

## Best Practices Trip to Vancouver BC: Program Notes – November 4, 2005

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**7:50-8:00am**

Randy Miller, Chairman, Portland Ambassadors

### **WELCOME AND INTRODUCTION...**

Thank you all for taking the time to participate in this trip.

Vancouver is definitely a ‘hot’ city – from tourism to urban design; from workforce to competitive business costs; from infrastructure to quality of life – this region continues to set high standards on how to grow a great city.

During the Best Practices visit, the Portland delegation will learn how Vancouver is capitalizing on its opportunities, meeting the challenges of growth, and planning for the future to ensure that this community remains dynamic, competitive and world class.

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**8:00-8:45am**

David Park

Assistant Managing Director and Chief Economist

Vancouver Board of Trade

### **“THE EVOLVING BC ECONOMY: FROM BUST TO BOOM”**

- British Columbia economy is evolving, although some of the driving forces remain the same.
- Historically, resource industries have been foundation of province’s economic performance.
- For decades the BC economy was among leaders in Canadian provinces; however for much of the 1990s the BC economy was flat (between 1991-2000, BC was last among provinces in terms of real economic growth on a per capita basis).
- Under influence of new provincial government (took office in 2001) BC economy changed and in 2004 at 3.9% was the highest of any province in Canada.

- From 2001-2004, growth in the private sector was 26% (second to Quebec) and housing starts nearly doubled.
- May 2005 unemployment rate was 5.7% (lowest in 25 years).
- BC's economic performance over past four years has been remarkable; prospects for next few years appear very favorable – modest inflation, low interest rates, stable currency, continuing buoyant growth in Asia and economic progress in US.
- Very strong growth of economy in China is major factor in growth of BC economy – surge in price of commodities produced in BC plus large increase in volumes shipped through ports key to prosperity.
- Build up to the 2010 winter Olympics will help to sustain economic growth.
- Estimates of economic impact of games include over \$700 million in capital investment on facilities and \$600 million on highway improvements; direct and indirect effects will include 100,000 person-years of employment and \$3.4 billion in wages, salaries and benefits
- Variety of other capital investments also underway/planned – e.g. expansion of Vancouver Convention Center, two large rapid transit projects in Vancouver, major new bridge across the Fraser River, more than \$1 billion in airport expansion, and a like amount spent on new electrical transmission lines. All total: new projects involve expenditures of approximately \$10 billion between 2005 and early in next decade.
- BC is once again economic leader among the provinces of Canada.

#### Q&A

- Immigration policies for workers? No matter how educated if they cannot speak our language.
- Workforce needs – high skilled as well as truck drivers.
- China/Asia economic expansion provides excellent opportunities for BC – but work (and \$s) needs to be directed at the infrastructure and Port.
- Vancouver has natural boundary – build up not out is proven successful.

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**8:45-9:30am**

Ken Veldman

Director of Business Development

Vancouver Economic Development Commission

**“A REMARKABLE CITY ATTRACTS REMARKABLE PEOPLE—  
ECONOMIC DEVELOPMENT STRATEGY FOR VANCOUVER BC”**

- In today’s globally competitive economy, Vancouver cannot rely solely of its status as one of the most livable cities in the world to attract top-quality business and top-quality people.
- Commission’s mandate is to promote city of Vancouver as favorable destination for business and investment.
- Commission is funded by city (4 person staff), \$1million CA budget.
- Commission partners with local organizations and Canadian consul network to identify and market Vancouver’s competitive advantages to business around the world.
- Why Vancouver? Located midway between Europe and Asia in Pacific time zone; business can be conducted with all continents during course of one business day.
- BC has fairly distinct advantage over major West Coast US cities re costs (exchange rate).
- Combining its infrastructure strengths with highly educated, multicultural workforce, Vancouver enjoys exciting growth in international business and trade.
- Vancouver’s economic drivers continue to be the resource-based industries (forestry, mining, oil and gas); landscape is being reshaped by increasing growth in technology, film production and tourism.
- 66% of BC exports are to the US.
- Key sectors: Biotechnology, Environmental Business, Film & TV, New Media, Telecom and Wireless.
- New Media (video games) is very fast moving sector: over 300 gaming companies in Canada – with rise in the development of games created specifically for mobile devices.
- BC is hub (44% of companies) for new media.

- 43% of new media companies expect more than 10% growth in revenue in next year.
- 55% of new media companies are developing proprietary technology.
- North America is the most important market for Canadian companies; Europe second and China third.
- BC's new media Industry strengths: global leader in content development; seasoned/highly skilled talent, good education and emerging talent pipeline; boot-strapping capabilities (high level of innovation with small amount of investment); high level of innovation.
- Threats to current success: skill shortages (trades, applied sciences, technology); trade restrictions, border security, trade agreements; land availability; transportation infrastructure; maintenance of quality of life.
- Vancouver Economic Development Commission will continue to get the message out that Vancouver is vibrant, innovative and connected --- where successful businesses want to be.

#### Q&A

- Winning Olympic bid forced region to look at infrastructure.
- Projects underway/planned are being fast-tracked to get done by Olympics (new bridge, highway improvements, rapid transit).
- 50% of downtown business directly attributable to resources.
- What happens after Olympics is huge concern (major ramp up and then what).
- Business attraction outreach strategy? Small budget restricts marketing; US is still #1 market (china #2); efforts to capture growth/expansion of local companies.
- Olympics/sports events have ripple effect throughout local economy
- Olympics provide global branding opportunities.

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**9:30-10:15am**

Rob Bennett

Project Manager, Office of Sustainability

City of Vancouver

*(prior to taking his new job here in Vancouver, Rob was with the City of Portland where he established Portland's Green Building Program, which has become a national model for integrating technical assistance, incentives, and policy implementation*

**“VANCOUVER’S SUSTAINABILITY VISION:  
PUTTING PROJECTS ON THE GROUND”**

- City of Vancouver is frequently cited as one of the most livable cities in the world. – challenge is how to sustain that livability as city grows.
- In April '02 the City adopted formal policy on sustainability. As city grows and changes, principles of sustainability will be blueprint for moving forward.
- A sustainable city by definition is one that protects and enhances its immediate and long-term well-being – taking into account ecological, social and economic impacts of the decisions and initiatives pursued.
- Recent sustainable initiatives include: Economic sustainability, transportation, building and development, energy use, environment, solid waste/stormwater management, social sustainability/public participation.
- In next 20 years, estimates predict 100,000 people will live downtown and 175,000 will work there.

Sample of Sustainable projects underway to ensure Vancouver's livability:

- Greenways – paths designed for pedestrians and cyclists that enhance the walking and riding experience and provide different ways to move throughout city; network of 14 routes extend almost 140 kilometers.
- SE False Creek – a 36 hectare (80 acre) swath of former industrial land is the last large piece of industrial waterfront property downtown being converted to 6 million sf development (complete community design). For its conversion to residential property, a development plan was put into place to make it a model sustainable community: network of paths and streets that promote walking, cycling and transit; goods and services within walking distance; accessible parks, community and childcare facilities and other amenities; buildings and development constructed to

meet LEED requirements (industry standard for designing and constructing green buildings and elements).

- Greener lights – in 2002 the City teamed with BC Hydro to retrofit Vancouver's 670 traffic signals with LED (light-emitting diode) lights. These lights use 80% less energy, can last 6 to 10 times longer than conventional light bulbs, and save taxpayers about \$250,000 annually on electricity bills and nearly \$110,000 on maintenance.
- Urban forestry – estimated 1.6 million trees in parks and streets; aesthetic value and enhances ability to absorb air pollutants, including particulate matter, ground level ozone and carbon dioxide.
- Solid Waste/Stormwater Management – in 1989 Council approved solid waste reduction goal of 50%.
- Landfill Gas Utilization Project – methane gas captured from the Vancouver landfill is being used to generate heat and electricity
- Cool Vancouver -- City Council engaged city/regional stakeholders to participate in a series of meetings to provide advice and guidance on the development of the City's Climate Change Action Plan (reduce climate changing greenhouse gases, to reduce energy consumption and to create a more sustainable city).
  
- One Day -- the City of Vancouver's community engagement process supporting its Community Climate Change Action Plan; One Day is about taking small steps to make Vancouver the cleanest, greenest, healthiest city in the world...by making small changes (at home and in travel), citizens can play a big part in reducing energy consumption and cutting down on harmful emissions. It's also a great way to stay fit, be a leader, and protect the quality of life all of us in Vancouver enjoy.

## Q&A

Public involvement component is way behind Portland; Rob will be working immediately to improve

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**10:15-10:30AM**

**BREAK**

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**10:30-11:00am**

Carol Nelson, Director of Marketing NA, Tourism BC

and

Walt Judas, VP Marketing Communications & 2010 Strategies, Tourism Vancouver

**“TOURISM: THE 10 YEAR PLAN  
AND THE BC PERSPECTIVE”**

- In September 2004 the provincial government doubled Tourism BC’s marketing budget from \$25 million to \$50 million (hotel tax and govt appropriation)
- Over the next 10 years, Tourism BC will be implementing programs that work toward two long-term outcomes: (1) double provincial tourism revenues to \$19.6 billion by 2015; and (2) maximize the long-term tourism benefits of the 2010 Olympic and Paralympic Winter Games for all BC.
- Tourism BC has aligned programs along 4 key strategic priorities: (1) Attract more volume from BC residents and other close-in markets (markets that generate more trips per person); (2) Increase business from high-yield markets (markets that generate more dollars per trip); Enhance the visitor experience; and Improve tourism business market readiness.
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- Tourism Vancouver’s team includes 75 full time, 19 part-time and many seasonal/contract positions and 75 volunteers.
- Tourism Vancouver’s vision is to become the best destination sales, marketing and visitor servicing organization in the world.
- Tourism Vancouver is a business association representing approximately 1,000 members.
- Tourism Vancouver’s goal is to attract visitors to the region, encourage them to stay longer and ensure they return.
- Business opportunities from the winter Olympics in 2010 will be bigger than the world’s fair in 1986.
- Tourism BC is starting seven marketing projects within Canada and other countries. By next year, the agency will have customized web sites for the

UK, Australia, Korea and China. (They've had Japanese website for couple years and response has been outstanding).

- An estimated \$620 million CA of capital construction will occur from 2004 to 2010; e.g. renovations to existing facilities and venues, new facilities and operating endowments for post-Games use.
- Revenue estimates are \$1.2 billion to \$1.3 billion CA from broadcast rights, sponsorships, merchandise sales and ticket sales, which will offset the \$1.3 billion cost of staging the Games.
- The Games will focus international media attention on Vancouver and Whistler, increase tourism, and generate new business investment.
- The 2010 Olympics promise facility and sport legacies, social housing, and catalyst for public infrastructure improvements that benefit all residents in the Sea to Sky Corridor and beyond.
- According to a recent economic study by the provincial Ministry of Competition, Science and Enterprise, a winning 2010 Bid combined with an expanded convention center in Vancouver could result in the following economic benefits:

--Generate up to \$10 billion in direct economic activity.

--Create about 228,000 direct and indirect jobs throughout the province.

--Result in up to \$2.5 billion in incremental tax revenues.

- As part of 2010 strategies, Tourism Vancouver is building on new promotion that promises to exceed visitor expectations... deliver superior value...spectacular destination that is safe, exciting and welcoming to everyone
- Bottom line tourism goal:  
More People – Stay Longer – Spend More Money!

## Q&A

Tourism and the economy – appreciation for the value of hospitality industry jobs and tourism in general is an on-going education process (e.g. it's not hospitality vs. high tech – successful cities/regions embrace both).



## **11:00-11:30am**

Sam Corea, Manager of Editorial Services

Vancouver Organizing Committee – 2010 Olympic & Paralympic Winter Games.

### **“2010 GAMES OVERVIEW: THE VANOC PERSPECTIVE”**

- July 3, 2003, Vancouver BC named host city for 2010 Olympic and Paralympic Winter Games
- The Vancouver Organizing Committee was incorporated September 30, 2003 – governed by a Board of Directors, representing the Government of Canada, Government of British Columbia, City of Vancouver, Resort Municipality of Whistler, Canadian Olympic Committee, Canadian Paralympic Committee and local First Nations.
- The committee’s responsibilities are to plan, organize, finance and stage the XXI Olympic Winter Games and X Paralympic Winter Games.
- The official emblem of the 2010 Winter Games is contemporary interpretation of the inukshuk – called ‘Ilanaaq’ which is Inuit word for friend.
- Olympics sports facilities are scheduled to be completed by 2008 – to allow for two years of international competition prior to the Games.
- Olympic Games events will be held in Vancouver, Whistler, Richmond and Cypress Mountain in West Vancouver.
- Ceremonies will be held @ BC Place Stadium in Vancouver’s city center.
- Athlete villages and media facilities will be located in Vancouver and Whistler.

#### Quick Facts:

- 17 days of Olympic Games events, from Feb 12-28, 2010
- 10 days of Paralympic Games events, from March 12-21, 2010
- 5,000 Olympic Games athletes and officials
- 1,700 Paralympic Games athletes and officials
- 80+ countries participating in Olympic Winter Games
- 40+ countries participating in Paralympic Winter Games
- 10,000 media representatives
- 3 billion worldwide television viewers

## Q&A

- NBC paid \$825 million for broadcast rights
- When the games are over...the organizing committee is out of work.

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### **11:30-11:45am**

Cheryl Schell, US Commercial Service Representative  
US Consulate General, Vancouver BC

#### **“OPPORTUNITIES FOR DOING BUSINESS IN CANADA”**

- 2010 is not that far away.
- Many of the US \$7 billion dollars worth of projects directly an indirectly related to the 2010 Olympics are starting now.
- It is critical to establish key business relationships in BC as soon as possible in order to take advantage of the bonanza of opportunities created by the 2010 games.
- Winter Olympics have acted as catalyst for BC economy – moving many major projects ahead faster than normal: (1) new high speed commuter rail line (RAV) between Vancouver Intl Airport and downtown, (2) upgrading of the Sea-to-Sky highway between Vancouver and Whistler, (3) major expansion of the Vancouver Exhibition & Convention Center, (4) major expansion of the Vancouver Intl Airport and the Port of Vancouver, (5) a variety of area transportation projects (Translink).
- Capital costs for construction projects directly associated with the 2010 Winter Games are estimated at approximately US \$1.6 billion. The federal and provincial governments have committed to spending US\$190 million toward the events.

#### Opportunities for US firms:

- The BC economy is currently Canada’s fastest growing market, with a boom in both commercial and residential construction.  
There is a lack of construction materials and equipment. US contractors, architects and engineering consultants will find good possibilities for productive strategic alliances with BC firms.
- There are numerous export opportunities for US manufacturing firms: e.g. electrical and plumbing equipment, artificial turf, stadium seating,

television screens, public announcement equipment, industrial heaters, health science equipment, fitness equipment, radio communication equipment.

- In addition to specific services, equipment and supplies related to 2010, the economic boom the province is currently experiencing will provide a myriad of opportunities for US companies in most industries and sectors.

The US Commercial Service: *(many services have fees attached)*

- The Commercial Service of the US Dept of Commerce offers a number of highly effective programs to help export-ready companies identify and establish business relationships in foreign markets.
- The Gold Key service is particularly effective in helping US companies to identify potential foreign distributors, representatives, joint-venture partners etc. The Commercial Service arranges appointments for US companies with pre-screened business contacts whose interests and objectives match those of the US firms. The Commercial Service offers a number of other services/resources (including customized market research and key contact lists) to assist US companies entering or expanding in foreign markets.
- The Canadian market in particular represents good 'first step' for US small-to-medium sized enterprises (SME).

Q&A

It's not too late to capitalize on the 2010 Games...but don't wait!

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**11:45am**

**LUNCH**

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**12:00-12:40pm**

Soren Harbel, Assistant Deputy Minister  
Ministry of Economic Development

### **The Economy...2010 Olympics...The Future**

- Past four years BC's economy has made significant strides; economic indicators show continued improvement -- construction is booming, retail sales are up, unemployment is down, jobs are at record numbers, people no longer fleeing the province and those who left in the 90s are moving back.
- Recent history has been very very good – the best is yet to come.
- As important as the Olympics will be – not an end in themselves, but rather a means to an end.
- Olympics provide huge opportunity to showcase BC to the world and to generate long-term interest for people to visit, invest, buy products, come here to live.
- One goal the Premier has set for the next decade is to generate more jobs per capita in BC than in any other province.
- Economic development is about the future and the key shift that is being led by the Premier is that BC's future is the Asia Pacific.
- Asia's economies are developing at phenomenal rate.
- The International Monetary Fund (IMF) forecasts China's economy to grow by nine percent this year.
- The IMF has also doubled its growth forecast for Japan this year.
- With Asia's growth come opportunities for BC – huge role in the flow of trade and investment across the Pacific.
- Greatest strength in BC is people – educated, experienced, skilled, traveled, knowledgeable.
- Currently, four in five immigrants to BC come from Asia.
- 22% of BC's population is of Asian heritage – highest of any place in North America and nearly three times higher than it was 20 years ago.
- Approx 88,000 people from Hong Kong currently live in BC.
- Immigrants who have worked in Asia are in a unique position to be BC's most credible ambassadors, i.e. business agents for BC's future.

- Hong Kong and Canada have very close economic and trade relationship – more than 150 Canadian companies have offices in Hong Kong (ranging from technology, engineering and construction to financial and insurance services).
- Asia-Pacific container traffic to North America is forecast to expand by 300% in the next 15 years.
- Chinese government wants to move an extra 16.5 million more containers in the next few years.
- Just one percent increase in BCs total container traffic equals 4,000 new jobs and a quarter-billion dollars each year for economy.
- Investments being made in road and rail networks as well as airports.
- More than one-million job openings are projected over the next 12 years.
- Challenge is to find skilled trades people – concerted effort (w/\$s) being directed at attracting young people to the trades.
- Just little over 1500 days until opening ceremonies of 2010 Games – many opportunities for businesses that can provide vast range of goods and services.
- Bottom line: BC's economy will continue to move forward...capitalizing on opportunities in Asia, building on last 4 years of prosperity, showing the world BC is the best place on earth to live, work and invest.

#### Q&A

- Province investing \$600 million in Games.
- Between now and Games there will be annual reports on investment/return on investment.
- BC has more in common with rest of West Coast than with rest of Canada (Asia Pacific connection)

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**12:40-1:00pm**

Maverick Motor Coach to:

**CITY OF VANCOUVER/515 WEST 10<sup>TH</sup> AVENUE, RM 406**

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**1:00-2:00pm**

Larry Beasley, Director of Current Planning

City of Vancouver

*(Recent credits: The United Nations honored Mr. Beasley's work in 1996 as one of the "World's 100 Best Planning Practices," the Royal Architectural Institute of Canada recently conferred on him its 2003 Medal of Excellence as "Advocate for Architecture." This year he was made a "Fellow" of the Canadian Institute of Planners. AND Mr. Beasley was recently appointed a Member of the Order of Canada – Canada's highest honor for lifetime achievement.)*

**“GROWTH AND DEVELOPMENT  
MANAGEMENT IN VANCOUVER”**

- Vancouver has been and continues to be in a dramatic process of rethinking and restructuring especially in the core – through this process it is becoming 'city by design'.
- Lacking few contemporary examples to emulate, Vancouver framed a made-at-home urban model founded on basic organizing principles for downtown housing.
- As it re-invents itself, Vancouver is becoming a different kind of North American city that challenges the norms; a city that is more healthy, interesting and sustainable (and more profitable) than most North American cities.
- Most powerful policy responsible for shaping Vancouver's inner city is its intensive, residentially-based growth strategy: 'Living First' – leading to a highly differentiated image for Vancouver, and to a quality of mixed-use and vitality unprecedented in the city, and has engendered an economic miracle for the city.

The Living First Strategy (aka Vancouver Model):

- Limit commuter access into downtown and let congestion be any ally in a household's decision to live downtown or in the suburbs. Vancouver doesn't have a freeway system, so its downtown is not connected by freeways to growth areas at the edge. A farmland reserve and secure Crown forests further limit the suburban options. Walking, biking, and transit get priority for both space and spending.

- Develop complete neighborhood unit at a pedestrian scale with mixed use, an infrastructure of necessary utilities and amenities, an associated local commercial high street, and phasing to make ancillary amenities available as people move in and need them. It was necessary to include what sociologists call the essential “third places,” after home and work, where people gather to create the tangible society of their neighborhood.
- Insist on a rich housing mix, including both market and non-market housing, mixed incomes, family and non-family households, special needs housing, and unique housing choices (e.g. houseboats and lofts).
- Whenever possible, the city attempts to bring an economic ecology to each district on the principle that home, work and services should be as close together as possible.
- Use and special treatment of the public realm are necessary to express community identity and provide for community social life; e.g. sidewalk beautification and street art and unique styles of lighting and signage. The sidewalks become the effective living rooms of the neighborhoods.
- Open space and green linkages bring both amenity and image to each neighborhood -- 65 acres of new parks added to the Downtown in the 1990s. Everything is tied together by walkway/bikeway system. The water’s edge is dedicated to the public, at the time of zoning approval, and must be delivered fully developed for recreational use. This is Vancouver’s single most popular civic initiative, stretching over 20 kilometers out from the core.
- It is absolutely necessary to ensure that the cost for public utilities and facilities are borne primarily by the development that must be served. In principle, the city avoids burdening the existing taxpayer with the costs of this growth.
- With every new neighborhood, the city has learned more and pushed the boundaries on environmental sustainability.
- The city’s planners depend on traditional relationships between the street, sidewalk, building wall and among buildings to solve many of the problems in making high densities work. In turn, high densities can generate enough value for a project to carry quality materials, great on-site amenities, and a nice contribution to the neighborhood’s infrastructure.

- Highrise design guidelines, enabled by zoning, emphasize thin towers with small floor plates, and the base of the tower is hidden behind nicely scaled minimum three-story street wall – at street level the towers almost disappear from one’s perception.
- Retail and other on-street uses are separated to manage noise and to bring housing right down to the sidewalk level; blank walls are not tolerated, which forces the incorporation of doors, porches, stoops, windows, terraces, and almost any fascinating detail at sidewalk eye level.
- Neighborhood sidewalks are lined with grass boulevards and at least a double row of street trees.
- Vehicular crossings of sidewalks are minimized, individual garage doors are banned from the streetscape.
- Almost all parking is underground except for the traditional short-term, curbside parking on local streets.
- Above or below-ground walkways are not allowed, as they prevent people from coming together on the public sidewalk.
- Views are carefully managed. Sun access and shadows are manipulated with a painterly touch.
- The underlying theme in Vancouver’s strategy is to bring out the competitive advantages of the urban lifestyle -- going to the theater, being minutes from great restaurants and shops, taking an evening stroll, biking to work, and connecting with all kinds of people is what the urban lifestyle is all about. For Vancouver, this has a powerful attraction for an ever-widening cross-section of citizens.
- The other part of this theme is to facilitate a life experience even more exciting and convenient, yet equally as safe and secure, as that offered in the suburbs.
- Without the strong political commitment and wide public buy-in of the “living first’ strategy, Vancouver would have been light years behind where it needed to be to position itself for success in the 21<sup>st</sup> century.
- The city would not have drawn the flood of investment that has kept its economy strong. Planners would not have learned how to design/manage high-density housing and neighborhoods. City would not have leveraged the public goods that support so much other growth. Most of all, the city



would not have realized its dream for an urban lifestyle drawing people back from their 50-year romance with the suburbs, bringing with them their resources, energy, and creativity to build the kind of remarkable city that an extraordinary natural setting and the city's people so richly deserve.

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**2-4:00pm**

David Ramslie, Planner/Urban Designer, City of Vancouver  
Andy Coupland, Planner, City of Vancouver

**“A GUIDED TOUR OF VANCOUVER’S DOWNTOWN NEIGHBORHOODS”**

Tour of Vancouver’s new neighborhoods – Yale Town, Downtown South, Triangle West and Coal Harbor and stop at Vancouver’s oldest downtown high density neighborhood – the West End.



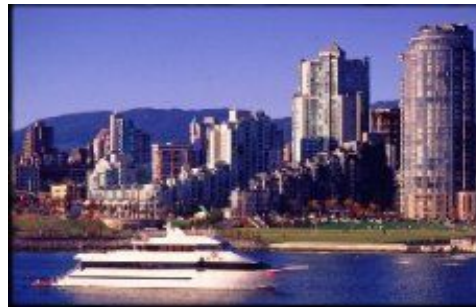
GasTown



Robson Street



Stanley Park



YaleTown

## Attachment to Final Report

### Comments on trip submitted by Delegates

Vancouver is doing much better job of capitalizing on its Pacific Rim location than us, to our loss. We should consider major initiatives to encourage, not just business links but also in-migration by Asian residents with economic development connections to help strategically build strong links in the future (“cultural connections to Asian biz”). The same is true for other Pacific Rim and European locations with which we have strong transport links.

Vancouver is doing much better job of strategically and economically partnering with the communities in its environs than us. How can we identify and strengthen these critical synergies, which are really statewide in our case?

Portland’s competitive advantage as a center of green development and business is fading relative to places such as Vancouver (and Austin, Pittsburgh, New York, Boulder, Seattle etc) and will be lost to us if we do not think and act more boldly. Many of our own folks in leadership positions are still mired in old models of economic development, including largely thinking of sustainable business as just a ‘sector’. Vancouver clearly understands that Green (environment, livability, cachet, attitudes, options, and branding) + Green (leadership, marketing, local business strength, energy, government & business practices, infrastructure, buildings and industries) = Green (dollars, economic development and growth, and a sustainable economy). A great opportunity, for example, is the Apollo Alliance’s strategy to capture a major portion of the roughly \$5 billion in economic leakage we now forfeit to fossil fuels while we live in the state with arguably greater per capita alternative energy reserves than any other.

Vancouver is time capsule into our real estate future – vertical growth in the CBD, condo prices higher than single family homes (for average price per sf). Vancouver has 29 high-rises under construction vs. Portland’s 10-14 planned or already broken ground. Prices in Vancouver about 20% higher than Portland – entry level condos in the \$500 per sf vs. our \$250-300 sf.

Portland has much more culturally going for it – museums, # and quality of restaurants.

Portland (e.g. the Pearl) ahead of Vancouver in developing neighborhood feeling in new downtown neighborhoods – grocery stores, dry cleaners, hardware stores etc.

Always have been amazed by the beauty of Vancouver and how vibrant a city it seems. Now we see how deliberate they have been in building their city. But they don’t seem to have much of an eco devo strategy.

There were a few aspects of their tourism strategy that I thought were right on. There are a lot of young people out there with no kids who travel a lot and have a lot of money to spend. The Gay/Lesbian market seems a good market for Portland, being as tolerant as we are compared to some other places in the US. Too bad our recent initiatives threaten this reputation.

Economic recovery with natural resources – especially in the interior, but is having impact on Vancouver and is the reason office space is tightening. Both China and life sciences big drivers in current economy.

45% of new growth is Asian.

The VEDCD (like our PDC) is funded by city of Vancouver and has R&D credits for new businesses but not much else for incentives. No entrepreneur policies or incentives. Most new businesses are retail. Growth sectors are tourism, still some film, creative, finance, some advanced manufacturing. Targets are wireless, biotech, medical devices, alternative energy. Vancouver is largest video game hub in world – so lots of game developers. Film industry has plateaued due to exchange rates – it's a footloose industry and moves on whim. They have skill shortages which is big problem and raising costs; land availability is real problem for business expansion.

Sustainable development is integrated throughout city – sr. management very engaged. Vancouver is highly regulated – driven much more by city than private developers. Civic buildings—LEED requirement.

Tourism big driver. Need to identify 'brand' for Vancouver similar to Portland and Oregon. Their 'POVA' has 1000 members – they turn away some, and members feel prestigious to belong. Growing sports destination and they are marketing it; also want to be disabled-accessible, and attract the gay/lesbian communities. They focus \$\$ on travel-influencers not necessarily the individual consumer.

One of the most interesting parts of the trip was an adjunct activity organized by Metro – walking tour of downtown with two professors (urban geography prof and a transportation expert) from Simon Fraser University. Very enlightening. Something to consider for next trip.

Great event. Good attention to details made event run very smoothly.

I was pleased to be part of this delegation and would enjoy doing so on future trips as appropriate.