this approach sees governments help city employees (currently providing the service in question) put together their own bids and compete against private sector bids. This way city employees have an opportunity to keep their jobs provided they can put together a cost-effective bid.

The City of Indianapolis pioneered this method in the 1990s under mayor Stephen Goldsmith. Many tenders for city services were ultimately won by private companies. However, there were several examples of city employees winning bids.

Under the old model, City of Indianapolis employees had no incentive to provide services more cost-effectively. However, under a managed competition model, city employees had every reason to make tough choices and reduce expenses.

For example, City of Indianapolis employees won the bid for pothole repair services. Their bid cut costs by 25 per cent while increasing output by 68 per cent.³⁰ They achieved the savings by trimming management overhead, remounting some patching equipment and reducing the size of their work crews from eight men and two trucks to five men and one truck.

For years the employees were capable of coming forward with these changes, but had absolutely no incentive to do so.

7. Sell surplus land/assets/review reserves

The profit motive incentivizes private businesses to sell surplus goods and land they aren't using or won't need in the future.

Governments of course are not driven by the same incentive so it is not uncommon to see governments let valuable land and assets sit idle for years before they are sold.

For example, the City of Winnipeg's 2007 Economic Opportunity Commission report flagged valuable city land that was being used as a snow dumping site.³¹ The land wasn't sold for another seven years (2014).³²

The CTF flagged in 2009 that the City of Winnipeg owned valuable riverfront property outside of city limits.³³ In 2011, when the city eventually put the 44-acre parcel of land up for sale, media reported that the land had never been used and that the city had owned the property for 40 years.

Before asking for more tax dollars, councillors in municipalities could review land and major capital assets to determine if any are surplus and not necessary in the future. Councillors could also review city reserve funds and determine whether some of the money could be used to fund essential services or be used for tax relief.

For example, The City of Calgary has nearly \$2.5 billion in its various reserve accounts, according to the city's most recent annual report. The city's largest reserve is the Fiscal Stabilization Reserve which has a balance of \$426 million as of 2019. The FSR is "a contingency reserve for urgent situations with significant financial implications." In 2019, council also created the Major Capital Projects Reserve and deposited \$424 million in it for several discretionary projects. At the very least, the money remaining in the Major Capital Projects Reserve could be used for tax relief.

8. Gainsharing

As we have noted in this report, governments are often inefficient as they lack the profit motive that drives private businesses to root out waste.

One tool governments can use to reduce inefficiencies is an incentive rewards program known as gainsharing.

In short, the program rewards employees financially if they identify ideas that save the government money while maintaining output levels. Governments share part of the savings with employees, so it's a win-win model.

For example, after gainsharing was introduced in the State of Maryland, some employees at the highways maintenance division questioned why they were paying a private company each year to haul away damaged highway signage that state employees regularly gathered and piled up at their public works yard. The government employees recognized that such metal had a significant value so instead of paying someone to take away the material, the material could be sold to a metal recycling company.

As a result of this decision, the State of Maryland raised \$15,000 in revenue and split the funds between the employees and the state.³⁶

One can easily see how this idea could work well at reducing costs in government.

For example, some employees might decide their division no longer needs a large office footprint as most employees could work from home and meeting space could be rented as needed. Savings from such a decision could be split with employees and the government.

What gainsharing does is incentivize employees to reduce costs. And regardless of how employees find the savings, the key is for output to be maintained or increased. The fine points of this program can of course be customized by municipality (eg. perhaps there's a cap on maximum bonuses, the sharing of annual savings could be phased out over a few years, etc.)

9. Utilize new technology to save money

More than 20 years after email was adopted as a common workplace communications tool, some government bodies in Canada still refuse to communicate with the public through that medium. Some government bodies even prefer materials be faxed.

To say that governments are often slow to adopt new technologies is an understatement.

However, that does not mean there haven't been bright spots, many which can save governments significant amounts of money while improving services at the same time.

For example, many cities have installed transit technology called Active Transit Signal Priority on their buses. When placed on a bus, this device can communicate with upcoming traffic signals and direct them to stay green a little longer or turn green a little earlier to ensure the vehicle can travel with fewer stops and delays. This not only reduces travel time for transit riders, in some cases, it could help cities avoid building costly new infrastructure in order to provide more expedient travel for transit riders. Sometimes this technology is combined with dedicated street lanes, allowing transit to travel even faster without having to build new dedicated subway lines, train lines or bus rapid transit corridors.

As noted in the previous section, technological change could now allow governments to shift some of their positions to work-from-home arrangements. In fact, many employees have already made the shift during COVID-19. If governments permanently shift some employees to telework positions, savings could be realized through lower real estate rental costs, lower costs related to owning and maintaining buildings, utility charges, insurance, etc.

Furthermore, COVID-19 has resulted in many professions, including governments and politicians, utilizing technology to meet online rather than in-person. If governments can use technology during the pandemic to save travel costs, surely this tool can be used more often when we return to normal.

Technological change could also be as simple as changing light bulbs. For example, Calgary has estimated it is saving

\$250,000 per year by switching 80,000 light bulbs to LED lighting.³⁷ In Markham, the city estimates it is saving \$795,000 per year after switching to LED bulbs.³⁸ As the city spent \$5.3 million on switching its lighting, it expects this initiative will pay for itself within 6.7 years and yield significant savings after that period.

In Surrey, the government spent \$9 million to replace its copper wiring in streetlights with aluminum wiring. In just two years, the city has already saved over \$3.5 million through a reduction in copper theft.³⁹

Governments should examine how utilizing new technology could save taxpayers money.

10. Share ideas

For decades, many large municipal governments in Canada have gathered to discuss how they can raise more revenues through higher taxes, new taxes and fees. They've also been quite active when it comes to working together to demand higher levels of government provide more funding.

But taxpayers could benefit from municipal governments gathering more often to discuss something else: their best cost-effective ideas. Many municipalities in Canada have implemented innovative strategies to reduce costs and provide services more cost-effectively.

Note that in 2016, the Manning Centre released a report with 290 examples of unique and innovative initiatives that municipal governments have pursued to reduce spending. The ideas ranged from the aforementioned light bulb examples to the City of Victoria renting out its city hall for weddings. The report noted Regina partnered with Coca-Cola and Pepsi to raise over \$35,000 for new recreation equipment, Fredericton is saving over \$20,000 each year through its anti-idling policy for city buses and Markham is saving over \$1 million annually by using new technology to pave its roads.^{41 42 43}

If Canadian municipalities exchanged cost-saving strategies with their counterparts from the U.S. and other nations, even more savings opportunities could be identified.

Conclusion

If municipal governments do not adapt for Canada's current economic climate, they could impede our nation's economic recovery. Property tax increases or freezes could be enough to drive more businesses into bankruptcy, increasing unemployment in local communities. Similarly, tax increases could cause more households to file for bankruptcy or suffer from other social costs.

As this policy brief demonstrates, there are many ways municipalities could improve their operations to become more cost-effective without cutting core services.

About the Authors

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Subject:  Small Business Web Series Starts Tomorrow!

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Small Business Webinar Series

Starts Tomorrow!



West Vancouver Chamber is delighted to have partnered with *Capilano University Continuing Studies* to develop and offer two workshops designed to help small business promote their businesses through social media.

Social Media Basics - Register [HERE](#)

Wednesday February 17th, 8-930am

Small businesses are in a challenging situation right now, with in-person shopping limited, consumers struggling to make ends meet due to job losses, and reduced opportunities to attract attention. Your competitors are competing for the same space across social media. So how do you make your brand stand out in these times? This interactive webinar will give you solid fundamental tips and tricks to make an impact with social media.

Topics Covered:

- Why social media?
- Defining your brand
- Defining your audience
- How to reach your audience?
- What do you want to communicate?
- What are your goals?
- Getting started with a social media plan

Get Started with Facebook Ads - Register [HERE](#)

Tuesday March 9th, 8-930am

Want to get more bang for your buck? Take this free webinar for a look at Facebook ads, how they work, and how you can use them to generate more

business.

In this interactive webinar we will look at:

- audience analysis
- targeting and re-targeting
- facebook ad manager
- analytics
- types of ads
- paid versus organic posts

In addition, West Vancouver Chamber members are invited to attend the remaining webinars in the *North Vancouver Small Business Series* offered by the NV Chamber in partnership with CapU. The series is already underway but the topics offered in February, March, and April will complement the learning offered through the two WV Chamber workshops. These webinars are led by the same guest speaker and also free of charge.

Tuesday Feb 23rd - [Beginner's Guide to Google Ads](#)

Wednesday Mar 31st - [Beginner's Guide to Google Analytics](#)

Tuesday Apr 27th - [The Metrics: Tracking Social Media Success](#)



St. Paddy's Day with Beere Brewing

Wednesday, March 17th 2021, 4:00 pm to 5:00 pm via Zoom

Wear your green and join us this St. Patrick's Day for Business after 4 with Beere Brewing Co. We will Zoom in for an online tour of their brewery with owner Kyle Nelms, and find out about their special beers on tap. Network with members from both the North Vancouver and West Vancouver Chambers as we toast St. Paddy's Day. Win one of two \$25 gift cards from Beere.

West Vancouver Chamber Members – FREE

Non-Members - \$10 +GST

If you wish to attend: Please send an [EMAIL](#) with your name, company and email address. You will receive confirmation upon registration with the virtual link.

About Beere Brewing:

With a name like Beere, it was only a matter of time...

Beere Brewing is a family business built on brewing high quality beer and providing great service, all from a cool little tasting room with a view of the water. Father and son opened their doors to the brewery in 2017. The Brewery and tasting room is located in the Lower Lonsdale Shipyards Brewery District in North Vancouver.

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The *Tourism Business Enhancement Program*, designed by Capilano University's School of Tourism Management, is a free online program created specifically for people working in the tourism and hospitality sector that have been negatively impacted by COVID-19.

The program is an opportunity to review an aspect of their business to create a

pivot strategy that can be implemented soon after completion. It is primarily aimed at managers and supervisors, but applications from frontline staff will be considered if they meet certain conditions.

The program runs for five weeks, includes one-on-coaching, a \$1,000 reimbursement for childcare and is delivered entirely online.

Program begins March 8. Apply today!

For complete details, or to apply, please visit [Tourism Business Enhancement Program](https://cs.capilanou.ca/courses--programs/programs/tourism-business-enhancement/) (<https://cs.capilanou.ca/courses--programs/programs/tourism-business-enhancement/>)



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Dear Mayor and Council,

I hope you and your families are all well and healthy as we all navigate these rapidly changing times.

I am reaching out to you now as the community here has come to understand that a group with a store on Bowen Island selling marijuana has purchased a building at 6609 Royal Street in Horseshoe Bay with the intent to open another marijuana store in that location.

For over a decade I have been an active and caring member of this community, as a [REDACTED] s.22(1) [REDACTED]. To be clear, as a progressive minded citizen I have no objection with marijuana or those that use it responsibly and I have appreciated that West Vancouver has taken the slow route to deciding on where and when the district should allow for a marijuana store to be introduced in a good and respectful way.

But I DO feel compelled to speak up in opposition to the proposed location on Royal Street - for a few reasons. In such a small community, many feel we do not need to have a cannabis store so front and centre which really would dominate the main street of such a small community. While cannabis shops in the downtown business district of Vancouver can be seen, it is important to acknowledge this situation is not parallel in this quaint seaside village of residential family households and a handful of shops. I know this central location for sales of recreational marijuana is not making local families with children happy too. Marijuana is not for everyone, especially considering the large block of older conservative adult demographic in West Vancouver. Not everyone wants to see a "pot shop" in the most central location of this village. Would an introduction of the first cannabis store in the district not be better positioned in a location off the main road so it is not so 'in your face'? I feel it is presumptuous that a group who are from outside of the community can simply walk in, purchase a key prominent retail space and declare a marijuana business without consultation and consent from the community as a whole. Word on the street is that this location for a store of this nature is not right.

I believe that Mayor and Council would be wise to take a closer look at this matter and decide what is best for the community through proper consultation, discussion and consent. I thank you for your consideration on this matter.

Please do not hesitate to reach out to me for further discussion.

Best regards,

[REDACTED] s. 22(1)

West Vancouver, BC

[REDACTED] s. 22(1)

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Subject: [REDACTED]
Attachments: Excellent information, please share
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FCC and Big Telecom Make Us ‘the Dummies’

The FCC and Big Telecom use an outdated and faulty testing method as the basis for their claims that cell phones and wireless devices pose no health risks. Big Tech and its Federal Communications Commission (FCC) toadies have used a [fraudulent test](#) to license cell phones, wireless technology and now [5G](#) to push a technology that causes [catastrophic biological damage](#).

Tech Titans have us addicted to devices they claimed were safe because these devices, especially 5G, are the vital cornerstone for billionaire data miners and the surveillance state. Totalitarians use this technology to enforce obedience, and Big Data uses it to filch and monetize our information.

Here is the chicanery the FCC and Big Telecom use to con us into believing that our cell phones and wireless devices are safe, for adults and children: The FCC, other governments around the world and Big Telecom use a crash dummy named [SAM](#) (Specific Anthropomorphic Mannequin). They fill SAM’s plastic head with liquid to test 5G safety.

The FCC then measures the thermal change in the brain of the dummy using “Specific Absorption Rate” (SAR). If 30 minutes exposure to cell phone radiation does not raise the temperature of SAM’s liquid-filled cranium by more than one degree celsius (known as the “thermal effect”), the FCC considers the cell phone safe.

This thermal hypothesis which has been promoted by industry engineers and physicists is false.

To the FCC and Big Telecom, we are the dummies.

Biomedical experts and scientists agree that measuring for thermal effects is not a valid and biology-based safety test. Our brain is not liquid, but a complex bio-electrical system that has been demonstrated to be vulnerable to damage from the pulsed and modulated electromagnetic fields and radiation emitted by wireless devices. Studies based on [brain scans](#), [MRI](#) and [EEGs](#) provide irrefutable evidence of harm from wireless devices' non-thermal exposures. Cell phones and wireless devices can change brain wave activity, [impair blood flow to the brain](#), damage the [blood-brain barrier](#), interfere with brain cells communication and break [brain cells' DNA](#). Clearly, we are not SAM.

This test does not even protect from thermal damage — SAM's is based on the gigantic noggin of a 220 lb., six-foot tall adult male military recruit. SAM's head is relevant to only 3% of the population.

Children have smaller and thinner skulls than SAM and absorb substantially more radiation than adults. [Research confirms](#) a 10-year-old absorbs more than 150% higher radiation than the SAM dummy.

Children [represent a significant portion](#) of the consumer market for wireless smart tech devices, and Big Tech is pushing these devices on babies at increasingly exceedingly early ages.

SAM, adopted by the FCC in 1996 when the only commercially used wireless devices were cell phones, measures for only short-term exposure of 30 minutes from one device. It fails to address longer and chronic exposure from numerous sources, which is the real exposure we are now facing.

Judge Patricia Millet of the U.S. Court of Appeals of the D.C. Circuit recently [echoed this criticism](#) of the FCC testing method in the [hearing](#) in the Children's Health Defense [case](#) against the FCC.

The case, which was initiated by Dafna Tachover, director of [Children's Health Defense's](#) 5G and wireless harms project, challenges the FCC health and safety guidelines, including the SAM testing and the "thermal only" hypothesis.

This test and the thermal construct are essential for the telecom industry in order to continue to sell their products and for those who engage in [data mining](#), including companies that mine our data for profit and the U.S. government, which uses the data for surveillance purposes.

To expose the fraud of the FCC and the telecom companies, Children's Health Defense joined [WeAreNotSam](#), an international campaign. Follow [@WeAreNotSAM](#) and help us expose the dummy testing. It is time for real and biology-based safety testing.

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Children's Health Defense® is a 501(c)3 non-profit organization. Its mission is to end childhood health epidemics by working aggressively to eliminate harmful exposures, hold those responsible accountable, and to establish safeguards so this never happens again.

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Patrick Weiler

Member of Parliament
West Vancouver-Sunshine Coast-Sea to Sky Country

February 10, 2021

Dear Friends & Neighbours,

Healthy communities are places where Canadians have equal opportunities to be active, engaged and connected. In this extraordinary pandemic, Canadians are discovering new ways to keep residents safe and healthy and to support our economic recovery.

Last summer, our Government announced the Canada Healthy Communities Initiative (CHCI) to help local governments and community partners as they adapt to local economic, health and social challenges. **Yesterday, Minister Catherine McKenna announced the opening of the intake period for the CHCI.**

The CHCI provides up to \$31 million in federal funding to support community-led solutions that respond to immediate and ongoing needs arising from COVID-19 over the next two years. The Initiative funds smaller-scale local projects under three main themes: (1) creating safe and vibrant public spaces, (2) improving mobility options, and (3) digital solutions. The goal is to fund projects that quickly help communities adapt to the new reality of COVID-19.

Potential projects could include: expanding outdoor seating on our main streets, remodeling a playground to allow for proper physical distancing, building multi-modal paths that would allow bikes, scooters, and personal mobility devices to share space with pedestrians and cars, or creating digital apps to allow residents to access municipal services remotely. The possibilities are as varied as the spirit, imagination and unique needs of Canada's communities in this extraordinary time.

For more information and to apply for the CHCI, [please visit this web page](#).

Our office stands ready to support your application, so please do not hesitate to reach out with any questions or concerns.

Sincerely,

Patrick Weiler, MP
West Vancouver-Sunshine Coast-Sea to Sky Country



Patrick Weiler

Member of Parliament
West Vancouver-Sunshine Coast-Sea to Sky Country

February 10, 2021

Dear Friends & Neighbours,

As the Government of Canada continues to address the health, social and economic impacts of COVID-19, it is also working toward a strong economic recovery that will create new jobs and opportunities for workers and businesses alike. The Government is working to address current and future skills shortages by making targeted investments in sectors that will be key to Canada's plan to build back better.

On January 22, 2021, the Minister of Employment, Workforce Development and Disability Inclusion, Carla Qualtrough, announced that the Government is investing \$72 million over three years as part of the Sectoral Initiatives Program's existing funding.

Distributed through a call for proposals, which will remain open for six weeks, this investment will fund sector-specific projects to help Canadian workers gain skills and access resources. It will also help businesses and networks scale up strategies to drive job growth and create standards for education and certification purposes.

With the support of industry and labour partners, the Government will build on its work to help key sectors address their current and future workforce needs through at least one of three approaches.

1. The first approach focuses on ensuring Canadians have access to job tools and resources so that they can make informed decisions about their career path. Projects that receive funding under this approach will have the goal of helping employers, Canadians looking for work, students and educators make informed decisions about hiring, skills training and career choices.
2. The second approach is the development of projects that offer training to workers looking to upgrade their skills or start a new career.
3. The third approach focuses on helping small and medium-sized businesses meet their hiring needs through the development of new strategies, or the scaling-up of proven workforce development strategies.

This announcement builds on the Government's commitment to creating one million jobs and making the largest investment in training for workers in Canadian history. An inclusive approach to Canada's recovery from the pandemic that takes into account the various challenges workers have faced during this crisis, will enable Canadians to find and keep good jobs and support our economy for years to come.

The deadline to apply is March 4, 2021 at 3:00 pm Eastern Standard Time (EST). For more information and to apply for the Sectoral Initiatives Program, [please visit this webpage](#).

If you have any questions or concerns, please do not hesitate to reach out to our office. We are happy to assist in any way that we can.

Sincerely,

A handwritten signature in black ink, appearing to read "P. Weiler".

Patrick Weiler, MP
West Vancouver-Sunshine Coast-Sea to Sky Country



Patrick Weiler

Member of Parliament
West Vancouver-Sunshine Coast-Sea to Sky Country

February 12, 2021

Dear Friends & Neighbours,

The Government of Canada is committed to supporting local communities and organizations address and combat climate change and ensure that we build a cleaner and more sustainable future for generations to come. Environment and Climate Change Canada takes the lead to provide funding to make this happen through a myriad of programs and initiatives.

Today, I am pleased to inform you that many programs at Environment and Climate Change Canada are now open and accepting applications. These programs have a significant impact in communities across Canada, and I encourage all interested applicants to submit an application.

1. Aboriginal Fund for Species at Risk

The Aboriginal Fund for Species at Risk (AFSAR) was established in 2004 and supports the development of Indigenous capacity to participate actively in the implementation of the *Species at Risk Act* (SARA). The Act recognizes the important role that Indigenous Peoples play in wildlife conservation and the need to consider Aboriginal Traditional Knowledge (ATK) in the assessment of which species may be at risk, as well as in the development and implementation of protection and recovery measures. Additionally, AFSAR supports projects that will proactively prevent species, other than species at risk, from becoming a conservation concern.

Deadline to apply: March 2, 2021, 15:00 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs.html#toc0>

2. Canada Nature Fund - Priority Places

Community-Nominated Priority Places (CNPP) for Species at Risk is part of Canada's Nature Fund. CNPP will support multi-partner initiatives in priority places where there are opportunities to protect and recover species at risk and their habitat through multi-species and ecosystem-based conservation action.

Deadline to apply: April 15, 2021, 15:00 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs.html#toc3>

3. EcoAction Community Funding Program

The EcoAction Community Funding Program funds projects across Canada to encourage Canadians to take action to address Clean Water, and to build the capacity of communities to sustain these activities into the future. Your organization may be eligible to receive financial support from Environment and Climate Change Canada's EcoAction Community Funding Program to address environmental issues of importance in your community. Your project must have measurable, positive environmental results and promote community participation.

Constituency *Ottawa*

6367 Bruce Street West Vancouver British Columbia V7W 2C5 Tel.: 604-913-2660 Fax.: 604-913-2664	Suite 282, Confederation Building 229 Wellington Street, Ottawa Ontario K1A 0A6 Tel.: 613-947-4617 Fax.: 613-847-4620
--	--

Deadline to apply: March 3, 2021, 15:00 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs.html#toc4>

4. Environmental Damages Fund

The Environmental Damages Fund (EDF) is administered by Environment and Climate Change Canada (ECCC) to provide a mechanism for directing funds received as a result of fines, court orders, and voluntary payments to priority projects that will benefit Canada's natural environment. The EDF helps to ensure that environmental good follows environmental harm by supporting projects with measurable outcomes in Canadian communities.

Deadline to apply: February 24, 2021, 15:00 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs.html#toc5>

5. Habitat Stewardship Program

The Habitat Stewardship Program (HSP) is an application-based funding program that provides funding for projects submitted by Canadians that contribute directly to the recovery objectives and population goals of species at risk listed on Schedule 1 of the Species at Risk Act (SARA) and that prevent others from becoming a conservation concern.

Deadline to apply: March 2, 2021, 15:00 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs.html#toc7>

6. Salish Sea Marine Vessel Emissions Reductions Program

The Salish Sea Marine Emission Reductions Fund (SSMERF) will help reduce air pollutant and greenhouse gas emissions from domestic marine vessels or fleets operating in the Canadian portion of the Salish Sea. The Salish Sea is located in the Pacific Northwest waters of British Columbia in Canada. See the Publications and Resources section for a map of the boundary of the Salish Sea Canadian marine waters.

There are two streams for funding applicants, and applicants can combine streams.

- Stream 1: Study – To fund studies to investigate methods for Canadian marine vessels or fleets operating in the Salish Sea to reduce air pollutant and GHG emissions. This stream helps applicants determine how to reduce emissions from their operations. It is also suitable for applicants requiring more information before implementing a technology or operational method.
- Stream 2: Investment and Installation of Emission Reduction Technology – To help purchase and install technology, if the applicants know how to reduce its air pollutant and GHG emissions from their operation.

Deadline to apply: March 31, 2021, 15:59 EST

Link: <https://www.canada.ca/en/environment-climate-change/services/cumulative-effects/salish-sea-ecosystem/marine-emission-reductions.html>

If you have any questions or concerns about any of these programs, please do not hesitate to reach out to our office. We stand ready to support your application in any way that we can.

Sincerely,



Patrick Weiler, MP

West Vancouver-Sunshine Coast-Sea to Sky Country



Patrick Weiler

Member of Parliament
West Vancouver-Sunshine Coast-Sea to Sky Country

February 12, 2021

Dear Friends & Neighbours,

The COVID-19 pandemic has magnified systemic and longstanding inequalities, with women and girls disproportionately affected by the crisis. The Government of Canada is taking strong action to prevent the pandemic from rolling back progress or reversing the hard-won gains of women in Canada.

Yesterday, the Honourable Maryam Monsef, Minister for Women and Gender Equality and Rural Economic Development, launched a **new call for proposals through Women and Gender Equality Canada's Women's Program**. The call, entitled "**Feminist Response and Recovery Fund**", will provide \$100 million for projects helping those in greatest need. The funding will allow recipient organizations to launch new projects or scale up past projects that increase women and girls' participation in Canada's economic, social, democratic and political life.

Eligible projects will tackle barriers, address harmful gender norms and attitudes, or improve policies, practices, resource distribution, networks and relationships. Recognizing the need for a feminist, intersectional response to COVID-19, Women and Gender Equality Canada will direct funding to projects supporting marginalized or underrepresented people, including Indigenous women, Black women, women of colour, women who are members of LGBTQ2 communities, and women living with disabilities or in rural or remote communities.

The call for proposals aims to provide flexibility, allowing organizations to respond to a wide range of issues in order to accelerate progress on gender equality and ensure that Canada's response to and recovery from COVID-19 is inclusive of diverse women. These projects will serve as building blocks for long-term, lasting change to advance women's equality.

The women's program provides funding to eligible organizations in three priority areas:

- Ending violence against women and girls
- Improving women's and girls' economic security and prosperity
- Encouraging women and girls in leadership and decision-making roles

Yesterday's announcement builds on previous steps taken to ensure an intersectional response to the pandemic, including commitments in the 2020 Speech from the Throne to create an Action Plan for Women in the Economy and move forward on a Canada-wide early learning and childcare system.

Constituency Ottawa

6367 Bruce Street West Vancouver British Columbia V7W 2C5 Tel.: 604-913-2660 Fax.: 604-913-2664	Suite 282, Confederation Building 229 Wellington Street, Ottawa Ontario K1A 0A6 Tel.: 613-947-4617 Fax.: 613-847-4620
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Recognizing that COVID-19 has increased the rates and severity of gender-based violence (GBV), the Government of Canada has provided \$100 million directly to organizations that support survivors and their families. Combined with new flexibilities to existing programs, this funding has supported over 1500 organizations, helping them keep their doors open at this challenging time.

The call for proposals is open until March 25, 2021 at 12:00 p.m. (Noon) Pacific Standard Time). Please visit [this webpage](#) for more information and for details on how to apply.

If you have any questions or concerns, please do not hesitate to reach out to our office. We are happy to help and support your application in any way that we can.

Sincerely,



Patrick Weiler, MP
West Vancouver-Sunshine Coast-Sea to Sky Country



Patrick Weiler

Member of Parliament
West Vancouver-Sunshine Coast-Sea to Sky Country

February 12, 2021

Dear Friends & Neighbours,

The Government of Canada is committed to better supporting LGBTQ2 individuals in Canada and building a society where everyone has equal rights and opportunities to be their true, authentic selves. Along with LGBTQ2 communities across Canada, we are working to strengthen LGBTQ2 organizations and support the critical work they do to create an equitable and consciously more inclusive Canada. That is why Budget 2019 allocated funding for the first ever Government of Canada fund for LGBTQ2 organizations.

Yesterday, the Honourable Bardish Chagger, Minister of Diversity and Inclusion and Youth, along with the Honourable Maryam Monsef, Minister for Women and Gender Equality and Rural Economic Development, **announced approximately \$15 million in funding for 76 LGBTQ2 community-led projects across Canada through the LGBTQ2 Community Capacity Fund.**

Examples of these projects whose initiatives help strengthen LGBTQ2 communities and advance equity for LGBTQ2 people in British Columbia are:

- **Organization: Fernie Pride Society**
 - **Title:** Strengthening Community Capacity in the Elk Valley
 - **Description:** This project will strengthen the capacity of Fernie Pride Society to advance LGBTQ2 equality by increasing evidence and knowledge of LGBTQ2 challenges and barriers, Advocacy planning, partnership development, collaboration and networking.
 - **Region:** Fernie, British Columbia
 - **Funding amount:** \$57,139
- **Organization: Essies Place- a Society for people with diverse genders and sexualities**
 - **Title:** To “start capacity” by learning about the LGBTQ2 Community
 - **Description:** This project will strengthen the capacity and networks of Essies Place to advance LGBTQ2 equality by increasing evidence and knowledge of LGBTQ2 challenges and barriers; partnership development, collaboration, networking; supporting the ability to create opportunities for members of LGBTQ2 communities to gather, connect, network, share knowledge, and exist safely in a collaborative space.
 - **Region:** Sicamous, British Columbia
 - **Funding amount:** \$100,000

- **Organization: Four Feathers Society**
 - **Title:** 2 Spirits of BC Capacity Building Project
 - **Description:** This project will strengthen the capacity and networks of Four Feathers Society to advance LGBTQ2 equality by building board capacity; strengthening collaboration among organizations; improving financial sustainability; increasing access to evidence, data, information, and knowledge sources; and amplifying sector capacity at large in order to better support 2-Spirit persons in BC.
 - **Region:** Vancouver, British Columbia
 - **Funding amount:** \$129,797
- **Organization: QMUNITY, BC's Queer, Trans and Two-Spirit Resource Centre**
 - **Title:** Building QMUNITY: Reinforcing Foundations, Reimagining Futures
 - **Description:** This project will strengthen the capacity and networks of QMUNITY, BC's Queer, Trans and Two-Spirit Resource Centre to advance LGBTQ2 equality by building managerial capacity; increasing access to evaluation data, knowledge sources and social impact monitoring; and strengthening collaboration among organizations while amplifying sector capacity at large.
 - **Region:** Vancouver, British Columbia
 - **Funding amount:** \$299,775
- **Organization: Rainbow Refugee Society**
 - **Title:** Enhancing Arrival Communities for LGBTQI Refugees in BC
 - **Description:** This project will strengthen the capacity and networks of Rainbow Refugee Society to advance LGBTQ2 equality by building managerial capacity through governance, organizational and strategic planning, human resources, communications plan, and IT systems; enhancing the organization's capacity to provide training across BC through skills development and a regional community of practice to strengthen partnerships for LGBTQI refugee housing collaboration.
 - **Region:** Vancouver, British Columbia
 - **Funding amount:** \$248,505

The COVID-19 pandemic has affected all Canadians and disproportionately certain segments of the population, including LGBTQ2 communities. Through the LGBTQ2 Community Capacity Fund, the Government of Canada acknowledges that the work of these organizations is critical for improving social, health, and economic outcomes in LGBTQ2 communities, and that it merits targeted investments to ensure the renewal and sustainability of the sector, especially during these challenging times. [See this page for the full list of supported organizations.](#)

Sincerely,



Patrick Weiler, MP
West Vancouver-Sunshine Coast-Sea to Sky Country

From: Budget
Sent: Wednesday, February 10, 2021 12:40 PM
To: [REDACTED]
Cc: MayorandCouncil; Robert Bartlett; Isabel V. Gordon; Donna Powers
Subject: RE: Taxes (Proposed 2021 Budget)
Attachments: 2021 02 08.Taxes [REDACTED] s.22(1).pdf

Dear [REDACTED] s. 22(1),

Thank you for your inquiry. We understand your concerns and value your opinion. Municipal budgets aim to address multiple priorities, reflecting the objectives of thousands of residents, represented by their elected officials. Most, if not all, budgets cause debates and potential concerns regarding the allocation of limited municipal resources. The 2020 and 2021 budgets are especially difficult, given that current economic environment that you have addressed in your letter.

As you know, the 2021 Budget has not been adopted yet and will be further discussed and reviewed by Council. The proposed operation increase of 1.48% is one of the lowest for the Lower Mainland municipalities. The increase of the Asset Levy, also proposed as a part of the 2021 Budget, reflects the concern for the maintenance and development of Capital Assets – an issue that the District of West Vancouver has in common with all Canadian municipalities dealing with the aging infrastructure. Most of these costs are not driven by the population growth (or lack thereof) – they are caused by the fact that many municipal assets are coming close to the end of their useful life and have to be replaced irrespective of the increase/decrease in population.

Problems related to the tax shift between various properties within a municipality, that you have identified with respect to your property, is a very real and serious concern. In fact, most of the changes in the tax bill of any given property are **not** driven by any decisions made at the municipal level – they are caused by the changes in property values as determined by BC Assessment. A municipality may usually decide to increase taxes by 1-5%, whereas the tax bill of a particular tax payer may often go up or down by 10-30%. These shifts do not change anything in the total amount of revenue collected by a municipality – they reflect the share of tax paid by a particular taxpayer.

Municipalities have to distribute tax costs to residents based on their assessed property values as established each year by the BC Assessment Authority. This allocation methodology is mandated by Provincial legislation. The only scenario when a given property will have a tax bill with the exact same increase as adopted by Council is when its relative value has not changed from year to year. This could happen if all properties in a given municipality went up or down in value by the same amount, but this almost never happens. Instead, factors such as economic changes, real estate market activity, and additions or renovations cause individual property values to change from year to year, and these changes cause the tax burden to shift.

The key issue is NOT the absolute value (how much a property is worth overall), but the relative value of a property – how much is it worth as compared to other properties (as a share of the overall value).

Example:

	Year 1 Absolute Value	Year 1 Relative Value	Year 2 Absolute Value	Year 2 Relative Value	Impact on Tax
Property 1	\$100	20%	\$50	20%	No change
Property 2	\$100	20%	\$25	10%	Decrease
Property 3	\$100	20%	\$50	20%	No change
Property 4	\$100	20%	\$50	20%	No change
Property 5	\$100	20%	\$75	30%	Increase
Total	\$500	100%	\$250	100%	

Tax deferment option, mentioned in your message, helps address this particular issue – the impact of assessment changes on the tax paid by a particular property. Market fluctuations have a tendency to even out over a longer period of time. Therefore, a homeowner who defers their taxes for 10-15 years in a row, while also setting aside an annual amount equal to the average tax charges, would be able to maintain a relatively stable budget without incurring significant incremental liabilities – the amount of tax deferred would be equal or close to the funds set aside annually.

Please let us know if you have any questions or concerns – we are always happy to help!

Sincerely,

Financial Services | District of West Vancouver

From: [REDACTED] s. 22(1)
Sent: Monday, February 8, 2021 10:13 PM
To: MayorandCouncil
Subject: taxes

Dear Mayor and Council,

I am deeply disturbed by the proposed budget which allows for an increase well above inflation. In these uncertain Covid times, I would expect a budget of restraint, not one going full bore ahead.

I particularly object to an increase in staff to service a stable population and plans for a 38M dollar arts centre. Is it still 38M? I also understand that West Vancouver will receive a 5M Covid restart grant from the Provincial Government. As many of the items earmarked to be covered by this grant do not seem to be directly related to Covid restart e.g., environmental officer, transportation planner, I wonder how they will be financed down the road. Even greater tax increases next year?

Taxpayer resources are not a bottomless pit. I would expect some sensitivity towards West Vancouver businesses struggling to survive and to the many residents who have experienced reduced incomes and no salary increase over the past year, and to those on pensions. **All of these groups have had to make do, and so should the DWV.**

I also note that these proposed increases do not tell the whole story due to fluctuations in property assessments, particularly high-end properties. In 2019, taxes on my modest property went up 15.8%. The Municipal portion went up 22.18%. That is not insignificant. Last year, my total tax bill increased 2.3%. The municipal tax portion increased 5.4%. What will a 5.2% increase in the Municipal budget actually mean to my bill? I sincerely doubt it will be only 5.2%. Average increases are misleading.

Some elected council members have suggested that the solution is to defer taxes. Sounds good, but to advise property owner to take on debt to pay for a bloated employee base and an Arts Centre that will cost millions more to maintain is offensive.

We are not the City of Vancouver. We do not have a Charter which allows us to create alternate revenue streams. We do not even have pay parking. We have limited means to support initiatives other than property taxes. I respectfully request that this proposed budget be reviewed to reflect the current economic climate and taxpayer resources. Rein in some of these grandiose plans and provide a budget which West Vancouverites can afford.

Yours truly,

[REDACTED] s. 22(1)

[REDACTED] s. 22(1)

West Vancouver, [REDACTED] s. 22(1)

Sent from [Mail](#) for Windows 10

From: Budget
Sent: Friday, February 12, 2021 10:21 AM
To: [REDACTED]
Cc: MayorandCouncil; Donna Powers; Robert Bartlett; Isabel V. Gordon
Subject: Re: 2021 Capital Budget
Attachments: [REDACTED] s.22(1) | 2021 Capital Budget.pdf

Dear [REDACTED] s. 22(1),

Thank you for your inquiry! Please see below the information on the 2021 budget (operational and capital items) that you have requested:

1. Operational and Capital maintenance: A distinction is made in accounting between operational and capital maintenance. Operational maintenance activities are things that need to be done to keep an asset functioning on a daily, weekly, monthly or annual basis. An example would be changing the oil in an engine, or cleaning and replacing the filters in a pump. Operational maintenance in various District departments includes everything from sweeping the floors to cleaning and adjusting the fitness equipment to cutting the grass in the parks. Generally, if operational maintenance falls behind, it is obvious almost immediately that it is not being done.
 Capital maintenance refers to things which would be done less frequently than annually. An example might be replacing the roof of a building, repaving a road surface, or replacing the brakes in a car. These things also need to be done to keep assets functioning, but, unfortunately, they are also easier to postpone, because they cost more, and the effect of not doing them on a timely basis often does not show up right away. When capital maintenance is postponed beyond the point of optimal investment, this is called deferred maintenance, and it is these costs that the asset levy will address. As has been explained consistently in the budget presentations, deferred maintenance is an issue for the District, and should not be ignored as it has been in the past.
2. Details of Proposed 2021 Capital Projects: Information on 2021 Capital Projects is available at the District's website, <https://www.westvancouverite.ca/budget>, including program descriptions, costs and classification.
3. \$2.8M Investment in New Assets: \$2.8M in New Assets is a sum of Strategic Investment (\$2.3M) and Innovation (\$525K) projects included in the 2021 Capital Projects proposal (see above).

Sincerely,

Financial Services | District of West Vancouver



We acknowledge that we are on the traditional, ancestral and unceded territory of the Squamish Nation, Tsleil-Waututh Nation and Musqueam Nation. We recognize and respect them as nations in this territory, as well as their historic connection to the lands and waters around us since time immemorial.

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From: [REDACTED] s. 22(1)
Sent: Monday, February 1, 2021 8:55 AM
To: MayorandCouncil
Cc: Budget
Subject: 2021 Capital Budget

Mayor and Council

The 2021 Budget calls for Capital Spending of nearly \$20 million as noted in this image below and presumably drives the 3% Asset Levy tax increase of 3%.

But there is no detail on:

1. The \$16.3 million Maintenance Budget - what is the difference between "Deferred Maintenance" and just "Maintenance" ?
2. \$2.8 million Investment in New Assets - no details

I look forward to receiving this detail before public engagement ends Feb 9

Date: January 18, 2021 Page 6
 From: Isabel Gordon, Director, Financial Services
 Subject: Proposed 2021 Operating and Capital Budgets

2021 Preliminary Capital Budget		
Maintaining and replacing existing assets	Deferred Maintenance	\$10.3M
	Maintenance	\$6.0M
	Subtotal	\$16.3M
Investment in new assets	Strategic Investment	\$2.3M
	Innovation	\$0.5M
	Subtotal	\$2.8M
Total		\$19.1M

Many residents may not have a financial background to understand Municipal accounting words and the various accounting funds / structures. I urge you to use "plain english" where possible.

Thank you [REDACTED] s. 22(1) WV