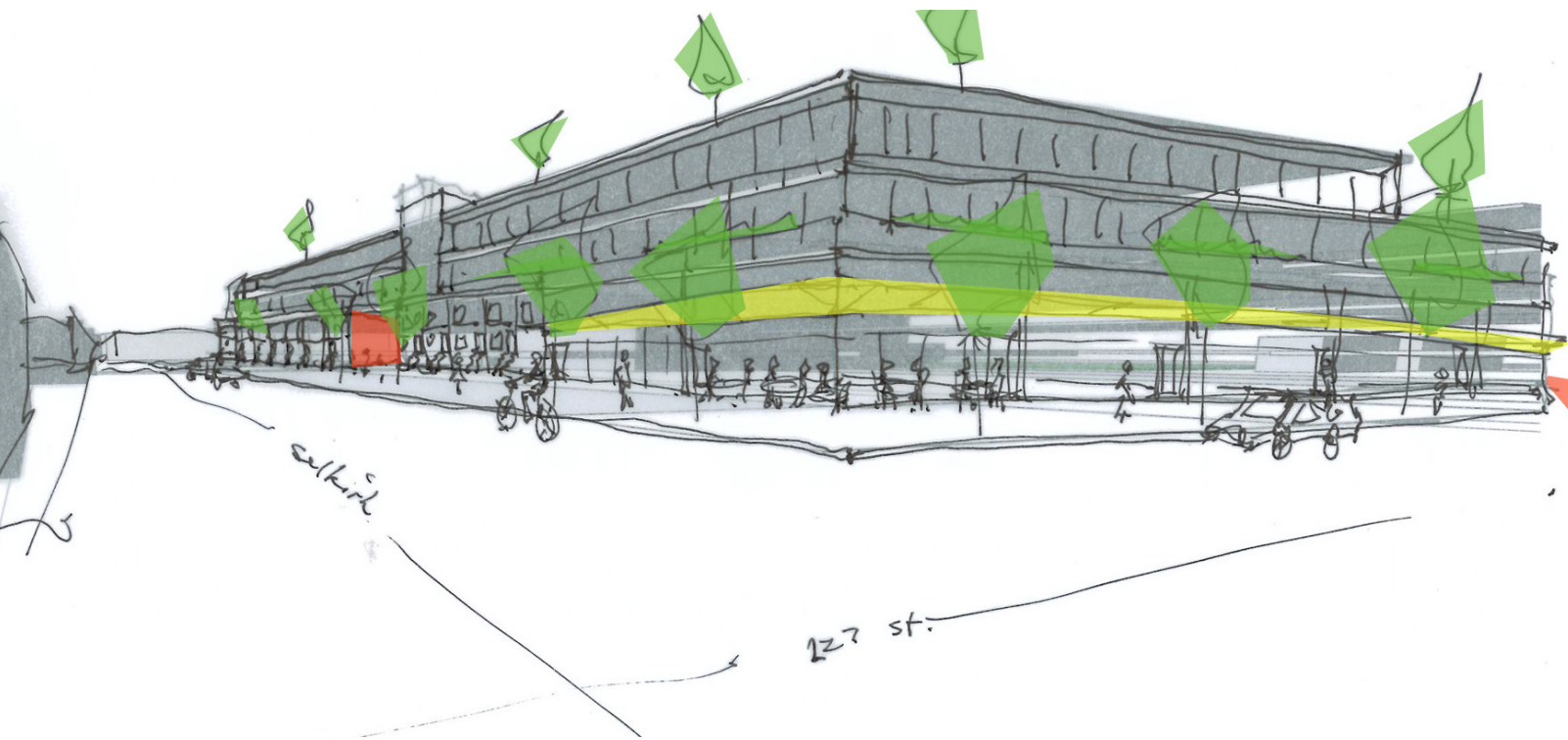


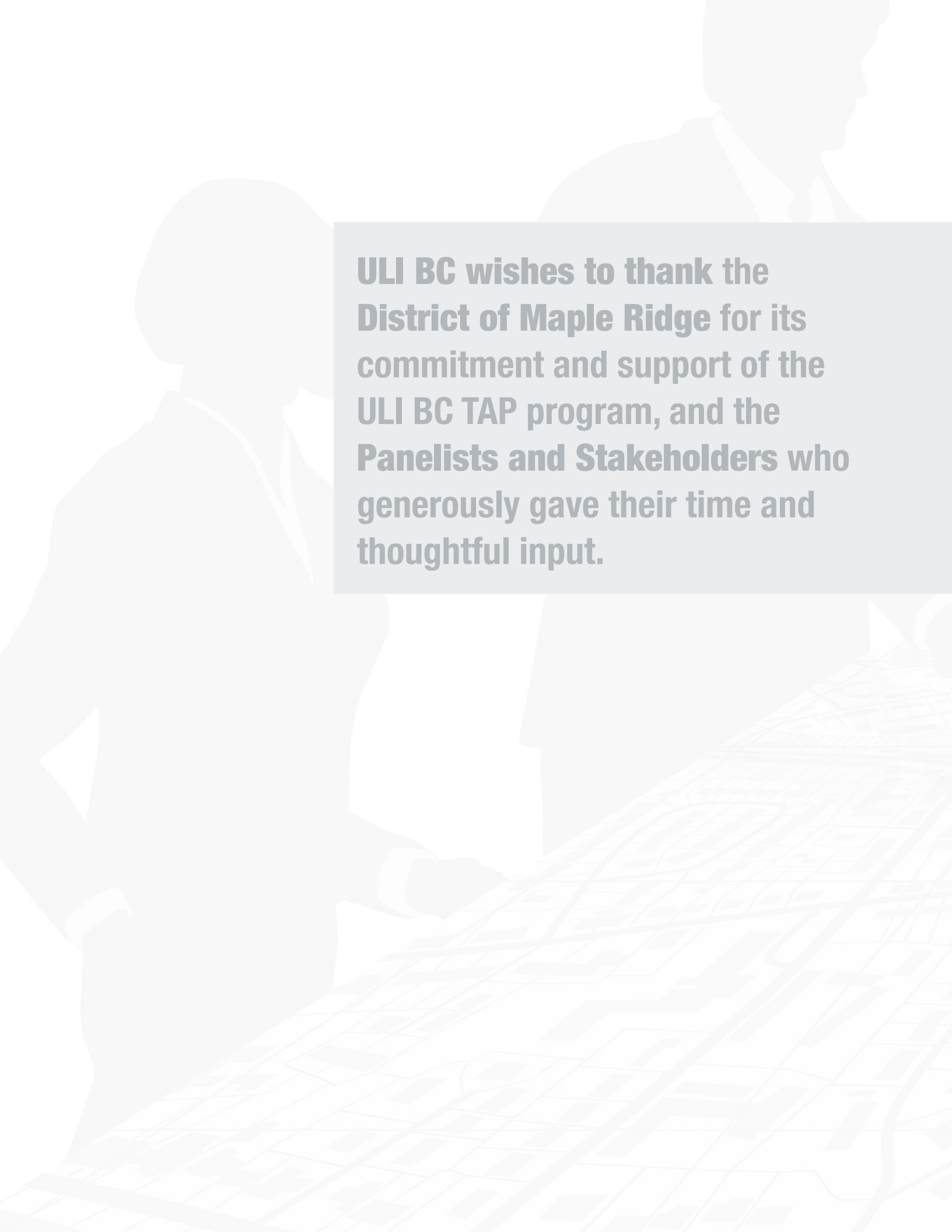


Urban Land
Institute

British Columbia



TECHNICAL ASSISTANCE PANEL FINAL REPORT | September 28, 2012
DOWNTOWN REDEVELOPMENT SITE
MAPLE RIDGE, BRITISH COLUMBIA



ULI BC wishes to thank the District of Maple Ridge for its commitment and support of the ULI BC TAP program, and the Panelists and Stakeholders who generously gave their time and thoughtful input.

Host Organization: District of Maple Ridge

Jim Rule

Chief Administrative Officer

Frank Quinn

General Manager: Public Works & Development Services

Christine Carter

Director of Planning

Jim Charlebois

Manager of Community Planning

Lisa Zosiak

Community Planner

Ron Riach

Property and Risk Manager

Darrell Denton

Economic Development Officer



TAP Panelists

Panel Chair

Jonathan Tinney

Manager of Design Planning + Economics, AECOM

Panelists

Cliff Bowman

President, Bowman International Real Estate Marketing Inc.

Jeff Brown

Development Manager
Shape Properties

Jane Farquharson

Principal, Bunt & Associates

Dale Mikkelsen

Director of Development,
SFU Community Trust

Martin Neilsen

Principal, Dialog

Eric Vance

Principal, Eric Vance & Associates

Jamie Vann Struth

Vann Struth Consulting Group Inc.

Stakeholders

Wayne Bissky

Principal Architect, Bissky Architecture

Ron Antalek

Realtor, RE/MAX Lifestyles Realty

Robert Grimm

Principal, Portrait Homes

James Patillo

Senior Vice President & General
Manager, Vancouver/Calgary,
Grosvenor Americas

ULI TAP Executive and Support

TAP Committee Chair

Jane Farquharson

Principal, Bunt & Associates

ULI BC TAP Director, Communications & Graphics

Leanne Buck

Buck Marketing Source Inc.

ULI BC District Council Coordinator

Susan Lloyd

Special thanks to the Real Estate Foundation of BC for their generous support of the ULI BC TAP Program.





The Urban Land Institute British Columbia launches its inaugural Technical Assistance Panel - June, 2012 with the District of Maple Ridge as the successful Host.

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Maple Ridge, British Columbia

i. EXECUTIVE SUMMARY

On June 21st and 22nd, 2012, the Urban Land Institute British Columbia (ULI BC) conducted its first Technical Assistance Panel with the District of Maple Ridge (the “DMR”).

A Technical Assistance Panel, known as a “TAP”, is an extension of the Urban Land Institute’s Advisory Services Program. In a TAP, a panel of ULI members with expertise in diverse disciplines volunteer their time to provide strategic advice to a host organization, being a local government or a non-profit organization, on a complex land use or real estate development issue.

The advice requested by the DMR related to a number of adjoining properties in the Town Centre area purchased by the DMR in late 2010.

The main question posed was: **“How can the District of Maple Ridge most effectively use its centrally-located 3.04 acre site to best demonstrate the financial viability of a LEED™ standard, mixed-use development in its downtown core and to accelerate further like development?”**

The development of this site presents a unique opportunity for the DMR to enhance and revitalize the Town Centre. Over 1 1/2 days, the TAP Panel met with representatives from the DMR, went on a site tour, held a discussion period with real estate industry stakeholders, and deliberated to reach a consensus. At the end of the second day, the Panel consensus was presented to the DMR in the form of a PowerPoint presentation.

In summary, the Panel’s view was that the greatest potential for development of the subject site, considering the DMR’s desire for expediency, was as a primarily residential development, with some commercial uses at ground level including retail/office uses on 227th Street and live/work units on Selkirk Street. Density of approximately 250 to 350 residential units could be achieved utilizing four to six storey, wood-frame buildings, with potential build-out in 2 to 5 years depending on market forces and the phasing of construction. While higher densities might be achieved with high-rise concrete construction, the

Panel was of the view that there were challenges with high-rise development on this site given market prices, the perceived lack of a pre-sale market and other factors, and that high-rise concrete towers on the site might be out of context with the existing community charm of the Town Centre.

A high standard of design should be incorporated into the development on the site and the DMR should require that the design incorporate LEED™ Gold standards, which standards are consistent with the requirements of the Town Centre Area Plan. The Panel recommends that the DMR consider subsidizing the cost of LEED™ certification, and consider other incentives to expedite construction, such as ensuring that the Town Centre Investment Incentive Program continues and is applicable to this site, and public funding of improvements to the existing public realm, such as frontage improvements along 227th Street.



District of Maple Ridge Municipal Office



Vancouver Convention Centre

Founded in 1936, ULI now has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service.

1.0 INTRODUCTION

1.1 ULI Background

The Urban Land Institute (ULI) is a nonprofit research and education organization supported by its members. Founded in 1936, ULI now has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. ULI British Columbia was formed in 2006.

As the preeminent, multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

Members say ULI provides information they can trust and is a place where leaders come to grow professionally and personally through sharing, mentoring, and problem solving. With pride, ULI members commit to the best in land use policy and practice.

1.2 ULI Mission

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

We are committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue and problem-solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

1.3 ULI Advisory Services

ULI's Technical Assistance Panel

Program (known as "TAP") is an extension of the national ULI's Advisory Services Program. ULI Advisory Services Panels provide strategic advice to public sector and non-profit organizations (a "Host Organization") on complex land use and real estate development issues. The program links these hosts to the knowledge and experience of ULI and its membership. Established in 1947, the Advisory Services Program has completed over 500 panels, in 47 U.S. states, 12 countries, and 4 continents.

The Advisory Services Program has been successful due to its comprehensive, pragmatic approach to solving land use challenges. Each TAP follows a proven process that begins with a conversation between ULI representatives and the potential Host Organization to frame the assignment. ULI then assembles an interdisciplinary panel of volunteers who spend time on-site exploring the project, interviewing stakeholders, and making recommendations. Panelists may approach the assignment from many perspectives, including market potential, land use, design, financing, and implementation.

ULI facilitates an open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.



ULI BC initiated its TAP program in 2012. It did so to address the demand for focused and cost effective advisory services, provide a platform to bring together the public and private sector, and provide an outlet for our members to give back to the community.

2.0 TAP SERVICES

2.1 ULI BC TAP Program

ULI BC initiated its TAP program in 2012. It did so to address the demand for focused and cost effective advisory services, provide a platform to bring together the public and private sector, and provide an outlet for our members to give back to the community. ULI members volunteer to serve on a TAP and are not compensated for their time, only their expenses. The service is provided primarily to ULI public agency and non-profit organizations (which hold at least one individual membership with ULI) with a tool to solve real estate and land use problems in a uniquely objective way.

2.2 Application Process

Potential Hosts for a TAP are solicited by ULI BC through a general Call for Applications or are contacted directly by ULI BC members and invited to submit an application related to a known potential TAP project. To help ULI BC determine if an assignment is appropriate, the potential Host Organization is requested to provide a general background statement of the project and issues, supplemented by three or four key questions that the Host

Organization would expect the TAP Panel to address.

Applications are then evaluated on the basis of several criteria, including:

- The potential Host is a local government or non-profit organization;
- There is expertise within ULI BC membership to address the issues;
- The assignment can be completed in a day or two; and,
- The assignment meets ULI's mission of providing responsible leadership in the use of land to enhance the total environment.

For this TAP, ULI BC issued a general Call for Applications and four completed applications were received.

After considering the criteria, the application from the DMR was selected. Representatives from ULI BC met with representatives of the DMR to discuss both logistical and programming aspects of the assignment.

2.3 TAP Panelist Selection

Prior to holding the DMR TAP, ULI BC developed a list of prospective Panelists with expertise in a diverse range of

disciplines from whom the DMR could select. The selection criteria included the following:

ULI Member:

Panelists must be a current ULI member or obtain membership prior to serving on the TAP.

Knowledge of Specific Issues:

Panelists must have relevant experience and knowledge of the issues.

Skills at Dealing With Issues on Short-term Panel:

Panelists must be able to quickly assess the situation and address issues in a manner designed to complete the assignment in one to two days.

Excellent Communication Skills:

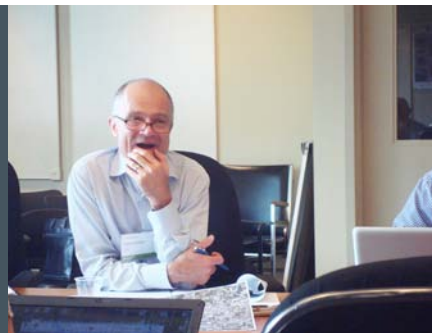
Panelists should be able to work well in a team environment and be experienced in delivering presentations.

No Conflict of Interest:

The Panelist and the Panelist's firm/organization must not be professionally involved with the Host Organization's project or a directly competitive project. The Panelist must disclose any prior or on-going relationship with the Host Organization.



Jonathan Tinney, TAP Chair



Martin Nielsen, Panelist



Panelist Deliberations

Commitment:

Panelists must be willing to make the time commitment required to review the briefing materials and effectively understand the issues, participate completely, and review portions of the final report. The total time commitment is approximately two days.

2.4 The DMR TAP

The TAP was held on June 21st and 22nd, 2012 at the DMR Municipal Office. Prior to the TAP, Panelists were provided with a Briefing Book prepared by the DMR to assist the Panel with useful information about the subject property and historical, economic, demographic, and real estate industry trends and statistics.

On the first day, the Panel met with representatives of the DMR, followed by a tour of the subject property and a private discussion with stakeholders. Panel deliberations then commenced and continued on the second day. At the end of day two, the Panel presented a PowerPoint presentation to representatives of the DMR summarizing the group's observations and recommendations.

Panelists are selected based primarily on their experience and knowledge of the issues posed by the TAP Host Organization. Panelists should have a balance of skill, knowledge, and experience to address the issues thoroughly and objectively.

3.0 THE ASSIGNMENT

3.1 Overview

In late 2010, the DMR assembled and purchased fourteen adjoining properties with a total site area of 3.04 acres (1.23 hectares) in downtown Maple Ridge (the “Site”). The Site is within the Town Centre area governed by the DMR Town Centre Area Plan (“TC Area Plan”) and a comprehensive set of development permit guidelines. A primary goal of the TC Area Plan is to densify the Town Centre and provide an environment that would attract appropriate commercial and business activity.

The properties comprising the Site are designated in the TC Area Plan as “Town Centre Commercial” (5 properties facing onto 227th Street) and “Medium and High-Rise Apartment” (9 properties facing onto 119th Avenue and Selkirk Avenue).

The Site is strategically located in the heart of the downtown core of Maple Ridge and next door to all primary services provided in the downtown with walkable access to:

- Haney Place Mall
- The Public Library
- Valley Fair Mall

- Memorial Peace Park
- The TransLink Transit Exchange
- Shops and Restaurants
- West Coast Express Station
- Chances Community Gaming Centre (under construction)
- The Arts Centre Theatre/Cultural Centre
- The Leisure Centre



Property Purchase outlined in red identifies the Site addressed by the Panel

How can the District of Maple Ridge most effectively use its centrally-located, 3.04 acre site to best demonstrate the financial viability of a LEED™ standard, mixed-use development in its downtown core and to accelerate further like development?

Based on the TC Area Plan and the existing development permit guidelines, the existing vision for the Site is two-fold:

- 1) on the properties designated as “Town Centre Commercial”, a mixed-use building, with ground floor commercial located at street level and residential or office use, or combination thereof, on the upper storeys; and
- 2) on the properties designated as “Medium and High-Rise Apartment”, strictly residential uses.

The DMR hopes to realize a number of interrelated economic, social and environmental objectives from the sale and development of the Site, as follows:

- Enhancement of the downtown core as the “heart” of the Town Centre with increased residential density coupled with open and/or park space for public gatherings and cultural activities.
- Creation of a pedestrian-oriented ‘corridor’ between Haney Place and Valley Fair malls featuring boutique-style commercial, professional and retail shopping options and opportunities.
- The capture of traditional architectural styles and protection of important view corridors.
- Demonstration that LEED™ standard mixed-use developments can be successfully and profitably executed in the Maple Ridge downtown core.
- Consideration of the inclusion of a mix of affordable rental and/or social housing options.
- A fair return on investment for Maple Ridge taxpayers.
- Creation of a municipal land development template and process with learning outcomes that can be applied across future municipal projects.

While the DMR recognizes that it will at some point need to liquidate its investment in the properties, its desire is to maintain an ownership position until such point that it is confident that the development will be delivered in accordance with the objectives outlined above. This, in itself, presents a unique challenge in terms of timing and contractual structure.



Site Property



Golden Ears Bridge

3.2 Key Questions

Market Potential

1. Based on existing market demand and the DMR's desire for expediency in terms of development, what level of demand exists for the type, scale and scope of the development that the DMR is proposing for the Site?
2. What should/would build-out look like in terms of timelines given the existing economic climate?

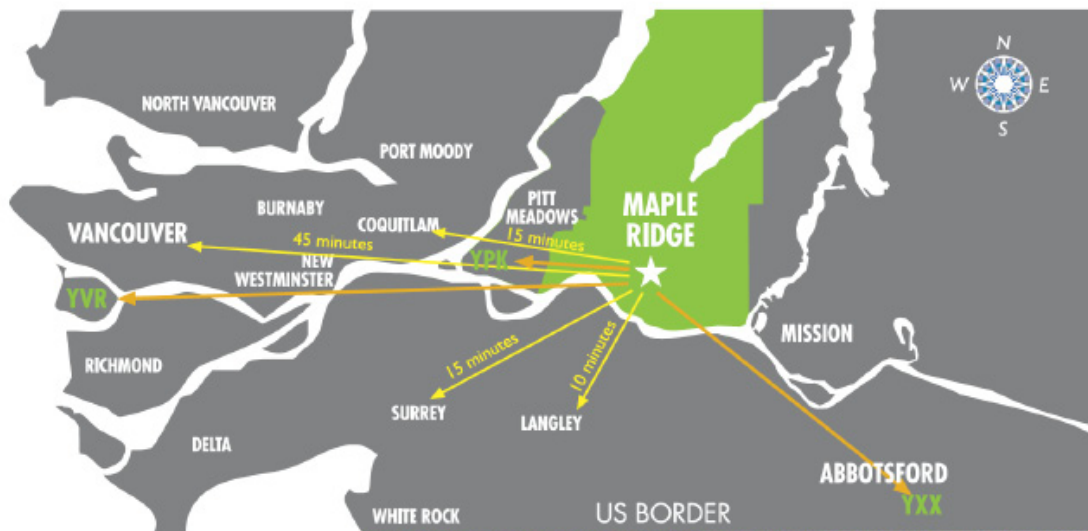
Planning and Design

3. What planning and design elements should the DMR include in the overall site plan that would make it appealing to existing and future residential and commercial buyers and tenants?
4. Is the DMR's desire for a LEED™ standard development a hindrance to planning and design and eventual saleability or is it a benefit?
5. Are there other practical considerations in terms of site design that the DMR should be considering?

Development Strategies

6. How should the overall development be staged in terms of construction and with respect to commercial and residential build-out in order to maintain project momentum?
7. What, if any, potential development incentives could/should be afforded to the developer to expedite construction and occupancy?

The DMR posed specific questions related to the market potential, the planning and design, and the development strategies for the Site property.



In its 2040 Regional Growth Strategy, Metro Vancouver projected Maple Ridge to have one of the highest growth rates relative to the other lower mainland municipalities, nearly doubling its population to 132,000 residents.

4.0 GEOGRAPHIC CONTEXT

4.1 Location

Maple Ridge is a vibrant Metro Vancouver district municipality with a population of 75,000, and a unique heritage and natural beauty within one of the world's most livable urban regions. Covering 266 square kilometers on the north shore of the Fraser River, Maple Ridge is located in one of the fastest growing regions in Canada, and is poised for unprecedented commercial and residential growth. The community plays an important role within the Pacific Gateway offering regional access to Metro Vancouver and Fraser Valley communities, United States border crossings, Abbotsford International Airport and Pitt Meadows Regional Airport. In its 2040 Regional Growth Strategy, Metro Vancouver projected Maple Ridge to have one of the highest growth rates relative to the other lower mainland municipalities, nearly doubling its population to 132,000 residents. Nestled against the Coast Mountains, Maple Ridge is a community that combines small-town atmosphere with close proximity to a major trade centre.

4.2 Boundaries

Maple Ridge is located on the eastern edge of Metro Vancouver, bordering on the City of Pitt Meadows to the west, Langley Township to the south, and the District of Mission to the east. Located in the northern part of Maple Ridge is the 155,000 acres Golden Ears Provincial Park.

4.3 Site Area

The Site is located within the Town Centre area of Maple Ridge one-half block north of Lougheed Highway, bounded by 226th Street and 227th Street to the east and west, and 119th Avenue and Selkirk Avenue to the north and south. It is currently bisected by a lane running east to west. Development of the Site will be guided by the policies in the DMR's Official Community Plan, including the "Smart Growth on the Ground" and the TC Area Plan policies adopted into the Official Community Plan in 2008, and comprehensive development permit guidelines. In 2011, the DMR's Council approved the "Town Centre Investment Incentives Program" designed to accelerate investment in the downtown core.

A primary goal of the TC Area Plan is to densify the Town Centre and provide an environment that would attract appropriate commercial and business activity.

The Site is strategically located in the heart of Maple Ridge and within walking distance to all primary services provided in the downtown.

4.4 Land Uses

The properties comprising the Site are designated in the TC Area Plan as "Town Centre Commercial" (5 properties fronting 227th Street) and "Medium and High-Rise Apartment" (9 properties fronting 119th Avenue and Selkirk Avenue). Land uses within the surrounding area of the Site include a wide variety of commercial (retail, restaurant and professional services), light industrial (automotive repair and machine shop) and mixed-use commercial/residential developments. Currently under construction and contained within the same block, is a two-building, four storey, 96 unit residential-over-commercial development, located on the north west corner of the block. The Site will directly

The Site is strategically located in the heart of Maple Ridge and within walking distance to all primary services provided in the downtown.



about this development which will have underground parking accessed off the lane.

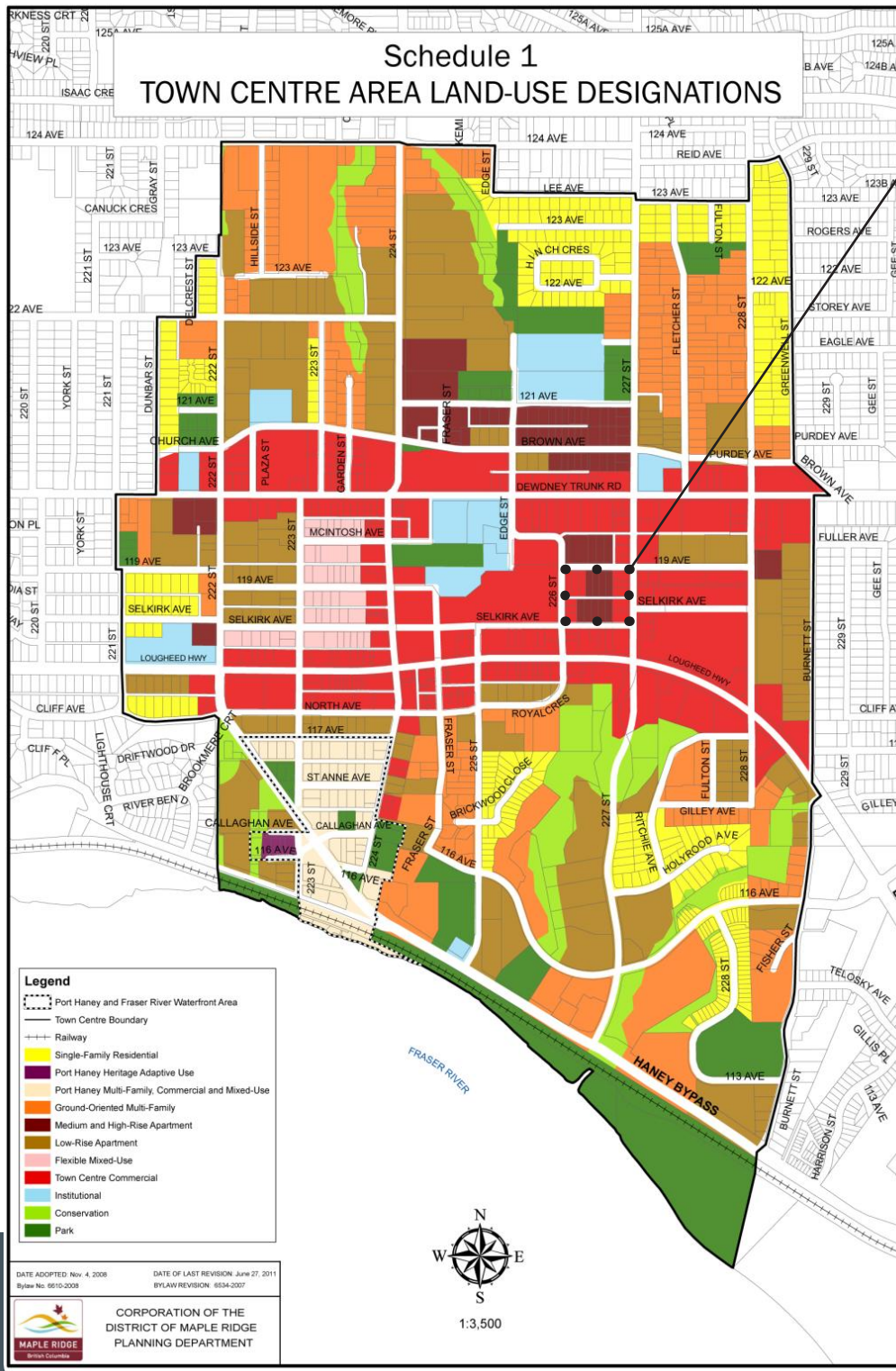
New commercial and retail developments have been built or are under construction on 224th Street, 226th Street, Dewdney Trunk Road and the Lougheed Highway, including renovations to the Haney Place Mall and new Thrifty's and Target stores, and a new Chances Community Gaming Centre slated to open in 2013. Other potential developments include a new hotel and several high-rise residential towers. The DMR advises that the number of new developments and/or improvement projects either under construction or "in the hopper" now totals 31 and interest in the downtown continues to grow.



Residential Development Site, Downtown Maple Ridge



Streetscape: 227th Street, Maple Ridge



Approximate location of the DMR-owned site.

Town Centre Land-use Designations
 Schedule 1 from the District of Maple Ridge Town Centre Area Plan

4.5 Transportation Systems

Transportation is an important issue for the future of Maple Ridge and its Town Centre. The new Golden Ears Bridge, coupled with the Highway 1 Gateway Program widening, and the replacement of the Pitt River Bridge on Lougheed Highway has greatly increased the accessibility of Maple Ridge by automobile. The Briefing Book prepared by the DMR indicated that approximately 80% of all trips currently made by Maple Ridge residents are by private automobile, 11.3% of trips are made on foot or by bicycle, and 4.8% by public transit. In comparison to other Metro Vancouver communities, Maple Ridge has relatively high auto use and relatively low transit use.

One of the biggest challenges put forth as a community goal in the TC Area Plan is to reduce the dependence on private automobile use in the Town Centre. Increasing density and the land-use mix in the Town Centre will help to reduce car dependence in the Town Centre. However, many people will only choose alternative transportation on a regular

basis if the routes to their destinations are safe, accessible, convenient, and provide a greater benefit than travel by car. In the TC Area Plan, the Multi-Modal Transportation Network section focuses on enhancing the experience for alternative transportation modes, providing safe and interconnected routes, as well as providing incentives that together will help cultivate an increase in alternative transportation choices within the Town Centre.

However, in order to achieve a significant mode shift to transit to support its planned higher densities in the Town Centre, the DMR is dependent on TransLink to improve existing transit services and provide higher capacity transit. West Coast Express, while an excellent service, is limited by the availability of track time to commuter periods only. Transport 2040, Metro Vancouver’s recently published regional transportation strategy, includes construction of the Evergreen SkyTrain Line from Lougheed Station to Coquitlam Town Centre. With the

advent of the Evergreen SkyTrain Line, there will be an opportunity to provide high capacity feeder bus services (Bus Rapid Transit, or BRT) from Maple Ridge Town Centre to Coquitlam Town Centre. The long range Transport 2040 network plan calls for “Proposed Rapid Bus/Rail” on Lougheed Highway from Coquitlam Town Centre and also from Maple Ridge Town Centre to Langley Town Centre, feeding the new Highway 1 Bus Rapid Transit lanes. These new services will be very important for the Maple Ridge Town Centre and its transformation into a higher density and less auto-oriented area.

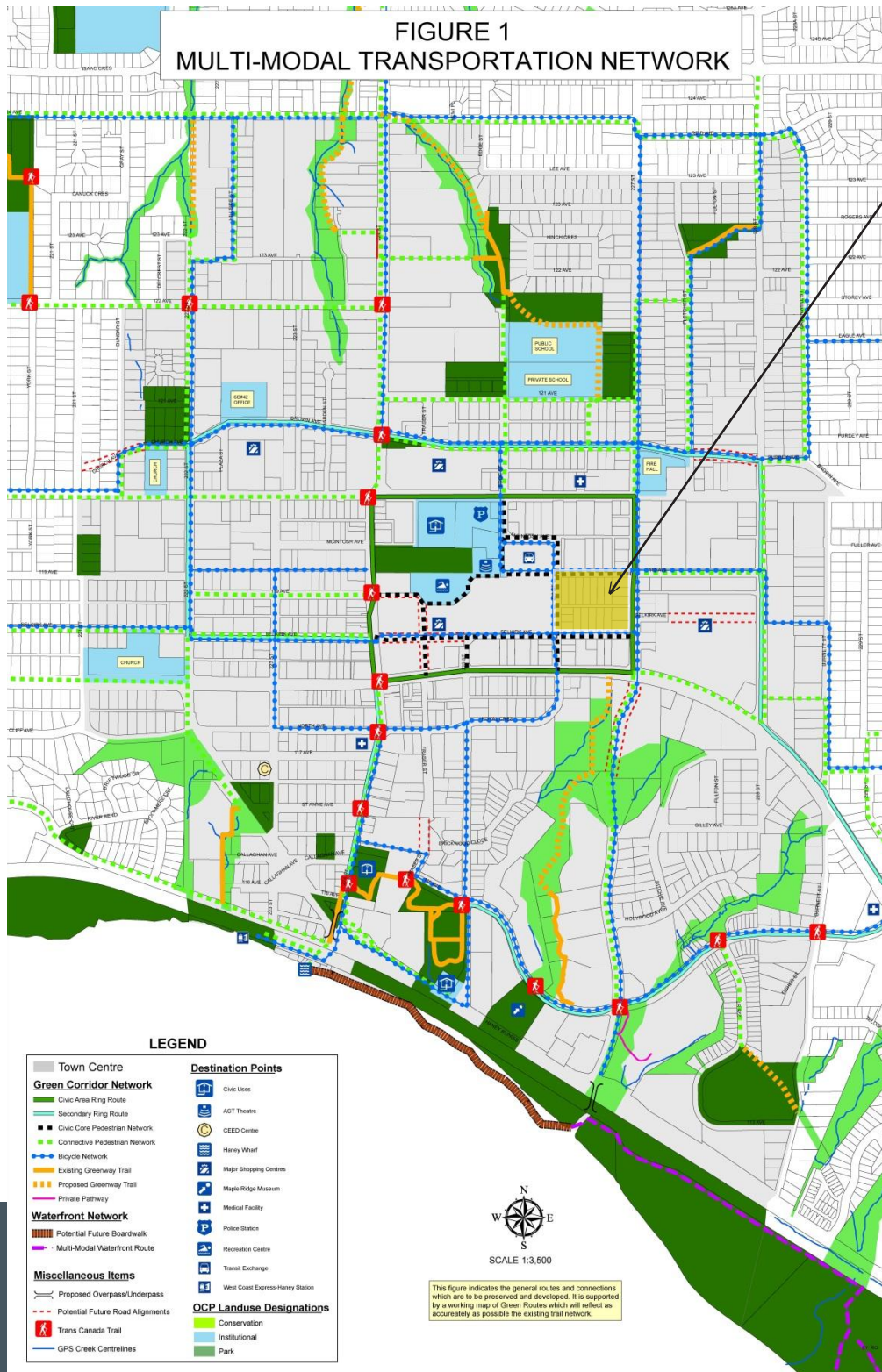
With its central location in the downtown core, the Site is readily accessed from both pedestrian and vehicle perspectives. It is located within a less than five-minute walk to the TransLink Transit Exchange and less than one kilometre from the Maple Ridge West Coast Express station, so when BRT services are available, the Site would benefit greatly.



Pitt River Bridge



WestCoast Express Track, Maple Ridge



Multi-Modal Transportation Network
Figure 1 from the District of Maple Ridge Town Centre Area Plan

4.6 Parking Conditions

At present, on-street parking is available on all site frontages. Once the Site is developed, the Town Centre Development Permit Area Guidelines require the following parking supply rates for the primary uses anticipated on the Site:

Multi-family residential:

- 0.9 stalls/unit for bachelor suites
- 1 stall/unit for 1 bedroom suites with an additional 0.1 stall for each bedroom
- 0.1 stalls/unit for visitors

These rates are some of the lowest in Metro Vancouver and have been deliberately set to encourage higher density in the Town Centre. In addition, the DMR provides additional density incentives for provision of “concealed” parking.

For retail uses, the Town Centre Development Permit Area Guidelines requires:

- 1 stall per 100 sq.m. GFA for sites under 300 sq.m GFA
- 2 stalls per 100 sq.m. GFA for sites larger than 300 sq.m. GFA

Again, these are relatively low rates that recognize the availability and support of on-street parking in the Town Centre context.



Streetscape: 224th Street, Maple Ridge



TransLink Transit Exchange, Downtown Maple Ridge

With its central location in the downtown core, the Site is readily accessed from both pedestrian and vehicle perspectives. It is located within a less than five-minute walk to the TransLink Transit Exchange and less than one kilometre from the Maple Ridge West Coast Express station.

5.0 MARKET OVERVIEW

5.1 Economics

Maple Ridge is both a residential and industrial suburb of Vancouver. According to the results of a 2009 Ference Weicker strategic report prepared for the DMR, Maple Ridge has several key economic advantages as follows:

- Lower costs in terms of housing, operating costs, business lease rates and land costs relative to other areas in the Lower Mainland;
- High quality of life;
- Improved transportation network including two new bridges and highway improvements under construction;
- Strong local business community; and
- Growing population base affording people an opportunity to live close to work.

Currently, 65% of Maple Ridge residents who are employed are employed outside of Maple Ridge and commute outside of Maple Ridge on a daily basis.

An additional 9,800 people commute to jobs within Maple Ridge from elsewhere bringing the total daily employment population in Maple Ridge to just over 23,000 people in 2006. Approximately 6,500 of those employed within Maple Ridge, or 28%, work within the Town Centre.

Maple Ridge's employer base is predominantly in the public services and retail sectors, but there are historical ties to the manufacturing (largely wood processing) and agricultural sectors. A strong home-based business sector supports upwards of 1,500 jobs and consists of 47% of all licensed businesses.

Transportation access issues have had a significant impact on the ability of Maple Ridge to attract major employers, however, recent bridge and highway improvements continue to have some positive impact.

Based on statistics provided by the DMR, average household income in 2011 was \$91,696.



224th Street Downtown Enhancement Project



Pitt River Bridge

In this section, we summarize some of the economic, demographic, and market statistics and factors set out in the Briefing Book prepared by the DMR and relevant for the Panel's deliberations.

5.2 Demographics

Based on Census Canada statistics from 2006, the population of Maple Ridge was 68,949, up 9.1% from the 2001 Census population of 63,169. In the years between the Censuses, Maple Ridge recorded the third-highest growth rate of Metro Vancouver municipalities, trailing only Surrey (13.6%) and Port Moody (16.4%), and outpaced the rates for Metro Vancouver and the Province by 2.6% and 3.5% respectively.



Rates of population growth in Maple Ridge have been relatively strong since the 1980s owing largely to net inflows of migrants, and Maple Ridge residents tend to be slightly younger than the overall provincial population. BC Stats shows that the population of Maple Ridge is expected to steadily increase with population around 130,000 by 2041, an increase of between 52,900 and 60,600 residents over 35 years, and a growth rate faster than the Metro Vancouver region on average. This represents a population increase of 74% to 85% or an average annual growth rate of between 1.6% and 1.8%. As with the entire Metro Vancouver region, net migration is expected to play an increasingly important role in the

long-term growth of Maple Ridge.

To accommodate the growing population and trend toward decreasing household size, the stated objectives of the Maple Ridge Official Community Plan are to promote increased densities in the Town Centre and infill development. Within the Town Centre, population is expected to increase to nearly 18,000 by 2021, 23,000 by 2031 and 28,000 by 2041 – an annual average rate of growth of 3.2%. By 2021, it is assumed that the Town Centre can accommodate an additional 6,700 dwelling units, bringing the total number of units within the Town Centre to 11,000. At this population level, the total density of the Town Centre will be between 70 and 100 people per hectare.



5.3 Residential Market Conditions

In 2010, there were over 26,000 dwelling units in Maple Ridge with an ownership rate of 81%. Since 2005 and up to April 2012, the benchmark price for a single family home has increased by 35% and the benchmark price for apartments has increased by 48%.

A growing population and the relative affordability and amenities of Maple Ridge will also serve for long-term demand for single-family homes. The key factors shaping housing demand in the coming years will be population growth (driven by both natural increase and net migration), the changing age structure of the population, declining

To accommodate the growing population and trend toward decreasing household size, the stated objectives of the Maple Ridge Official Community Plan are to promote increased densities in the Town Centre and infill development.

average household sizes, and the considerations of amenities and affordability. Overall, it is expected that the market will demand more walkable communities with a greater mix of uses and that there will be an opportunity for greater intensification of residential development in the Town Centre including more multi-family development as recommended in the TC Area Plan. The Metro Vancouver Regional Growth Strategy also encourages increased density and has designated Maple Ridge Town Centre as one of the region's key "livable centres" where intensification of the amount and diversity of housing is encouraged.

Constraints to growth include land supply and capacity, transportation, location of jobs and environmental considerations. Parking regulations and the lack of local transit options have also been cited as potential challenges to the densification of the Town Centre.

5.4 Non-Residential Market Conditions

Based on the Maple Ridge Official Community Plan, the Town Centre has a total of 195 acres of land designated for commercial use. Approximately 82% of commercial land is in the Town Centre. In terms of utilization, 15% of commercial land is currently vacant and another 8% is underutilized.

The Town Centre Commercial C-3 zoning covers much of the Town Centre and allows for unlimited height. Commercial development is required along key streets, such as Dewdney Trunk Road, Lougheed Highway and 224th Street, while other streets can be developed with entirely residential uses.

New commercial and retail developments have been built or are under construction on 224th Street, 226th Street, Dewdney Trunk Road and the Lougheed Highway, including extensive renovations to Haney Place Mall, a Chances Community Gaming Centre and a new hotel development.

Approximately 62% of the total retail space within Maple Ridge, or 1.97 million square feet of retail space, is located within the Town Centre area. There are two food-anchored shopping centres located on either side of the Site. The location of one of these shopping centres, Haney Place Mall, may impede the continuation of recent infrastructure revitalization along 224th Street to the Site, without redevelopment of the mall or cooperation regarding mall repositioning or linkage upgrades.

The rest of the retail in the Town Centre is typically smaller strip centres or street-front retail. There are numerous existing leisure and cultural uses, including the Arts Centre & Theatre, and the Leisure and Youth Centres, within walking distance of the Site.

Opportunities for commercial business growth exist elsewhere in Maple Ridge and this may result in the relocation of businesses from the Town Centre to highway fronting locations and could be an impediment to attracting retail tenants downtown.



Streetscape: Lougheed Highway, Maple Ridge



Streetscape: 224th Street North, Maple Ridge



Leisure Centre, Maple Ridge



TAP participants convene for June 21st Site tour



Laneway view of subject Site



June 21st Site tour

6.0 DISCUSSIONS AND SITE TOUR

6.1 What We Heard From The DMR

- **Use/Design** – there was a desire for a mixed-use development that would be primarily residential, with transparency at street level and consideration given to retention of the laneway;
- **Density** – a key objective was to achieve the density targets for the Town Centre as reflected in the DMR’s TC Area Plan;
- **Amenities** – consideration should be given to what types of amenities could be accommodated within the Site, including affordable housing, seniors housing, rental housing, community meeting space, day care and public art;
- **Sustainability** – the DMR wants to meet or exceed the Town Centre development permit guidelines which included guidelines relating to sustainable development and consistent with the LEED™ silver requirements;
- **Timing** – development should be completed as soon as possible; and
- **Return** – while the DMR was interested in a financial return

from its investment in the Site, the interest was not only in a financial return, but in developing the Site in a way that would enhance the Town Centre and create a “special atmosphere”.

6.2 What Was Seen

The Panel, along with representatives of the DMR, walked to the Site from the Municipal Hall. Exiting the Municipal Hall and walking southwards on 226th Street and then eastwards to the Site, there was a distinct “back-door” feeling as one walked past Haney Place Mall and the TransLink Transit Exchange. Pedestrian movement along this corridor between the two malls appeared limited.

In the area surrounding the Site, there are some older ground-level commercial buildings with a mixture of uses, and at the far end of the Site is an entrance to the Valley Fair Mall. There are currently wood-frame multi-family residential developments being constructed and/or marketed on properties adjacent to the Site.

There is currently an unused lane bisecting the Site that could be enhanced and incorporated into the development on the Site, ie. a mews. However, the opportunity to do so on the western end of the Site may be limited due to the development currently under construction on the adjacent lot.

6.3 Interview With Stakeholders

The Panel met privately with stakeholders for a free-wheeling discussion of the Site and market. The following summarizes the discussion and main points raised by the stakeholders.

In considering the type and density of development that would be feasible for the Site, the stakeholders were uniformly of the view that there are significant challenges to concrete high-rise development as the current sales prices being achieved in Maple Ridge are not high enough, there is currently no pre-sale market, and low absorption rates. These factors create a risky and unattractive environment for a developer. It was felt that any market for concrete high-rise product could be

The Panel met with representatives of the DMR to obtain insights into their objectives and obtain additional information to put the assignment and key questions into context.

met by the proposals for that type of development currently in process. It was also stated that putting up towers in this area seemed out of context with the existing community charm of the Town Centre.

The soil conditions in the area was raised as a factor that might affect the feasibility and/or costs of constructing a second level of underground parking and limit density on the Site.

Stakeholders were of the view that there seemed to be a lack of demand for new multi-storey office/retail developments, and that the development of the Site should be largely residential.

With regard to the type of residential development, the suggested development would be 4 to 6 storeys in height and wood-frame construction. Based on the recent market activity, buyers in Maple Ridge appear to expect high-end finishes, but “green design” has not been a factor to date and the view was that buyers in this market are not willing to pay more for green design features.

Within the Town Centre itself, the stakeholders were complimentary of the streetscape improvements that have been completed on 224th Street and

suggested that the DMR should build on this success and use further streetscape improvements as an incentive to development. Those stakeholders who were familiar with development in Maple Ridge strongly supported the continuation of the DMR’s Town Centre Investment Incentives Program.

Stakeholders discussed the Town Centre area in general and the challenges faced by Maple Ridge. Transportation is an issue that will affect the growth of the area, particularly the lack of high-capacity transit services in the community and that direct connection to other areas of Metro Vancouver. In other areas of Metro Vancouver, development is taking place in and around existing and proposed SkyTrain stations and those are preferred locations for more speculative developers. If a SkyTrain station is not to be built in Maple Ridge, then the community needs to have improved high-capacity transit connections to the new Evergreen SkyTrain Line in particular.

There was some discussion about how a proposed development of the Site might be undertaken and the role of the



June 21st Site tour

DMR in that process. It was suggested that there might be challenges with the DMR taking part in the development of the Site through a public/private partnership. Stakeholders also felt that the DMR might be perceived as subsidizing the development of the Site and putting other developers in a less advantageous position.

Within the Town Centre itself, the stakeholders were complimentary of the streetscape improvements that have been completed on 224th Street and suggested that the DMR should build on this success and use further streetscape improvements as an incentive to development.

7.0 PANEL RECOMMENDATIONS

7.1 Market Potential

Density/Form

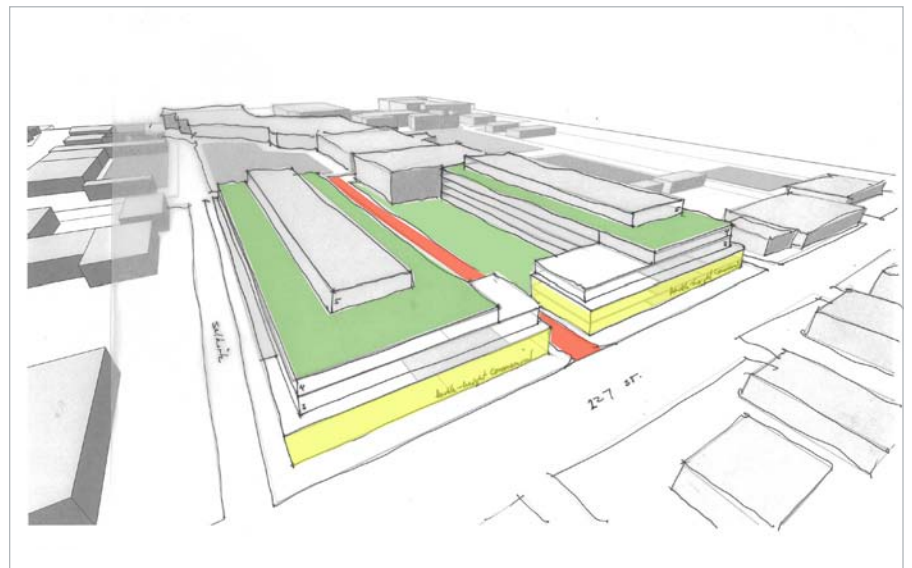
In the view of the Panel, considering the existing market and the desire of the DMR for expediency in developing the Site, the best market potential is for a predominantly residential development consisting of four to six storey wood frame buildings. The Panel considered the increased density that could be achieved by high-rise concrete buildings on the Site, but did not believe that there currently exists, or in the near future there would exist, a sufficient market demand for this type of unit given the higher price point for concrete construction. Without a pre-sale market and given relatively low absorption rates in Maple Ridge, this type of construction would likely be viewed as too risky for a developer. It is possible that the DMR may receive interest from a builder/operator, such as a seniors independent living provider, and this would change the economics of high-rise construction on the Site, but in the absence of that kind of developer it is unlikely that high-rise concrete construction, and the higher densities that could be achieved with that construction, are achievable in the short term.

The Panel estimated that developing the Site with four to six storey buildings would create approximately 250 to 350 dwelling units, resulting in 400 to 600 residents. This would be based on a floor space ratio of approximately 2.35. The Panel envisioned the Site being bisected by the laneway with one development parcel on the north side and one on the south side. While single buildings on each side is possible, the number of dwelling units and floor space ratio might still be achievable with multiple, smaller buildings on each

side of the Site with additional green space between the buildings if that was desired.

Given the Panel's suggested configuration of buildings on the Site, it may be necessary for the DMR to amend the TC Area Plan and this would have to be further examined when the proposals for development are received.

Parking for the development would be on one level of underground parking and the preliminary layout, illustrated on the image 'Parking Supply Estimate',



Massing diagram, courtesy of Dialog

...the best market potential is for a predominantly residential development consisting of four to six storey wood frame buildings.

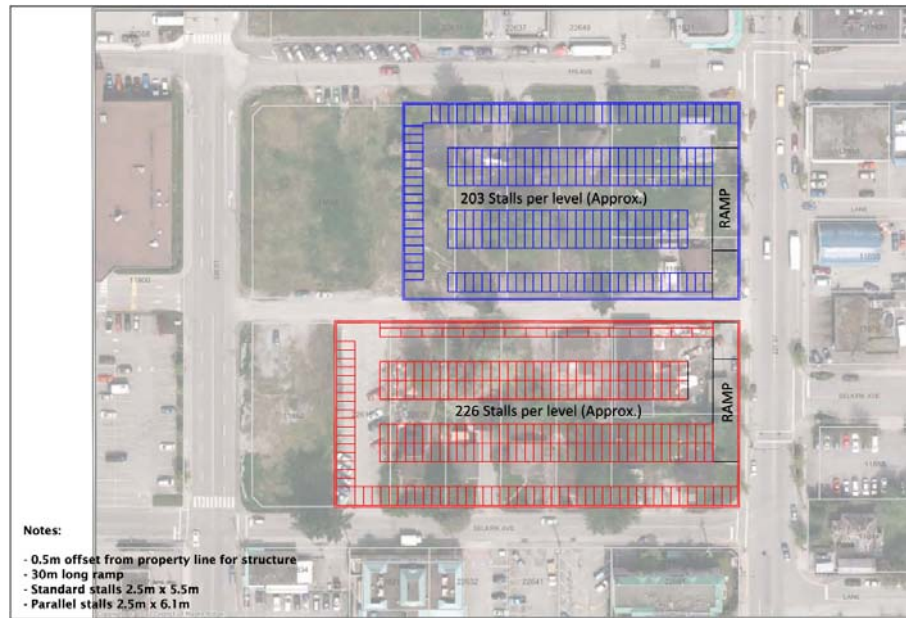
courtesy of Bunt & Associates, would allow for up to 400 parking stalls on one level, split into two separate parking structures (bisected by the laneway) providing more than the required number of parking stalls for the proposed number of dwelling units.

Uses

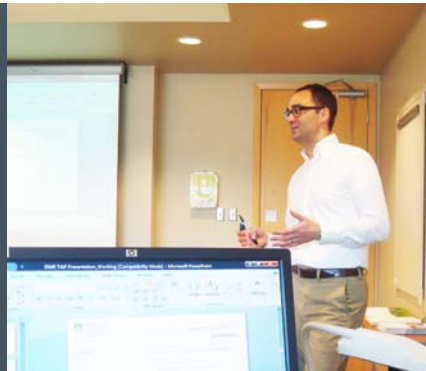
The Panel's view is that the Site could be developed with a mix of uses, but the development would be predominantly residential with some commercial uses. Commercial uses are envisioned along 227th Street, with approximately 10,000 to 12,000 square feet of retail space along that street for service and commercial uses. The Panel also suggests that the DMR give consideration to the development of live/work units at ground level along Selkirk Avenue. Live/work buildings have been introduced successfully in other areas of Metro Vancouver largely for small owner-operated businesses and professionals. Ground level commercial uses along Selkirk Avenue would provide some connectivity between the two malls. No office uses, per se, are envisioned for the Site as the Panel did not have any information that would lead it to believe that there is demand for additional office space.

Demographics

Based on information that had been provided to the Panel in the Briefing Book, as well as the discussion with stakeholders, the Panel's view is that the greatest market potential is among first time home buyers and seniors. Development on the Site would not be purpose-built rental, but it is likely that some rentals would be made available by the owners of the units.



Parking Supply Estimate, courtesy of Bunt & Associates



Jonathan Tinney facilitates the discussions



Panel discussions

7.2 Build-out

Depending on market forces and phasing of construction, build-out would be two to five years for a typical strata development. Build-out might be faster for certain builder/operators such as a seniors independent living provider.

As per the DMR's current practice, it is recommended that the DMR undertake concurrent processing of TC Area Plan amendments and rezoning, as well as other aspects of the DMR's development approval process to move the project forward in a timely way.

7.3 Planning and Design Elements

The Panel recommends that the DMR require a high standard of design not only for the architecture of the buildings on the Site, but also the related public realm, and this could include a public art component. Active frontages are encouraged by placing retail/commercial/office uses along 227th Street, live/work units along Selkirk Avenue, and residential lobbies and front doors on Selkirk Avenue and 119th Avenue. Liberal use of glass would be incorporated into the design, particularly at ground level, to increase transparency.

The Massing diagrams, courtesy of Dialog, show the proposed building scale on the Site and the Rendering, courtesy of Perkins + Will, illustrates a possible streetscape.



Massing diagrams, courtesy of Dialog

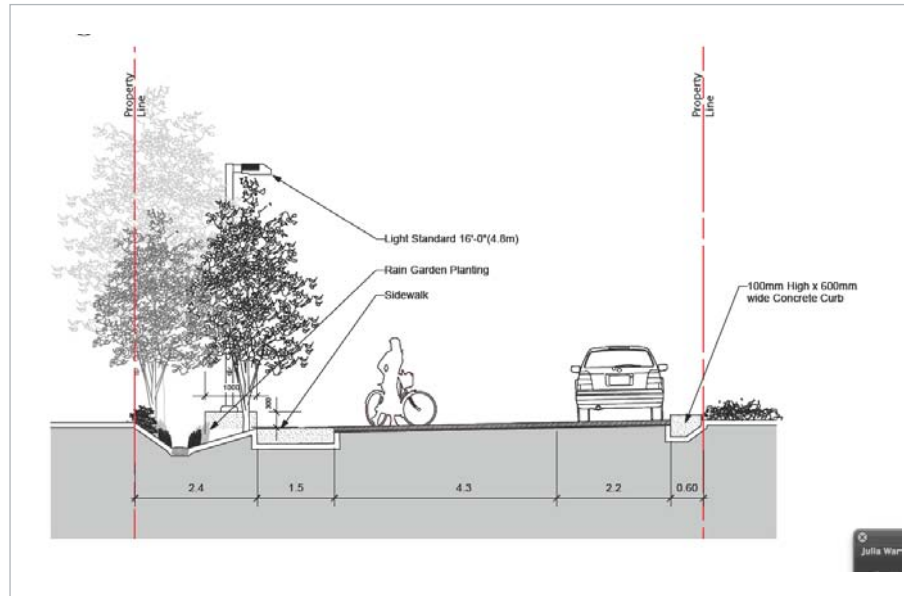
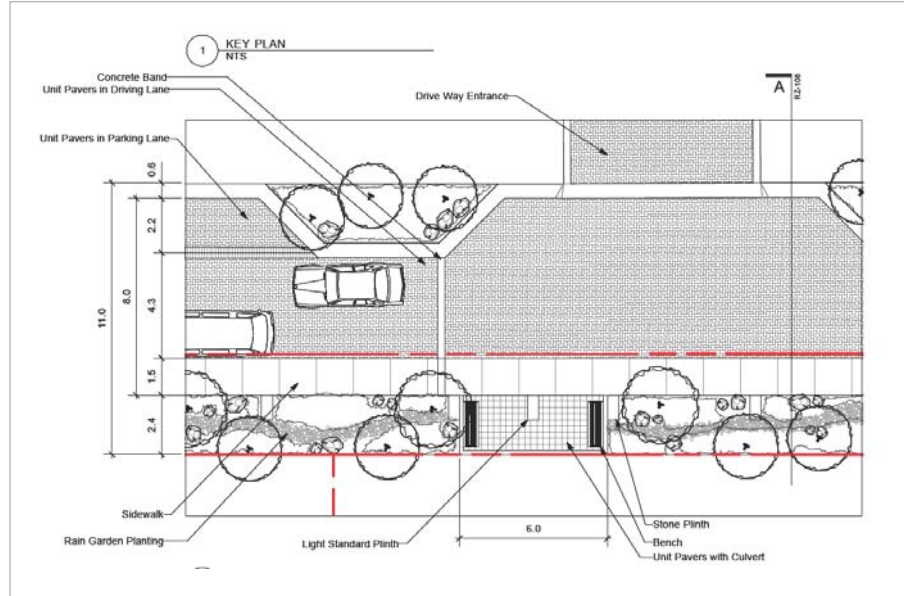


Rendering, courtesy of Perkins + Will

The Panel gave consideration to the retention of the existing laneway and how that might be incorporated into the development of the Site. The Panel feels that there are a number of positive benefits to the Site and adjacent areas from retaining the laneway. There are no compelling reasons to remove it, particularly after the preliminary parking analysis indicated that the required number of parking stalls could be achieved on the Site without utilizing the area underneath the laneway.

There are several examples in the Metro Vancouver area of creative and effective laneway treatments. The Panel suggests that the laneway be open to the public and incorporate a mews design with an 8.5 metre wide right of way that would be shared by pedestrian and vehicular traffic. The design should also incorporate one or more courtyards, landscaping and street furniture. Units fronting on the mews would have a clear separation of their private space from the area open to the public.

The Panel presented the Mews concepts, courtesy of SFU Community Trust, showcasing the types of design elements that could be included.



Mews concepts, courtesy of SFU Community Trust

...The Panel feels that there are a number of positive benefits to the Site and adjacent areas from retaining the laneway. There are no compelling reasons to remove it...

7.4 LEED™

The Panel deliberated at some length on the cost-benefit of requiring a LEED™ standard development. Based on the discussion with the stakeholders, it was suggested that buyers in the Maple Ridge market are currently not willing to pay more for green design features. However, the consensus of the Panel is that incorporating LEED™ components into construction need not increase the cost of construction, and that the DMR's existing design guidelines for the Town Centre incorporated elements that are at least at a LEED™ Silver level. While developers in Maple Ridge may not be familiar with or even be averse to a LEED™ requirement, the Panel's view is that these standards are becoming more widespread, and that the DMR should show leadership in this regard and use this project to demonstrate that LEED™ requirements can be met in Maple Ridge.

As a result, the Panel recommends that the DMR require LEED™ Gold for the development on the Site. This should be attainable and many of the requirements are consistent with the existing requirements in the TC Area Plan. The DMR should also set a minimum level of Energy Points.

While the Panel's view is that a sustainable building should not cost more to construct if completed by a committed developer, there is a cost to the LEED™ certification process. The DMR should consider subsidizing that certification cost so that it is not an increased cost for the developer of the Site.

In order to ensure that LEED™ requirements are being met, particularly if the DMR is paying the costs of certification, the Panel recommends that the DMR structure LEED™ certification into the development approval process.

7.5 Other Practical Considerations

Some of the practical considerations in site design that the DMR will have to consider include the development of a work/live policy and design guidelines, providing for private passage ways going north/south through the Site to create a visual connection, and providing guidelines for private indoor and outdoor amenity space.

7.6 Staging of Overall Development

The development of the Site could easily be staged or phased, keeping in mind the DMR's desire for development to be completed in the short term.

The Panel also recommends that, if the development is phased, the buildings are phased and not the uses.

There are various potential options for how the Site would be staged/phased and developed. The Site could be sold in its entirety to one developer and developed in two phases, one building on each side of the Site, bisected by the laneway. Alternatively, the DMR could sell a portion of the Site to a developer, retaining ownership of the remainder, but giving the developer a first right of refusal or first right to purchase the remainder within a specified time period.

Depending on the level of developer interest and/or whether a builder/operator is interested in a portion of the Site, the DMR could consider additional subdivision/staging/phasing. Generally, however, staging/phasing beyond two phases should be carefully considered.

...the Panel recommends that the DMR require LEED™ Gold for the development on the Site.

7.7 Potential Development Incentives

From the discussion with the stakeholders, and the large number of development proposals currently before the DMR, it appears that the Town Centre Investment Incentive Program has been well-received. The Panel recommends that the DMR continue that program.

The DMR should also consider using some of the proceeds from the sale of the Site to fund improvements of the existing public realm and continuing the types of enhancements that have been completed on 224th Street. The Panel suggests that public funds be used to cosmetically enhance the frontages on 227th Street, making this another demonstration street for the Town Centre.

The DMR should also consider other ways in which the costs to the developer can be reduced. Allowing shared residential visitor and commercial parking is one option.

7.8 Further Considerations

In the course of its deliberations, the Panel identified several additional matters that the DMR should consider in connection with the development of the Site and the Town Centre.

First, how does the Site fit into the overall retail framework for the Town Centre? This is particularly relevant to the Site given its proximity to two shopping centres, as well as the current state of some of the retail/commercial uses viewed in the area of the Site. The DMR should consider development of a retail plan for the Town Centre so that any new development will support existing businesses.

Second, the Panel believes that the DMR should develop a policy position and plan for the future redevelopment of the nearby shopping centres given the prominence of the buildings, their impact on an adjacent development and the Site, as well as the general trend in Metro Vancouver towards the redevelopment of shopping centres with a significant residential component.

Third, the Panel recommends that the DMR review the Town Centre road network with a view to increasing connectivity by potentially extending 226th Street to Dewdney Trunk Road, and reducing or eliminating the four off-set intersections on 227th Street that could cause safety and congestion problems as density and traffic increases in the Town Centre. While the design for the Site might be able to reduce the “back-door” feeling that the Panel had on its site tour, further enhancements to the road network and streetscape in the area might also make a positive impact.

8.0 PANEL AND STAKEHOLDER BIOS

8.1 TAP Panelists

Jonathan Tinney (TAP Chair)

Manager of Design Planning + Economics, AECOM

Jonathan Tinney is the Manager of Design Planning + Economics in AECOM's Vancouver office. He has a background in market analysis, development economics and strategic planning and brings an understanding of community dynamics, sustainable development, and economic trends to the creation of practical solutions to urban challenges. His experience includes work on all aspects of the planning and development process, from municipal policy to pro forma analysis, working with a diversity of clients, including private sector developers, local municipalities, community and industry groups, and international agencies.

Besides his previous work as an urban planning and economic development consultant, Jonathan's prior experience includes management of the planning and implementation of a 10,000-resident sustainable community currently being developed adjacent to Simon Fraser University in near Vancouver, BC as well as work on the development of a major rapid transit project in Metro Vancouver.

Cliff Bowman, MIRM

President, Bowman International Real Estate Marketing Inc.

Cliff Bowman is currently President of Vancouver based Bowman International Real Estate Marketing Inc. (BireM), the latest evolution of a real estate marketing firm he established in 1981.

Cliff has 35 years experience in marketing thousands of residential units and millions of square feet of commercial space in developments in cities located across North America and off-shore.

A specialist in pre-selling major developments and creating their "Spirit of Place", he is also recognized as the pioneer in the pre-sale concept where he started utilizing virtual tour technology and sophisticated sales centers over 25 years ago. Since 2000, his clients' residential projects have been awarded over 90 highest national and regional marketing awards from the U.S. National Association of Homebuilders.

He holds the MIRM educational designation "Master of Residential Marketing" from the U.S. National Association of Homebuilders and is a member of many U.S. and Canadian real estate industry

associations. They include the Urban Land Institute, Urban Development Institute, Lambda Alpha Land Economics Society, National Association of Homebuilders and U.S. Green Building Standards Council to name a few.

Jeff Brown (ULI Young Leader)

Development Manager, Shape Properties

Jeff has been active in the commercial real estate industry since 2004 during which time he has worked with several large commercial real estate developers including Ivanhoe Cambridge and Shape Properties Corp. Over his career Jeff has been involved in the development or redevelopment of over 1 million square feet of retail and office properties. Jeff is currently managing the redevelopment of Lougheed Town Centre mall in Burnaby, BC. This redevelopment will transform the mall from a suburban, auto-oriented shopping centre into a mixed use transit oriented town centre.



Jonathan Tinney



Cliff Bowman



Jeff Brown

Jane Farquharson, P.Eng., PTOE
Principal, Bunt & Associates

Jane Farquharson is a senior transportation planning engineer and project manager with 25 years of experience working in both the private and public sectors. Her areas of expertise include major project management, strategic transportation planning, new neighbourhood transportation planning, rural/urban corridor planning, parking analysis and transportation impact studies. She has a particular interest in sustainable transportation, including high-capacity transit planning, bicycle planning, traffic calming and alternative streetscape standards. Jane has managed numerous multidisciplinary projects and is highly experienced in public presentations and community consultation.

Dale Mikkelsen, M.L.A., LEED™ AP
Director of Development,
SFU Community Trust

Dale is the director of development for the UniverCity Project at Simon Fraser University's Burnaby Mountain campus. The UniverCity community is being developed around "Four Cornerstones of Sustainability", including Environment, Equity, Education, and Economy.

Mikkelsen and the Trust's team are making significant and innovative contributions toward the creation of independent and universal green building standards to ensure a high level of urban design and environmental performance. Dale is charged with raising the bar of sustainable community planning to ensure UniverCity remains on the leading edge of energy efficiency, material conservation, healthy environments and community building.

Prior to working with SFU Community Trust, Dale was the lead project planner for the City of Vancouver's 2010 Athlete's Village. He also acted as the City's Green Building Planner. He serves as a board member for the International Living Future Institute and is helping UniverCity to create Canada's first Living Building. Dale is also leading the design and implementation of one of Canada's largest neighbourhood energy utilities reducing GHG's on Burnaby Mountain by as much as 85% within 3 years. He has a graduate degree in Landscape Architecture from the University of British Columbia. Dale is a father of 2 wonderful little kids, and tries to live an active and sustainable lifestyle as a model for his children.

Martin Neilsen, MAIBC, MRAIC, P.Eng.,
LEED™ AP

Principal, Dialog

A registered architect and engineer, Martin brings over twenty-five years of experience and leadership to DIALOG's international urban design, mixed-use development, higher education and transportation projects. Prior to joining DIALOG, Martin was a principal with Busby Perkins + Will. Martin provides extensive experience in leading large-scale urban planning projects. He has led the development of four framework master plans for the Emirate of Abu Dhabi that as a whole address the entire Emirate's growth and economic expansion to 2030. Martin also led an international team in preparing a Comprehensive Development Plan along the Olayya-Batha Corridor, one of Riyadh's busiest traffic arteries. He has managed several 'Transit Village' planning exercises for Metro Vancouver, examining issues of access, capacity and flow around existing stations as well as opportunities for adjacent neighbourhood development land-use planning. Martin's experience includes a host of mixed-use development projects such as One Wall Centre, the Flatiron Building in Vancouver's Coal Harbour



Jane Farquharson



Dale Mikkelsen



Martin Neilsen

and a sustainable mixed-use project at the University of British Columbia of Modern Green, the first development outside of Asia for one of China's largest green developers.

Eric Vance, RPP, MCIP, FCMC
Principal, Eric Vance & Associates

Eric Vance has over 30 years of experience as a professional planner, economist and management consultant, specializing in community and regional planning, economic development, economic and socio-economic impact assessments, organization and policy, strategic and business planning, project management and market analysis. He has conducted hundreds of consulting assignments for a broad range of public and private sector clients.

Eric was a senior member of the management consulting group at Coopers & Lybrand (now PricewaterhouseCoopers) for eleven years. He then served as Director of Planning for the City of Port Moody for three years prior to starting his own consulting practice in 1995.

Eric was also an adjunct professor in the graduate School of Community & Regional Planning at the University of British Columbia for 12 years, where

he taught economic analysis, municipal finance and other quantitative subjects to masters and doctoral students.

Jamie Vann Struth
Vann Struth Consulting Group Inc.

Jamie Vann Struth is a professional economist who works primarily in local and regional economic development, economic impact analysis, municipal financial analysis, and the creation of spreadsheet-based analytical tools.

Jamie has worked in communities and regions throughout British Columbia, evaluating and benchmarking economic performance, labour force characteristics, demographics, and industry sectors. He has been the lead consultant in the preparation of many economic development strategies, business retention and expansion strategies, investment attraction targeting analyses, growth and development analyses, and community and regional economic profiles and economic indicator reports.

Jamie has operated a consulting firm for 14 years since completing a Master's degree in Economics from Simon Fraser University. His work starts with a solid base of research and technical analysis, followed by clearly-written reports and strategies that build on the established facts.

8.2 Stakeholders

Wayne Bissky
Bissky Architecture

Wayne has been practicing architecture for almost 30 years. He holds several degrees, including a Bachelor of Arts, Certificate in Education and a Master of Architecture from the University of Manitoba. He is a member of the Architectural Institute of British Columbia, the Royal Architectural Institute of Canada and the Federation of Canadian Artists. Many of his projects have won awards over the years including a Heritage Winnipeg Award, several Georgie Awards from the BC Builders Association, an Urban Development Institute Award, and an Accessibility Award from the City of Coquitlam. He is currently a member of the AIBC Advisory Design Panel Committee, the Maple Ridge Downtown Enhancement Project Liaison Committee, the Maple Ridge Public Art Steering Committee Meeting and the City of Coquitlam's Local Builder/Developer Liaison Committee. Wayne and his wife Sandra annually join with Engineering Ministries International designing schools and orphanages throughout Africa.



Eric Vance



Jamie Vann Struth

Robert Grimm

Portrait Homes

Portrait Homes has been building homes since 1989 and its vision has been very simple; to exceed the expectation of its homeowners in terms of quality, service and lasting value. Portrait is passionate about what it does and has assembled an award winning team of individuals that share in the passion to excel and achieve. Portrait Homes has been exceptionally fortunate to have received numerous awards and recognition from GVHBA, CHBA-BC, CHBA-National and UDI. For its Silver Ridge development located in north Maple Ridge, Portrait has accumulated well over 100 industry awards. Robert Grimm is one of the principals of Portrait.

Ron Antalek

RE/MAX

Born and raised in Maple Ridge, Ron has had the distinction of being recognized as the #1 Realtor since 1993 (18 consecutive years) out of all realtors in the Maple Ridge/Pitt Meadows division of REBGV for units sold. He was also recognized as the #1 realtor in Canada for Re/Max based on # of units sold for 2000, 2002, 2003 & 2004 and the #1 realtor in B.C. for Re/

Max # of units sold or transactions for 1998, 1999, 2000, 2002-2010. Ron is a graduate of Simon Fraser University with a Teaching Degree, and taught elementary school for 4 years prior to entering the real estate industry. Ron remains deeply committed to the long-term growth and success of the Maple Ridge community. In 2008, he demonstrated this commitment through a \$1 million donation to Ridge Meadows Hospital that will help create a new home for the in-patient psychiatric unit.

James Patillo

Grosvenor Americas

James is a Senior Vice President of Grosvenor Americas with overall responsibility for development activities in Vancouver and Calgary. James has been active in the numerous residential and mixed used development projects in the Lower Mainland over the last 15 years both in urban and suburban settings.

James joined Grosvenor in 2006 and moved to Calgary in 2007 to open an office and establish a development business with a focus on urban multifamily and mixed-use projects. In 2008, he moved back to Vancouver to oversee Vancouver development

operations. Prior to Grosvenor, he worked with Cressey Development Corporation, a large local predominantly multifamily developer, on all aspects of the development process. A BBA graduate of SFU followed by four years of commercial brokerage rounds out his educational and experience base.

James is also General Manager of the Vancouver and Calgary offices and he is a member of a number of real estate organizations, including the Urban Development Institute, the Urban Land Institute (Governance Committee Member) and NAIOP. He is also the Chair of Grosvenor's worldwide Residential Liaison Group that has a mandate to discuss and promote best practices for development operations around the group.

The background of the image features a light gray silhouette of two men in business suits. They are positioned on either side of a central text box, looking down at a detailed city map that covers the bottom half of the frame. The map shows a complex grid of streets and building footprints. The overall aesthetic is professional and urban.

**The mission of the Urban
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use of land and in creating
and sustaining thriving
communities worldwide.**



Making an impact locally. Creating a network globally.

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