



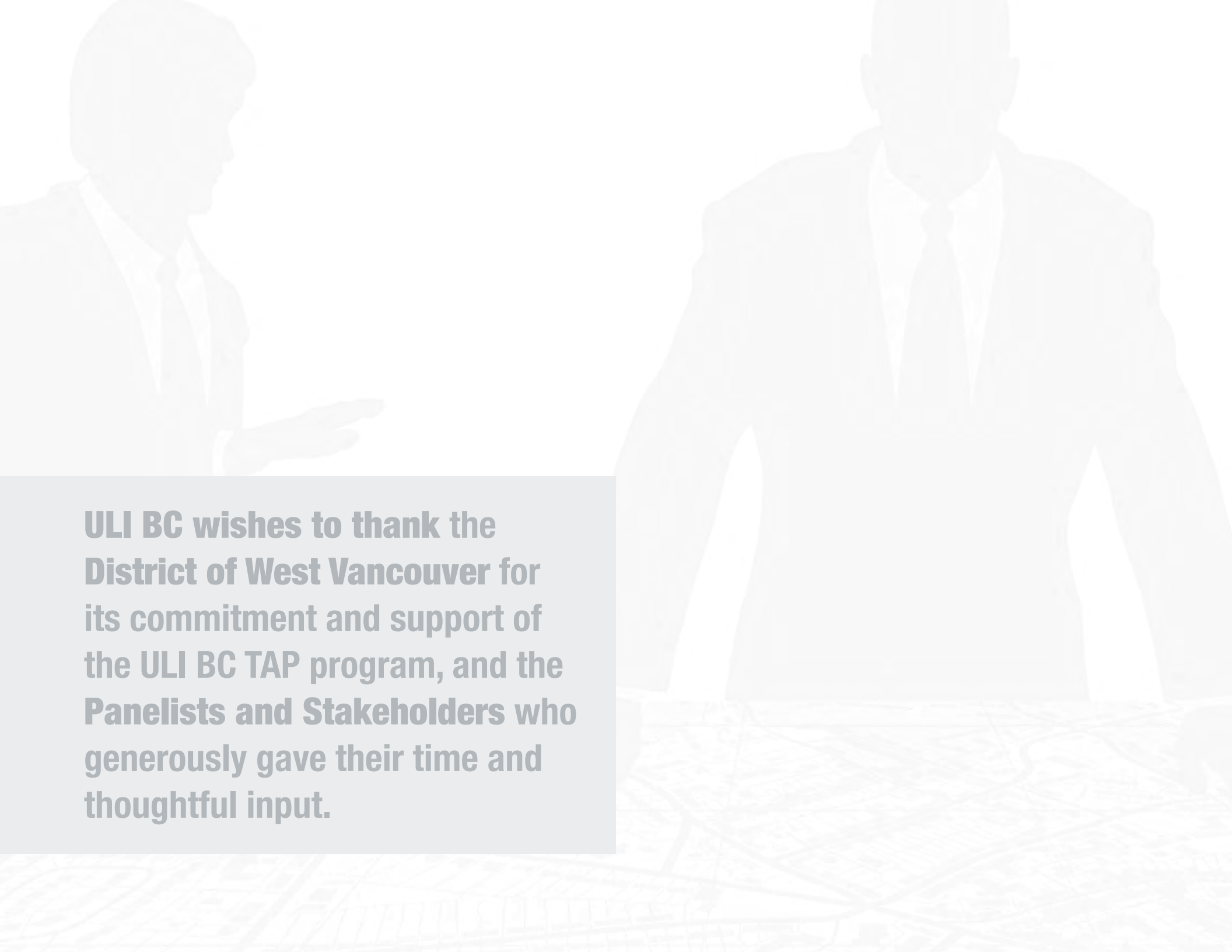
AMBLESIDE WATERFRONT REDEVELOPMENT SITE WEST VANCOUVER, BRITISH COLUMBIA

Technical Assistance Panel | April 11-12, 2013 | Final Report



**Urban Land
Institute**

British Columbia

The background of the slide features a faint, light gray image of two men in business suits. The man on the left is shown in profile, gesturing with his right hand. The man on the right is facing forward, looking down at a large, detailed map of a city grid that they appear to be standing over. The map shows a complex network of streets and blocks.

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



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



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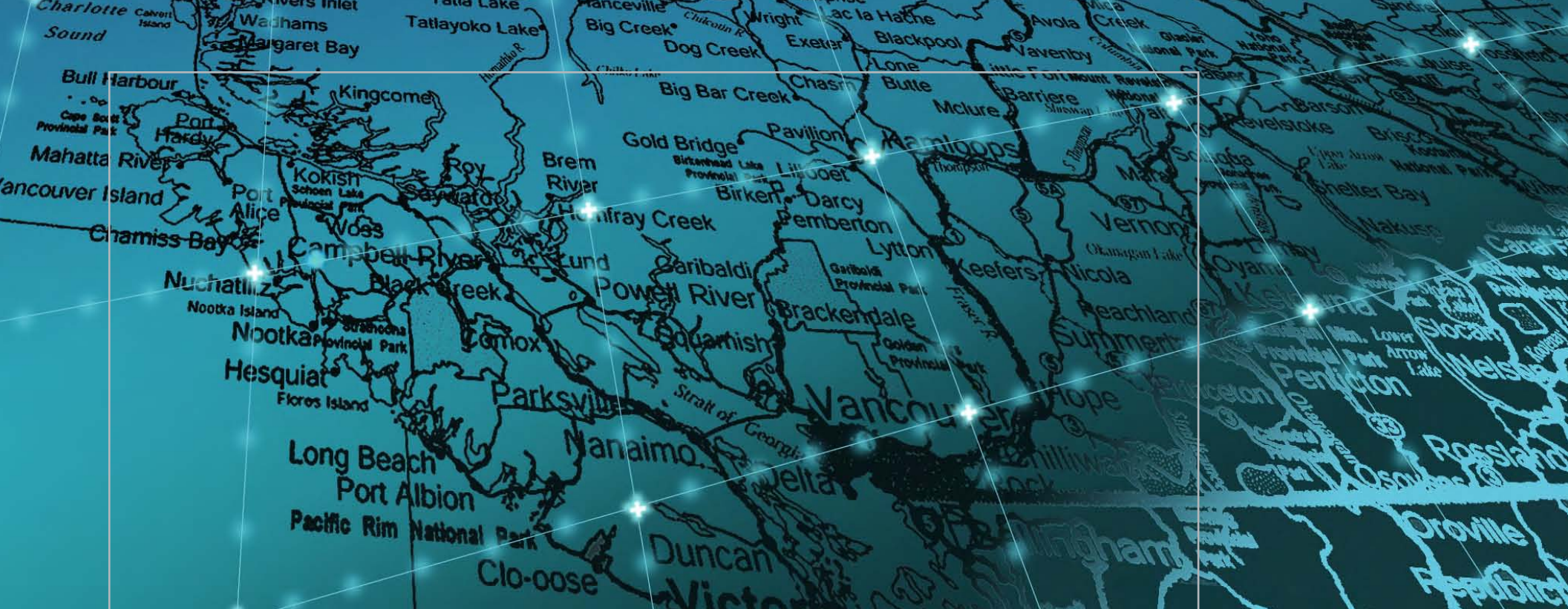
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ULI BC initiated its TAP program in 2012. It did so to address the demand for focused and cost effective advisory services, provide a platform to bring together the public and private sector, and provide an outlet for our members to give back to the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

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West Vancouver, British Columbia

The District of West Vancouver (DWV) was host to the Urban Land Institute British Columbia (ULI BC) Technical Assistance Panel (TAP) held on April 11th and 12th, 2013 at the Hollyburn Sailing Club; the building and site for the challenge at hand. Located on the DWV waterfront next to the Ambleside Park and within a short walk to the Ambleside Town Centre, the Hollyburn Sailing Club provides an important and well-used service to the community. After 50 years of operation, a re-envisioning of the building and uses on the site are sought so that the public goals of a continuous waterfront walkway can be achieved while the waterfront heritage continues its legacy for years to come.

As an extension of ULI's Advisory Services Program, the ULI BC TAP Program brings together ULI members with diverse sets of knowledge to volunteer their time in support of providing strategic unbiased advice to a 'Host', being a local government or non-profit organization, on a complex land use or real estate development issue. In this case, seven professionals formed the Panel bringing expertise in Architecture, Urban Planning, Landscape Design, Market Analysis, Transportation Engineering, and Foreshore Engineering. Panel deliberations were facilitated by a Project Visioning consultant and supported by three additional ULI BC members - a ULI BC Advisory Board member, a Young Leader, and a University graduate student. Prior to the TAP, all involved were provided with a Briefing Book prepared by the DWV 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 of the TAP, the Panel met with representatives of the DWV and members of the Hollyburn Sailing Club for a project briefing and a tour of the property and surrounding area, including a proposed Grosvenor development located directly adjacent to the site. The afternoon concluded with a private discussion with stakeholders, including representatives from the Hollyburn Sailing Club, Grosvenor, and the West Vancouver District Chamber of Commerce.

Panel deliberations commenced early on day two. The group reviewed what they heard on day one, brainstormed the site constraints and opportunities, and set forth five principles to adhere to in the development of design concepts. It was agreed to split into groups to elaborate on two scenarios - Concept A: Design oriented to the foot of 13th Street and Concept B: Design oriented west to 14th Street. Sketching and a plethora of discussions ensued touching on a multitude of considerations, some of which included building location, storage options, site lines, public access and inclusivity, multi-modal requirements and conflicts, storm surge considerations, potential uses within the building and on site, heritage, and the land use economics effecting not only the waterfront site, but also surrounding land values.

After thoughtful discussion, the Panel unanimously agreed that maintaining the Hollyburn Sailing Club on the existing site required a compromised response to the long-term vision of the waterfront. Instead, the Panel recommended a phased approach to extending the arc of Ambleside beach to its logical conclusion at the foot of the 14th Street pier with the land uses for the existing Sailing Club site reverting to public park and beach area. The main functions of the Sailing Club would be moved to a new multi-use building located west of the Ferry Building, essentially building upon the history of Ambleside in that very precinct for years to come.



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

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 BC was formed in 2006 and has over 300 members.

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.



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Each TAP follows a proven process that begins with a conversation between ULI representatives and the potential Host Organization to frame the assignment. ULI assembles an interdisciplinary panel of volunteers who spend time on site exploring the project, interviewing stakeholders, and making recommendations.

1.3 ULI Advisory Services

ULI Advisory Services 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 four continents. The Advisory Services Program has been successful due to its comprehensive and pragmatic approach to solving land use challenges.

ULI Technical Assistance Panel Program

ULI's Technical Assistance Panel Program (known as TAP) is an extension of the national ULI Advisory Services Program. Each TAP follows a proven process that begins with a conversation between ULI representatives and the potential Host Organization to frame the assignment. ULI 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.

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 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 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 two days; and
- The assignment meets ULI's mission of providing responsible leadership in the use of land to enhance the total environment.

TAP Panelist Selection

ULI Member: A current ULI member or obtain membership prior to serving on the TAP.

Knowledge of Specific Issues: Relevant experience and knowledge of the issues.

Skills at Dealing With Issues on Short-term Panel: Able to quickly assess the situation and address issues in a manner designed to complete the assignment in two days.

Excellent Communication Skills: Able to work well in a team environment and be experienced in delivering presentations.

No Conflict of Interest: Not 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.

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.

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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.

The District of West Vancouver is in the midst of an effort to enhance and reinvigorate its Ambleside Waterfront. The Hollyburn Sailing Club has been an integral part of the West Vancouver waterfront for fifty years...

2.1 Overview

The District of West Vancouver (DWV) is in the midst of an effort to enhance and reinvigorate its Ambleside Waterfront. The Hollyburn Sailing Club (HSC) has been an integral part of the West Vancouver waterfront for fifty years; however, the current facility is aging, blocks public access to the waterfront, and its boat storage area is not conducive to the image of the waterfront to which West Vancouver aspires. **How might this 17,369 square feet (1,614 square metres) site accommodate a new clubhouse facility and incorporate other commercial or recreational uses while addressing community goals for public access along the waterfront?**

The DWV provided the ULI BC Panel with a Briefing Book which provided detail of the challenge, questions to be addressed, and a summary of the geographic context and site, surrounding land uses including the proposed 1300 Block Grosvenor development, parking and access, and a market and demographic overview. Selections of the DWV Briefing Book represent this section - Assignment Briefing.

2.2 About the Hollyburn Sailing Club

The HSC began operation in 1963 with the main objective of training North Shore children in seamanship. With the blessing of the DWV and the West Vancouver Parks and Recreation Commission, the HSC has operated out of Ambleside Park training over 10,000 individuals. Training programs have expanded to include adult sailing and kayaking lessons while supporting participation across a wide range of non-powered boating activity, including sailing, kayaking, and rowing.



2.3 Geographic Context

Location

West Vancouver, “the Waterfront Community,” spans 89 square kilometers and is home to more than 44,000 residents. It is bordered by Howe Sound to the west, the Capilano River to the east, and the mountains to the north. West Vancouver is known for its sandy beaches, seaside walks, marinas, hiking trails, ski area, and distinctive residential neighborhoods. West Vancouver combines small-town charm with cosmopolitan amenities in several unique village business areas. The natural setting and proximity to downtown Vancouver completes the desirable setting.

Since its inauguration in 1912, West Vancouver has remained primarily residential. Several neighborhood business areas throughout the community serve the needs of area residents. The small town atmosphere is a result of careful planning, and growth remains slow, but steady.



Site Area

The HSC is located at 1326 Argyle Avenue on property owned by the DWV, one and a half blocks south of Marine Drive at the foot of 13th Street. It is bounded by Ambleside Park to the east, the ocean to the south, the Boat Launch and Ferry Building to the east, and Argyle Avenue and the CPR Railway to the north. The site is 17,369 square feet (1,614 square metres), is generally level, located on the waterfront with a short retaining wall and sloped, mostly sandy beach. The property is zoned RD1 (residential duplex zone). It is located in Ambleside Village, West Vancouver's Town Centre, in the heart of the waterfront recreation area, adjacent to Ambleside's retail core, and close walking distance to many residential properties.

The HSC space is surrounded by a white wooden picket fence. The area is paved in blacktop with a concrete boat ramp. Small sailing boats, row boats, canoes, and kayaks are stored outside on the grounds. The clubhouse is a two-story wooden structure, surrounded by storage lockers on the ground level. The upper level is rentable by members and there is a large south-facing sundeck.



Ambleside Waterfront

It has been a long-term goal of the DWV to secure the Ambleside waterfront area between 13th and 18th Streets for public use. Numerous policies, studies and plans including the most recent Ambleside Village Centre Strategy (2008) and the public input received during the development of the DWV's Strategic Plan and resultant Balanced Scorecard (2010) have stressed the need for the creation of a vibrant and active waterfront.

As part of a long-term initiative since 1975, the DWV recently secured two additional private properties bringing the total to 29 of the 32 waterfront lots being held in public ownership. With the majority of land in public ownership, the DWV can now be proactive in enhancing its waterfront lands to improve community access and its enjoyment for all.

The DWV has adopted Guiding Principles and a Waterfront Plan that seeks to:

- Increase access, use, and enjoyment of the waterfront;
- Ensure an integrated and phased approach to change;
- Provide vibrancy and vitality through a diversity of experiences; and
- Foster environmental protection and stewardship.



2.4 Land Uses

Ambleside Village Centre

Ambleside has historic origins as the point of arrival in the community and has always been considered the community's Village Centre – the focus of its civic, commercial, and service life. The Ambleside Village Centre is bounded by 13th Street to the east, 19th Street to the west, the waterfront to the south, and the apartment area along Duchess and Clyde Avenues to the north. Its superb setting, easy road and transit access, and wide mix of services and shops have attracted residents of all ages for a wide range of reasons. It is still the primary place to find personal services like banking, financial advisors, medical professionals, and a host of 'main street' stores. One might choose it as the place to meet a friend, to do business over coffee, or enjoy a seaside walk and do some errands.

Within this area, there are over 550 commercial and retail businesses that meet the daily shopping and service needs of local residents, and generate employment in the community. Marine Drive is the 'Main Street' thoroughfare for the area and the focus for retail activity. Secondary retail areas exist along Bellevue and Clyde Avenues. Residential uses within the centre are located above ground level and are limited in number. A significant amount of housing exists on the peripheral in apartment buildings and in single family homes.

Numerous civic, cultural, and recreational uses are found within and around the Ambleside Village Centre Area. These include the Library, Ambleside and John Lawson Parks, and the Ferry Building Gallery, to name a few. The Park Royal Shopping Centre is located to the east along Marine Drive.

Strong Civic Presence

Ambleside has a strong civic presence compared to several other Lower Mainland communities. In close proximity is Municipal Hall, where one can deal with a civic concern or watch a Council meeting. The Police Station, Fire Hall #1, West Vancouver Museum, and the West Vancouver Memorial Library - one of highest circulation libraries in British Columbia, are within blocks of the Village Centre. Also within easy walking distance is the Civic Site, which includes the Aquatic Centre, Senior's Activity Centre, Ice Arena, and the new West Vancouver Community Centre.



Ambleside Park

West Vancouver's best known park stretches 24 hectares (59 acres) with a wide sandy beach and a 1.2 kilometer (0.75 mile) shoreline walk. Ambleside Park is classified by the Parks Master Plan (2012) as a 'Destination Park', in that it regularly draws visitors from the entire municipality and beyond, attracting those who specifically travel to spend time 'in the park'.

Recreational opportunities in Ambleside Park include: fields (three artificial turf, two grass, one all weather), baseball diamonds, fitness circuit, skateboard park, basketball courts, tennis courts, sandy beach, swimming, volleyball nets on the beach in the summer, par 3 golf course (open March - October, 9:00 am until dusk), and a 1.2 km paved seawalk for walking or running. Facilities in the park include: washrooms and change rooms, concession, outdoor shower, barbecues, picnic tables, picnic shelter, and a playground (undergoing a phased upgrade starting March 2013).

Of the many trails, the most popular is the seawalk that starts at the foot of 13th Street and ends at the Railway Bridge on the Capilano River. There are other trails around the duck pond, through the grassy lawns in the dog area and around the sports fields. The off-leash dog area is approximately 3.52 hectares in size and consists of grassy areas, trails, and beach access for both dogs and their owners.



1300 Block Redevelopment

Grosvenor submitted an application to the DWV in the fall of 2012 to redevelop the south side of the 1300 Block of Marine Drive. A mixed-use, commercial/residential development is proposed, consisting of two buildings joined by an underground parkade, all of which will be constructed in two phases. At grade, the gross building area is 4817 m² (51,849 sq ft) with over 80% dedicated to commercial space. Above the ground floor, only residential units are proposed. The western and eastern buildings are proposed for eight- and seven-storeys respectively, with an overall Floor Area Ratio (FAR) of 2.99 over the site (representing a gross floor area of 265k sq ft).

The project is currently undergoing public consultation through which Council will determine whether it should be revised or proceed to a formal public hearing. The DWV is interested in what opportunities exist with the redevelopment of the Hollyburn Sailing Club site in relation to the connectivity to this mixed-use development.



2.5 Parking & Access

The active CN railway line separates the waterfront from the commercial area. Parking in Ambleside is in high demand by commercial users (visitors and staff), recreational users, and residential users. The supply of parking is a mix of small parking lots, limited underground parking facilities, some laneway parking, with the majority of available parking being on street parking. All parking in Ambleside is free. Street and public parking are time limited.

A 2005 DWV discussion paper found Ambleside's traffic volumes to be comparable to those found in other Metro Vancouver local shopping areas (such as Dunbar, 4th Avenue, and Kerrisdale). The current (2013) 24 hour average daily traffic counts at Marine at 13th Street is 24,189, at Marine at 15th is 17,108, and at Marine at 19th is 15,041. Ambleside's average traffic volume between 13th and 19th Streets is 19,080. Generally, Ambleside is well located within the overall transportation network in West Vancouver in a central location that is well served by transit. Ambleside is easily accessible by transit, with bus stops on nearly every block. Many residential buildings are within walking distance of Ambleside Village, so pedestrian access is also high.

Vehicles access the Hollyburn Sailing Club via 13th Street with parking and boat launch traffic through Argyle Street. Pedestrians, cyclists, cars, trucks, and service vehicles all share this area, making for a "messy" mixed-modal further challenging an already constrained site.

West Vancouver's population age profile has shifted over the decades from a higher proportion of families with young children and teens in the 1970s to a greater proportion of older residents in recent decades.

2.6 Market Overview

Economics

West Vancouver income levels are significantly higher for all family types compared to Metro Vancouver. Couple families have the highest average combined incomes (\$211,280 for West Vancouver and \$94,945 for the region). The Ambleside area, based on three Census Tract areas have a higher prevalence of low income families versus the rest of the community. In West Vancouver, 33% of all households are two person households. The next most common household size is the one person household. In 2006, 28% of all households represented residents living alone. Average household size in West Vancouver declined from 3.2 in 1966 to 2.5 in 1986 and stabilized at 2.5 from 1986 to 2006. The decline in family and household size is related to an aging population and declining birth rates (following the baby boom) - a trend that has been offset in recent decades by immigration.

Rental housing costs in West Vancouver are high compared to regional averages, and vacancy rates are among the lowest in Metro Vancouver. The vacancy rate in West Vancouver in 2011 was 0.2% and average monthly rents were \$1,478 (for all bedroom types). This compares to 1.4% and \$1,027 respectively in Metro Vancouver 2011. Housing sale prices and construction costs have escalated across the region in recent years. This trend has been particularly pronounced in West Vancouver where the median sale price of a single detached house was \$1,780,000 for the year 2011.

Demographics

The largest population groups in West Vancouver are the four 5-year age cohorts spanning the years 45-64. West Vancouver's population age profile has shifted over the decades from a higher proportion of families with young children and teens in the 1970s to a greater proportion of older residents in recent decades. The aging trend in West Vancouver's population profile reflects broad trends occurring regionally, provincially, and nationally (associated with the aging of the baby boomer population and declining birth rates). The trend has been more pronounced in West Vancouver than in most other communities in the region. West Vancouver has the second highest proportion of residents age 65+ at 25% of the population (second to White Rock at 29%), and compared to 14% in the region as a whole. It also has the third highest median age at 50, up from 47 in 2001. This trend is also consistent with the region, province and nation. Compared to the region, West Vancouver has proportionally fewer younger adults (20 - 40 yrs) and proportionally more seniors.

3.0 SITE TOUR & DISCUSSIONS

Panelists, the DWV staff, and members of the Hollyburn Sailing Club met on day one at the development site. The afternoon began with a project briefing followed by a site tour and then a group interview with Stakeholders.



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3.1 Key Questions Posed by the District of West Vancouver

1. What commercial uses could be integrated into a new clubhouse to add to the vibrancy and vitality of the area?
2. Are there certain uses that can be added to the new facility that contribute to year round activity?
3. How can this site be designed to complement and connect with the uses in the Grosvenor proposed development in the 1300 Block and the activities and uses around the pier at the foot of 14th Street?
4. What types of park uses (food concessions or washrooms) can be included if the facility is expanded to the east into Ambleside Park?
5. Can a new facility be situated to allow for a continuous public waterfront walkway?
6. How might the existing boat ramps integrate with new uses on the site and is there a way to use the space more efficiently?



3.2 What the Panel Heard From The District of West Vancouver

- Explore the potential to shorten the commercial area on the east-west axis and opportunities to increase flow north-south.
- Examine options for the public access boat ramp.
- The DWV's long-held goal is for a continuous waterfront path for public use.
- How can this site integrate better with the Ambleside commercial area with north/south connections? What synergies can be created?
- The DWV would like to see redevelopment that encourages year-round use of the site.
- How might the Hollyburn site integrate with the surrounding parks?



3.3 Interview with Stakeholders

Hollyburn Sailing Club

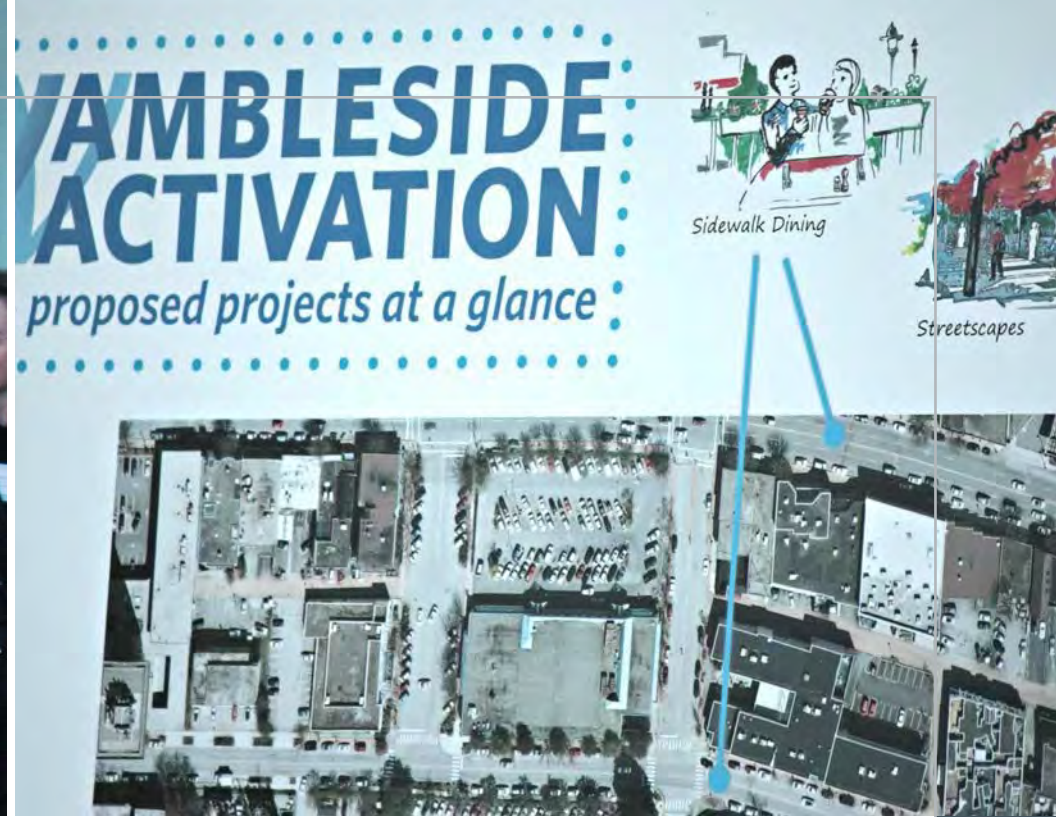
- The club has concluded that at least 15% more space is required both for ground storage and interior classroom space in the future.
- Sharing the public access ramp is not a desired option.
- The club would prefer sharing the site with the municipality or a boat rental company rather than a private commercial restaurant.
- The club has 175 family memberships and a waiting list for further boat storage.
- There is a need for public washrooms.
- Wheelchair access to both the building and the water is desirable.
- Parking is not critical but access for trailers is.



Grosvenor

With respect to proximity to the site of the Hollyburn Sailing Club and the overall development, the Panel heard the following:

- The 1300 Block site and Bellvue Street will be raised to the height of the railroad tracks.
- The sailing club adds value in terms of animating the waterfront.
- There is a lot of interest from restaurateurs in the 1300 Block.
- There will be public parking underground, access on Bellevue and on 13th Street.
- There will be vehicle access from the Grosvenor site to retail off 14th street (Festival Street).
- Cannot compete with the mall - aiming for small local niche retail tenants.



West Vancouver Chamber of Commerce

- Working closely with Grosvenor and the Ambleside revitalization plan.
- Rising commercial vacancy rates.
- Its quiet after 6pm in Ambleside.
- Need to centralize commercial within Ambleside.
- Difficult for restaurants in Ambleside, example Saltair which closed partially due to resident complaints.



PRINCIPLES

- INCREASE AND CONTINUE PUBLIC ACCESS TO WATER
- CONSOLIDATE ACTIVITY AT FOOT OF 14th
- HOW CAN WATERFRONT BE DEVELOPMENTS OPPORTUNITIES ASSOCIATED WITH IT
- MAXIMIZE VALUE OF LAND AS RELATIVE TO DEMAND
- MAXIMIZE PSYCHOLOGICAL SYNERGICITY BTW SPACE PLACE, USE ALONG WATER



Sketching and a plethora of discussions ensued touching on a multitude of considerations, some of which included building location, storage options, site lines, public access and inclusivity, multi-modal requirements and conflicts, storm surge considerations, potential uses within the building and on site, heritage, and the land use economics effecting not only the waterfront site, but also surrounding land values.

4.1 Design Considerations

Based on information collected during the site tour and feedback received in the stakeholder interviews, the design team identified the following key constraints and opportunities to be considered in design options for the site:

- Heritage (function of 14th Street terminus as supported by the Ferry Building).
- Enhanced beach amenity.
- Enhanced multi-use public building.
- More organized public space (connections/place making).
- Integration of uses (site and building).
- Public realm, 14th Street as 'Festival Street' and a node of community assets.
- Storm surges (big issue, increases over time).
- Narrow property.
- Boat ramp challenge (politically and functionally challenging).
- Grosvenor development (recognize the opportunities that the 1300 Block site plays on the waterfront and vice-versa).



4.2 Principles to Work From

Based on the summary of design considerations, panel participants each proposed three design principles. These principles were shared with the panel who collectively identified and selected the five most important to be adhered to in the development of design concepts for the site.

1. Increase and enhance public access to waterfront.
2. Minimize multi-modal conflict and improve pedestrian and cycling connectivity.
3. Expand the function of the sailing club to include complimentary public uses (food, beverage, public rentals, art gallery, multi-use).
4. Reclaim as much of Argyle Street as possible to accommodate a route for active transportation including an extension of the Spirit Trail.

The Panel split into two teams – Team A to consider a design concept oriented to the foot of 13th Street and Team B to develop a concept oriented towards 14th Street - both teams tasked with envisioning an expanded facility and uses within the boundaries of the existing site.

4.3 Design Concepts

In response to the Design Principles, the panel identified two potential development scenarios – one centred around development concentrated at the foot of 13th Street and the other centred around the concentration of development at the foot of 14th Street. The Panel split into two teams to brainstorm before presenting and discussing the concepts with the larger group. Following the presentations, the Panelists further explored and collectively detailed a recommended direction.

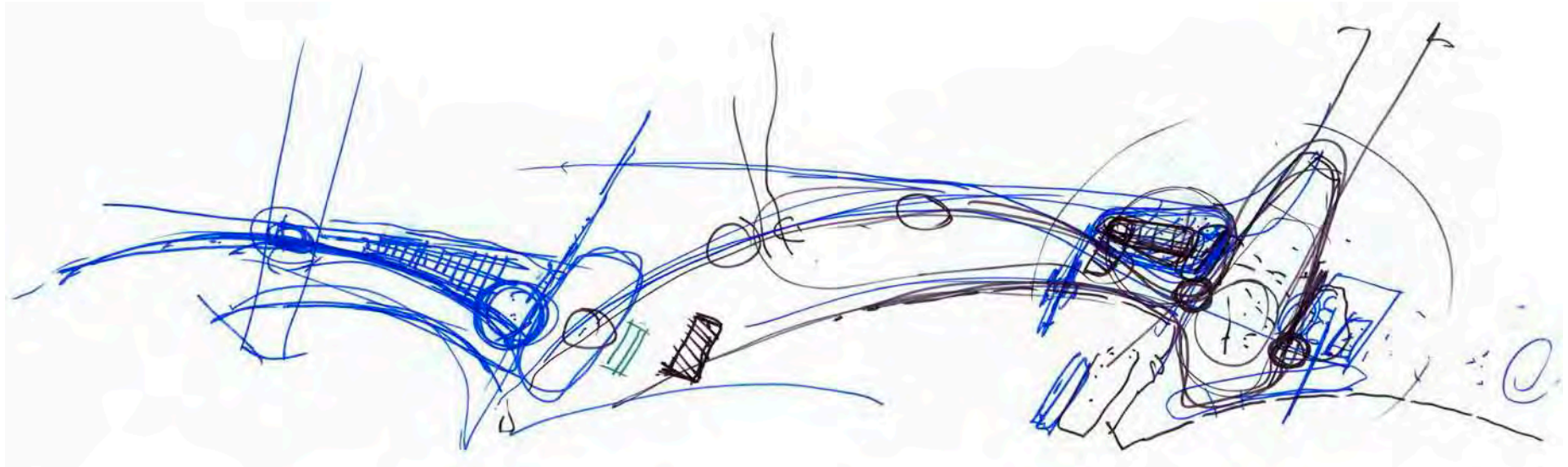
Concept A - Design oriented to the the foot of 13th Street

- Idea of expanded use demands beyond sailing, ie. increased demand for kayaks. Storage on main level and club and other facilities above.
- Club could be situated within the back of the building to accommodate uses that benefit from waterfront views such as a multi-purpose, civic-oriented event space. Club occupies space within a public facility.
- Increases waterfront activity and animation – 13th Street as a gateway needs a destination such as a cafe. Animate the edge with a patio, a gateway to the site. Converging use of marine activity to engage with.
- Connects waterfront trail through the study area. (re-think access, loading and unloading, angled parking, multi-modal conflict - prioritize pedestrians and cyclists along Argyle Street and over time eliminate car access.
- Increases permeability and view corridors for the Grosvenor development, north-south through the site. No need to connect the building with storage.
- Repatriates a portion of the beachfront through consolidation of boat launches. Possibly phase out motorized launch of craft.

Concept A



Concept B



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Concept B – Design oriented west towards 14th Street

This rough sketch is the graphic component of the conversation amongst the members of the group focused on concentration of development at the foot of 14th Street. A number of options were discussed for satisfying the agreed design principles by various re-organizations of the components of the HSC on its current site with access via 14th Street. It was evident that this approach was essentially a mirror image of the Concept A (13th Street access) approach, and that it required a compromised response to the principles.

At a point during the discussion, it was suggested that the functions of the HSC might be re-distributed, with the main functions moved to a new building on a different site, west of the Ferry Building. As this idea was explored it became clear that the design principles could be satisfied without compromise, that the longer term needs of the community could be better served, and that a number of other important community benefits would also be achieved. This radical approach then became the fundamental idea of the recommended concept.

Following a review of the two design options, the panel found several similarities in the key considerations and recommendations within both concepts, however there was unanimous agreement that moving the Hollyburn Sailing Club within an expanded building west of 14th Street offers the most comprehensive and sustainable long-term solution.

4.4 Recommended Direction

Main Ideas

- Enhancement of the built component of the 'Community Anchor' west of 14th Street as identified in the Ambleside Waterfront Plan.
- Expanded beach and public space provision.
- Support for 14th Street as 'Festival Street' and focus of public activity.
- A phased incremental approach.

Phase 1

- Move 'enhanced club' to site immediately west of the Ferry Building. The HSC becomes part of a multi-use 'marine centre'.
- Club fleet moves just east of 14th Street and shares an expanded public boat launch.
- Improve beach access by extending a beachfront walkway between 13th Street and 14th Street.
- Prioritize Argyle Street for active transportation uses, eliminating motor vehicle access along the majority of its length.
- Assessment of alternate boat launching opportunities.

Phase 2 - Phase in public boat launch for use by non-motorized craft only.

Phase 3 - Gradual reduction of private boat storage.

Recommended Direction Detail

This concept focuses on extending the arc of Ambleside beach to its logical conclusion at the foot of the 14th Street pier with the land uses for the existing HSC site reverting to public park and beach area. This serves to directly link the beach with the waterfront walkway and provide a continuous ribbon of public waterfront. The primary activities of the HSC would be combined in a new expanded facility situated west of the Ferry Building. This new facility would support not only the meeting, teaching and administrative needs of the HSC but would also house other marine-related service and/or recreational uses such as paddle board and kayak rentals, other marine outfitters, tour operators, etc. The building could house a modest restaurant or cafe, as well as meeting and event space to be used by the HSC and rentable by other users.

Storage and launching for the HCS would be distributed in various locations within the proposed site. The boat storage functions of the club are located to the east of 14th Street Festival Square in a flexible space that could have alternate uses at different times of the year. Additional storage locations would include a training fleet storage yard located adjacent to the proposed new facility and seasonal storage of kayaks and canoes, as part of a proposed wharf that would connect to the east side of the existing pier.

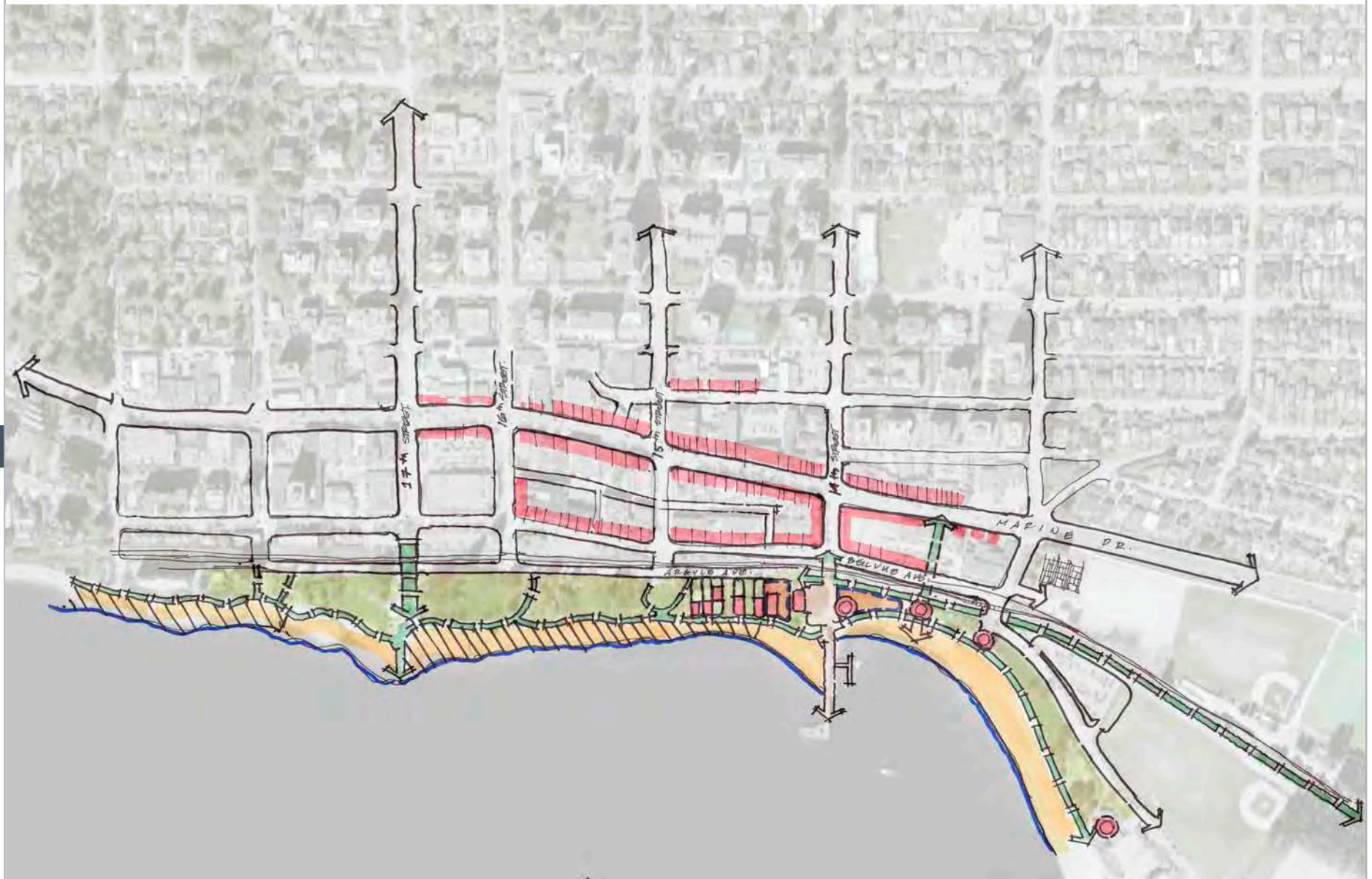
Small vessels and kayaks could be launched west of the pier during times of calm water and larger craft would be launched using the existing public ramp located across the public right of way. The public boat ramp would remain until an alternate location is secured. This site is ultimately envisioned to support non-motorized craft only.

The site just west of the Ferry Building would support other existing uses within the area and could support the future development of a precinct devoted to cultural, event, hospitality, and small scale artisan studios, galleries, and cottage industries. Given its adjacency to the retail attractions along Marine Drive and location on the West Vancouver waterfront, an expanded arts, culture and recreational precinct in this location has potential to be developed over time into a significant attraction and activity generator to support the vitality of the West Vancouver waterfront. A second new small building just to the east of the Festival Square tentatively labeled the 'Eco Adventure Centre' provides the opportunity to increase activation of the waterfront area while providing stronger definition of Festival Square.

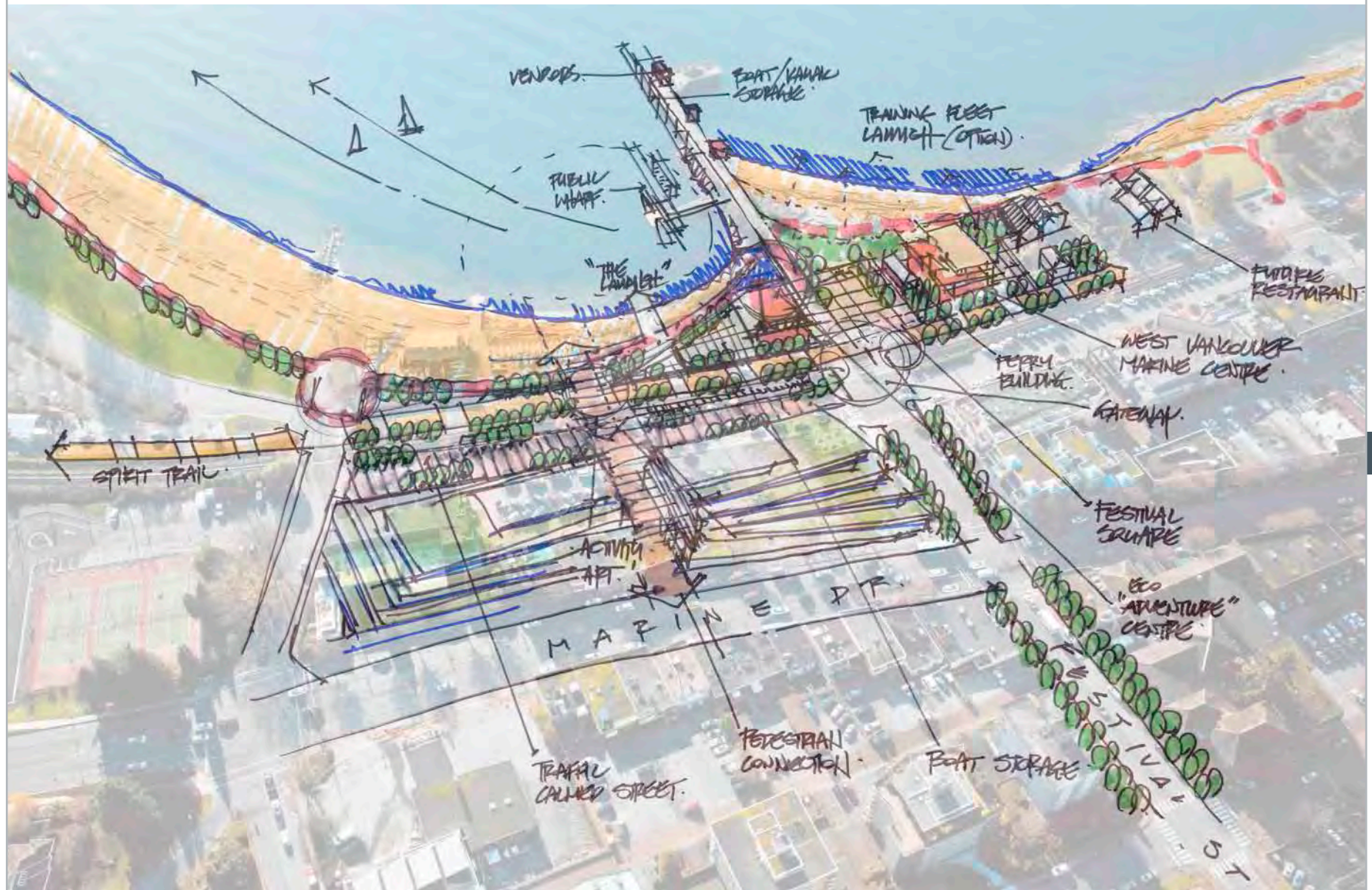
A further component of this concept is the introduction of a new pedestrian connection, crossing the rail tracks in alignment with the pedestrian concourse in the proposed Grosvenor 1300 Block development. Importantly, the expansion of the upper beach acquired through relocating the HSC provides increased room to maintain or improve on the naturalized form of the shoreline while addressing current storm surge and adapting to future increases in storm surge (i.e. global climate change).

Concept sketches in support of this recommended direction are illustrated on the following pages.

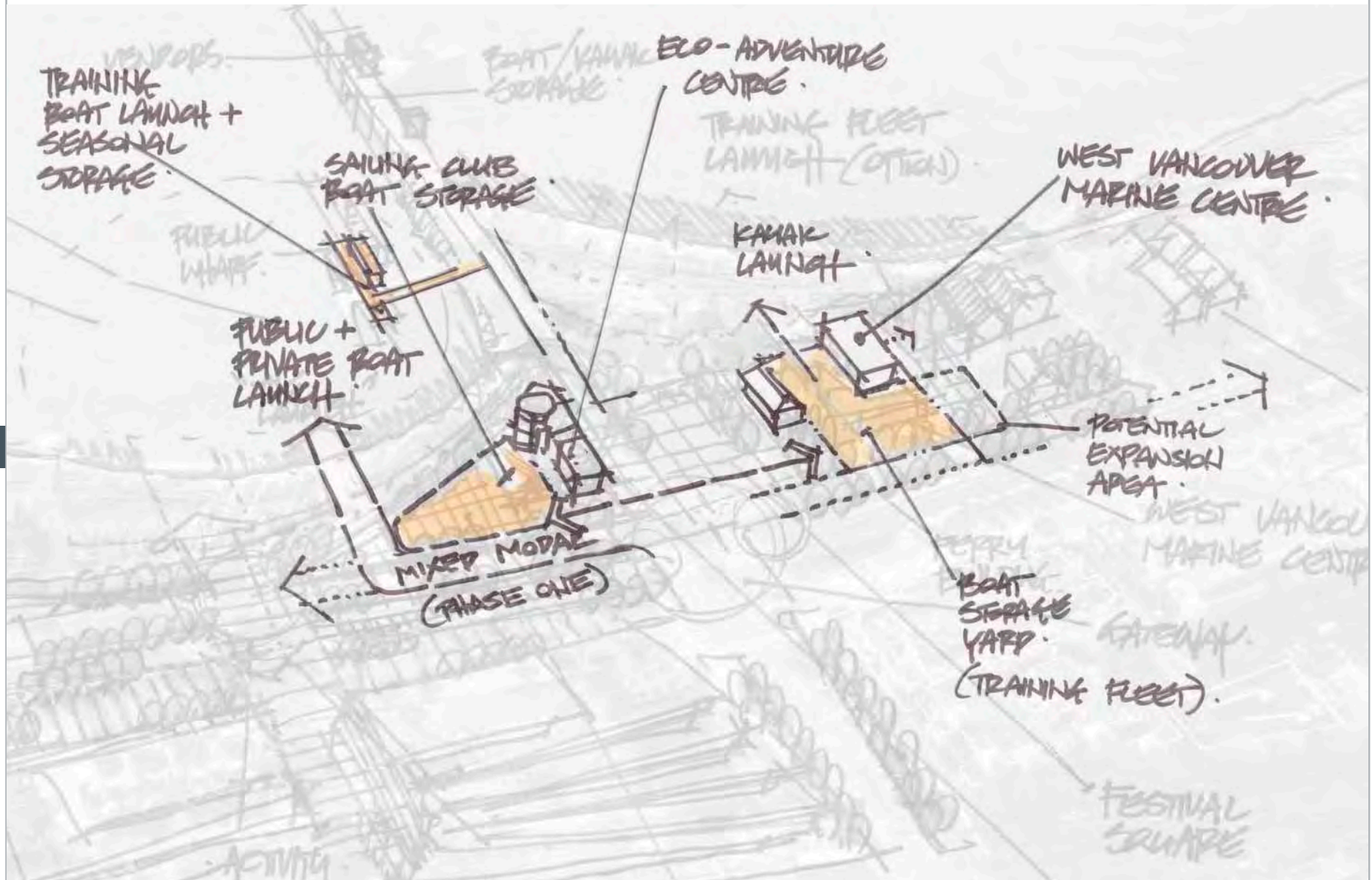
Recommended Direction - Context Plan



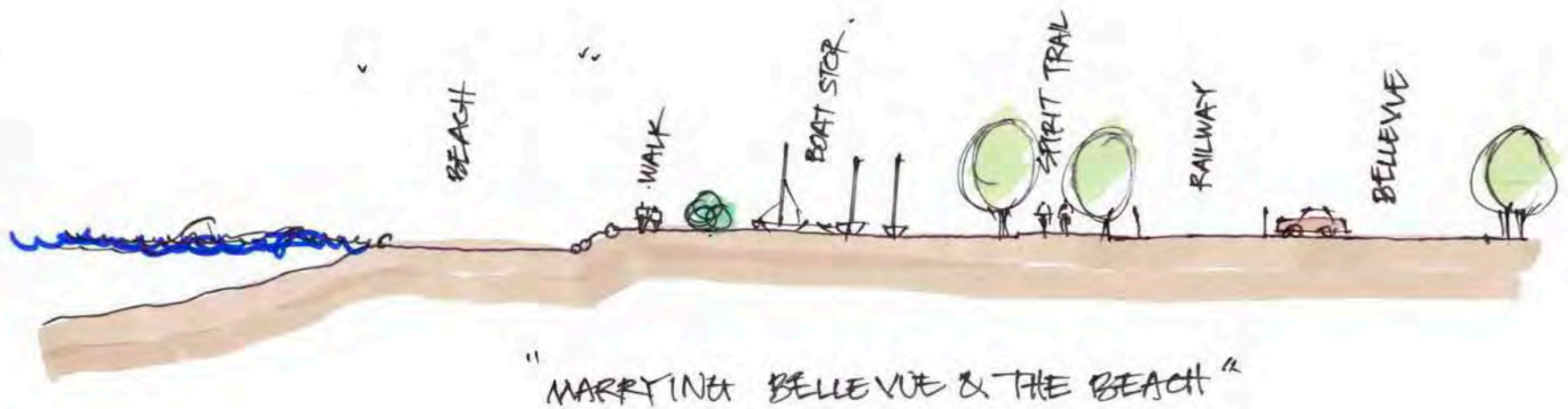
Recommended Direction - Site Plan



Recommended Direction - Land Uses



Recommended Direction - Cross Section





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Site tour - walking along the waterfront past the Silk Purse.

5.0 ABOUT THE PANELISTS

5.1 Panelist Bios

Chris Fair, TAP Chair: Resonance Consultancy Ltd.

Futurist, facilitator and development strategist, Chris holds a Master's degree in Studies of the Future from the University of Houston. He has married his extensive project development expertise with futures research methodologies to help a variety of cities and destinations create visions and strategies that shape their futures. As president of Resonance Consultancy, Chris leads a team that has completed more than 100 visioning, strategy, planning, policy and branding projects for destinations and communities in 65 countries around the world. Resonance Consultancy helps both public and private sector clients look ahead – ahead of the curve, around the corner or a decade from now – to create value-building visions, strategies, plans, policies and brands that foster community, preserve cultural heritage, protect the environment and generate economic benefits for all those involved.

Ross Blackwell: City of Campbell River

Ross Blackwell is the Land Use Services Manager at the City of Campbell River where he works with the senior management team and is relied upon for consistent strategic insight to support Council. He leads a progressive team that is delivering “cutting edge” projects and collaborates with the development industry to achieve viable innovation. Ross manages a number of inspired planning documents including the new sustainable official community plan. His 20 years of experience has provided him with a broad skill set in the field of community development working for, or affiliated with local and senior levels of government and in the private sector. His in-depth understanding of best practices in community planning, sustainable growth, sustainability based policy/bylaw development, urban design, communication strategies, and complex land development issues both spans British Columbia and Alberta.

Darryl Condon, Hughes Condon Marler Architects

As Managing Principal at HCMA, Darryl offers our clients over 20 years of experience, along with special expertise in civic institutions, community centres, recreation, sport and aquatic facilities. He has played an important role in the design and construction of innovative projects including Whistler Public Library, West Vancouver Community Centre and Legends Centre in Oshawa, ON. He currently serves as Principal-in-Charge for the Grandview Heights Aquatic Centre and the Saint-Laurent Sports Complex.

Darryl is known for his client-oriented service, which has led to repeat clients and new projects in British Columbia and across Canada. Through his work on previous projects he has developed a valuable network of industry contacts that include facility operators, technical consultants, suppliers and sport organizations. Our clients benefit from Darryl's hands-on research of recreation designs throughout Europe and its application to North American facilities. He has lectured on issues related to sport and recreation facility design for groups such as the Canadian Parks and Recreation Association, the British Columbia Recreation and Parks Association, the Recreation Facilities Association of British Columbia and Parks and Recreation Ontario.

Paul Lebofsky: Matrix Architecture & Planning

Paul Lebofsky is the Principal of Matrix Architecture and Planning in Vancouver. With more than 35 years in the profession, he has a wealth of experience and expertise in architectural, urban design and planning practice. He founded Matrix in 1990. Paul is compelled by a belief that architecture and urban design have the ability to enrich our lives. Every project, regardless of size, is undertaken in dedicated pursuit of that ideal. His career has taken him to Australia, China, the U.S. and various locations in British Columbia. He has served on the City of Vancouver's Historic Area Planning Committee and as chairman of the Urban Design Panel in Delta BC. He has won gold and silver Georgie awards for Architecture, and is twice winner of Planning Institute of BC awards, most recently (2012) for a Master Plan for the Harbour Area in Gibsons BC.

Paul received his Bachelor of Science degree from the University of Toronto, and his Bachelor of Architecture from the University of British Columbia where he graduated with the AIBC Medal for Exceptional Ability. Paul lives in West Vancouver with his wife, Teresa Syrnys.

Derek Lee: PWL Partnership Landscape Architects Inc.

Derek brings a rich understanding of urban form to PWL that began at an early age. "As young as two years old, all I did was draw." Growing up, he drew cities, streets, parks, built models of buildings, and considered how these spaces change over time. "It was a natural transition to become a landscape architect," Derek admits, "and I feel like one of the luckiest people to be able to do what I love as my profession."



A Vancouver native and University of British Columbia graduate, Derek has also practiced landscape architecture in California, the Middle East and England. A particularly influential experience was working with landscape architect and Zen priest Shunmyo Masuno in Japan. When not thinking up the next innovative way to make the world a better place, Derek enjoys playing music in his band and hiking the local mountains with his family.

Dale Muir: Northwest Hydraulics

Mr. Dale Muir is a senior project engineer specializing in river and coastal engineering. He has been with NHC for 10 years bringing complete life-cycle project experience including, assessment, planning, design, construction, and monitoring. Project experience includes hydraulic hazard identification & mitigation (coastal and riverine), fish passage and habitat, hydrology, river engineering, geomorphology, and surface water management. Currently Dale is providing coastal engineering support in the development of commercial space and a multi-residential project within the City and the District of North Vancouver.

Recently he has worked on shoreline assessments for harbour design on the west coast and support for coastal pipeline protection in the lower mainland. Dale has used a number of numerical models (i.e. 1D & 2D hydrodynamic, sediment transport, coastal wave & current) and physical models to assist in assessment and design and has applied a range of “hard” and “soft” solutions to hydrodynamic problems.

**Jonathan Tinney: AECOM**

Mr. 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, Mr. Tinney'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.

Brian Wallace: BWW Consulting

Brian Wallace has been involved in transportation planning and traffic engineering for 45 years – with the City of Vancouver for 13 years and as a consultant thereafter. He was with ND LEA –MMM Group for 25 years as the Manager of the Transportation Planning Group and as President. He retired from MMM in September of 2007 and then started consulting as BWW CONSULTING. As a consultant he has provided service to both the private sector (developers, architects) and public organizations (municipalities, institutions, agencies, provincial and federal ministries). He was the transportation consultant to some of the largest and most visible developments in Vancouver – BC Place Stadium, GM Place, Concord's False Creek Redevelopment and the Lions Gate Bridge rehabilitation project. He has done numerous projects as part of a multidisciplinary team and has been involved in many major transportation projects.



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