

VANCOUVERISM SUSTAINABLE FUNCTIONAL EFFICIENT LIVABLE

Principles and approaches
of Vancouverism



CONTENTS

Vancouverism	4
Governance.....	8
Urban Planning	12
Sustainable City Building.....	16
Transportation Planning + Funding.....	20
Public Engagement + Capacity Building	24
Biographies.....	28



VANCOUVERISM

A primer for interested parties

Canada's western-most big city is a perennial favourite on the list of the world's most livable. It is, by any standard, a most beautiful urban centre. And by national or international standards, it is safe, healthy, convenient and well-stocked with the infrastructural, architectural and cultural components that make for a rich urban experience. But around the turn of the 21st century, city planners and architects started noticing something that was unique and admirable about Vancouver – a style that was worthy of being copied or emulated elsewhere. They called it “Vancouverism.”



One of the first reported usages of the term was in a 2005 *New York Times* article by Lisa Chamberlain, Executive Director of the Forum for Urban Design. She wrote:

“Vancouverism is characterized by tall, but widely separated, slender towers interspersed with low-rise buildings, public spaces, small parks and pedestrian-friendly streetscapes and facades to minimize the impact of a high density population.”

That's an excellent description of the *result* of Vancouverism, as it evolved in its west coast Canadian context. But it misses a critical point:

Vancouverism is not a result. It is not a building style or even a planning template. Rather, it is a philosophy, an approach – perhaps a discipline – that allows city builders to create dense, urban communities that are more functional, more cost-efficient, more sustainable, and more livable – communities that work and that people enjoy. Larry Beasley, who was the City of Vancouver's co-director of planning during the years when Vancouverism emerged, says that while other North American cities were struggling with the failed auto-centric development model: “We showed how density and mixed use in a walkable community can be a

good experience – a joyful, fulfilling experience that isn't the suburban."

It is AECOM's pleasure with this document to gather together the most prominent planners, architects, administrators and political leaders, who were instrumental in bringing the form to life. They have formed the Exporting Vancouverism Alliance with an eye to sharing Vancouverism's most successful ingredients. And AECOM is committed, with this publication and ongoing efforts to stand in support.

Alliance Chair Mike Harcourt, who served both as Mayor of the City of Vancouver and as Premier of the Province of British Columbia, traces Vancouverism back to the city's activist roots and especially to a 1970s campaign that he led to block a freeway that was threatening to overwhelm two much-loved urban neighbourhoods. The campaign did more than protect the city's small downtown peninsula from the automobile; it energized generations of Vancouverites who wanted to continue participating in the planning of their city.

Most Vancouverism Alliance members attribute at least part of the form's success to community engagement. The architect Joyce Drohan, Director of Urban Design at Perkins + Will Canada, says Vancouverism needs three things: a visionary City Hall; a willing public; and a talented, multi-disciplinary team that is capable of delivering an excellent finished product.

Judy Kirk, CEO of Kirk and Co. Communications and a one-time

Director of Communications for the Metro Vancouver regional government, says those first two elements are closely linked – that political vision often relies on successful public engagement: "A good project, based on wide consultation and public consensus, will always enjoy the kind of support that gives decision-makers the confidence to make difficult decisions."

Gordon Harris, who as President and CEO of the SFU Community Trust oversees development of UniverCity on Burnaby Mountain, agrees, saying, "Vancouverism is not about design. It's about engagement and the disciplined process of consultation. It's about helping the residents of affected neighbourhoods and the denizens of City Hall arrive at a shared vision of what's in the public interest." If you're not engaging – if you are not actively pursuing the public good – "then all you're doing is building buildings," Harris says.

In addition to a spirited public conversation, Vancouverism also arose from a passionate public relationship with the environment, says Nola Kate Seymoar, past president and CEO of the University of British Columbia's International Centre for Sustainable Cities. Unlike the residents of other large cities, where the grandeur – or fragility – of the natural environment is out of sight, Vancouverites are constantly in touch with the ocean and mountains, with the forests and wildlife that encroach upon the edges and flourish in the parks of the city. Water access and mountain views are highly valued

socially and add a huge premium to the value of land and buildings.

Jane Bird, project manager for Vancouver's hugely successful Canada Line rapid transit project, says the ocean and mountains also provided another factor – setting up physical constraints that made typical North American growth patterns impossible. Vancouver is hemmed in by the Pacific Ocean to the west, the

AECOM is pleased to play a role as facilitator of the Vancouverism Alliance, supporting an ongoing discussion on the management and development of more livable and sustainable urbanism.

Coast Mountains to the north, the U.S. border to the south and a permanently protected – and incredibly valuable – agricultural reserve to the east. Unable to sprawl, the city was forced to learn how to make density a benefit, not a problem.

Michael White, a former assistant to Beasley at Vancouver City Hall, says the Vancouverist approach depended upon a set of principles that are "sound, portable, transferrable and applicable everywhere." These include building communities that are walkable, that feature mixed-use buildings, diverse housing choices, community amenities and services and good transportation choices. White, who has been working with Beasley implementing a major urban

development plan in Abu Dhabi, says that you cannot sensibly drop a typical Vancouver tower-and-podium in the desert and call it Vancouverism. But if you consult successfully and honour the local cultural and material environment, you can generate all the same benefits of functionality and livability.

For Ken Cameron, the long-time Manager of Strategic Planning in the Metro Vancouver regional government, it's also very much a question of maximizing value for money. As more and more people move from rural to urban environments in the next two or three decades, "trillions of dollars will be spent building our cities," Cameron says. Using the principles of Vancouverism, "we can do it right, for less."

Which comes back to Alliance Chair Harcourt's own succinct definition for Vancouverism: "Getting it right, most of the time."

The principles, approaches – the keys to understanding and applying Vancouverism in any urban environment – can be found in the sections that follow.



Jonathan Tinney
Principal – Design Planning +
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GOVERNANCE

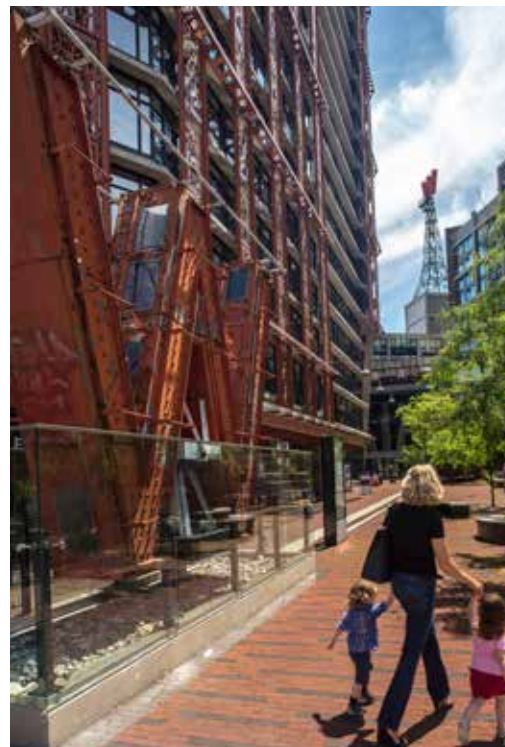
As a mid-career planner, Michael White has remade communities under a range of starkly different governance systems, from the obstreperous democracy of Vancouver to the autocracy of Abu Dhabi. Yet, now he is struck not by the differences, but by the similarities. White says: “Wherever you are, the interests and motivations are still similar.” In every country and under every form of governance: “Human nature is the same.”

Accordingly, there are four guidelines that can either work everywhere or push the planning process in a positive direction under virtually any form of governance.

Get out of the way

This advice comes from the City of Vancouver’s former co-Director of Planning, Larry Beasley, who says planners should always consider themselves to be facilitators rather than enforcers. “It’s deplorable to make people outlaws,” Beasley says, pointing as an example at rules that once forbade the development of secondary suites in Vancouver even though they have been accepted by residents in neighbourhoods all over the city.

Beasley hastens to add that he is not advocating a libertarian withdrawal



of regulation. “Vancouver is one of the most heavily regulated markets in North America.” But, Beasley says, “you should always have an audit function to evolve or get rid of bad regulations,” which he defines as prohibitions of things “that any reasonable person would allow you to do.” The market, he says, should be encouraged to innovate.

Get others out of the way

Nola Kate Seymour, past President and CEO of the International Centre for Sustainable Cities, says she’s watched, in cities all over the world, as progressive or sustainable



innovations are blocked by “experts” or regulatory enforcers whose job descriptions often demand – or at least promote – direct interference in development. These might be health inspectors who forbid outdoor tables or, one of Seymour’s favourite examples, a fire chief with a penchant for extremely large and “efficient” fire trucks.

“This happened in a town in Washington State,” Seymour says. The fire chief kept buying larger and larger trucks and then insisting that all new residential subdivisions have roads wide enough to accommodate them. Once the chief understood

the counterproductive impact of his dictates, he went back to smaller, more adaptable vehicles. Seymour says, “you want to figure out who’s in a position to block good decisions and work with them or find ways to get around their rules.”

Start small to build trust and confidence

Ken Cameron, former Manager of Strategic Planning at the regional-level government of Metro Vancouver says it’s tempting in government to say that as the cliché has it, “go big or go home.” The problem, Cameron says, especially in young organizations or when dealing with new partners, is that “you find that most of the time, people go home.”

So, it’s important to identify small projects that can demonstrate both the reliability of a new organization and the capacity to achieve a common interest.

Plans built on sound principles and common interests establish their own legitimacy

This is a macro application of something that Vancouverism recognizes on the micro level: that plans arising from broad consultation and consensus are more likely to achieve wide support – and more likely to be good plans.

Cameron points once again to the experience of Metro Vancouver, which spent years developing a Livable Region Strategic Plan even without a legal mandate to create a plan or enforce its provisions. Metro created a

Regional Context Statement in which the region asked all municipalities to approach growth the way the City of Vancouver was asking individual developers to do so: by recognizing both their own impact and the impact that others could have if growth was unorganized or unconstrained.

The municipalities developed individual plans within this regional context. When conflicts arose, regional bodies encouraged each municipality to “act like people who were divorced but still enjoyed each other’s company; to find ways to make it work,” Cameron says.

The resulting plans, now legislated as the Metro Vancouver Regional Growth Strategy, remain primarily consensus driven. Principles are developed on the basis of shared interests; those principles inform policy; and the partners resist changing policy on the basis of a single project, no matter how complicated (or tempting). The result is a record of collaborative planning that continues to work for the region – and that is adaptable to other regions, regardless of their current governance format or approach.





URBAN PLANNING

“We must encourage a more livable, pedestrian-oriented downtown It is not good enough to continue to react after the fact to proposed developments which seem undesirable.”

Then-Vancouver Mayor Art Phillips in his 1973 Inaugural Speech

When Larry Beasley assumed his role as co-Director of Planning at the City of Vancouver in the early 1990's, he says, one pattern was already well-established, “The City plans the City – not the developers, not the interest groups. And it certainly shouldn't happen by accident.”

This is a fundamental tenet of Vancouverism, Beasley says. Successful planning must be

transparent. It must be responsive. It must welcome input from all stakeholders. It must fairly reflect the desires of the community and amply reward the efforts of developers. But it must begin with a firm foundation – with a vision – and that can only be initiated and facilitated by the City itself.

In that regard, one of the people who Beasley credits with helping build



the foundation for what became known as Vancouverism was the 1970s era planning director, Ray Spaxman. “Ray always said that you start with the principles, the simple principles that everyone learns in graduate school: mixed use, calibrated density, transportation choices, less focus on the car, measured growth, all those things.”

That said, however, “you also have to start with a good division of labour. Ultimately, the politicians decide the principles and then get the professional staff to plan and negotiate, and to engage with the public and the development community.”

When dealing with the public, Beasley says, “You have to engender urban connoisseurship. People hate density and they distrust mixed use. You need to work with people to build an urban consciousness in population. And on the developer front, “The key is to understand how to use the regulatory process as a wealth-creating tool. And use some of that wealth to enrich the city, as well as the developer.”

“The proposition of wealth creation is absolutely key to what Vancouverism has to offer the world,” Beasley says. No city can fund from its own resources the range of services

that people need and amenities that people want, so they have to leverage that money out of the private sector.”

But developers won't give away their profit or build in an overregulated market. “If a developer doesn't want to do it, they won't do it. If you haven't created more wealth (for example, by upzoning land), they haven't anything to give you.”

The key, then, is for City Halls “to be smart about urban land economics,” Beasley says, adding, “Most aren't. And most planning schools don't teach it, or spend very little time on it.”

Vancouver had two real advantages on this front – both of which can be emulated in other markets. First, it had what Beasley describes as “an extraordinary research group.” While he relied on gut feel during early negotiations with developers, it got to the point where he could go to the City's real estate branch and get them to calculate very accurately the economic benefit of a particular change.

Then came the task of dividing up that benefit – some for the developer and some for the city, for public services and amenities. For that, Vancouver had (and has) a whole cadre of excellent negotiators – a unique ability that most cities don't have.





SUSTAINABLE CITY BUILDING

The use of the word “sustainable” has become epidemic, as everyone from the environmental campaigner to the marketing guru tries to leverage the notion for attention or advantage. But when the designers most closely associated with Vancouverism use the word, “it goes far beyond what people have started calling ‘eco-bling,’” says Joyce Drohan, Director of Urban Design at the architecture firm Perkins + Will. “Sustainability is about much more than high-performing buildings. (Which, she adds quickly, “we do, as well.”) It’s about building sustainable communities – about the look, the feel, the experience.”

Joe Hruda, President of Civitas Urban Design and Planning, agrees, saying that Vancouver feels sustainable because of its livability – what Hruda calls, “its gentle humanity.”

“Vancouver is a human city first and foremost and one grounded in the idea that city living must be integrated with the natural environment so it becomes part of daily experience,” Hruda says.

Gordon Harris, President and CEO of the SFU Community Trust, says, “Sustainable communities need to be complete communities, where you get all the elements right – work, home,



recreation, all the destinations and activities that fill up your days.”

The time is past when grubby industrial processes made it necessary – or at least desirable – to flee from places of work. “Now we can erase the boundaries between work and home,” Harris says.

This, Drohan says, creates the potential for urban communities that function like small towns. And Harris argues that the best such communities have five elements:

- They blend the built environment with nature;
- They keep homes close to work;
- They welcome and accommodate all ages;
- They make room for a range of incomes; and
- They reduce the dependency on automobiles.

For clarity, Harris says the last point doesn’t suggest that you can’t or

shouldn't have a car. "It means that you don't necessarily need one; there are alternatives."

The SFU Community Trust is responsible for creating UniverCity, a complete and sustainable community on Burnaby Mountain in the centre of Metro Vancouver. It's also a leader in what Hruda describes as "technical sustainability and green infrastructure." For example, it has one of the greenest zoning bylaws on the continent, one of the largest residential District Energy Systems in the country and a Childcare Centre that is expected to be accredited as Canada first Living Building; it generates more energy and harvests or recycles more water than its inhabitants use or consume.

But, as Hruda points out, ultimate sustainability includes "reducing greenhouse gas emissions through non-building solutions like integrated land use, density and mobility options."

"It's about that emphasis on humanism," he says, "understanding how people regard and experience their environment and the importance of their lifestyles and values."

This turns to the question of how Vancouverism can be best applied to other communities. Hruda says, "You cannot export North American solutions to urbanism that are not relevant culturally or environmentally." Instead, you must apply the principles that work regardless of location, a list that Hruda says includes "creating Great Streets, Memorable Public

Spaces, Excellent Architecture and Livable Neighborhoods."

For example, you must accommodate or mitigate the effects of climate, including orienting streets and buildings in relation to wind, sun and views. You must honour the local context, seeking first to understand what gives a particular location its identity and cultural relevance.

"Placemaking," Hruda says, "is an aspect of making cities socially sustainable, creating community gathering places at all scales – from pocket parks, neighborhood parks and precinct parks to town squares, streets and major civic places for celebration. It's not just the excellence of the buildings. It's the places in between – the streets and public places – and how well they function in terms of human comfort, safety and security, culture, climate, landscape and context."

In an increasingly crowded world, in which sustainability depends upon protecting natural spaces, Drohan says we must continue "introducing greater density, but doing it really well."

We must build great buildings, but, especially, we must "provide the amenities that help to mitigate the thornier aspects of living cheek by jowl."





TRANSPORTATION PLANNING + FUNDING

Whether in Vancouver or in any other city, creating a sense of community is all about making connections – between and among people, and between and among places. Socially, that requires carefully considered public spaces – from parks to high streets (See Sustainable City Building). Physically, however, it requires actual transportation linkages, whether for pedestrians, cyclists, transit riders or automobiles.

The easiest and least expensive connections are obviously for pedestrians and cyclists – although the easiest way to accommodate cyclists is to give them space that

was originally built for cars, which in the auto-dominated North American culture is not necessarily easy at all.

Transit and automobile infrastructure, however, is both expensive and complicated. Jane Bird, who was project manager for the Canada Line, Vancouver's latest urban rapid transit project, points out one of the first concerns. "If, as you must, you build transit to where people want to go, you will usually find a lot of them already there," Bird says. "So you will disrupt them in the process."

Indeed, it's like saying: the good news is that we're building a new subway



line right to your door; the bad news is that the process is going to be painful for everyone.

The key here, Bird says, is to be as transparent as possible. "Be as candid as you can about inevitable disruption. Create an open dialogue so people know exactly what to expect." This, she says, is especially important in a "young" community where residents haven't seen a subway built in the past. New Yorkers know what to expect. Given that the Canada Line was the first primarily underground line in Vancouver, Vancouverites were less well prepared.

Still, the project came off under budget and on time – which was critical in the run-up to the 2010 Winter Olympics. It also left Bird with a clear set of rules for planning and building a large transportation connection in a dense urban environment.

Start with a great project:

The Canada Line had been a priority connection between the Vancouver Airport and the suburb of Richmond and downtown Vancouver. The records showed that people had been chatting about the route since 1967. It's time had come.

Make sure you have the money:

Canada Line planners got firm commitments from the federal, provincial and local governments, from the Vancouver International Airport and from the private sector before turning the first patch of sod.

Ensure good leadership:

You need strong and determined political leaders to get you through the inevitable bumpy spots and good management, to ensure those bumpy spots are held to a minimum. These are mutually supportive roles. Good political leaders will create room for administrators to do their jobs. A good staff will support and protect political leaders from surprises and fiscal or physical disasters.

Know when to pull the trigger:

Vancouver planners were facing a serious punctuation point with the coming of the 2010 Olympics. They knew, therefore, that they had to choose a window before the games or after; work that disruptive could not have been going on during the festivities. Having money and leadership in place gave everyone confidence to start beforehand, knowing the new line would be a significant benefit – both to winning the games in the Olympic bidding system and to running an efficient event, knowing how transportation problems have undermined the success of other games in the past.

Bird recommends another general point that might help in any major infrastructure project: “Create a broad base of support.”

By way of example, she says, “Transit is the favourite topic of environmentalists, pedestrians, planners and students groups. So it was unexpected when the Vancouver Board of Trade took out ads supporting the project. The airport was also an unlikely partner. These are the things that give politicians real support when they’re making difficult decisions with public money.”

On the question of project funding, Bird’s principal recommendation is to make sure you have access to the best brains in the business – because you can be assured when dealing with international contractors and financiers that you will be negotiating with top-notch talent. If you want to protect the taxpayers’ interests, you have to be sure you’re getting the best advice, before you sit down, even if the immediate cost seems high.

Finally, if you ever hope to build another project, make sure this one is on time and on budget. You aren’t just building one project; you’re laying the foundation for all projects to come.



PUBLIC ENGAGEMENT + CAPACITY BUILDING

“Why don’t they just listen to us?”

Gordon Harris, President and CEO of the SFU Community Trust, remembers thinking that in his early days as a planner. Facing a restive crowd in the midst of a tense public meeting, he couldn’t help noticing that no one in the room was paying much attention to the well-informed, well-intentioned experts at the podium.

“Then,” Harris says, “I got it. I realized that’s what everyone was thinking.” The crowd was equally dismayed that the experts had come to advise, not to listen.

The willingness to listen – to consult early, often and in good faith – is critical to good planning and fundamental to the success of Vancouverism, says Judy Kirk, CEO of the specialist consulting firm, Kirk and Co Communications. And you don’t listen to be polite or to check off a box marked consultation, Kirk says. You listen to learn. “You must respect people living in the communities. You have to understand that they have, not just a better understanding, but the best understanding of their concerns and interests. How the professionals address those



concerns after the fact is another matter; identifying the concerns at the outset is No. 1.”

An early and open consultation is also the best way to build political support for difficult decisions, says Larry Beasley, who was co-Director of Planning at the City of Vancouver when the concept of Vancouverism emerged. “Public involvement needs to be up front, not at the tail end where it can be hijacked by special interests. Always start at the conceptual level, the dreaming level; keep checking to ensure that you’re on track and that you have everyone with you.”

The beauty of this approach is that people are more likely to engage when they are being taken seriously. And when they engage, they are more likely to learn, says Jane Bird, who managed the construction of Vancouver’s most recent subway project. “It’s about seeking and shaping public opinion,” she says. “It’s an opportunity to offer an education as well as a way to gather information.”

And it’s an opportunity that you pass up at your peril, says Kirk. “Poorly done consultation will deliver you into the hand of your critics. Any time a developer tries to save money with

less process, they lose. You need to take the time that's necessary to build the social license."

Michael White, who worked with Beasley at Vancouver City Hall and on several projects since, says this approach paid huge dividends in building a surprisingly planning-literate community. "Vancouverites are engaged and believing. They have a sophisticated understanding of urban design and planning," White says.

Which served Beasley – and saved him from some of the battles that have cost other planners the political support they need to do their work. "As director of planning, I never took an issue to council until I knew I had thousands of people behind me, and council knew it, too."

However, you don't have to start with an engaged or well-informed public. White launched what was probably the first public consultation ever held in the Persian Gulf while working to implement a development plan in the Abu Dhabi community of Shahama. At first, he says, residents of the emirate didn't know how to react. "But as they started to engage, it raised expectations and it put additional pressure on the government to deliver.



"A high quality public process captures people's imagination. You lead with the positive rather than chase the negative," White says, adding, "Even in a Kingdom, if you go talk to the people before you act, you are more likely to get it right the first time."

Indeed, says former Metro Vancouver Director of Strategic Planning Ken Cameron: "A thorough and inclusive consensus-based process will produce the best plan."



Mike Harcourt

“

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As a former Premier of British Columbia, Mike Harcourt helped the province earn its reputation as one of the most liveable places in the world. Harcourt brings his experience and enthusiasm to the stage when speaking on the importance of creating vibrant, sustainable cities. He has had a profound and lasting influence in the public realm and in many fields, and has earned national and international acclaim for his vision, passion and impact.

After serving as Mayor of Vancouver and, later, Premier of British Columbia, Harcourt was appointed by the Prime Minister to the National Round Table on the Environment and Economy. There, he

served on the Executive Committee and Chaired the Urban Sustainability Program. He was also a federally appointed BC Treaty Commissioner and chaired the Prime Minister's Advisory Committee for Cities and Communities.

Harcourt is currently chair of the University of British Columbia's Regional Sustainability Council for Sustainability Initiatives, as well as associate director of the Centre for Sustainability at UBC. In addition to acting as Chairman of Quality Urban Energy Systems for Tomorrow, he chairs the Canadian Electricity Association's Sustainable Electricity Program Advisory Panel and is the lead faculty in The United Way Public Policy Institute.

Larry Beasley

Larry Beasley, the retired co-Director of Planning for the City of Vancouver, is now the Distinguished Practice Professor of Planning at the University of British Columbia and principal of the international consultancy Beasley and Associates.

Over 30 years, much of it as principal decision maker for development approvals, Beasley reshaped Vancouver's urban core, conceiving, advancing and managing a series of transformative land use and transportation plans. In addition to revitalizing urban neighbourhoods, he helped establish a strong heritage preservation program and led the city's urban design studio.

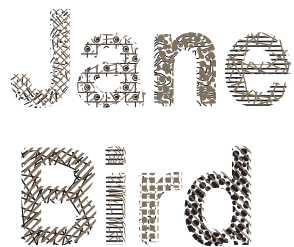
Beasley currently chairs Canada's National Capital Commission Advisory Committee on Planning, Design and Realty; is the Chief Advisor on Urban Design for Dallas, Texas; is on the International Economic Development Advisory Board of Rotterdam, The Netherlands; and is Special Advisor on City Planning for Abu Dhabi in the United Arab Emirates. He was vice-president of

Aquilini Development and remains Senior Development Advisor to Concord Pacific Developments.

Beasley is a Fellow of the Canadian Institute of Planners, an Honorary Member of the Canadian Society of Landscape Architects and a Royal Architectural Institute of Canada Advocate for Architecture. He is a Fellow of the Dallas Institute, sits on the Board of the Canadian Urban Institute and is a Member of the Order of Canada. In 2007, he received the Massachusetts Institute of Technology Kevin Lynch Prize, the most prestigious award in American planning.

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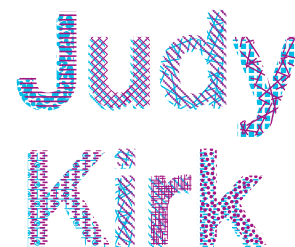
Unable to sprawl, the city was forced to learn how to make density a benefit, not a problem.”

Jane Bird is currently managing redevelopment of Canada House, the Canadian High Commission in London, U.K. She is the immediate past-CEO of Columbia Power Corporation, a British Columbia Crown corporation that develops, owns and operates hydro-electric power facilities in southeastern B.C. While at Columbia, she was responsible for overseeing construction of the \$900-million Waneta Expansion Generation Project near Trail, B.C.

Bird is the former CEO of Canada Line Rapid Transit Inc. where she was responsible for the management and implementation of the Canada Line, the \$2 billion, 19-kilometre rapid transit line

that now connects downtown Vancouver with the suburb of Richmond and the Vancouver International Airport. Canada Line Rapid Transit Inc. is a public-private partnership, funded by local, provincial and federal governments, the Vancouver Airport Authority and the private sector. The line, which commenced revenue service in 2009, early and on budget, is exceeding performance expectations.

Bird is a lawyer. Prior to her work in infrastructure, she was a partner in private practice. She is a Director of Global Container Terminals Inc.; a Director of SFU Community Corporation; and a member of the Institute of Corporate Directors. She is the recipient of the Vancouver Board of Trade Spirit of Vancouver Outstanding Leadership Award and the 2011 Appreciation Award for Outstanding Contribution to Downtown Vancouver.



Judy Kirk is President of Kirk & Co., one of British Columbia's leading strategic communications, public consultation and engagement specialists. For almost three decades, she has provided executive advisor services to some of B.C.'s largest policy, planning and infrastructure projects and initiatives. Kirk has extensive experience in issues management, facilitation, media relations, community relations, local government liaison, government relations and project management.

The Kirk & Co. team has designed and implemented comprehensive programs that have supported client projects from initial planning through regulatory and environmental reviews to full operations – at every stage meeting or exceeding best practices. Kirk has developed creative, effective workshops to help organizations build their internal consultation and engagement capacity. Kirk is also one of the province's top facilitators, having managed hundreds of high-profile events and public consultations.

Kirk & Co. is a leader in the development and utilization of online consultation

methods. Its suite of eConsultation tools is an industry standard setter, helping clients to balance the use of new technologies with traditional consultation and engagement methods.

Originally a journalist, Kirk moved quickly to directing communications for large and complex organizations such as the Metro Vancouver regional government, as well as for a series of Crown corporations, hospitals and governmental organizations. Kirk has been recognized for her leadership in public consultation and engagement by provincial and national organizations.

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Joe
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Joe Hruda is the founder and President of CIVITAS Urban Design and Planning Inc. and a principal of CIVITAS Architecture Inc., a multi-disciplinary urban design and planning consulting practice.

Hruda has more than 25 years of recognized design achievement in sustainable community and mixed-use projects. In Vancouver, Hruda was responsible for planning and urban design of the transformative Coal Harbour project. Internationally, he was responsible for the urban design of the Rouse Hill Town Centre Master Plan, a major transit-oriented, mixed-use town centre in Sydney; for the Liangzhu New Town, including a major cultural tourism precinct in Hangzhou, China; and for the

Master Plan of the new community at Galisteo River Basin in Santa Fe, New Mexico, which was included in the 2008 Green Community exhibit at the National Building Museum in Washington, D.C.

Hruda was the urban design leader for Plan Abu Dhabi 2030, Plan Al Ain 2030 (2009 ISOCARP Award for Excellence); Plan Al Gharbia 2030, and was the master planner for the Abu Dhabi Capital City Master Plan and Federal Precinct (Cityscape Award for the Best Master Plan Community). Working with Perkins + Will Architects, he also recently completed designs for the redevelopment of the Edmonton City Airport site.

Hruda served on the City of Vancouver Urban Design Panel for six years, including a year as Chairman. He is a Harvard University Master of Architecture graduate and a Gold Medal recipient from the University of Manitoba.

Joyce
Drohan

Joyce Drohan is Director of Urban Design at the architecture and design firm of Perkins + Will. Drohan brings extensive experience in public and private sector projects and specializes in designing sustainable communities. Recently, her team (including Joe Hruda from CIVITAS) submitted the successful design for the Edmonton City Centre Redevelopment master plan competition, a project that will transform the 144-acre site of an abandoned urban airport. She has also led design teams in establishing several of Vancouver's flagship sustainable communities, including South East False Creek (ODP) and East Fraserlands (ODP and Rezoning). The latter was recognized with awards from the Canadian Institute of Planners, Smart Growth B.C., the Canadian Urban Institute and the Canadian Society of Landscape Architects.

Drohan is committed to designing built forms that express the historic, cultural and social aspects of a community, while honouring the environmental and

economic imperatives of sustainability. As an adjunct professor at University of British Columbia, she has also explored this potential extensively through interdisciplinary urban design studios.

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Vancouverism needs three things: a visionary City Hall; a willing public; and a talented, multi-disciplinary team that is capable of delivering an excellent finished product.”

Nola-Kate Seymoar

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Vancouverism also arose from a passionate public relationship with the environment.”

Dr. Nola-Kate Seymoar is the past-President and CEO of the International Centre for Sustainable Cities (ICSC). Her career has spanned the public, private, not-for-profit and academic sectors. She has held senior executive positions with the governments of Canada and Saskatchewan; and junior positions with the Province of Alberta and the City of Edmonton. She was an advisor to the mining industry, and a founding partner of a retail company and several companies in the arts and design fields. In addition to ICSC, she has headed several NGOs, including: We the Peoples: 50 Community Awards, an international community awards program in honor of the 50th Anniversary of the United

Nations; and ECO-ED, a World Congress and Trade Show following up the Earth Summit. Dr. Seymoar has also taught at the graduate and undergraduate levels at the University of Saskatchewan and served as field faculty for the Fielding Institute of Santa Barbara, California.

Dr. Seymoar has served on the National Advisory Committee for the World Urban Forum; the Joint Steering Committee for the World Peace Forum; the Advisory Board to UBC's Faculty of Land and Food Systems; the Canadian Landmine Foundation; the Arctic Children and Youth Foundation and the Best Practices Task Force of the Huairou Commission on Women, Homes and Communities.

Dr. Seymoar has a Ph.D. in Social Psychology, a Masters in Community Development and a BA in Recreation Administration. She received a 1995 Global Citizen Award and a 2002 Queen's Golden Jubilee Medal.

Ken Cameron

Ken Cameron has 33 years of experience in senior planning and management, including in Metro Vancouver, where he was Manager of Policy and Planning, and in Toronto, where he was the Executive Director of the Robarts Royal Commission on Metropolitan Toronto.

In Vancouver, Cameron played a key role in developing the 1996 Livable Region Strategic Plan, which won a 2002 UN Habitat program Dubai Award for outstanding contributions to the human environment. Cameron was also instrumental in creating the Greater Vancouver Transportation Authority (TransLink), providing extensive input into the founding legislation and facilitating its implementation. Under his leadership, Metro Vancouver (then the Greater Vancouver Regional District) was also a partner in CitiesPlus, creating a 100-year plan that won Canada a gold award at the 2003 World Gas Union's international competition in sustainable urban systems design.

Cameron is now a consultant, specializing in governance and major urban transportation infrastructure planning.

With former Premier Mike Harcourt and writer Sean Rossiter, Cameron co-authored *City-Making in Paradise: Nine Decisions that Saved Vancouver* (Douglas and McIntyre, 2007). His second book, *Global Citizenship: Peter Oberlander and one of the Greatest Ideas of the 20th Century*, is upcoming.

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trillions of dollars will be spent building our cities. Using the principles of Vancouverism, we can do it right, for less.”

Gordon Harris

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If you're not engaging – if you are not actively pursuing the public good – “then all you're doing is building buildings.”

Gordon Harris is President and CEO Simon Fraser University Community Trust, which is charged with building UniverCity, a complete community on land endowed to the Simon Fraser University in Burnaby, British Columbia. The community is a model of sustainable planning and practice, having earned more than two dozen national and international awards. Harris is an urban planner, development strategist and real estate market analyst. He is also a popular facilitator, public speaker and university lecturer and an influential commentator on the challenges of planning for an aging population.

Harris spent much of his career in a consulting role as a leading provider of market-based economic analysis and strategic planning advice to large land owners, investors, developers, retail business operators, and property managers at all levels of government in Canada, as well as to businesses and governments as far afield as the United Arab Emirates, Central America, Europe, Saudi Arabia, and China.

Harris is a Fellow of the Canadian Institute of Planners and a member of the National Capital Commission Advisory Committee on Planning, Design, and Realty.

His professional work has earned awards from the Canadian Institute of Planners, the Planning Institute of British Columbia, the Alberta Planners Association, and the Economic Development Association of BC. In 2013, he was awarded the Queen Elizabeth II Diamond Jubilee Medal for lifetime contributions to community building in Canada.

Michael White

Michael White is a Planner with 16 years of experience in both North America and the Middle East. For over 10 years he worked as a professional planner with the City of Vancouver, leading community planning programs, managing development integration and leading citywide policy initiatives. He was recognized for an effective focus on sustainable approaches to development and for managing both technical teams and community engagement processes, dealing successfully with the conflicts that are often associated with changes to densities, housing forms, new uses and public realm improvements. He was the lead planner for the integration of the Canada Line Rapid Transit Project in Vancouver.

In 2007, White became one of the founding managers of the Abu Dhabi Urban Planning Council, where he helped lead the Planning team to international recognition for its approaches to sustainable urban planning and public engagement in the Middle East. His

team pioneered public engagement in the Emirate, establishing community workshops, open houses and surveys, the results of which are now reflected in regeneration and new community plans across the Emirate.

In Canada, White is now the Associate Vice-President, Campus and Community Planning at the University of British Columbia. He was previously the Planning Principal for Design, Planning and Economics for AECOM in Vancouver, overseeing projects across Western Canada and the globe.

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the Vancouverist approach depended upon a set of principles that are “sound, portable, transferrable and applicable everywhere.”

Acknowledgements

The members of the Vancouverism Alliance would like to thank Richard Littlemore for his contributions to this document. His research, reporting and authorship were vital to the task of defining Vancouverism as a set of principles that can be applied to the pursuit of more livable and sustainable urbanism globally. His work in this regard has been significant and without which, this document would not have been possible.





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