



Lambda Alpha International
Land Economics Weekend (LEW)
Vancouver, Canada
September 14-16, 2017

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The Vancouver LEW story is in four parts: a 'scribe' report overviewing the weekend; a Power Point telling the Vancouver LEW story; a PDF of the Program Guide which includes speaker biographies; and a collection of PDF files of speaker presentations.



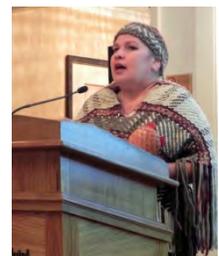
Vancouver Chapter President Richard Cook welcomed members of the LAI International Executive and attendees from 21 Chapters to a weekend themed around “International Lessons from Vancouver” including densification and attendant ‘verticalization’, mixed-use projects through repurposing shopping malls, transit-oriented development, and Regional governance.

Rick said “Our program is designed to showcase some of the best examples of land economics metropolitan Vancouver has to offer and also include some fun events. On Friday we focus on suburban transit-oriented development. Over the past 40 years the extension of fixed rail rapid transit, connecting regional town centres, has established focal points for increasing density in the suburbs, providing more jobs and housing choice, and reducing sprawl.

On Saturday we turn to the inner city exploring change through brownfield redevelopment in the cities of Vancouver and North Vancouver. With no freeways connecting downtown Vancouver to the region the City of Vancouver’s focus has been on adding housing close to downtown jobs. Increasing walking, biking, and transit, both by rail and ferry, has resulted in a decline in car travel into the core while growing a vibrant downtown for Vancouver and new community opportunities in Lonsdale, North Vancouver.”

Rick concluded by introducing LEW Chair **Garth Evans** and members of the Vancouver LEW Committee. He encouraged all attendees to ask questions and contribute their experiences to the Weekend.

Welcoming attendees to the President’s Reception, Past Chapter President **Anne Bancroft-Jones** invited Sheryl Fischer-Rivers of the Squamish Nation to offer a traditional First Nation’s welcome.





President's Reception Thursday Evening





As a context for Friday's tours, **LAI Member and Chair of Metro Vancouver, Mayor Greg Moore** provided an overview of our consensus based regional metropolitan governance structure.

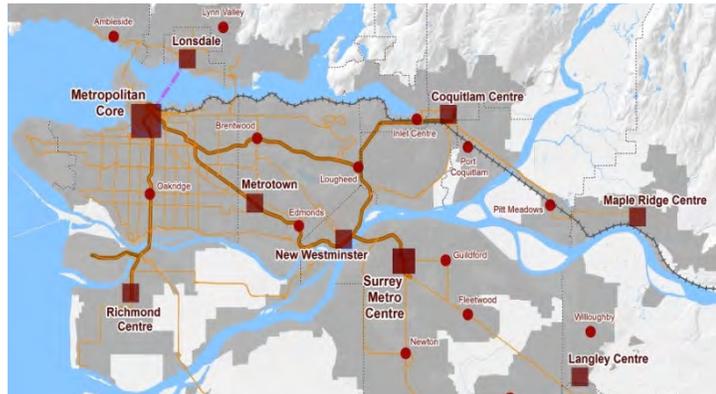
Since 1886 **Metro Vancouver** communities have cooperated in the development and delivery of regional services and growth management. Metro is led by 38 Directors representing 21 municipalities, 1 Electoral Area, and 1 treaty First Nation. Directors are members of municipal councils who are appointed to the Metro Board with municipal representation reflecting population.

Metro Vancouver delivers water, waste treatment, and regional parks for 2.4 million people. Municipalities collaborate to develop and implement the Regional Growth Strategy including associated air quality and climate change services, environmental regulation and enforcement, and assisted housing.

Metro Vancouver's plan is cooperatively developed by 23 agencies. ***Metro Vancouver 2040 Shaping our Future*** outlines the 5 goals directing regional growth: to create a compact region; support a sustainable economy; protect the environment; develop complete communities; and, in association with TransLink, support sustainable transportation choices. Locating growth on rapid transit reflects Metro's fundamental principles. Each participating agency includes in their Official Community Plan a **Regional Context Statement** which indicates how they will move toward implementing regional directions.

Metro Vancouver web links (if you are asked for a password just click 'cancel' for web page to appear)
<http://www.metrovancouver.org/about/strategic-directions/Pages/default.aspx>
<http://www.metrovancouver.org/services/regional-planning/Pages/default.aspx>

September 15th Transit Oriented Development



Geoff Cross Vice-President of Transportation Planning and Policy at TransLink followed on Friday morning with an overview of regional transportation planning. TransLink is the Vancouver region's transportation authority. TransLink has a broad remit that encompasses the planning, funding, and operating of transit as well as major roads, bridges, cycling, and intelligent transportation systems. TransLink shares responsibility for the Major Road Network and regional cycling with municipalities. TransLink's governance structure includes a Council of Metro Vancouver Mayors and a Board of Directors comprised of the Mayor's Council Chair and Vice Chair, seven members appointed by the Mayor's Council, and two members appointed by the Province. The Board supervises the management of TransLink and preparation of plans and investment strategies. Before plans and investment strategies are implemented they must be approved by the Mayor's Council.



Geoff Cross, TransLink, responds to questions about Transportation Planning

TransLink Regional Transit Authority <http://tenyearvision.translink.ca/phase-one/>

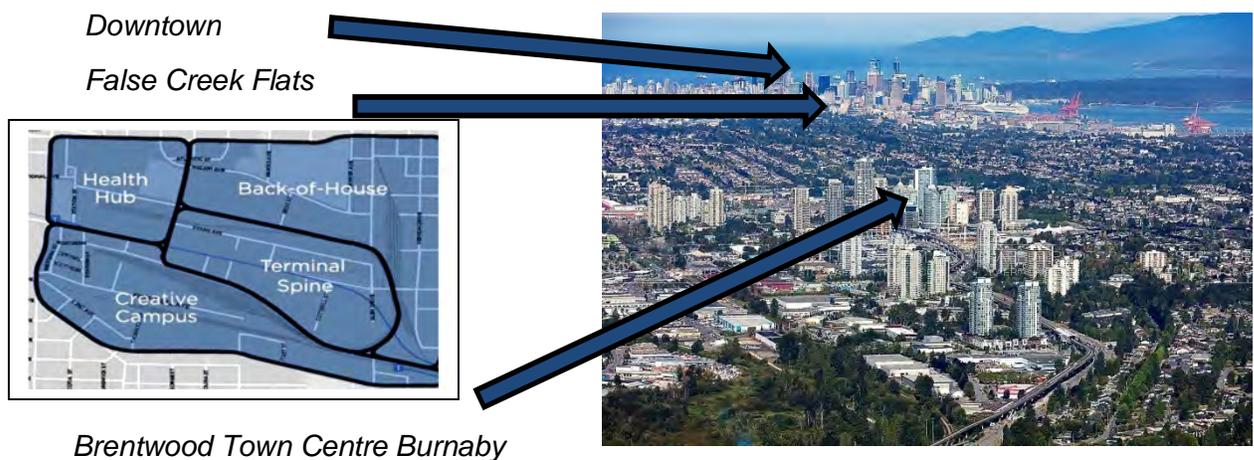
September 15th Transit Oriented Development



Before leaving on the day's site visits **Ann McAfee, LEW Program Chair** provided a context for and overview of the LEW Program. Starting with a Canadian vocabulary lesson – sorry eh! – Ann noted some key features of Vancouver's land economics context. These include the absence of a freeway into downtown, the redevelopment of brownfield sites in the inner city (since the 1970's) to locate more housing near jobs, the challenges faced by competing land uses in an area of limited land and high demand, and the opportunities presented by locating new development downtown and around regional transit stations.

The morning bus tour started from the downtown conference hotel driving through Vancouver's Downtown East Side -- the poorest urban postal code in Canada.

To the east of downtown False Creek Flats is a 450 acre area serving as a 'back-of-house' port and downtown service area, a creative and high tech hub, and is planned to house a relocated hospital. Currently providing 8,000 jobs the challenge is to maintain support services given land prices.

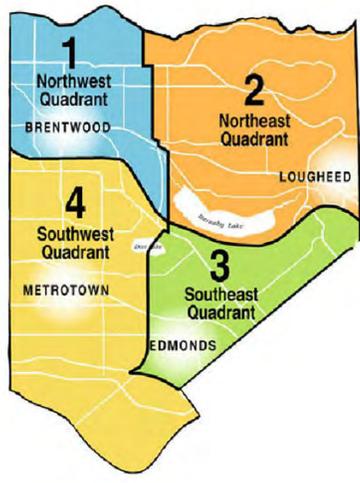


Leaving Vancouver the tour arrived in the neighbouring municipality of Burnaby.

The City of Burnaby, a suburban municipality with a population 239,100, has long standing policies directing growth to four town centres to provide a mix of housing and a full range of community services in each quadrant. Burnaby Planners **Ed Kozak and Johannes Schumann** described the City’s planning process and recent development applications. They noted that during 2016 development applications to increase density generated \$85.2 million in development cost charges for the City to use in providing enhanced amenities in areas taking growth.

Under British Columbia Provincial Legislation, municipal councils have the authority to adopt plans and implement zoning and development controls without appeal. Burnaby’s urban structure plan, prepared in 1965 by then Director of Planning Tony Parr, has stood the test of time. Fifty years later, through changing councils, the City continues to implement Parr’s structure plan. Burnaby’s plan both guided the location of rapid transit stops and the concentration of increased densities at sites well served by transit.

The long standing policies explain why, unlike many cities, when extensive redevelopment was proposed for new residential, office, and retail development around Brentwood and Lougheed Malls, Council, staff, and the public worked together to realize plans to focus growth through the repurposing of existing shopping centers.



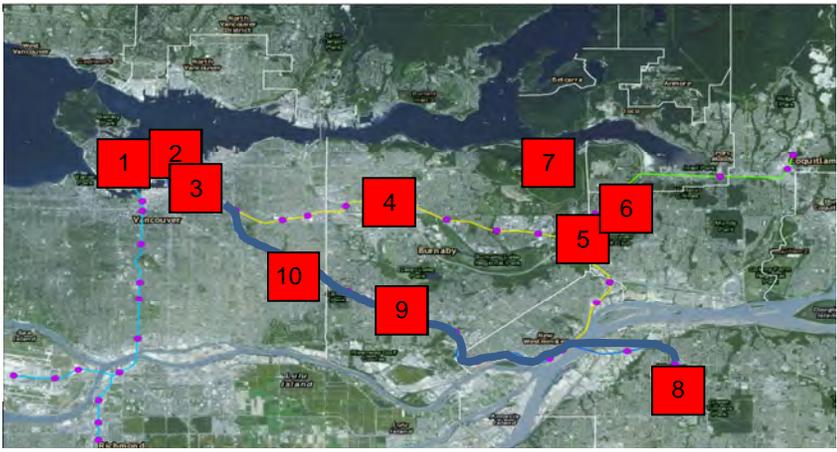
Burnaby’s Planning Structure



*Tony Parr
Director of Planning Burnaby 1964 – 1995
Skyline Award Recipient for Land Use Planning*

From this point the LEW tour followed the rapid transit line from Brentwood Town Centre, to Lougheed Town Centre, Burquitlam Station, with a jog to Simon Fraser University, then across the Fraser River to Surrey Regional Town Centre and back by rapid transit to Downtown Vancouver.

1. Downtown
2. Downtown East Side
3. False Creek Flats
4. Brentwood Town Centre
5. Lougheed Town Centre
6. North Road TOD
7. SFU UniverCity
8. Surrey Regional Centre
9. Metrotown Regional Centre
10. Collingwood Village



Repurposing Suburban Malls – Designing Downtown Densities in the Suburbs

Shape Properties Darren Kwiatkowski and Architect James Cheng presented two case studies of re-purposing existing suburban shopping malls into high density multi-use redevelopments located on rapid transit.

SHAPE'S Brentwood development is a 28 acre +\$2 billion investment to redevelop an existing viable 500,000 square foot suburban shopping mall into an integrated residential, shopping, entertainment, and office community. Brentwood will offer 250 stores and restaurants (in excess of 1.1 million square feet of retail space) together with community gathering places, office space, and 11 residential towers providing 6,000 homes.

The mixed use integrated project was facilitated by its location on rapid transit and Metro Region and Burnaby's plans which support minimizing sprawl by locating new development at rapid transit stations. In addition to SHAPE'S project a number of other developments, located between the Gilmore and Holdom SkyTrain Stations, will eventually comprise the Brentwood Town Centre.



Brentwood Plaza and adjacent rapid transit station



James Cheng, Architect, introduces SHAPE's Brentwood Redevelopment



Brentwood Town Centre Redevelopment

In addition to viewing Brentwood the tour stopped at another SHAPE--James Cheng mall redevelopment – Lougheed. Lougheed is a \$7 billion project with 23 residential towers, public plazas, pocket parks, community centre, 1 million square feet of offices, and 1.4 million square feet of retail and entertainment on the 40 acre, sixteen city block site. When completed, the new community will house more than 10,000 residents. The reimagined district will comprise seven unique neighbourhoods connected through a network of pedestrian and bike friendly streets and public open spaces. The project’s location takes advantage of the adjacent rapid transit hub where the Millennium, Evergreen, and Expo lines intersect.



Lougheed Centre Redevelopment on the border of the cities of Burnaby & Coquitlam

LAI Skyline Award

In recognition of Retired Director of Planning Tony Parr and the City of Burnaby's long standing comprehensive planning and the creative repurposing of a traditional shopping mall, the Vancouver Chapter presented the City of Burnaby, Planner Tony Parr, Darren Kwiatkowski of Shape Properties and James K.M. Cheng, Master Plan Architect, with the LAI Skyline award for Brentwood Town Centre.



Acting Mayor of Burnaby Paul McDonnell receives Skyline Award from LAI Vancouver Chapter President Rick Cook



Shape Properties Darren Kwiatkowski, James Cheng Architect and Andrew Parr (representing his father retired City of Burnaby Director of Planning Tony Parr) display their Skyline Awards to Steven Gragg LAI International President and Rick Cook LAI Vancouver Chapter President



Moving north from Lougheed Mall, **City of Coquitlam Director of Planning Jim McIntyre and Manager of Community Planning Andrew Merrill** described Transit Oriented Development along the North Road corridor.



Jim noted plans are already approved, and construction underway, for an additional 41,000 people by 2041 located in Coquitlam along the 20 blocks between Lougheed Town Centre Station and Burquitlam Station.



The arrival of rapid transit in established suburban neighbourhoods presents change and challenges associated with new infrastructure and residents. Coquitlam staff described policies to require new rental housing to replace units lost through redevelopment and Development Cost Charges and Community Amenity Contributions to fund infrastructure upgrades, new parks, and community amenities. Coquitlam requires street level activities and offers additional height as a density bonus in return for providing rental housing or enhanced community benefits.



LAI attendees listen to LEW talks on Brentwood, Lougheed, and Coquitlam Transit Oriented Development



*Darren's Shape Properties
Enthusiastic Presentation*



For more information on Brentwood, Lougheed Mall and Coquitlam-North Road visit web links:

<http://theamazingbrentwood.com/vision.html#>
<https://vimeo.com/78307662>

<http://www.thecityoflougheed.com/the-vision-and-masterplan.html>
<https://www.youtube.com/watch?v=HYiyD9pCfrg>

http://www.coquitlam.ca/docs/default-source/community-planning-documents/Coquitlam_Transit-Oriented_Development_Strategy.pdf?sfvrsn=0
<https://www.youtube.com/watch?v=PLv6ubztRgQ>



UniverCity is a complete, liveable, sustainable community, with a current population of 5,000, adjacent to the Simon Fraser University (SFU) campus in Burnaby, B.C.

Developed by SFU Community Trust on endowment land on which SFU has granted 99-year leases, UniverCity was initiated in 1995 to: complement the otherwise-isolated mountain-top campus; generate income to support SFU's mission of teaching and research; and demonstrate and share best practices. The latter includes the SFU Childcare Centre (soon to be

the first Living Building in Canada) and B.C.'s first LEED Gold elementary school retrofit. The award-winning pedestrian-oriented community has affordable housing options and retail services to meet the needs of residents, as well as students, staff and SFU faculty, and is on track within the next five years to attain a population, at buildout, of between 9,000 and 10,000.

Gordon Harris, Past President LAI Vancouver Chapter and President/CEO of SFU Community Trust and **Dale Mikkelsen, SFU Community Trust**, described UniverCity as the busses passed through the community on route to lunch.



<http://univercity.ca/>



Over lunch **Anne Giardini, O.C., Q.C.**, SFU Chancellor described the role of SFU and other academic institutions in the economy of British Columbia. Chancellor Giardini is a lawyer, writer, and, from 2008 to 2014, was President of Weyerhaeuser Forest Products Company. Anne has served on boards including B.C.'s Council of Forest Industries, the Forest Products Association of Canada, and Sustainable Forestry Initiative. Her insights into the Canadian and British Columbia economy sparked interesting discussions and comparisons between Canadian and American economic policies.



Surrey City Centre was the next stop on Friday's tour of Transit Oriented Developments. The City of Surrey (the third fastest growing city in Canada with a population of 513,000 and potential to be the largest city in Metro Vancouver) is developing a regional hub to anchor growth south of the Fraser River.

Surrey City Centre with a current population of 33,660 is projected to double by 2041. Surrey City Centre is 600 hectares (1480 acres) including 45 hectares (110 acres) of parkland. Redevelopment is transforming a one-time declining shopping mall into a walkable, transit-oriented downtown including a City Hall, City

Centre Library, and Simon Fraser University. Over \$12 billion in new construction has occurred in Surrey in the past ten years. Over 60 major projects completed or underway include Century Group's 52 storey 3 Civic Plaza (mixed use residential, hotel, retail, and Kwantlen Polytechnic University), 6 highrises at West Village, Park Avenue by Concord Pacific with 2,500 homes and 30,000 sq. ft. of commercial space, Lark Group's 8 buildings servicing health care, medical technology, medical specialists, and a Health Tech Innovation Hub. Development at adjacent stations includes the HUB at King George Station and Bosa developments at Gateway Station.

Three speakers, **Bob Ransford, LAI**, Vice President Acquisitions and Investments with Century Group, **Jean Lamontagne** General Manager Planning and Development for the City of Surrey, and **Michael Heeney, Past President of the Vancouver Chapter of LAI**, previously with Bing Thom Architects and recently appointed President of the Surrey City Centre Development Corporation presented the Surrey Centre story. The role of public institutions including Simon Fraser University and Kwantlen Polytechnic and the decision by the City of Surrey to build a new City Hall in the town centre illustrate the role strategic public investment can play in concert with the private sector in revitalizing an existing shopping mall.

Michael Heeney describes the role of creative design in reusing existing buildings to create repurposed spaces.

<https://www.youtube.com/watch?v=THw3314spnY>

<http://www.surrey.ca/business-economic-development/3513.aspx>





*Surrey Regional Centre
Public – Private Investment*



Vancouver's LEW promised travel by bus, foot, transit, and boat. Friday afternoon ended with a 45 minute ride on the region's SkyTrain system from Surrey Central Station to Granville Station in Downtown Vancouver.

On route the ride passed waterfront re-development in the City of New Westminister, Burnaby's Edmonds Town Centre, Burnaby's Metrotown Regional Centre, Vancouver's Collingwood Village, and False Creek Flats. All stations illustrated the relationship between transit and new development.



*Left
Burnaby's Metrotown Regional Town Centre*

*Below
33 acre Brownfield Redevelopment
Collingwood Village Vancouver*



On route participants compared housing costs. Vancouver is the costliest city to buy a home in North America when median home price is divided by median annual family income (2017 study by Point 2 Homes). Comparing prices in cities of some LAI members: Vancouver scored 17.3, San Francisco 13.8, Boston 10.0, San Diego 8.3, and Chicago 5.9.

In Vancouver average new build condo prices are \$1,000 square foot with downtown condos exceeding \$1,559 sq.ft. New one bedroom suburban condos located at transit stops start at \$600 sq.ft.



For **Friday Night Dinner** LEW attendees enjoyed one of Vancouver's many ethnic restaurants. British Columbia is the most ethnically diverse province in Canada. Thirty percent of British Columbians emigrated to B.C. from another country. One-quarter of the people in B.C. are a visible minority. Another five percent of the residents are Indigenous Canadians.

The first migrants of Chinese ancestry arrived in BC in 1788. Today forty-three per cent of Metro Vancouver residents have Asian heritage (e.g. Mainland China, Japan, Korea, Vietnam). This is the highest proportion of any major city outside the continent of Asia. As a result, Chinese restaurants have become popular with both ethnic and non-ethnic Chinese. During the 1980s the number of Cantonese-style restaurants grew to serve Hong Kong immigrants. The post-1997 influx of immigrants from Mainland China broadened the range of Chinese cuisines.



*LEW Chair Garth Evans
Sings for His Supper*

Saturday September 16th Waterfront Communities Cities of Vancouver and North Vancouver



Saturday morning started with three speakers focusing on Vancouver's Inner City moderated by LEW Finance Chair **Michael Mortensen**.



Michael Harcourt, CM, LAI championed the 'Stop the Freeway' movement which fundamentally changed the direction of development in Vancouver. On election to Vancouver Council in 1973 Mike was part of a new Council which led the redevelopment of False Creek into a mixed income community. Mike subsequently served as Mayor of Vancouver from 1981-1986 and from 1991-1996 was Premier of the Province of British Columbia.

Mike spoke about 'Choices and Consequences' of decisions which shaped Vancouver. Specifically the decision to reject a freeway into downtown turned Vancouver's inner city from a 9-5 downtown served by a freeway moving cars from the suburbs into a 24 hour city housing young and old within walking distance of downtown jobs and amenities. Over the years the concentration of new housing downtown combined with new rapid transit lines have resulted in an increase in downtown jobs and a decrease in daily commuting into the downtown by automobile.



Damon Chan, LAI, is responsible for land acquisitions and project management for Westbank, a residential and mixed-use real estate company. Damon provided an overview of a variety of new developments Westbank has built in Downtown Vancouver.



A Collage of Example Westbank Projects in Downtown Vancouver:
<http://westbankcorp.com/about/body-work>



2008 Shangri-La is a Residential, Hotel, and Office complex.



2009 Woodward's Mixed Use Development includes: market & non-market housing, offices, retail, and community space. This project was a catalyst for economic and social revitalization in the Downtown East Side.



The morning LEW talks concluded with **Gil Kelley FAICP** Vancouver's General Manager of Planning, Urban Design, and Sustainability drawing on his previous experiences as Planning Director in Portland, San Francisco, and Berkeley to place Vancouver in a west coast context. The three Cascadia metropolitan areas (Vancouver 2.5 million), Seattle (3.8 million) and Portland (2.5 million) share common attributes of: growing economies and populations; blossoming innovation/tech sector; high value placed on "livability" and "equity"; social and environmental consciousness expressed in policy; commitment to aggressive carbon/GHG reductions; commitment to urban planning and community engagement; and high cost of living / gentrification and displacement issues.

While there is no formal legal identity, Cascadia's three large cities all have metropolitan scale Growth Management Plans which share common strategies: access to nature, walkability, mobility options, economic diversification, inclusivity, housing options (comprehensive affordable housing strategies), energy efficiency / sustainability, long-term resiliency, and cultural expression.

Gil joined the City of Vancouver in September 2016. His first task was to identify current issues and challenges including: diversifying/modernizing the local economy; closing the income/housing cost gap; adapting neighborhood patterns; paying for growth; public life/social inclusion; responding to accelerating climate change and sea level rise. In response his planning initiatives are focusing on: City Core 2050 economic innovation hubs; housing affordability; complete neighbourhoods; financing growth; places for people; Greenest City Action Plan 2.0; and preparing for sea level rise.

Public concerns center on housing affordability which is demographically expressed in a shortage of housing affordable to the "missing middle" – young employees who want to rent near work or transit and young families hoping to purchase a home or who own but wish to upsize to accommodate a family. Structurally the missing middle is expressed by the shortage of housing choice between single family homes and mid-rise apartments.



Gil provided examples of a variety of housing initiatives including infill, rental passive housing, and the next generation of brownfield redevelopment neighbourhoods.

Information about current City of Vancouver planning projects can be found at: <http://vancouver.ca/home-property-development/major-planning-projects.aspx>

Having heard about Vancouver, LEW attendees boarded a boat to view waterfront development.

LEW Boat Cruise



Philip Bonham, LAI, President of Urbanics Consultants started the boat tour with a description of the departure location – Granville Island. In 1972 the federal government assigned management of the 14 hectare (35 acre) industrial site to Canada Mortgage and Housing Corporation, Canada's national housing agency. In 1979, a 50,000 square foot former industrial building was converted into a Public Market. The Island is now home to 275 businesses that employ more than 2,500 people and generate more than \$215-million in economic activity each year.



<http://granvilleisland2040.ca/vision/>



Michael Geller, LAI and Ann McAfee LAI took up the story describing the redevelopment of False Creek. Until the 1960s False Creek was Vancouver's heavy industrial core. In the early 1970's when Vancouver Council said NO to freeways the City needed another way for workers to access downtown jobs. Council's answer was to redevelop nearby brownfield sites into new communities. Responding to the skepticism of the private sector to a demand for inner city housing, the City initiated land trades between False Creek owners. In 1974, 53 acres of City land on the South Shore were rezoned for a mixed income-household community. When American cities were demolishing higher density family housing, Vancouver adopted user based guidelines for *Housing Families at High Density*. The success of the South Shore resulted in the post Expo (1986) redevelopment of 204 acres on the North Shore. East False Creek (14 acres) was redeveloped in 1994, followed in 2010 by the South East Shore initially for the Winter Olympics Athlete's Village. The last parcel, North East False Creek, is undergoing planning for the removal of viaducts for a park and housing. Underlying False Creek redevelopment were Council policies for: a waterfront walkway accessible to all; requiring as a condition of development all infrastructure, parks and community services; and a household and income mix.



North False Creek examples of typical Vancouver tower on podium design. Developers are required to provide full range of infrastructure and community services.

<https://www.youtube.com/watch?v=Sl6SOY2qI5U>

<http://guidelines.vancouver.ca/fc/index.htm>

<http://vancouver.ca/home-property-development/false-creek-south.aspx>

<http://vancouver.ca/home-property-development/northeast-false-creek.aspx>

1970's South False Creek is undergoing re-planning to respond to new opportunities



In Vancouver's Inner Harbour Michael continued the story of brownfield redevelopment surrounding the Downtown. Two adjacent neighbourhoods, Coal Harbour and Bayshore Gardens cover 48 acres. As with other brownfield sites, the City required developers to provide a full range of physical and community services including 2.75 acres (about 1ha) of park for every 1,000 people. Overall net density (excluding parks and non-residential buildings) is 4.5 Floor Space Ratio. City policies required a mix of households and location of buildings and services to facilitate ease of access to the waterfront and between downtown jobs and Coal Harbour housing.



Jennifer Natland LAI, Manager of Real Estate with the Vancouver Fraser Port Authority spoke about the role of the Port of Vancouver as Canada's largest port with the most diversified range of cargo of any port in North America. The Port operates across five business sectors: automobiles, breakbulk, bulk, container and cruise. In 2016, 136 million tons of cargo moved through the port, valued at \$200 billion. The Canada Place cruise terminal serves as homeport for the Vancouver-Alaska cruise industry. The Vancouver Fraser Port Authority borders 16 municipalities and intersects the asserted and established traditional territories and treaty lands of several Coast Salish First Nations. To effectively manage these responsibilities, the Port Authority administers several permitting processes to ensure all developments and activities meet applicable standards and minimize environmental and community impacts. Underlying all decisions is the Port's Vision to be the world's most sustainable port.



<https://www.portvancouver.com/about-us/sustainability/>



Mayor Darrell Mussatto and Emilie Adin, LAI, introduced the City of North Vancouver to attendees. The City of North Vancouver, population 85,400, is recognized for its business friendly approach to planning by pre-zoning areas for development and allowing density bonuses for sites meeting green building standards. In 2017 the City was recognized for demonstrating outstanding climate leadership and preparedness as one of the top 5 cities worldwide who reported to the Carbon Disclosure Project. The City's 6 kilometer (3.7 mile) waterfront, with uses ranging from waterfront industry and marine activity to residential, retail and public spaces, is undergoing a transformation. Lower Lonsdale (LoLo District) is the City's transportation hub and growing cultural and entertainment district.

Mayor Mussatto described Council's vision to deliver a family, arts, and entertainment focused destination. Harbourside Waterfront, a mixed-use community, will be built over 10–15 years. Council has endorsed a new Central Waterfront Development Plan with the objective of adding a 'Third Place' to the City. "The First Place is the place we live – our home, the Second Place is the place we work, and the Third Place is the place we go to hang out -- where we can meet with friends and family in an active, vibrant, collective atmosphere." Projects underway include a partnership with Shipyards Development Ltd. (Quay Property Management Corp.) for development of the Shipyards, the new Audain Gallery made possible through the generosity of philanthropist **Michael Audain, OC, OBC, LAI**, Chair of Polygon Homes, remediation and deck replacement, addition of a new public open space and water features, and continuation of the North Shore Spirit Trail. The challenges of creating a year round gathering place and programming at least 300 days a year were explained by **Lori Phillips**, City of North Vancouver Public Art Officer.



City of North Vancouver Waterfront with the new 16,000 sq.ft. Polygon Gallery

<http://www.cnv.org/parks-recreation-and-culture/city-waterfront/waterfront-highlights>



LEW attendees' wave goodbye to the tour boat and, after a walking tour of the North Vancouver Waterfront enthusiastically led by Mayor Mussatto, boarded the TransLink SeaBus to Vancouver. Many participants were surprised that one ticket worked for both the SeaBus and SkyTrain transit – the advantage of a fully integrated transportation system.





Saturday September 16th
Closing Dinner at the Vancouver Aquarium



LAI Fellows Welcome New Member Alan Nevin



Jordan Peters of the Ely Chapter is presented with the International Member of the Year award in recognition of his many years of contributions to LAI and the community.



Au Revoir Vancouver: Vancouver's LEW concluded with Rick Cook, Garth Evans, and Michael Heeney passing the LEW baton (smoked salmon) to Susannah Bergmann of the Baltimore Chapter

Vancouver's LEW Organizing Committee ends this Scribe Report with 10 suggestions for future LEW organizers:

1. Read the LEW Planning Guide found on the LAI web site.
2. Have a large committee so work can be shared.
3. Use e-mail to keep things moving supplemented by monthly meetings.
4. Start planning at least a year ahead. Book the LEW hotel as early as possible and well before the preceding LEW. Chances are potential delegates will book a room long before they register with LAI to attend. Start gathering sponsor commitments. Order goodie bags in time to get sponsor/LAI logos.
5. Confirm transportation and presentation logistics with field visits.
6. Plan for 10 minute presentations leaving time for questions and discussion.
7. Don't fill the weekend with presentations – include time for socializing before dinner/events.
8. Assign tasks such as providing assistance with mobility, registration, photographing the weekend, and herding folks on and off transportation to specific individuals – don't leave it to chance, the last minute, or hope the Chair/ Chapter President/ Program Chair will cover.
9. Provide local Chapter members with distinctive name badges and guide flags.
10. Read the LEW Planning Guide again and have LAI Head Office on speed dial.



Prepared by Vancouver LEW Scribe Ann McAfee